

# Region of Peel 2024 Budget

2024–2027 Business Plan  
and 2024 Budget

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# Executive Summary

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# Our Regional Values

At Peel Region our services are delivered through a culture built on five foundational core values that guide our decisions, actions and how we interact with our community.



## Message from the Chief Administrative Officer

With the Province's announcement that Peel Region will be dissolved at the end of 2024, we are confronted with the question of what place this budget will have in the history of this community.

Although Peel as we know it will no longer exist, we do not quite yet know what the future holds. What we do know is that the essential services that Peel has provided to this community for nearly 50 years must be delivered, and with the exceptional quality and value for money that this community has come to expect from Peel Region.



We have greatly appreciated the outpouring of love and support from the community for the work we do. As we work through [Peel's transition](#) with the provincially-appointed Transition Board, increased service demands create a challenge for an organization that's still fatigued from the pandemic and in a state of uncertainty. My heart goes out to our colleagues who have been living with this uncertainty for 6 months now. Their psychological health and wellness, retaining and hiring highly-trained and professional employees remains a priority.

The proposed 2024 Budget is an important one. As you will see in the pages that follow, there are strategic and important investments that are needed to be made. This includes community housing, infrastructure, public safety, paramedics, seniors' services, as well as in climate change and our ongoing commitment to diversity, equity and inclusion and many other necessary programs with a high social impact that the Region supports and delivers.

Moreover, this budget provides the successor entities to Peel Region with both the necessary operational and capital resources to

continue to build and develop these essential services in the long term.

In addition to the *Hazel McCallion Act, 2023* (Bill 112), in late 2022, the Province introduced two other pieces of legislation, the *More Homes Built Faster Act, 2022* and the *Better Municipal Governance Act, 2022* that will have a profound effect on how Ontario's municipalities do business. The Province's acceleration of Peel's 2051 housing targets to 2031 requires immediate investments in planning and infrastructure to prepare for these aggressive targets.

Beyond the Province's legislative interventions, there are multiple immediate social and economic challenges facing Canadians that we need to contend with. In addition, the budget submitted by the Police Services Board includes a significant investment to increase community safety and well-being through the addition of operating and capital needs.

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. With Council's support, our dedicated employees and this amazing community, we'll continue building a Community for Life in Peel Region.

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** (he/him)  
**Chief Administrative Officer**  
**Region of Peel**

## Message from the Chief Financial Officer

I am honoured to present the 2024 budget to this community.

From our vibrant multiculturalism to our status as a linchpin for goods movement across the GTA, Peel Region remains one of Canada's most dynamic and important municipalities.

We are also a municipality in transition – with the *Hazel McCallion Act, 2023*, the 2024 budget has been put together to be laser-focussed on continuity of services. The Council-endorsed [12 principles](#) guided the planning of this budget, ensuring that the successor entities to Peel Region have every opportunity to be the long-term efficient and effective deliverers of critical public services that Peel Region has always been known for.

While we are managing with the reality and constraints of the transition, the day-to-day operations of the Region and the delivery of its services remain our priority.

In this respect, we are confronted with the broader societal and economic challenges that currently preoccupy every level of government. We are in a *social emergency* in Peel Region that demands our attention, and this includes:

- The housing affordability crisis;
- The influx of asylum seekers;
- The climate change emergency;
- Public health and safety; and
- The aggressive provincial housing targets that require aggressively updated infrastructure targets.



The 2024 proposed budget accounts for these existential challenges and puts forward an ambitious plan to make strategic investments in these and other critical areas. This budget has been built on a foundation of long-term sustainable funding because the necessary services the Region currently delivers need to be protected and enhanced now, and for the future, while upholding our tradition of financial responsibility, which is demonstrated by having achieved a Triple A credit rating for 28 years.

The proposed Budget ensures business continuity, with increased investments in key areas such as Housing Support, Community Investment, Paramedics and Seniors Services as well as Regional Council-mandated investments in climate change and our ongoing commitment to diversity, equity and inclusion.

Overall, the 2024 Budget is proposing an average property tax increase of 4.5% and a utility rate increase of 6.8%. 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 same level for Peel Region's successor entities.

I am grateful for the dedication and commitment of the Region's staff in the development of this year's unprecedented budget.

We look forward to Council's deliberations.

Sincerely,

A handwritten signature in black ink, appearing to read 'D. Valeri'.

**Davinder Valeri, CPA, CA (she/her)**  
**Chief Financial Officer and Commissioner of Corporate Service**
















# About Peel Region

Peel Region is a diverse municipality that is home to approximately 1.5 million people and 204,400 businesses. Pearson International Airport, Canada’s largest, is in Peel Region.

Peel is also diverse – home to over 90 distinct ethnic groups and over half of Peel residents were born outside Canada.

In this executive summary, there is an overview of how the budget is created, and what the 2024 budget proposes to do. There are also some highlights as to how the budget will help this community continue to grow in 2024 by with needed investments in community housing, infrastructure and public safety and well-being.

Here are some important facts about Peel Region:

|   |  |   |   |  |
|---|--|---|---|--|
|  <p><b>1.5 Million</b><br/>is Peel's population, which is larger than six of Canada's provinces</p>          |  <p><b>1 in 10</b><br/>Ontarians live in Peel</p>   |  <p><b>69% of residents</b><br/>identify with a racialized group, the highest percentage in the GTA</p>    |  <p><b>2nd</b><br/>largest water and wastewater system in Ontario and 4<sup>th</sup> largest in Canada</p> |  <p><b>30%</b><br/>lower utility rates than other GTA municipalities</p>                      |
|  <p><b>3rd</b><br/>largest community housing provider in Ontario</p>   |  <p><b>21%</b><br/>of all goods movement GDP in Ontario carried on Peel Region roads</p>                              |  <p><b>\$1.8 Billion</b><br/>worth in goods travel to, from and through Peel every day</p>                 |  <p><b>2nd</b><br/>largest police service in Ontario and 3<sup>rd</sup> largest in Canada</p>              |  <p><b>2nd</b><br/>largest in paramedic service in Ontario</p>                                |
|  <p><b>2nd</b><br/>largest in waste management program in Ontario and 4<sup>th</sup> largest in Canada</p> |  <p><b>2nd</b><br/>largest public health service in Ontario by population size and one of the largest in Canada</p> |  <p><b>\$10.3 Million</b><br/>annual funding to over 150 community agencies in the non-profit sector</p> |  <p><b>\$3.4 Billion</b><br/>Annual Operating Budget and <b>\$2.5 Billion</b> Annual Capital Budget</p>  |  <p><b>800km+</b><br/>fibre network co-owned by Peel, Brampton, Mississauga and Caledon</p> |



# 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 services, while the capital plan pays for infrastructure and facilities, like roads, treatment plants and affordable housing.

The 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 plan 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 **page B-9** 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 the future. In addition to the 2024 budget year, there is a four-year planning horizon for the operating budget and a ten-year planning horizon for the capital plan where the Region provides its best estimates as to what later years 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 considering in order 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 several 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 is presented to Peel Regional Council.

| FEB  | MAR  | MAR   APR   | MAY   JUN   | JUL   AUG   | SEPT  | SEPT   OCT   | OCT   NOV  | NOV   DEC  |
|--|--|---|---|---|---|--|--|--|
| <b>Executive Leadership Team (ELT)</b><br>Priority setting and discussion; PESTLE analysis | <b>Executive Leadership Team (ELT)</b><br>Priority setting and direction to services for business planning | <b>Service Directors</b><br>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><br>Review and feedback on budget requests, cost containment and overall budget direction<br><br><b>Regional Council</b><br>Approach to 2024 Budget | <b>Service Directors</b><br>Refine and complete budget development (capital and operating), service business plans and presentations based on feedback from ELT | <b>ELT</b><br>Review of final proposed budget and budget requests | <b>Service Directors</b><br>Finalization of service business plans and presentations | <b>Develop consolidated Business Plan &amp; Budget</b><br>2024 – 2027 Business Plan, 2024 Budget and presentations:<br>Distribute to Council | <b>Regional Council</b><br>Deliberation of the proposed business plan & budget on:<br>Day 1: Nov 16, 2023<br>Day 2: Nov 23, 2023<br>Day 3: Nov 30, 2023<br>If reqrd: Dec 7, 2023 |



# Peel's approach for the 2024 budget in light of the *Hazel McCallion Act, 2023*

## Overarching principle

To enable the continued delivery of services through the transition period, Peel Region will act in the public interest and in a manner that does not unreasonably impact another municipality. Peel will also act in a manner consistent with past practices when entering into any transaction, commitment, or agreement, including major transactions and those that extend beyond January 1, 2025.

## 12 principles to manage the transition:

1. Community Housing construction and continuation of housing enabling programs
2. Public Works enabling infrastructure to build homes faster
3. State of Good Repair investments for assets that will clearly continue to be required
4. Health and Safety initiatives including psychological health and wellness for staff
5. Labour Relations Mandate as approved in June 2022 by Council
6. Initiatives to pursue the Climate Change Emergency master plan
7. Diversity and Inclusion community initiatives
8. Investments in essential services consistent with master plans
9. Continued investments in Public Safety and Wellbeing
10. Technology investments to sustain services and protect infrastructure required
11. Required property needs for necessary works and the continued delivery of Regional services
12. The procurement of goods and services as required to deliver and support the continuity of service levels and uninterrupted delivery of Regional services

# 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
- Peel Region 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
- Peel Region 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       | Clerks               |                                    |                            |                            |

## Regional Council Budget and Annual Plan

# Peel 2024 Budget highlights

## Meeting the needs of a Community for Life

To support the critical needs of the community, the 2024 Budget makes necessary investments in community housing, growth infrastructure and public safety and well-being. It also includes investments in people and policies to improve and sustain essential services to our community now and in the future while adhering to the 12 Principles that guide the Region during the transition process.

### Some of the investments include:



Creating more **affordable housing** for residents



Investing in capital infrastructure to **build homes faster**



Investing in **Public Safety and well-being**



Enhancing **community safety**



Investing in capital to maintain a **state of good repair** in Peel's infrastructure



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



**Improving care** for some of Peel's most vulnerable residents



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



Investing in **critical IT infrastructure and security**



**Saving money** through ongoing continuous improvement

Over the following pages, we will provide some detail on how the 2024 budget invests in Peel's people, infrastructure, and policies that support a community for life.

## The 2024 budget invests an additional annual \$16.8M alongside \$83.4M in funding for capital projects to support Community Housing construction and the continuation of housing-enabling programs.

Peel is in a housing crisis. The current housing market is unaffordable and unstable and as a result there are unprecedented service demand pressures. Peel should be a place where an increasing number of people who have housing challenges receive the supports and services they need to get and stay housed.

### What we have delivered already:

- Supported 34,154 households with housing and other supports.
- Over 880 clients were permanently housed either in a subsidized community housing unit or with a portable subsidy in a private market unit.
- An additional 6,271 households were provided with financial assistance and case management supports.
- Managed an outreach program that provided almost 600 clients who are experiencing homelessness and living on the streets with supports.

### The 2024 budget invests in community housing needs in Peel by:

- Expanding the place-based homelessness outreach teams and maintaining mobile outreach teams by investing \$6.5 million.

- Supporting the development and implementation of Peel's end of mortgage framework for the community housing system by adding 2 additional staff at a cost of \$0.3 million.
- Addressing the increased demand for housing supports with increased front-line and administrative staff, at a cost of \$3.7 million for 40 additional staff.
- Enhancing investments in housing subsidy and wrap around supports through an investment of \$5.4 million, to help 500-700 more households receive subsidies and/or supports.
- Continuing to implement the Peel Community Housing Development Program with a capital investment of \$12.4 million, enabling the development of a total of 1,444 units in the program by the end of 2028. 10 additional staff are needed to continue and enhance capacity for Peel's development efforts.
- Enabling the development of an initial 100 community and/or supportive housing units with non-profit partner(s), with a \$71 million capital investment in the Non-Profit Housing Development Program.
- Adding 22 staff to address the growing need for increased resources to manage capital projects and improve tenant experience at Peel Living.

## The 2024 Budget invests an additional annual \$0.9M and \$1.0B in capital investments for the infrastructure needed to build homes faster.

Under the *More Homes Built Faster Act, 2023*, (Bill 23) the Province has accelerated Peel's 2051 housing targets to 2031 which requires immediate investments in planning and infrastructure to prepare for these aggressive targets.

### What we have delivered already:

- The update of Peel's Water and Wastewater Master Servicing Plan is already underway to allow the Region to achieve its growth vision by planning infrastructure to 2051.
- The plan is aligned to the Region's Growth Management Plan and includes over \$14 billion of capital projects to facilitate growth and ensure the Region's water and wastewater assets are maintained in a state of good repair.
- Peel staff continued to work in collaboration with developers and planning staff from each local municipality to find solutions to challenging developments, including developer-driven project delivery.
- Peel staff have continued to pursue alternative capital delivery models to increase capital project output over the short and long-term although the untested nature of such models may necessitate additional efforts in terms of management and may introduce additional risk.

### The 2024 budget invests in enabling infrastructure to build homes faster by:

- Prioritizing short-term growth-enabling infrastructure projects in all local municipalities to address growth priorities and areas where there are current development pressures not previously contemplated.
- Advancing detailed studies of infrastructure needs in priority growth areas with the goal of developing capital plans for design and construction in subsequent budget years.
- Advancing the preliminary design for major treatment plant projects to support Bill 23 planning projections.
- Adding 25 staff resources to implement the increased capital work to support growth infrastructure and other capital needs.
- Investing over \$1 billion in capital investments to support the achievement of the Province's new housing target. Investments include:
  - \$459.6M for wastewater collection main replacement and construction.
  - \$272.5M for expansion of Water Resource Recovery Facilities.

## The 2024 budget invests an additional annual \$3.2M and \$28.2M in capital projects for Public Safety and Well-being

Paramedic Services and Public Health are still recovering from the impacts of the pandemic and investments are needed to help address increased demands from a growing population. These demands include a dramatic increase in call volumes and increasing impacts from communicable diseases, increased health protection and more focus on family violence, mental health and addictions and systemic discrimination.

### What we have delivered already:

- Maintained one of Canada's busiest Paramedic Services, which serves the country's largest airport and seven major highways, as well as urban cities and rural towns.
- Executed a multi-stage, comprehensive approach to employee psychological health, safety, and well-being.
- Continued to expand the reach of Peel's Community Safety and Well-being Plan as mandated by provincial legislation.
- Responded to increased demand for Public Health programs with a rapidly growing and diverse population.
- Building capacity in the Tuberculosis Program with an investment of \$0.4 million and 3 staff.
- Addressing increased demand for public health inspections due to growth in the Region with an investment of \$0.4 million and 3 additional staff.
- Ensuring ongoing service delivery through a capital investment of \$5.0 million for future Paramedic station design.
- Increased capital funding of \$23.2 million to meet the forecasted costs to complete the construction of the Dockstader divisional reporting station.
- Providing additional training to support the physical and psychological health and safety for paramedic services under the External Violence Against Paramedics program.

### The 2024 budget continues to invest in Public Safety & Well-being by:

- Hiring 36 new paramedics at a net additional cost of \$2.4 million to manage call volume increases and persistent system pressures.

## The 2024 Budget invests an additional annual \$38.7M and \$451M in capital investments to support necessary state of good repair investments.

Peel has a long history of keeping its infrastructure in a state of good repair state of good repair. Maintaining assets in a timely way saves money in the long run while ensuring that these necessary long-term assets continue to provide critical support to the community.

### What we have delivered already:

- Continued to maintain and renew over \$36 billion of infrastructure assets to sustainably deliver Peel Region services in accordance with the Council-approved Asset Levels of Service.
- 82 per cent of Peel's infrastructure portfolio meets a Risk Management Rating of "Good" or "Very good".
- A maturity assessment has been undertaken to measure how well Peel aligns with international best practices. Presently, Peel's Maturity Rating is "Establishing" which reflects a well-run municipal program.
- Continued to maintain Peel's housing assets in a state of good repair, as well as those of its 46 external community housing providers, and the \$2.9 billion of housing assets owned by Peel Living.
- Continued to work on the Asset Management Plans for the Peel's infrastructure to meet the requirements of Ontario Regulation 588/17, *Asset Management Planning for Municipal Infrastructure*.

### The 2024 budget invests in state of good repair for assets by:

- Increasing the funds to support the state of good repair through a 1% Infrastructure Levy for Regionally Controlled Tax Supported programs and a 5.3% Infrastructure Levy for Utility Rate Supported programs.
- Hiring more people to support the increased work to ensure the state of good repair for Water and Wastewater and Peel Living infrastructure.
- Key projects these levies and resources will support include:
  - \$117.0M for road construction, intersection improvements, and active transportation.
  - \$97.7 million for pumping station expansion, rehabilitation, and water treatment plant equipment replacement.
  - \$97.6 million to maintain the state of good repair of buildings in Peel Living.
  - \$25.0M for roads structure replacement and rehabilitation and other asset management-related works.
  - \$8.2M for purchases of ambulances and other fleet.



## The 2024 Budget invests an additional annual \$0.1M and \$18.5M to tackle the climate change emergency.

The climate emergency has serious environmental and socio-economic implications for Peel Region services, our residents, and businesses. Bolder climate action is needed.

### What we have delivered already:

- Peel Region is positioned to receive \$25.4 million in funding for key GHG emissions reduction projects.
- Eight new construction projects are currently being designed or built to the Net Zero Emissions Building Standard.
- Fourteen multi-year state of good repair projects at 10 PHC sites have been identified, which will result in an estimated reduction of the Region's total corporate GHG emissions by 1.4%.

### The 2024 budget continues to make investments to advance the Climate Change Emergency master plan:

- Delivering on 20 actions from the Climate Change Master Plan to manage \$36 billion in assets for climate risk and reduce corporate greenhouse gas emissions by 45% below 2010 levels by 2030.
- Making an investment of \$0.1 million to support future public health urgent response planning and to build capacity and develop regional health-related adaptation strategies.
- Completing the fifth Paramedic reporting station and design provisions for the sixth reporting station so they will be constructed to meet the Region's Net Zero Emissions standard for new construction.
- Investing in the Peel Living State of Good Repair & Low Carbon Project of \$18.5 million.

## The 2024 budget invests an additional annual \$67.6M and \$0.3M in capital projects to support Peel's vulnerable population.

Gaps and complexities in Peel's health and social systems continue to challenge some of our community's most vulnerable citizens.

### What we have delivered already:

- Continued to implement and comply with the *Fixing Long-Term Care Act, 2021* to enhance resident experience and quality of life at Peel Long Term Care homes.
- Completed 2,583 Social Worker interactions, including clinical and supportive counselling, system navigation, and education.
- Provided over 25,000 virtual and in-person Adult Day program visits.
- Supported Peel food providers with \$4 million in grant funding to advance emergency food security in Peel, through a two-year pilot program.
- Supported lower income families to pay for child care, with more than 9,700 children 12 years and younger, receiving child care subsidy through the Canada-Wide Early Learning and Child Care plan.

### The 2024 budget addresses growth in the Region with continued investments in essential services by:

- Stabilizing operations in Long-Term care due to increased Infection Prevention and Control (IPAC) requirements and complex post-pandemic resident care, at a cost of \$1.7 million for 18 staff.
- Phasing the implementation of the *Fixing Long-Term Care Act, 2021* includes additional Registered Nurse, Registered Practical Nurse and Personal Support Worker roles at a net cost of \$1.2 million.
- Continuing to advance operations at the Seniors Health and Wellness Village with a net investment of \$0.6 million for resources.
- Enhancing building access for Adult Day Services clients through a capital enhancement of \$0.3 million.
- Ensuring community groups in need have supports to provide programs and services to Peel's vulnerable populations with additional Community Investment funding through an investment of \$3.2 million and 4 additional staff.
- Continuing to implement the Canada-Wide Early Learning and Child Care plan, with an increase of \$60.6 million to expand the affordability program of lowering child care fees.

## The 2024 Budget invests an additional annual \$0.4M and a one-time capital investment of \$9.5M to invest in technology to sustain services and information technology infrastructure.

Peel's community wants services that are more responsive to their diverse needs. This means better access to information and data, more engagement in two-way dialogue, and continued assurance that their tax dollars are well spent.

### What we have delivered already:

- Provided residents and business with up-to-date information via peelregion.ca, with a reach of 18.2 million total views, 140,000 social media followers, and over 180,000 subscribers to Connect2Peel e-newsletter.
- Continued implementation of SAP, our new Enterprise Resource Planning (ERP) system, benefiting both the Region of Peel and Peel Regional Police.
- Ensured that 75 percent of IT help desk calls/tickets were resolved on the first attempt with no follow-up needed (industry average of about 60%). Total number of tickets processed by IT in 2022 was 47,733.
- Enhanced security and stopped 10,000 emails with viruses or malicious URLs in 12 months.
- Shifted our website from an organization-based structure to one that is service-based. Service pages will provide residents with a consistent user experience, helping them find important service information quickly, such as eligibility, fees, how to apply or initiate a service, and contact information.

### The 2024 budget invests in technology to sustain services and protect infrastructure by:

- Establishing a strategic cybersecurity capability that covers the full range of activities in IT, with an additional resource at a cost of \$0.2 million.
- Advancing digital communications to improve access to information, customer experience and resident trust with an additional investment at a cost of \$0.1 million.
- Advancing digital services at Peel with the continued implementation of Peel's asset management software (IBM Maximo) with a capital investment of \$6.0 million.
- Improving operations and overall service delivery for employees and residents, by building a Digital Services Team to support Public Works with 5 additional resources.
- Improving efficiencies in water and wastewater through the implementation of Building Information Modeling at a capital cost of \$3.5 million.

## The 2024 Budget invests an additional annual \$0.1 million in diversity, equity and inclusion.

Deepening relationships and continued engagement with Indigenous peoples and communities, equity seeking groups and marginalized populations is a priority for Peel.

### What we have delivered already:

- Hired an Indigenous Engagement Advisor in 2023 to lead Indigenous action planning, build relationships with Peel's Indigenous communities, and develop a Truth and Reconciliation Action Plan.
- In 2023 PAMA established an Indigenous Sharing Circle to develop consistent relationships with Indigenous people, organizations, and communities.
- Introduced an Observance and Recognition Policy that is faith-based, cultural and diversity-related to better reflect the identity of Peel's community.
- Established accessible, safe and culturally responsive services that meet the diverse needs of Peel's population.

### The 2024 budget supports diversity, equity and inclusion by:

- Adding a resource to advance community-based participatory research and experience engaging with Indigenous peoples Community Engagement and Truth and Reconciliation.
- Engaging community through the PAMA Indigenous Sharing Circle.
- Investing in additional support for PAMA operations as a result of the full reopening of the facilities, at a cost of \$0.1 million.
- Implementing the Diversity, Equity and Inclusion Strategy and findings from the 2022 Workforce Census.
- Continuing to expand offerings of the Diversity, Equity and Inclusion Learning Framework to include unconscious bias and Anti-Black racism, 2SLGBTQ+ and digital accessibility training for employees.

## The 2024 Budget reflects \$5.7M in cost savings and \$3.3 million in cost avoidance through 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 Six Sigma as the primary approach to identify potential savings and efficiencies.
- Between 2018 to 2022, 180 continuous improvement initiatives (CIIs) have been completed resulting in \$17.9M of cost savings and a further \$20.2M in cost avoidance.

### The 2024 budget reflects the service improvements and efficiencies:

- In 2023, a total of 31 Continuous Improvement Initiatives in savings for the Region of \$0.9 million and cost avoidance of \$3.3 million such as:
  - Reinforced proper blue-box recycling requirements in curbside and multi-residential dwellings, resulting in \$0.2 million in cost savings in collection and processing costs due to reduced contamination
  - Digitized the water billing process to achieve efficiencies and improve client experience, resulting in cost savings of \$0.2 million from reduced print and postage costs
  - Optimized use of internal staff for transport of vaccines and dry supplies to reduce dependency on vendors, resulting in cost avoidance of \$0.2 million
- In addition to the savings identified through continuous improvement, an additional \$4.8 million in savings was identified through line-by-line reviews and organizational re-alignments.

## **Peel Regional Police (External Agency)**

**The 2024 budget invests an additional annual \$74.5M plus \$12.4M operating to fund capital infrastructure and additional capital of \$667M to address community safety.**

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

### **What we have delivered already:**



- One of the first police services to launch a Community Safety and Well-being (CSWB) Plan which is aligned with the Region of Peel's CSWB Plan.
- Signed Canada's only Memorandum of Understanding with a Provincial Human Rights Commission to eliminate systemic racism in policing.
- Expanded our crisis response teams from four (Community Crisis Rapid Response Team, Mobile Community Crisis Rapid Response Team, Embedded Community Crisis Rapid Response Team, Crisis Outreach and Support Team) to five, with the addition of the Safe Centre Response Team.
- Launched a new, dedicated Wellness location that is central to the Region in order to ensure enhanced access for our members.
- Focus on Frontline and Digital Transformation provides our frontline members with the tools they need to provide effective and efficient service delivery and enhances processes and information flow for areas.

### **The 2024 budget addresses community safety by:**

- Peel Regional Police's request to hire 135 police officers, 96 civilian professionals, and 10 cadets at a cost of \$43 million, will address significant growth (population, households, registered vehicles and calls to 9-1-1), increased pressures related to mental health, intimate partner incidents, theft of motor vehicles, road safety and guns and gang activity and our commitment to community safety.
- The Peel Regional Police also proposes Capital investments of \$667 million to replace infrastructure, vehicles and equipment and expansion of facilities needed to address the safety needs of Peel's growing population.
- Investing \$12.4 million operating to fund the debt needed to finance the divisional and operational facilities approved through the 2023 Budget.

# Peel 2024 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.

| <b>2024 Regional Budget Overview \$5.9B</b><br>Operating Budget - \$3.4B & Capital Budget - \$2.5B<br>10-Year Capital Plan - \$20.4B |             |  |             |
|--|-------------|--|-------------|
| <br><b>Property Tax Supported</b>                   |             | <br><b>Utility Rate Supported</b> |             |
| <b>Operating Budget</b>  | \$2,731M    | <b>Operating Budget</b>  | \$701M      |
| Budgeted Rate Stabilization Reserve draws  | (\$75M)     | Budgeted Rate Stabilization Reserve draws  | (\$5M)      |
| <b>Capital Budget</b>  | \$1,121M    | <b>Capital Budget</b>  | \$1,414M    |
| <b>10-Year Capital Plan</b>  | \$5,843M    | <b>10-Year Capital Plan</b>  | \$14,530M   |
| <b>*Property Tax Increase</b>  | <b>4.5%</b> | <b>Average Utility Rate Increase</b>   | <b>6.8%</b> |
| (includes 1.0% Infrastructure levy, 0.9% Community Safety Levy )   |             | (includes 5.3% for Infrastructure)   |             |
| <b>**Impact :</b>  |             | <b>Impact:</b>   |             |
| Average Home assessed at \$580,400   | \$247       | Household water consumption of 290m <sup>3</sup>   | \$78        |
| Small Business assessed at \$641,900   | \$435       | Small Business water consumption of 695m <sup>3</sup>  | \$82        |
| Commercial assessed at \$1,925,700   | \$1,303     |  |             |
| Industrial assessed at \$1,937,300   | \$1,447     |  |             |
| Region’s Portion of Annual Residential Municipal Tax Bill  | \$2,566     | Annual Residential Water Bill  | \$974       |

\* 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 4.5% (net tax levy Increase of 10.6%)

| Regionally Controlled Services<br>• Budget Drivers        | Budget Change<br>\$M | Budget Impact<br>% |
|---|----------------------|--------------------|
| <b>Maintain Existing Service Levels</b>                   | 17.6                 | 1.3                |
| <b>New Service Investments</b>                            |                      |                    |
| • Expanded Homelessness Outreach Services                 | 6.5                  | 0.5                |
| • Investments in Housing Subsidy and Wrap Around Supports | 5.4                  | 0.4                |
| • Increased Demand for Housing Supports                   | 3.7                  | 0.3                |
| • Community Investment Funding                            | 3.2                  | 0.2                |
| • Addressing growth in Paramedic call volume              | 2.4                  | 0.2                |
| • Stabilizing Long Term Care                              | 1.7                  | 0.1                |
| • Various other initiatives                               | 5.7                  | 0.4                |
| <b>External Funding Impacts</b>                           | 8.7                  | 0.7                |
| <b>Infrastructure Levy</b>                                | 13.2                 | 1.0                |
| <b>Total Regionally Controlled</b>                        | <b>68.1</b>          | <b>5.1</b>         |
| <b>Assessment Growth</b>                                  | <b>(8.3)</b>         | <b>(0.6)</b>       |
| <b>Total Net Regionally Controlled</b>                    | <b>59.8</b>          | <b>4.5%</b>        |

Less than half (4.5 per cent) of the total proposed net tax levy increase of 10.6 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)<br>• Budget Drivers | Budget Change<br>\$M | Budget Impact<br>% |
|---|----------------------|--------------------|
| <b>Peel Regional Police</b>                                 |                      |                    |
| • Maintain Existing Service Levels                          | 31.5                 | 2.4                |
| • Increase Community Safety                                 | 43.0                 | 3.3                |
| • Community Safety Levy                                     | 12.4                 | 0.9                |
| <b>Ontario Provincial Police</b>                            | 0.7                  | <0.1               |
| <b>Conservation Authorities</b>                             |                      |                    |
| • Credit Valley Conservation Authority                      | 1.1                  | 0.1                |
| • Toronto & Region Conservation Authority                   | 0.5                  | <0.1               |
| • Conservation Halton                                       | 0.1                  | <0.1               |
| <b>Total External Agencies</b>                              | <b>89.3</b>          | <b>6.6</b>         |
| <b>Assessment Growth</b>                                    | <b>(6.8)</b>         | <b>(0.5)</b>       |
| <b>Total Net External Agencies</b>                          | <b>82.5</b>          | <b>6.1%</b>        |

Over half (6.1 per cent) of the total proposed net tax levy increase of 10.6 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 address community safety.



# About the Region of Peel

The Region of Peel serves more than 1.5 million residents and approximately 204,400 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 1.52 million residents who live in the City of Brampton, Town of Caledon and City of Mississauga.



Source: Peel Data Centre

## 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%.

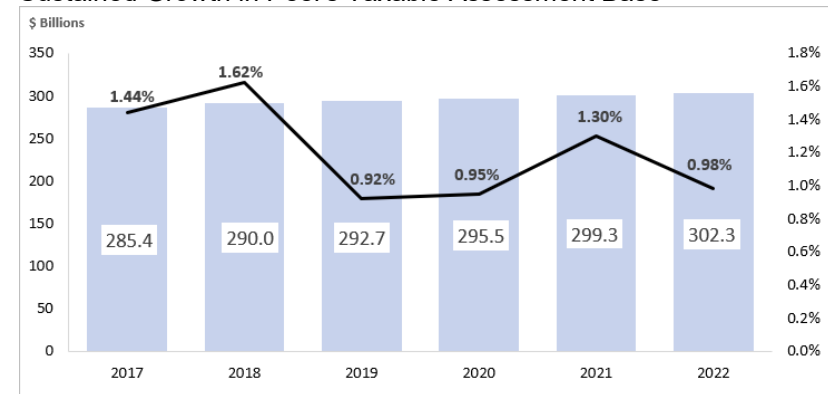
| Distribution of Racialized Population | 100.0% |
|---------------------------------------|--------|
| South Asian                           | 54.3%  |
| Black                                 | 13.9%  |
| Chinese                               | 6.1%   |
| Filipino                              | 6.1%   |
| 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 1.52 million residents and, in 2022 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

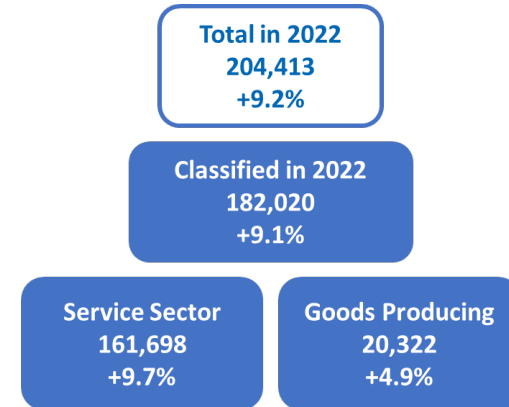
### Diversified Economic Base

The industries in Peel’s economy are more diverse than ever before, strengthening our ability to overcome slumps in any given industry. In 2022, the distribution of Peel’s business establishments was as follows:

| Distribution of Peel Business Establishments     | 100.0% |
|--|--------|
| Finance, Insurance, Real Estate Rental & Leasing | 23.4%  |
| Transportation & Warehousing                     | 22.8%  |
| Professional, Scientific & Technical Services    | 14.5%  |
| Trade  | 8.6%   |
| Construction                                     | 8.1%   |
| Healthcare and Social Assistance                 | 4.8%   |
| Admin. Supp, Waste Mgt and Remediation Services  | 3.9%   |
| Manufacturing                                    | 2.7%   |
| Accommodation and Food Services                  | 2.4%   |
| Education Services                               | 1.0%   |
| Other Services                                   | 7.8%   |

### Peel’s Businesses Continue to Grow

In 2022, 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 17,000 additional small businesses in 2022, a growth of 9.7 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.

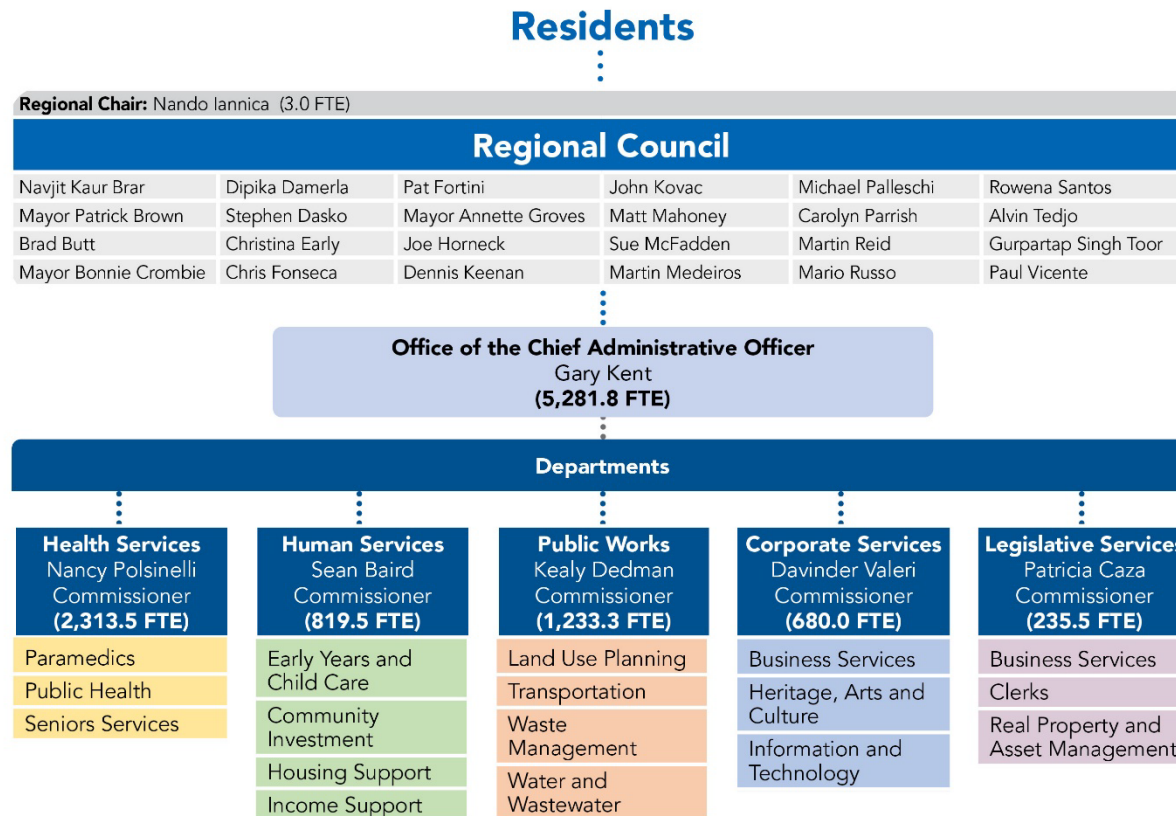
As a model employer, the Region of Peel is an organization that focuses on attracting, recruiting and retaining top talent in the municipal sector. Peel's salaries are competitive with municipal comparators and has a culture that promotes a mentally healthy and flexible workplace.

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 (5,285 FTE, 2023)



# Regional Services

| Public Health                       | Paramedic Services              | Seniors Services                           | Housing Support   | Income Support                              | Early Years and Child Care   | Community Investment                 |
|-------------------------------------|---------------------------------|--|---|---|--|--------------------------------------|
| Communicable Disease                | Out-of-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            | Provide Child Care Subsidy for lower income families   | Community Investment Funding Program |
| Community Safety & Well-being       | Community Paramedicine          | Caregiver Support and Education            | Emergency Shelter and homelessness supports                         | Stability Support                           | Administer funding to lower 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 | Partner with child care providers to ensure quality child care services                      | Community Intelligence               |
| Family Health                       | Tactical Response               | Neurobehavioural Service                   | Affordable and Subsidized rental housing operations and maintenance |   | Plan, fund and oversee Special Needs Resourcing services for children in licensed child care | Community Engagement                 |
| Health Protection                   | Psychological Health and Safety | Resident Care and Services                 | Programs to increase affordable supply                              |   | Plan, fund and oversee EarlyON Child and Family Centres                                      | Affordable Transit Program           |
| Public Health Intelligence          |                                 | Butterfly Model of Care                    |   |   |  |                                      |
|                                     |                                 | Specialized Behavioural Support Unit       |   |   |  |                                      |
|                                     |                                 | Neurobehavioral Nurse Practitioner Program |   |   |  |                                      |

# Regional Services

| Land Use Planning                | Transportation             | Waste Management                                     | Water and Wastewater                               | Business Services                    | Heritage, Arts and Culture | Information and Technology                  | Clerks                                   | Real Property and Asset Management                      |
|----------------------------------|----------------------------|--|--|--------------------------------------|----------------------------|---|--|---|
| Policy Development               | Planning                   | Planning, Education, Policy, and Program Development | Infrastructure Planning, Partnerships & Compliance | Culture and Inclusion                | Art Gallery                | Resident Digital Services                   | Freedom of Information                   | Capital Planning & Building Condition Assessments       |
| Research and Analysis            | Development                | Waste Collections                                    | Water & Wastewater Operations                      | Climate Change and Energy Management | Museum                     | Workforce Enabling Services                 | Privacy Compliance                       | Design and Construction Project Management and Delivery |
| Growth Management                | Infrastructure Programming | Community Recycling Centres                          | Water & Wastewater Engineering Services            | Finance                              | Education and Programming  | Governance and Service Management           | Council and Committee Support            | Technical Testing, Repair, Renewal of Capital Assets    |
| Development Services Brampton    | Design & Construction      | Processing and Transfer, Haulage and Disposal        |  | Human Resources                      | Facility Rentals           | Content and Data Analytics                  | Archives and Records Management          | Facility Maintenance and Operations                     |
| Development Services Mississauga | Operations                 | Infrastructure Development and Maintenance           |  | Communications                       | Visitor Services           | Enterprise Platforms and Business Solutions | Accountability and Transparency Services | Workplace Design and Accommodation                      |
| Development Services Caledon     | Maintenance                |  |  | Procurement                          | Mentorships and Donations  | Infrastructure, Connectivity and Operations | Advocacy and External Relations          | Facility and Capital Acquisitions                       |
| Planning & Performance           | TransHelp                  |  |  | Legal Services                       | Volunteer Program          | Strategy and Architecture                   |  | Emergency Response and Management                       |
|                                  |                            |  |  | Internal Audit                       | PAMA Retail Shop           | Cybersecurity                               |  | Business Continuity Planning and Corporate Security     |
|                                  |                            |  |  | Corporate Strategy and Performance   |                            |   |  |   |
|                                  |                            |  |  | Office of the CAO                    |                            |   |  |   |

# Conclusion

With 2023 representing a year where the Peel community began its recovery, we are now faced with multiple immediate social, economic and legislative challenges that have put additional demands on housing affordability, increased pressure to enable growth for a growing population and more focus on public safety and well-being.

This budget responds to these pressures with important strategic investments in community housing, infrastructure growth, public safety, paramedics, and seniors' services. In addition, to addressing the social impact of these challenges, Peel is continuing to invest in its commitment to fighting climate change, supporting diversity, equity and inclusion and many other socially necessary programs.

By investing in programs and infrastructure that acknowledge these issues and our 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 Art Gallery and Museum (PAMA), 5 Wellington St. E., Brampton*



# 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 the 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 2024 – 2027 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 2024 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 (Peel Living), and our community partners, we 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:

- In Peel, there is an estimated 91,000 households living in core housing need. Current service levels meet 19% of need for affordable housing and supports in Peel.
- In 2022, the Region of Peel supported 34,154 households with housing and other supports.
- For the first seven months of 2023, over 2,300 households have been supported in an emergency shelter or overflow hotel, with overall occupancy averaging 133%.
- Over \$118 million in subsidies are administered annually to approximately 12,000 households, but there are more than 28,000 households waiting for subsidized housing in Peel.
- \$2.9 billion of housing assets are owned by Peel Housing Corporation (PHC).

- Peel is increasing new community and/or supportive housing through leveraging federal Rapid Housing Initiative funding, provincial capital funding and regional funding which will add 268 shelter beds/units and an additional 580 net new affordable rental units by the end of 2028.

## Highlights of the Business Plan include:

- Peel is facing an affordable housing crisis that is deep, unprecedented and inequitable.
- The affordable housing system has insufficient resources to maintain assets, increase supply and support clients to the level needed by our community.
- Significant operating and capital investments are required to better meet community need and continued implementation of Peel’s 10-Year Housing and Homelessness Plan.

| Net Investment (\$000s)           | 2024    | 2025    | 2026    | 2027    |
|-----------------------------------|---------|---------|---------|---------|
| Operating                         | 180,715 | 197,063 | 209,966 | 227,632 |
| Capital                           | 190,585 | 368,602 | 99,769  | 66,719  |
| Full Time Equivalents             | 213.1   | 221.1   | 221.1   | 221.1   |
| Full Time Equivalents Peel Living | 163.0   | 163.0   | 163.0   | 163.0   |

# 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 20 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.

## Interesting facts about this service:

- Peel operates the second largest municipal waste management program in the province.
- Peel provides collection services to approximately 347,000 curbside households and 107,000 units within 834 multi-residential buildings.
- Peel manages 555,000 tonnes of waste annually from its 1.5 million residents.
- Seventy percent of Peel's waste services are delivered by third party contractors.
- In 2022, a total of 475,000 customers visited Peel's Community Recycling Centres.

## Highlights of the Business Plan include:

- Transition of Peel's Blue Box program to producers on October 1, 2024, including the sale of Peel's MRF in 2023, ongoing negotiations to provide collection services on behalf of producers and the potential sale of Peel's recycling carts to third party collectors.
- Transition of Peel's in-house green bin organics processing to third party processing, including demolition of Peel's existing in-house composting tunnels, expansion of Peel's transfer capacity and optimization of short and long term processing contracts.
- Assessment of mixed waste processing to recover additional resources from Peel's garbage stream.
- Procurement of Peel's next waste collection contracts, which represents a long term but necessary commitment.

| Net Investment (\$000s) | 2024    | 2025    | 2026    | 2027    |
|-------------------------|---------|---------|---------|---------|
| Operating               | 137,571 | 135,799 | 150,579 | 154,387 |
| Capital                 | 20,100  | 39,047  | 16,850  | 254,308 |
|                         |         |         |         |         |
| Full Time Equivalents   | 241.0   | 242.4   | 242.5   | 242.6   |

# Executive Summary of Transportation

Mission: To provide safe, efficient, and accessible transportation services for the residents and businesses of Peel.

## Services we provide:

- Peel offers transportation services that provide safe travel and community access for residents and businesses. Services include infrastructure planning, design, construction, operation, and maintenance of a multi-modal network of transportation assets and related structures. These assets include 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.

## Interesting facts about this service:

- 52% of commercial truck trips in Ontario use Peel roads; a large proportion of which have their origin or destination in Peel.
- 56% of the dollar value of goods shipped by road in Ontario are carried by commercial vehicles in Peel.
- Transportation infrastructure replacement value is \$3.8 billion.
- Peel operates 26 Regional roads consisting of approximately 1,700 lane kilometres, 733 signalized and unsignalized intersections and 7,723 streetlights.
- Peel owns and maintains 180 major structures (bridges and major culverts), 345 km of storm sewers, 55 km of noise and retaining walls, and roughly 14,000 trees along regional roads.
- Peel has 390 km of active transportation facilities including multi use trails, cross rides, and sidewalks.

- TransHelp provides 600,000 door-to-door trips annually to more than 7,000 residents living with disabilities.

## Highlights of the Business Plan include:

Major components of Transportation’s \$131.2 million Operating budget are Capital Reserves, TransHelp and Road Operations & Maintenance.

Major components of Transportation’s \$163.3 million Capital budget are road construction, intersection and active transportation improvements, road resurfacing, and providing TransHelp service.

Looking to the future, Transportation services call for:

- A Transportation Master Plan (TMP) to support revised growth targets from the Province.
- A focus on transit implementation and infrastructure to provide for future growth.
- An Accessible Transportation Master Plan to guide TransHelp’s operating model to ensure it continues to meet service levels for Peel’s growing and aging population.

| Net Investment (\$000s) | 2024    | 2025    | 2026    | 2027    |
|-------------------------|---------|---------|---------|---------|
| Operating               | 131,243 | 136,421 | 140,786 | 144,450 |
| Capital                 | 163,321 | 193,842 | 309,031 | 352,532 |
| Full Time Equivalents   | 350.4   | 363.6   | 369.9   | 374.2   |

# Executive Summary of Paramedics

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

## Services we provide:

- Quality out-of-hospital medical care (i.e., patient treatment), emergency health services, and community care (i.e., health prevention and promotion) 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 well-being, and critical capital investments, Paramedics will continue to provide high quality care to residents and visitors in the Region of Peel.

## Interesting facts about this service:

- Peel is amongst Canada’s busiest Paramedics, serving the country’s largest airport and seven major highways, as well as urban cities and rural towns.
- Between January 1<sup>st</sup> to May 31<sup>st</sup>, 2023, there were over 1,500 appointments or visits made in Peel by paramedics from the Community Paramedicine programs which avoided hospitalization.
- Over 149,000 calls were handled in 2022, part of an increasing trend in call volumes each year, which is expected to continue.
- Peel Paramedics are implementing the Canadian Standards Association (CSA) Standard for Psychological Health and Safety, along with other initiatives, to support the psychological health and safety of all staff.

## Highlights of the Business Plan include:

- Paramedics continue to meet ongoing service needs despite the increasing demand.
- Implementing initiatives that enhance care for patients, avoid Emergency Department visits, and improve processes within operations.
- Executing a multi-stage, comprehensive approach to employee psychological health, safety, and well-being.
- Identifying alternative models of service delivery, and investments in ambulance fleet and staffing to help address some of the system pressures that directly affect response time.

| Net Investment (\$000) | 2024     | 2025     | 2026     | 2027      |
|------------------------|----------|----------|----------|-----------|
| Operating              | \$82,824 | \$88,040 | \$96,324 | \$101,972 |
| Capital                | \$40,189 | \$30,244 | \$17,951 | \$10,523  |
|                        |          |          |          |           |
| Full Time Equivalents  | 740.1    | 784.1    | 841.1    | 874.1     |

# Executive Summary of Seniors Services

Mission: To provide compassionate, loving, respectful care that is equitable for the people we serve as their health needs change.

## Services we provide:

- Seniors Services consists of two divisions; Seniors Services Development and Long Term Care
- There are five Peel Long Term Care homes with an Adult Day Services program co-located within each home
- Seniors Services Development provides Adult Day Services, Social Work Supports, Caregiver Support and Education, Respite Care, and Neurobehavioural Supports to enable clients to age in place
- Long Term Care provides Resident Care and Services including an Emotion-Focused Butterfly 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 well-being and workplace culture, Seniors Services is committed to providing high quality care to clients, residents, caregivers, and families in Peel Region

## Interesting facts about this service:

- 25,632 visits provided by Adult Day Services virtually and in-person and this number continues to increase alongside the waitlist
- 93% of clients reported that Adult Day Services contributed to their ability to live at home and to meet growing demand, overnight respite care beds and Adult Day Services spaces will require expansion

- 830 residents served across all five Peel Long Term Care homes require increased staffing to meet legislative requirements to support quality care and infection prevention and control measures
- 87% of people living in Long Term Care homes have a cognitive impairment, including dementia further contributing to the complex care needs of residents

## Highlights of the Business Plan include:

- Enhancing workforce to improve resident, client, caregiver, and staff experience
- Phased implementation and compliance with the Fixing Long-Term Care Act, 2021 to enhance resident experience and quality of life
- Establishing a team for major health/seniors-supporting initiatives to plan for growing demands of an aging population
- Piloting integrated care and expanding ADS and Respite Care to support clients and caregivers to age at home
- Leveraging technology and infrastructure to meet current and future needs

| Net Investment (\$000s) | 2024   | 2025   | 2026   | 2027   |
|-------------------------|--------|--------|--------|--------|
| Operating               | 54,191 | 56,107 | 57,966 | 59,939 |
| Capital                 | 6,784  | 4,655  | 3,448  | 4,984  |
|                         |        |        |        |        |
| Full Time Equivalents   | 946.91 | 948.91 | 948.91 | 948.91 |

# Executive Summary of Public Health

Mission: To keep people healthy and reduce their risk of becoming ill. 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 health hazards and other health risks
- Community safety and well-being planning and support

## Interesting facts about this service:

- Peel Public Health service delivery is provincially and regionally mandated. The service is cost shared with the Province. However, Provincial per-capita funding for Peel continues to be low, despite a rapidly growing and diverse population.
- Peel’s active tuberculosis rates have consistently been two times higher than the province.
- Climate change impacts will worsen health inequities through pathways such as increased heat events, poor air quality, extreme weather, vector-borne illnesses, and food and water contamination.
- Demand for Peel Public Health inspections has increased due to population growth and the accompanying increased number of food premises, recreational water premises and childcare centres, including a 12 per cent increase in the number of food premises from 2017 to 2022.
- Recovery and remobilization post COVID-19 pandemic is underway and will continue into 2024, with a gradual approach that mitigates challenges related to recruitment and retention, employee well-being, changing service needs and partner readiness.

## Highlights of the Business Plan include:

- Continuing to remobilize the remaining mandated programs and services that were paused or scaled down during the pandemic.
- Transforming components of the COVID-19 response into sustainable operations through key changes such as integrating COVID-19 outbreak management and COVID-19 immunization into Public Health’s programming, including the new Immunization Services Division.
- Continuing to promote and support employee psychological health and safety with the end goals of improving employee well-being, increasing employee retention, and enhancing the capacity of the workforce as it recovers from pandemic-related impacts.
- Advancing the 2020-2029 Peel Public Health priorities: practicing effective public health; enabling active living and healthy eating; promoting mental well-being; reducing health-related impacts of climate change; and advancing health equity.
- Continuing to expand the reach of Peel’s Community Safety and Well-being Plan as mandated by provincial legislation.

| Net Investment (\$000s)      | 2024   | 2025   | 2026   | 2027   |
|------------------------------|--------|--------|--------|--------|
| Operating                    | 40,091 | 42,488 | 44,672 | 47,494 |
| Capital                      | 350    | 2,350  | 550    | 1,300  |
| Full Time Equivalents (FTE)* | 734.1  | 734.1  | 734.1  | 734.1  |

\*FTE and investment projections do not account for population growth

# 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 support and services
- Application and assessment services for Ontario Works social assistance, Child Care Fee Subsidy and Housing Services programs
- Delivering the provincial Ontario Works social assistance program by providing ongoing case management and stability support services to help clients move toward employment
- Ontario Works program oversight, and accountability

## Interesting facts about this service:

- Approximately 25,000 Peel residents (1.7% of our population) receive Ontario Works assistance for an average of 3 years as they are impacted by complex barriers resulting in the need for intensive case management and stability support
- 100% of Ontario Works benefit costs are paid by the province and rates have not increased since 2018
- In 2023, 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 \$164.9M in 2024
- Peel is the largest Ontario Works administrator to implement the province’s new social assistance model, reinvesting in addressing client barriers while also successfully transferring employment services to Employment Ontario

## Highlights of the Business Plan:

- Sharp increase in applications and demand for Income Support services is continuing due to the ending of federal pandemic benefits, the increase in refugee and asylum seekers and the addition of Ontario Disability Support Program non-disabled adult clients to stability support services
- 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 ensure program rules and requirements are being followed
- Equipping staff with training and supports to provide services that achieve successful client outcomes

| Net Investment (\$000s) | 2024   | 2025   | 2026   | 2027   |
|-------------------------|--------|--------|--------|--------|
| Operating               | 27,511 | 28,976 | 30,444 | 31,952 |
| Capital                 | -      | -      | -      | -      |
| Full Time Equivalents   | 371.4  | 371.4  | 371.4  | 371.4  |



# Executive Summary for Early Years and 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:

Plan, support, fund, evaluate, and oversee the system, working with service providers to ensure families have inclusive, affordable, accountable, high quality and accessible child care.

- **Licensed Child Care:** We assess and respond to child care service needs and provide funding to offset parent fees, support provider viability as well as enhancements for staff.
- **EarlyON Child and Family Centres:** We oversee free programs that help families with children six years and younger to grow and learn while connecting 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:** Through Peel Inclusion Resource Services (PIRS) we support all children to participate in licensed child care by connecting providers and families with special needs resourcing supports.

## Interesting Facts about this Service:

- Projected 2024 revenues of \$451.3M, both provincially and regionally funded, is 12.2 per cent higher than 2023 and is expected to grow by \$61.1M by 2025. This makes Early Years and Child Care one of Peel’s largest program budgets.
- 95 per cent of existing licensed child care sites in Peel participate in the Canada-Wide Early Learning and Child Care (CWELCC) plan which improves affordability by lowering fees by 53 per cent in 2023 with a goal to reach an average of \$10 a day by 2025.
- Since 2013 Peel has not had a waitlist for subsidy.

- Even with CWELCC’s goal of \$10 a day, 78 per cent of children receiving subsidy who now pay \$10 or less a day for child care, and children 6 years of age and older who do not qualify for the program will still need ongoing financial support to afford licensed child care.
- CWELCC’s expansion plan will increase child care spaces in Peel by 41 per cent for children five years and younger by 2026.
- 13.2 per cent of the program’s 2023 budget supported wage enhancement for early childhood professionals, however, the average base wage of Registered Early Childhood Educators remains \$6.22/hr below those employed by school boards.
- In 2022, EarlyON programs had 326,000 visits by families.
- 95 per cent of licensed child care programs participate in PIRS.

## Highlights of the Business Plan:

- Continued implementation of CWELCC to reduce costs to reach the goal of an average of \$10 a day by 2025.
- We will add 11,980 new child care spaces by 2026, but we still need 9,800 more spaces to meet the expected demand for care.
- Implementing strategies to attract, hire and keep qualified educators.
- Improving EarlyON and child care programs, policies, and practices to reflect the diverse needs in Peel.

| Net Investment (\$000s) | 2024   | 2025   | 2026   | 2027   |
|-------------------------|--------|--------|--------|--------|
| Operating               | 21,803 | 22,343 | 22,877 | 23,426 |
| Capital                 | 338    | 1,976  | 1,005  | 1,021  |
| Full Time Equivalents   | 125.1  | 125.1  | 125.1  | 125.1  |

# Executive Summary for Information and Technology

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

## Services we provide:

- **Resident Digital Services:** Deliver a portfolio of new digital services for residents and partners.
- **Workforce Enabling Services:** Create a connected and engaged workplace.
- **Governance and Service Management:** Provide strategic guidance & support for all technology related services. Support and prioritize technology implementations.
- **Content and Data Analytics:** Enable informed decisions through research, business analytics & open data.
- **Enterprise Platforms and Business Solutions:** Design, develop, implement and operationalize technology solutions.
- **Infrastructure, Connectivity and Operations:** Provide reliable IT infrastructure and protect regional technology assets.
- **Strategy and Architecture:** Establish & execute IT policies, standards, and strategies.
- **Cybersecurity:** Operations, structure and processes essential to preventing, detecting, and responding to threatening events.

## Interesting facts about this service:

- More than 125 terabytes of digital data are managed across our enterprise systems; roughly equal to the combined floor area of five Toronto Reference Libraries or 50 million books.
- Over the past 12 months, more than 32.6 million emails were received, of which 54.7% (17.8 million messages) contained cyber security threats.

- The Public Sector Network (PSN) is a state-of-the-art fiber network co-owned by the Region of Peel, Mississauga, Brampton, and Caledon. With over 800 kilometers of fiber - the distance of almost 1,450 CN towers stacked on top of each other.

## Highlights of the Business Plan include:

- Investments focused on technology to sustain services and protect infrastructure aligned with Council Guiding Principles.
- Ongoing digitization of priority resident-facing services.
- Investments that ensure the management of cybersecurity risks, and risks related to critical systems failure.

| Net Investment (\$000s) | 2024   | 2025   | 2026   | 2027   |
|-------------------------|--------|--------|--------|--------|
| Operating               | 14,228 | 15,037 | 15,266 | 15,483 |
| Capital                 | 23,424 | 17,232 | 18,306 | 16,409 |
| Full Time Equivalents   | 191.0  | 195.0  | 195.0  | 195.0  |

# 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
- For the 2022 calendar year, 383 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) | 2024   | 2025   | 2026   | 2027   |
|-------------------------|--------|--------|--------|--------|
| Operating               | 17,848 | 22,075 | 23,439 | 23,626 |
| Capital                 | -      | -      | -      | -      |
| Full Time Equivalents   | 32.9   | 32.9   | 32.9   | 32.9   |

# Executive Summary of Business Services

Mission: Provide trusted, cost-effective, and responsive business supports 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 ten 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, Corporate Strategy and Performance, and the Office of the Chief Administrative Officer (CAO).

## Interesting facts about this service:

- Manages Peel Region’s \$3.4 billion operating and \$2.5 billion capital budgets annually and oversees ~ \$950 million of funding from upper levels of government
- Manages a \$3.3 billion investment portfolio, achieving a 5-year annualized realized investment return of 2.8%, equating to ~\$360 million in realized investment income over the 2018-2022 period
- Proactively plans for and operates infrastructure assets valued at \$36 billion to sustainably deliver Peel Region services
- Successfully placed 1,176 hires from January to July 2023, with 41% of all new hires self-identifying as belonging to a marginalized or under-represented group
- Expanded communications reach to 181,484 subscribers of the *Connect2Peel* e-newsletter, 140,000 social media followers and 18.2 million total views to the peelregion.ca website
- Procurement awards approximately \$1.6 billion of contracts annually

## Highlights of the Business Plan:

- Delivering on 20 actions from the Climate Change Master Plan to manage Peel’s assets for climate risk and reduce corporate greenhouse gas emissions by 45% below 2010 levels by 2030
- Developing an equitable and inclusive service delivery model, Truth and Reconciliation guidelines, and an effective approach to consulting with Indigenous peoples and communities
- Addressing labour market challenges through attraction and retention strategies that focus on diversity hiring practices
- Supporting psychological health and well-being for employees
- Advancing Peel Region’s Digital Peel roadmap through web self-service, standardized service webpages, and digital forms
- Supporting LEAN practices across the organization resulting in \$939K in cost savings and \$3.32M in cost avoidance in 2023
- Enhancing Procurement’s Vendor Performance Management and Sustainable Procurement programs

| Net Investment (\$000s) | 2024   | 2025   | 2026   | 2027   |
|-------------------------|--------|--------|--------|--------|
| Operating               | 28,838 | 29,671 | 28,827 | 28,816 |
| Capital                 | 2,400  | 4,150  | 2,400  | 2,400  |
|                         |        |        |        |        |
| Full Time Equivalents   | 555.0  | 567.0  | 569.0  | 569.0  |

# Executive Summary of Real Property and Asset Management

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.

## Services we provide:

- Strategic asset management and capital planning as well as design & construction project management services
- Real property planning/administration, acquisition, leasing/licensing, design, construction, life-cycle renewal, and disposal for all Peel owned and leased properties
- Facility management; including operations and maintenance, and occupant services
- Coordinates Peel’s Emergency Response Strategy, Business Continuity Planning and manages security supports to programs and services

## Interesting facts about this service:

- 12.7 million square feet managed through the RPAM’s Asset Management program; valued at over \$3.9 billion in construction replacement value
- Over \$100 million of State of Good Repair (SOGR) work budget approved annually to reset asset lifecycles and to ensure continuous operations of the programs within the Peel facilities
- Regional Emergency Management (REM) receives on average over 368 notifications annually through the Duty Officer
- REM supports Provincial flood and forest fire response to evacuated First Nations, responses to individuals displaced by international events such as the conflict in Ukraine, the Syrian civil war, and the withdrawal of NATO from Afghanistan

## Highlights of the Business Plan include:

- Continue to support ongoing real property services and address facility needs for Peel’s portfolio: office buildings, paramedic facilities (PRPS), health clinics, Peel Art Gallery, Museum & Archives (PAMA), long-term care (LTC) homes, Learn Play Centres, Peel-owned affordable housing buildings and Shelters and Peel Housing Corporation’s (PHC) housing stock
- Continue to support partners such as Peel Police seeking tactical training spaces and Provincial services seeking pop-up centre space
- \$881 million in the 10-year SOGR Capital Budget across all portfolios; with \$100 million of SOGR capital projects scheduled to be implemented over the next 2-5 years
- New development projects planned: Dockstader PRPS, Victoria Yard, Mavis Yard Expansion
- Net Zero and low carbon retrofit projects: Weaver’s Hill, Hillside Place, and other redevelopment projects

| Net Investment (\$000s) | 2024  | 2025   | 2026  | 2027  |
|-------------------------|-------|--------|-------|-------|
| Operating               | 6,592 | 6,745  | 6,814 | 6,896 |
| Capital                 | 1,659 | 16,726 | 5,010 | 2,099 |
| Full Time Equivalents   | 114.0 | 114.0  | 114.0 | 114.0 |

# Executive Summary of Clerks

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 Clerk’s 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:

- The Archives manages a growing collection of more than **1.5 linear kilometres** of government and non-government records documenting the history and development of Peel and its people. The Archives serves as the official archives of the area municipalities and school boards in Peel. It also maintains a wide range of privately donated records and records on loan from the Province of Ontario.
- In 2022, the Access to Information and Privacy team received 294 requests and ranked within the top 4 of municipal corporations in Ontario for number of requests received.
- In 2022 the Council and Committee support team facilitated 870 council decisions and the enactment of 50 Regional by-laws.

- The Strategic Public Policy and External Relations team provides strategic advice and engages with other levels of government to support the Region’s advocacy objectives this included facilitating 6 delegation meetings with Provincial leaders at the 2023 AMO Conference.

## 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 applications and other fees more convenient and secure.

| Net Investment (\$000s) | 2024  | 2025  | 2026  | 2027  |
|-------------------------|-------|-------|-------|-------|
| Operating               | 3,556 | 4,181 | 4,288 | 4,397 |
| Capital                 | -     | -     | -     | -     |
| Full Time Equivalents   | 36.0  | 41.0  | 41.0  | 41.0  |

# Executive Summary of Heritage, Arts and 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.
- PAMA demonstrated commitment to youth and emerging cultural professionals in 2023 through hosting 5 student and internship positions.
- Over 14 productions have been filmed at PAMA since 2015, including the film adaptation of acclaimed Canadian author, Margaret Atwood’s ‘Alias Grace’ and CBC’s ‘Working Moms’.
- Over 2,500 responses were received from the public as part of the Orange Shirt activity featured in the ‘Generations Lost’ exhibition exploring the history and long-lasting impacts of residential schooling.

## 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) | 2024  | 2025  | 2026  | 2027  |
|-------------------------|-------|-------|-------|-------|
| Operating               | 5,522 | 5,650 | 5,767 | 5,867 |
| Capital                 | 3,355 | 444   | 1,023 | 1,631 |
| Full Time Equivalents   | 18.5  | 18.5  | 18.5  | 18.5  |

# Executive Summary of Land Use Planning

Mission: To collaborate with internal and external partners to consider all perspectives when planning and managing growth and development in Peel including the strategic objectives of the local municipalities to ensure complete and sustainable communities.

## Services we provide:

- Implement the Regional Official Plan which addresses matters that span municipal boundaries and are of Regional interest.
- Work with local municipalities to allocate provincial population and employment for both the growth forecast in the Regional Official Plan as well as forecast in Bill 23 by small sub-area to 2051.
- Maintain the Growth Management Program to monitor the forecasted timing of growth and align it with the provision of infrastructure.
- Continue as Peel’s one window’ for development application review facilitating the resolution of matters of Regional interest through the coordination of these matters with all technical review groups.
- Review and approve water and wastewater servicing connection proposals for site plans and identify the need for improvements to the systems as well as review stormwater management requirements and proposed connections to the Region’s stormwater collection system.

## Interesting facts about this service:

- In 2023, there are 59,946 estimated housing units in the development approvals process
- 3,390 development submissions anticipated for 2023
- Secured contributions of 589 affordable housing units, a \$5M cash contribution and 3.29 ha of land for affordable housing
- 76.1% of units in the development approvals process are in the existing urban area

## Highlights of the Business Plan include:

- Bill 23, *the More Homes Built Faster Act, 2022* includes significant amendments to several statutes. One significant change is to the Planning Act which when proclaimed will remove planning responsibilities from the Region of Peel. If proclamation of Planning Act changes occur in 2024, and clarity is provided on the transition of regional planning responsibilities to the local municipalities, implementation of 2024 budget will require adjustment.
- Continuing planned capital investments in policy development, research, and growth management to implement new Regional Official Plan where the work can be transitioned to local municipalities.
- As the implications of Bill 23 and Bill 112 are not known, and since the Planning and Development Services Division continues to be required by legislation to provide planning services the Capital and Operating Budget in 2024 has been maintained and only increased to reflect inflation.

| Net Investment (\$000s) | 2024  | 2025  | 2026  | 2027  |
|-------------------------|-------|-------|-------|-------|
| Operating               | 4,612 | 4,743 | 4,871 | 5,003 |
| Capital                 | 2,310 | 2,310 | 2,810 | 2,610 |
| Full Time Equivalent    | 64.0  | 64.0  | 64.0  | 64.0  |



# Executive Summary of Regional Chair and 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.

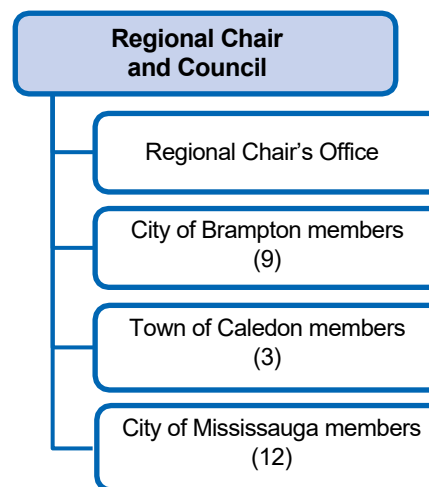
The Regional Chair is the political head of the Region and is also known as the Chief Executive Officer of the Regional Corporation. The Chair is elected by the 24 members of Regional Council to preside over meetings of Council and to ensure its decisions are implemented.

## 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) | 2024  | 2025 | 2026 | 2027 |
|-------------------------|-------|------|------|------|
| Operating               | 1,719 | -    | -    | -    |
| Capital                 | -     | -    | -    | -    |
| Full Time Equivalents   | 3.0   | -    | -    | -    |

Note: Due to Bill 112, no forecast has been provided for 2025 to 2027.

# Executive Summary of Water and 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, inflow and infiltration, regulatory compliance, strategic partnerships, water and wastewater by-law enforcement, spills response, coordination with external Agencies and Utilities 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 and 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 \$28.5 billion.
- The Region produces on average 600 million litres of safe drinking water and treats 639 million litres of wastewater every day.
- The Region maintains 4,758 km length of watermains and 3,736 km length of sanitary sewer mains.
- We inspect 13,000 hydrants and 276 km of sewer mains every year.
- The Region provides services to 341,370 water accounts and 335,000 wastewater accounts.

## Highlights of the Business Plan include:

- Updating the Water and Wastewater Master Plan to accommodate growth to 2051 and reviewing implications of advanced growth related to Bill 23 municipal housing pledges.
- 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 Federation Utility of the Future Strategic 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)            | 2024      | 2025      | 2026      | 2027      |
|------------------------------------|-----------|-----------|-----------|-----------|
| Operating (Peel required billings) | 527,314   | 560,619   | 596,052   | 634,385   |
| Capital                            | 1,414,318 | 1,205,852 | 1,983,587 | 2,084,541 |
| Full Time Equivalents              | 618.9     | 649.3     | 669.9     | 686.5     |

# 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:

- PRP is the second largest municipal police service in Ontario and the third largest in Canada providing policing services to 1.6 million residents in Brampton and Mississauga, including responding to approximately 245,000 citizen initiated events and answering over 790,000 9-1-1 calls.
- Comprised of 4 public divisions and specialized bureaux, PRP also provides policing and security to Canada’s largest and busiest international airport with over 35 million passengers in 2022 and over 1,300 flights daily.
- PRP has undertaken significant changes to modernize policing, including adopting the philosophy of community safety and well-being and utilizing alternative service delivery models to better respond to community needs in areas such as mental health and addictions, family and intimate partner violence, road safety and eliminating systemic discrimination.

- PRP was one of the first police services to launch a Community Safety and Well-being (CSWB) Plan which is aligned with the Region of Peel’s CSWB Plan.
- Signed Canada’s only Memorandum of Understanding with a Provincial Human Rights Commission to eliminate systemic racism in policing.
- Founding member of the Public Safety Broadband Network Innovation Alliance whose vision it is to expand the current cellular infrastructure in the province to provide faster, more reliable, communications for first responders and municipal agencies.

## Highlights of the Business Plan include:

- 135 officers, 96 civilian professionals and ten cadets to support the demands of our community.
- Capital investments to replace infrastructure, vehicles and equipment, expansion of facilities and advancing innovation.

| Net Investment (\$000s)                           | 2024  | 2025  | 2026  | 2027  |
|---|-------|-------|-------|-------|
| Operating   | 605.3 | 693.8 | 782.6 | 861.1 |
| Capital   | 666.6 | 41.0  | 47.3  | 256.0 |
| Operating required to fund capital infrastructure | 12.4  | 12.4  | 12.4  | 12.4  |
| Full Time Equivalents                             | 3,529 | 3,729 | 3,929 | 4,129 |

# 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 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.

## Highlights of the Business Plan include:

Priorities for the budget are:

- Traffic Safety
- Effective Community Engagement
- Property and Violent Crime Reduction

| Net Investment (\$000s) | 2024   | 2025   | 2026   | 2027   |
|-------------------------|--------|--------|--------|--------|
| Operating               | 14,248 | 15,017 | 15,572 | 16,093 |
| Capital                 | -      | -      | -      | -      |
| 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 & Region Conservation Authority (TRCA) and Conservation Halton (CH).

## Services we provide:

- Protecting the many aspects of Peel’s natural environment by applying a watershed approach to manage the natural resources and natural hazards in various jurisdictions
- TRCA and CVC’s jurisdictions cover the majority of Peel Region and are responsible for delivery of mandatory services that include protecting communities from natural hazards, source water protection, management of CA lands, and other required services
- In addition, CA’s deliver important Non-Mandatory Projects and Services that are municipally requested and required by the Region, these include:
  - Restoration on private and public lands, trail design and construction, environmental studies
  - Addressing climate change risks, providing services, events, and environmental programs for various audiences including schools, businesses, and residents
- Both conservation authorities also own significant and well-used parks and greenspaces throughout Peel Region, which are funded through admissions, user fees, and the Region of Peel budget.

## Interesting facts about this service:

- 91.6% of the Credit Valley Conservation Authority’s municipal costs are funded by the Region of Peel

- 11.8% of the Toronto Region & Conservation Authority’s municipal costs are funded by the Region of Peel
- 4.6% of Conservation Halton’s municipal costs are funded by the Region of Peel

## Highlights of the Business Plan include:

- Under the new Conservation Authorities (CA) Act, non-mandatory programs and services (P&S) that the Region continues to require, will need to be funded through memoranda of understanding (MOU), which are to be signed by December 31, 2023.
- Impact of Bill 23 and changing Regulations 687/21, 686/21, 404/21

| Net Investment (\$000s)                 | 2024          | 2025          | 2026          | 2027          |
|---|---------------|---------------|---------------|---------------|
| Credit Valley Conservation Authority    | 27,777        | 28,966        | 30,171        | 31,425        |
| Toronto & Region Conservation Authority | 20,698        | 21,241        | 21,786        | 22,379        |
| Conservation Halton                     | 545           | 569           | 593           | 619           |
| <b>Total Net Expenditure</b>            | <b>49,019</b> | <b>50,776</b> | <b>52,550</b> | <b>54,423</b> |
|   |               |               |               |               |
| Total Utility Rate Funding              | (16,028)      | (16,028)      | (16,028)      | (16,028)      |
| <b>Total Net Tax Expenditure</b>        | <b>32,991</b> | <b>34,747</b> | <b>36,522</b> | <b>38,395</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) | 2024   | 2025   | 2026   | 2027   |
|-------------------------|--------|--------|--------|--------|
| 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.*

# 2024 Regional Budget Overview

2024–2027 Business Plan  
and 2024 Budget

# 2024 Regional Budget Overview

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# 2024 Regional Budget Overview

## 2024 Business Planning Process

Peel implemented its planning process in early 2023 which focuses on business planning, not only for the budget year, but on the next four years. Alignment to the Region's Strategic Plan and the principles for approaching the 2024 budget as approved by Council through the June 8, 2023, report titled "Bill 112 – Managing Through the Transition" were paramount for the development of the 2024 Budget. Key principles include:

- Building community housing and continuing housing enabling programs
- Enabling infrastructure to build homes faster
- Investing in public safety and well-being
- Investing in state of good repair of assets that will clearly continue to be required
- Pursuing the Climate Change Emergency master plan
- Investing in technology to sustain services and I/T infrastructure

To support Council's deliberation of the 2024 Budget, 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 including how to improve service delivery and efficiency through technology and process improvement. The business plan and budget will also include two-page budget requests 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 2024 Budget. This was largely due the uncertainty related to the economy, the significant changes in legislation impacting Peel, the ongoing recovery of Peel's services 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 2024 Budget recognizing the increased service demand that has built up in the Peel community over the last three years.

The 2024 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 2024 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 Conservation Halton) 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 \$3.4 billion, and the Region of Peel Capital Budget totals \$2.5 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 10.6 per cent (or an overall property tax increase of 4.5 per cent) and a utility rate increase of 6.8 per cent. The Region's utility rates remain the lowest in the Greater Toronto Area (GTA) with the 2024 increase.

Chart 1

| 2024 Regional Budget Overview \$5.9B   |             |  |             |
|--|-------------|--|-------------|
| Operating Budget - \$3.4B & Capital Budget – \$2.5B  |             |  |             |
| 10-Year Capital Plan - \$20.4B   |             |  |             |
| <br><b>Property Tax Supported</b> |             | <br><b>Utility Rate Supported</b> |             |
| <b>Operating Budget</b>  | \$2,731M    | <b>Operating Budget</b>  | \$701M      |
| Budgeted Rate Stabilization Reserve draws  | (\$31M)     | Budgeted Rate Stabilization Reserve draws  | (\$3M)      |
| <b>Capital Budget</b>  | \$1,121M    | <b>Capital Budget</b>  | \$1,414M    |
| <b>10-Year Capital Plan</b>  | \$5,843M    | <b>10-Year Capital Plan</b>  | \$14,530M   |
| <b>*Property Tax Increase</b>  | <b>4.5%</b> | <b>Average Utility Rate Increase</b>   | <b>6.8%</b> |
| (includes 1.0% Infrastructure levy, 0.9% Community Safety Levy )   |             | (includes 5.3% for Infrastructure)   |             |
| <b>**Impact :</b>  |             | <b>Impact:</b>   |             |
| Average Home assessed at \$580,400   | \$247       | Household water consumption of 290m <sup>3</sup>   | \$78        |
| Small Business assessed at \$641,900   | \$435       | Small Business water consumption of 695m <sup>3</sup>  | \$82        |
| Commercial assessed at \$1,925,700   | \$1,303     |  |             |
| Industrial assessed at \$1,937,300   | \$1,447     |  |             |
| Region's Portion of Annual Residential Municipal Tax Bill  | \$2,566     | Annual Residential Water Bill  | \$974       |

\* 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.

## 2024 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 2024 services in each area of focus.

In 2024, **Peel will improve people’s lives in their time of need** by:

- Providing 686,000 TransHelp trips
- Providing an average of 16,000 households with Ontario Works assistance on a monthly basis
- Providing 11,300 housing subsidies to households
- Providing 241,000 bed stays to families, adults and youth in Peel’s shelter system through Housing Support
- Providing over 18,300 housing units in Peel’s affordable housing system
- Providing programs and services to Peel residents through agencies funded by \$10.7 million in Community Investment grants
- Providing approximately 10,000 fee subsidies making it possible for families to access affordable licensed childcare
- Providing 550,000 visits to EarlyON programs for children and their families in Peel
- Responding to an estimated 142,700 emergency calls by Paramedics

- Providing 943 residents with quality care through five long term care homes
- Providing 1,700 hybrid virtual and 34,038 in-person Adult Day and Community Support Services units to support clients and their caregivers. An additional 6,000 in person units estimated from Seniors Health and Wellness Village expansion pilot

In 2024, **Peel will contribute to integrated, safe and complete communities** by:

- Managing over 555,000 tonnes of residential waste
- Collecting and treating 639 million litres per day of municipal wastewater collected and treated for approximately 335,000 retail and wholesale customer accounts
- Treating, transmitting, and distributing 600 million litres per day of municipal water to over 341,370 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 11,000 children with urgent dental conditions requiring professional treatment
- Conducting 11,914 compliance health inspections at 6,651 food premises
- Welcoming 17,000 estimated in person 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 41,000 calls for service by Ontario Provincial Police in Caledon
- Continuing to work with Conservation Authorities who regulate approximately 38,380 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 5,830 hectares of Peel public land providing opportunities for recreation for Peel citizens, while expecting to plant approximately 148,000 trees, shrubs and seedlings over the course of 2024

In 2024, **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 2024 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



# 2024 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 and 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 and Technology</li> <li>• Clerks</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 Services</li> </ul>   |   |

*\*Also partially funded from Utility Rate*

## Tax Rate Impact

Chart 4

| 2024 Net Tax Levy Impact |                  |                  |                |              |                   |             |                 |                          |
|--------------------------|------------------|------------------|----------------|--------------|-------------------|-------------|-----------------|--------------------------|
|                          | 2023             | 2024             | 2024 vs. 2023  |              | Assessment Growth |             | Net Levy Impact | Avg. Property Tax Impact |
|                          | \$M              | \$M              | \$M            | %            | \$M               | %           | %               | %                        |
| Regional Services        | 728.0            | 796.1            | 68.1           | 9.4          | 8.3               | 0.6         | 4.5             | 1.9                      |
| Police Services          | 544.7            | 632.3            | 87.6           | 16.1         | 6.4               | 0.5         | 6.1             | 2.6                      |
| Conservation Authorities | 31.3             | 33.0             | 1.7            | 5.3          | 0.4               | <0.1        | <0.1            | <0.1                     |
| MPAC                     | 19.7             | 19.7             | 0.0            | 0.0          | -                 | -           | -               | -                        |
| <b>Total</b>             | <b>\$1,323.7</b> | <b>\$1,481.1</b> | <b>\$157.4</b> | <b>11.9%</b> | <b>\$15.1</b>     | <b>1.1%</b> | <b>10.6%</b>    | <b>4.5%</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 2024 Tax Supported Net Budget.

The Budget results in a tax levy increase of \$142.3 million equivalent to a net tax levy increase of 10.6 per cent after assessment growth (see Summary I (a) & (b) for the net budget increase by service and a comparison between 2024 and 2023 budgets). Ten per cent or \$15.1 million of the total increase is funded by growth in the property assessment base of 1.1 per cent and the remaining 90 per cent or \$142.3 million is funded by a net tax levy increase of 10.6 per cent. The 10.6 per cent net tax levy increase is composed of 4.5 per cent increase for Regionally Controlled Services, 6.1 per cent increase for

Regionally Financed External Agencies and less than 0.1 per cent increase for Conservation Authorities.

### Average Property Tax Impact

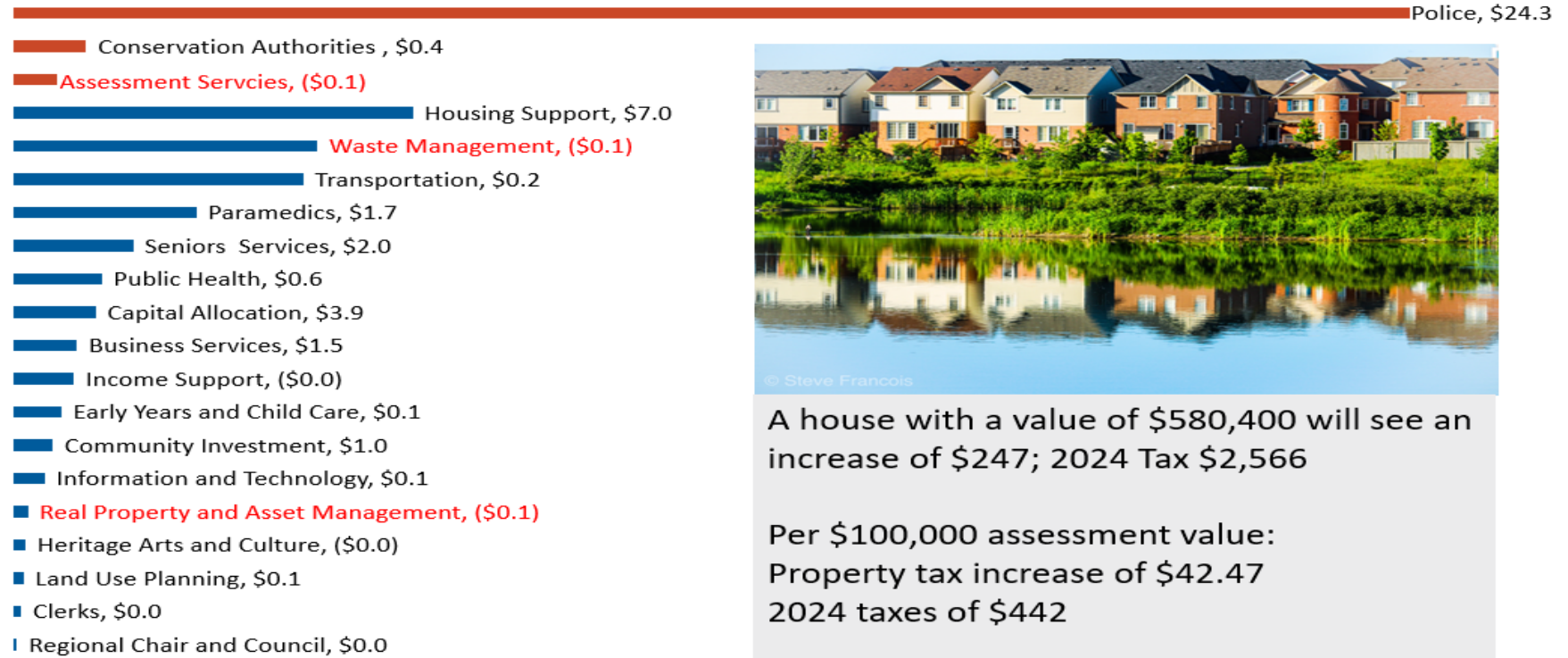
The property tax bill has three components: cost of Regional services, cost of local municipal services, and cost of education. For the 2024 Budget, the average impacts are as follows: Regional services – 42 per cent, local municipal services – 41 per cent and education – 17 per cent. The education portion (residential only) of the combined tax bill has gradually decreased from 29% in 2001 to 17% in 2024 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 2024 Budget is 4.5 per cent.

## Where Your 2024 Tax Dollars Will be Spent

Chart 5

### Where Your 2024 Tax Dollars Will Be Spent

(Based on \$100,000 of Residential Assessment)



© Steve Francois

A house with a value of \$580,400 will see an increase of \$247; 2024 Tax \$2,566

Per \$100,000 assessment value:  
Property tax increase of \$42.47  
2024 taxes of \$442

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 2024 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.

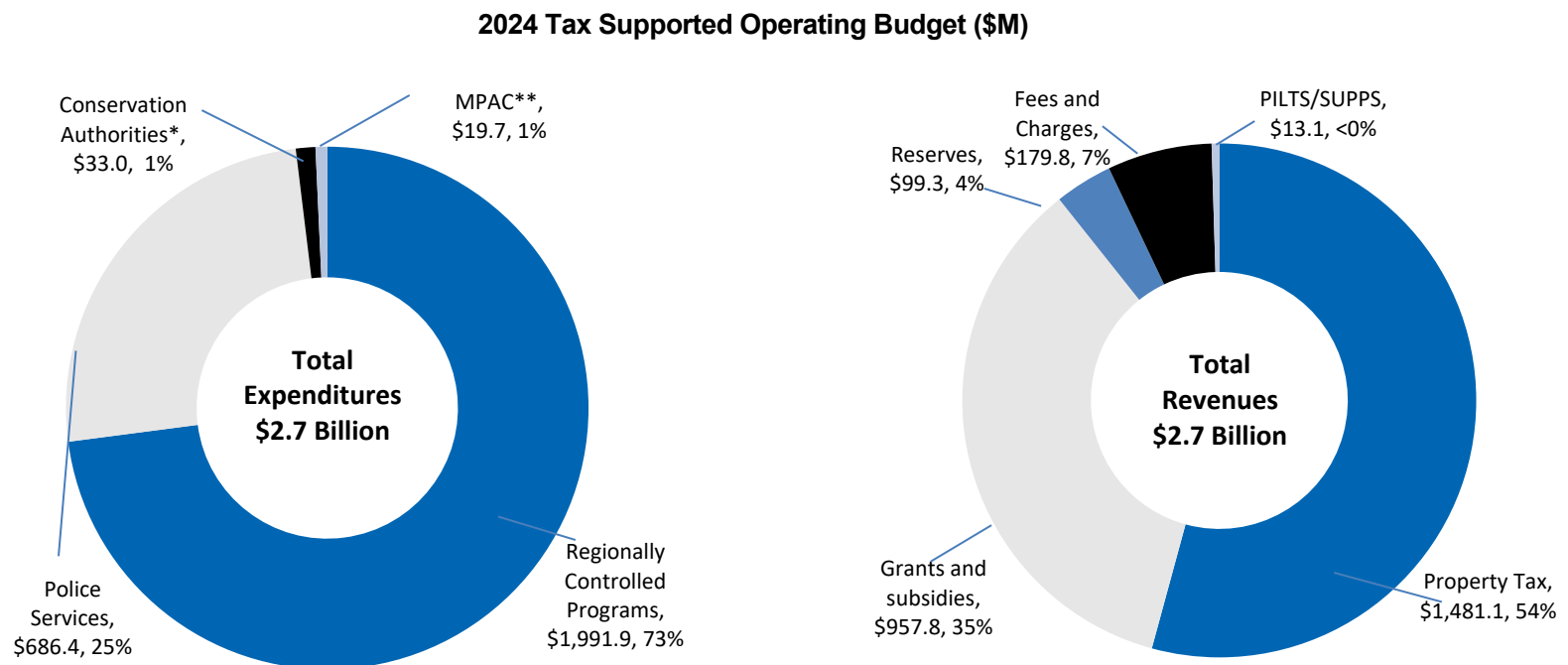


The Property Tax Supported Operating Budget totals \$2.7 billion for both Regionally Controlled Services and Regionally Financed External Organization services.

- Fifty-four per cent or \$1,481 million is funded by property tax.
- Forty-six per cent or \$1,250 million of the total gross budget is funded by non-property tax revenue sources

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

## 2024 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, 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 4.5% (net tax levy increase of 10.6%)

Chart 7(a)

| Regionally Controlled Services<br>• Budget Drivers        | Budget Change<br>\$M | Budget Impact<br>% |
|---|----------------------|--------------------|
| <b>Maintain Existing Service Levels</b>                   | 17.6                 | 1.3                |
| <b>New Service Investments</b>                            |                      |                    |
| • Expanded Homelessness Outreach Services                 | 6.5                  | 0.5                |
| • Investments in Housing Subsidy and Wrap Around Supports | 5.4                  | 0.4                |
| • Increased Demand for Housing Supports                   | 3.7                  | 0.3                |
| • Community Investment Funding                            | 3.2                  | 0.2                |
| • Addressing growth in Paramedic call volume              | 2.4                  | 0.2                |
| • Stabilizing Long Term Care                              | 1.7                  | 0.1                |
| • Various other initiatives                               | 5.7                  | 0.4                |
| <b>External Funding Impacts</b>                           | 8.7                  | 0.7                |
| <b>Infrastructure Levy</b>                                | 13.2                 | 1.0                |
| <b>Total Regionally Controlled</b>                        | <b>68.1</b>          | <b>5.1</b>         |
| <b>Assessment Growth</b>                                  | <b>(8.3)</b>         | <b>(0.6)</b>       |
| <b>Total Net Regionally Controlled</b>                    | <b>59.8</b>          | <b>4.5%</b>        |

Less than half (4.5 per cent) of the total proposed net tax levy increase of 10.6 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)<br>• Budget Drivers | Budget Change<br>\$M | Budget Impact<br>% |
|---|----------------------|--------------------|
| <b>Peel Regional Police</b>                                 |                      |                    |
| • Maintain Existing Service Levels                          | 31.5                 | 2.4                |
| • Increase Community Safety                                 | 43.0                 | 3.3                |
| • Community Safety Levy                                     | 12.4                 | 0.9                |
| <b>Ontario Provincial Police</b>                            | 0.7                  | <0.1               |
| <b>Conservation Authorities</b>                             |                      |                    |
| • Credit Valley Conservation Authority                      | 1.1                  | 0.1                |
| • Toronto & Region Conservation Authority                   | 0.5                  | <0.1               |
| • Conservation Halton                                       | 0.1                  | <0.1               |
| <b>Total External Agencies</b>                              | <b>89.3</b>          | <b>6.6</b>         |
| <b>Assessment Growth</b>                                    | <b>(6.8)</b>         | <b>(0.5)</b>       |
| <b>Total Net External Agencies</b>                          | <b>82.5</b>          | <b>6.1%</b>        |

Over half (6.1 per cent) of the total proposed net tax levy increase of 10.6 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 address community safety.

# Regionally Controlled Services

## A 4.5 Per Cent Net Tax Levy Increase

### Operating Budget Pressures

The Regionally Controlled Tax Supported Services net budget totals \$796.4 million (including the Community Events Policing grants), representing an increase of \$68.1 million or 9.4 per cent over the 2023 Budget. After assessment growth, this is equivalent to a net tax levy increase of 4.5 per cent. The budget increase includes \$28.6 million to enable community priorities. \$13.2 million is to maintain Peel's infrastructure with the remaining budget increase of \$17.6 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 2023 level of service in 2024. 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 \$17.0 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 2024 such as the addition of 30 paramedic officers to address the increase in 2023 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 (\$2.5 million), Senior Services (\$0.9 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 \$4.9 million in cost savings and \$1.4 million in cost avoidance have been achieved through various initiatives and are presented in Summary II of this document. As presented to Council on November 16, 2023, through the report titled "Improvements In Service Delivery 2023", staff continually seek opportunities to find efficiencies and save money. Over the past year, staff have completed 31 improvement initiatives, found better ways to do business such as the streamlining organization structures in Corporate Services and Human Services, and by developing a new homelessness shelter operating model resulting in savings of \$0.1 million that could now be used to address other critical housing pressures.

## Federal and Provincial Federal Funding Changes

There have been several federal and provincial funding announcements over the past few years that will impact Peel's services in 2024.

In 2019, the Province of Ontario made changes to how the cost of services were shared between the Province and the Region. The 2024 Budget reflects the continuance of some of these changes. However, the annual funding increases continue to not match either inflation or population growth. With total expenditures of over \$134 million, the increase in subsidy should have been \$3.4 million but Peel received a net increase of only \$1 million leaving an overall impact of \$2.4 million in 2024.

In Seniors Services, under the new provincial 4 Hours of Care program introduced in 2021, funding was provided for direct care but did not provide the year over year inflation of \$1.6 million to fully operationalize the program in 2024.

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 continue over 2024 with a goal to reach an average of \$10-a-day childcare across Ontario by 2025. In 2024, Peel estimates it will receive \$61 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.

In Housing Support, the Province reduced the housing transfer payments by \$1.4 million as published in the Ontario Gazette and other decreases of \$0.3 million from various funding programs including Investment in Affordable Housing (IAH) and the Social Infrastructure Fund under IAH.

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:                              |  |
| Public Health  | 2.4  |
| Housing Support  | 1.7  |
| Seniors Services   | 1.6  |
| <b>Total Provincial Funding Replaced by Property Tax</b> | <b>5.7</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 2024 Budget includes \$28.6 million in budget requests for Regionally Controlled Tax Supported services.

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

| Service           | 2024 Investment Outcomes   | Investments    |              |
|-------------------|--|----------------|--------------|
|                   |  | Gross (\$'000) | Net (\$'000) |
| Housing Support   | Enhanced Outreach Services (BR52)  | 6,451          | 6,451        |
|                   | Housing Services Technology Maintenance and Use (BR53)   | 1,006          | 1,006        |
|                   | Administrative Supports Required to Achieve PHC Business Plan Outcomes (BR55)  | 248            | -            |
|                   | Resource to address PHC Preventative Maintenance Requirements (BR57)   | 323            | -            |
|                   | Resources for Peel Housing Corporation's Capital State of Good Repair (BR58)   | 597            | -            |
|                   | Resources to improve PHC strategic capacity and enhance client centred service (BR61)  | 687            | -            |
|                   | Construction Planning & Project Management support for PHC projects (BR79)   | -              | -            |
|                   | PHC Building Monitor and Tenancy Support Agent resources (BR65)  | -              | -            |
|                   | Managing Community Housing End of Mortgage - Staffing Resources (BR109)  | 253            | 253          |
|                   | Increased Demand for Housing Supports - Staffing Request (BR110)   | 3,657          | 3,657        |
|                   | Enhanced Investments in Housing Subsidy and wrap around supports (BR111)   | 5,422          | 5,422        |
| Paramedics        | Resources for Ambulance Enhancements to address increased call volume (BR11)   | 4,552          | 2,400        |
|                   | Training to support the physical and psychological health & safety for paramedic services under the External Violence Against Paramedic program. (BR108) | 1,253          | -            |
| Business Services | Advancing Digital Communications to Improve Access to Information, Customer Experience and Resident Trust (BR83)   | 149            | 149          |
|                   | Talent Acquisition and Human Resources Information Centre supports (BR120)   | 217            | -            |
|                   | Labour Relations Consultant (BR121)  | 137            | 137          |
|                   | Community Engagement and Truth and Reconciliation (BR123)  | 138            | -            |
| Seniors Services  | Stabilizing Operations in Long Term Care (BR5)   | 1,735          | 1,735        |
|                   | Phased Implementation of the Fixing Long-Term Care Act, 2021 (BR6)   | 4,549          | 1,214        |
|                   | Seniors Health and Wellness Village (SHWV) at Peel Manor operations (BR8)  | 3,300          | 635          |
|                   | Support to deliver major health/seniors-supporting initiatives (BR107)   | 836            | 590          |

| Service                      | 2024 Investment Outcomes  | Investments    |               |
|------------------------------|---|----------------|---------------|
|                              |   | Gross (\$'000) | Net (\$'000)  |
| Information and Technology   | Establish an Information and Technology Security Architect role (BR90)  | 167            | 167           |
| Public Health                | Tuberculosis Program Capacity Building (BR1)  | 543            | 349           |
|                              | Public Health resources to support reducing the health impacts of climate change (BR2)  | 371            | 143           |
|                              | Enhanced public health inspection capacity (BR3)  | 659            | 365           |
| Community Investment         | Increase to Community Investment Funding (BR48)   | 3,205          | 3,205         |
| Heritage, Arts and Culture   | PAMA Indigenous Sharing Circle (BR101)  | 50             | -             |
|                              | Support for Peel Art Gallery, Museum and Archives (PAMA) operations (BR115)   | 92             | -             |
| Transportation               | Project Manager - Minor Capital, Transportation (BR42)  | -              | -             |
|                              | Project Manager to support Transit projects in Peel (BR43)  | -              | -             |
|                              | Project Manager support for the TransHelp workplan (BR44)   | -              | -             |
|                              | Program Manager for Design and Construction (BR47)  | -              | -             |
|                              | Automated Enforcement Specialist (BR114)  | 134            | 134           |
|                              | Land Acquisition to Support Accelerated Growth (Transportation) (BR119)   | -              | -             |
| Waste Management             | Hazardous Waste Collection Program for Multi-Residential Buildings (BR15)   | 85             | 85            |
|                              | Additional Curbside By-law Enforcement Officers (BR16)  | 214            | 214           |
| Water and Wastewater*        | Resources to support growth in Public Works Facilities servicing Transportation and Waste Management (BR22)*                  | 89             | 89            |
|                              | 5 Resources required for Public Works Digital Service Team to execute the Public Works Information Technology Roadmap (BR23)* | 65             | 65            |
| <b>Total Budget Requests</b> |   | <b>41,184</b>  | <b>28,465</b> |

\*Investments in Water and Wastewater have been allocated to other Regionally controlled tax supported services such as Transportation and Waste Management

## Capital Infrastructure Funding - Through the Property Tax

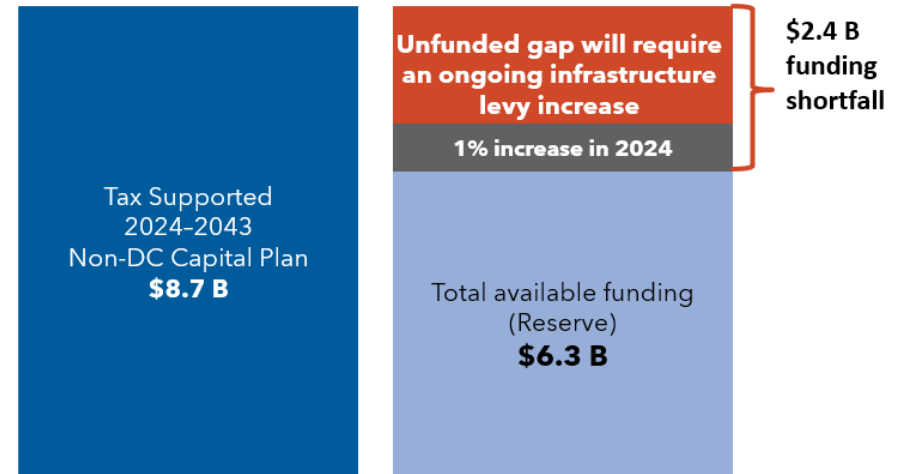
To ensure the Region’s services are sustainable, the state of good repair of its capital assets are closely monitored and evaluated on a regular basis. Similar to most municipalities, having sufficient funds to maintain our infrastructure is a primary concern.

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 (2024-2043) period, indicates a funding gap currently estimated at \$2.4 billion for Tax Supported capital requirements for that period. Therefore, a one per cent infrastructure levy is proposed in the 2024 Tax Supported budget, which represents approximately \$13.2 million of the tax levy increase. For the years 2025 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

\*Based on 2023 update to Council on January 19, 2023



# 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 2024 estimated at \$15.1 million or 1.1 per cent, has been incorporated in the budget. The increase in revenue is slightly higher than the 1.0% for 2024 in the 2023 budget.

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

The Budget includes \$13.1 million from Payment In Lieu of Taxes (PILTs) and Supplementary Taxes after tax write-offs and rebates. This reflects an increase of \$7.2 million in PILTs revenue from the Greater Toronto Airports Authority to align with the projected increase resulting from increased passenger volume in 2022 as a result of the recovery from the COVID-19 pandemic. This impact has been partially offset by a \$1.3 million decrease in supplementary tax revenues based on lower growth projected from the City of Brampton and a \$1.7 million decrease in revenue resulting from increase Assessment Review Board appeal write-offs.

## **Rate Stabilization Reserve Draws**

The Tax Supported Budget includes \$27.8 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 \$957.1 million in grants and subsidies, a \$75.2 million or 8.5% per cent increase from the 2023 Budget. The increase is largely due to an increase in funding for the Canada-Wide Early Learning and Child Care funding program of \$60.6 million. 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 transition grants.

## **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 2024 Budget includes an estimated revenue of \$148.4 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 4,843 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 |              |
|--|---|--------------|
|  | 2023  | 2024         |
| <b>Total Staffing for Tax Supported Services</b> | <b>4,637</b>                                    | <b>4,843</b> |

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

The Budget adds a net overall increase of 206 full-time equivalent staffing resources for Regionally Controlled Tax Supported services, comprised of 213 new FTEs partially offset with a reduction of 7 FTEs achieved through the identification of efficiencies. The additional staffing resources are largely driven from service level demand and legislative changes in Health Services and Housing Support. Resources proposed through the 2024 Budget are largely driven by the following:

42.3 of the staffing resources are to implement the provincially mandated 4 hours of care program under the *Fixing Long Term Care Act, 2022*.

To maintain paramedic response times for a growing and aging population, 30 new paramedic officers are requested. Call volumes have increased significantly over the past year.

Housing Services has experienced a 238% increase in service requests. Housing Services is requesting 40 positions to address volume pressures and to improve response times. Increased front line and administrative staff are required to improve staff workload and service response times for clients.

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.

### 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 \$9.5 million (equivalent to 82 positions), which recognizes the financial impact of natural staff turnover patterns.

# External Agencies (Regionally Financed)

## A 6.1 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 \$684.7 million or \$89.3 million over the 2023 Budget. The proposed increase is equivalent to a net tax levy increase of 6.1 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 (PRP)

The Peel Regional Police net budget of \$617.7 million represents an increase of \$74.5 million or 14.0% per cent over the 2023 Budget and is mainly due to base budget increases of 5.9%, service demand of 8.1%, plus \$12.4 million or 2.4% to fund capital infrastructure. Further details are as follows:

- Overall Base budget increases total \$31.5 million or 5.9%, accounting for cost of living/inflation and include:
  - Salaries and benefits for existing staff, \$17.9 million, the increases also reflect inflationary pressures of \$14.2 million on operating requirements, 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 \$0.7 million related to user fee recoveries
- Service Level demand increases are driven by significant 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 \$43.0 million or 8.1% for 135 Officers, 96 Civilian professionals and 10 Cadets. These positions will address increased pressures related to mental health, intimate partner incidents, theft of motor vehicles, road safety and guns and gang activity and our commitment to community safety.

- Also included in the budget, is \$12.4 million or 2.4% operating funding required to finance the facilities in the 2024 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 \$12.4 million in 2024, 12.4 million is projected for the years 2025 to 2027 and \$7.2 million in 2028.

### Policing at Community Events

An increase of \$7 thousand or 2.5 per cent over the 2023 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 (OPP) - Town of Caledon

The net budget for Caledon OPP totals \$14.2 million, representing an increase of \$0.7 million or 5.3 per cent over the 2023 Budget and is mainly due to:

- An increase of \$0.54 million in the OPP contract which reflects base increases due to households/population growth, related calls for service and Inflationary pressures. Facility costs increase of \$0.15M reflect inflationary increases.
- Other Pressures - include a budgeted Reserve draw reduction of \$0.07 million 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. Court security and prisoner transportation budgeted recovery adjusted up by a minor \$0.04 million.

## Conservation Authorities (CAs)

The 2024 net budgets submitted by the three Conservation Authorities' totalling \$33.0 million represents an increase of \$1.7 million or 5.3% over the 2023 Budget. Chart 12 below provides a breakdown of the increase by conservation authority.

Chart 12

| Conservation Authorities \$000's | Operating (General) Levy Increases | Capital (Special) Levy Increases | Total Increase | % Increase  |
|----------------------------------|------------------------------------|----------------------------------|----------------|-------------|
| <b>Conservation Levies:</b>      |                                    |                                  |                |             |
| Credit Valley Conservation       | 220                                | 874                              | 1,094          | 4.1         |
| Toronto & Region Conservation    | 63                                 | 480                              | 543            | 2.7         |
| Conservation Halton              | 29                                 | (11)                             | 18             | 3.4         |
| <b>Total CA Levy Increase</b>    | <b>\$312</b>                       | <b>\$1,343</b>                   | <b>\$1,655</b> | <b>5.3%</b> |
| <b>Less Peel Funding:</b>        |                                    |                                  |                |             |
| • Utility Rate                   | -                                  | -                                | -              | -           |
| <b>Net Budget</b>                | <b>\$312</b>                       | <b>\$1,343</b>                   | <b>\$1,655</b> | <b>5.3%</b> |

Note: Numbers may not add up due to rounding

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

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

- Base Budget increase of \$1.7 million overall levy:
  - \$0.5 million or 1.5% increase driven by Labour and Operating costs funded by the general levy.

- (\$0.6) million offset/reduction provided by cost mitigation opportunities.
- \$0.4 million increase in other pressures, mainly due to competitive market for hourly workers and general inflationary pressures for goods and services.
- \$1.3 million driven by a Special Levy projects which are capital in nature and account for pressures mainly in the climate change and infrastructure 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 project focus shifts to align with participating municipalities' priorities.

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

## Municipal Property Assessment Corporation (MPAC)

The Municipal Property Assessment Corporation's (MPAC) net budget of \$19.7 million reflects no increase relative to the 2023 Budget. The Budget is based on historical trends for MPAC budget costs.

# Operating Budget Outlook 2025-2027 - Tax Supported Services

## 2025- 2027 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.

Also included in these forecasts is the impact of the capital plan on the Operating Budget such as the ongoing operationalization of 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.

**Chart 13 Operating Forecast 2025 – 2027 Tax Supported**

|  | Forecast    |             |             |
|--|-------------|-------------|-------------|
|  | 2025        | 2026        | 2027        |
|  | %           | %           | %           |
| Regionally Controlled                          | 2.5         | 2.8         | 2.1         |
| Regionally Controlled – 1% Infrastructure levy | 1.0         | 1.0         | 1.0         |
| External Agencies*                             | 5.2         | 4.8         | 3.8         |
| Peel Regional Police Community Safety Levy     | 0.8         | 0.7         | 0.7         |
| Tax Assessment Growth                          | (1.1)       | (1.1)       | (1.1)       |
| <b>Net Tax Levy Impact</b>                     | <b>8.4%</b> | <b>8.2%</b> | <b>6.5%</b> |
| <b>Property Tax Impact**</b>                   | <b>3.5%</b> | <b>3.4%</b> | <b>2.7%</b> |

Similar to the 2024 Budget, the forecast for 2025 includes estimated provincial funding impacts. Summary IV provides details on the forecasted net expenditure budget increases for 2025-2027.

Each of the years from 2025 to 2027 includes a 1.0 per cent infrastructure levy to sustain the state of good repair of Peel's assets and an average 0.70 per cent Community Safety levy within the forecast for the Peel Regional Police under the External Agencies to finance the police facilities proposed through last year's 2023 Capital Budget. Inflation and interest rates 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.

\* Includes Police Services, 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 7.7 per cent over 2025 - 2027.

# 2024 Capital Budget and Ten-Year Capital Plan - Regionally Controlled Tax Supported Services

## 2024 Capital Budget - \$454.8 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 \$1,121.4 million (Summary VI(a)). Regionally Controlled services represent 41 per cent (\$454.8 million) of the total Tax Supported capital budget with Police Services 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 \$190.6 million or 42 per cent and Transportation at \$163.3 million or 36 per cent, which support Council's priorities of transforming housing service delivery and improving goods movement.

A comparison of the Capital Budget with the 2023 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: \$237.9 million



Highlights include:

- \$97.6 million for Peel Living State of Good Repair
- \$71.0 million for Non-Profit Housing Development Program
- \$23.2 million for additional construction costs related to the fifth Peel Region Paramedics reporting station
- \$12.4 million for Peel Community Housing Development Program
- \$8.2 million for enhancement and state of good repair for Paramedics ambulances and other fleet

**Communities are integrated, safe and complete: \$189.4 million**



Highlights include:

- \$117.0 million for road construction, intersection improvements, and active transportation
- \$25.0 million for structure replacement/rehabilitation and other asset management related works
- \$8.9 million to maintain Waste Management facilities and equipment in state of good repair, including retrofitting Peel Curing Facility for yard waste composting and site improvements and weight scale system upgrade and replacement at Peel's Community Recycling Centres (CRC)

**Government is future-oriented and accountable: \$27.5 million**



Highlights include:

- \$6.3 million for Enterprise Resource Planning Implementation which will replace the Region's human resources and financial systems
- \$6.0 million for the procurement, implementation and sustainment of an integrated Enterprise Asset Management technology solution to support Regional assets

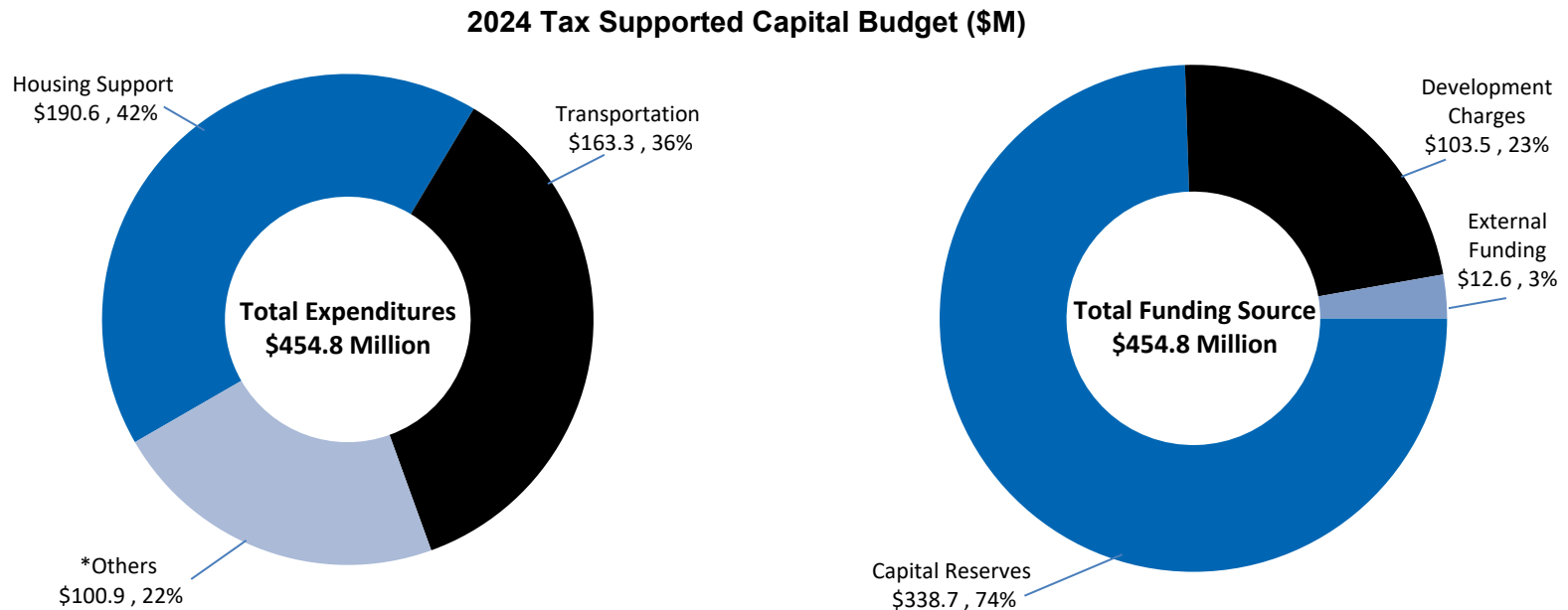


## 2024 Capital Budget Financing

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 affordable housing and waste facilities.

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 \$454.8 million, 74 per cent is funded by capital reserves and reserve funds, 23 per cent is funded by Development Charge (DC) reserve funds, 0.2 per cent is financed by the Canada Community Building Fund and 3 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**



\*Others include Paramedics, \$40 million, Information and Technology, \$23 million, Waste Management, \$20 million, Seniors Services, \$7 million, Heritage, Arts and Culture, \$3 million, Business Services, \$2 million, Land Use Planning \$2 million, Real Property and Asset Management, \$2 million, Public Health, \$0.4 million and Early Years and Child Care, \$0.3 million

## Operating Impact of 2024 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 \$4.1 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.

- **Information and 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 \$640,000 for these costs has been included in each of the forecast years.

**Chart 15**

**Operating Impact of 2024 Capital Budget**

| (In \$ Millions)              | 2024 | 2025         | 2026         | 2027         | Total        |
|-------------------------------|------|--------------|--------------|--------------|--------------|
| Paramedics                    | -    | -            | \$2.2        | -            | \$2.2        |
| Information and Technology    | -    | \$0.6        | \$0.6        | \$0.6        | \$1.9        |
| <b>Total Operating Impact</b> | -    | <b>\$0.6</b> | <b>\$2.8</b> | <b>\$0.6</b> | <b>\$4.1</b> |

### Additional details of the forecasted operating impacts

- **Paramedics:** General operating costs of \$0.5 million and staffing costs of \$1.7 million for fifth reporting station, beginning in 2026.

# 2024-2033 Ten Year Capital Plan - Tax Supported Services

## 2024-2033 Capital Plan - \$5.8 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 2033 planning horizon. The Ten-Year Capital Plan for Tax Supported services totals \$5.8 billion (Summary VII) of which \$4.5 billion is for Regionally Controlled services and \$1.3 billion is for External Agencies (Peel Regional Police).

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: \$1,391.4 million**

- \$509.8 million for Peel Living State of Good Repair
- \$231.9 million for Peel Community Housing Development Program
- \$184.0 million for loans for Community Housing Provider State of Good Repair

- \$97.8 million for growth-related Peel Region Paramedics reporting stations and satellite
- \$71.0 million for Non-Profit Housing Development Program
- \$69.8 million for new Paramedics ambulances for growth and replacement of all fleet reaching the end of their useful life
- \$43.0 million for Non-DC Funded Growth – placeholder for the development of new Long Term Care Home in 2033

#### **Communities are integrated, safe and complete: \$2,879.1 million**

- \$1,650.0 million for road construction, intersection improvements, and active transportation
- \$556.0 million for road reconstruction/resurfacing and other asset management related works
- \$195.0 million for design and construction of Mixed Waste Processing Facility
- \$108.8 million to purchase and replace Waste collection containers

- \$65.0 million for development of new, and expansion of existing Waste transfer stations
- \$47.2 million to maintain facilities and equipment in a State of Good Repair
- \$38.0 million for landfill site management and other
- \$32.5 million for TransHelp capital programs

**Government is future-oriented and accountable: \$272.5 million**

- \$66.3 million for funding for identified major maintenance requirements at 10 Peel Centre Drive and 7120 Hurontario Street
- \$45.9 million for the Workforce Enablement Program of lifecycle replacement of Regional computers
- \$28.0 million for Digital Peel – 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)
- \$20.0 million for the procurement, implementation and sustainment of an integrated Enterprise Asset Management technology and point solutions to support Regional assets
- \$20.0 million for the Application Portfolio Modernization program to maintain existing applications in a state of good repair
- \$16.3 million for the replacement of network infrastructure



Peel Art Gallery, Museum and Archives, 5 Wellington St. E



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

## 2024-2033 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)  | 2024-2033 Capital Plan (\$ M) | %           |
|--|-------------------------------|-------------|
| State of Good Repair                                 | \$1,757.2                     | 39%         |
| DC Eligible Funded Growth                            | \$1,361.0                     | 30%         |
| Non-DC Eligible Funded Growth & Service Enhancements | \$1,424.8                     | 31%         |
| <b>Total</b>   | <b>\$4,543.0</b>              | <b>100%</b> |

**State of Good Repair** capital work is estimated at \$1,757.2 million which represents the capital investment in existing Peel-owned capital assets to maintain asset condition and current service levels using Peel’s Asset Management Strategy. The strategy uses a risk-based approach to give a strategic perspective on the state of Peel’s infrastructure highlighting where reinvestments in capital assets are most needed to maintain state of good repair and service levels to the public. The strategy provides a framework that guides the services in planning the most appropriate capital work to address infrastructure needs.

The majority of the State of Good Repair capital work in the 10 Year Capital Plan relates to road resurfacing, structure rehabilitation and storm sewer remediation, office facilities maintenance and keeping the housing stock in good condition.

**Development Charge (DC) Eligible Funded Growth** capital work estimated at \$1,361.0 million represents the capital investment to service the growth in Peel’s population, financed from DC Reserve Funds. The majority of the Growth capital work in the Regionally Controlled Tax Supported 10 year Capital Plan relates to road construction such as widening of Highway 50 from Castlemore Road to Mayfield Road and Mayfield Road from Coleraine Drive to Highway 50.

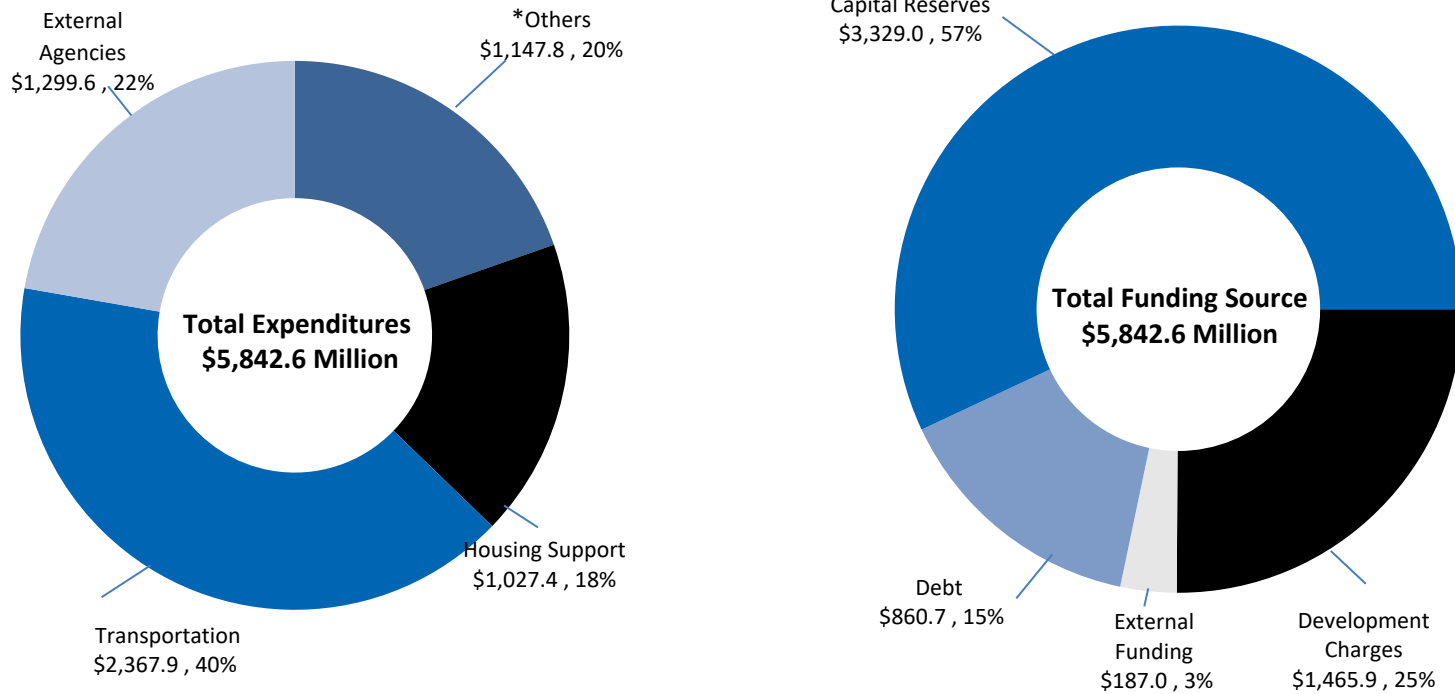
**Non-Development Charge (Non-DC) Eligible Growth and Service Enhancements** capital work of \$1,424.8 million represents other capital asset acquisitions and improvements which are largely related to service enhancements and non-DC funded growth that are funded from reserves and reserve funds and external 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.

# 2024-2033 Capital Plan Financing - Tax Supported Services

The Tax Supported Capital Plan of \$5.8 billion including external agencies is funded by four sources: 57 per cent is funded by reserves and reserve funds, 25 per cent is funded by Development Charge reserve funds, 0.2 per cent is funded by the Canada Community Building Fund (formerly Federal Gas Tax), and 3 per cent from other external sources. The remaining 15 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**

**2024 - 2033 Ten Year Tax Supported Capital Plan (\$M)**



\*Others include Waste Management: \$454 million, Paramedics: \$218 million, Information and Technology: \$179 million, Seniors Services: \$137 million, Real Property and Asset Management: \$66 million, Business Services: \$28 million, Land Use Planning: \$24 million, Heritage, Arts and Culture: \$21 million, Public Health: \$12 million and Early Years and Child Care: \$9 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 11, 2023, the Region of Peel's most recent (2021) corporate green house gas (GHG) emissions inventory is 33 per cent below 2010 levels and still has 16,600 tonnes of carbon dioxide equivalent to still address to achieve Council's target of a 45 per cent reduction of GHGs plus any new emissions. As an initial and conservative estimate, 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 known. The adaptation costs for Regionally owned buildings and refined estimates for reducing corporate GHGs will be presented to Council in spring 2024 as part of the annual Climate Change Master Plan Progress Report.

For the 2024 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 using new insights from the Housing Energy and Emissions Management Plan and, where appropriate and still feasible, climate change investments have been added. Projected climate-related costs for Housing

Support have also been included in the three year and 10 year forecast. All new facility construction projects, including housing, paramedics reporting stations and public works yards include a climate increment in the order of 10 percent of the base project to achieve the Region's Net Zero Emissions New Construction Building Standard. Funding to ensure electric vehicle charging infrastructure at new facilities has also been included.

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 from the federal and provincial governments.

### 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, development of new affordable housing, maintaining the state of good repair of the housing stock, major building equipment repairs and building maintenance, and waste infrastructure development. Capital Reserves are key funding sources 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 overall liquidity and financial condition which supports Peel's Triple A credit rating.

The need for more affordable housing in Peel and to maintain the state of good repair of the aging Peel Living housing portfolio and the other community housing providers has significantly increased the pressure on Peel's capital reserves. Without support from the provincial and federal governments, the capital program for housing will not be sustainable. 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. Included in the 2024 Tax Supported Operating Budget is a one per cent net tax levy increase or \$13.2 million to support Peel's long term infrastructure requirements. However, even with the increase, solutions will need to be developed to address capital pressures in 2025 and beyond.

### **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 2023 included continued management of the Region's cash flow and capital expenditures in response to the potential variability in development charge revenues after the passing of Bill 23 (More Homes Built Faster Act, 2022).

The changes imposed by Bill 23, which include reductions to Peel's ability to collect DCs, along with continuing systemic challenges associated with DC revenue collections, required capital expenditures to support growth, and cost escalation pressures will result in increased debt requirements for Peel. Increased debt requirements for growth-related infrastructure will put pressure on

Peel's capacity to utilize debt for future growth and non-growth-related capital. Furthermore, increased debt reduces Peel's financial flexibility as a higher percentage of DC revenues is directed to support debt service costs.

### **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 decision making in support of the Region's overall financial condition and demonstrates the required balance between financial sustainability, financial vulnerability, and financial flexibility.

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 to manage the Region's debt risk and other key risks such as escalating inflation rates, supply chain challenges and higher interest rates.

Timing of DC revenue receipt may require the Region to take on additional debt or increase property taxes and/or utility 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. Further clarity with respect to Bill 23: More Homes Built Faster Act, is required for a more fulsome analysis of potential debt requirements to meet the Province's growth/housing targets.

In the Capital Plan, debt has also been identified to finance projects not eligible for or have limited DC funding, such as affordable housing and community safety initiatives. This debt is 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.



# 2024 Operating Budget - Utility Rate Supported Services

## Overview of the Utility Rate Budget

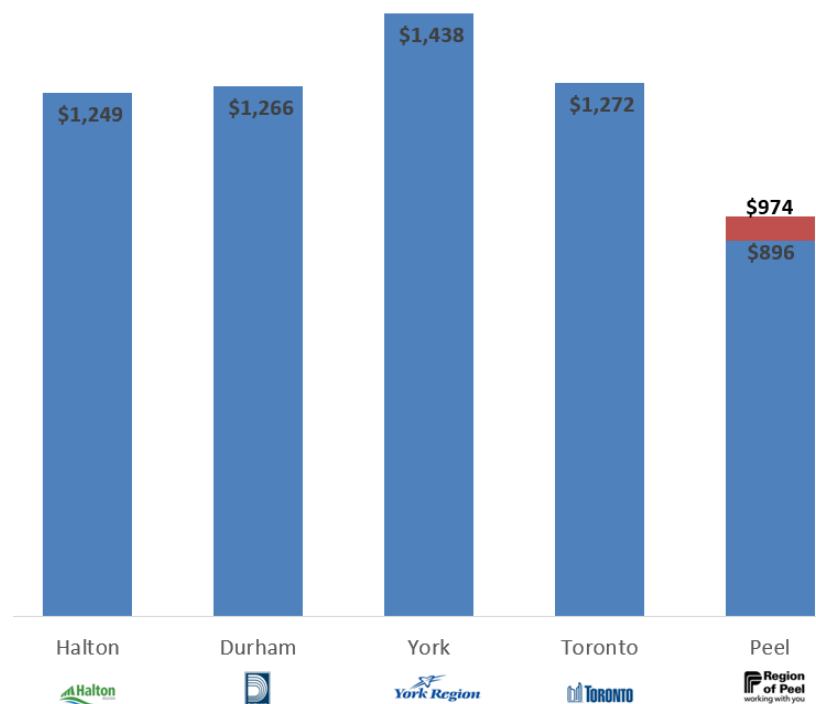
The Utility Rate Supported Operating Budget totals \$701.3 million. In addition to providing water and wastewater services to Peel Region's citizens and businesses, Peel also provides services to York Region and City of Toronto and the costs for these services are fully recovered. Utility Rate user fees also provide \$16.0 million in financial support to the three conservation authorities which serve the Region. The Water and Wastewater Services 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 \$114.9 million currently have no impact on the Utility Rate as they are completely funded from development charge revenues.

The Utility Rate Supported Operating Budget is financed mostly through revenue from consumers. Other financing sources include external sources (i.e. York Region), grants, and sewer surcharge revenue. The Water/Wastewater Budget results in a blended utility rate increase of 6.8 per cent.

This 6.8 per cent utility rate increase translates into an increase of \$78 to the residential annual water bill based on average household consumption of 290m<sup>3</sup> or \$0.21 per day and an increase of \$82 to the small business water bill based on average consumption of 695m<sup>3</sup> or \$0.22 per day.

■ Based on 2023 Rates ■ 2024 Proposed Rate



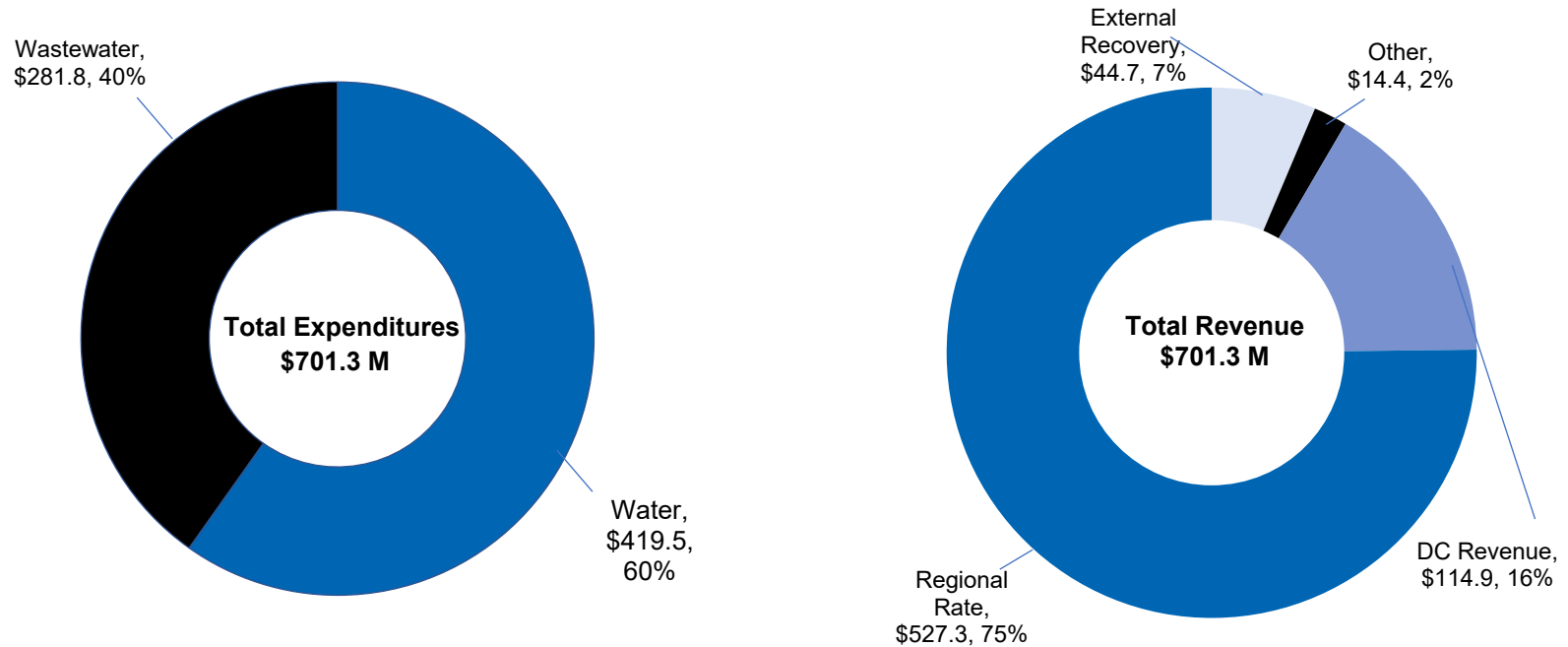
In 2024 the average residential homeowner will pay a water bill in the amount of \$974 based on average household consumption. When Peel's 2023 utility rates are compared to the average utility rate of neighbouring GTA regions, Peel's rate is over 30 per cent lower.

The Utility Rate Supported Operating Budget totals \$701.3 million for water and wastewater services.

- Seventy-five per cent or \$527.3 million of the total gross budget is funded by direct billings to residents and businesses
- Sixteen per cent or \$114.9 million is funded by development charges
- Seven per cent or \$44.7 million is funded by external recoveries
- Two per cent or \$14.4 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**                      **2024 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 \$39.1 million in Peel required billings to meet the demand of a number of significant pressures offset by operational efficiencies. The pressures are categorized as Base Pressures, Service Demand, Managing Risk to Consumption and Capital Infrastructure Funding.

### Base Pressures

Base pressures include adjustments for inflation, economic factors and prior year management decisions. \$13.6 million related to base pressures in the Utility Rate budget includes:

- \$3.7 million inflationary impact related to materials, supplies and services as well as labour costs
- \$3.4 million impact from increased chemical costs

- \$2.7 million to manage the risk of increasing commodity prices
- \$1.9 million increase in the Ontario Clean Water Agency (OCWA) contract
- \$1.2 million reduction due to electricity cost savings


As presented to Council on November 16, 2023, through the report titled “Improvements to Service Delivery 2023”, staff continually seek opportunities to find efficiencies and save money. A total of \$0.8 million in cost savings and \$1.9 million in cost avoidance have been reflected above and achieved through various initiatives and are presented in Summary II of this document.

In addition, the budget includes resources to provide water and wastewater services for 4,200 new customers in 2024.

### Service Demand

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

**Chart 19**

| Service   | Service Outcome   | 2024 Investment Outcomes  | Investments    |              |
|---|---|---|----------------|--------------|
|   |   |   | Gross (\$'000) | Net (\$'000) |
| Water and Wastewater<br> | Add infrastructure for our water and wastewater services. | Increase in number of front-line Operators and foreperson (BR21)  | 429            | 368          |
|   |   | Resources to support growth in Public Works Facilities (BR22)*  | 223            | 134          |
|   |   | 5 Resources required for Public Works Digital Service Team to execute the Public Works Information Technology Roadmap (BR23)* | 163            | 98           |

| Service | Service Outcome | 2024 Investment Outcomes  | Investments    |              |
|---------|-----------------|---|----------------|--------------|
|         |                 |   | Gross (\$'000) | Net (\$'000) |
|         |                 | Workforce management supporting the growth of Water and Wastewater initiatives (BR24)                 | 137            | 137          |
|         |                 | Technical Analyst for Locates program (BR25)  | -              | -            |
|         |                 | Program Manager - Water Resource Planning (BR26)  | 85             | 85           |
|         |                 | Advisor - Water Hydraulic Modelling Program (BR27)  | 77             | 77           |
|         |                 | Project Manager - External Agency & Easement Encroachment Review (BR28)                               | 75             | 75           |
|         |                 | Project Managers - Infrastructure Planning and Studies (BR29)   | 145            | -            |
|         |                 | Project Manager to support the Office of the Director (BR30)  | -              | -            |
|         |                 | Backflow Prevention Inspection staff growth-Inspector (BR31)  | 229            | -            |
|         |                 | Technical Analyst for Engineering Review (BR33)   | 115            | -            |
|         |                 | Project Manager for Engineering Review (BR34)   | 149            | -            |
|         |                 | Project Manager to support State of Good Repair (SOGR) for Water and Wastewater infrastructure (BR35) | -              | -            |
|         |                 | Project Manager to manage projects at the wastewater treatment plants (BR36)                          | -              | -            |
|         |                 | Technical Analyst to support the Wastewater Collection and Conveyance capital works team (BR37)       | -              | -            |
|         |                 | Project Manager support for Engineering Services – Wastewater (BR38)                                  | -              | -            |
|         |                 | Land Acquisition to Support Accelerated Growth (Water and Wastewater) (BR78)                          | -              | -            |
|         |                 | <b>Total</b>  | <b>1,827</b>   | <b>974</b>   |

\*Investments in Water and Wastewater have been allocated to other Regionally controlled tax supported services such as Transportation and Waste Management

## 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.

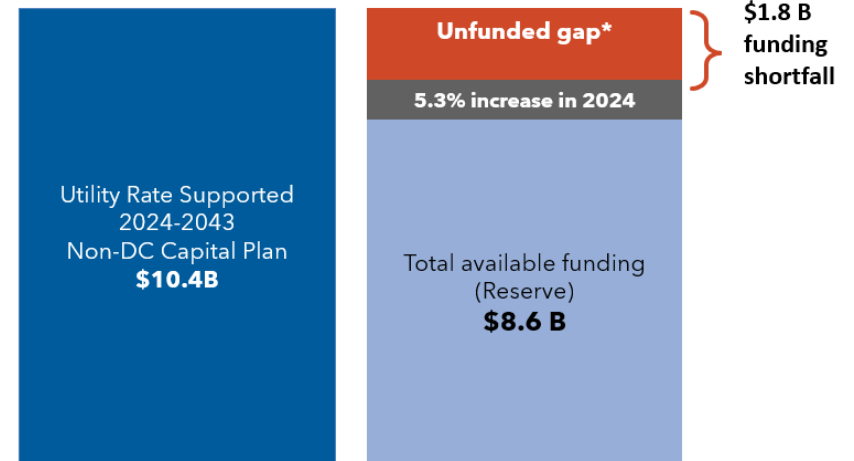
Based on the most recent assessments of Peel's water and wastewater infrastructure, it is estimated that approximately \$10.4 billion will be required over the next 20 years to predominately finance the state of good repair of water and wastewater infrastructure assets. This level of investment will 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 \$1.8 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 5.3 per cent utility rate increase (or \$25.5 million) is proposed in the 2024 Utility Rate Supported budget. Analysis shows an annual increase of five per cent for three 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

\*Requires infrastructure rate increase in future years

\*\*Based on 2023 update to Council on January 19, 2023

## 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 2024 Budget, there is some uncertainty around the overall water consumption. Throughout 2023, there continued to be a sustained increase in water consumption in the residential sector likely due to changes in how people work in a post-COVID 19 environment.

# Operating Budget Financing - Utility Rate Supported Services

## User Fees and Service Charges

The Utility Rate Supported budget includes approximately \$11.6 million in general user fees and service charges. In addition to general user fees and service charges, the Utility Rate budget includes fees charged to York Region of \$30.6 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 75 per cent of the total funding source.

## Rate Stabilization Reserve Draw

The Utility Rate Supported Budget includes \$2.7million 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 618.9 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 |       |
|-----------------------|-------------------------------|-------|
|                       | 2023*                         | 2024* |
| Utility Rate Services | 591.7                         | 618.9 |

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

The Budget adds an increase of 27.2 full-time equivalent staffing resources that will help to support the achievement of outcomes including the development of the Health and Safety Management System, the expediting of the development application process, water source protection as required by legislation, and the Inflow and Infiltration Mitigation Strategy.

The overall Utility Rate budget includes wage gapping in the amount of \$1.9 million (16 positions), which recognizes the financial impact of the natural staff turnover patterns.

# Operating Budget Outlook 2025-2027 - 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 2025 - 2027, Peel Utility Rate Supported services are forecasting an average combined annual rate increase of 5.8 per cent, of which 86 per cent is to maintain infrastructure which currently projects a funding shortfall of \$1.8 billion by the end of 2043. 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 2025 to 2027 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 2024 – 2027                          |             |             |             |             |
|---|-------------|-------------|-------------|-------------|
|   | Budget      | Forecast    |             |             |
|   | 2024        | 2025        | 2026        | 2027        |
| Operations  | 1.5%        | 0.6%        | 0.9%        | 1.0%        |
| Capital Infrastructure  | 5.3%        | 5.0%        | 5.0%        | 5.0%        |
| <b>Total Utility Rate Impact</b>                                    | <b>6.8%</b> | <b>5.6%</b> | <b>5.9%</b> | <b>6.0%</b> |
| <b>Household Bill</b><br>(annual consumption of 290m <sup>3</sup> ) | \$974       | \$1,028     | \$1,087     | \$1,151     |
| <b>Small Business</b><br>(annual consumption of 695m <sup>3</sup> ) | \$2,379     | \$2,486     | \$2,629     | \$2,784     |

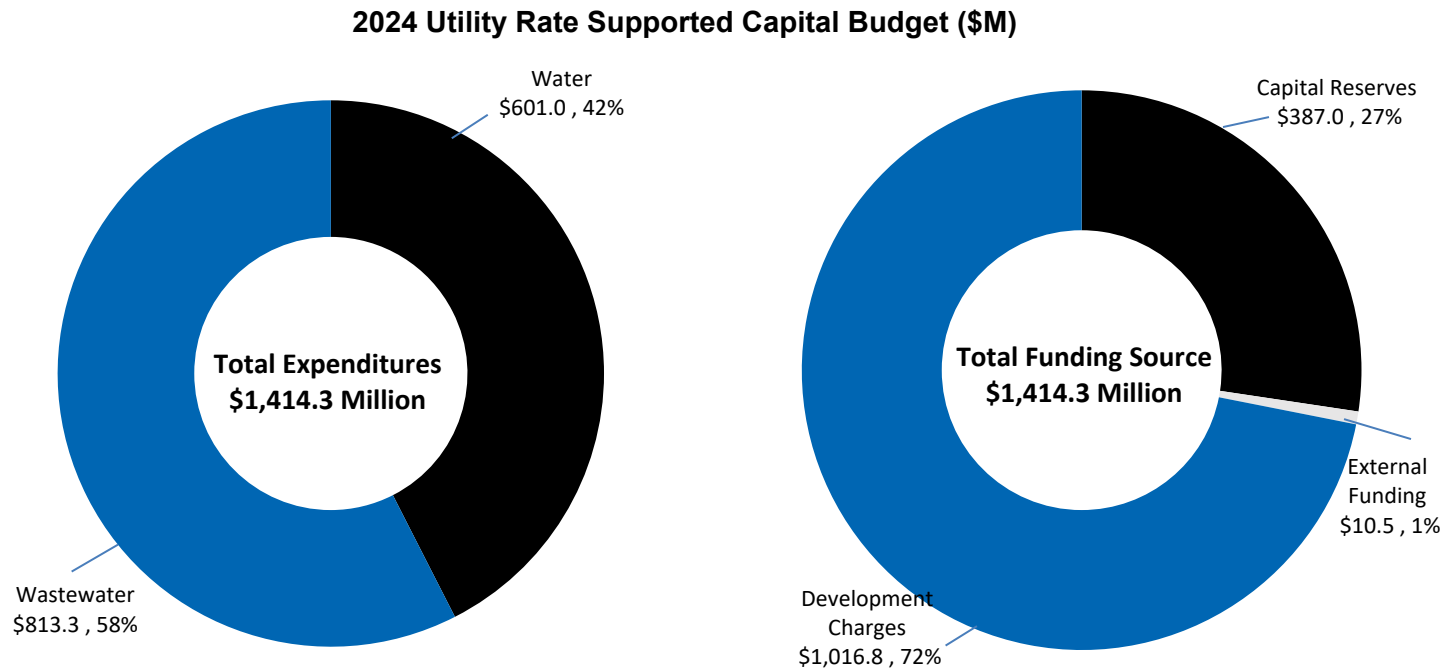
# 2024 Capital Budget - Utility Rate Supported Services

## 2024 Capital Budget - \$1,414.3 Million

The Utility Rate Supported Capital Budget totals \$1,414.3 million (Summary VI(a)). Water Supply accounts for \$601.0 million or 42 per cent and Wastewater totals \$813.3 million or 58 per cent. A comparison of the Capital Budget with the 2023 Capital Budget is provided in Summary VI(b). *Chart 23* below provides the breakdown of the two services that make up the total of the 2024 Utility Rate Supported Capital Budget.

As presented in *Chart 23* below, of the Utility Rate supported capital budget of \$1,414.3 million, 72 percent or \$1,016.8 million is funded from DC Reserves, 27 per cent or \$387.0 million from Capital Reserves and 1 per cent from External Funding.

**Chart 23**



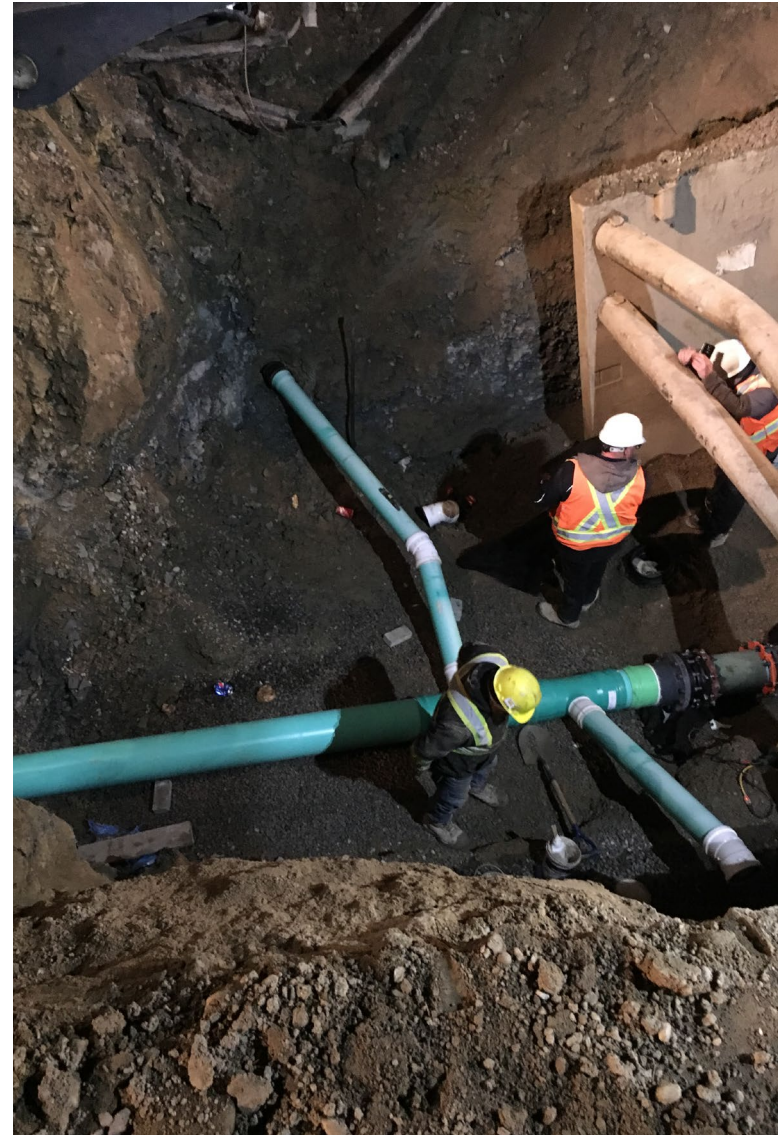


Highlights of the 2024 investments include:

- \$459.6 for wastewater collection main replacement and construction
- \$384.2 million for water main replacement and construction
- \$272.5 million for expansion of Water Resource Recovery Facilities
- \$97.7 million for pumping station expansion, rehabilitation and water treatment plant equipment replacement
- \$59.8 million for condition asset and replacement
- \$34.1 million for water meter replacement, vehicle and Gas Powered equipment upgrades and technology initiatives

## Operating Impact of 2024 Capital

- Ontario Clean Water Agency (OCWA) operations and maintenance fee increase as new facilities are brought on-line
- Additional operations resources will be required in 2024 and beyond as capital projects are delivered and placed into service
- Assessment of resource impacts due to high growth are not included in the plan subsequent to detailed study on long term Operating needs
- Capital impact on Operations are not included in the plan
- New capital maintenance needs
- Internal (Support Services) impact from high growth plan such as impacts in Purchasing, Finance, Property, Legal may all be impacted by high capital program and are not included in the plan
- External Agency impacts based on high growth plan have not been included in the plan



# 2024-2033 Capital Plan - Utility Rate Supported Services

## 2024-2033 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 \$14.5 billion.

Highlights of the Capital Plan include:

- \$4,740.8 million for wastewater collection main construction and replacement
- \$4,081.2 million for water main construction and replacement
- \$2,088.2 million for water treatment plant and pumping station expansion and rehabilitation
- \$1,943.6 million for expansion of Water Resource Recovery Facilities
- \$797.5 million for Condition Asset and Replacement
- \$165.5 million for Operation Support facility expansions, equipment upgrades and technology initiatives

## 2024-2033 Capital Plan by Classification - Utility Rate Supported Services

The Utility Rate Supported Capital Plan of \$14.5 billion can be separated into three general categories as outlined in Chart 24 below:

Chart 24

| Utility Rate Supported Services                        | 2024-2033 Capital Plan (\$ M) | %           |
|--|-------------------------------|-------------|
| State of Good Repair                                   | \$3,199.9                     | 22%         |
| DC Eligible Funded Growth                              | \$10,743.7                    | 74%         |
| Non-DC Eligible Funded Growth and Service Enhancements | \$586.7                       | 4%          |
| <b>Total</b>   | <b>\$14,530.3</b>             | <b>100%</b> |

**State of Good Repair (SOGR)** capital work estimated at \$3.2 billion represents the capital improvements on existing Peel-owned capital assets to maintain asset condition and current levels of service including meeting current regulatory requirements. The Region's investment in the state of good repair of its assets is guided by the principles of the Asset Management Policy.

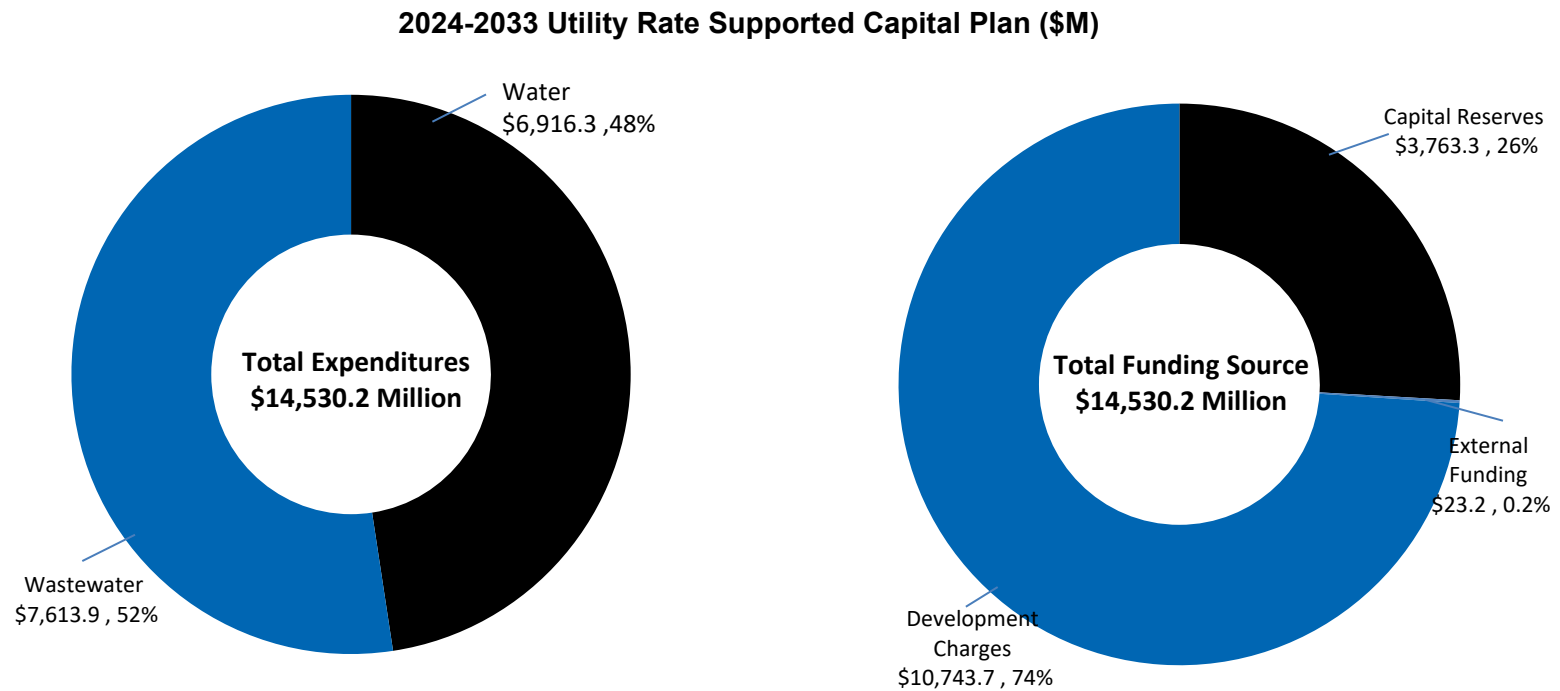
**DC Eligible Funded Growth** capital work estimated at \$10.7 billion represents investment in new capital to service Peel's population growth financed from DC funding sources. Approximately 74 per cent of the total Utility Rate Supported capital work is to address this pressure from growth.

**Non-DC Eligible Funded Growth and Service Enhancements** capital work of \$0.6 billion represents capital asset acquisitions and improvements which are largely required for anticipated service enhancements and are funded from internal reserves.

## 2024-2033 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 \$14.5 billion (Summary VII) is funded by three sources: 74 per cent is funded by Development Charge reserve fund, 26 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. As a result of Bill 23, *More Homes Built Faster Act, 2022*, more infrastructure will be needed in a much shorter time period than initially planned.

Bill 23 has also eliminated housing services, growth-related studies, and certain land acquisition costs from being eligible for DCs. These changes challenge the principle of “growth should pay for growth”. Further, significant financial impact to the Region could result from the mandated full DC exemption for “affordable residential units” and “attainable residential units”, as well as a reduction in development charges on rental housing development. All these changes will reduce DC revenues to municipalities. Therefore, there will be increased pressure on development charges and ultimately debt to finance the growth.

## 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 \$1.8 billion in available funding by the end of year 2043. Included in the 2024 Utility Rate Budget is a 5.3 per cent rate levy increase or an increase to reserve contributions of \$25.5 million to mitigate the unfunded shortfall and to support Peel’s long term infrastructure requirements. An annual increase of 5 per cent for another three years from 2025 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 rate payers 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 2024 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 2024 annual reserve contributions for Tax and Utility Rate supported services both exceed their respective estimated 2024 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 2024 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:** Peel continues to operate in a rapidly changing macroeconomic environment, with significant changes taking place at all economic levels. Beginning in 2022, heightened geopolitical tensions increased uncertainty and fueled inflation. While inflation has slowed, prices around the globe remain high, including in Canada. Canadian inflation reached a 40-year high of 6.8 per cent in 2022. In response, the Bank of Canada has increased interest rates sharply, and as a result, Canadian inflation is expected to slow to an annual average of about 3.8 per cent in 2023 and 2.0 per cent in 2024. Although inflation has slowed, prices remain high, and together with rising interest rates, have negatively impacted the Peel community through exaggerating housing unaffordability, increased food insecurity,

elevated business risks and slower economic growth in key areas of Peel’s economy. Chart 26 provides a table of the key inflation assumptions used to develop the 2024 Budget.

The impact of higher prices and interest rates also extends to Region of Peel finances. The demand for some Regional services (such as housing and social support) are expected to rise. In addition, while the increase in construction costs has slowed, the price of many construction inputs remains elevated. The Non-residential Construction Price Index (NRCPI), which captures the aggregate change in non-residential construction costs and is a barometer for changes in capital costs, registered a record high 16.2 per cent increase in 2022. Since then, quarterly changes in the index have slowed.

For 2023, the NRCPI is forecast to increase by about 7.6 per cent, and slow further in 2024. This indicates that the rate of change in the index has slowed but the index (price level) continues to rise. Similarly, capital budgets for 2023 and 2024 are expected to show slower rates of increase in cost year-over-year, but costs will remain high. To mitigate the inflation risk, Peel is taking a measured approach and will use its rate stabilization reserves to manage the volatility.

- **Energy Costs:** The Region of Peel is forecasted to consume approximately 435.7 million kilowatt-hours of electricity and 16.3 million cubic meters of natural gas in 2024. 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.

**Chart 26** Key Inflation Assumptions

| Assumption                                | 2023 Increase/ (Decrease) Rate | 2024 Increase/ (Decrease) Rate |
|---|--------------------------------|--------------------------------|
| Consumer Price Index Inflation - one year | 2.5%                           | 2.5%                           |
| Economic Adjustment                       | 2.5%                           | 2.5%                           |
| Non-Residential Construction Price Index  | 5.0%                           | 5.0%                           |
| Investment Rate                           | 2.4%                           | 2.6%                           |
| Borrowing/ Financing Rate                 | 4.75%                          | 4.8%                           |
| Electricity Rate increase (decrease)      | (6.2%)                         | 3.7%                           |
| Natural Gas Rate increase                 | 25.6%                          | 5.4%                           |
| Fuel Costs per litre                      |                                |                                |
| • Wholesale in the tank                   | \$1.42                         | \$1.29                         |
| • At the pump (no HST)                    | \$1.55                         | \$1.37                         |
| • At the pump (including HST)             | \$1.75                         | \$1.55                         |
| Assessment Growth                         | 1.0%                           | 1.1%                           |

- **Peel remains a growing and attractive municipality:** While Peel continues to grapple with the shift to a higher cost macroeconomic environment, it remains an attractive destination for new residents and businesses given its many strategic advantages including its well-developed transportation network, its location in the Greater Toronto Area, Canada’s most vibrant economic hub, and its proximity to the United States, Canada’s largest trading partner. Between Q1 2022 and Q1 2023, Peel added an estimated 30 new residents per day, to increase total population by 0.7 per cent to 1.52 million persons, while the

number of business establishments in Peel increased by 9.2 per cent between June 2022 and June 2023 to 216, 836.

Over the next three decades, Peel's population is expected to continue to grow to reach approximately 2.28 million persons and Peel's business sector is expected to expand and contribute to the attainment of Peel's employment target of 1.07 million jobs. 1.52 million persons in Q1 2023, Peel's total population was 0.7 per cent above the similar quarter of 2022. This means that over the one-year period, Peel welcomed more than 30 new residents per day on average. As Peel grew, Peel's business sector continued to expand to cater for the needs of a larger population. In June 2023, there were 216,836 business establishments in Peel. This was 18,307 more business establishments than there were in June 2022.

- **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 2024 Budget includes an average monthly caseload of 14,247 based on actual and projected caseload levels. The projection is only slightly lower than last year (14,837). 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. Paramedic Services responded to a total average of 390 calls per day in 2021 and a total of 409 calls per day in 2022. In 2022, call volume (149,591 calls) increased by almost 5 per cent above the 2021 call volume.
- **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:** Supplementary 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 appeals (i.e. appeals for properties such as: shopping centres, office buildings, warehousing etc.) 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 and scheduling appeals. It is the intention of the ARB to have all appeals heard within the current assessment cycle. 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 2024 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 2024 tax year will be the same as the 2023 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 relating to charities and homeowners who are low-income seniors and/or low-income persons with disabilities.

## 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 the Tax and Utility Rate Stabilization reserves.

## Regulations and Legislation

- **Changes to Regulations and Legislation:** The 2024 Budget was developed with an understanding of the cost to comply with relevant regulations and legislation. As seen with *Bill 23 – More Homes Built Faster Act, 2022*, and *Bill 112 – Hazel McCallion Act (Peel Dissolution), 2023*, there were significant pieces of legislation that were approved after the development of the 2023 Budget. As changes to regulations and legislation come into place, staff will assess the cost of compliance and report to

Council appropriately. As changes in regulations and legislation come into place staff will assess the cost of compliance and report to Council appropriately.

- **Bill 23 – More Homes Built Faster Act, 2022:** To enable the achievement of the housing targets through Bill 23, the 2024 Capital Budget and 2024 – 2033 Capital Plan has included significant additional infrastructure investments. However, the master plans for both the Water/Wastewater and Transportation services are still being developed to fully reflect the expenditures than will be needed. In addition, staff are still awaiting details needed to better assess the impacts. As additional information and details are received, staff will assess the implications and impacts to the budget and report back to Council with updates.
- **Bill 112 – Hazel McCallion Act, 2023:** On May 18, 2023, the Province introduced *Bill 112 – Hazel McCallion Act (Peel Dissolution)*, an act to dissolve the Regional Municipality of Peel and make Brampton, Caledon and Mississauga single tier municipalities, effective January 1, 2025. On June 8, 2023, royal assent was received making the Bill law. On July 5, 2023, Ontario Regulation 187/23: Transition Board was released which includes the appointment of a 5-member Transition Board and their prescribed duties to facilitate Peel's dissolution. The Transition Board's term of appointment is extended to June 1, 2025, with a workplan due August 31, 2023, for approval by the Minister of Municipal Affairs and Housing (Minister). The final report is due to the Minister by July 2024. The Minister and Cabinet will make final decisions after Ministry staff review and comment.

As no details were available at the time of the development of the 2024 Budget, the budget has been developed assuming the Region is a going concern and services have developed their respective budgets assuming the services will continue and the



need in the community for the services will continue regardless of the governance model.

- **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 2024.
- **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 with a modest 1.0 per cent increase for inflation. The Province has also recently implemented a funding change where the municipality must first fully utilize its approved budget before any incremental funding for COVID related costs will be provided.

## 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 \$957 million in external funding from upper levels of government for 2024. This represents a \$75.2 million increase

from the funding levels in the 2023 Budget, largely driven by a \$60.6 million increase in child care funding to implement the federal \$10 a day daycare program and an increase of \$8.5 million in funding from the province for the Income Support program. While the funding of new programs by the provincial government provides more support for Peel's vulnerable population, funding for cost-shared programs such as Public Health continue to lag behind inflation.

An investment of \$5.7 million in property tax dollars has been included in the 2024 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 2024 Budget reflect what is understood at the time of the development of the budget.

## 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 2024 Budget includes \$33.8 million in rate stabilization reserve draws to mitigate pressures on both the tax and utility rate supported programs; \$27.8 million for Regionally Controlled Tax supported services, \$2.7 million for Regionally Controlled Utility Rate supported services, and \$3.3 million for Peel Regional Police and Ontario Provincial Police.

Utilization of the Rate Stabilization Reserves is contingent on Peel's actual 2024 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 \$244.5 million (at September 30, 2023), which includes the September 2023 year-to-date amount for the 2007 through 2023 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, 2023, gross Tax Supported debt was approximately \$81 million (approximately \$60 million net of sinking fund and principal payments). Debt financing costs of \$4.2 million that are expected to be paid in 2024 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. On July 6<sup>th</sup>, 2023, Council approved a revised Peel Community Housing Development Program, formerly known as Housing Master Plan, to build /develop approximately 1,444 affordable housing units. The Region entered into an agreement with Canada Mortgage Housing Corporation to leverage repayable loans and forgivable loans between 2021-2028. A total of \$16.1 million in repayable loans and \$7.1 million in forgivable loans have been drawn on the CMHC loan facility as at September 30, 2023. The Region anticipates approximately \$13.9 million in repayable loan and approximately \$8.6 million in forgivable loans to be drawn on the CMHC Loan facility in 2024.

- **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, 2023, Peel Housing Corporation mortgages outstanding totaled approximately \$64 million.
- **Development Charge Supported Debt:** Gross Development Charge debt outstanding of approximately \$1.5 billion (approximately \$1.1 billion net of sinking funds and principal payments) as at September 30, 2023. No Development Charge debt was issued in 2023.
- **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 throughout the remainder of 2023 and into 2024 to inform borrowing decisions.
- **2024 New Debt Requirements:** Based on forecasted DC revenue and spending forecasts for 2024, staff have included an

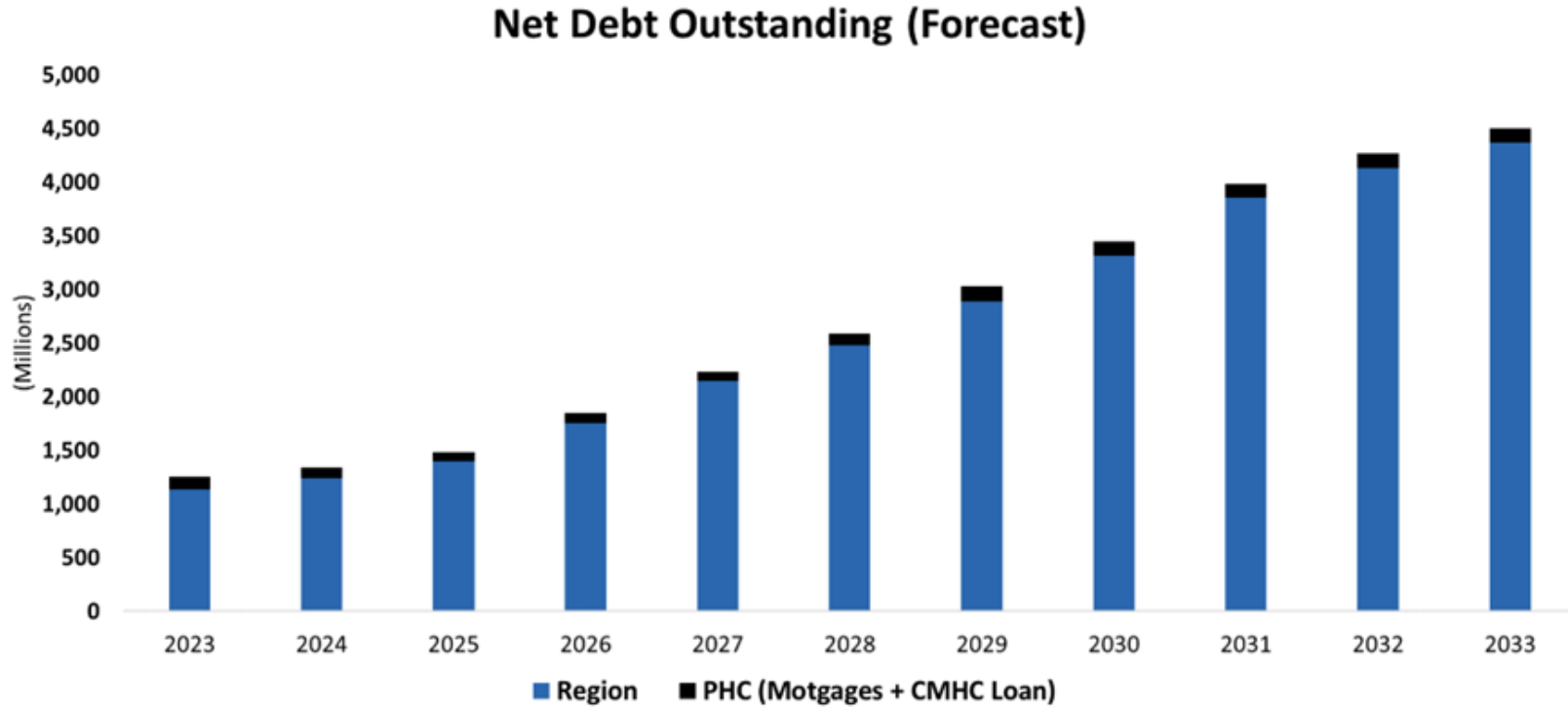
estimated total of \$150 million to \$250 million in potential DC debt issuance. DC related debt charges are expected to be funded by future DC revenues. Debt may also be utilized in 2024 as part of the Housing Master Plan and for Peel Regional Police – actual debt issuance will depend on the progression of projects under the respective programs. In light of Bill 112, investors have raised concerns about investor protections under the Municipal Act, 2001 as well as clarity on the future state entities. Until such time that the Province provides further clarity on the dissolution of Peel, investor appetite for Peel new debenture issuance is unclear.

- Chart 27 presents the forecast of the net debt outstanding from 2023 to 2033. The Region currently has net debt outstanding of

approximately \$1.2 billion. Total net debt outstanding is projected to increase to \$4.5 billion by 2033.

- **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 YY below, Peel is estimated to be at approximately 7.1 per cent in 2023, below the ARL limit of 25 per cent, however, this is forecast to trend higher over the coming years.

Chart 27 Forecast of Net Debt Outstanding (2023 to 2033)



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

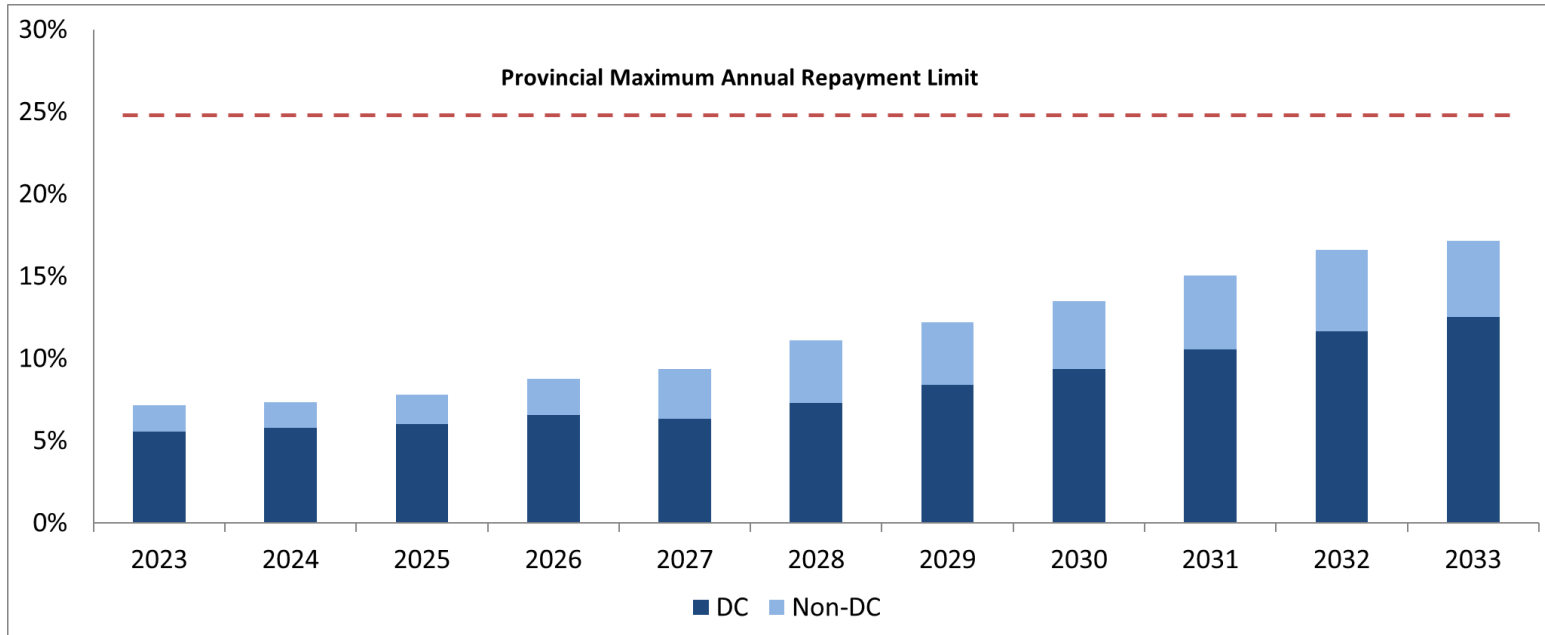


Chart 28 presents the forecast of the annual repayment limit for the Region of Peel to year 2033.

## 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   | One-time financial assistance for eligible residents to prevent eviction by paying off rental arrears or utility arrears. Also includes funding for first and last month's rent deposits, and moving expenses.   |
| Housing Supports  | Provide case management and referrals to supports needed to achieve successful tenancies.  |
| 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                                | This program is a government-funded dental program for 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.   |

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

| 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 2023 rebates are \$488 in the City of Mississauga, \$547 in the City of Brampton and \$1,050 in the Town of Caledon.             |
| Subsidy Administration   | Administer subsidies to community housing providers, private landlords, community agencies and low-income households.   |
| Maintain Community Housing Stock                                     | Support housing providers to remain financially viable with assets in a state of good repair  |
| 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: monthly financial support or one-time emergency assistance for people who are in crisis or an emergency situation.<br>The Ontario Works social assistance program includes monthly financial support for the costs of basic needs and shelter, and provides ongoing case management and stability support services to help people move toward employment, greater independence and improved quality of life. |
| 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 MLTC (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 204,400 businesses.

With 2023 representing a year where the Peel community began its recovery, we are now faced with multiple immediate social, economic and legislative challenges that have put additional demands on housing affordability, increased pressure to enable growth for a growing population and more focus on public safety and well-being.

This budget responds to these pressures with important strategic investments in community housing, infrastructure growth, public safety, paramedics, and seniors' services. In addition, to addressing the social impact of these challenges, Peel is continuing to invest in its commitment to fighting climate change, supporting diversity, equity and inclusion and many other socially necessary programs.

By investing in programs and infrastructure that acknowledge these issues and our work to address them, we uphold our Regional values of Care and Support, Transparency, Leadership, Collaboration and Inclusion.

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 Peel to build homes faster by investing in enabling infrastructure, and to ensure responsible and necessary maintenance of Regional infrastructure, which assists in delivering the services our citizens need and expect.

The 2024 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.

2024 Operating Budget Summary  
(\$'000)

Summary I(a)

|   | 2024 Proposed Budget |                  |                  |                  | 2023 Budget      | Change from 2023 |             |
|---|----------------------|------------------|------------------|------------------|------------------|------------------|-------------|
|   | Total Expenditure    | Revenue Grants   | Revenue Other    | Net Expenditure  | Net Expenditure  | \$               | %           |
| <b>Property Tax Supported</b>                 |                      |                  |                  |                  |                  |                  |             |
| Housing Support                               | 310,289              | (72,697)         | (56,877)         | 180,715          | 155,619          | 25,097           | 16.1        |
| Waste Management                              | 173,043              | (13,491)         | (21,981)         | 137,571          | 136,263          | 1,308            | 1.0         |
| Transportation                                | 138,145              | (350)            | (6,552)          | 131,243          | 129,021          | 2,222            | 1.7         |
| Paramedics                                    | 159,568              | (70,731)         | (6,013)          | 82,824           | 76,300           | 6,524            | 8.6         |
| Seniors Services                              | 142,699              | (63,960)         | (24,548)         | 54,191           | 46,965           | 7,226            | 15.4        |
| Public Health                                 | 134,259              | (72,100)         | (22,068)         | 40,091           | 37,786           | 2,305            | 6.1         |
| Business Services                             | 138,948              | (17,553)         | (92,557)         | 28,838           | 23,760           | 5,078            | 21.4        |
| Income Support                                | 221,662              | (194,151)        | -                | 27,511           | 27,249           | 262              | 1.0         |
| Early Years and Child Care                    | 473,509              | (451,299)        | (407)            | 21,803           | 21,187           | 617              | 2.9         |
| Community Investment                          | 18,578               | (730)            | -                | 17,848           | 14,499           | 3,349            | 23.1        |
| Information and Technology                    | 14,895               | -                | (667)            | 14,228           | 13,591           | 637              | 4.7         |
| Real Property and Asset Management            | 9,314                | -                | (2,722)          | 6,592            | 6,922            | (331)            | (4.8)       |
| Heritage, Arts and Culture                    | 5,937                | (33)             | (382)            | 5,522            | 5,492            | 30               | 0.5         |
| Land Use Planning                             | 8,546                | -                | (3,934)          | 4,612            | 4,186            | 426              | 10.2        |
| Clerks  | 3,560                | -                | (4)              | 3,556            | 3,479            | 76               | 2.2         |
| Regional Council                              | 1,250                | -                | -                | 1,250            | 1,179            | 71               | 6.1         |
| Regional Chair                                | 468                  | -                | -                | 468              | 474              | (5)              | (1.1)       |
| Capital Allocation                            | 37,264               | -                | -                | 37,264           | 24,028           | 13,236           | 55.1        |
| <b>Regionally Controlled Services</b>         | <b>1,991,933</b>     | <b>(957,095)</b> | <b>(238,711)</b> | <b>796,127</b>   | <b>727,999</b>   | <b>68,128</b>    | <b>9.4</b>  |
| <b>External Organizations</b>                 |                      |                  |                  |                  |                  |                  |             |
| Peel Regional Police                          | 671,146              | (18,198)         | (35,208)         | 617,740          | 530,800          | 86,940           | 16.4        |
| Community Events Policing Grant*              | 294                  | -                | -                | 294              | 287              | 7                | 2.5         |
| Ontario Provincial Police                     | 14,998               | -                | (750)            | 14,248           | 13,531           | 717              | 5.3         |
| <b>Subtotal Police</b>                        | <b>686,438</b>       | <b>(18,198)</b>  | <b>(35,958)</b>  | <b>632,282</b>   | <b>544,617</b>   | <b>87,664</b>    | <b>16.1</b> |
| Conservation Authorities                      | 32,991               | -                | -                | 32,991           | 31,336           | 1,656            | 5.3         |
| Municipal Property Assessment Corporation     | 19,683               | -                | -                | 19,683           | 19,683           | -                | -           |
| <b>Subtotal Conservation and Assessment</b>   | <b>52,674</b>        | <b>-</b>         | <b>-</b>         | <b>52,674</b>    | <b>51,019</b>    | <b>1,656</b>     | <b>3.2</b>  |
| <b>Region Financed External Organizations</b> | <b>739,112</b>       | <b>(18,198)</b>  | <b>(35,958)</b>  | <b>684,956</b>   | <b>595,636</b>   | <b>89,320</b>    | <b>15.0</b> |
| <b>Total Property Tax Supported Services</b>  | <b>2,731,045</b>     | <b>(975,293)</b> | <b>(274,669)</b> | <b>1,481,083</b> | <b>1,323,635</b> | <b>157,447</b>   | <b>11.9</b> |
| Assessment Growth                             |                      |                  |                  |                  |                  | (15,089)         | (1.1)       |
| <b>Net Tax Levy Impact</b>                    |                      |                  |                  |                  |                  | <b>142,358</b>   | <b>10.6</b> |
| <b>Utility Rate Supported</b>                 |                      |                  |                  |                  |                  |                  |             |
| Water and Wastewater**                        | 701,305              | -                | (129,250)        | 572,055          | 531,212          | 40,843           | 7.7         |
| <b>Utility Rate Supported Services</b>        | <b>701,305</b>       | <b>-</b>         | <b>(129,250)</b> | <b>572,055</b>   | <b>531,212</b>   | <b>40,843</b>    | <b>7.7</b>  |
| <b>Total Region</b>                           | <b>3,432,350</b>     | <b>(975,293)</b> | <b>(403,919)</b> | <b>2,053,138</b> | <b>1,854,847</b> | <b>198,290</b>   | <b>10.7</b> |

Note: May not add up due to rounding

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

\*\*Peel Direct Billing

2024 vs 2023 Operating Budget  
(\$'000)

Summary I(b)

|   | 2023              |                  | 2024              |                  | 2024 Variance     |             |                 |             |
|---|-------------------|------------------|-------------------|------------------|-------------------|-------------|-----------------|-------------|
|   | Total Expenditure | Net Expenditure  | Total Expenditure | Net Expenditure  | Total Expenditure |             | Net Expenditure |             |
|   |                   |                  |                   |                  | \$                | %           | \$              | %           |
| <b>Property Tax Supported</b>                 |                   |                  |                   |                  |                   |             |                 |             |
| Housing Support                               | 276,880           | 155,619          | 310,289           | 180,715          | 33,409            | 12.1        | 25,097          | 16.1        |
| Waste Management                              | 170,239           | 136,263          | 173,043           | 137,571          | 2,804             | 1.6         | 1,308           | 1.0         |
| Transportation                                | 136,312           | 129,021          | 138,145           | 131,243          | 1,833             | 1.3         | 2,222           | 1.7         |
| Paramedics                                    | 144,612           | 76,300           | 159,568           | 82,824           | 14,955            | 10.3        | 6,524           | 8.6         |
| Seniors Services                              | 130,492           | 46,965           | 142,699           | 54,191           | 12,207            | 9.4         | 7,226           | 15.4        |
| Public Health                                 | 148,829           | 37,786           | 134,259           | 40,091           | (14,570)          | (9.8)       | 2,305           | 6.1         |
| Business Services                             | 137,534           | 23,760           | 138,948           | 28,838           | 1,413             | 1.0         | 5,078           | 21.4        |
| Income Support                                | 212,927           | 27,249           | 221,662           | 27,511           | 8,735             | 4.1         | 262             | 1.0         |
| Early Years and Child Care                    | 423,927           | 21,187           | 473,509           | 21,803           | 49,583            | 11.7        | 617             | 2.9         |
| Community Investment                          | 17,529            | 14,499           | 18,578            | 17,848           | 1,049             | 6.0         | 3,349           | 23.1        |
| Information and Technology                    | 14,260            | 13,591           | 14,895            | 14,228           | 635               | 4.5         | 637             | 4.7         |
| Real Property and Asset Management            | 10,046            | 6,922            | 9,314             | 6,592            | (732)             | (7.3)       | (331)           | (4.8)       |
| Heritage, Arts and Culture                    | 5,787             | 5,492            | 5,937             | 5,522            | 150               | 2.6         | 30              | 0.5         |
| Land Use Planning                             | 7,965             | 4,186            | 8,546             | 4,612            | 581               | 7.3         | 426             | 10.2        |
| Clerks  | 3,487             | 3,479            | 3,560             | 3,556            | 72                | 2.1         | 76              | 2.2         |
| Regional Council                              | 1,179             | 1,179            | 1,250             | 1,250            | 71                | 6.1         | 71              | 6.1         |
| Regional Chair                                | 474               | 474              | 468               | 468              | (5)               | (1.1)       | (5)             | (1.1)       |
| Capital Allocation                            | 24,028            | 24,028           | 37,264            | 37,264           | 13,236            | 55.1        | 13,236          | 55.1        |
| <b>Regionally Controlled Services</b>         | <b>1,866,506</b>  | <b>727,999</b>   | <b>1,991,933</b>  | <b>796,127</b>   | <b>125,427</b>    | <b>6.7</b>  | <b>68,128</b>   | <b>9.4</b>  |
| <b>External Organizations</b>                 |                   |                  |                   |                  |                   |             |                 |             |
| Peel Regional Police                          | 582,923           | 530,800          | 671,146           | 617,740          | 88,223            | 15.1        | 86,940          | 16.4        |
| Community Events Policing Grant*              | 287               | 287              | 294               | 294              | 7                 | 2.5         | 7               | 2.5         |
| Ontario Provincial Police                     | 14,311            | 13,531           | 14,998            | 14,248           | 687               | 4.8         | 717             | 5.3         |
| <b>Subtotal Police</b>                        | <b>597,520</b>    | <b>544,617</b>   | <b>686,438</b>    | <b>632,282</b>   | <b>88,918</b>     | <b>14.9</b> | <b>87,664</b>   | <b>16.1</b> |
| Conservation Authorities                      | 31,336            | 31,336           | 32,991            | 32,991           | 1,656             | 5.3         | 1,656           | 5.3         |
| Municipal Property Assessment Corporation     | 19,683            | 19,683           | 19,683            | 19,683           | -                 | -           | -               | -           |
| <b>Subtotal Conservation and Assessment</b>   | <b>51,019</b>     | <b>51,019</b>    | <b>52,674</b>     | <b>52,674</b>    | <b>1,656</b>      | <b>3.2</b>  | <b>1,656</b>    | <b>3.2</b>  |
| <b>Region Financed External Organizations</b> | <b>648,539</b>    | <b>595,636</b>   | <b>739,112</b>    | <b>684,956</b>   | <b>90,573</b>     | <b>14.0</b> | <b>89,320</b>   | <b>15.0</b> |
| <b>Total Property Tax Supported Services</b>  | <b>2,515,045</b>  | <b>1,323,635</b> | <b>2,731,045</b>  | <b>1,481,083</b> | <b>216,000</b>    | <b>8.6</b>  | <b>157,447</b>  | <b>11.9</b> |
| Assessment Growth                             |                   |                  |                   |                  |                   |             | (15,089)        | (1.1)       |
| <b>Net Tax Levy Impact</b>                    |                   |                  |                   |                  |                   |             | <b>142,358</b>  | <b>10.6</b> |
| <b>Utility Rate Supported</b>                 |                   |                  |                   |                  |                   |             |                 |             |
| Water and Wastewater**                        | 656,174           | 531,212          | 701,305           | 572,055          | 45,131            | 6.9         | 40,843          | 7.7         |
| <b>Utility Rate Supported Services</b>        | <b>656,174</b>    | <b>531,212</b>   | <b>701,305</b>    | <b>572,055</b>   | <b>45,131</b>     | <b>6.9</b>  | <b>40,843</b>   | <b>7.7</b>  |
| <b>Total Region</b>                           | <b>3,171,219</b>  | <b>1,854,847</b> | <b>3,432,350</b>  | <b>2,053,138</b> | <b>261,131</b>    | <b>8.2</b>  | <b>198,290</b>  | <b>10.7</b> |

Note: May not add up due to rounding

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

\*\*Peel Direct Billing

**2024 Budget - Full Accrual Based  
(\$'000)**

**Summary I(c)**

|   | Revenue          | Expenses         |
|---|------------------|------------------|
| <b>Operating Budget</b>                               |                  |                  |
| Council Proposed Budget                               | 3,432,350        | 3,432,350        |
| In-year budget adjustments                            | -                | -                |
| Board Proposed Peel Housing Corporation               | 113,514          | 113,514          |
| Adjustment for intercompany transactions              | (57,928)         | (57,928)         |
| PSAB Adjustments                                      |                  |                  |
| Contributions to reserves/reserve funds               | -                | (602,841)        |
| Contributions from reserves/reserve funds             | (101,606)        | -                |
| Payment to sinking fund for debt retirement           | -                | (54,613)         |
| Other liabilities                                     | -                | 3,708            |
| Other adjustments                                     | -                | -                |
| <b>Adjusted Operating Budget</b>                      | <b>3,386,330</b> | <b>2,834,190</b> |
| <b>Capital Budget</b>                                 |                  |                  |
| Council Proposed Budget*                              | 2,531,303        | 2,531,303        |
| Timing difference between budget and spending         | (1,158,303)      | (1,158,303)      |
| Board Proposed Peel Housing Corporation               | 110,364          | 110,364          |
| Timing difference between budget and spending         | (51,364)         | (51,364)         |
| PSAB Adjustments                                      |                  |                  |
| Contributions from reserves/reserve funds             | (727,743)        | -                |
| Acquisition of tangible capital assets                | -                | (986,113)        |
| Amortization  | -                | 327,974          |
| <b>Adjusted Capital Budget</b>                        | <b>704,257</b>   | <b>773,861</b>   |
| <b>Other</b>  |                  |                  |
| Reserve fund interest and other revenue               | 65,316           | -                |
| <b>Budget to be presented in Financial Statements</b> | <b>4,155,903</b> | <b>3,608,051</b> |

\*proposed budget is net of capital provider loan

The schedule above provides a reconciliation of the total proposed 2024 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 2024 Budget from the modified accrual method to a full accrual method.

**Summary of Budget Costs Mitigated in 2024 Operating Budget  
('000)**

**Summary II**

| Service  | Budget Costs Mitigated   | Total Expenditures | Total Revenue | Net Costs      |
|--|--|--------------------|---------------|----------------|
| <b>Property Tax Supported</b>                                |  |                    |               |                |
| Housing Support  | Savings due to departmental realignment  | (115)              |               | (115)          |
| Waste Management   | Lower contract cost, Casual staff reduction and Expenditure reduction through line-by-line reviews | (990)              |               | (990)          |
| Transportation   | Efficiencies identified from operational cost reviews  | (577)              |               | (577)          |
| Paramedics   | Efficiencies identified from operational cost reviews  | (300)              |               | (300)          |
| Seniors Services   | Efficiencies identified from operational cost reviews  | (90)               |               | (90)           |
| Public Health  | Efficiencies identified from operational cost reviews  | (608)              |               | (608)          |
| Business Services  | Efficiencies from the ongoing review of services   | (620)              |               | (620)          |
|  | Efficiencies from the ongoing review of budgets  | (579)              |               | (579)          |
| Income Support   | Savings due to departmental realignment  | (286)              |               | (286)          |
| Community Investment   | Savings due to departmental realignment  | (29)               |               | (29)           |
| Information and Technology                                   | Efficiencies from the ongoing review of budgets  | (286)              |               | (286)          |
| Real Property and Asset Management                           | Efficiencies from the ongoing review of budgets  | (358)              |               | (358)          |
| Heritage, Arts and Culture                                   | Efficiencies from the ongoing review of budgets  | (71)               |               | (71)           |
| Clerks   | Efficiencies from the ongoing review of budgets  | (20)               |               | (20)           |
| <b>Regionally Controlled Tax Supported Services Subtotal</b> |  | <b>(4,929)</b>     | <b>-</b>      | <b>(4,929)</b> |
| Conservation Authorities                                     | Efficiencies from the ongoing review of budgets  | (578)              |               | (578)          |
| <b>Property Tax Supported Services Total</b>                 |  | <b>(5,507)</b>     | <b>-</b>      | <b>(5,507)</b> |
| <b>Utility Rate Supported Services</b>                       |  |                    |               |                |
| Water and Wastewater   | Miscellaneous Savings  | (764)              | -             | (764)          |
| <b>Total Budget Costs Mitigated</b>                          |  | <b>(6,271)</b>     | <b>-</b>      | <b>(6,271)</b> |

Note: May not add up due to rounding

Summary of 2024 Budget Rate Stabilization Reserve Draws

Summary III

| Service                       | 2024 Budget \$'000 | Reason for the Draw   |
|-------------------------------|--------------------|---|
| <b>Tax Supported Services</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  |
|                               | \$5,000            | Funding for one year for enhanced investments in housing subsidy and wrap around supports. Reserve draw is for 2024 only, will be removed in 2025.  |
| Waste Management              | \$120              | Pilot Project - Zero Emission Vehicle   |
|                               | \$2,754            | 2024 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 the 2022 and 2023 Budgets. This draw is expected to be removed in 2025. |
| Transportation                | \$146              | To reimburse the cost of a Project Manager for the Automated speed enforcement – to develop a formal business case for a Joint Processing Centre  |
| Paramedics                    | \$2,500            | One-time expense for proposed staff and supplies for regional centralized personal protective equipment and Infection Prevention and Control supplies managed by Paramedics   |
|                               | \$3,405            | One-time expense of \$1.253M for Council-approved 'External Violence against Paramedics' training (Council Resolution 2023-603), One time reserve draw of 2.151M for one lag in 50% provincial funding for proposed growth ask in Paramedics in 2024.                         |
| Seniors Services              | \$2,441            | One-time expense for Adult Day Services and respite expansion pilot including cost of 28.4 Contract staff for the pilot (Council Resolution 2021-397)   |
|                               | \$245              | Two contract staff for one year term to resource major initiatives team in Seniors Service Development unit   |
|                               | \$198              | Two contract staff for fixing Long Term Care Act implementation. Remaining portion of 2-year term approved in 2022 (Council Resolution 2022-594)  |
|                               | \$224              | One-time expense for moving and transitioning to the new Seniors Health And Wellness Village  |
| Public Health                 | \$194              | One-time expense: Budget Request Tuberculosis Program Capacity Building, two staff for one year   |
|                               | \$294              | One-time expense: Budget Request Enhanced Public Health Inspection Capacity; three staff for one year,  |
|                               | \$229              | One-time expense: Budget Request Reducing the Health Impacts of Climate Change; two staff for one year,   |
|                               | \$2,541            | 2023-2025 (24 months) Supervised Consumption Services (Council Resolution 2022-693)   |

Summary of 2024 Budget Rate Stabilization Reserve Draws

Summary III

| Service                              | 2024 Budget \$'000 | Reason for the Draw   |
|--------------------------------------|--------------------|---|
| <b>Tax Supported Services</b>        |                    |   |
| Business Services                    | \$100              | External consulting costs for finance divisions   |
|                                      | \$363              | To fund approved two-year 2023 Budget Request #34 - Customer Contact Centre Reset and Recovery  |
|                                      | \$108              | Budget Request #120: HR Growth & Headcount Resource   |
|                                      | \$250              | To replace the existing non-union job evaluation program (deferred from 2023)   |
|                                      | \$391              | To create a two year vendor of record (VoR) pilot for recruitment services (deferred from 2023) - \$150K;<br>To fund approved 2023 Budget Request #30 - Diversity, Equity and Inclusion Implementation Plan - \$133K;<br>To fund Budget Request #120: HR Growth & Headcount Resource - \$108K |
|                                      | \$578              | To fund approved 2023 budget request - Keeping the Workplace Psychologically Safe #38 \$379K;<br>To fund approved 2023 budget request #30 - Diversity, Equity and Inclusion Implementation Plan - \$199K  |
|                                      | \$242              | To fund approved 2023 budget request #38 - Keeping the Workplace Psychologically Safe   |
|                                      | \$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 2023)  |
|                                      | \$379              | To fund approved 2023 budget request #38 - Keeping the Workplace Psychologically Safe   |
|                                      | \$476              | To fund approved 2023 Budget Request #30 - Diversity, Equity and Inclusion Implementation Plan  |
|                                      | \$138              | Budget Request #123: Community Engagement and Truth and Reconciliation  |
|                                      | \$3,650            | Workers Safety Insurance Board Adjustment as per Actuarial Study  |
|                                      | \$92               | To fund Budget Request #115: Support for Peel Art Gallery, Museum, and Archives (PAMA) operations   |
|                                      | \$50               | To fund Budget Request #101: PAMA Indigenous Sharing Circle   |
| <b>Total Tax Supported Services:</b> | <b>\$27,759</b>    |   |

Summary of 2024 Budget Rate Stabilization Reserve Draws

Summary III

| Service                                  | 2024 Budget<br>\$'000 | Reason for the Draw  |
|--|-----------------------|--|
| <b>Utility Rate Supported Services</b>   |                       |  |
| Water and Wastewater                     | \$1,800               | A draw for temporary commodity price in Chemicals  |
|  | \$73                  | A draw for a proposed contract FTE (50/50 water and wastewater)  |
|  | \$800                 | A Council approved initiative for high water bill adjustments. It is a two year program ending in 2024 (50/50 water and wastewater)  |
|  | \$73                  | A draw for a proposed contract FTE (50/50 water and wastewater)  |
| <b>Total Utility Supported Services:</b> | <b>\$2,745</b>        |  |
| <b>Regionally Controlled Services</b>    | <b>\$30,504</b>       |  |
| <b>External Organizations:</b>           |                       |  |
| Ontario Provincial Police                | \$280                 | To offset proposed OPP Contract increases by utilizing previous budgeted savings relating to gapping due to vacancies, with the aim of gradually phasing out these surplus credits. The proposed draw has been reduced from \$350K (2023) to \$280K. |
| Peel Regional Police                     | \$2,000               | To fund one-time expenditures  |
| Peel Regional Police                     | \$1,000               | To cashflow the impact of the 2022 Budget, final year of 2022 cashflow is 2025.  |
| <b>Total External Organizations</b>      | <b>\$3,280</b>        |  |
| <b>Total Region</b>                      | <b>\$33,784</b>       |  |

Note: May not add up due to rounding



2024 - 2027 Operating Budget Forecast  
(\$'000)

Summary IV

|   | 2024<br>Proposed Budget |                    |                  |                |             | 2025<br>Forecast<br>Net |                    |                  |                |             |
|---|-------------------------|--------------------|------------------|----------------|-------------|-------------------------|--------------------|------------------|----------------|-------------|
|   | Expense                 | Revenue            | Net Expenditure  | \$             | %           | Expense                 | Revenue            | Expenditure      | \$             | %           |
| <b>Property Tax Supported</b>                   |                         |                    |                  |                |             |                         |                    |                  |                |             |
| Housing Support                                 | 310,289                 | (129,574)          | 180,715          | 25,097         | 16.1        | 318,616                 | (121,552)          | 197,063          | 16,348         | 9.0         |
| Waste Management                                | 173,043                 | (35,472)           | 137,571          | 1,308          | 1.0         | 169,852                 | (34,052)           | 135,799          | (1,772)        | (1.3)       |
| Transportation                                  | 138,145                 | (6,902)            | 131,243          | 2,222          | 1.7         | 143,473                 | (7,052)            | 136,421          | 5,178          | 3.9         |
| Paramedics                                      | 159,568                 | (76,744)           | 82,824           | 6,524          | 8.6         | 171,839                 | (83,799)           | 88,040           | 5,216          | 6.3         |
| Seniors Services                                | 142,699                 | (88,508)           | 54,191           | 7,226          | 15.4        | 141,643                 | (85,536)           | 56,107           | 1,916          | 3.5         |
| Public Health                                   | 134,259                 | (94,168)           | 40,091           | 2,305          | 6.1         | 127,972                 | (85,483)           | 42,488           | 2,398          | 6.0         |
| Business Services                               | 138,948                 | (110,110)          | 28,838           | 5,078          | 21.4        | 139,333                 | (109,661)          | 29,672           | 834            | 2.9         |
| Income Support                                  | 221,662                 | (194,151)          | 27,511           | 262            | 1.0         | 229,296                 | (200,320)          | 28,976           | 1,465          | 5.3         |
| Early Years and Child Care                      | 473,509                 | (451,706)          | 21,803           | 617            | 2.9         | 535,185                 | (512,842)          | 22,343           | 540            | 2.5         |
| Community Investment                            | 18,578                  | (730)              | 17,848           | 3,349          | 23.1        | 22,258                  | (183)              | 22,075           | 4,228          | 23.7        |
| Information and Technology                      | 14,895                  | (667)              | 14,228           | 637            | 4.7         | 15,712                  | (675)              | 15,037           | 809            | 5.7         |
| Real Property and Asset Management              | 9,314                   | (2,722)            | 6,592            | (331)          | (4.8)       | 9,521                   | (2,776)            | 6,745            | 154            | 2.3         |
| Heritage, Arts and Culture                      | 5,937                   | (415)              | 5,522            | 30             | 0.5         | 6,038                   | (387)              | 5,651            | 129            | 2.3         |
| Land Use Planning                               | 8,546                   | (3,934)            | 4,612            | 426            | 10.2        | 8,756                   | (4,013)            | 4,743            | 131            | 2.8         |
| Clerks  | 3,560                   | (4)                | 3,556            | 76             | 2.2         | 4,185                   | (4)                | 4,181            | 626            | 17.6        |
| Regional Council                                | 1,250                   | -                  | 1,250            | 71             | 6.1         | -                       | -                  | -                | (1,250)        | (100.0)     |
| Regional Chair                                  | 468                     | -                  | 468              | (5)            | (1.1)       | -                       | -                  | -                | (468)          | (100.0)     |
| Capital Allocation                              | 37,264                  | -                  | 37,264           | 13,236         | 55.1        | 52,075                  | -                  | 52,075           | 14,811         | 39.7        |
| <b>Regionally Controlled Services</b>           | <b>1,991,935</b>        | <b>(1,195,807)</b> | <b>796,128</b>   | <b>68,128</b>  | <b>9.4</b>  | <b>2,095,754</b>        | <b>(1,248,335)</b> | <b>847,416</b>   | <b>51,292</b>  | <b>6.4</b>  |
| <b>External Organizations</b>                   |                         |                    |                  |                |             |                         |                    |                  |                |             |
| <b>Police Services</b>                          |                         |                    |                  |                |             |                         |                    |                  |                |             |
| Peel Regional Police                            | 671,146                 | (53,406)           | 617,740          | 86,940         | 16.4        | 759,627                 | (53,406)           | 706,221          | 88,481         | 14.3        |
| Community Events Policing Grant*                | 294                     | -                  | 294              | 7              | 2.5         | 300                     | -                  | 300              | 6              | 2.0         |
| Ontario Provincial Police                       | 14,998                  | (750)              | 14,248           | 717            | 5.3         | 15,147                  | (130)              | 15,017           | 769            | 5.4         |
| <b>Subtotal Police</b>                          | <b>686,438</b>          | <b>(54,156)</b>    | <b>632,282</b>   | <b>87,664</b>  | <b>16.1</b> | <b>775,074</b>          | <b>(53,536)</b>    | <b>721,538</b>   | <b>89,256</b>  | <b>14.1</b> |
| Conservation Authorities                        | 32,991                  | -                  | 32,991           | 1,656          | 5.3         | 34,747                  | -                  | 34,747           | 1,756          | 5.3         |
| Municipal Property Assessment Corporation       | 19,683                  | -                  | 19,683           | -              | -           | 20,081                  | -                  | 20,081           | 398            | 2.0         |
| <b>Subtotal Conservation and Assessment</b>     | <b>52,674</b>           | <b>-</b>           | <b>52,674</b>    | <b>1,656</b>   | <b>3.2</b>  | <b>54,828</b>           | <b>-</b>           | <b>54,828</b>    | <b>2,154</b>   | <b>4.1</b>  |
| <b>Region Financed External Organizations</b>   | <b>739,112</b>          | <b>(54,156)</b>    | <b>684,956</b>   | <b>89,320</b>  | <b>15.0</b> | <b>829,902</b>          | <b>(53,536)</b>    | <b>776,366</b>   | <b>91,410</b>  | <b>13.3</b> |
| <b>Total Property Tax Supported Services***</b> | <b>2,731,047</b>        | <b>(1,249,963)</b> | <b>1,481,084</b> | <b>157,448</b> | <b>11.9</b> | <b>2,925,656</b>        | <b>(1,301,871)</b> | <b>1,623,782</b> | <b>142,698</b> | <b>9.6</b>  |
| <b>Utility Rate Supported</b>                   |                         |                    |                  |                |             |                         |                    |                  |                |             |
| Water & Wastewater**                            | 701,305                 | (129,250)          | 572,055          | 40,843         | 7.7         | 736,497                 | (129,482)          | 607,015          | 34,960         | 6.1         |
| <b>Utility Rate Supported Services</b>          | <b>701,305</b>          | <b>(129,250)</b>   | <b>572,055</b>   | <b>40,843</b>  | <b>7.7</b>  | <b>736,497</b>          | <b>(129,482)</b>   | <b>607,015</b>   | <b>34,960</b>  | <b>6.1</b>  |
| <b>Total Region</b>                             | <b>3,432,352</b>        | <b>(1,379,213)</b> | <b>2,053,139</b> | <b>198,291</b> | <b>10.7</b> | <b>3,662,153</b>        | <b>(1,431,353)</b> | <b>2,230,797</b> | <b>177,658</b> | <b>8.7</b>  |

Note: May not add up due to rounding

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

\*\*Peel Direct Billing

\*\*\*Net Tax Levy does not include forecasted 1.1% assessment growth

**2024 - 2027 Operating Budget Forecast  
(\$'000)**

|   | 2026<br>Forecast<br>Net |                    |                  |                |             | 2027<br>Forecast<br>Net |                    |                  |                |            |
|---|-------------------------|--------------------|------------------|----------------|-------------|-------------------------|--------------------|------------------|----------------|------------|
|   | Expense                 | Revenue            | Expenditure      | \$             | %           | Expense                 | Revenue            | Expenditure      | \$             | %          |
| <b>Property Tax Supported</b>                   |                         |                    |                  |                |             |                         |                    |                  |                |            |
| Housing Support                                 | 327,938                 | (117,972)          | 209,966          | 12,902         | 6.5         | 343,111                 | (115,479)          | 227,632          | 17,666         | 8.4        |
| Waste Management                                | 160,460                 | (9,881)            | 150,579          | 14,780         | 10.9        | 164,567                 | (10,180)           | 154,387          | 3,808          | 2.5        |
| Transportation                                  | 148,002                 | (7,215)            | 140,786          | 4,366          | 3.2         | 151,810                 | (7,360)            | 144,450          | 3,664          | 2.6        |
| Paramedics                                      | 185,356                 | (89,032)           | 96,324           | 8,284          | 9.4         | 195,313                 | (93,341)           | 101,972          | 5,648          | 5.9        |
| Seniors Services                                | 145,084                 | (87,118)           | 57,966           | 1,859          | 3.3         | 148,791                 | (88,852)           | 59,939           | 1,973          | 3.4        |
| Public Health                                   | 126,010                 | (81,338)           | 44,672           | 2,184          | 5.1         | 128,232                 | (80,738)           | 47,494           | 2,822          | 6.3        |
| Business Services                               | 138,291                 | (111,464)          | 26,827           | (2,845)        | (9.6)       | 139,206                 | (112,390)          | 26,816           | (11)           | (0.0)      |
| Income Support                                  | 239,259                 | (208,815)          | 30,444           | 1,468          | 5.1         | 249,687                 | (217,734)          | 31,952           | 1,509          | 5.0        |
| Early Years and Child Care                      | 565,514                 | (542,637)          | 22,877           | 534            | 2.4         | 577,529                 | (554,103)          | 23,426           | 549            | 2.4        |
| Community Investment                            | 23,439                  | -                  | 23,439           | 1,364          | 6.2         | 23,626                  | -                  | 23,626           | 187            | 0.8        |
| Information and Technology                      | 15,948                  | (683)              | 15,266           | 228            | 1.5         | 16,173                  | (691)              | 15,483           | 217            | 1.4        |
| Real Property and Asset Management              | 9,644                   | (2,831)            | 6,814            | 69             | 1.0         | 9,782                   | (2,887)            | 6,896            | 82             | 1.2        |
| Heritage, Arts and Culture                      | 6,137                   | (370)              | 5,767            | 116            | 2.1         | 6,240                   | (373)              | 5,868            | 101            | 1.8        |
| Land Use Planning                               | 8,964                   | (4,093)            | 4,871            | 128            | 2.7         | 9,177                   | (4,175)            | 5,003            | 132            | 2.7        |
| Clerks  | 4,292                   | (4)                | 4,288            | 107            | 2.6         | 4,402                   | (4)                | 4,397            | 110            | 2.6        |
| Regional Council                                | -                       | -                  | -                | -              | -           | -                       | -                  | -                | -              | -          |
| Regional Chair                                  | -                       | -                  | -                | -              | -           | -                       | -                  | -                | -              | -          |
| Capital Allocation                              | 68,304                  | -                  | 68,304           | 16,229         | 31.2        | 86,046                  | -                  | 86,046           | 17,742         | 26.0       |
| <b>Regionally Controlled Services</b>           | <b>2,172,642</b>        | <b>(1,263,453)</b> | <b>909,190</b>   | <b>61,773</b>  | <b>7.3</b>  | <b>2,253,692</b>        | <b>(1,288,307)</b> | <b>965,387</b>   | <b>56,199</b>  | <b>6.2</b> |
| <b>External Organizations</b>                   |                         |                    |                  |                |             |                         |                    |                  |                |            |
| <b>Police Services</b>                          |                         |                    |                  |                |             |                         |                    |                  |                |            |
| Peel Regional Police                            | 848,426                 | (53,406)           | 795,020          | 88,799         | 12.6        | 926,936                 | (53,406)           | 873,530          | 78,510         | 9.9        |
| Community Events Policing Grant*                | 306                     | -                  | 306              | 6              | 2.0         | 312                     | -                  | 312              | 6              | 2.0        |
| Ontario Provincial Police                       | 15,700                  | (130)              | 15,570           | 553            | 3.7         | 16,223                  | (130)              | 16,093           | 523            | 3.4        |
| <b>Subtotal Police</b>                          | <b>864,432</b>          | <b>(53,536)</b>    | <b>810,896</b>   | <b>89,358</b>  | <b>12.4</b> | <b>943,471</b>          | <b>(53,536)</b>    | <b>889,935</b>   | <b>79,039</b>  | <b>9.7</b> |
| Conservation Authorities                        | 36,522                  | -                  | 36,522           | 1,775          | 5.1         | 38,395                  | -                  | 38,395           | 1,873          | 5.1        |
| Municipal Property Assessment Corporation       | 20,486                  | -                  | 20,486           | 406            | 2.0         | 20,900                  | -                  | 20,900           | 414            | 2.0        |
| <b>Subtotal Conservation and Assessment</b>     | <b>57,008</b>           | <b>-</b>           | <b>57,008</b>    | <b>2,181</b>   | <b>4.0</b>  | <b>59,295</b>           | <b>-</b>           | <b>59,295</b>    | <b>2,287</b>   | <b>4.0</b> |
| <b>Region Financed External Organizations</b>   | <b>921,440</b>          | <b>(53,536)</b>    | <b>867,904</b>   | <b>91,538</b>  | <b>11.8</b> | <b>1,002,766</b>        | <b>(53,536)</b>    | <b>949,230</b>   | <b>81,326</b>  | <b>9.4</b> |
| <b>Total Property Tax Supported Services***</b> | <b>3,094,082</b>        | <b>(1,316,989)</b> | <b>1,777,094</b> | <b>153,312</b> | <b>9.4</b>  | <b>3,256,458</b>        | <b>(1,341,843)</b> | <b>1,914,617</b> | <b>137,523</b> | <b>7.7</b> |
| <b>Utility Rate Supported</b>                   |                         |                    |                  |                |             |                         |                    |                  |                |            |
| Water & Wastewater**                            | 772,796                 | (129,718)          | 643,078          | 36,063         | 5.9         | 811,848                 | (129,960)          | 681,888          | 38,810         | 6.0        |
| <b>Utility Rate Supported Services</b>          | <b>772,796</b>          | <b>(129,718)</b>   | <b>643,078</b>   | <b>36,063</b>  | <b>5.9</b>  | <b>811,848</b>          | <b>(129,960)</b>   | <b>681,888</b>   | <b>38,810</b>  | <b>6.0</b> |
| <b>Total Region</b>                             | <b>3,866,878</b>        | <b>(1,446,707)</b> | <b>2,420,172</b> | <b>189,375</b> | <b>8.5</b>  | <b>4,068,306</b>        | <b>(1,471,803)</b> | <b>2,596,505</b> | <b>176,333</b> | <b>7.3</b> |

Note: May not add up due to rounding

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

\*\*Peel Direct Billing

\*\*\*Net Tax Levy does not include forecasted 1.1% assessment growth

Summary of Staffing Resources \*

Summary V

|  | Resources to Achieve Level of Service |                |                    |
|--|---------------------------------------|----------------|--------------------|
|  | 2023                                  | 2024 Proposed  | 2024 Change in FTE |
| <b>Property Tax Supported</b>          |                                       |                |                    |
| Housing Support                        | 235.9                                 | 320.1          | 84.2               |
| Waste Management                       | 236.3                                 | 241.0          | 4.7                |
| Transportation                         | 341.3                                 | 350.4          | 9.1                |
| Paramedics                             | 704.1                                 | 740.1          | 36.0               |
| Seniors Services                       | 882.4                                 | 946.9          | 64.5               |
| Public Health                          | 727.1                                 | 734.1          | 7.0                |
| Business Services                      | 557.0                                 | 555.0          | (2.0)              |
| Income Support                         | 373.3                                 | 371.4          | (1.9)              |
| Early Years and Child Care             | 125.2                                 | 125.1          | (0.1)              |
| Community Investment                   | 29.1                                  | 32.9           | 3.8                |
| Information and Technology             | 190.0                                 | 191.0          | 1.0                |
| Real Property and Asset Management     | 114.0                                 | 114.0          | -                  |
| Heritage, Arts and Culture             | 18.5                                  | 18.5           | -                  |
| Land Use Planning                      | 64.0                                  | 64.0           | -                  |
| Clerks                                 | 36.0                                  | 36.0           | -                  |
| Regional Chair                         | 3.0                                   | 3.0            | -                  |
| <b>Tax Supported Services</b>          | <b>4,637.2</b>                        | <b>4,843.5</b> | <b>206.3</b>       |
| <b>Utility Rate Supported</b>          |                                       |                |                    |
| Water and Wastewater                   | 591.7                                 | 618.9          | 27.2               |
| <b>Utility Rate Supported Services</b> | <b>591.7</b>                          | <b>618.9</b>   | <b>27.2</b>        |
|  |                                       |                |                    |
| <b>Total Regionally Controlled</b>     | <b>5,228.8</b>                        | <b>5,462.3</b> | <b>233.5</b>       |
| Peel Living                            | 56.0                                  | 56.0           | -                  |
| Peel Regional Police                   | 3,288.0                               | 3,529.0        | 241.0              |
| <b>Total Region</b>                    | <b>8,572.8</b>                        | <b>9,047.3</b> | <b>474.5</b>       |

\* Regular Positions (Full Time Equivalent, FTE)

**2024 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                                     | -                   | 190,585                   | -                | -              | 190,585          | 7.5%          |
| Transportation                                      | 96,818              | 53,834                    | 12,668           | -              | 163,321          | 6.4%          |
| Paramedics  | 5,195               | 34,994                    | -                | -              | 40,189           | 1.6%          |
| Information and Technology                          | -                   | 23,424                    | -                | -              | 23,424           | 0.9%          |
| Waste Management                                    | -                   | 20,100                    | -                | -              | 20,100           | 0.8%          |
| Seniors Services                                    | -                   | 6,784                     | -                | -              | 6,784            | 0.3%          |
| Heritage, Arts and Culture                          | -                   | 3,355                     | -                | -              | 3,355            | 0.1%          |
| Business Services                                   | 200                 | 2,200                     | -                | -              | 2,400            | 0.1%          |
| Land Use Planning                                   | 1,280               | 1,030                     | -                | -              | 2,310            | 0.1%          |
| Real Property and Asset Management                  | -                   | 1,659                     | -                | -              | 1,659            | 0.1%          |
| Public Health                                       | -                   | 350                       | -                | -              | 350              | 0.0%          |
| Early Years and Child Care                          | -                   | 338                       | -                | -              | 338              | 0.0%          |
| <b>Regionally Controlled Tax Supported Services</b> | <b>103,493</b>      | <b>338,653</b>            | <b>12,668</b>    | <b>-</b>       | <b>454,815</b>   | <b>17.9%</b>  |
| <b>External Organizations</b>                       |                     |                           |                  |                |                  |               |
| Peel Regional Police                                | 59,559              | 81,066                    | 2,467            | 523,500        | 666,592          | 26.3%         |
| <b>Region Financed External Organizations</b>       | <b>59,559</b>       | <b>81,066</b>             | <b>2,467</b>     | <b>523,500</b> | <b>666,592</b>   | <b>26.3%</b>  |
| <b>Total Property Tax Supported Services</b>        | <b>163,052</b>      | <b>419,719</b>            | <b>15,135</b>    | <b>523,500</b> | <b>1,121,407</b> | <b>44.2%</b>  |
| <b>Utility Rate Supported</b>                       |                     |                           |                  |                |                  |               |
| Water and Wastewater                                | 1,016,836           | 387,014                   | 10,467           | -              | 1,414,318        | 55.8%         |
| <b>Total Utility Rate Supported Services</b>        | <b>1,016,836</b>    | <b>387,014</b>            | <b>10,467</b>    | <b>-</b>       | <b>1,414,318</b> | <b>55.8%</b>  |
| <b>Total Region</b>                                 | <b>1,179,889</b>    | <b>806,733</b>            | <b>25,602</b>    | <b>523,500</b> | <b>2,535,724</b> | <b>100.0%</b> |

Note: Numbers may not add due to rounding

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

2024 vs 2023 Capital Budget Summary

Summary VI(b)

(\$'000)

|   | 2024 Capital Budget | 2023 Capital Budget | Change from 2023 |                |
|---|---------------------|---------------------|------------------|----------------|
|   |                     |                     | \$               | %              |
| <b>Property Tax Supported</b>                       |                     |                     |                  |                |
| Housing Support                                     | 190,585             | 169,050             | 21,535           | 12.7%          |
| Transportation                                      | 163,321             | 159,144             | 4,176            | 2.6%           |
| Paramedics  | 40,189              | 55,789              | (15,600)         | (28.0%)        |
| Information and Technology                          | 23,424              | 22,431              | 993              | 4.4%           |
| Waste Management                                    | 20,100              | 15,360              | 4,740            | 30.9%          |
| Seniors Services                                    | 6,784               | 10,016              | (3,232)          | (32.3%)        |
| Heritage, Arts and Culture                          | 3,355               | 1,448               | 1,907            | 131.7%         |
| Business Services                                   | 2,400               | 4,275               | (1,875)          | (43.9%)        |
| Land Use Planning                                   | 2,310               | 2,310               | -                | 0.0%           |
| Real Property and Asset Management                  | 1,659               | 1,475               | 184              | 12.5%          |
| Public Health                                       | 350                 | 3,865               | (3,515)          | (91.0%)        |
| Early Years and Child Care                          | 338                 | 125                 | 213              | 170.4%         |
| Community Investment                                | -                   | 400                 | (400)            | (100.0%)       |
| Clerks  | -                   | 2,490               | (2,490)          | (100.0%)       |
| <b>Regionally Controlled Tax Supported Services</b> | <b>454,815</b>      | <b>448,178</b>      | <b>6,636</b>     | <b>1.5%</b>    |
| <b>External Organizations</b>                       |                     |                     |                  |                |
| Peel Regional Police                                | 666,592             | 848,420             | (181,828)        | (21.4%)        |
| Conservation Authorities                            | -                   | 2,691               | (2,691)          | (100.0%)       |
| <b>Region Financed External Organizations</b>       | <b>666,592</b>      | <b>851,111</b>      | <b>(184,519)</b> | <b>(21.7%)</b> |
| <b>Total Property Tax Supported Services</b>        | <b>1,121,407</b>    | <b>1,299,289</b>    | <b>(177,882)</b> | <b>(13.7%)</b> |
| <b>Utility Rate Supported</b>                       |                     |                     |                  |                |
| Water and Wastewater                                | 1,414,318           | 641,442             | 772,876          | 120.5%         |
| <b>Total Utility Rate Supported Services</b>        | <b>1,414,318</b>    | <b>641,442</b>      | <b>772,876</b>   | <b>120.5%</b>  |
| <b>Total Region</b>                                 | <b>2,535,724</b>    | <b>1,940,730</b>    | <b>594,994</b>   | <b>30.7%</b>   |

Note: Numbers may not add due to rounding

**2024 to 2033 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                                      | 1,317,433           | 895,751                   | 154,671          | -              | 2,367,855         | 11.6%         |
| Housing Support                                     | -                   | 983,026                   | 13,626           | 30,717         | 1,027,370         | 5.0%          |
| Waste Management                                    | -                   | 332,003                   | -                | 122,015        | 454,018           | 2.2%          |
| Paramedics  | 10,684              | 207,358                   | -                | -              | 218,042           | 1.1%          |
| Information and Technology                          | -                   | 178,712                   | -                | -              | 178,712           | 0.8%          |
| Seniors Services                                    | 17,000              | 120,153                   | -                | -              | 137,153           | 0.7%          |
| Real Property and Asset Management                  | -                   | 66,271                    | -                | -              | 66,271            | 0.3%          |
| Business Services                                   | 2,000               | 25,500                    | -                | -              | 27,500            | 0.1%          |
| Land Use Planning                                   | 13,840              | 10,560                    | -                | -              | 24,400            | 0.1%          |
| Heritage, Arts and Culture                          | -                   | 21,148                    | -                | -              | 21,148            | 0.1%          |
| Public Health                                       | -                   | 11,710                    | -                | -              | 11,710            | 0.1%          |
| Early Years and Child Care                          | -                   | 8,821                     | -                | -              | 8,821             | 0.0%          |
| <b>Regionally Controlled Tax Supported Services</b> | <b>1,360,957</b>    | <b>2,861,015</b>          | <b>168,297</b>   | <b>152,732</b> | <b>4,543,001</b>  | <b>22.3%</b>  |
| <b>External Organizations</b>                       |                     |                           |                  |                |                   |               |
| Peel Regional Police                                | 104,932             | 467,950                   | 18,746           | 708,000        | 1,299,628         | 6.4%          |
| <b>Region Financed External Organizations</b>       | <b>104,932</b>      | <b>467,950</b>            | <b>18,746</b>    | <b>708,000</b> | <b>1,299,628</b>  | <b>6.4%</b>   |
| <b>Total Property Tax Supported Services</b>        | <b>1,465,889</b>    | <b>3,328,965</b>          | <b>187,043</b>   | <b>860,732</b> | <b>5,842,629</b>  | <b>28.7%</b>  |
| <b>Utility Rate Supported</b>                       |                     |                           |                  |                |                   |               |
| Water and Wastewater                                | 10,743,681          | 3,763,311                 | 23,258           | -              | 14,530,249        | 71.3%         |
| <b>Total Utility Rate Supported Services</b>        | <b>10,743,681</b>   | <b>3,763,311</b>          | <b>23,258</b>    | <b>-</b>       | <b>14,530,249</b> | <b>71.3%</b>  |
| <b>Total Region</b>                                 | <b>12,209,570</b>   | <b>7,092,275</b>          | <b>210,301</b>   | <b>860,732</b> | <b>20,372,878</b> | <b>100.0%</b> |

Note: Numbers may not add due to rounding

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

# Housing Support

2024–2027 Business Plan  
and 2024 Budget

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# 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, and our community partners, we 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:

- In Peel, there is an estimated 91,000 households living in core housing need. Current service levels meet 19% of need for affordable housing and supports in Peel.
- In 2022, the Region of Peel supported 34,154 households with housing and other supports.
- For the first seven months of 2023, over 2,300 households have been supported in an emergency shelter or overflow hotel, with overall occupancy averaging 133%.
- Over \$118 million in subsidies are administered annually to approximately 12,000 households, but there are more than 28,000 households waiting for subsidized housing in Peel.
- \$2.9 billion of housing assets are owned by Peel Housing Corporation (PHC).

- Peel is increasing new community and/or supportive housing through leveraging federal Rapid Housing Initiative funding, provincial capital funding and regional funding which will add 268 shelter beds/units and an additional 580 net new affordable rental units by the end of 2028.

## Highlights of the Business Plan include:

- Peel is facing an affordable housing crisis that is deep, unprecedented and inequitable.
- The affordable housing system has insufficient resources to maintain assets, increase supply and support clients to the level needed by our community.
- Significant operating and capital investments are required to better meet community need and continued implementation of Peel’s 10-Year Housing and Homelessness Plan.

| Net Investment (\$000s)           | 2024    | 2025    | 2026    | 2027    |
|-----------------------------------|---------|---------|---------|---------|
| Operating                         | 180,715 | 197,063 | 209,966 | 227,632 |
| Capital                           | 190,585 | 368,602 | 99,769  | 66,719  |
| Full Time Equivalents             | 213.1   | 221.1   | 221.1   | 221.1   |
| Full Time Equivalents Peel Living | 163.0   | 163.0   | 163.0   | 163.0   |

# 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. In 2022, the system provided housing, financial assistance or supports to over 34,000 households in Peel. As Service Manager, our 10-Year Housing and Homelessness Plan strategically responds to Peel's affordable housing challenges. The current plan, approved by Council in April 2018, has 35 actions, of which 16 are complete with an additional 12 actions underway.

**Financial Assistance and Case Management:** Peel provides case management supports and financial assistance to avoid eviction and/or pay off arrears for low-income households. In 2022, over 6,200 households were served.

**Emergency Shelter & Homelessness Supports:** The Region manages or funds 8 emergency shelters. In 2022, the shelters provided emergency housing and supports to approximately 4,100 people experiencing homelessness. In addition, Peel's outreach program provided supports to almost 600 individuals experiencing homelessness and living on the streets.

**Transitional Housing Operations and Maintenance:** The Region provides or funds 4 transitional housing sites. Last year, temporary housing and supports were provided to women fleeing domestic violence, 106 youth, 10 survivors of human sex trafficking and 41 men dealing with mental health and addictions challenges.

**Affordable and Subsidized Rental Housing Operations and Maintenance:** There are over 16,000 affordable rental and subsidized units in the affordable housing system in Peel. These units are managed by Peel Housing Corporation (PHC), which is owned by the Region of Peel (6,882 units), the Region of Peel and 51 other community housing providers (7,196 units) and private landlords (2,389 units). In 2022, 78% of all community housing stock, including transitional housing and emergency shelters that the Region or PHC is responsible to maintain is in a good/fair state of repair. Continued investment for state of good repair is needed for the PHC portfolio. The average age of the portfolio is 37 years old, the time that buildings require significant capital investment to maintain. Long term funding for the capital repair program is included in the Region's infrastructure levy.

**Programs to Increase Affordable Supply:** The Region administers a number of programs to increase the supply of affordable market, community and supportive housing. The Region of Peel is building affordable rental housing on lands owned by the Region and Peel Housing Corporation (PHC). The Peel Community Housing Development Program includes 12 projects that, if fully funded, will create 1,444 new units/beds over the next ten years. Seven projects have sufficient funding to proceed. This budget includes a capital ask that will fully fund one more project under this program.

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, Regional Council endorsed the creation of a new Non-Profit Housing Development Program and will consider through this budget process the request for \$71 million to initiate at least one project with a non-profit partner under this program.

In 2021, the Region of Peel launched the Peel Affordable Rental Incentives Program (PARIP). PARIP provides grants to private and non-profit developers to add affordable units to their purpose-built rental projects. To date, 97 new affordable rental units for middle income households have been funded through this pilot program. The 2023 Call for Applications closed in September 2023, with evaluations currently underway.

## Trends

**Lack of federal and provincial funding.** The Region of Peel alone cannot solve the affordable housing crisis. Peel's \$1.0 billion ten-year capital plan includes only 4%, or just over \$43.3 million, of funding from the federal government. Chronic underfunding from the federal and provincial government for both housing and health services continues to prevent the Region of Peel from operating at a scale that meets our community's needs.

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

**Unprecedented growth in need.** Peel, like all major urban centres across Canada and around the world, is in an affordable housing crisis, that has been decades in the making. Historical policy decisions of the federal and provincial governments, combined with the failure of the market to provide affordable housing options for a growing number of households, are causing unprecedented pressure on the community housing system. The gap between current service levels and need is large and continues to grow. We estimate that current service levels meet approximately 19% of need. Additional pressures are being added to the system by refugees and asylum-seekers, who require emergency and permanent housing and supports at volumes never before experienced.

**More clients with complex health and other needs.** The number of homeless and precariously housed residents who require health and other supports to remain stably housed is increasing. It is estimated that 40% of households in core housing need in Peel require additional supports to maintain stable housing.

An increasing number of PHC tenants require supports to successfully meet their tenancy obligations. Mental health challenges including addiction, trauma and cognitive decline can contribute to issues in maintaining unit conditions including hoarding and issues with pests. This trend has contributed to staff workload pressures, while tenants wait for supportive housing, long-term care or agency programs available through community partners. Increasingly these also include supports for personal care and/or food security.

**Lack of affordable rental units.** As home ownership costs continue to increase, more households have had to seek housing in the rental market. In 2022, rental vacancy rates decreased as the cost of rent increased. By the end of Q2 2023, rental rates for new units in Peel averaged \$2,584/month which means they are generally only affordable to higher income households. The provision of subsidies is also affected by decreased affordability and rising rental rates, as higher subsidies are required for clients to remain affordably housed. A cost of living increase equal to inflation for subsidies is required to maintain service levels, in addition to new funding to increase the number of households served.

**End of Mortgage for Community Housing.** Under the *Housing Services Act, 2011*, all community housing providers in Peel are legislatively required to provide subsidized housing as part of their operating agreements. These agreements aligned with their mortgages which are coming to an end. PHC already has twenty-eight sites with expired mortgages, with the rest expiring annually until 2030. Other community housing providers have agreements that are set to expire beginning 2024 and annually until 2032. As Service Manager, all new agreements must be negotiated with community housing providers to keep them in the affordable housing system. While this presents opportunities that can transform the way in which community housing is administered in the region, it is not without risk, if housing providers exit the system at the end of their mortgages.

PHC has maintained the number of subsidized units in projects that are no longer receiving subsidy after mortgage maturity. These sites are no longer financially self-sufficient as the portfolio must cover the increases to offset growing operating costs.

**Building Non-Profit Capacity.** Given the depth of the affordable housing crisis, increasing the number of active non-profit partners with development potential is critical. A growing number of non-profit agencies and housing providers are interested in developing new affordable and supportive housing, many of which own land in Peel. Council's approval in July 2023 to launch a new Non-Profit Housing Development Program will assist many organizations by providing regional funding, training, resources and end-to-end housing development support. This budget includes a capital ask to fully launch the program and provide funding for at least one new project under this program.

**Climate Change.** New community housing projects include modernized designs and building components in keeping with Council climate change goals. In addition, PHC is partnering with Peel to implement affordable housing retrofits to achieve Council approved targets. This includes the Weaver's Hill energy retrofit project, which is estimated to reduce the building's greenhouse gas emissions by 90%. Not only will these improvements reduce emissions, but the tenants benefit from reduced impacts of severe temperature changes and improved air quality.

Fourteen multi-year State of Good Repair (SOGR) projects at 10 PHC sites have been identified, which will result in an estimated reduction of the Region's total corporate GHG emissions by 1.4%

**Diversity, Equity, and Inclusion.** Peel's affordable housing crisis is deep, unprecedented and inequitable. Households that immigrated to Peel within the last 5 years are 150% more likely to be in core housing need, with Black households being the most likely to be in core housing need compared to all other 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 and equity-seeking 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 2022, the Region supported 34,154 households with housing and supports. Of these households, 16,395 live in the affordable housing system, while an additional 1,200 households benefit from a portable housing subsidy. Additional financial assistance and supports were provided to approximately 6,200 households and 4,000 families, single adults and youth were served with emergency/crisis interventions and supports.

Moreover, the Region of Peel manages an outreach program that provided almost 600 clients who are experiencing homelessness and living on the streets with supports.

Tenants reported through the PHC satisfaction survey, that PHC means affordability; housing security; and a nice place to live. The stable occupancy rate of 98.5% highlights that PHC is a landlord of choice.

### Business Process Measures:

Housing Services continues to experience an increase in new service requests. From January to June 2023, service requests are 54% higher compared to the same time period last year. This continues to add to a backlog of service requests and drastically impacts service response times. Solutions to address demand pressures include ongoing process streamlining and a request for additional staff as part of the 2024 budget process to keep up with the rapidly growing demand for housing services and to restore and then maintain required service standards, response times and case management levels.

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 October 2023, 100% of the community housing portfolio has been assessed. The Region works with all housing providers to oversee capital funding is in place and scheduling timelines to complete necessary capital repairs and replacements are met.

PHC renewed a portfolio wide building condition assessment program to improve the capital planning process. As of 2023, 80% of the portfolio has been assessed, with 100% to be completed by the end of the year. The 10-year capital plan is updated annually based on the current condition assessments completed. The condition of PHC assets is included in Peel's annual asset reporting.

### Employee Measures:

A 2022 engagement survey reveals that 77% of Housing Services employees report favourable employee engagement scores. On the other hand, just over half of Housing Services staff believe that the amount of work expected of them was reasonable and less than 40% believe the amount of change occurring in their work environment is manageable. Implementing solutions to support employees who are experiencing burnout due to workload pressures continues to be a top priority.

For PHC, the two lowest factors were workload management and balance. Resourcing challenges and workload have been an ongoing challenge for PHC. In response, training to increase capacity and knowledge on mental health supports including crisis and non-emergency situations is ongoing. Centralizing tenancy management staff and increasing resources who specialize in complex support will improve client centred service delivery.

## Awards and Achievements

Guided by our 10-year housing and homelessness plan, we are improving service and building capacity in the affordable housing system. Over the last year, the below initiatives have been ongoing or implemented.

- Coordinated access for housing supports and services, including a new category focussing on veteran's homelessness.
- Updated Intake and Needs Assessments for clients.
- Needs-based subsidy administration, including issuance of portable housing subsidies.
- Improved access to health supports for the homeless.
- Revised development program – Peel Community Housing Development Program.
- Approval to launch the new Non-Profit Housing Development Program.
- 12 episode podcast series; Peel Talks Housing.

In 2022, over 880 clients were permanently housed: either in a subsidized community housing unit or with a portable subsidy in a private market unit. An additional 6,271 households were provided with financial assistance and case management supports.

The June 21, 2023, edition of the Novae Res Urbis GTHA profiled "Building for a Brightwater Future" which highlighted the Region's 150 affordable rental units in the first phase of the Brightwater master-planned community that is under development. This is just one of many projects under development as part of the Region's Peel Community Housing Development Program (formerly known as the Housing Master Plan).

Peel's practices to manage chronic homelessness are in line with national leading practices as recognized by the Canadian Alliance to End Homelessness. Peel has been recognized for our Quality By-Name Lists for persons experiencing chronic homelessness and veterans experiencing homelessness. This means our community has reliable real-time data necessary to inform improvement projects, monitor trends and progress to functional zero, optimize our Coordinated Access system, and advocate for resources based on concrete data.

At the November 2023, national Canadian Alliance to End Homelessness Conference, Peel's health care model for people experiencing homelessness was profiled as part of Empowering Communities: Integrated Health Care Partnerships section. This session, from a housing perspective, shared best practices, to create an integrated, community-based health care model for people experiencing homelessness, with attendees from across the country.

Hitesh Topiwala, Manager, Infrastructure Planning and Servicing, PHC, was recognized with the Peel Celebrates Climate Action Innovation Award. This award recognizes the effort to reduce greenhouse gas emissions and improve climate change resiliency for PHC assets.

# The 2024 -2027 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. Peel's affordable housing crisis is deep, unprecedented and inequitable. The gap between current service levels and need is large and growing. We estimate that current service levels meet approximately 19% of need for affordable housing and supports in Peel.

As we respond to these pressures by implementing Peel's 10-year Housing and Homelessness Plan, more operating and capital investments and staffing resources are 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 2024-2026 include:

### 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 temporary enhanced emergency/crisis responses, a focus on prevention and increased faster access to housing subsidies and enhanced case management supports.

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

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 of Community and Supportive Housing

Investing in community housing is essential to ensure deeply affordable and supportive housing options are available in our community. The Region of Peel will continue to increase the supply of community and supportive housing in a variety of ways including building on Region of Peel and Peel Housing Corporation (PHC) sites under our Peel Community Housing Development Program, launching the Non-Profit Housing Development Program to build the capacity of the sector and providing incentives to private developers to increase the supply of affordable rental housing.



## Maintaining Existing Stock

Aging infrastructure and inadequate historical funding are pressing concerns for the entire affordable housing system. Monitoring the condition of community housing assets is an important component of the Service Manager role. Peel is responsible for maintaining the state of good repair across its own housing assets, the assets owned by the 46 external community housing providers, and those of Peel Housing Corporation. Funding for critical capital repairs will be needed to maintain long term good state of repair ratings across the system.

## Enhancing Tenant Relations

PHC has established 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 a Tenant Advisory Group was established to embed tenant-led solutions. The group includes up to 12 tenant volunteers who work with PHC staff to make improvements that enhance tenant experience.

## Advocacy

The Region of Peel cannot solve the affordable housing crisis on its own, nor will relying on the market to trickle-down housing affordability. Regional analysis suggests at least 4 times more housing than the province's new housing targets are required for average housing prices – resale and new – to be reduced to prices affordable to the lowest income households.

There are two housing crises happening simultaneously – a lack of affordable housing in the market for middle income households, and a lack of deeply affordable and supportive housing for people with low-incomes whose housing stability is impacted by family, physical health, and mental health and addictions challenges and trauma.

As Service Manager of the affordable housing system, we are focussed on finding solutions for the second housing crisis and while these two crises are interrelated, the policy solutions to address them are different. As such, advocacy to the federal and provincial governments will continue to be a top priority as we seek policy, program, and funding improvements 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.

Furthermore, Peel requires dedicated provincial health funding to pay for physical and mental health and addiction supports to address significant and systemic health inequalities faced by those experiencing homelessness and/or those precariously housed.

# Finding Efficiencies

The Region of Peel is committed to delivering efficient services. Examples of continuous improvement projects and efficiencies gained 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.

Under the 10-year Peel Housing and Homelessness Plan, Housing Services’ is continuing to Transform Service through a multi-year journey to improve how we deliver our services, so more of our clients receive the supports they need, faster. As part of pillar one of our Plan, the Client Pathway Project is being implemented in phases to transform the way we provide housing and homelessness services by “right sizing” the supports provided based on client need, rather than program eligibility. This work is foundational to a needs-based approach. In 2023, a focus on a revised intake process to reduce backlog and improve service response time has been operationalized.

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. In 2024, the model will be expanded to the Region owned affordable residential buildings.

Last year PHC engaged with the consultants at MNP to complete a Functional Review. To date 28 recommendations to improve service were identified in the following seven groupings: complex tenancy support, organization structure and design, integration, data and analytics maturity, community partnership and strategic thinking. Implementation of the recommendations will be multi-year and include additional resources to execute.



## Transforming Our Business with Technology

Housing Services continues to invest in modernized tools to realize client and tenant service improvements and to streamline service administration.

In alignment with the Region's Technology Solution Standards and Digital Strategy, Housing Services is continuing our journey toward consolidating service administration through Salesforce, the endorsed service cloud platform. Enhancement efforts focus on improving the user and client experience, the quality and accessibility of data, and the ability to facilitate efficient and effective service delivery as our programming evolves to meet the rising need in the community. Key changes from the past year include the expansion of self-service capacity in the area of intake and assessment, enhancements to improve service response time, and legacy data clean-up.

This multi-year journey to transform our business with technology continues and requires future investment that will enable further integrated business and technology modernizations. Elimination of remaining dual-entry systems through application integrations and additional system upgrades and enhancements will improve productivity and service experience with a client-centric focus.

PHC will be replacing outdated technologies to support improved service delivery, staff experience and focus on asset and financial management.

## Maintaining our Infrastructure

The Region of Peel and Peel Housing Corporation recognize the importance of well-maintained assets. Aging infrastructure and historical inadequate funding are pressing concerns for the entire affordable housing system.

An important component of the Service Manager role is monitoring the condition of community housing assets. In Peel, this includes the assets owned by Peel Housing Corporation (PHC), and the 46 external community housing providers governed by the *Housing Services Act, 2011*.

Peel is also responsible for maintaining the state of good repair across its own housing assets, which include emergency shelters, transitional housing facilities and affordable housing projects.

Overall, the three housing portfolios are currently in a state of good repair. Peel owned housing is the newest and requires the least investment over the next 10 years, but critical and functional repairs will be needed to maintain that rating long-term. The external housing providers require more investment, with most repairs being critical to the integrity of the stock. PHC is the largest portfolio, with the oldest buildings, and requires the most significant investment immediately.

The projected gross capital expenditure needs to maintain the state of good repair of the entire housing portfolio which includes Peel Housing Corporation, 46 external housing providers, Region of Peel owned community housing buildings and emergency shelters is now estimated to be more than \$700 million over the next 10 years. The projected total reserve contributions from the community housing providers including PHC and from Peel are projected to total \$217 million over the next 10 years.

To fund the shortfall in funding, the recommended long-term financing plan for the housing state of good repair liability is through Peel's 1% Infrastructure Levy, with annual capital funding requirements being presented through the budget process.

Of the \$97.6M Capital Budget for PHC in 2024, major state of good repair projects include:

- \$41M for Structures (roof, windows, kitchen, bathrooms, paving, fencing and playgrounds)
- \$30.45M for General Requirements (investigations, corrective capital, surveys and contingency)
- \$26.15M for Services (elevators, plumbing, heating and cooling systems, electric panels, fire systems, lighting and generators)

# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2024-2027 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 2023 was \$155.6 million and the proposed budget for 2024 is \$180.7 million.

## Net Expenditures: \$180.7 million (Total Expenditures: \$310.3 million)

| Description                              | 2022 Actuals     | 2023 Approved Budget | 2024 Proposed Budget | \$ Change Over 2023 | % Change Over 2023 |
|--|------------------|----------------------|----------------------|---------------------|--------------------|
| Operating Costs                          | 46,827           | 25,485               | 24,590               | (895)               | (3.5)%             |
| Labour Costs                             | 28,513           | 29,293               | 38,804               | 9,511               | 32.5%              |
| Reserve Contributions                    | 23,066           | 30,831               | 31,001               | 170                 | 0.6%               |
| Debt Charges                             | 1,821            | 1,800                | 1,800                | -                   | -                  |
| Grant Payments                           | 154,775          | 180,746              | 204,196              | 23,450              | 13.0%              |
| Facility, IT, HR and other support costs | 18,864           | 16,209               | 17,719               | 1,510               | 9.3%               |
| Recoveries                               | (8,411)          | (7,484)              | (7,820)              | (336)               | 4.5%               |
| <b>Total Expenditures</b>                | <b>265,455</b>   | <b>276,880</b>       | <b>310,290</b>       | <b>33,410</b>       | <b>12.1%</b>       |
| Grants and Subsidies                     | (60,126)         | (73,774)             | (72,697)             | 1,077               | (1.5)%             |
| Supplementary Taxes                      | -                | -                    | -                    | -                   | -                  |
| Fees and Services Charges                | (53,243)         | (39,192)             | (43,702)             | (4,510)             | 11.5%              |
| Transfer from Development Charges        | -                | -                    | -                    | -                   | -                  |
| Contributions from Reserves              | (8,988)          | (8,295)              | (13,175)             | (4,880)             | 58.8%              |
| <b>Total Revenues</b>                    | <b>(122,357)</b> | <b>(121,261)</b>     | <b>(129,574)</b>     | <b>(8,313)</b>      | <b>6.9%</b>        |
| <b>Total Net Expenditure</b>             | <b>\$143,098</b> | <b>\$155,619</b>     | <b>\$180,716</b>     | <b>\$25,097</b>     | <b>16.1%</b>       |

## 2024 Operating Budget Pressures

| \$'000  | Total Expenditures | Total Revenue  | Net Cost 2024 vs 2023 |          |
|---|--------------------|----------------|-----------------------|----------|
| <b>2023 Revised Cost of Service</b>   | <b>276,880</b>     | <b>121,261</b> | <b>155,619</b>        | <b>%</b> |
| <b><i>Cost of Living/Inflation</i></b>  |                    |                |                       |          |
| Labour costs  | 694                | 296            | 398                   |          |
| Goods and services  | 2,546              | 1,308          | 1,238                 |          |
| Subsidy   | 1,662              | -              | 1,662                 |          |
| Agency Contract   | 2,393              | -              | 2,393                 |          |
| <b><i>Base Subsidy/Recoveries</i></b>   |                    |                |                       |          |
| Federal Funding decrease as per Ontario Gazette   | (215)              | (1,620)        | 1,406                 |          |
| Peel owned buildings, operations  | 684                | 404            | 279                   |          |
| Community Housing Provider Subsidy Rent Geared to Income  | 751                | -              | 751                   |          |
| Various Funding Changes (End of Investment in Affordable Housing, Social Infrastructure, Net Zero impact for Homelessness Prevention Program) | 812                | 541            | 270                   |          |
| Decrease Peel Living Subsidy - units under target   | (2,500)            | -              | (2,500)               |          |
| Increase Community Agency Subsidy   | 1,000              | -              | 1,000                 |          |
| Increase in Needs Based Portable Subsidy  | 1,500              | -              | 1,500                 |          |
| Shelter Repairs and Maintenance (overflow)  | 550                | 525            | 25                    |          |
| <b><i>Cost Mitigation<sup>1</sup></i></b>   |                    |                |                       |          |
| Savings due to departmental realignment   | (115)              | -              | (115)                 |          |
| <b>Base Budget Changes Subtotal</b>   | <b>9,762</b>       | <b>1,454</b>   | <b>8,308</b>          |          |
| <b>Service Level Demand<sup>2</sup></b>   |                    |                |                       |          |
| Enhanced Outreach Services (3 FTE, BR #52)  | 6,451              | -              | 6,451                 |          |
| Enhanced Investments in Housing Subsidy and wrap around supports (5 FTE)  | 10,422             | 5,000          | 5,422                 |          |
| Housing Services Technology Maintenance and Use (3 FTE)   | 1,006              | -              | 1,006                 |          |
| Community Housing End of Mortgage Staffing Resources (2 FTE)  | 253                | -              | 253                   |          |
| Increased Demand for Housing Supports (40 FTE)  | 3,657              | -              | 3,657                 |          |
| Administrative Supports Required to Achieve PHC Business Plan Outcomes (2 FTE, 1 Contract)  | 248                | 248            | -                     |          |

| \$'000   | Total Expenditures | Total Revenue  | Net Cost 2024 vs 2023 |              |
|--|--------------------|----------------|-----------------------|--------------|
| Resources for PHC Preventative Maintenance (3 FTE)                                     | 323                | 323            | -                     |              |
| Resources for PHC Capital State of Good Repair (6 FTE & 2 Contract)                    | 597                | 597            | -                     |              |
| Resources to improve PHC strategic capacity and enhance client centred service (5 FTE) | 687                | 687            | -                     |              |
| Construction Planning & Project Management support for PHC projects (2 FTE)            | 3                  | 3              | -                     |              |
| PHC Building Monitor and Tenancy Support Agent resources (4 FTE)                       | -                  | -              | -                     |              |
| Peel Community Housing Development Program (10 FTE)                                    | -                  | -              | -                     |              |
| <b>Service Level Changes Subtotal</b>  | <b>23,648</b>      | <b>6,859</b>   | <b>16,789</b>         |              |
| <b>Total 2024 Budget Change</b>  | <b>33,410</b>      | <b>8,313</b>   | <b>25,097</b>         |              |
| <b>2024 Proposed Budget</b>  | <b>\$310,290</b>   | <b>129,574</b> | <b>180,716</b>        | <b>16.1%</b> |

Note: May not add up due to rounding

## Operating budget pressure notes:

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

- Savings due to departmental realignment

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

- Federal Funding decrease of \$1.4M due to end of operating agreement, no change to service levels
- Peel Owned operating impact due to Brightwater being fully operational in 2024 - \$279 thousand
- Community Housing Provider Subsidy- additional Rent Geared to Income units-\$751 thousand
- Ministry Funding for operating subsidy ended – Investment in Affordable Housing and Social Infrastructure Fund -\$270 thousand
- Increase in Shelters Repairs and Maintenance due to increased demand - \$550 thousand
- Reduction of \$2.1M for Canada-Ontario Community Housing Initiative

### Service Level Demand<sup>3</sup>

- Enhanced Outreach Services – Providing an investment to Neighbourhood and community safety, well-being, and inclusiveness -\$6.5M
- Enhanced investments in subsidy and wrap around supports are required to help more get and keep housing they can afford -\$10.4M, \$5M funded through tax stabilization reserve for a net impact of \$5.4M
- Housing Services Technology to support and maintain Housing Services' software applications required to enable the continued delivery of services -\$1M

- Community Housing End of Mortgage Staffing Resources to support the development and implementation of Peel's end of mortgage (EOM) framework for the community housing system -\$253 thousand
- Increased Demand for Housing Supports to improve staff workload and service response times for clients (238% increase in service requests) -\$3.7M
- Administrative Supports Required to Achieve PHC Business Plan Outcomes -\$248 thousand, recovered through PHC operating
- Resources to address PHC Preventative Maintenance Requirements -\$323 thousand, recovered through PHC operating
- Resources for Peel Housing Corporation's Capital State of Good Repair -\$705 thousand, recovered through PHC capital and operating
- Resources to improve PHC strategic capacity and enhance client centred service -\$687 thousand, recovered PHC operating
- Construction Planning & Project Management support for PHC projects -\$235 thousand, recovered through PHC capital
- PHC Building Monitor and Tenancy Support Agent resources -\$194 thousand, funded within PHC operating
- Peel Community Housing Development program - \$1.2M for staff resources, Peel capital recovery

## Staffing Resources to Achieve Level of Service

| Sub Service   | 2023         | 2024         | 2025         | 2026         | 2027         |
|---|--------------|--------------|--------------|--------------|--------------|
| System Oversight, Strategic Planning & Advocacy                     | 50.9         | 70.1         | 78.1         | 78.1         | 78.1         |
| Financial Assistance and Case Management                            | 63.0         | 83.0         | 83.0         | 83.0         | 83.0         |
| Emergency Shelter and Homelessness Supports                         | 34.0         | 52.0         | 52.0         | 52.0         | 52.0         |
| Transitional Housing Operations and Maintenance                     | 6.0          | 10.0         | 10.0         | 10.0         | 10.0         |
| Affordable and Subsidized Rental Housing Operations and Maintenance | 126.0        | 140.0        | 140.0        | 140.0        | 140.0        |
| Programs to Increase Affordable Supply                              | 12.0         | 21.0         | 21.0         | 21.0         | 21.0         |
| <b>Total</b>  | <b>291.9</b> | <b>376.1</b> | <b>384.1</b> | <b>384.1</b> | <b>384.1</b> |

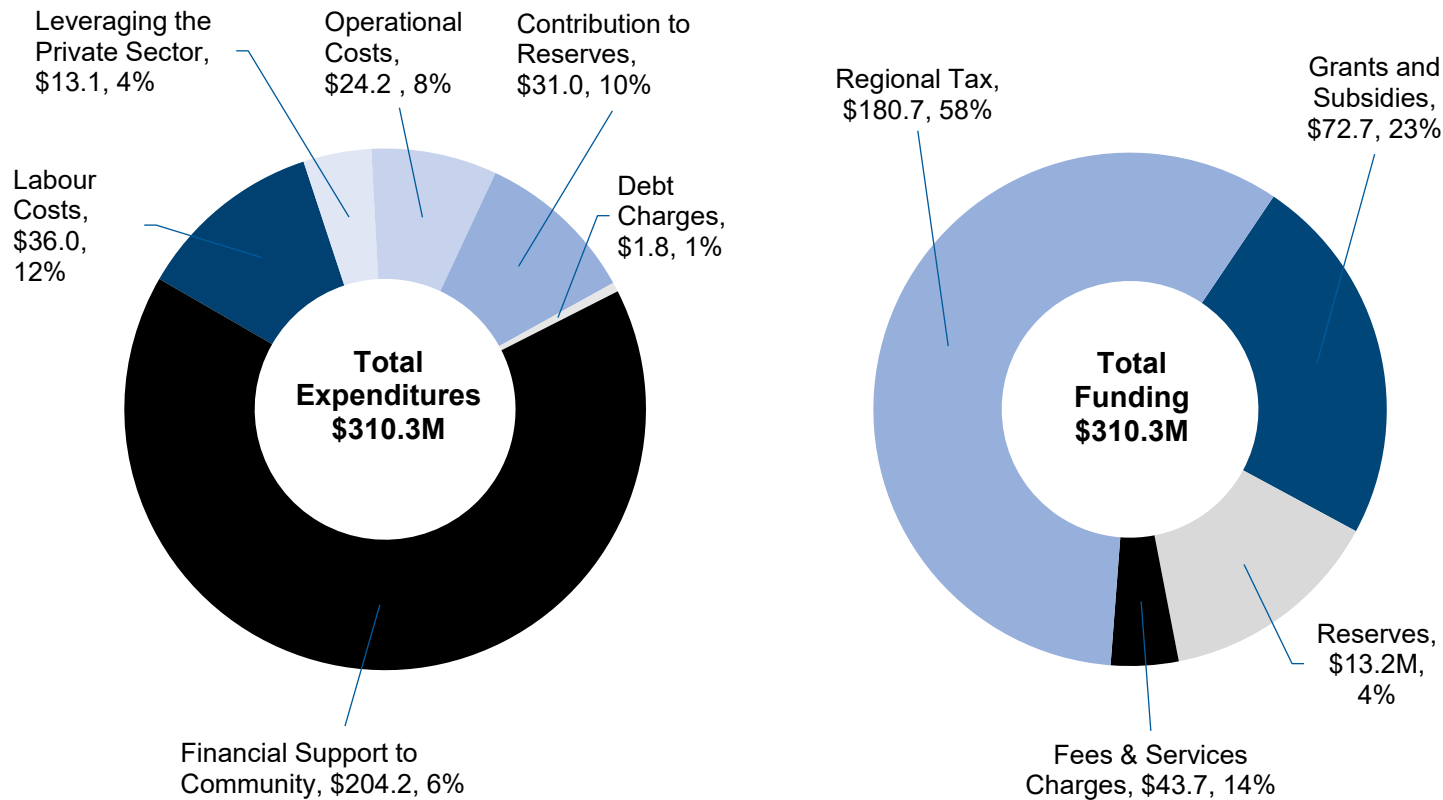
Note: Staffing resources are regular positions (Full Time Equivalent, FTE)



|                        | 2023         | 2024         | 2025         | 2026         | 2027         |
|------------------------|--------------|--------------|--------------|--------------|--------------|
| Housing – Admin        | 150.9        | 213.1        | 221.1        | 221.1        | 221.1        |
| Peel Living – Admin    | 85.0         | 107.0        | 107.0        | 107.0        | 107.0        |
| <b>Sub-Total</b>       | <b>235.9</b> | <b>320.1</b> | <b>328.1</b> | <b>328.1</b> | <b>328.1</b> |
| Peel Living Site Staff | 56.0         | 56.0         | 56.0         | 56.0         | 56.0         |
| <b>Total</b>           | <b>291.9</b> | <b>376.1</b> | <b>384.1</b> | <b>384.1</b> | <b>384.1</b> |

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

## 2024 Total Expenditures & Funding Source (In \$M)



## 2024 Budget Risks

- Unprecedented demand on Community Housing System
- Lack of funding from federal and provincial governments
- More clients with complex needs
- Aging infrastructure
- Inflation and Affordability challenges
- Equitable access and inclusive communities
- Asylum-Seekers & Refugees placing extraordinary pressure on emergency shelter system

## 2025 - 2027 Operating Forecast

|                          | Budget    |           |       | Forecast  |        |           |        |           |        |
|--------------------------|-----------|-----------|-------|-----------|--------|-----------|--------|-----------|--------|
|                          | 2023      | 2024      |       | 2025      |        | 2026      |        | 2027      |        |
|                          | \$'000    | \$'000    | %     | \$'000    | %      | \$'000    | %      | \$'000    | %      |
| <b>Total Expenditure</b> | 276,880   | 310,289   | 12.1% | 318,616   | 2.7%   | 327,938   | 2.9%   | 343,111   | 4.6%   |
| <b>Total Revenue</b>     | (121,261) | (129,574) | 6.9%  | (121,552) | (6.2)% | (117,972) | (2.9)% | (115,479) | (2.1)% |
| <b>Net Expenditure</b>   | 155,619   | 180,715   | 16.1% | 197,063   | 9.0%   | 209,966   | 6.5%   | 227,632   | 8.4%   |

Note: May not add up due to rounding

- Removal of working fund reserve draw for Housing Subsidy and Wrap Around Support (\$5M)
- Annualization adjustment of phase in of cost for 2024 positions from Budget Requests (\$1.1M)
- Future operating cost of non-profit program for subsidy and supports funding for the sector 2026 (\$3M) and 2027 (\$3M)
- Future operating cost of Peel Community Housing Development Program for subsidy and supports 2025 (\$810K), 2026 (\$1.9M), 2027 (\$9.0M)
- Wilkinson redevelopment capital project operating impacts, 2025 relocation costs of \$250K and \$1.7M in 2026 for additional operating cost due to increase in capacity the redevelopment will provide
- Community housing providers subsidy to budget at target RGI, not actual RGI, 2025 (\$1.3M)
- Inflationary adjustment for Agency contracts 2025 (\$1.1M), 2026 (\$1.3M), 2027 (\$1.3M)
- Federal Funding decrease 2025 (\$4.1M), 2026 (\$4.0M), 2027 (\$3.1M)
- COCHI funding assumes no change in funding levels
- Reaching Home and HPP funding assumes no change in funding levels
- Operating provision may be required for state of good repair requirements on the new buildings in the future - cost and timing unknown

# Proposed Capital Budget

**Capital Budget: \$190.6 million** (Ten Year Plan: \$1,027.4 million)

## 2024 Capital Budget Overview

The following table provides a summary of Housing Support Service’s planned capital project activity for 2024, including funding sources for both new capital project requests in 2023 and projects carried forward to 2024.

| Capital Plan By Funding Source | Carry-forward from Prior Years (WIP) (\$'000) | 2024 Capital Budget (\$'000) | Total Capital in 2024 (\$'000) |
|--------------------------------|---|------------------------------|--------------------------------|
| DC Growth                      | 27,640  | -                            | 27,640                         |
| Externally Funded              | 56,410  | -                            | 56,410                         |
| Non-DC Internal                | 422,412                                       | 190,585                      | 612,997                        |
| <b>Total Expenditures</b>      | <b>506,462</b>                                | <b>190,585</b>               | <b>697,047</b>                 |
| <b># of Projects</b>           | <b>34</b>                                     | <b>4</b>                     | <b>38</b>                      |

## Existing Capital Projects - \$506.5M

- \$444.2M for Peel Community Housing Development Program (8 projects)
- \$40.5M for Housing Development (3 projects)
- \$19.0M for State of Good Repair (13 projects)
- \$2.8M for Housing for Other such as technology (2 projects)

## 2024 Capital Budget - \$190.6M

### Key highlights:

- \$97.6M Peel Living State of Good Repair
- \$71.0M Non-Profit Housing Development Program
- \$12.4M Peel Community Housing Development Program
- \$4.4M loans for Community Housing Provider State of Good Repair
- \$5.2M Peel owned Housing and Shelters State of Good Repair

See Appendix I for details

## 2024 Budget Risks

- Implementation and costs of capital projects may be impacted by increased inflationary pressures
- Increased pressures due to climate change impacts, and aging infrastructure
- Unknown impacts from Bill 112, which could affect multi-year capital projects and contracts

## Operating Impact of 2024 Capital Budget

- Operating costs include staffing cost related to Peel Community Housing Development Program, charged to capital

# Proposed Capital Plan

## 2024 - 2033 10-Year Capital Plan - \$1,027.4M

### By Project Classification:

|  |  |  |
|--|--|--|
| <b>State of Good Repair</b><br><b>\$709.5M</b> | <b>DC Funded Growth</b><br><b>\$-M</b> | <b>Non-DC Funded Growth &amp; Other</b><br><b>\$317.9M</b> |
|--|--|--|

#### Key Highlights:

- \$509.8M Peel Living State of Good Repair
- \$231.9M Peel Community Housing Development Program
- \$184.0M loans for Community Housing Provider State of Good Repair
- \$71.0M Non-Profit Housing Development Program
- \$15.7M Peel owned Housing and Shelters State of Good Repair
- \$15.0M Human Services Strategic Technology Roadmap

*See Appendix II for details.*

2024 Financing Sources and Funding Status (\$'000)

|                  |  |   | 2024                 |                            |                                     |                         |                     |
|------------------|--|---|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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> |
| 075040           | Providers' Capital Loan-Other          | Capital loan relating to reserve shortfall for housing providers (non Peel Living) for SOGR | 4,421                |                            | 4,421                               |                         |                     |
| 235040           | Peel Manor Seniors Housing             | Peel Community Housing Development Program  | 12,405               |                            | 12,405                              |                         |                     |
| 240100           | Shelters Capital Repair                | Shelters capital repairs  | 274                  |                            | 274                                 |                         |                     |
| 245031           | Peel Living SOGR                       | SOGR Grant for Peel Living  | 97,577               |                            | 97,577                              |                         |                     |
| 245034           | Peel Housing Capital Repairs           | SOGR repairs to Peel owned Buildings  | 4,908                |                            | 4,908                               |                         |                     |
| 245043           | Non-Profit Housing Development Program | Community's need for supportive and affordable housing                                      | 71,000               |                            | 71,000                              |                         |                     |
| Housing Programs |  |   | 190,585              |                            | 190,585                             |                         |                     |
| Housing Support  |  |   | 190,585              |                            | 190,585                             |                         |                     |

2024 Ten Year Combined Capital Program (\$'000)

|                  |   |   | 2024    | 2025    | 2026   | 2027   | 2028   | 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 | 4,421   | 59,744  | 20,043 | 12,319 | 14,431 | 73,061   | 184,020   |
| 235040           | Peel Manor Seniors Housing                  | Peel Community Housing Development Program  | 12,405  | 0       | 0      | 0      | 0      | 0        | 12,405    |
| 240100           | Shelters Capital Repair                     | Shelters capital repairs  | 274     | 328     | 0      | 1,060  | 782    | 1,008    | 3,453     |
| 245031           | Peel Living SOGR                            | SOGR Grant for Peel Living  | 97,577  | 87,601  | 72,783 | 46,534 | 71,529 | 133,761  | 509,785   |
| 245034           | Peel Housing Capital Repairs                | SOGR repairs to Peel owned Buildings  | 4,908   | 454     | 538    | 4,400  | 0      | 1,718    | 12,018    |
| 245043           | Non-Profit Housing Development Program      | Community's need for supportive and affordable housing                                      | 71,000  | 0       | 0      | 0      | 0      | 0        | 71,000    |
| 255032           | Human Services Strategic Technology Roadmap | Human Services Strategic Technology Roadmap   | 0       | 5,000   | 5,000  | 1,000  | 1,000  | 3,000    | 15,000    |
| 255035           | Condo Capital Repairs                       | SOGR repairs to Peel owned Condo's  | 0       | 240     | 0      | 0      | 0      | 0        | 240       |
| 255042           | Mayfield West Phase 1 (Family)              | Peel Community Housing Development Program  | 0       | 35,395  | 1,405  | 1,405  | 1,405  | 0        | 39,610    |
| 255044           | Riley Court                                 | Peel Community Housing Development Program  | 0       | 95,428  | 0      | 0      | 0      | 0        | 95,428    |
| 255046           | Emil Kolb Parkway & King Street West        | Peel Community Housing Development Program  | 0       | 34,188  | 0      | 0      | 0      | 0        | 34,188    |
| 255048           | 114 Falconer                                | Peel Community Housing Development Program  | 0       | 50,223  | 0      | 0      | 0      | 0        | 50,223    |
| Housing Programs |   |   | 190,585 | 368,602 | 99,769 | 66,719 | 89,147 | 212,549  | 1,027,370 |
| Housing Support  |   |   | 190,585 | 368,602 | 99,769 | 66,719 | 89,147 | 212,549  | 1,027,370 |



# 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 \$        |
|--|--------------------------|------------------|----------------|------------------------|-------------------------|-------------------|
| Enhanced Outreach Services   | Housing Services         | 52               | 3.0            | -                      | 6,451,302               | -                 |
| Housing Services Technology Maintenance and Use                                | Housing Services         | 53               | 3.0            | -                      | 1,006,388               | -                 |
| Administrative Supports Required to Achieve PHC Business Plan Outcomes         | Peel Housing Corporation | 55               | 2.0            | 1.0                    | -                       | -                 |
| Resource to address PHC Preventative Maintenance Requirements                  | Peel Housing Corporation | 57               | 3.0            | -                      | -                       | -                 |
| Resources for Peel Housing Corporation's Capital State of Good Repair          | Peel Housing Corporation | 58               | 6.0            | 2.0                    | -                       | -                 |
| Resources to improve PHC strategic capacity and enhance client centred service | Peel Housing Corporation | 61               | 5.0            | -                      | -                       | -                 |
| Construction Planning & Project Management support for PHC projects            | Peel Housing Corporation | 79               | 2.0            | -                      | -                       | -                 |
| PHC Building Monitor and Tenancy Support Agent resources                       | Peel Housing Corporation | 65               | 4.0            | -                      | -                       | -                 |
| Community Housing End of Mortgage Staffing Resources                           | Housing Services         | 109              | 2.0            | -                      | 253,335                 | -                 |
| Increased Demand for Housing Supports  | Housing Services         | 110              | 40.0           | -                      | 3,656,759               | -                 |
| Enhanced Investments in Housing Subsidy and wrap around supports               | Housing Services         | 111              | 5.0            | -                      | 5,421,705               | -                 |
| Non Profit Housing Development Program   | Housing Services         | 112              | -              | -                      | -                       | 71,000,000        |
| Peel Community Housing Development program                                     | Housing Services         | 113              | 10.0           | -                      | -                       | 12,404,798        |
| <b>TOTAL</b>   |                          |                  | <b>85.0</b>    | <b>3.0</b>             | <b>16,789,489</b>       | <b>83,404,798</b> |

## Budget Request #: 52

| Proposed Initiative        | Department     | Division         | Service Area    |
|----------------------------|----------------|------------------|-----------------|
| Enhanced Outreach Services | Human Services | Housing Services | Housing Support |

### Description of Budget Request

This request responds to Council resolution 2023-389 to disband the Welcoming Streets Pilot Program and to replace it with a re-designed place-based Regional Outreach Program. This will be in addition to the mobile services currently provided under the existing Outreach Program. The funding will allow staff to implement the new permanent place-based Outreach teams and maintain the mobile teams.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 6,451,302  | 244,000    | 253,760    | 263,910    |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 6,451,302  | 244,000    | 253,760    | 263,910    |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | 6,451,302  | 244,000    | 253,760    | 263,910    |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 3.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

The driver of this initiative is Regional Council direction, including the principles of the June 8 report. Council views this program as an important investment to neighbourhood and community safety, well-being, and inclusiveness, and a way of responding to some urgent needs from their constituents. The program is also an opportunity to better leverage existing community assets and infrastructure available at the local level and to strengthen and support relationships.

## Details of Service Change

By changing service levels, staff expect to see improvements in Peel's street homelessness system to better address need, gaps in service, and opportunities for integration with housing, health, and other services. Specifics of the service change include additional staff and resources, more hours of service, enhancing coordination with local municipalities, local assets and infrastructure, and other stakeholders such as the Business Improvement Associations (BIAs). Some performance metrics include: 1) increase in stakeholder satisfaction; 2) number of referrals to community programs; 3) response times to requests for assistance; 4) number of people served; 5) number of people referred to HSWs; 6) number of people referred to shelters; 7) referrals to primary health care, addictions, and mental health supports. We want to see an increase in the service provider's ability to map homeless hotspots and encampments, to allow staff to keep a pulse on encampments in the community. The ultimate goal is to create a better service experience for people experiencing homelessness with more timely referrals and getting more people housed.

## Service Impact

Housing Services staff are redesigning the scope of services and are enhancing service level outcomes through the introduction of the Housing Services Operating Management System (OMS) and service provider KPIs. The additional funding will allow for a more appropriate level of resourcing for the vendor to be able to respond promptly to needs and to support service level transformation underway in Housing Services. By increasing the number of Housing Services staff, it will increase our capacity to effectively manage contract compliance, stakeholder engagement, risk mitigation, communication, data management and to optimize the outcomes that are achieved through the program. This program supports the principles approved by Regional Council on June 8, 2023, re: continuing community housing construction and housing-enabling programs.

### Budget Request #: 53

| Proposed Initiative                             | Department     | Division         | Service Area    |
|---|----------------|------------------|-----------------|
| Housing Services Technology Maintenance and Use | Human Services | Housing Services | Housing Support |

### Description of Budget Request

To support and maintain Housing Services' software applications, including vendor support, licenses and 2 new staff to complete required fixes and enhancements. This request is in alignment with the June 8th, "Bill 112 - Managing Through the Transition" report to council as it is required to enable the continued delivery of services (overarching principle) and the first principled area identified in the report "housing enabling program."

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 1,006,388  | 65,964     | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 1,006,388  | 65,964     | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | 1,006,388  | 65,964     | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 3.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

This initiative is driven by the need to ensure adequate technical application support, data management and change management support for the technical tools and applications which enable the administration of housing services in the Region of Peel. Deepening investment in external vendor and internal supports is essential to the refinement of Housing Services applications to fulfill requirements, improve user experience and demonstrate the successes of Housing Services

## Details of Service Change

A custom, in-house Customer Relationship Management solution is not a transient expense. Housing Services currently operates two such applications. The Housing Enabling Technology (HET) was implemented in December 2021, and requires a higher degree of support that was originally forecast to facilitate operations effectively and realize efficiencies. There are presently approximately 200 outstanding requests for the resolution of defects or enhancement requests of a minor or essential nature, and approximately 25 new requests are identified on a monthly basis. Support for the Housing Technology Initiative (HTI) application lapsed and, as a result, functionality has not kept pace with the needs of the division or the users of the tool. Supports are required for the analysis of gaps between the application and the business area that is dependent upon it, to develop and implement solutions, and to produce quality data that supports effective system oversight and demonstrates the Housing Services story. These investments are critical to the fulfillment of two of the 'Principles to Maintain Regional Service through the Transition Period': Principle 1 – Community Housing construction and continuation of housing enabling programs; and Principle 10 – Technology investments to sustain services and protect infrastructure required. Failure to ensure adequate service levels during this key phase may further hinder stabilization and impede preparation for transition.

## Service Impact

The service level change will be achieved by (1) ensuring Housing Services resources are in place to support use of the application, identify techno-functional gaps, establish requirements, thoroughly test solutions, and manage change implementation; (2) ensuring the external vendor providing development services for support and maintenance is adequately resourced to resolve defects promptly, particularly those of greater complexity; (3) ensure Information Technology resources are in place to collaborate with Housing Services resources on local solutions, and with the vendor on the deployment of externally-developed solutions, assessing impacts to the broader network of enterprise solutions; (4) support for Housing Services in developing and executing a data strategy to support routine oversight of service administration, timely satisfaction of reporting obligations, and ensure quality data availability for Housing Services' Operational Management System.

## Budget Request #: 55

| Proposed Initiative  | Department     | Division                 | Service Area    |
|--|----------------|--------------------------|-----------------|
| Administrative Supports Required to Achieve PHC Business Plan Outcomes | Human Services | Peel Housing Corporation | Housing Support |

## Description of Budget Request

This request is for (1) Training and Development Specialist - Contract, (1) Program Analyst FTE and (1) Advisor. FTE There are priority initiatives in progress, impacting sustainability, and corporate efficiency which require dedicated focus. There are also other work tasks and projects that are on hold as the current FTE's do not have the capacity to work on them.

## Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 247,589    | -          | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 247,589    | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | 247,589    | -          | -          | -          |
| <b>Total Revenue</b>                | 247,589    | -          | -          | -          |
| Net Impact - Tax                    | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 2.0        | -          | -          | -          |

## Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

This request is for (1) Training and Development Specialist, (1) Program Analyst and (1) Advisor. There are priority initiatives in progress, impacting sustainability, and corporate efficiency which require dedicated focus. There are also other work tasks and projects that are on hold as the current FTE's do not have the capacity to work on them. PHC currently has a vacant Band 7 Governance Specialist position that will be eliminated to help offset and fund the Band 8 Advisor position.

## Details of Service Change

Currently, the list of required operational training is sitting at approximately 17 requests for the 2022-2024 training plan. The current FTE is currently working on 6 different training initiatives which includes the development of a Core Training program for the TSA role as well as updates to HTI training materials. The TSA core training project is being done in various stages and modules and will be ongoing. The addition of second Training and Development Specialist (T&DS) is required to work on other operational training needs while the important work of the TSA core program could continue and receive an appropriate amount of attention.

The Program Analyst is required to develop the procedures to address ongoing business improvement initiatives. There are a number of other requests on the plan which have not been started due to a lack of resources.

The (Continuous Improvement) Advisor provides divisional leadership for effective implementation of the HTI Phase 3 and other technologies, including integration of EAM and ERP, E-Signature, paperless, and scheduling solution. Responsible for the continued development of the data management strategy and implementation which is largely dependent on technology changes and resulting report capabilities.

## Service Impact

By adding the additional FTE, we would be able to more effectively distribute work so that workloads are more manageable.

We would be able to continue with the important work of the TSA Core Training program while also advancing a number of the other training needs that are unaddressed due to the limited resources. Many roles in Peel Living require role-specific training supports and processes.

The Continuous Improvement Advisor acts as a divisional leader and plays a pivotal role in the implementation of planned and emerging technologies by supporting the HTI Phase 3 development required to advance sustainability and ongoing operational changes. This role also responsible for ensuring the integration of HTI with other Regional Housing technologies.

## Budget Request #: 57

| Proposed Initiative   | Department     | Division                 | Service Area    |
|---|----------------|--------------------------|-----------------|
| Resource to address PHC Preventative Maintenance Requirements | Human Services | Peel Housing Corporation | Housing Support |

## Description of Budget Request

A review of the current preventative maintenance program identified a need for additional resources to address areas related to garbage compactors, booster pumps, exhaust fans, ducts, sump pumps, and roofs etc. The review also highlighted the need to address technical support / oversight on major plumbing, electrical repairs and building automation systems across the portfolio.

## Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 323,188    | -          | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 323,188    | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | 323,188    | -          | -          | -          |
| <b>Total Revenue</b>                | 323,188    | -          | -          | -          |
| Net Impact - Tax                    | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 3.0        | -          | -          | -          |

## Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |



## Why Staff Recommend this Initiative

The Asset Management Maturity assessment identified opportunities for PHC to develop better prioritization, resource allocation and cost estimation for maintenance work. These roles are required to support that opportunity for better and centralized prioritization of maintenance work, assignment of appropriate resources, estimation of on-demand work.

## Details of Service Change

The addition of two maintenance specialists is required to address SOGR work and new development construction that brings on complex building systems that need to provide pro-active preventative maintenance programs for certain assets and fully utilize the intelligence and controls that these advanced systems provide. This approach will support the corporate goal of Asset Management Maturity of "Competent" and to maintain and manage performance of complex systems using intelligence and controls that modern BAS controlled equipment and systems provide.

The scheduler will ensure timely services to our tenants based on desired priority levels. It will also help in monitoring costs and impacts to both budgets and vendor purchase orders. It will support site staff workload pressures relieving the coordination of vendors. It will also help monitor performance of service delivery within set KPIs and will help to comply with local municipal initiatives for rental housing providers.

These roles will allow PHC to maintain current service levels and tenant safety while addressing updated system requirements that support building automation and net-zero GHG standards.

## Service Impact

The two maintenance specialist roles will enhance PHCs ability to provide timely maintenance work to certain asset types to extend asset lifecycle and maintain optimum performance of various assets. It will allow PHC to achieve and maintain both our Asset Maturity goals of "competent" and climate goal of maintaining and potentially reducing GHG emissions and energy consumption.

This scheduler role will enhance PHCs ability to provide timely maintenance work according to set service level standards, monitor costs and performance of services more closely. It will allow PHC to achieve and maintain our Asset Maturity goals of "competent" and meet the service level standards. This role may also play a part to support an interim solution for links between the new CMMS and Enterprise Resource Planning tool until full integration takes place.

## Budget Request #: 58

| Proposed Initiative   | Department     | Division                 | Service Area    |
|---|----------------|--------------------------|-----------------|
| Resources for Peel Housing Corporation's Capital State of Good Repair | Human Services | Peel Housing Corporation | Housing Support |

## Description of Budget Request

The roles ((Capital Project (CP) Ambassadors), CP Managers, Senior Procurement Analyst, and CP Coordinators) are required to allow for the improved coordination and delivery of the capital program in support of increased state of good repair projects, scope, and spending. The roles will also be responsible for the successful delivery of energy retrofits that help achieve Peel's GHG emission reduction target. This request is for 6 FTE and 2 contract positions.

## Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 704,944    | -          | -          | -          |
| Less: Internal and Capital Recovery | (107,720)  | -          | -          | -          |
| <b>Total Expense</b>                | 597,224    | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | 597,224    | -          | -          | -          |
| <b>Total Revenue</b>                | 597,224    | -          | -          | -          |
| Net Impact -Tax                     | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 6.0        | -          | -          | -          |

## Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

PHC's commitment to undertake a proactive approach to SOGR work will have a major impact on tenants as a result of intrusive construction work within the units & buildings. To ensure successful execution of projects increased resources in consultation, procurement, engagement, and coordination are required to ensure efficiency and timely execution at this increased scale. Many of the projects also require tenant relocation for periods of up to a week.

## Details of Service Change

These roles will increase the service level in the following areas:

- implementation of new design standards
- proactive vendor performance management
- ongoing performance of assets (replacement of aged infrastructure)
- increase energy efficiency, retrofits as needed
- increase capacity to meet service demand
- reduce required repairs of assets that have met or exceeded useful life
- ensure and maintain tenant experience and satisfaction, while addressing AODA requirements and improved resiliency to climate change and extreme weather events

## Service Impact

These roles will enhance PHCs ability to execute projects in a timely manner while still maintaining tenant satisfaction towards the regular service provided. It will allow the operations team to better focus on day to day needs at sites, reducing the need to lead while maintaining the operational balance of the site.

The replacement of assets that have met or exceeded their design life, will improve the efficiency of the assets, and increases the tenants' sense of pride through improvements to function and quality in their home, fulfilling the corporation's vision of fostering a sense of pride in those who live there.

Improvements also include:

- AODA compliance
- GHG reductions
- Increase tenant satisfaction
- Climate change resiliency

## Budget Request #: 61

| Proposed Initiative  | Department     | Division                 | Service Area    |
|--|----------------|--------------------------|-----------------|
| Resources to improve PHC strategic capacity and enhance client centred service | Human Services | Peel Housing Corporation | Housing Support |

## Description of Budget Request

Implement recommendations from an independent Functional Review (MNP retained) that will increase strategic capacity and improve client-centered service delivery to tenants and reduce workload pressures related to complex tenancy from site staff. The Board or Director's request to have a three-year staffing plan, included as in the review. Request to add 5 additional FTE, funded from PHC operating budget, without impact to tax or utility rate.

## Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 687,326    | -          | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 687,326    | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | 687,326    | -          | -          | -          |
| <b>Total Revenue</b>                | 687,326    | -          | -          | -          |
| Net Impact -Tax                     | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 5.0        | -          | -          | -          |

## Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

PHC has been working with MNP to conduct a Functional Review. Recommendations include structural changes to PHC to increase capacity and improve service delivery. A jurisdictional scan was included, which developed a maturity model. It found PHC trailed comparators in four areas, including business process; support services; tools & technology; and data, analytics, and benchmarks. Additional resources are requested to implement the recommendations.

## Details of Service Change

The Review recommends adding 5 staff to increase strategic capacity and improve focus on the tenant experience. Adding a manager for strategy will improve PHC's ability to participate in housing sector issues and to more effectively contribute to Peel Region enterprise-wide initiatives. This role will also have oversight of the Business Plan, as mandated in the Shareholder direction. One supervisor is requested to implement the structural realignment. Complex tenancy is an increasing and evolving challenge, such tenants experience significant mental health and social challenges, including poverty and social isolation. Two specialists are requested to design and implement individual interventions that help stabilize tenancy and improve tenant quality of life. One additional community initiatives specialist is requested to expand existing partnerships and supplement operations with community agencies who deliver essential supports and programs to tenants that enable independent living. Summary: 1 manager, 1 supervisor, 2 complex tenancy specialists, 1 community initiatives specialist.

## Service Impact

Staff are working with MNP on the implementation plan, which includes an updated organizational structure, with the five additional roles. Adding the two complex tenancy specialists will bring in-house capacity. This should reduce the number of staff involved in complex tenancy issues and allow for specialization in tenancy supports, including youth, adults and seniors. The addition of the community initiatives specialist will add connections to the community, increasing the capacity of PHC to connect with specialized programming and supports that supplement improve tenants' quality of life. Increased capacity and specialization within the team should lead to improvements in all areas of the corporation, including decreased workload pressure, improved tenant satisfaction and quality of life indicators, and increased advocacy.

## Budget Request #:65

| Proposed Initiative                                      | Department     | Division                 | Service Area    |
|--|----------------|--------------------------|-----------------|
| PHC Building Monitor and Tenancy Support Agent resources | Human Services | Peel Housing Corporation | Housing Support |

### Description of Budget Request

Building monitors provide on-site maintenance, tenant safety through daily walkthroughs, work with vendors to delivery repairs outside of their scope of practice. The functions currently carried out by contracted superintendent services has resulted in an inability to maintain consistent service standards such as higher vendor turnovers. Roles have been piloted at shelters successfully. TSA presence and attention to ROP sites has been effective and conversion of contract staff is also required.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | -          | -          | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | -          | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 4.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

Hiring FTEs will allow Peel Housing Corporation to provide enhanced services (stability and quality) to clients at ROP-owned buildings and shelters. The sites are currently supported with vendor/contract staff. Vendor-supported sites have ongoing issues with reliability, quality of service, and turnover. Vendors lack technical and soft skills required to be effective. Contracted staff at the shelters have proven the program benefits from stability of a dedicated and consistent resource.

## Details of Service Change

This on-going change will result in the current third party contracted staff for these sites being no longer required, and instead, having Peel Region FTE staff supporting these sites. This will allow Peel Housing Corporation to have more management of staff expectations, outcomes, and performance. Ultimately, this change will create stability in the workforce for these sites and enhance tenant experience, while also supporting improved maintenance operations at each site. Building monitors will oversee Chapelview, Millbrook and 360 City Centre. The TSA conversions will continue support 360 City Centre and Angela's Place with stable staff.

The staff conversion at the shelters will maintain the successful staffing change already achieved.

## Service Impact

These positions are responsible for outcomes related to the Business Plan and will be measured and tracked through the implementation of business plan processes. Performance indicators have been identified to help monitor the progress of each outcome and its success rate. Deliverables expected of the position include: strategy (develop service standards that support building cleanliness, tenant satisfaction, and work order efficiency); and performance metrics (percentage of work orders completed, percentage of buildings passing the clean building program, general tenant satisfaction with maintenance and building quality).

## Budget Request #: 79

| Proposed Initiative   | Department     | Division                 | Service Area    |
|---|----------------|--------------------------|-----------------|
| Construction Planning & Project Management support for PHC projects | Human Services | Peel Housing Corporation | Housing Support |

### Description of Budget Request

Request for the addition of 2 Project Specialists in Construction Planning & Project Management (RPAM) for the project teams and support the increasing project workload of the Housing program. Over the years, the volume of work has increased but staff resources have remained the same. The role of this resource is to support Housing capital planning and project initiatives as well as administrative support as needed.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 234,715    | (3,000)    | -          | -          |
| Less: Internal and Capital Recovery | (234,715)  | -          | -          | -          |
| <b>Total Expense</b>                | -          | (3,000)    | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | -          | (3,000)    | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 2.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |



## Why Staff Recommend this Initiative

Increased workload within the Housing portfolio has impacted available resources within the Capital Planning and Project Management team in RPAM and additional support for the project teams is required. Projects include; Carbon Reduction and New Development Projects, as well as State of Good Report (SOGR) projects, require dedicated support to ensure timelines are met.

## Details of Service Change

The Project Specialist provides oversight of the Project Team's work, including maintaining processes and procedures and providing updates to support changes and efficiency. Due to the volume of work, timelines are at risk as well as project team's capacity to take on the required work. The Project Specialists will alleviate workload for the project team and better manager timelines, internal and external partnerships, and overall project progression.

## Service Impact

The Specialist position will help keep projects on track for scope, time, and budget. Client relationship building to collect inputs from Project Managers, Program Managers, Property Managers, Building Superintendents, and other program representatives. Maintains detailed records of construction, renovation, repair, retrofit or replacement of all capital work in accordance with all divisional and regional practices and procedures.

The Real Property Asset Management (RPAM) Asset Management Strategy includes continuing to drive towards an asset management maturity state of competence as defined by the ISO 55000 series of asset management standards by 2024. The provision of additional supports will ensure assets are optimized.

## Budget Request #: 109

| Proposed Initiative                                  | Department     | Division         | Service Area    |
|--|----------------|------------------|-----------------|
| Community Housing End of Mortgage Staffing Resources | Human Services | Housing Services | Housing Support |

### Description of Budget Request

The purpose is to request 2 FTEs to support the development and implementation of Peel's end of mortgage (EOM) framework for the community housing system. Dedicated positions are required to support the strategy, staff and housing providers through this legislated change, which will transform the way in which community housing is funded and administered in Peel. The end goal is to ensure housing providers stay within the system, remain affordable and contribute to increasing housing stock.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 253,335    | 84,445     | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 253,335    | 84,445     | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact -Tax                     | 253,335    | 84,445     | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 2.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

As a Service Manager under the Housing Services Act, 2011, (the Act) Peel is responsible for the funding and administration of community housing. In Peel, there are 51 community housing providers, including Peel Housing Corporation, which provide affordable housing to more than 10,000 households. In 2022, Ontario amended the Act to create a new service delivery framework for community housing providers who are at the end of their mortgages. Staffing will be required to support this change.

## Details of Service Change

To meet the new requirements under the Act, Peel will be responsible for developing, implementing, and maintaining a new community housing framework that aims to incentivize housing providers to remain in the system after their obligations (mortgages) expire. The overall goal is to maintain, or increase, service levels by keeping, or enhancing, the number of units in the system. The first mortgages in Peel will expire in 2025, with the last ones expiring in 2032. The (2) FTE resources identified in this budget request will be key to achieving this change over the next decade:

(1) Advisor (Band 8) - responsible for leading the development of the framework, including project/change management plans, stakeholder engagement, provider negotiations, and overseeing the framework after implementation.

(2) Legal Counsel (Band 10) - responsible for the development of service and exit agreements and leading negotiations with 51 providers.

## Service Impact

As this change is long-term and significant, dedicated staffing resources will help to ensure that the new framework is successfully, and consistently, implemented and maintained. This is not work that can be added to existing FTE positions given the scale and scope, as well as the potential impact on affordable housing stock in Peel.

## Budget Request #: 110

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

### Description of Budget Request

Housing Services has experienced a 238% increase in service requests. A review of service levels by Ernst and Young concluded that current caseloads of 50-75 clients are above the industry norm of 25. Housing Services is seeking 40 positions to address volume pressures and to improve response times. Increased front line and administrative staff are required to improve staff workload and service response times for clients.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 3,656,759  | 772,563    | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 3,656,759  | 772,563    | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | 3,656,759  | 772,563    | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 40.0       | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

Housing Services has experienced a 238% increase in service requests volume in 2022 compared to 2021. This created a 7000 backlog of service requests, and reduced response times from 2 - 3 days to 6 to 8 months. Current caseloads are 50-75 clients, well above the industry norm of 20-25. The additional staff are needed to keep up with rapidly growing demand for housing services and to restore and then maintain required service standards and response times.

## Details of Service Change

Additional staff would help ease capacity gaps from growth-related pressures allowing for improved service levels and backlog prevention. In addition, there would be downstream benefits to case managers by way of improved caseload sizes conducive to achieving client outcomes.

Important to emphasize that staff must contend with both, the historic intake backlog, as well as any new intake backlog due to capacity challenges. The new intake backlog must continue to be addressed even after the historic backlog clears.

- The historic backlog (accumulated before April 2023) is being addressed through a separate action plan (online intakes resent to clients for confirmation and additional information gathering). The rate at which the intakes are resent is being controlled based on capacity. The historic backlog is monitored separately and is anticipated to be eliminated by mid-2024.
- The new intake backlog (April 2023 onwards) is dependent on staff's ability to meet Service Standards and is capacity-driven. Service Standards specify response times to contact the client and complete intake. Response times vary by area of need (Priority Level). Intakes not meeting Service Standards are included in the new backlog. It is anticipated that backlog growth would begin to stabilize towards the end of this year for Priority Levels P1-P5 and end of 2024 for P6-P7.

## Service Impact

With Council approval, we will work with HR to recruit for the new positions and performance measures will be reviewed monthly to ensure desired benefits are achieved.

## Budget Request #: 111

| Proposed Initiative  | Department     | Division         | Service Area    |
|--|----------------|------------------|-----------------|
| Enhanced Investments in Housing Subsidy and Wrap Around Supports | Human Services | Housing Services | Housing Support |

### Description of Budget Request

91,000 households in Peel are in core housing need. 77,000 of these are low-income households, and approximately 36,000 require supports to achieve housing stability. Enhanced investments in subsidy and wrap around supports are required to help more get and keep housing they can afford. This budget request seeks \$10.5M to help 500-700 more households receive subsidies and/or supports (\$6M in subsidy, \$4M in additional supports, \$460K for 5 FTE positions).

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$  | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|-------------|------------|------------|
| Gross Expenditures                  | 10,421,705 | 140,568     | -          | -          |
| Less: Internal and Capital Recovery | -          | -           | -          | -          |
| <b>Total Expense</b>                | 10,421,705 | 140,568     | -          | -          |
| Rate Stabilization Reserve          | 5,000,000  | (5,000,000) | -          | -          |
| External Funding                    | -          | -           | -          | -          |
| Other Revenue                       | -          | -           | -          | -          |
| <b>Total Revenue</b>                | 5,000,000  | (5,000,000) | -          | -          |
| Net Impact - Tax                    | 5,421,705  | 5,140,568   | -          | -          |
| Net Impact - Utility Rate           | -          | -           | -          | -          |
| <b>FTEs</b>                         | 5.0        | -           | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

The affordable housing system is overburdened, underfunded, and has insufficient resources. Ernst & Young reviewed current service levels and estimated the level of investment needed to close the gaps. The review found that 3% of the need is being met for supportive housing, 34% of the need is being met for affordable housing, and less than 1% of the need is being met for additional supports. Significant investments in subsidy, supports and staffing resources are required to address these gaps.

## Details of Service Change

The following service level changes will be implemented as a result of this budget request: (1) subsidy amounts will be paid up to 150% of the average market rent to meet rental demands in Peel and increase available stock for Housing Services clients, (2) the average subsidy amount paid by Peel will increase to approximately \$1,300 per month based on 150% of average market rent, (3) an investment of \$6M in subsidy will result in approximately 360 new subsidies and an increase to 150% AMR on approximately 60 existing subsidies on unit turnover (4) an investment of \$4M in additional supports will help us to stabilize tenancies for hundreds of households. Staffing will increase as 5 FTE positions are required to manage and deliver on these services (e.g., more subsidy agreements to execute and manage, more contract executions and enhanced contract management, ongoing data analysis and reporting, strategic program planning).

## Service Impact

The outcomes of the service level changes will be achieved by ensuring enhanced and ongoing investments are in place to: (1) increase the number of subsidies available, increase subsidy limits to 150% of average market rent to better meet current rental demands, and maintain some existing housing stock at turnover; (2) increase the number of additional/wrap-around supports available through contracted partnerships, which will also help to address supportive housing gaps (3) meet new service level requirements by having the appropriate staffing resources in place to manage and deliver the services.

## Budget Request #: 112

| Proposed Initiative                    | Department     | Division         | Service Area    |
|--|----------------|------------------|-----------------|
| Non Profit Housing Development Program | Human Services | Housing Services | Housing Support |

### Description of Budget Request

Just 3% and 34% of our community's need for supportive and deeply affordable housing is being met. On July 6th, 2023, Council supported the creation of Non-Profit Housing Development Program including a \$71 million capital ask through the 2024 budget to launch the program and initiate at least one project.

### Required Annual Operating Investment

|                                     | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | -          | -          | 3,000,000  | 3,000,000  |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | -          | -          | 3,000,000  | 3,000,000  |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact -Tax                     | -          | -          | 3,000,000  | 3,000,000  |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | -          | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | 71,000,000 |
| Capital Reserve           | 71,000,000 |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | 71,000,000 |



## Why Staff Recommend this Initiative

Just 3% and 34% of our community's need for supportive and deeply affordable housing is currently being met. As such, on July 6, Council supported the creation of a new non-profit housing development program to build the capacity of the non-profit sector to build more.

## Details of Service Change

This request will enable the development of an initial 100 community and/or supportive housing units with non-profit partner(s). Opportunities to achieve low carbon/high performance building objectives will be provided as an integral part of the program. The funding will also support building capacity in this sector with regards to residential development. Some of these organizations have the expertise to develop and operate affordable or supportive housing. However, many organizations lack the capability, competency, and resources required to secure funding and progress through the development process on their own. Achieving climate change and energy efficiency objectives adds funding, development, and operational complexities. This program will provide the expertise, support, oversight and funding needed to increase the development capacity of our non-profit housing partners who can also play an important role in ensuring an equitable response to the climate emergency. Operational funding has also been estimated in future years, as it is anticipated that the Region may need to provide up to 50% of subsidy and supports funding for the sector.

## Service Impact

Funding for new development of community housing will assist in developing the capacity and competency of our community non-profit partners in the area of development. Providing significant funding towards the capital costs of new developments will enable more community partners and housing providers to develop new community and supportive housing. In addition, this new stock will be owned and maintained by community partners, in perpetuity, to provide additional housing options and solutions to residents in need. This request is in alignment with the June 8th, "Bill 112 - Managing Through the Transition" report to council as it is required to enable the continued delivery of services (overarching principle) and the first principled area identified in the report "continued community housing construction".

## Budget Request #: 113

| Proposed Initiative                        | Department     | Division         | Service Area    |
|--|----------------|------------------|-----------------|
| Peel Community Housing Development Program | Human Services | Housing Services | Housing Support |

### Description of Budget Request

Funding for new community housing development is required to continue development of projects under the Region's revised Housing Master Plan (HMP), now known as the Peel Community Housing Development Program. Staff support is also required to continue and enhance capacity for Peel's development efforts and for development initiatives with non-profit organizations and housing providers.

### Required Annual Operating Investment

|                                     | 2024<br>\$  | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|-------------|------------|------------|------------|
| Gross Expenditures                  | 1,404,798   | 810,000    | 1,890,000  | 8,974,110  |
| Less: Internal and Capital Recovery | (1,404,798) | -          | -          | -          |
| <b>Total Expense</b>                | -           | 810,000    | 1,890,000  | 8,974,110  |
| Rate Stabilization Reserve          | -           | -          | -          | -          |
| External Funding                    | -           | -          | -          | -          |
| Other Revenue                       | -           | -          | -          | -          |
| <b>Total Revenue</b>                | -           | -          | -          | -          |
| Net Impact - Tax                    | -           | 810,000    | 1,890,000  | 8,974,110  |
| Net Impact - Utility Rate           | -           | -          | -          | -          |
| <b>FTEs</b>                         | 10.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | 12,404,798 |
| Capital Reserve           | 12,404,798 |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | 12,404,798 |

## Why Staff Recommend this Initiative

Given the affordability crisis and growing gap between need and available housing supply, this request supports the revisions to the previous HMP so it includes 8 fully funded projects that can be developed. It is estimated that 91,000 Peel households are in core housing need. Staff estimate that the affordable housing system is meeting just 3% and 34% of the supportive and affordable housing needs of our community respectively.

## Details of Service Change

This request will enable the development of a total of 1444 units under the Peel Community Housing Development Program by the end of 2028.

The revised program will include the Peel Manor project, located in Brampton, that will bring an additional 194 affordable community housing units to completion. All housing projects will be designed and built to meet the Region's Net Zero Emissions (NZE) Standard for New Construction. Without a continued focus on development, the Region will continue to fall further behind. Development of affordable, NZE community and supportive housing continues to be an important solution to address our housing affordability crisis and climate change emergency.

The breakdown for the 1,444 Region-led projects is: 1,106 affordable rental units and 338 shelter beds.

This request is in alignment with the June 8th, "Bill 112 - Managing Through the Transition" report to council as it is required to enable the continued delivery of services (overarching principle) and the first principled area identified in the report "continued community housing construction."

## Service Impact

Staff on the Housing Development team in Housing Services will continue to lead and manage all stages of the development process for projects included in the Peel Community Housing Development Program. Development outcomes are monitored on a project-by-project basis, including NZE building performance, and must also meet milestones in place with CMHC for funding under the Peel Community Housing Development Program envelope of projects approved as part of the CMHC funding deal. Monthly status updates, budget reviews and project schedule reviews ensure risks are mitigated and projects progress on schedule.

# Waste Management

2024–2027 Business Plan  
and 2024 Budget

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# 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 20 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.

## Interesting facts about this service:

- Peel operates the second largest municipal waste management program in the province.
- Peel provides collection services to approximately 347,000 curbside households and 107,000 units within 834 multi-residential buildings.
- Peel manages 555,000 tonnes of waste annually from its 1.5 million residents.
- Seventy percent of Peel’s waste services are delivered by third party contractors.
- In 2022, a total of 475,000 customers visited Peel’s Community Recycling Centres.

## Highlights of the Business Plan include:

- Transition of Peel’s Blue Box program to producers on October 1, 2024, including the sale of Peel’s MRF in 2023, ongoing negotiations to provide collection services on behalf of producers and the potential sale of Peel’s recycling carts to third party collectors.
- Transition of Peel’s in-house green bin organics processing to third party processing, including demolition of Peel’s existing in-house composting tunnels, expansion of Peel’s transfer capacity and optimization of short and long term processing contracts.
- Assessment of mixed waste processing to recover additional resources from Peel’s garbage stream.
- Procurement of Peel’s next waste collection contracts, which represents a long term but necessary commitment.

| Net Investment (\$000s) | 2024    | 2025    | 2026    | 2027    |
|-------------------------|---------|---------|---------|---------|
| Operating               | 137,571 | 135,799 | 150,579 | 154,387 |
| Capital                 | 20,100  | 39,047  | 16,850  | 254,308 |
|                         |         |         |         |         |
| Full Time Equivalents   | 241.0   | 242.4   | 242.5   | 242.6   |

# Core Services

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

### Vision

A Community where people understand 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. Maximize the recovery of resources from residential waste in a way that supports innovation and fosters the growth of the circular economy.
2. Design and deliver waste management services that meet the needs of the customer in a cost-effective manner.
3. 75 percent 3Rs diversion by 2034.
4. Reduce 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:** Waste collection services are provided to curbside households using third-party service providers under contract to and overseen by Peel. 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
- Three waste exemption periods per year with no set-out limits

Peel has waste collection design standards that ensure the safe entry and exit of waste collection vehicles for new residential developments. Waste collection services at new developments are provided once it has reached 90 percent occupancy.

**Multi-Residential Waste Collections:** Waste collection services are provided to multi-residential households using third-party service providers under contract to and overseen by Peel. 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, property managers and related associations that have an interest in waste collection service and coordinated by 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.

In 2024, Peel will be extending the collection of household hazardous waste and electronic materials with the use of receptacles in the buildings to ensure they are safely diverted from the garbage stream. Peel has waste collection design standards that ensure the safe entry and exit of waste collection vehicles for new residential developments. Waste collection services at new multi-residential properties are provided once the property has reached 90 percent occupancy.

**Business Improvement Areas and Other Services:** Peel also provides collection of public space litter containers and 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 along roadways (municipalities collect litter containers within parks)
- 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, one of Peel’s six third-party transfer stations, or the yard waste transfer facility at Fewster CRC. 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 third-party 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. In 2023, Peel finalized the sale of the Material Recovery Facility (MRF) equipment and the lease of the MRF building to a third party. The third-party owner will process Peel’s recycling until the blue box program is transitioned to the producers in October 2024 then use the facility to process blue box material on behalf of producers.

Peel is also moving towards third-party processing of green bin organic materials and is in the process of developing procurement documents to decommission and remove the composting equipment and expand the transfer station at PIWMF.

**Community Recycling Centres (CRCs):** Residents and eligible small businesses can drop off materials at any 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 percent of material received at CRCs is 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. 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. Brampton and Mississauga CRCs offer extended evening hours during summer months. 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. In 2024, Waste Management is investing in two additional Waste By-law Enforcement Officers to maintain our service level and keep pace with growth in Peel.

**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. In 2024, a Community Waste Reduction Initiative Fund will be piloted. This fund will support community-based, innovative projects that contribute to waste reduction and the circular economy, helping to achieve Peel's 75 percent diversion goal 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 are currently, 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 carbon pricing to incentivize emission reductions and a ban of problematic single-use plastics as part of its move towards a circular economy. Waste Management is actively exploring low carbon initiatives to reduce GHG emissions from waste such as the use of Anaerobic Digestion to reduce processing emissions and produce renewable natural gas and the use of low-carbon and zero emission waste collection vehicles to reduce emissions and improve urban air quality.

Peel's waste reduction and resource recovery efforts are also influenced by technological advancements that improve our ability to separate and recycle materials and by the evolution of the waste stream and the residents we serve.

A continent-wide truck driver and mechanic shortage is impacting the entire waste sector in Ontario. This is a big issue for waste management because our system relies heavily on the efficient movement of material by truck.

# 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 of waste diverted from landfill through at-home diversion activities and Peel's waste diversion programs by the total annual tonnage managed. For 2022, 47 percent of Peel's residential waste was reduced, reused, recycled or composted.
- **Diversion rate at Community Recycling Centres:** Calculated by dividing the annual tonnage of reusable and recyclable goods managed at the Community Recycling Centres by the total annual tonnage managed at the Community Recycling Centres. For 2022, 56 percent 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 2022, the cost was \$284 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 2022, the cost was \$236 per tonne.

## Customer Satisfaction Measures:

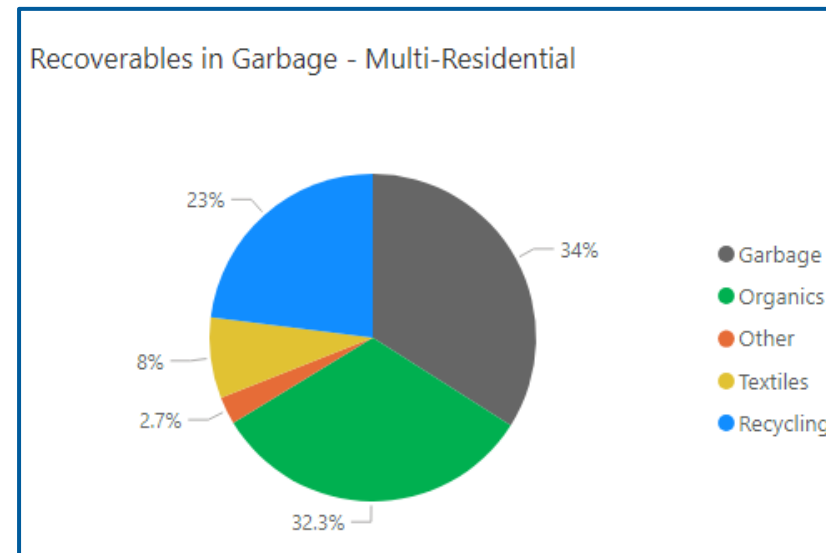
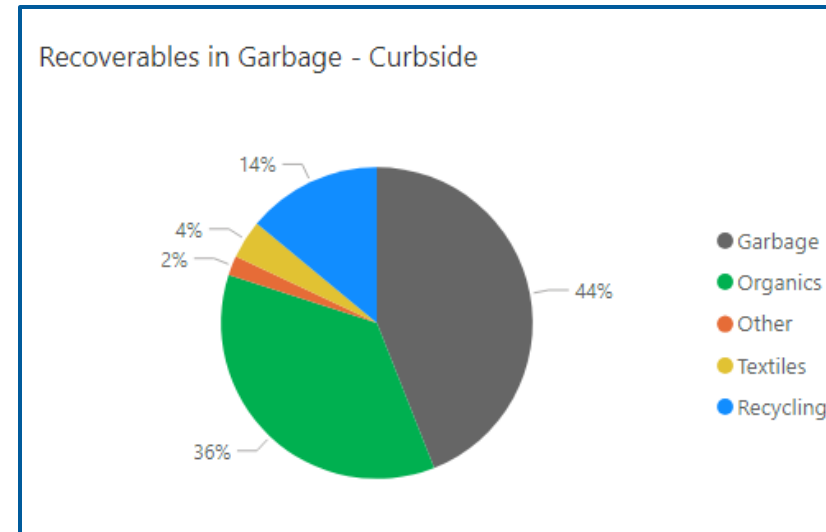
- **Percentage of Peel residents satisfied with curbside collection services:** Measured in a customer satisfaction survey. For 2022, 97 percent of Peel residents were satisfied with Peel's curbside collection service.
- **Percentage of Peel residents satisfied with Community Recycling Centre services:** Measured in a customer satisfaction survey. For 2022, 97 percent of Peel residents were satisfied with Peel's Community Recycling Centre services.

## Organizational Capacity Measures:

- Number of invitations for staff to present at conferences and participate on working groups, roundtables, committees and boards, as a measure of Peel's leadership and expertise within the sector and by other levels of government. For 2022, Waste Management staff had 37 opportunities for leadership in the waste industry.

### 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 2022, 94 percent of curbside households participated in blue box program and 69 percent of curbside households participated in the green bin program.
- **Contamination rate by diversion program:** Measured by waste audits. For 2022, 26 percent of the material curbside customers put in the blue bin was not blue box program material (8 percent was non-recyclable packaging and 18 percent was true contamination). For 2022, 25 percent of the material multi-residential customers put in the blue bin was not blue box program material (6 percent was non-recyclable packaging and 19 percent was true contamination). Three percent 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 2022, 14 percent of the material in curbside garbage could have gone in the blue bin and 36 percent could have gone in the green bin. 23 percent of the material in multi-residential garbage could have gone in the blue bin and 32 percent could have gone in the 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 2022, 5 percent of trucks collected past 6 p.m.
- **Annual number of Community Recycling Centre users:** Measured by the number of customers that visited the Community Recycling Centres. In 2022, 475,000 customers visited Peel's Community Recycling Centres.



## Awards and Achievements

### Awards

In 2022, Peel received the Municipal Waste Association's GOLD Award for Promotion and Education in the Community Engagement and Outreach Program category for its virtual waste facility tours.

In 2022, a staff in CRC Operations received the Wally Wells Young Leader Award from the Ontario Public Works Association for the CRC Bicycle Recycling Program, which donates bicycles collected at the CRCs to educational, non-profit, and charitable organizations free of charge.

In 2023, a Waste Management staff member received Peel Region's Peel Celebrates Wellness Award for proactively encouraging and improving physical, psychological and social health, safety and wellness in the workplace.

In 2023, a staff member from CRC Operations received the North American Hazardous Material Management Association (NAHMMA) Program Innovation Golden Award for pioneering contributions in Household Hazardous Waste services, emphasizing innovative recycling strategies, educational campaigns, and hazard reduction measures.

In 2023, a staff member of the CRC Operations was honored at the NAHMMA convention receiving a Outstanding Personal Service Award for exceptional efforts in pollution prevention, hazard reduction in municipal waste, and upholding NAHMMA's mission across North America.

### Achievements

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

In 2023, Peel, in partnership with one of its collection contractors, introduced Ontario's first electric waste collection vehicle as another step towards a low carbon fleet.

# The 2024-2027 Business Plan Outlook

## Planning for the Future

To help plan for the future, staff is taking steps to manage the waste generated by Peel residents as effectively and efficiently as possible while increasing diversion, supporting innovation and fostering a circular economy. 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 during and after the transition. Transition of municipal Blue Box programs across the province began on July 1, 2023 and ends on 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 required to implement an expanded and standardized Blue Box program across Ontario that meets the regulatory requirements set by the province. Staff are in negotiations with Producer Responsibility Organizations to provide recyclables collection service on their behalf until September 30, 2025 in order to ensure a seamless transition for Peel residents. Staff are also exploring the potential sale of Peel's recycling carts and provision of some ancillary services over the short to mid-term.

## 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 Peel's long-term waste management strategy and options for future procurement.



## New/Next Collection Contracts

In 2024, staff will issue procurement documents for Peel's next waste collection contracts, which will commence in 2026. The preparatory work includes conducting pilots to test AI Technology and a Zero Emission Waste Collection Truck and an industry sounding to identify innovative and best practices to help inform the required service levels, fuel/energy types, and AI technologies that will ultimately give Peel and its residents best and added value - economically and environmentally - under the future collection contracts.

## Asset Management

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 will 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.

## 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 intensified growth. 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. Staff 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 receive Regional waste collection service.

## 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 diesel and some of Peel's organic waste materials are sent to third-party anaerobic digestion facilities for processing, enabling the production of renewable low-carbon fuels. In 2023, Peel, in partnership with one of its collection contractors, introduced Ontario's first electric waste collection vehicle as another step towards a low carbon fleet.

## People and Culture

Peel's waste management program utilizes 30 percent in-house resources and 70 percent third-party contractors and is actively monitoring the coming changes in our workplace demographics.

# 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:

- Chemical Cab – Waste Management piloted the collection of Household Hazardous Waste (HHW) and electronic materials from multi-residential buildings. In 2022 the pilot diverted 4,243 total kilograms HHW and electronics. In 2023, based on the success of the pilot, Council approved the expansion of the program Region-wide, phased in over two years.
- 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. In 2022, as a result of these enforcement actions, the number of curbside households requiring enforcement intervention decreased by 45 percent. For multi-residential buildings contamination decreased by over 10 percent with the use of education and enforcement.
- 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 imposed by industries utilizing post-consumer recyclable material. With the upcoming transition of the blue box program to producers Peel Regional council authorized staff to divest of the MRF and, in 2023, staff finalized the sale the MRF equipment and lease of the MRF building, fully recovering all previous investments.
- 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 contacts, all of which resulted in operational cost savings of over \$650 thousand in 2022.

# 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.

## 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. Since COVID-19, schools can participate in school workshops in person or through 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.

## 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. In 2023, the new fully electric waste collection vehicle began collecting waste and is a valuable asset to the collection fleet.

## Community Recycling Centre Cashless Payment System

The Community Recycling Centres maintain 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.

## Fleet Management solution

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 gather 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 2024 Capital Budget include:

**Retrofit Peel Composting Facility for Yard Waste Composting:** In accordance with the Council-approved strategy for long-term processing capacity for Organics and Yard Waste, the Peel Curing Facility requires regrading and expansion. The budget request for this project is \$7 million.

**Upgrade of Landfill Gas Flare at Britannia Sanitary Lanfill Site:** The flare system is needed to safely manage landfill gas. The budget request for the project is \$3 million.

**Community Recycling Centres:** A variety of building and process improvements at all six Community Recycling Centres. The budget request for these projects is \$515,000.

# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2024-2027 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 the service in 2023 was \$136.3 million and the proposed budget for 2024 is \$137.6 million

**Net Expenditures: \$137.6 million** (Total Expenditures: \$173.0 million)

| Description                              | 2022 Actuals    | 2023 Approved Budget | 2024 Proposed Budget | \$ Change Over 2023 | % Change Over 2023 |
|--|-----------------|----------------------|----------------------|---------------------|--------------------|
| Operating Costs                          | 107,754         | 113,149              | 114,717              | 1,568               | 1.4%               |
| Labour Costs                             | 24,235          | 26,583               | 27,663               | 1,080               | 4.1%               |
| Reserve Contributions                    | 27,635          | 27,635               | 27,635               | -                   | -                  |
| Debt Charges                             | -               | -                    | -                    | -                   | -                  |
| Grant Payments                           | -               | -                    | -                    | -                   | -                  |
| Facility, IT, HR and other support costs | 49,903          | 51,977               | 52,661               | 684                 | 1.3%               |
| Recoveries                               | (45,714)        | (49,105)             | (49,634)             | (529)               | 1.1%               |
| <b>Total Expenditures</b>                | <b>163,813</b>  | <b>170,239</b>       | <b>173,043</b>       | <b>2,804</b>        | <b>1.6%</b>        |
| Grants and Subsidies                     | (19,527)        | (16,791)             | (13,491)             | 3,300               | (19.7)%            |
| Supplementary Taxes                      | -               | -                    | -                    | -                   | -                  |
| Fees and Services Charges                | (22,165)        | (14,191)             | (19,107)             | (4,916)             | 34.7%              |
| Transfer from Development Charges        | -               | -                    | -                    | -                   | -                  |
| Contributions from Reserves              | -               | (2,994)              | (2,874)              | 120                 | (4.0)%             |
| <b>Total Revenues</b>                    | <b>(41,692)</b> | <b>(33,976)</b>      | <b>(35,472)</b>      | <b>(1,496)</b>      | <b>4.4%</b>        |
| <b>Total Net Expenditure</b>             | <b>122,121</b>  | <b>136,263</b>       | <b>137,571</b>       | <b>1,308</b>        | <b>1.0%</b>        |

Note: May not add up due to rounding

## 2024 Operating Budget Pressures

| \$'000   | Total Expenditures | Total Revenue | Net Cost<br>2024 vs 2023 |             |
|--|--------------------|---------------|--------------------------|-------------|
| <b>2023 Revised Cost of Service</b>                                | <b>170,239</b>     | <b>33,976</b> | <b>136,263</b>           | <b>%</b>    |
| <b>Cost of Living/Inflation</b>                                    |                    |               |                          |             |
| Labour costs/Goods and services, etc.                              | 5,951              | -             | 5,951                    |             |
| <b>Base Subsidy/Recoveries<sup>1</sup></b>                         |                    |               |                          |             |
| Impact of Blue Box Transition and extension of collection services | (2,779)            | 1,496         | (4,274)                  |             |
| Incremental tonnage due to growth – collection & processing        | 323                | -             | 323                      |             |
| <b>Cost Mitigation<sup>2</sup></b>                                 |                    |               |                          |             |
| Lower contract cost  | (450)              | -             | (450)                    |             |
| Expenditure reduction through line-by-line reviews                 | (425)              | -             | (425)                    |             |
| Casual staff reduction   | (115)              | -             | (115)                    |             |
| <b>Base Budget Changes Subtotal</b>                                | <b>2,505</b>       | <b>1,496</b>  | <b>1,010</b>             |             |
| <b>Service Level Demand<sup>3</sup></b>                            |                    |               |                          |             |
| Curbside By-law Enforcement Officers (2 FTE)                       | 214                | -             | 214                      |             |
| <b>Service Level Changes Subtotal</b>                              | <b>214</b>         | <b>-</b>      | <b>214</b>               |             |
| <b>New/Discontinued Services<sup>4</sup></b>                       |                    |               |                          |             |
| Hazardous Waste Collection Program (2 FTE)                         | 85                 | -             | 85                       |             |
| <b>New/(Discontinued) Services Subtotal</b>                        | <b>85</b>          | <b>-</b>      | <b>85</b>                |             |
| <b>Total 2024 Budget Change</b>                                    | <b>2,804</b>       | <b>1,496</b>  | <b>1,308</b>             |             |
| <b>2024 Proposed Budget</b>  | <b>173,043</b>     | <b>35,472</b> | <b>137,571</b>           | <b>1.0%</b> |

Note: May not add up due to rounding

## Operating budget pressure notes:

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

- \$6.7M in Blue Box Recovery from October 1 – December 31, 2024 to extend collection services
- \$2.4M cost increase due to Blue Box transition on October 1, 2024

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

- \$0.4M in lower contract cost due to more competitive contract
- \$0.4M expenditure reduction through line-by-line reviews
- \$0.1M reduction for casual staff due to hiring difficulty and high turnover rate

### Service Level Demand<sup>3</sup>

- BR # 16 - Additional Curbside By-law Enforcement Officers to meet the needs of Peel's growing customer base (2 FTE)

### New/(Discontinued) Services<sup>4</sup>

- Blue Box Transition (October 1, 2024) reflects lower cost of recycling processing, haulage and disposal, offset by no revenue sharing.
- BR # 15 - Hazardous Waste Collection Program for Multi-Residential Buildings to deliver a phased roll-out of the recently piloted Hazardous Waste Collection Program to 823 multi-residential buildings in Peel (2 FTE)
- 2024 Budget continues to utilize expected savings from future Blue Box transition drawing \$2,754K from working fund reserve to smooth out operating impact over 4-year period; same amount of reserve draw was used in the 2023 Budget.

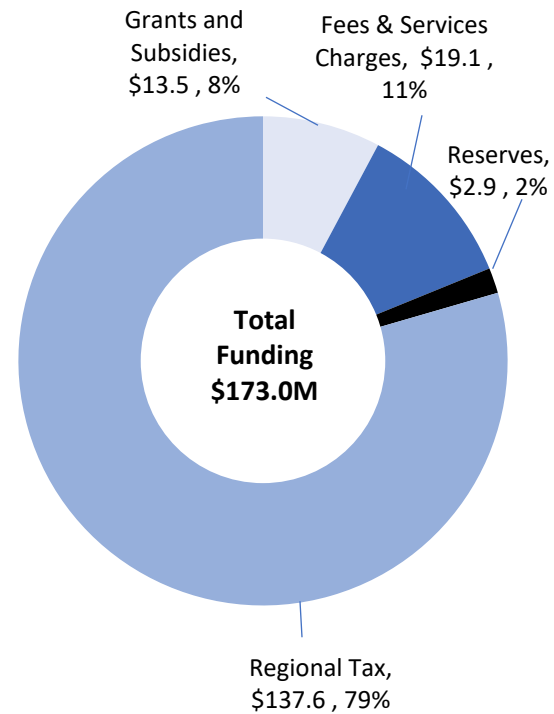
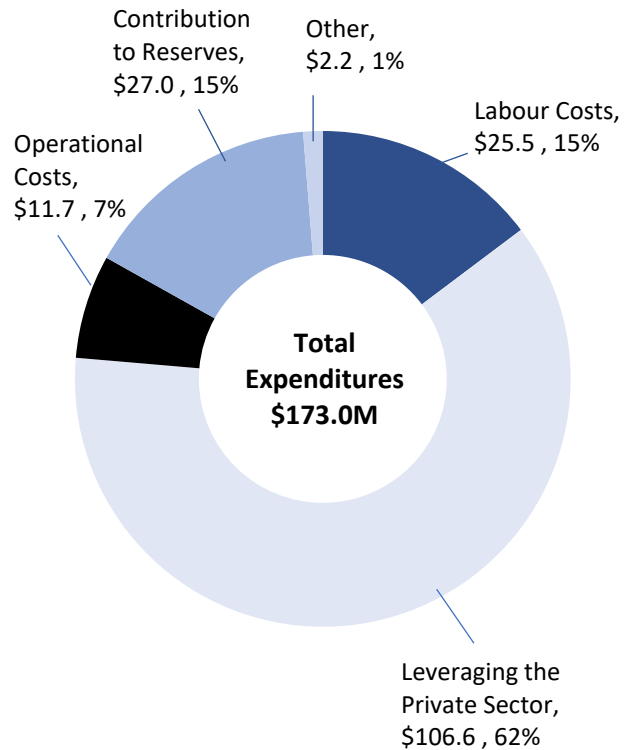
## Staffing Resources to Achieve Level of Service

| Sub Service   | 2023         | 2024         | 2025         | 2026         | 2027         |
|---|--------------|--------------|--------------|--------------|--------------|
| Planning, Education, Policy and Program Development | 17.8         | 18.3         | 18.7         | 18.8         | 18.9         |
| Waste Collections                                   | 46.0         | 48.0         | 48.0         | 48.0         | 48.0         |
| Community Recycling Centres                         | 107.5        | 109.7        | 110.7        | 110.7        | 110.7        |
| Processing and Transfer, Haulage and Disposal       | 43.0         | 43.0         | 43.0         | 43.0         | 43.0         |
| Infrastructure Development and Maintenance          | 22.0         | 22.0         | 22.0         | 22.0         | 22.0         |
| <b>Total</b>  | <b>236.3</b> | <b>241.0</b> | <b>242.4</b> | <b>242.5</b> | <b>242.6</b> |

Note: Staffing resources are regular positions (Full Time Equivalent, FTE) Resources are inclusive of Public Works support services



## 2024 Total Expenditures & Funding Source (In \$M)



## 2024 Budget Risks

- Budget has been developed assuming Peel's services will continue to be provided, notwithstanding any governance decisions resulting from Bill 112.
- Tonnage continues increasing due to population growth.
- Blue Box Transition on October 1, 2024 will have significant impact on Waste Management. Staff continue to assess and plan for the transition.

## 2025 - 2027 Operating Forecast

|                          | Budget   |          |      | Forecast |        |         |         |          |      |
|--------------------------|----------|----------|------|----------|--------|---------|---------|----------|------|
|                          | 2023     | 2024     |      | 2025     |        | 2026    |         | 2027     |      |
|                          | \$'000   | \$'000   | %    | \$'000   | %      | \$'000  | %       | \$'000   | %    |
| <b>Total Expenditure</b> | 170,239  | 173,043  | 1.6% | 169,852  | (1.8)% | 160,460 | (5.5)%  | 164,567  | 2.6% |
| <b>Total Revenue</b>     | (33,976) | (35,472) | 4.4% | (34,052) | (4.0)% | (9,881) | (71.0)% | (10,180) | 3.0% |
| <b>Net Expenditure</b>   | 136,263  | 137,571  | 1.0% | 135,799  | (1.3)% | 150,579 | 10.9%   | 154,387  | 2.5% |

Note: May not add up due to rounding

# Proposed Capital Budget

## Capital Budget: 20.1 million (Ten Year Plan: \$454.0 million)

### 2024 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 2024 and projects carried forward to 2024.

| Capital Plan By Funding Source | Carry-forward from Prior Years (WIP) (\$'000) | 2024 Capital Budget (\$'000) | Total Capital in 2024 (\$'000) |
|--------------------------------|---|------------------------------|--------------------------------|
| DC Growth                      | -   | -                            | -                              |
| Externally Funded              | -   | -                            | -                              |
| Non-DC Internal                | 48,460  | 20,100                       | 68,560                         |
| <b>Total Expenditures</b>      | <b>48,460</b>                                 | <b>20,100</b>                | <b>68,560</b>                  |
| <b># of Projects</b>           | <b>68</b>                                     | <b>7</b>                     | <b>75</b>                      |

### Existing Capital Projects - \$48.5M

- The existing capital plan includes 68 active projects totaling \$48.5M. 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.

## 2024 Capital Budget - \$20.1M

### Key highlights:

- \$8.9M to maintain facilities and equipment in state of good repair, including retrofitting Peel Curing Facility for yard waste composting and site improvements and weight scale system upgrade and replacement at Peel's Community Recycling Centres (CRC)
- \$4.8M to purchase and replace Waste Collection Containers
- \$3.0M to upgrade flare at Britannia Sanitary Landfill site
- \$2.8M for environmental monitoring of Regional Landfill sites and landfill management

*See Appendix I for details.*

### 2024 Budget Risks

- Material and labour contract cost increases due to inflation, COVID-19 protocols, and supply chain interruptions and/or shortages

### Operating Impact of 2024 Capital Budget

- None

# Proposed Capital Plan

## 2024 - 2033 10-Year Capital Plan - \$454.0M

### By Project Classification:

|   |  |  |
|---|--|--|
| <b>State of Good Repair</b><br><b>\$47.2M</b> | <b>DC Funded Growth</b><br><b>\$-M</b> | <b>Non-DC Funded Growth &amp; Other</b><br><b>\$406.8M</b> |
|---|--|--|

#### Key Highlights:

- \$195.0M for design and construction of Mixed Waste Processing Facility
- \$108.8M to purchase and replace Waste collection containers
- \$65.0M for development of new, and expansion of existing, Waste transfer stations
- \$47.2M to maintain facilities and equipment in State of Good Repair
- \$38.0M for landfill site management and other

*See Appendix II for details.*

2024 Financing Sources and Funding Status (\$'000)

|                         |   |   | 2024                 |                            |                                     |                         |                     |
|-------------------------|---|---|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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> |
| 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   | 400                  |                            | 400                                 |                         |                     |
| 246380                  | 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 | 3,000                |                            | 3,000                               |                         |                     |
| 246390                  | 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   | 8,870                |                            | 8,870                               |                         |                     |
| 246410                  | Waste Reduction Community Initiatives                           | Support community-based projects on waste reduction and the circular economy helping to achieve Peel's 75% diversion goal by 2034   | 300                  |                            | 300                                 |                         |                     |
| 246510                  | Landfill Management Abatement                                   | To address capital expenditures at landfill sites and waste operation's sites in Peel   | 1,000                |                            | 1,000                               |                         |                     |
| 246580                  | Landfill Monitoring and Remediation                             | Administration and studies related to environmental monitoring at Regional Landfill sites   | 1,780                |                            | 1,780                               |                         |                     |
| 246630                  | Waste Collection Containers                                     | To purchase and replace garbage, blue, green and kitchen carts for auto collection for existing and new households  | 4,750                |                            | 4,750                               |                         |                     |
| <b>Waste Management</b> |   |   | <b>20,100</b>        |                            | <b>20,100</b>                       |                         |                     |

**Service: Waste Management**

**Appendix II**

**2024 Ten Year Detailed Combined Capital Program (\$'000)**

|        |   |   | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>2029</u> | <u>2030</u> | <u>2031</u> | <u>2032</u> | <u>2033</u> | <u>Gross</u> |
|--------|---|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| 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           | 195,000     | 0           | 0           | 0           | 0           | 0           | 0           | 195,000      |
| 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   | 400         | 8,000       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 8,400        |
| 246380 | 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 | 3,000       | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 3,000        |
| 246390 | 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   | 8,870       | 3,712       | 3,799       | 5,962       | 6,054       | 3,191       | 3,005       | 4,602       | 4,000       | 4,000       | 47,195       |
| 246410 | Waste Reduction   | Support community-based projects on waste reduction and the circular economy  | 300         | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 0           | 300          |

|                         |   |   |               |               |               |                |               |               |               |               |               |               |                |
|-------------------------|---|---|---------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
|                         | Community Initiatives                     | helping to achieve Peel's 75% diversion goal by 2034  |               |               |               |                |               |               |               |               |               |               |                |
| 246510                  | Landfill Management Abatement             | To address capital expenditures at landfill sites and waste operation's sites in Peel                 | 1,000         | 480           | 450           | 450            | 450           | 450           | 450           | 450           | 450           | 450           | 5,080          |
| 246580                  | Landfill Monitoring and Remediation       | Administration and studies related to environmental monitoring at Regional Landfill sites             | 1,780         | 1,455         | 1,491         | 1,528          | 1,566         | 1,606         | 1,646         | 1,687         | 1,729         | 1,729         | 16,217         |
| 246630                  | Waste Collection Containers               | 18  | 4,750         | 5,400         | 6,110         | 6,368          | 9,404         | 13,590        | 17,275        | 15,310        | 15,310        | 15,310        | 108,827        |
| 256310                  | Expansion of Waste Transfer Station       | Demolition of the composting tunnels at PIWMF and redevelop the area for an expanded transfer station | 0             | 15,000        | 0             | 0              | 0             | 0             | 0             | 0             | 0             | 0             | 15,000         |
| 256315                  | New Waste Transfer Station                | Construction of a new waste transfer station at 125 Orenda Road in Brampton                           | 0             | 5,000         | 0             | 45,000         | 0             | 0             | 0             | 0             | 0             | 0             | 50,000         |
| 266581                  | North Sheridan Leachate Collection System | Installation of a Leachate Collection system at the North Sheridan Landfill                           | 0             | 0             | 5,000         | 0              | 0             | 0             | 0             | 0             | 0             | 0             | 5,000          |
| <b>Waste Management</b> |   |   | <b>20,100</b> | <b>39,047</b> | <b>16,850</b> | <b>254,308</b> | <b>17,474</b> | <b>18,836</b> | <b>22,375</b> | <b>22,049</b> | <b>21,489</b> | <b>21,489</b> | <b>454,018</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 \$     |
|--|------------------|------------------|----------------|------------------------|-------------------------|----------------|
| Hazardous Waste Collection Program for Multi-Residential Buildings | Waste Management | 15               | 2.0            | -                      | 84,650                  | -              |
| Additional Curbside By-law Enforcement Officers                    | Waste Management | 16               | 2.0            | -                      | 213,510                 | -              |
| Community Waste Reduction Initiative Fund Pilot                    | Waste Management | 19               | -              | -                      | -                       | 300,000        |
| <b>TOTAL</b>   |                  |                  | <b>4.0</b>     | <b>-</b>               | <b>298,160</b>          | <b>300,000</b> |

## Budget Request #: 15

| Proposed Initiative  | Department   | Division         | Service Area     |
|--|--------------|------------------|------------------|
| Hazardous Waste Collection Program for Multi-Residential Buildings | Public Works | Waste Management | Waste Management |

### Description of Budget Request

This request is for staffing and resources to deliver a phased roll-out of the recently piloted Hazardous Waste Collection Program to the 823 multi-residential buildings in Peel. This includes converting one Band 6 TA from contract to full-time and creating one new Band 3 HHW Operator position in 2024, and an additional Band 3 HHW Operator in 2025.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 84,650     | 86,766     | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 84,650     | 86,766     | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | 84,650     | 86,766     | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 2.0        | 1.0        | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

This program extends the drop-off service currently available to Peel residents through the Community Recycling Centres. Collecting this material from the multi-residential sector addresses accessibility and equity of service to residents of different life stages and demographics. It is environmentally responsible and prepares Peel for mixed waste processing (MWP). It is estimated that up to 1,100 tons of material can be diverted from landfill and the recycling stream annually.

## Details of Service Change

There is currently no collection service available for this type of material a multi-residential buildings in Peel. The Hazardous Waste Collection pilot validated that the service would be used; could capture this material before it ended up in the garbage or recycling streams; and reduce the amount of household hazardous waste and electronic material found in the streams. This is a new service that will be made available to 823 multi-residential building in Peel. Participating buildings will be provided up to four types of receptacles to capture hazardous and electronic material:

- A bin for HSP materials (paint, aerosols and miscellaneous material which staff confirmed were chemically compatible, therefore safe for comingling within one bin)
- a bin for paint cans
- a cart for electronic waste
- a receptacle for CFL bulbs

An appointment based service (call-in and/or online) will be used to schedule pick-ups. The material will be safely transported to a CRC for proper disposal. At the onset of the program the TA would receive the requests to participate in the program, educate the property manager on the details and safety requirements. The TA would assign the Operator to deliver the receptacles to the buildings. As the program is established, the TA will oversee the scheduling and reporting as the Operator(s) execute collection.

## Service Impact

The objectives of this service are two fold, first is to minimize the amount of hazardous waste and electronic materials from entering the garbage and recycling streams, negatively impacting the environment and future mixed waste processing operations; second is to deliver a valuable collection service where one does not exist to 75% of the 820 multi-residential buildings in Peel. The first objective will be achieved and measured through the capture of hazardous and electronic material at buildings and seasonal composition audits. In 2022, audits of this sector's waste showed that annually, 1,400 tons of hazardous waste and electronics were being disposed of irresponsibly. This will continue to be monitored with the objective of seeing a decrease in the amount of this material finding its way into the garbage and recycling. Staff delivering the program will maintain lines of communication with participating buildings to provide education, supportive materials and address any areas of concern. The level of customer service and amount of material collected are measures that the second outcome is being achieved. Enrolling as many buildings as possible into the program and ensuring they are collected at least 2 times per year is mitigative and supports the achievement of both objectives.

## Budget Request #: 16

| Proposed Initiative                             | Department   | Division         | Service Area     |
|---|--------------|------------------|------------------|
| Additional Curbside By-law Enforcement Officers | Public Works | Waste Management | Waste Management |

## Description of Budget Request

The purpose of this request is to increase the Municipal By-law Enforcement Officer team by two positions within the Waste Collection section.

## Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 213,510    | -          | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 213,510    | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | 213,510    | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 2.0        | -          | -          | -          |

## Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

The amount of waste generated in Peel increases as the region's population grows. We typically account for 1.8% annual growth which adds to the total number of homes we service each year. The current FTE complement of By-law Enforcement Officers of 10 FTEs with 2 casual staff has remained the same since 2002. This does not meet our current needs of having fully trained By-law Enforcement Officers capable of performing all required duties to meet the needs of our growing customer base.

## Details of Service Change

Waste Management services 345,000 households in Peel region every week. Each on road staff member accounts for 28,750 households that may require service for missed collection, by-law related complaints or the many other complaints we receive throughout the day. Every year, normal growth adds to the total number of homes we service. The conversion from an AT position to a full time BLEO position would standardize the workload for all these employees who will have the same training and enforcement capabilities. It will also minimize our turnover rate and increase retention rates for experienced and engaged employees who will provide the high-quality standard of customer service that we mandate. Converting the role from casual status to full-time will create a happy, motivated, and engaged employee that will perform high quality work. It would also provide a morale boost on our team as we have lost good AT staff in the past, and the increased support with our enforcement work and service administration work with our contractors would improve service delivery.

## Service Impact

Outcomes will be achieved because the two new staff members would receive the specific training to participate in our enforcement work and contract administration. Our current team consists of 10 MLEO and 2 AT's, and now the team would consist of 12 MLEO's with the same authority and training to perform similar duties. This allows us the flexibility to move staff members to different areas, get individuals involved with work specific to their skill sets while not sacrificing on-road coverage with our contractors, and would support our succession plans so we can move staff out of the MLEO roles, while bringing in new staff to take on an MLEO role versus an AT casual contract role.

## Budget Request #: 19

| Proposed Initiative                             | Department   | Division         | Service Area     |
|---|--------------|------------------|------------------|
| Community Waste Reduction Initiative Fund Pilot | Public Works | Waste Management | Waste Management |

### Description of Budget Request

This request is for piloting a Community Waste Reduction Initiative Fund over a two-year period with an optional third year. This fund would support community-based, innovative projects on waste reduction and the circular economy helping to achieve Peel's 75% diversion goal by 2034.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | -          | -          | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | -          | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | -          | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | 300,000    |
| Capital Reserve           | 300,000    |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | 300,000    |

## Why Staff Recommend this Initiative

Peel's Roadmap to a Circular Economy has initiated the transition from the linear model of waste management to a more sustainable circular economy approach. This transition requires a shift in mindset and behaviours of residents. Piloting a Community Waste Reduction Initiative Fund builds partnerships that would drive the shift needed to advance the circular economy in Peel while amplifying the impact of the Roadmap's actions to achieve Peel's 75% waste diversion target by 2034.

## Details of Service Change

The provision of financial resources to support community-based waste reduction and circular economy initiatives has been long recognized by other municipalities in the GTA (City of Toronto, Halton Region, York Region) with successful results. The Community Waste Reduction Initiative Fund would provide grants to community-based organizations working on waste reduction and circular initiatives in Peel through an annual competitive call for applications. Applicants would be informed of the process through a Waste Management web page to submit proposals. The grants may be provided to several community organizations as determined through a review process. The pilot targets innovative community-based projects that reduce, reuse and reclaim waste in Peel but may also support other types of projects that align with the goals in the long-term waste management strategy, the Roadmap to a Circular Economy in Peel. A successful pilot would be reviewed by IT Solutions for a permanent platform.

## Service Impact

Investing in the Community Waste Reduction Initiative Fund will support community organizations working on waste prevention, reduction, reuse, repair and recycling, Waste Management's existing waste reduction and diversion programs and move Peel forward in achieving its 75% waste diversion goal. It is through targeted investment in innovative community-based projects that residents will have a greater understanding of, and accountability for, reducing consumption, increasing reuse/repair, and maximizing the value of products by keeping resources in use as long as possible. It also provides visible and committed leadership to advancing a circular economy, waste reduction and action on climate change while enabling broader, cost-effective impact through collective action.

# Transportation

2024–2027 Business Plan  
and 2024 Budget



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# Executive Summary

Mission: To provide safe, efficient, and accessible transportation services for the residents and businesses of Peel.

## Services we provide:

- Peel offers transportation services that provide safe travel and community access for residents and businesses. Services include infrastructure planning, design, construction, operation, and maintenance of a multi-modal network of transportation assets and related structures. These assets include 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.

## Interesting facts about this service:

- 52% of commercial truck trips in Ontario use Peel roads; a large proportion of which have their origin or destination in Peel.
- 56% of the dollar value of goods shipped by road in Ontario are carried by commercial vehicles in Peel.
- Transportation infrastructure replacement value is \$3.8 billion.
- Peel operates 26 Regional roads consisting of approximately 1,700 lane kilometres, 733 signalized and unsignalized intersections and 7,723 streetlights.
- Peel owns and maintains 180 major structures (bridges and major culverts), 345 km of storm sewers, 55 km of noise and retaining walls, and roughly 14,000 trees along regional roads.
- Peel has 390 km of active transportation facilities including multi use trails, cross rides, and sidewalks.

- TransHelp provides 600,000 door-to-door trips annually to more than 7,000 residents living with disabilities.

## Highlights of the Business Plan include:

Major components of Transportation’s \$131.2 million Operating budget are Capital Reserves, TransHelp and Road Operations & Maintenance.

Major components of Transportation’s \$163.3 million Capital budget are road construction, intersection and active transportation improvements, road resurfacing, and providing TransHelp service.

Looking to the future, Transportation services call for:

- A Transportation Master Plan (TMP) to support revised growth targets from the Province.
- A focus on transit implementation and infrastructure to provide for future growth.
- An Accessible Transportation Master Plan to guide TransHelp’s operating model to ensure it continues to meet service levels for Peel’s growing and aging population.

| Net Investment (\$000s) | 2024    | 2025    | 2026    | 2027    |
|-------------------------|---------|---------|---------|---------|
| Operating               | 131,243 | 136,421 | 140,786 | 144,450 |
| Capital                 | 163,321 | 193,842 | 309,031 | 352,532 |
| Full Time Equivalents   | 350.4   | 363.6   | 369.9   | 374.2   |

# 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.

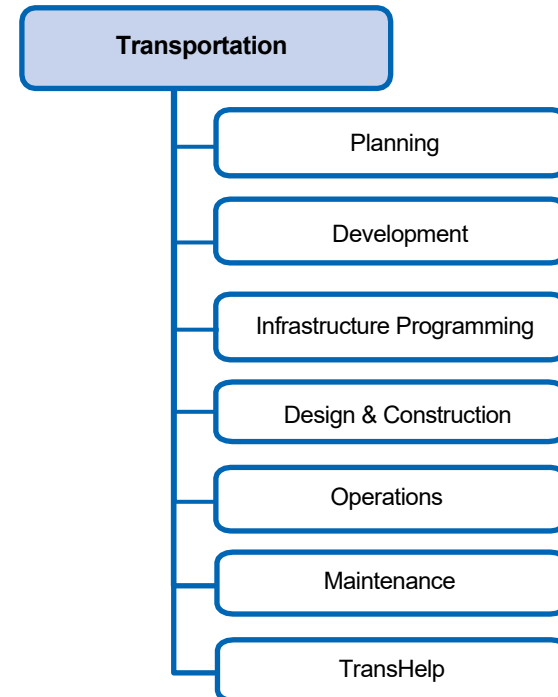
### Mission

To provide safe, efficient, and accessible transportation services for the residents and businesses of Peel.

### Goals of Service

1. To meet future travel demands (residential and commercial) through a Region-wide connected and integrated network.
2. To design and build infrastructure efficiently, coordinating work on multiple assets in the same corridor, thereby minimizing disruption to residents and minimizing costs to taxpayers.
3. To maintain assets in a state of good repair, meeting service levels.
4. To deliver a transportation network that is safe, efficient, and accessible.
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:

Peel 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 during peak hours.

### Stormwater network capacity:

The current network has sufficient capacity to drain runoff from our roadways. We continue to adapt our infrastructure for the increased flows we expect from climate change. Peel is a leader in right-of-way stormwater management methods and design standards, and Chairs the Municipal Stormwater Discussion Group, a group of more than 80 municipalities across Ontario, committed to improving stormwater management practices and sharing their knowledge and experience.

### Road condition:

Peel's service level for pavement condition is 72. This is based on the pavement condition index, which is a standard way of expressing the state of pavement on a scale of 1-100. Peel's target PCI of 72 falls within the range of "satisfactory" pavement condition.

### Winter maintenance:

Peel patrols roadways 24/7 and uses proactive anti-icing strategies in response to winter conditions. Peel maintains a Class 1 level of service across all roads, which involves returning pavement to bare conditions within four hours once storm precipitation has stopped. Council has endorsed this level of service to provide a safe and consistent driving experience for road users and goods movement. This is a slightly higher service level 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:

Service levels for spring and summer maintenance activities include, but are not limited to, pavement line painting on regional roads once per year; litter clean-up and grass cutting 12 times per year (urban); filling potholes within four days of becoming aware; and spring road sweeping to pick-up winter debris.

Emergency roadway situations such as road obstructions and traffic signal outages are responded to within one hour or as soon as staff become aware of the situation. A full list of service levels for road maintenance can be found at [peelregion.ca/pw/transportation/residents/road-maintenance-service-levels.asp](https://peelregion.ca/pw/transportation/residents/road-maintenance-service-levels.asp)

### **TransHelp services:**

TransHelp provides door-to-door specialized public transit that enables residents with disabilities to travel without barriers and maintain independence. 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 strategic planning, project management and identifies opportunities for improvements using performance measurement and reporting.

Our recent customer satisfaction survey identified the following opportunities for improvement, which are included in TransHelp's 10-year capital plan:

- A desire for shorter wait times and pick-up times
- Opportunities to increase use of online booking
- A desire for real time vehicle tracking
- A desire for an easier and more user friendly payment system.

## **Trends**

### **Infrastructure planning is increasingly complex – Bill 23:**

On November 29th, 2022, the Province passed Bill 23, the *More Homes Built Faster Act, 2022*, to support the provincial goal of building 1.5 million homes over the next 10 years. Bill 23 makes substantial changes to various policies, in particular the *Planning Act*. The bill proposes that Peel would be identified as an “upper-tier municipality without planning responsibilities” and Peel would no longer hold an Official Plan.

This change disconnects growth planning from regional aspects of development, such as transportation master planning and phasing, which introduces challenges related to coordinating where and when infrastructure will be built. Bill 23 also limits Peel's ability to collect development charges to fund growth infrastructure. Collectively, these changes add significant complexity to the delivery and funding of critical infrastructure to support future growth.

### **Goods movement industry in Peel is growing:**

Overall, passenger traffic is returning to normal levels whereas truck traffic has increased an average of 33% as compared to pre pandemic levels on regional roads. This trend will impact future capacity planning of our roadways and prompt an update to the integrated goods movement network. It will also 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 accelerating wear and tear on our roads. As a result, maintenance programs and approaches will need to adapt to ensure Peel assets are kept in good repair to support residential and commercial travel purposes.

**More Homes for Everyone:**

The provincial government has passed Bill 109, *More Homes for Everyone Act*, and Bill 108, *More Homes, More Choice Act* to support future growth through the availability of adequate housing supply. These Acts update service standards for municipalities related to the review of development applications, significantly reducing the processing time allotted. This poses a challenge for municipalities to adequately assess the impact of proposed development on existing infrastructure and the community to accommodate future growth responsibly.

**Heightened inflation means rising costs for construction:**

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.

**TransHelp ridership:**

TransHelp ridership declined during the pandemic but is expected to recover to pre-pandemic levels and continue increasing due to Peel's growing and aging population.

## Performance Measures and Results

Peel is committed to delivering high quality services efficiently. Performance measures are used to help assess how well we are achieving our goals and where we need to improve.

### **Percentage Use of Sustainable Transportation Modes:**

In February 2018, Regional Council endorsed the Sustainable Transportation Strategy (STS), a component of the Long-Range Transportation Plan, which established a target of 50 per cent transportation modal share by 2041. Both studies recognize that various modes of travel, in combination with widening of roads, will be necessary to adequately support future growth. The STS identifies strategies aimed at both facilitating the use of sustainable transportation modes (transit, cycling and walking) and reducing the number of vehicle trips.

In addition, staff work closely with local municipal transit agencies and Metrolinx to implement higher order transit on regional roads. Despite a moderate reduction in the use of transit during the pandemic, available data indicates that Peel is on track to achieve its 50 per cent modal share goal by 2041. The decrease in transit use during the pandemic is offset by a dramatic increase in working from home (12 per cent to 33 per cent); however recent preliminary data indicates that transit use is increasing and approaching pre-pandemic levels.

### **Percentage Reduction in total reported collisions:**

In 2022, there was a reduction of 44% in fatal and injury collisions on Peel regional roads, per 100,000 population, as compared to 2017 (baseline year). This exceeds Peel's goal of a 10% reduction in fatal and injury collisions between 2018 and 2022 established in the Vision Zero Roads Safety Strategic Plan. Vision Zero is a framework that declares no loss of life or injury resulting from a motor vehicle roadway collision is acceptable.

### **Asset Management:**

The majority of transportation assets meet council-approved service levels. Peel roadways have an average pavement condition index of 77, which exceeds Peel's service level of 72. All asset classes in the road infrastructure portfolio are in a 'good' state on the condition rating system and most stormwater asset classes are in a 'good' or 'very good' state. The condition assessment program is used to plan and prioritize infrastructure investments to ensure assets meet service levels that support residential and commercial travel.

### **TransHelp Customer Satisfaction:**

The annual Passenger Satisfaction Survey provides passengers with an opportunity to rate their experience and satisfaction with TransHelp service. The survey measures key drivers of satisfaction including customer service, vehicle cleanliness and safety. Our 2022 survey resulted in a 75% overall satisfaction with TransHelp service and an 80% satisfaction with the most recent trip taken. Survey results 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 to align strategic and operational priorities.

# Awards and Achievements

## Awards

### **Green Cities Award:**

The Friends of the Credit Valley Conservation has awarded Peel the 2022 Green Cities Award. The award is given to public entities that implement leading edge green infrastructure in new development and existing urban areas. Peel was given this honour for continued efforts in green infrastructure and low impact development stormwater management inspections, monitoring, and climate change adaptation.

### **Peel Celebrates Awards:**

Transportation staff were recognized in two categories for outstanding work and positive outcomes in the community. The Commissioner's Values in Action Award was presented to a member of Roads Maintenance for demonstrating Peel Region values in their work and for their interaction with the community. The Climate Action Innovation Award was awarded to a member of the Infrastructure Planning team for implementing innovative natural solutions to manage stormwater runoff on regional roads.

## Achievements

### **Noise Wall Replacements:**

Construction of noise walls serving 250 properties will be completed by the end of 2023, with another 350 properties planned for construction by the end of 2025.

### **Transportation Master Plan:**

The Active Transportation Fund is a 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. Peel has received a \$50,000 grant which will be used towards the Sustainable Transportation sub-component of the 2051 Transportation Master Plan.

### **Taking the lead and sharing what we know:**

Peel staff presented at the Canadian Network of Asset Managers annual conference on our methodology for integrating green infrastructure into corporate asset management planning. Based on the level of interest in the work, the Institute of Asset Management requested it be presented at their North America Conference in Toronto. By the end of this year, this presentation will have been delivered at three of the major Canadian asset management conferences in 2023, with hundreds of asset management professionals in attendance to hear about Peel's industry leading work.

### **Enhancing the TransHelp experience:**

As part of TransHelp's modernization strategy, we launched new passenger training and orientation workshops, streamlined the intake and application process, upgraded our scheduling software and began the installation of real-time vehicle tracking tablets on all vehicles.



# The 2024 -2027 Business Plan Outlook

## Planning for the Future

### Transportation Master Plan (TMP)

Peel's TMP, also known as the Long-Range Transportation Plan (LRTP), provides infrastructure recommendations to accommodate travel demand generated by future growth.

Peel's existing long-range plan was last updated in 2019 and provided recommendations to 2041. Staff are currently working to update the plan to account for recent changes in housing targets and to plan for growth to 2051. As part of the 2051 TMP update, the Goods Movement Strategic Plan/Network, Vision Zero Road Safety Strategic Plan, and Sustainable Transportation Strategy will be brought together under one integrated plan providing a clear vision for the future of Peel's transportation system.

### Transit Portfolio is Growing

Peel will undertake significant future investments to help expedite the implementation of transit infrastructure needed to support growth within Peel. Specifically, Peel Region will undertake studies on technical aspects of transit planning (such as lane conversion to support rapid transit), participate in Transit Project Assessment Process, facilitate design and delivery of provincial and local transit projects in Peel, and partner in major Metrolinx projects, such as the Hazel McCallion Light Rail Transit Line, Eglinton Crosstown West Extension, Steeles Avenue, Queen Street Bus Rapid Transit and many others.

## Growth Infrastructure in Demand

Major investments will be made to support active growth areas, such as:

- **Mississauga Road** major future development is planned with widening and grade separation in north-west Brampton. Construction for the widening of Mississauga Road, stretching from north of Bovaird Drive to Mayfield Road is now underway. The project holds significant value at roughly \$100 million. This ambitious, multi-disciplinary endeavour is expected to span over a period of three years.
- **Mayfield Road** widening between Hurontario Street and Chinguacousy Road supporting growth in Brampton and Caledon. The project includes widening from two lanes to six, improvements to transit infrastructure, better roadway geometrics, integrating cycling facilities, and improved pedestrian facilities. The estimated cost of construction is \$34 million, and construction is expected to span over a period of two years.
- **Dixie Road** widening to support goods movement and improve sustainable transportation options. Peel is widening Dixie Road from two lanes to four between Countryside Drive and 2 km north of Mayfield Road. This project is now underway and includes adding multi-use trails and sidewalks, dedicated turn lanes at various intersections, replacement of all existing private noise walls, on both sides of the road. The project is valued at \$33 million, and construction is expected to span over a period of two years.

In 2024, Peel Region will increase funding to account for the rising costs of property, labour and materials impacting our construction projects. We continue to manage the challenges between the need to build infrastructure to accommodate and support growth and the ability to fund that new infrastructure. With costs of projects increasing and development charges decreasing, the gap is getting wider between what we need to build and what we can afford to build.

## Service Delivery - Transportation

Looking beyond 2024 to the three-year outlook, staff anticipate investment in these key service delivery areas:

**Winter maintenance.** Changing weather patterns are bringing more freeze-thaw cycles, ice, and more snow accumulation in short periods. Trending over the past 10 years shows 31 eight-hour winter events per winter season, whereas the current budget is based on 28 events. An increase of one event per year over the next three years will be reflected in the budget to respond to this trend.

Further, over time, the increase in Peel's urban area has resulted in limited snow storage along roads and on bridges. Future budgets will be adjusted to better support snow removal activities; this will ensure sightlines for drivers remain clear and passage is safe for cyclists and pedestrians. These investments will be needed to sustain Peel's Class 1 service level.

**Utility Locates.** Locates are required for various maintenance activities including new requirements for snow fence installation. To improve overall compliance and reduce late locates, the locater industry has expanded the services they provide, as well as revised their payment model, which in combination with new compliance requirements, have increased costs by 100%. The 2024 budget

reflects this increase, but additional changes may cause future budget pressures.

**Traffic Signal and Streetlights.** The number of service and emergency maintenance calls for traffic signal and streetlights has trended higher in recent years. This is due to the expansion of the road network, increase in ridership and increased infrastructure to make the roadways safer. This combined with an overall inflationary increase in the cost of materials, equipment and labour requires a budget increase to meet expected service levels and safety on the regional road network.

## Service Delivery - TransHelp

Demand for TransHelp has increased 500% over the last 20 years. With an aging population and the need to support seniors at home longer to alleviate pressures on a strained healthcare system, the need for wrap around services like TransHelp will only grow. TransHelp will continue to provide door-to-door specialized public transit to the growing number of passengers who use TransHelp 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 continues to prioritize the provision of sustainable transportation facilities such as transit, sidewalks and multi-use paths. This helps to address travel demand and reduce carbon emissions. Transportation is a leader in the design and build of stormwater assets and Low Impact Development methods that help infiltrate water and recharge groundwater and waterways. In 2023, Peel completed an inventory and condition assessment of street trees in partnership with Toronto Region Conservation Authority and Credit Valley Conservation. This data will be used to inform an improved maintenance program to protect these assets.

## Finding Efficiencies

### Continuous Improvement

The objective of Peel's Continuous Improvement Program is to optimize service delivery and maximize value for tax dollars spent. Continuous Improvement initiatives result in better client experience, cost savings or cost avoidance, and/or improved employee engagement.

Highlights include:

- **Stormwater Development Approvals:** A new process was established that allows connections to Peel's right-of-way stormwater system. This supports development in areas where there is no other option to drain land. The process mitigates risk to Peel's infrastructure, assures compliance with stormwater Regulatory requirements set out by the Ministry of the Environment Conservation and Parks, and assists with the updated review timelines as a result of Bill 108, *More Homes, More Choice Act*.
- **Utility Relocation Strategy:** Peel has developed a comprehensive utility relocation strategy which guides proactive and timely engagement with utility companies to avoid project disruptions and unforeseen costs. High-level impacts to utilities are identified at the Environmental Assessment phase and revisited during detailed design. Utility coordination starts early in the process so that Peel and utility companies can work together to build infrastructure in a timely manner.
- **New Transportation Model:** Staff are updating Peel's Transportation Demand Forecasting Model, which aims to provide a robust tool for evidence-based infrastructure planning. The updated model will support various Regional objectives such as optimizing transportation system infrastructure improvements, supporting our transition to 50% sustainable mode share, and facilitating the safe and efficient movement of people and goods.
- **Ditching Maintenance:** Instead of hiring private contractors to haul and dispose of excess soil from ditch cleaning operations which is a high cost to Peel, staff divert excess waste soils to the Chinguacousy Landfill filling project where soils are being reused to improve the land grade which assists with managing runoff and leachate.
- **TransHelp Condensed Renewal Application Form** (completed January 2023) - Passengers registered with TransHelp no longer need to complete long medical forms when their registration comes up for renewal. The shorter renewal form makes reapplying easier for passengers, alleviates pressure on family doctors and streamlines the application process.

# 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 our residents.

## Technology in the Field

Using the recent street tree inventory as a pilot, Transportation leveraged Survey 123 together with GIS to complete inspections and update field data in Peel's asset management databases in real time. This saves time by eliminating the need for data entry once back in the office, and it allows for work orders to be created immediately from the field, which will speed up our ability to address hazards quickly. Going forward, we will expand use of this technology solution to other assets.

## 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 improve road safety while providing relief to Ontario Provincial Police 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 our passengers. Key initiatives include:

- **DriverMate:** This in-vehicle tablet solution will perform several key real-time functions that will increase passenger satisfaction and the overall efficiency and safety of dispatch and passenger transportation. DriverMate will allow passengers to see their TransHelp vehicle in real time and enable TransHelp to quickly locate vehicles and ensure real-time schedule synchronization.
- **Payment Software:** Passenger Payment Software Implementation will enable passengers to auto load money, pay for trips, make balance inquiries, and request refunds.
- **Presto:** Presto Integration is an opportunity for TransHelp to utilize PRESTO as its fare payment and collection system and increase fare and service integration with local transit partners.

## Maintaining our Infrastructure

Peel invests in infrastructure maintenance to provide various levels of service to the community, and in some cases, to meet regulated Minimum Maintenance Standards. Highlights of the major state of good repair projects for the 2024 Capital Budget include:

### **Pavement Rehabilitation**

A total of \$5 million is being invested through various projects across Peel to address roadways that are degrading and falling below Peel's pavement level of service. These locations will be repaved to prolong the life of the road and to ensure a safe and consistent driving experience at a service level of 72 PCI (Pavement Condition Index).

### **Street Lighting Improvements**

This project will improve street lighting on Winston Churchill Boulevard from Dundas Street to QEW. This \$1.1 million investment will use best practice guidelines (ANSI/IES RP8) to ensure drivers and pedestrians can travel safely at night.

### **Various Environmental Assessment and Complete Corridor Studies**

\$6 million will be invested to fund Environmental Assessments and studies along various regional road corridors. While these studies are intended to plan projects to address state of good repair needs, they also include public consultation so that the community's current needs and concerns are incorporated into the future works.

Furthermore, these studies will consider entire road corridors instead of the traditional approach of planning individual projects. This 'Complete Streets' approach aims to achieve better outcomes by focusing on creating streets that are safe and accessible for all users, including pedestrians, cyclists, motorists, and commercial vehicles.

# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2024-2027 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 2023 was \$129.0 million and the proposed budget for 2024 is \$131.2 million.

## Net Expenditures: \$131.2 million (Total Expenditures: \$138.1 million)

| Description                              | 2022 Actuals     | 2023 Approved Budget | 2024 Proposed Budget | \$ Change Over 2023 | % Change Over 2023 |
|--|------------------|----------------------|----------------------|---------------------|--------------------|
| Operating Costs                          | 33,580           | 41,010               | 42,249               | 1,238               | 3.0%               |
| Labour Costs                             | 26,968           | 39,875               | 42,235               | 2,360               | 5.9%               |
| Reserve Contributions                    | 56,629           | 58,484               | 58,351               | (133)               | (0.2)%             |
| Debt Charges                             | 1,154            | 1,183                | 1,182                | (1)                 | (0.1)%             |
| Grant Payments                           | 18               | 16                   | -                    | -                   | -                  |
| Facility, IT, HR and other support costs | 38,020           | 43,256               | 43,940               | 684                 | 1.6%               |
| Recoveries                               | (30,806)         | (47,512)             | (49,812)             | (2,301)             | 4.8%               |
| <b>Total Expenditures</b>                | <b>125,564</b>   | <b>136,312</b>       | <b>138,145</b>       | <b>1,833</b>        | <b>1.3%</b>        |
| Grants and Subsidies                     | (565)            | (483)                | (350)                | 133                 | (27.5)%            |
| Supplementary Taxes                      | -                | -                    | -                    | -                   | -                  |
| Fees and Services Charges                | (3,878)          | (5,065)              | (5,085)              | (20)                | 0.4%               |
| Transfer from Development Charges        | (972)            | (972)                | (971)                | 1                   | (0.1)%             |
| Contributions from Reserves              | (483)            | (773)                | (496)                | 276                 | (35.8)%            |
| <b>Total Revenues</b>                    | <b>(5,898)</b>   | <b>(7,292)</b>       | <b>(6,902)</b>       | <b>390</b>          | <b>(5.3)%</b>      |
| <b>Total Net Expenditure</b>             | <b>\$119,665</b> | <b>\$129,021</b>     | <b>\$131,243</b>     | <b>\$2,222</b>      | <b>1.7%</b>        |

Note: May not add up due to rounding

## 2024 Operating Budget Pressures

| \$'000   | Total Expenditures | Total Revenue | Net Cost<br>2024 vs 2023 |             |
|--|--------------------|---------------|--------------------------|-------------|
| <b>2023 Revised Cost of Service</b>  | <b>136,312</b>     | <b>7,292</b>  | <b>129,021</b>           | <b>%</b>    |
| <b>Cost of Living/Inflation</b>  |                    |               |                          |             |
| Labour costs/Goods and services, etc.  | 2,148              | (90)          | 2,238                    |             |
| <b>Base Subsidy/Recoveries</b>   |                    |               |                          |             |
| Reduction to Dedicated Gas Tax funding allocation  | (133)              | (265)         | 132                      |             |
| <b>Cost Mitigation<sup>1</sup></b>   |                    |               |                          |             |
| Efficiencies identified from operational cost reviews  | (266)              | -             | (266)                    |             |
| <b>Other Pressures</b>   |                    |               |                          |             |
| Increased winter maintenance costs   | 281                | -             | 281                      |             |
| <b>Base Budget Changes Subtotal</b>  | <b>2,030</b>       | <b>(355)</b>  | <b>2,385</b>             |             |
| <b>Growth</b>  |                    |               |                          |             |
| Roads' operations and maintenance asset, traffic signal and streetlights infrastructure growth | 17                 | -             | 17                       |             |
| <b>Service Level Demand<sup>2</sup></b>  |                    |               |                          |             |
| Decrease in TransHelp trip volumes by 10,447   | (347)              | (36)          | (311)                    |             |
| Staffing requests to meet service demands  | 134                | -             | 134                      |             |
| <b>Service Level Changes Subtotal</b>  | <b>(196)</b>       | <b>(36)</b>   | <b>(160)</b>             |             |
| <b>Total 2024 Budget Change</b>  | <b>1,834</b>       | <b>(391)</b>  | <b>2,225</b>             |             |
| <b>2024 Proposed Budget</b>  | <b>\$138,145</b>   | <b>6,902</b>  | <b>131,243</b>           | <b>1.7%</b> |

Note: May not add up due to rounding

## Operating budget pressure notes:

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

- Budget reduction of \$266 thousand reflects lower Streetlights and Signals maintenance cost trend over time as well as various other program efficiencies.

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

- The Budget includes additional reduction of 10,447 TransHelp trips to reflect lower trip demand brought upon by COVID-19. Staff started to reduce trips in the 2022 Budget which included 37,200 fewer trips. Further reduction of 10,000 trips was incorporated in the 2023 Budget. The 2024 Budget includes 686,000 budgeted trips. Staff will continue monitoring trip demand on an ongoing basis.
- The Budget includes the addition of six permanent staff and one contract conversion. This includes a project manager to lead front line maintenance-related and emergency capital works, a project manager to lead and coordinate major transit projects between Peel and the Province, a contract conversion to implement complex workplan projects for TransHelp, a program manager to design/construct major infrastructure projects, a Specialist to oversee Peel's automated enforcement program and lastly, two positions to support the workload of Real Property Asset Management as it relates to advancing capital projects required for growth.

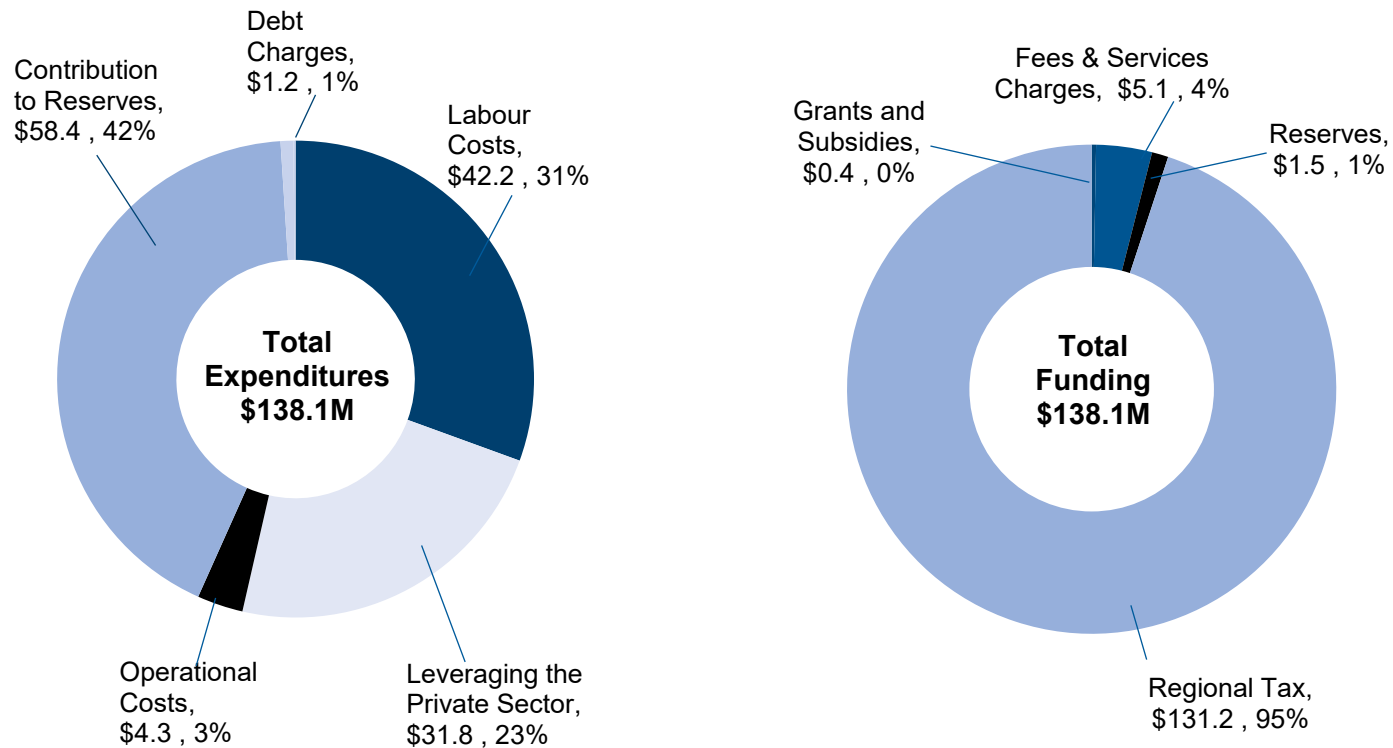


## Staffing Resources to Achieve Level of Service

| Sub Service                | 2023         | 2024         | 2025         | 2026         | 2027         |
|----------------------------|--------------|--------------|--------------|--------------|--------------|
| Planning                   | 15.5         | 16.5         | 17.5         | 18.5         | 18.5         |
| Development                | 13.7         | 14.2         | 16.2         | 16.2         | 16.2         |
| Infrastructure Programming | 11.1         | 12.1         | 13.1         | 14.1         | 15.1         |
| Design & Construction      | 20.8         | 22.0         | 24.0         | 25.0         | 26.0         |
| Operations                 | 37.8         | 39.2         | 41.5         | 42.5         | 43.6         |
| Maintenance                | 112.2        | 114.8        | 117.4        | 117.6        | 118.8        |
| TransHelp                  | 130.2        | 131.7        | 134.0        | 136.0        | 136.1        |
| <b>Total</b>               | <b>341.3</b> | <b>350.4</b> | <b>363.6</b> | <b>369.9</b> | <b>374.2</b> |

Note: Staffing resources are regular positions (Full Time Equivalent, FTE); Resources are inclusive of Public Works support services

## 2024 Total Operating Expenditures & Funding Source (In \$M)



## 2024 Budget Risks

- Budget has been developed assuming Peel's services will continue to be provided, notwithstanding any governance decisions resulting from Bill 112.
- 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 10,447 TransHelp trips to reflect slower growth trends. Actual trip demand and growth could be different than budgeted as ongoing permanent impact of COVID-19 is yet to be determined.

## 2025 - 2027 Operating Forecast

|                          | Budget  |         |        | Forecast |      |         |      |         |      |
|--------------------------|---------|---------|--------|----------|------|---------|------|---------|------|
|                          | 2023    | 2024    |        | 2025     |      | 2026    |      | 2027    |      |
|                          | \$'000  | \$'000  | %      | \$'000   | %    | \$'000  | %    | \$'000  | %    |
| <b>Total Expenditure</b> | 136,312 | 138,145 | 1.3%   | 143,473  | 3.9% | 148,002 | 3.2% | 151,810 | 2.6% |
| <b>Total Revenue</b>     | (7,292) | (6,902) | (5.3)% | (7,052)  | 2.2% | (7,215) | 2.3% | (7,360) | 2.0% |
| <b>Net Expenditure</b>   | 129,021 | 131,243 | 1.7%   | 136,421  | 3.9% | 140,786 | 3.2% | 144,450 | 2.6% |

Note: May not add up due to rounding

- Forecast includes additional funds for positions, additional maintenance due to infrastructure growth, winter maintenance, stormwater maintenance.
- Forecast reflects trip growth in TransHelp starting in 2025.

# Proposed Capital Budget

**Capital Budget: \$163.3 million** (Ten Year Plan: \$2,367.9 million)

## 2024 Capital Budget Overview

The following table provides a summary of Transportation Service’s planned capital project activity for 2024, including funding sources for both new capital project requests in 2024 and projects carried forward to 2024.

| Capital Plan By Funding Source | Carry-forward from Prior Years (WIP) (\$'000) | 2024 Capital Budget (\$'000) | Total Capital in 2024 (\$'000) |
|--------------------------------|---|------------------------------|--------------------------------|
| DC Growth                      | 472,170                                       | 96,818                       | 568,988                        |
| Externally Funded              | 49,760  | 12,668                       | 62,428                         |
| Non-DC Internal                | 260,370                                       | 53,834                       | 314,204                        |
| <b>Total Expenditures</b>      | <b>782,300</b>                                | <b>163,321</b>               | <b>945,621</b>                 |
| <b># of Projects</b>           | <b>332</b>                                    | <b>38</b>                    | <b>370</b>                     |

## Existing Capital Projects - \$782.3M

- \$599.5M for growth related projects including road widenings, intersection improvements and active transportation infrastructure
- \$143.0M for State of Good Repair projects including pavement management, structure repairs and replacements, noise and retaining walls and storm system improvements
- \$31.8M for other projects including traffic programs, transportation planning, road operations and maintenance, EAs and snow storage facilities
- \$8.0M for various TransHelp projects, including technology investments to enhance service delivery, electric bus purchase, automated fare payment solution and Accessible Transportation Master Plan

## 2024 Capital Budget - \$163.3M

### Key highlights:

- \$117.0M for road construction, intersection improvements, and active transportation
  - Widening of Steeles Avenue from Chinguacousy Road to Mississauga Road
  - Widening of Dixie Road from Countryside Drive to 2km north of Mayfield Road
  - Widening of Mayfield Road from Hurontario Street to Chinguacousy Road
  - Addition of new turning lanes to key intersections to improve capacity and operating efficiency
  - Various Active Transportation improvements to be coordinated with other works at locations throughout Peel
- \$25.0M for structure replacement/rehabilitation and other asset management related works
  - Rehabilitation of the structure on Olde Base Line over Credit River
  - Rehabilitation of the structure on Bovaird Drive over Etobicoke Creek
  - Rehabilitation of the structure on King Street over Salt Creek
  - Stormwater rehabilitation projects
  - Replacement and major repair to noise attenuation walls
- \$5.3M for TransHelp capital programs
  - Replacement of TransHelp vehicles at end of life and technology investment to enhance service delivery
- \$5.0M for traffic related programs
  - Annual installation of traffic signals at various locations in Peel

*See Appendix I for details.*

## 2024 Budget Risks

- Material & Labour contract cost increases due to inflation
- Increasing property acquisition costs

## Operating Impact of 2024 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

## 2024 - 2033 10-Year Capital Plan - \$2,367.9M

### By Project Classification

|  |  |  |
|--|--|--|
| <b>State of Good Repair</b><br><b>\$626.8M</b> | <b>DC Funded Growth</b><br><b>\$1,317.4M</b> | <b>Non-DC Funded Growth &amp; Other</b><br><b>\$423.6M</b> |
|--|--|--|

#### Key Highlights:

- \$1,650.0M 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
- \$556.0M 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
- \$32.5M 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
- \$29.0M 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 \$ |
|---|----------------|------------------|----------------|------------------------|-------------------------|------------|
| Project Manager - Minor Capital, Transportation                 | Transportation | 42               | 1.0            | -                      | -                       | -          |
| Project Manager to support Transit projects in Peel             | Transportation | 43               | 1.0            | -                      | -                       | -          |
| Project Manager support for the TransHelp workplan              | TransHelp      | 44               | 1.0            | -                      | -                       | -          |
| Program Manager for Design and Construction                     | Transportation | 47               | 1.0            | -                      | -                       | -          |
| Automated Enforcement Specialist                                | Transportation | 114              | 1.0            | -                      | 133,532                 | -          |
| Land Acquisition to Support Accelerated Growth (Transportation) | Transportation | 119              | 2.0            | -                      | -                       | -          |
| <b>TOTAL</b>  |                |                  | <b>7.0</b>     | <b>-</b>               | <b>133,532</b>          | <b>-</b>   |

## Budget Request #: 42

| Proposed Initiative                             | Department   | Division       | Service Area   |
|---|--------------|----------------|----------------|
| Project Manager - Minor Capital, Transportation | Public Works | Transportation | Transportation |

### Description of Budget Request

This position will support day-to-day transportation infrastructure maintenance. The purpose of the position is to lead minor capital works in Transportation Maintenance that require engineering review, technical scoping, in-house design or signing authority of a certified professional. The position will lead urgent or emergency minor capital works that require immediate attention and oversee ongoing asset management technical functions.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 148,655    | -          | -          | -          |
| Less: Internal and Capital Recovery | (148,655)  | -          | -          | -          |
| <b>Total Expense</b>                | -          | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 1.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |



## Why Staff Recommend this Initiative

As the community grows, public reliance on vital infrastructure grows. At the same time, climate change has caused faster and often unexpected damage to assets. Currently, there is no support for urgent minor capital works in Transportation Maintenance, nor is there technical support for asset management planning. This role acknowledges the need for faster and more flexible responses to asset failures and provides skilled support for technical asset inspection and planning.

## Details of Service Change

The Project Manager will take responsibility for delivery of in-year emergency, urgent and some planned minor capital works associated with transportation infrastructure including roadway, structures and stormwater assets. In addition, the role will provide technical expertise required to undertake long-term asset management planning.

Minor capital works involve significant or complex maintenance tasks that cannot be accommodated with the planned major capital program. The work requires development of technical scope, in-house design (or oversight of external design) and maintenance activities. A skilled professional is required to take responsibility for this work to ensure that maintenance solutions are fit for purpose and maintain public safety. The position will directly support stand-alone maintenance of critical assets such as safety barriers, guide rails, highways, bridges, retaining walls and the stormwater system.

Further, Transportation's undertakes asset management planning to ensure the right investments are made at the right time to meet service levels for the lowest cost. This work requires technical support from the maintenance team to adjust lifecycle plans for assets (for example, optimizing the balance between maintenance and reconstruction). The project manager will provide the technical support needed to advance this work.

## Service Impact

The outcome of this role is improved customer service, improved public safety and reduced risk. The role will deliver in-year emergency and urgent minor capital works to keep Transportation assets in good working order. This will protect public safety and keep residents connected to vital community services.

Further, the role will avoid future cost by providing important technical insights required to optimize asset management lifecycle plans, which means understanding how to combine maintenance and capital interventions to deliver service levels for the lowest cost. The project manager will support long-term asset management planning by providing important asset information/data related to asset repair that will be used in decision-making for future maintenance programs and scheduling of capital rehabilitation investments.

A recent review of technical services within Transportation identified that although major capital and general maintenance activities are resourced, a gap exists with respect to a skilled resource to address minor capital works as well as asset management planning. This position is intended to address the gap and advance time-sensitive and significant maintenance tasks more quickly.

### Budget Request #: 43

| Proposed Initiative                                 | Department   | Division       | Service Area   |
|---|--------------|----------------|----------------|
| Project Manager to support Transit projects in Peel | Public Works | Transportation | Transportation |

### Description of Budget Request

A project manager (transit) is required to lead technical collaboration with the province and other stakeholders to advance 17+ current and planned higher-order transit and highway projects. The PM will represent Peel's interests at technical tables, identify impacts to existing Regional infrastructure and represent Peel in negotiating fair financial cost sharing agreements. The purpose of this position is to help advance transit initiatives quickly while protecting Peel's interests.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 148,654    | -          | -          | -          |
| Less: Internal and Capital Recovery | (148,654)  | -          | -          | -          |
| <b>Total Expense</b>                | -          | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 1.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

The number of Metrolinx/MTO current and planned projects in Peel (17+) has increased significantly in recent years. There is an urgent need for a dedicated PM to lead coordination efforts between Peel Region and the Province. This work primarily involves identifying and mitigating significant impacts to Peel's infrastructure and negotiating fair cost sharing agreements. This position will ensure Peel's technical interests are represented and accommodated within these many Provincial projects.

## Details of Service Change

The PM Transit will serve as Peel's technical lead on the Projects' Technical Advisory Committees (TAC) for existing and upcoming Metrolinx (Huronario LRT, Queen Street BRT, Dundas BRT, Lakeshore BRT and Eglinton BRT etc.) and MTO (Hwy 401, Hwy 410 and Hwy 427 etc.) projects; ensures that the Region's vision is implemented and interests are protected; that the Region isn't burdened financially; identifies potential partnership opportunities and that potential impacts to our existing and planned infrastructure are identified, evaluated and addressed in a timely and cost-efficient manner:

- Acts as a liaison between Peel's technical staff from various divisions and the Province, attending TAC and/or other stakeholder meetings.
- Provides Peel data to the Provincial project teams, e.g., asset information, capital programming details, models, monitoring, real property, and land-use data etc.
- Facilitates review of technical information/analysis by working with many Peel divisions; this would typically include traffic & servicing analysis, modelling, design and technical reports.
- Resolves internal discrepancies and contradictions to provide a single 'Peel' opinion to the Province (erg, intersection design, property impacts, buried services and streetscape features etc.).
- Escalates potential project barriers to senior management with options for resolution to keep projects moving forward.
- Ensures that the agency's transit solution considers Council's vision/priorities

## Service Impact

The primary outcome of the position request is protecting Peel's interests to ensure cost savings, avoid project delays, minimize disruption to public, protection of Peel's cultural/natural heritage and environment. The dedicated representation on the agency's technical decision-making teams will ensure that the Region's infrastructure planning priorities and service levels are considered as part of the selection of the preferred transit and highway alternatives.

Acting as single point of contact during the planning stages to lead coordination between the agency and Region's various internal teams, this position will ensure that impacts to all Regional assets within, or in close proximity of the impact area of the Transit construction or future use are identified, mitigated and considered in design options; opportunities for future design, implementation, operations and maintenance agreements are considered during the planning stages.

There is a significant risk to Peel without dedicated project involvement as critical infrastructure could be impacted, and if not identified or planned for in early stages, could result in millions of dollars of unforeseen costs and schedule delays.

## Budget Request #: 44

| Proposed Initiative                                | Department   | Division  | Service Area   |
|--|--------------|-----------|----------------|
| Project Manager support for the TransHelp workplan | Public Works | TransHelp | Transportation |

### Description of Budget Request

This is a request for a FTE for an existing project manager contract position, which is 100% recovered by capital and therefore no impact to operating budget. This position will work on existing and new projects identified in the TransHelp workplan which are designed to enhance the overall passenger experience, improve service delivery and strengthen internal processes and practices. Contract was already extend once and has an expiration date of Feb/2024. Retention of the employee is a risk.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 148,518    | -          | -          | -          |
| Less: Internal and Capital Recovery | (148,518)  | -          | -          | -          |
| <b>Total Expense</b>                | -          | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 1.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

Employee retention. This contract project manager position is critical to the success of implementing TransHelp's 3-5 year workplan (refer to section #1 for workplan outcome) The current project manager is a top performer, has established relationships with internal/external stakeholders that are critical to project success. There is the risk that they may find a permanent project manager position elsewhere and therefore impacting the successful completion of existing and future projects.

## Details of Service Change

The project manager position within Transhelp is key to improving service level, enhancing the overall passenger experience, improving service delivery and strengthening internal processes and practices. To implement the multi-year workplan, the project manager will lead/participate in many complex projects:

- Implementation of the electric bus pilot project, which includes the procurement and assessment of the electric bus as well as the development of an electrification fleet strategy,
- Lead negotiated trips initiative
- Conduct a feasibility study and proposal for on-demand service,
- Subject Matter Expert in the TransHelp Master Plan update
- Subject Matter Expert Eco-System project and inform the development/implementation of workforce time and attendance practices for TransHelp
- Socialize and update the Business Continuity Plan.
- Chair the Zero-Emission Bus committees for CUTA and OPTA

Retention is a risk and should this position become vacant, there is a risk to TransHelp's service level as a result of delaying and/or pausing key projects.

## Service Impact

The outcome of this position is the implementation of complex projects that will improve service delivery and enhance passenger experience. The outcome of these projects include:

Electric Bus pilot - inform TransHelp's electrification strategy and align to Federal government's Emission Reduction Plan by 2030

Lead negotiated trips initiative - benefits include: reduce wait times for passengers, reduce pick-up delays, reduce late pick-up complaints, increase flexibility for passengers, navigate unforeseen circumstances better i.e. traffic or weather

Conduct a feasibility study and proposal for on-demand service - explore new innovative service delivery methods/approach

Subject Matter Expert Eco-System project - Inform the development/implementation of workforce time and attendance practices for TransHelp

Chair the Zero-Emission Bus committees for CUTA and OPTA - represent TransHelp in the broader specialized transit community

The current project manager has extensive knowledge of the TransHelp service, is a strong project manager, has established strong relationships with external and internal stakeholders and is very strategic in their thinking. These characteristics are key to successful project execution.

A permanent resource is needed to help mitigate retention risk.

## Budget Request #: 47

| Proposed Initiative                         | Department   | Division       | Service Area   |
|---|--------------|----------------|----------------|
| Program Manager for Design and Construction | Public Works | Transportation | Transportation |

### Description of Budget Request

This position is accountable for delivery of various major transportation infrastructure projects identified in the 10-year capital program, overseeing a team of senior, intermediate, and junior project managers. The role involves advanced stakeholder management and negotiations, advanced technical decision-making and problem-solving, coaching and mentoring of staff, and the creation of business processes to ensure projects are delivered on time, on budget and with high quality.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 163,778    | -          | -          | -          |
| Less: Internal and Capital Recovery | (163,778)  | -          | -          | -          |
| <b>Total Expense</b>                | -          | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 1.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

The role is required given the scale of the 10-yr capital program. Specifically, the number of PMs required to deliver the capital program exceeds what the section Manager can functionally oversee; the size and complexity of the projects requires advanced stakeholder management and negotiations; and the context of the work (urban density) requires advanced technical solutions and liability/risk management. The role will support staff and help resolve the most significant project barriers.

## Details of Service Change

Projects will be delivered faster and with better cost control given the help of a team lead to oversee project metrics tracking, to lead negotiations for complex claims, to advance negotiations on strategic issues with various agencies (utility companies, Metrolinx, MTO, local municipalities, etc.), to support the acquisition of property (sometimes 100+ landowners per project), to support Councilors, and to ensure that project-enabling supports, such as updated engineering standards or the procurement of contracted engineering services (geotechnical, environmental, etc.), are in place and available for project managers to use.

## Service Impact

Projects identified in the major transportation capital program will be delivered on time and on budget. Doing so will provide important transportation services to community and help maintain the many transportation service levels established in the Transportation Master Plan.

## Budget Request #: 114

| Proposed Initiative              | Department   | Division       | Service Area   |
|----------------------------------|--------------|----------------|----------------|
| Automated Enforcement Specialist | Public Works | Transportation | Transportation |

### Description of Budget Request

This position is responsible for overseeing the Region's automated enforcement programs (Red Light Camera and Automated Speed Enforcement) to ensure program deliverables meet the intent of the Regional and Provincial requirements. This includes meeting the new Automated Speed Enforcement service levels directed through Resolution 2023-33. Regional Council approved the creation of this position in 2023 with existing funding and directed staff to request funding for 2024 (Resolution 2033-33).

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 133,532    | -          | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 133,532    | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact -Tax                     | 133,532    | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 1.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |



## Why Staff Recommend this Initiative

Resolution 2023-33 directed staff to implement an ASE program at the service level described in the January 12, 2023, council update report. The report outlined that the program requires one Automated Enforcement Specialist position to meet the service level approved by Council. Council approved \$130,000 for the position in 2023 and Resolution 2023-33 directed staff to "bring forward costs related to the ongoing operation and staffing of the ASE program through the annual budget cycle for 2024".

## Details of Service Change

Resolution 2023-33 directed staff to implement a permanent Automated Speed Enforcement (ASE) program at a service level outlined in the January 12, 2023, council report titled "Update on Regional Automated Speed Enforcement Pilot". This service level requires cameras to be placed at a single location for approximately four months before moving to the next location on a two-to-three-year rotation schedule. The required Automated Enforcement Specialist will ensure these council-directed targets are achieved.

## Service Impact

The addition of an Automated Enforcement Specialist to the Transportation Operations section will minimize impacts to other services while meeting requirements for the Automated Speed Enforcement and Red-Light Camera programs. These safety-focused programs provide positive impacts to the communities where they are deployed.

## Budget Request #: 119

| Proposed Initiative   | Department   | Division       | Service Area   |
|---|--------------|----------------|----------------|
| Land Acquisition to Support Accelerated Growth (Transportation) | Public Works | Transportation | Transportation |

## Description of Budget Request

The request to add 2 positions to support the increasing workload of the Capital Acquisitions team in Real Estate (RPAM) and to accelerate timelines of the capital program to advance land negotiations and agreements for the Transportation program. The permanent positions will assist in managing Peel's capital infrastructures current long-term interest and provide professional advice and recommendations.

## Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 270,054    | (6,000)    | -          | -          |
| Less: Internal and Capital Recovery | (270,054)  | 6,000      | -          | -          |
| <b>Total Expense</b>                | -          | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 2.0        | -          | -          | -          |

## Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

Increased PW project volume has increased workload and impacted all the core business activities within the Capital Acquisitions section, which require additional administrative and project support for both the Manager and the project teams. The new positions will assist in managing the Region's capital infrastructures current long-term interests and provide professional advice and recommendations in relation to acquisition of various property rights for capital project requirements.

## Details of Service Change

Current workload has been divided amongst current staff which leads to new projects either being deferred or delayed, unless they are a priority, which means existing lower priority projects would have to wait. Additional staff will assist the Capital Acquisitions team to provide timely communications, allow project teams to better manage aggressive timelines, maintain internal and external partnerships, build and maintain client relationships with program partners, external appraisers, landowners, and partner area municipal staff. Fifty percent of the resources will be used to support Transportation projects while the other 50% will be used to support Water & Wastewater projects. Public Works has recently requested that Capital Acquisitions staff complete the acquisition process within an accelerated timeline reducing the typical acquisition time from 18 - 24 months to approximately 8 - 12 months. The result has seen an increase of overtime for Capital Acquisitions staff. In 2020, staff overtime totaled 69.75 hours, in 2021 177.00 hours, in 2022 334.13 hours and in 2023 to date 161.51 hours. This amount of overtime is leading to staff burn out.

## Service Impact

The additional supports will ensure successful delivery of assigned projects and maintain targets for client satisfaction, budget and schedules. The role of the Program Manager will provide frontline management to reporting staff which will alleviate the volume of direct reports that the Manager currently holds while gaining project support for the entire section.

The Program Manager will be responsible for risk management, communications, client reports and the provision of expert negotiation and compensation advice and approvals.

The Capital Acquisitions Agent will be responsible for completing land transactions to secure a variety of property interests, conducting appraisal procurement and reviews for all property negotiations, and liaising with stakeholders.

The Capital Acquisitions Negotiator will be responsible for facilitating and negotiating agreements, for Noise Wall Conversion and SOGR projects.

The Administrative Assistant will be responsible for providing coordinated administrative support to the Manager and project teams. With the increase of projects, the number of agreements has increased substantially requiring additional administrative support for processing these agreements.

**2024 Financing Sources and Funding Status (\$'000)**

| 2024          |                     |                          |                  |              |
|---------------|---------------------|--------------------------|------------------|--------------|
| Total Expense | Development Charges | Reserves & Reserve Funds | External Funding | Debt Funding |

| <b>Project</b> | <b>Name</b>  | <b>Description</b>   |        |        |       |     |
|----------------|--|--|--------|--------|-------|-----|
| 094245         | Airport Road/Williams Parkway  | Northbound Right Turn Lane and Eastbound Right Turn Lane   | 978    | 797    | 42    | 139 |
| 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.                            | 18,533 | 15,538 | 2,995 |     |
| 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 | 5,100  | 4,490  | 610   |     |
| 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.             | 1,222  | 1,039  | 183   |     |
| 134055         | MAYFIELD ROAD - Hurontario Street to Chinguacousy Road   | Two (2) to six (6) lane widening from Hurontario Street to Chinguacousy Road.  | 3,600  | 2,820  | 460   | 320 |
| 144020         | DIXIE ROAD - Bovaird Drive to Countryside Drive  | Four (4) to six (6) lane widening from Bovaird Drive to Countryside Drive.   | 6,051  | 5,144  | 908   |     |
| 144030         | AIRPORT ROAD - 1.0 km North of Mayfield Road to King street  | Four (4) to six (6) lane widening from 1.0 km north of Mayfield Road to King Street.   | 27,000 | 24,300 | 2,700 |     |
| 144035         | STEELES AVENUE - Chinguacousy Road to Mississauga Road   | Two (2) to five (5) lane widening from 1.0 km north of Mayfield Road to King Street.   | 22,424 | 18,773 | 3,651 |     |
| 144297         | Steeles Avenue West/ Lancashire Lane   | Four (4) to six (6) lane widening from Chinguacousy Road to Mississauga Road.  | 350    | 333    | 18    |     |
|                |  | Westbound Right Turn Lane  |        |        |       |     |

**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>   |        |        |       |       |
|-----------------------|--|---|--------|--------|-------|-------|
| 174095                | OLDE BASE LINE ROAD - Minor Culvert Rehabilitation   | 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                           | 2,100  |        | 2,100 |       |
| 184070                | MAVIS ROAD - 500m North and South of Highway 407   | Four (4) to six (6) lane widening of Mavis Road, including the structure over Highway 407   | 21,447 | 10,277 | 1,755 | 9,416 |
| 194060                | AIRPORT ROAD - King Street to Huntmill Drive and OLD CHURCH ROAD - Airport Road to Marilyn Street East | Corridor Improvements at Airport Road from King Street to Huntmill Drive and Old Church Road from Airport Road to Marilyn Street East   | 2,879  | 2,615  | 264   |       |
| 194345                | Monitoring for Permit Requirements   | Compliance with the Endangered Species Act, the Environmental Protection Act and the Ontario Water Resources Act.   | 366    | 282    | 84    |       |
| 194860                | The Gore Road Culvert over the Lindsay Creek Tributary and King Street Culvert                         | Rehabilitation of structure RR008-1850 - The Gore Road, 2.8 km north of King Street & Rehabilitation of structure RR009-0177-RR009-0178 - King Street, 900m West of The Gore Road | 920    |        | 920   |       |
| 194880                | Charleston Sideroad 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.     | 7,825  |        | 7,825 |       |
| 204222                | Derry Road – Menkes Drive to Bramalea Road   | Intersection improvements and road improvements from Menkes Drive to Bramalea Road  | 346    | 311    | 355   |       |

**2024 Financing Sources and Funding Status (\$'000)**

| 2024          |                     |                          |                  |              |
|---------------|---------------------|--------------------------|------------------|--------------|
| Total Expense | Development Charges | Reserves & Reserve Funds | External Funding | Debt Funding |

| <u>Project</u> | <u>Name</u>  | <u>Description</u>   |       |     |       |
|----------------|--|--|-------|-----|-------|
| 204540         | Intersection/Signals Asset/Attribute Data Collection   | Asset / Attribute data collection  | 250   |     | 250   |
| 214009         | Road Weather Information System (RWIS)                 | Enhancements to the existing Road Weather Information System (RWIS) network, by adding new technology equipment. | 53    |     | 53    |
| 214370         | Highway 50-Queensgate Boulevard to Columbia Way        | Environmental Assessment to determine road corridor improvements   | 100   |     | 100   |
| 234325         | Derry Road-250m west of McLaughlin Road to Tomken Road | A complete corridor study to determine improvements  | 416   | 208 | 208   |
| 234335         | Dixie Road - Burnhamthorpe Road to Highway 401         | A complete corridor study to determine improvements  | 640   | 320 | 320   |
| 234340         | Airport Road - Derry Road to Intermodal Drive          | A complete corridor study to determine improvements  | 602   | 301 | 301   |
| 234350         | Kennedy Road - Steeles Avenue to Centre Street         | A complete corridor study to determine improvements  | 570   | 285 | 285   |
| 234380         | Provincial Coordination                                | Collaboration and coordination with the Province and others on Transit and Highway projects in Peel              | 225   | 113 | 113   |
| 234390         | Dixie Road - Lakeshore Road to Rometown Drive          | A complete corridor study to determine improvements  | 441   | 221 | 221   |
| 243015         | Storm Sewer Remediation                                | Allocation for future repair, replacement and relining of Region owned storm sewers                              | 3,000 |     | 3,000 |
| 24400          | Unallocated Funding                                    | Unforeseen and Emergency   | 500   |     | 500   |

**2024 Financing Sources and Funding Status (\$'000)**

|                |  |  | 2024                 |                            |                                     |                         |                     |
|----------------|--|--|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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> |
| 244005         | Restoration Works  | Investigation and Remediation Works  | 100                  |                            | 100                                 |                         |                     |
| 244103e        | Under Maintenance Envelope   | Funds for the purpose of funding outstanding deficiencies in a roads capital project during the warranty period. | 1,000                | 700                        | 300                                 |                         |                     |
| 244200         | Pre-Engineering and Design   | Funding for Pre-Engineering and Design of required works scheduled for the following year.                       | 115                  |                            | 115                                 |                         |                     |
| 244300         | Traffic Engineering Studies  | Various traffic engineering studies related to evaluation of intersections and improvements.                     | 1,380                | 690                        | 690                                 |                         |                     |
| 244310         | Road Program Planning and Studies  | Capital Programming and Studies.   | 400                  | 200                        | 200                                 |                         |                     |
| 244360         | Various Enterprise Asset Management (EAM) Initiatives  | To support the various initiatives from the Enterprise Asset Management (EAM) Maturity Assessment                | 500                  |                            | 500                                 |                         |                     |
| 244365         | Britannia Road - Hurontario Street to Mississauga Road   | A complete corridor study to determine improvements  | 1,123                | 562                        | 562                                 |                         |                     |
| 244400         | Annual Installation of Traffic Signals   | Annual installations of traffic signals in Peel.   |                      |                            |                                     |                         |                     |
| 244405         | 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.    | 1,200                |                            | 1,200                               |                         |                     |
| 244410         | Centralized Traffic Control System Upgrades and Intelligent Transportation Systems Initiatives | Upgrades to the Centralized Traffic Systems and Intelligent Transportation Systems Initiatives.                  | 175                  | 88                         | 88                                  |                         |                     |
|                |  |  | 960                  |                            | 960                                 |                         |                     |

**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>   |       |     |       |     |
|-----------------------|--|---|-------|-----|-------|-----|
| 244425                | Street Lighting Improvements   | Upgrade of existing lighting for roadways and/or intersections to current standards   | 300   |     | 300   |     |
| 244435                | Traffic Data Collection and Analysis   | Collection and analysis of traffic data related to growth.  | 290   | 145 | 145   |     |
| 244445                | Street lighting Improvements - Winston Churchill Boulevard from Dundas Street to QEW       | Upgrade of existing lighting for roadways and/or intersections to current standards   | 1,100 |     | 550   | 550 |
| 244510                | Regional Noise Attenuation Walls   | Replacements and Major Repairs.   | 2,000 |     | 2,000 |     |
| 244515                | Noise Attenuation Wall Condition Assessment Program  | Inspections and evaluations of noise attenuation walls  | 200   |     | 200   |     |
| 244517                | Private Noise Wall Conversion  | Design and construction of new Regional Noise Walls to replace existing private noise walls.  | 2,000 |     | 2,000 |     |
| 244525                | 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. | 450   |     | 450   |     |
| 244530                | Retaining Wall Condition Assessment Program  | Inspections and evaluations of retaining walls  | 100   |     | 100   |     |
| 244600                | Pavement Management  | Funding for the purpose of maintaining Regional road pavement in State of Good Repair.  | 5,000 |     | 5,000 |     |
| 244700                | Roadside Safety Barriers   | Upgrades/replacement and new installation of roadside safety barriers.  | 356   |     | 356   |     |



**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>  |       |       |     |
|----------------|--|---|-------|-------|-----|
| 244710         | New Pavement Markings and Signs                                  | Implementation of new pavement marking materials and signs throughout Peel.   | 200   |       | 200 |
| 244750         | Traffic Safety Initiatives                                       | Implementation of traffic safety initiatives and enhancements as identified by Traffic Safety Audits                                      | 250   |       | 250 |
| 244801         | Bridge & Major Culvert Repair                                    | Bridge & major culvert minor repairs as determined from Ontario Structure Inspections   | 600   |       | 600 |
| 244810         | Detailed Structure Feasibility Study                             | Detailed feasibility studies related to structures identified for rehabilitation or replacement.  | 320   |       | 320 |
| 244815         | Structure Condition Assessment Program                           | Ontario Structure Inspection  | 200   |       | 200 |
| 244825         | COLERAINE DRIVE - Grade Separation over Canadian Pacific Railway | Grade Separation on Coleraine Drive over the Canadian Pacific Railway.  | 5,890 | 5,007 | 884 |
| 244835         | Olde Base Line over Credit River                                 | Rehabilitation of structure RR012-1000 - 0.5km west of McLaughlin Road  | 645   |       | 645 |
| 244850         | Bovaird Drive over Etobicoke Creek                               | Rehabilitation of structure RR107-1252 - Bovaird Drive over Etobicoke Creek - 0.64km east of Hurontario Street                            | 690   |       | 690 |
| 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 | 185   |       | 185 |

**2024 Financing Sources and Funding Status (\$'000)**

| 2024          |                     |                          |                  |              |
|---------------|---------------------|--------------------------|------------------|--------------|
| Total Expense | Development Charges | Reserves & Reserve Funds | External Funding | Debt Funding |

| <u>Project</u> | <u>Name</u>                                  | <u>Description</u>  |         |        |        |        |
|----------------|--|---|---------|--------|--------|--------|
| 244865         | King Street over Salt Creek                  | Rehabilitation of structure RR009-1183 - 1km West of Airport Road   | 272     |        | 272    |        |
| 244900         | Streetscaping                                | Retrofit and major maintenance  | 237     |        | 237    |        |
| 247702         | Transportation Data Collection Program       | Collection and analysis of information and statistics on traffic and travel patterns in the Greater Toronto & Hamilton Area   | 335     | 168    | 168    |        |
| 247711         | Transportation Planning Studies              | The Transportation Planning Program is for conducting short, medium, and long-range transportation planning studies and projects.   | 350     | 175    | 175    |        |
| 247712         | Transportation Demand Management Initiatives | Funding for Transportation Demand Management (TDM)/Smart Commute Program.   | 700     | 350    | 350    |        |
| 247720         | 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. | 450     | 225    | 225    |        |
| Transportation |  |   | 158,011 | 96,474 | 51,113 | 10,425 |

**2024 Financing Sources and Funding Status (\$'000)**

| <b>2024</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>   |       |       |       |
|-----------------------|---|---|-------|-------|-------|
| 210270                | Automatic Fare Payment Solution                   | Deployment of contactless (smartcard) technology on Transhelp buses and contracted vehicles to support transit integration        | 100   | 100   |       |
| 220230                | Accessible Transportation Master Plan Update      | Updating the Accessible Transportation Master Plan and executing a program modernization strategy.                                | 225   | 225   |       |
| 220290                | Technology Investment to Enhance Service Delivery | Implementation of various software and technologies that enhance service delivery and support the program modernization strategy. | 1,280 | 1,280 |       |
| 230245                | TransHelp Vehicle Replacement                     | Replacement of TransHelp vehicles at end of life. Purchase of new vehicles to meet business demands.                              | 3,060 | 816   | 2,244 |
| 230248                | TransHelp Vehicle Purchase                        | Modifications to older vehicles to meet standards   |       |       |       |
| 240249                | TransHelp Vehicle Improvements                    | Contribution to third party vendor operating vehicles on behalf of  | 115   | 115   |       |

|                |   |   |        |        |
|----------------|---|---|--------|--------|
| 240250         | Contracted TransHelp Vehicles to Service Growth | TransHelp that support passenger growth.<br>Contracted TransHelp Vehicles to Service Growth | 344    | 344    |
| TransHelp      | 5,309   | 344   | 2,721  | 2,244  |
| Transportation | 163,321   | 96,818  | 53,834 | 12,668 |

**2024 Ten Year Combined Capital Program (\$'000)**

| <u>Project</u> | <u>Name</u>  | <u>Description</u>   | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|--|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| 064015         | WINSTON CHURCHILL BOULEVARD - Embleton Road to Mayfield Road   | Two (2) lane reconstruction from Embleton Road to Mayfield Road.   | 0           | 5,348       | 0           | 0           | 0           | 0               | 5,348        |
| 094245         | Airport Road/Williams Parkway  | Northbound Right Turn Lane and Eastbound Right Turn Lane   | 978         | 722         | 0           | 0           | 0           | 0               | 1,700        |
| 104020         | DIXIE ROAD - Queen Street to Bovaird Drive   | Four (4) to six (6) lane widening from Queen Street East to Bovaird Drive.   | 0           | 0           | 34,853      | 0           | 0           | 0               | 34,853       |
| 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.                            | 18,533      | 0           | 0           | 0           | 0           | 0               | 18,533       |
| 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 | 5,100       | 3,374       | 35,275      | 0           | 0           | 0               | 43,749       |
| 114080         | HIGHWAY 50 – Mayfield Road and MAYFIELD ROAD – Coleraine Drive to Highway 50                         | Five (5) to seven (7) lane widening from Castlemore Road to Mayfielf Road and two (2) to four (4) lane widening on Mayfield Road from Coleraine Drive to Highway 50              | 1,222       | 2,042       | 0           | 133,606     | 0           | 0               | 136,871      |
| 114295         | Derry Road/Argentia Road   | Northbound Dual Left Turn Lanes and Eastbound Right Turn Lane  | 0           | 0           | 4,447       | 0           | 0           | 0               | 4,447        |

**2024 Ten Year Combined Capital Program (\$'000)**

| <u>Project</u> | <u>Name</u>  | <u>Description</u>   | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|--|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| 134007         | Snow Storage Facility  | Construction of facilities to store and treat snow removed from Regional Roads at various locations in Peel.   | 0           | 1,000       | 2,137       | 1,137       | 1,706       | 0               | 5,980        |
| 134055         | MAYFIELD ROAD - Hurontario Street to Chinguacousy Road   | Two (2) to six (6) lane widening from Hurontario Street to Chinguacousy Road.  | 3,600       | 0           | 0           | 0           | 0           | 0               | 3,600        |
| 134065         | MAYFIELD ROAD - The Gore Road to Coleraine Drive   | Two (2) to four (4) lane widening from The Gore Road to Coleraine Drive.   | 0           | 8,283       | 14,290      | 0           | 0           | 0               | 22,573       |
| 144020         | DIXIE ROAD - Bovaird Drive to Countryside Drive  | Four (4) to six (6) lane widening from Bovaird Drive to Countryside Drive.   | 6,051       | 19,535      | 0           | 0           | 0           | 0               | 25,586       |
| 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  | 27,000      | 0           | 35,948      | 0           | 0           | 0               | 62,948       |
| 144035         | STEELES AVENUE - Chinguacousy Road to Mississauga Road   | Four (4) to six (6) lane widening from Chinguacousy Road to Mississauga Road.  | 22,424      | 0           | 0           | 0           | 0           | 0               | 22,424       |
| 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           | 17,691      | 0           | 0           | 0           | 0               | 17,691       |
| 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           | 20,584      | 0           | 0           | 0               | 20,584       |

**2024 Ten Year Combined Capital Program (\$'000)**

|                       |   |   | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|-----------------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b><u>Project</u></b> | <b><u>Name</u></b>  | <b><u>Description</u></b>   |             |             |             |             |             |                 |              |
| 144297                | Steeles Avenue West/<br>Lancashire Lane                                   | Westbound Right Turn<br>Lane  | 350         | 0           | 0           | 0           | 0           | 0               | 350          |
| 154070                | MAYFIELD ROAD -<br>Chinguacousy Road to<br>Mississauga Road               | Two (2) to five (5) lane<br>widening from<br>Chinguacousy Road to<br>Mississauga Road.              | 0           | 0           | 33,518      | 0           | 0           | 0               | 33,518       |
| 154080                | THE GORE ROAD -<br>Queen Street East to<br>Castlemore Road                | Corridor Improvements<br>from Queen Street East to<br>Castlemore Road.                              | 0           | 0           | 0           | 27,059      | 0           | 0               | 27,059       |
| 164020                | STEELES AVENUE -<br>Mississauga Road to<br>Winston Churchill<br>Boulevard | Four (4) to six (6) lane<br>widening from<br>Mississauga Road to<br>Winston Churchill<br>Boulevard. | 0           | 43,266      | 0           | 0           | 0           | 0               | 43,266       |
| 164060                | MISSISSAUGA ROAD<br>- Financial Drive to<br>300m South of<br>Bovaird      | Four (4) to six (6) lane<br>widening from Financial<br>Drive to 300m south of<br>Bovaird Drive      | 0           | 0           | 0           | 5,508       | 42,968      | 0               | 48,476       |
| 164070                | WINSTON<br>CHURCHILL<br>BOULEVARD -<br>Highway 401 to<br>Steeles Avenue   | Four (4) to six (6) lane<br>widening from Highway<br>401 to Steeles Avenue.                         | 0           | 0           | 0           | 1,344       | 8,812       | 0               | 10,156       |
| 174020                | MAYFIELD ROAD -<br>Dixie Road to<br>Bramalea Road                         | Five (5) to six (6) lane<br>widening from Dixie Road<br>to Bramalea Road.                           | 0           | 756         | 0           | 5,573       | 0           | 0               | 6,329        |
| 174030                | MAYFIELD ROAD -<br>Mississauga Road to<br>Winston Churchill<br>Boulevard  | Two (2) to four (4) lane<br>widening from<br>Mississauga Road to<br>Winston Churchill<br>Boulevard. | 0           | 0           | 25,119      | 0           | 0           | 0               | 25,119       |
| 174070                | CAWTHRA ROAD -<br>Eastgate Parkway to<br>Queen Elizabeth Way              | Corridor and Intersection<br>Improvements from<br>Eastgate Parkway to<br>Queen Elizabeth Way.       | 0           | 0           | 220         | 0           | 28,336      | 0               | 28,556       |

**2024 Ten Year Combined Capital Program (\$'000)**

| <u>Project</u> | <u>Name</u>   | <u>Description</u>  | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| 174095         | OLDE BASE LINE ROAD - Minor Culvert Rehabilitation  | 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                           | 2,100       | 0           | 0           | 0           | 0           | 0               | 2,100        |
| 184070         | MAVIS ROAD - 500m North and South of Highway 407  | Four (4) to six (6) lane widening of Mavis Road, including the structure over Highway 407   | 21,447      | 0           | 0           | 0           | 0           | 0               | 21,447       |
| 184860         | HIGHWAY 50 – Culvert Replacements   | Replacement of 17 entrance culverts on Highway 50 from Mayfield Road to Healey Road   | 0           | 1,644       | 8,468       | 0           | 0           | 0               | 10,112       |
| 194040         | BOVAIRD DRIVE - Mississauga Road to 1.5 km West of Heritage Road                            | Two (2) to four (4) lane widening from Mississauga Road to 1.5 km West of Heritage Road.  | 0           | 1,737       | 0           | 0           | 24,711      | 0               | 26,448       |
| 194060         | AIRPORT ROAD - King Street to Huntsmill Drive and   | Corridor Improvements at Airport Road from King Street to Huntsmill Drive   | 2,879       | 21,124      | 791         | 37,837      | 0           | 0               | 62,631       |
| 194345         | OLD CHURCH ROAD - Airport Road to Marilyn Street East<br>Monitoring for Permit Requirements | and Old Church Road from Airport Road to Marilyn Street East<br>Compliance with the Endangered Species Act, the Environmental Protection Act and the Ontario Water Resources Act. | 366         | 797         | 609         | 242         | 0           | 0               | 2,014        |
| 194860         | The Gore Road Culvert over the Lindsay Creek Tributary and King Street Culvert              | Rehabilitation of structure RR008-1850 - The Gore Road, 2.8 km north of King Street & Rehabilitation of structure RR009-0177-RR009-0178 - King Street, 900m West of The Gore Road | 920         | 4,294       | 0           | 0           | 0           | 0               | 5,214        |



**2024 Ten Year Combined Capital Program (\$'000)**

|                       |  |  | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|-----------------------|--|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b><u>Project</u></b> | <b><u>Name</u></b>   | <b><u>Description</u></b>  |             |             |             |             |             |                 |              |
| 194880                | Charleston Sideroad<br>over Credit River<br>Tributary and Charleston<br>over Caledon Tributary | Rehabilitation of structure<br>RR024-1650 - Charleston<br>Sideroad, 0.06 km east of<br>Winston Churchill Boulevard<br>& Replacement of structure<br>RR024-0700 -<br>1.25 Km east of Highway<br>10. | 7,825       | 0           | 0           | 0           | 0           | 0               | 7,825        |
| 204040                | MAYFIELD ROAD<br>EXTENSION (A2) -<br>Mayfield Road to<br>Highway 50/Major<br>Mackenzie Drive   | Future Six (6) lane urban<br>road construction from<br>Mayfield Road to Highway<br>50/Major Mackenzie Drive  | 0           | 0           | 32,700      | 32,700      | 33,184      | 90,977          | 189,561      |
| 204070                | WINSTON CHURCHILL<br>BOULEVARD-2.0 Km<br>South of Embleton Road<br>to Embleton Road            | Two(2) to four(4) lane<br>widening from 2.0 km<br>South of Embleton Road to<br>Embleton Road.  | 0           | 0           | 1,600       | 3,564       | 23,437      | 0               | 28,601       |
| 204222                | Derry Road - Menkes Drive<br>to Bramalea Road  | Intersection improvements<br>and road improvements<br>from Menkes Drive to<br>Bramalea Road  | 346         | 5,600       | 5,600       | 2,200       | 6,100       | 0               | 19,846       |
| 204540                | Intersection/Signals<br>Asset/Attribute Data<br>Collection                                     | Asset / Attribute data<br>collection   | 250         | 0           | 0           | 0           | 0           | 0               | 250          |
| 214009                | Road Weather<br>Information System<br>(RWIS)   | Enhancements to the<br>existing Road Weather<br>Information System<br>(RWIS) network, by<br>adding new technology<br>equipment.  | 53          | 62          | 24          | 0           | 0           | 0               | 139          |
| 214030                | MAYFIELD ROAD -<br>Heart Lake Road to<br>Hurontario Street                                     | Four (4) to six (6) lane<br>widening from Heart Lake<br>Road to Hurontario Street.   | 0           | 7,331       | 0           | 0           | 2,170       | 22,006          | 31,506       |
| 214040                | COLERAINE DRIVE -<br>Highway 50 to Mayfield<br>Road  | Two (2) to four (4) lane<br>widening from Highway<br>50 to Mayfield Road   | 0           | 20,050      | 20,050      | 20,050      | 26,804      | 32,099          | 119,053      |

**2024 Ten Year Combined Capital Program (\$'000)**

| <u>Project</u> | <u>Name</u>  | <u>Description</u>   | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|--|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| 214225         | Queen Street<br>East/McVean Drive                            | Eastbound Dual Left Turn<br>Lane   | 0           | 0           | 0           | 0           | 1,116       | 0               | 1,116        |
| 214370         | Highway 50-<br>Queensgate<br>Boulevard to Columbia<br>Way    | Environmental<br>Assessment to determine<br>road corridor<br>improvements                                    | 100         | 0           | 0           | 0           | 0           | 0               | 100          |
| 224030         | AIRPORT ROAD - Braydon<br>Boulevard to Countryside Drive     | Four (4) to six (6) lane<br>widening from Braydon<br>Boulevard to Countryside Drive                          | 0           | 1,344       | 0           | 23,940      | 0           | 0               | 25,284       |
| 224060         | CHARLESTON SIDEROAD<br>– Kennedy Road to McLaren<br>Road     | Corridor Improvements –<br>Charleston Sideroad –<br>Kennedy to McLaren Road                                  | 0           | 0           | 0           | 0           | 0           | 15,787          | 15,787       |
| 233050         | Stormwater Network<br>Modelling                              | Undertake annual model<br>updates  | 0           | 160         | 100         | 0           | 100         | 310             | 670          |
| 234325         | Derry Road-250m west of<br>McLaughlin Road to<br>Tomken Road | A complete corridor study to<br>determine improvements   | 416         | 0           | 0           | 0           | 0           | 0               | 416          |
| 234335         | Dixie Road –<br>Burnhamthorpe Road to<br>Highway 401         | A complete corridor study to<br>determine improvements   | 640         | 0           | 0           | 0           | 0           | 0               | 640          |
| 234340         | Airport Road – Derry Road<br>to Intermodal Drive             | A complete corridor study to<br>determine improvements   | 602         | 0           | 0           | 0           | 0           | 0               | 602          |
| 234350         | Kennedy Road – Steeles<br>Avenue to Centre Street            | A complete corridor study to<br>determine improvements   | 570         | 0           | 0           | 0           | 0           | 0               | 570          |
| 234380         | Provincial Coordination                                      | Collaboration and coordination<br>with the Province and others on<br>Transit and Highway projects in<br>Peel | 225         | 0           | 0           | 0           | 0           | 0               | 225          |
| 234390         | Dixie Road - Lakeshore<br>Road to Rometown Drive             | A complete corridor study to<br>determine improvements   | 441         | 0           | 0           | 0           | 0           | 0               | 441          |

**2024 Ten Year Combined Capital Program (\$'000)**

| <u>Project</u> | <u>Name</u>  | <u>Description</u>   | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|--|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| 243015         | Storm Sewer Remediation                                | Allocation for future repair, replacement and relining of Region owned storm sewers                              | 3,000       | 3,000       | 3,000       | 3,000       | 8,000       | 36,000          | 56,000       |
| 244000         | Unallocated Funding                                    | Unforeseen and Emergency Works.  | 500         | 500         | 500         | 500         | 500         | 2,500           | 5,000        |
| 244005         | Restoration Works                                      | Investigation and Remediation Works  | 100         | 100         | 100         | 100         | 100         | 500             | 1,000        |
| 244103e        | Under Maintenance Envelope                             | Funds for the purpose of funding outstanding deficiencies in a roads capital project during the warranty period. | 1,000       | 0           | 0           | 1,000       | 0           | 2,000           | 4,000        |
| 244195         | Sustainable Transportation Strategy Implementation     | Implementation of Sustainable Transportation Strategy through various projects in Peel.                          | 0           | 0           | 3,198       | 11,050      | 23,309      | 89,273          | 126,830      |
| 244200         | Pre-Engineering and Design                             | Funding for Pre- Engineering and Design of required works scheduled for the following year.                      | 115         | 115         | 115         | 115         | 115         | 345             | 920          |
| 244300         | 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       |
| 244310         | Road Program Planning and Studies                      | Capital Programming and Studies.   | 400         | 400         | 400         | 400         | 400         | 2,000           | 4,000        |
| 244360         | Various Enterprise Asset Management (EAM) Initiatives  | To support the various initiatives from the Enterprise Asset Management (EAM) Maturity Assessment                | 500         | 500         | 500         | 0           | 0           | 0               | 1,500        |
| 244365         | Britannia Road - Hurontario Street to Mississauga Road | A complete corridor study to determine improvements  | 1,123       | 0           | 0           | 0           | 0           | 0               | 1,123        |
| 244400         | Annual Installation of Traffic Signals                 | Annual installations of traffic signals in Peel.   | 1,200       | 1,200       | 1,200       | 1,200       | 1,200       | 6,000           | 12,000       |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |  |   | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|--|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <u>Project</u> | <u>Name</u>  | <u>Description</u>  |             |             |             |             |             |                 |              |
| 244405         | 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        |
| 244410         | Centralized Traffic Control System Upgrades and Intelligent Transportation Systems Initiatives | Upgrades to the Centralized Traffic Systems and Intelligent Transportation Systems Initiatives.               | 960         | 965         | 0           | 0           | 0           | 0               | 1,925        |
| 244425         | Street Lighting Improvements   | Upgrade of existing lighting for roadways and/or intersections to current standards                           | 300         | 300         | 300         | 300         | 300         | 300             | 1,800        |
| 244435         | Traffic Data Collection and Analysis   | Collection and analysis of traffic data related to growth   | 290         | 290         | 290         | 225         | 225         | 1,125           | 2,445        |
| 244445         | Street lighting Improvements – Winston Churchill Boulevard from Dundas Street to QEW           | Upgrade of existing lighting for roadways and/or intersections to current standards                           | 1,100       | 0           | 0           | 0           | 0           | 0               | 1,100        |
| 244510         | Regional Noise Attenuation Walls   | Replacements and Major Repairs  | 2,000       | 1,000       | 500         | 500         | 500         | 2,500           | 7,000        |
| 244515         | Noise Attenuation Wall Condition Assessment Program  | Inspection and evaluations of noise attenuation walls   | 200         | 0           | 200         | 200         | 0           | 800             | 1,400        |
| 244517         | Private Noise Wall Conversion  | Design and construction of new Regional Noise Walls to replace existing private noise walls.                  | 2,000       | 0           | 0           | 5,000       | 7,000       | 24,800          | 38,800       |

**2024 Ten Year Combined Capital Program (\$'000)**

|                       |  |   | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|-----------------------|--|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b><u>Project</u></b> | <b><u>Name</u></b>   | <b><u>Description</u></b>   |             |             |             |             |             |                 |              |
| 244525                | 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. | 450         | 450         | 450         | 450         | 450         | 450             | 2,700        |
| 244530                | Retaining Wall Condition Assessment Program  | Inspections and evaluations of retaining walls  | 100         | 0           | 100         | 0           | 100         | 200             | 500          |
| 244600                | Pavement Management  | Funding for the purpose of maintaining Regional road pavement in State of Good Repair.  | 5,000       | 5,000       | 5,000       | 10,000      | 20,000      | 244,000         | 289,000      |
| 244700                | Roadside Safety Barriers   | Upgrades/replacement and new installation of road side safety barriers.   | 356         | 119         | 119         | 119         | 119         | 595             | 1,427        |
| 244710                | New Pavement Markings and Signs  | Implementation of new pavement marking materials and signs throughout Peel.   | 200         | 200         | 200         | 200         | 200         | 1,000           | 2,000        |
| 244750                | Traffic Safety Initiatives   | Implementation of traffic safety initiatives and enhancements as identified by Traffic Safety Audits  | 250         | 250         | 250         | 250         | 250         | 1,250           | 2,500        |
| 244801                | Bridge & Major Culvert Repair  | Bridge & major culvert minor repairs as determined from Ontario Structure Inspections   | 600         | 500         | 500         | 500         | 250         | 1,250           | 3,600        |
| 244810                | Detailed Structure Feasibility Study   | Detailed feasibility studies related to structures identified for rehabilitation or replacement.  | 320         | 0           | 320         | 0           | 320         | 640             | 1,600        |

**2024 Ten Year Combined Capital Program (\$'000)**

|                       |  |   | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|-----------------------|--|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b><u>Project</u></b> | <b><u>Name</u></b>   | <b><u>Description</u></b>   |             |             |             |             |             |                 |              |
| 244815                | Structure Condition Assessment Program   | Ontario Structure Inspection Manual (OSIM) Inspection of structures and updates to bridge management system                               | 200         | 150         | 200         | 150         | 200         | 700             | 1,600        |
| 244825                | COLERAINE DRIVE - Grade Separation over Canadian Pacific Railway Canadian Pacific Railway. | Grade Separation Coleraine Drive over the Canadian Pacific Railway  | 5,890       | 0           | 2,727       | 0           | 1,229       | 33,180          | 43,026       |
| 244835                | Olde Base Line over Credit River   | Rehabilitation of structure RR102-1000 – 0.5km west of McLaughlin Road  | 645         | 0           | 0           | 0           | 3,675       | 0               | 4,320        |
| 244850                | Bovaird Drive over Etobicoke Creek   | Rehabilitation of structure RR107-1252 - Bovaird Drive over Etobicoke Creek - 0.64km east of Hurontario Street                            | 690         | 0           | 0           | 0           | 3,910       | 0               | 4,600        |
| 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 | 185         | 0           | 0           | 0           | 671         | 0               | 856          |
| 244865                | King Street over Salt Creek  | Rehabilitation of structure RR009-1183 - 1km West of Airport Road   | 272         | 0           | 0           | 0           | 625         | 0               | 897          |
| 244900                | Streetscaping  | Retrofit and major maintenance  | 237         | 237         | 237         | 237         | 237         | 1,185           | 2,370        |
| 247702                | Transportation Data Collection Program   | Collection and analysis of information and statistics on traffic and travel patterns in the Greater Toronto & Hamilton Area               | 335         | 970         | 210         | 0           | 335         | 1,200           | 3,050        |
| 247711                | Transportation Planning Studies  | The Transportation Planning Program is for conducting short, medium, and long range transportation planning studies and projects.         | 350         | 350         | 350         | 350         | 350         | 1,750           | 3,500        |

**2024 Ten Year Combined Capital Program (\$'000)**

|                       |  |   | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|-----------------------|--|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b><u>Project</u></b> | <b><u>Name</u></b>   | <b><u>Description</u></b>   |             |             |             |             |             |                 |              |
| 247712                | Transportation Demand Management Initiatives   | Funding for Transportation Demand Management (TDM) /Smart Commute Program.  | 700         | 700         | 700         | 700         | 700         | 3,500           | 7,000        |
| 247720                | 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. | 450         | 450         | 450         | 450         | 700         | 0               | 2,500        |
| 254040                | DERRY ROAD - 250M west of McLaughlin Road to Tomken Road                                       | Corridor Improvements- Derry Road - 250M west of McLaughlin Road to Tomken Road   | 0           | 1,364       | 0           | 0           | 0           | 2,843           | 4,207        |
| 254080                | ERIN MILLS PARKWAY – Britannia Road to Highway 407   | Corridor and Intersection Improvements from Britannia Road to Highway 407   | 0           | 1,652       | 687         | 0           | 10,605      | 0               | 12,944       |
| 254270                | Highway 50/Columbia Way  | Contribution to the Town of Caledon's intersection improvements at Highway 50 and Columbia Way  | 0           | 1,187       | 0           | 0           | 0           | 0               | 1,187        |
| 254275                | Highway 50/George Bolton Parkway   | Contribution to the Town of Caledon's intersection improvements at Highway 50 and George Bolton   | 0           | 249         | 0           | 0           | 0           | 0               | 249          |
| 254340                | Winston Churchill Boulevard-Four to Six lane Widening from North Sheridan Way to Dundas Street | Environmental Assessment to determine road corridor improvements  | 0           | 1,137       | 0           | 0           | 0           | 0               | 1,137        |
| 254345                | Porterfield Road – CR109 to Dawson Road  | A complete corridor study to determine improvements   | 0           | 848         | 0           | 0           | 0           | 0               | 848          |

**2024 Ten Year Combined Capital Program (\$'000)**

|                          |  |   | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|--------------------------|--|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b><br>254820 | <b>Name</b><br>Retaining Wall Program                  | <b>Description</b><br>Replacements and Major Repairs.   | 0           | 250         | 250         | 250         | 250         | 1,250           | 2,250        |
| 264075                   | BRITANNIA ROAD - Hurontario Street to Mississauga Road | Corridor Improvements - Britannia Road - Hurontario Street to Mississauga Road  | 0           | 0           | 348         | 250         | 0           | 11,785          | 12,383       |
| 264245                   | Dixie Road/ Eglinton Avenue                            | Westbound Right Turn Lane   | 0           | 0           | 119         | 0           | 0           | 712             | 831          |
| 264250                   | Dixie Road/ Sherway Drive                              | Northbound Dual Left Turn Lane  | 0           | 0           | 107         | 712         | 0           | 0               | 819          |
| 264260                   | Dixie Road/Rathburn Road                               | Northbound Dual Left Turn Lane  | 0           | 0           | 356         | 0           | 0           | 1,899           | 2,255        |
| 264270                   | Kennedy Road/ Clarence Road                            | Eastbound Dual Left Turn Lane, Eastbound Right Turn Lane and Northbound Dual Left Turn Lane Extension   | 0           | 0           | 125         | 0           | 1,304       | 1,395           | 2,824        |
| 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           | 237         | 0           | 2,166       | 0               | 2,403        |
| 264320                   | Development Charges Update                             | Peel Transportation Development Charges Update  | 0           | 0           | 600         | 0           | 0           | 300             | 900          |
| 264335                   | Derry Road - Highway 407 to Millcreek Drive            | A complete corridor study to determine improvements   | 0           | 0           | 989         | 0           | 0           | 0               | 989          |
| 264420                   | Growth Related Traffic Signal Installations            | Installation of traffic signals due to growth.  | 0           | 0           | 825         | 0           | 0           | 0               | 825          |



**2024 Ten Year Combined Capital Program (\$'000)**

| <u>Project</u> | <u>Name</u>  | <u>Description</u>  | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Yrs 6-10</u> | <u>Gross</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           | 250         | 0           | 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           | 250         | 0           | 0           | 1,792           | 2,042        |
| 274025         | MAYFIELD ROAD - Airport Road to Clarkway Drive                                   | Five (5) to six (6) lane widening from Airport Road to Clarkway Drive   | 0           | 0           | 0           | 4,722       | 0           | 35,990          | 40,712       |
| 274030         | BOVAIRD DRIVE - James Potter Road to North/South Freeway                         | Four (4) to Six (6) lane widening from James Potter Road to North/South Freeway                                 | 0           | 0           | 0           | 3,335       | 0           | 16,882          | 20,217       |
| 274070         | DERRY ROAD - Highway 407 to Millcreek Drive                                      | Corridor Improvements - Derry Road - Highway 407 to Millcreek Drive   | 0           | 0           | 0           | 1,467       | 6,000       | 6,015           | 13,482       |
| 274230         | Airport Road/ Northwest Drive  | Southbound Dual Left Turn Lane Westbound Right Turn Lane  | 0           | 0           | 0           | 231         | 0           | 1,444           | 1,675        |
| 274250         | Queen Street/ West Drive   | Northbound Left Turn Lane Extension   | 0           | 0           | 0           | 516         | 0           | 0               | 516          |
| 274260         | Queen Street/ William Sharpe Drive   | Southbound Left Turn Lane Extension   | 0           | 0           | 0           | 451         | 0           | 0               | 451          |
| 274330         | Winston Churchill Boulevard – Embleton Road to 1 km south of Halton 10 Side Road | Environmental Assessment to determine road corridor improvements  | 0           | 0           | 0           | 912         | 0           | 0               | 912          |
| 274340         | King Street Grade Separation   | Environment Assessment  | 0           | 0           | 0           | 569         | 0           | 0               | 569          |
| 274830         | King Street over Credit River Tributary  | Rehabilitation of structure RR009-2635 - 0.6km east of Winston Churchill Boulevard                              | 0           | 0           | 0           | 90          | 0           | 450             | 540          |

**2024 Ten Year Combined Capital Program (\$'000)**

|                          |   |   | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|--------------------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b><br>274840 | <b>Name</b><br>Winston Churchill<br>Boulevard over<br>Clearview Creek         | <b>Description</b><br>Replacement of Structure<br>RR019-0110 - 1.1km<br>North of Lakeshore Road West  | 0           | 0           | 0           | 233         | 0           | 778             | 1,011        |
| 284020                   | New North/South<br>Road – Future<br>BramWest<br>Parkway to<br>Bovaird Drive   | New Six (6) lane from BramWest<br>Parkway to Bovaird Drive  | 0           | 0           | 0           | 0           | 10,735      | 0               | 10,735       |
| 284030                   | WINSTON<br>CHURCHILL<br>BOULEVARD - North<br>Sheridan Way to<br>Dundas Street | Four (4) to Six (6) lane widening from<br>North Sheridan Way to Dundas Street   | 0           | 0           | 0           | 0           | 2,856       | 21,754          | 24,610       |
| 284230                   | Derry Road/ West<br>Credit Avenue   | Northbound Left Turn Lane Extension   | 0           | 0           | 0           | 0           | 368         | 0               | 368          |
| 284235                   | Dixie Road/ Dundas<br>Street  | Northbound Right Turn Lane;<br>coordinate with Dundas Connects  | 0           | 0           | 0           | 0           | 594         | 0               | 594          |
| 284240                   | King Street/ Caledon<br>Town Line   | Westbound Dual left Turn Lane   | 0           | 0           | 0           | 0           | 199         | 0               | 199          |
| 284245                   | King Street/ Highway<br>50  | Northbound Right Turn Lane,<br>Northbound Left Turn Lane<br>Extension, Eastbound Right Turn<br>Lane Extension, Westbound Right<br>Turn Lane Extension | 0           | 0           | 0           | 0           | 410         | 0               | 410          |
| 284250                   | King Street/ Innis Lake<br>Road   | Eastbound left Turn Lane, Westbound<br>left Turn Lane   | 0           | 0           | 0           | 0           | 1,320       | 0               | 1,320        |
| 284255                   | The Gore Road/ King<br>Street   | Eastbound Right Turn Lane,<br>Westbound Right Turn Lane,<br>Northbound Right Turn Lane,<br>Southbound Right Turn Lane                                 | 0           | 0           | 0           | 0           | 259         | 0               | 259          |
| 284260                   | King Street/ Torbram<br>Road  | Westbound Left Turn Lane  | 0           | 0           | 0           | 0           | 481         | 0               | 481          |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |  |  | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|--|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <u>Project</u> | <u>Name</u>  | <u>Description</u>   |             |             |             |             |             |                 |              |
| 284265         | Queen Street/<br>McLaughlin Road                     | Northbound Left Turn<br>Lane Extension, Northbound Left Turn<br>Lane, Eastbound Right Turn Lane,<br>Westbound Left Turn Lane | 0           | 0           | 0           | 0           | 356         | 3,556           | 3,912        |
| 284830         | The Gore Road over<br>west Humber River<br>Tributary | Replacement of structure RR008-<br>0410-01 - The<br>Gore Road - 2.7km North of Queen<br>Street East                          | 0           | 0           | 0           | 0           | 6,000       | 0               | 6,000        |
| 284840         | The Gore Rd over<br>west Humber River<br>Tributary   | Replacement of structure RR008-<br>0440-01 - The<br>Gore Road- 3km North of Queen Street<br>East                             | 0           | 0           | 0           | 0           | 2,100       | 0               | 2,100        |
| 287701         | Transportation<br>Initiatives                        | Construction of a commuter parking<br>lot in Peel.   | 0           | 0           | 0           | 0           | 750         | 4,000           | 4,750        |
| 294010         | Future Road Widening<br>Projects                     | Allocation for future road widening<br>projects as per Regions Long Range<br>Transportation Plan.                            | 0           | 0           | 0           | 0           | 0           | 116,216         | 116,216      |
| 294205         | Future Intersections                                 | Allocations for future intersection<br>improvement projects  | 0           | 0           | 0           | 0           | 0           | 29,066          | 29,066       |
| 294305         | Future Environmental<br>Assessments                  | Allocations for future projects  | 0           | 0           | 0           | 0           | 0           | 1,830           | 1,830        |
| 294800         | Future Structural<br>Rehabilitation<br>Projects      | Allocations for future structure<br>rehabilitation projects  | 0           | 0           | 0           | 0           | 0           | 71,112          | 71,112       |
| 304020         | KING STREET Grade<br>Separated Crossing              | Bolton Residential Expansion Study<br>(BRES) indicates the future need for a<br>grade separated crossing on King Street.     | 0           | 0           | 0           | 0           | 0           | 26,114          | 26,114       |
| Transportation |  |  | 158,011     | 192,148     | 305,147     | 347,049     | 325,996     | 1,004,816       | 2,333,167    |

**2024 Ten Year Combined Capital Program (\$'000)**

| <u>Project</u>        | <u>Name</u>                                       | <u>Description</u>  | <u>2024</u>    | <u>2025</u>    | <u>2026</u>    | <u>2027</u>    | <u>2028</u>    | <u>Yrs 6-10</u>  | <u>Gross</u>     |
|-----------------------|---|---|----------------|----------------|----------------|----------------|----------------|------------------|------------------|
| 210270                | Automatic Fare                                    | Deployment of contactless (smartcard)   | 100            | 0              | 0              | 0              | 0              | 0                | 100              |
|                       | Payment Solution                                  | technology on TransHelp buses and contracted vehicles to support transit integration.   |                |                |                |                |                |                  |                  |
| 220230                | Accessible Transportation Master Plan Update      | Updating the Accessible Transportation Master Plan and executing a program modernization strategy                                 | 225            | 325            | 325            | 525            | 325            | 1,625            | 3,350            |
| 220290                | Technology Investment to Enhance Service Delivery | Implementation of various software and technologies that enhance service delivery and support the program modernization strategy. | 1,280          | 480            | 480            | 480            | 480            | 2,400            | 5,600            |
| 230245                | TransHelp Vehicle Replacement                     | Replacement of TransHelp vehicles at end of life.   | 3,060          | 360            | 1,125          | 0              | 0              | 0                | 4,545            |
| 230248                | TransHelp Vehicle Purchase                        | Purchase of new vehicles to meet business demands.  | 185            | 185            | 185            | 280            | 185            | 1,115            | 2,135            |
| 240249                | TransHelp Vehicle Improvements                    | Modifications to older vehicles to meet standards   | 115            | 0              | 115            | 0              | 115            | 230              | 575              |
| 240250                | Contracted TransHelp Vehicles to Service Growth   | Contribution to third party vendor operating vehicles on behalf of TransHelp that support passenger growth.                       | 344            | 344            | 589            | 589            | 589            | 2,943            | 5,398            |
| 260245                | TransHelp Vehicle Replacement                     | Replacement of TransHelp vehicles at end of life.   | 0              | 0              | 1,065          | 3,182          | 0              | 0                | 4,247            |
| 270245                | TransHelp Vehicle Replacement                     | Replacement of TransHelp vehicles at end of life.   | 0              | 0              | 0              | 428            | 0              | 8,310            | 8,738            |
| <b>TransHelp</b>      |   |   | <b>5,309</b>   | <b>1,694</b>   | <b>3,884</b>   | <b>5,484</b>   | <b>1,694</b>   | <b>16,623</b>    | <b>34,688</b>    |
| <b>Transportation</b> |   |   | <b>163,321</b> | <b>193,842</b> | <b>309,031</b> | <b>352,532</b> | <b>327,690</b> | <b>1,021,439</b> | <b>2,367,855</b> |

# Paramedics

**2024–2027 Business Plan  
and 2024 Budget**

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# Executive Summary

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

## Services we provide:

- Quality out-of-hospital medical care (i.e., patient treatment), emergency health services, and community care (i.e., health prevention and promotion) 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 well-being, and critical capital investments, Paramedics will continue to provide high quality care to residents and visitors in the Region of Peel.

## Interesting facts about this service:

- Peel is amongst Canada’s busiest Paramedics, serving the country’s largest airport and seven major highways, as well as urban cities and rural towns.
- Between January 1<sup>st</sup> to May 31<sup>st</sup>, 2023, there were over 1,500 appointments or visits made in Peel by paramedics from the Community Paramedicine programs which avoided hospitalization.
- Over 149,000 calls were handled in 2022, part of an increasing trend in call volumes each year, which is expected to continue.
- Peel Paramedics are implementing the Canadian Standards Association (CSA) Standard for Psychological Health and Safety, along with other initiatives, to support the psychological health and safety of all staff.

## Highlights of the Business Plan include:

- Paramedics continue to meet ongoing service needs despite the increasing demand.
- Implementing initiatives that enhance care for patients, avoid Emergency Department visits, and improve processes within operations.
- Executing a multi-stage, comprehensive approach to employee psychological health, safety, and well-being.
- Identifying alternative models of service delivery, and investments in ambulance fleet and staffing to help address some of the system pressures that directly affect response time.

| Net Investment (\$000) | 2024     | 2025     | 2026     | 2027      |
|------------------------|----------|----------|----------|-----------|
| Operating              | \$82,824 | \$88,040 | \$96,324 | \$101,972 |
| Capital                | \$40,189 | \$30,244 | \$17,951 | \$10,523  |
|                        |          |          |          |           |
| Full Time Equivalents  | 740.1    | 784.1    | 841.1    | 874.1     |

# Core Services

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

### Vision

Provide people in Peel with expert, reliable out-of-hospital medical and community care.

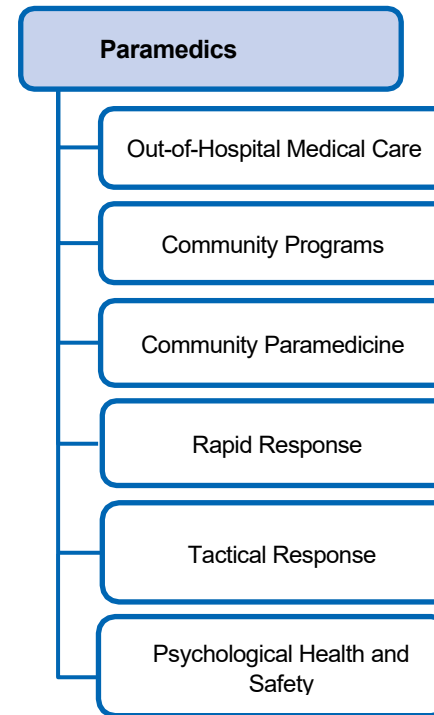
### Mission

Continually strive to provide people in Peel with unsurpassed Paramedics by always seeking to improve the quality of patient-centred, out of 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 evidence-based patient care.
3. Contain costs with innovative and forward-thinking approaches.
4. Implement a comprehensive approach to employee health and psychological well-being that includes a culture of caring, inclusivity and 'zero tolerance' for violence toward staff.
5. Deliver unsurpassed Paramedics and measure continual progress and validation by patients, community partners and staff.

### Service Delivery Model





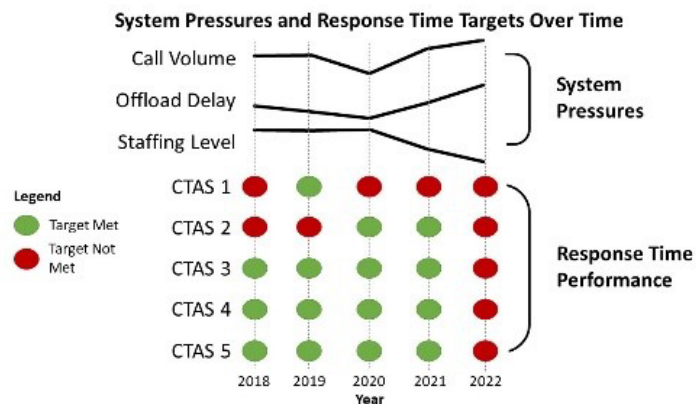
# Service Levels and Trends

## Service Levels

Paramedics operates four reporting stations and 21 satellite stations. These stations are strategically placed across Peel Region to provide medical care for Peel's 1.51 million residents and those who visit the region. While emergency health services are available to all, to date in 2023, 41% of patients who received services are 65 years of age or older. This senior age group requires more complex care needs due to multiple medical conditions, which puts pressure on the system and the complexity of care provided by Peel Paramedics. The top five most common reasons for calls are due to: feeling unwell, trauma, abdominal pain, musculoskeletal issues, and difficulty breathing. Furthermore, 60% of these calls required a 'lights and sirens' response.

Current funding formulas do not accurately account for the aging population and population growth, which both lead to an increased demand for Paramedics. 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 illustrates service level pressures and their effects on response times with comparisons over time (2018-2022).

**Figure 1. System Pressures and Response Time Performance**



Paramedics' performance is measured on the achievement of target response times across five patient acuity levels through the Canadian Triage Acuity Scale (CTAS). Response time is measured from the time when the paramedic is notified (assigned to the call) to when they arrive at the location of the patient. In addition, performance is measured through a response time target for Sudden Cardiac Arrest (SCA):

- 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

Call volumes have recovered since the COVID-19 pandemic and continue to increase. In 2022, call volume (149,591 calls) increased by almost 5% above 2021 volume. (See Table 1 below).

Other key highlights of service level trends include:

- Paramedics responded to a total average of 390 calls per day in 2021 and a total average of 409 calls per day in 2022.
- Peel Paramedics continue to respond to over 95% of Peel's emergency calls while through a seamless service the remaining 5% of calls are responded by neighbouring service providers due to the close proximity of their ambulances.
- In 2022, Peel Paramedics responded to 5,652 calls in neighbouring 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 | 149,591 |

**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’. Paramedics has recognized a marked increase in offload delay time. Severe health sector human resourcing challenges and the lack of beds to admit patients at area hospitals directly impact the ability of paramedics to transfer patients to the care of the hospital. Paramedics continually works with hospital partners to improve these delays. The total paramedic hours lost to offload delay across all three hospital sites in 2022 was 61,530 hours.

**Staffing**

Staffing shortages in Peel Paramedics currently exist. In 2022, the average number of unfilled shifts increased from 7% to 11% over 2021, which is the equivalent of 11 ambulances off the road each day. Factors such as fatigue due to overtime and end-of-shift overruns add to the challenge of filling shifts. Paramedics is actively focusing on strategies to recruit, engage, and retain this critical workforce.

The combined effect of call volume, offload delay and staffing level pressures, has significantly affected Paramedic Service’s ability to meet response time targets.

**Response Time**

In 2021, Peel Paramedics met the response time targets for all acuity levels except for CTAS 1. Response times across all acuity levels increased in 2022, as a result, no response time targets were met for any acuity levels (See Table 2). Consequently, challenges in meeting response times may affect the health outcomes for the residents of Peel.

Paramedics 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 a response is prioritized based on acuity of the caller’s needs and that patients get the right care at the right time. For example, a cardiac arrest will be responded to immediately whereas a fracture may have a lower response priority.

**Time on Task**

Time on task is a measure of the total time paramedics spend on a call, including time required to reach the patient to the time they are discharged, or care is transferred. The average time on task in 2021 was 153 minutes per call. In 2022, the average time on task increased to 161 minutes per call. Time on task is impacted by several factors including traffic congestion, densification, the complexity of the patients served, and delays during care transitions.

## Community Paramedicine

Paramedics has expanded its Community Paramedicine (CP) 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 Paramedics operates 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 partners 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, Seniors Services Development, Strategic Policy and Performance Division and the Paramedics Community Paramedic Medical Director.

- High Intensity Supports at Home (HISH): From January 1 to May 31, 2023, there have been 122 clients registered in the program. In 2022, community paramedics conducted 220 appointments.
- Community Paramedics for Long-Term Care: From January 1 to May 31, 2023, there were 611 visits to Peel residents through this program.

- Community Referrals by EMS (CREMS): 1,109 referrals have been processed in 2022. From January 1 to May 31, 2023, there have been 603 referrals.
- Community Paramedicine at Clinic: In 2022, there were 1,959 clinic appointments made through the Community Paramedicine at Clinic program. From January 1 to May 31, 2023, a total of 932 clinic appointments were made 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 Paramedics.

### Workforce and Service Pressures

Paramedics faced significant challenges in meeting response time targets in 2022. This was due in part from increasing call demand, staffing issues, offload delays at hospitals as evidenced by the 31.3% rise in delay hours at area hospitals. Overall, these pressures put a strain on Paramedics' ability to meet established response time targets.

Code events are another reflection of system-level pressures that result in fewer ambulances available to provide patient care. From January 1 to November 30, 2022, Paramedics experienced 31 Code Black events (one or fewer ambulances available to answer calls in the entire region) and 1,280 Code Red events (five or fewer ambulances are available to answer calls in the entire region).

To meet the existing service pressures, Peel Paramedics is actively focusing on strategies to engage and retain this critical workforce.

Recent survey results indicated that 79% of paramedic staff intend to work at Peel a year from now. Opportunities exist to improve meaningful recognition and appreciation, as well as flexibility to meet work-life balance for Paramedics staff.



### Health System Partnerships

Paramedics 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. Other key partnerships that support health system integration and innovation include:

- Partnership with Trillium Health Partners that supports access to virtual care for community paramedicine patients and allows for real time clinical consults.
- A partnership with the Mental Health Commission of Canada to deliver the Working Mind First Responder program to support staff mental health.

- A research partnership with St. Michael's hospital and the University of Toronto examining epinephrine use on patients suffering cardiac arrest.
- Partnership with Sunnybrook Hospital to introduce the Community Responder Program which connects volunteers trained in Cardiac Pulmonary Resuscitation to those who need immediate care in the community.

### Securing and Growing Assets

Paramedics has been responding to service demands by adding to the ambulance fleet and staffing complement. In addition, Paramedics is securing additional reporting and satellite sites in alignment with the Long-Term Facilities Plan by working with regional partners and allied agencies to locate and co-locate on new facilities. These new facilities will increase Paramedics capacity to meet future demands.

### Alternative Models of Care

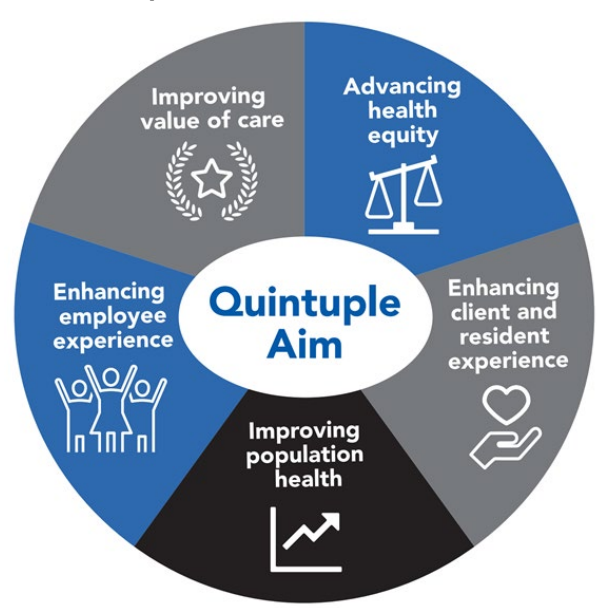
Paramedics transformation is changing and expanding the way services are offered to patients to ensure appropriate care at the right time in the right place. The Ministry of Health (MOH) has introduced models of care to support this transformation including new options for treatment and transport of 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 discharging 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 Paramedics are well aligned with the “Quintuple Aim” framework, adopted by Health Services (as shown in Figure 2 below).

The Quintuple Aim provides a framework for addressing system-level challenges as we advance healthcare in Peel Region. This model expands on the previous Quadruple Aim framework with the addition of a fifth aim for health equity. This is intentional and in recognition that without an explicit aim for health equity we will miss the opportunity to build equity into all we do and how we work. At Peel, this means that health services, experiences and systems are equitable, just and work for everyone; no one is left out or behind regardless of social position or other socially determined circumstances. Paramedics strives towards the simultaneous pursuit of all five aims in the work we do.

**Figure 2. Quintuple Aim**



## Improving Value

By examining costs associated with episodes of care, Paramedics 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 metrics associated with Workplace Safety Insurance Board claims, community referrals by EMS (CREMS), and the triage tool Medical Priority Dispatch System (MPDS) to ensure optimal use of resources.

**Workplace Safety Insurance Board Claims:** WSIB claims represent a critical metric relating to cost that leadership regularly monitors.

Paramedics measures staff absence due to injury (including over-exertion and exposures to harmful substances) and illness (including mental illness) that have resulted in claims to the WSIB. There was a total of 99 WSIB claims from January to June 2022 and a total of 113 WSIB claims from January to June 2023 (data collected July 20, 2023).

**Number of Community Referrals by Emergency Medical Services (CREMS):** In order to improve the support available to frequent users of Paramedics, staff will often refer patients to community-based support services when appropriate. This strategy supports cost avoidance by ensuring low acuity patients have other supports that they are able to access. In 2022, 1,109 referrals were made to the Home and Community Care Support Services and from January 1<sup>st</sup> to May 31<sup>st</sup>, 2023, 603 referrals were made. Supporting patients in the community and providing them appropriate care outside of Paramedics also enhances value to the residents in the Region of Peel and the broader health care system.

## Enhancing Client and Resident Experience

Paramedics strives to provide unsurpassed out-of-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).

**Table 2. 2020, 2021, 2022 – Targets and Response Times**

| Level of Acuity   | Target Time (Minutes) | Target Percentile | Response Time (Minutes:Seconds) |              |              |
|---|-----------------------|-------------------|---------------------------------|--------------|--------------|
|   |                       |                   | 2020                            | 2021         | 2022         |
| <b>Sudden Cardiac Arrest</b><br>(Patient has no vital signs)  | 6                     | 70%               | <b>5:59</b>                     | <b>5:51</b>  | <b>5:59</b>  |
| <b>CTAS 1</b><br>(Critically ill or have potential for rapid deterioration)   | 8                     | 75%               | <b>8:32</b>                     | <b>8:41</b>  | <b>9:26</b>  |
| <b>CTAS 2</b><br>(Potential to life, limb or function, requiring rapid medical intervention, controlled acts)               | 10                    | 80%               | <b>8:54</b>                     | <b>9:54</b>  | <b>10:39</b> |
| <b>CTAS 3</b><br>(May progress to serious problem. Associated with significant discomfort or affecting ability to function) | 13                    | 90%               | <b>10:59</b>                    | <b>12:48</b> | <b>13:34</b> |
| <b>CTAS 4</b><br>(Conditions that would benefit from intervention or reassurance)   | 14                    | 90%               | <b>11:36</b>                    | <b>12:36</b> | <b>14:06</b> |
| <b>CTAS 5</b><br>(Non-urgent, chronic, without evidence of deterioration)   | 14                    | 90%               | <b>11:38</b>                    | <b>13:19</b> | <b>14:51</b> |

\*Note: 2022 CTAS data represents January 1 to November 30, 2022.

## Supporting Employee Well-being

Employee well-being and a positive workplace culture are central to delivering high-quality care. Challenging workloads and cumulative exposure to stressful events have highlighted the importance of measuring the psychological health and well-being of employees and leaders. Paramedics monitors a number of key indicators that reflect paramedic well-being, including staffing levels, absenteeism, overtime hours, and end-of-shift overrun hours. In 2022, the average per cent staffing level was 89% (11% absenteeism).

Furthermore, a multi-stage psychological health and safety strategy is being developed to protect, foster, and sustain the workforce while also supporting employee health and well-being. Paramedics is also in the process of identifying partnership opportunities with researchers in the field of psychological health and safety. This will support the development of an action plan that provides the necessary steps to implementing psychological health and safety initiatives for Paramedics staff.

A Health Services Culture and Well-being Community of Practice was established to address mental health and well-being, particularly for employees who work in high stress and trauma-exposed work environments. It identified the following immediate priorities: leadership development, raising awareness and engagement with well-being initiatives, and promoting diversity, equity and inclusion tools and resources.

### **Reported Traumatic and Hazardous Incidents**

Paramedics measures a number of indicators related to traumatic or hazardous incidents which may include violence, harassment or challenging calls. In 2022, there were a reported 439 traumatic events, 54 stress events, and 476 violent encounters. In addition, a total of 55 WSIB claims were made in 2022 based on reported traumatic and hazardous incidents. However, due to the *Personal Health Information and Protection Act (PHIPPA)*, the specific attribute contributing to the claims cannot be revealed.

### **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. In 2022, 359 patients were diverted from the emergency department and transported to Peel Memorial Urgent Care Centre (UCC). Between January and May 2023, 372 patients have been diverted. In 2022, 58% of patients were transported to emergency departments, while the remaining patients were treated in home. This number remains unchanged during the period between January 1 to May 31, 2023.

### **Addressing Health Equity**

Paramedics, 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 out of hospital care to Peel's diverse population. Within Paramedics specifically, avenues are being explored to incorporate health equity into all areas of work, starting with a focus on building understanding and capacity. This work will inform a comprehensive strategic and measurement approach for health equity within Paramedics.

# Awards and Achievements

## Awards

### Research Awards (May 2023)

Canadian Paramedicine Research Day brings together top speakers and researchers presenting on current issues in paramedicine. Staff in paramedics were recognized for their work in External Violence Against Paramedics and Psychological Health and Safety by receiving both the Top Oral Abstract and Emerging Researcher Awards.

### Paramedic Chiefs of Canada: Award of Excellence for a Quality Workplace (June 2023)

Peel Paramedics staff was recognized for the External Violence Against Paramedics Program (EVAP) by Paramedic Chiefs of Canada. The program was recognized for contributions to a quality workplace that is productive, safe, enables excellence in care, promotes trust between staff and management and allows paramedics to operate at peak performance.

## Achievements

### Fit to Sit ('Fit2Sit')

Offload delays have presented a significant challenge for Paramedics and the broader healthcare system. Paramedics 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 delay times, allowing paramedics to return to service

and respond to new 9-1-1 calls for ambulance. The total number of hours saved in the emergency health system from all three hospitals with the implementation of Fit2Sit was 4,170 in 2022 and a total of 1,442 hours were saved between January 1st and May 31st, 2023.

### Implementing Dispatch Reform

An important achievement for Paramedics was the implementation of the new Medical Priority Dispatch System (MPDS) triage tool in December 2022; change management strategies and staff training are in place to support this transition. Paramedics is continuously monitoring and evaluating the dispatch data to ensure successful adoption of the system.

### Community Responder Program

The Community Responder Program was successfully implemented in July 2022. Thus far the program has saved three lives with volunteers initiating life-saving interventions in advance of Paramedics arriving on the scene.

### Transporting Low-Acuity Patients to Alternate Destinations

In 2022, Paramedics 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. A total of 359 patients were transported and diverted from hospital emergency departments in 2022. The UCC transport initiative positively impacts system pressure by reducing overcrowding in the Brampton Civic Hospital Emergency Department and reducing off load delay.



### **Striving for Diversity, Equity, and Inclusion**

Three initiatives have been undertaken in order to continue the journey in support of Diversity, Equity and Inclusion (DEI). The first is the completion of a full review of all policies and procedures within Paramedics from a DEI lens with the intent to remove barriers that may impact individuals and groups. A second achievement is the publication of a study on women's participation in Peel Paramedics' leadership *Prehospital Emergency Care* in June 2023. This is a first step in a research program funded by the Ontario Association of Paramedics Chiefs (OAPC) and supported by Peel Region focusing on identifying barriers to career advancement for women in paramedic service leadership. Lastly, equity learning opportunities are being designed as part of new hire orientation and continuing service education, with a focus on what health equity means for Paramedics.

# The 2024 -2027 Business Plan Outlook

## Planning for the Future

### Supporting Our Workforce

#### Psychological Health and Safety

To protect and foster a healthy workforce, sustain Paramedics, and ensure quality of care to patients, a multi-stage staff psychological health and safety strategy is being advanced. A critical first step is the development of an action plan for psychological health and safety that will guide supports across the spectrum of prevention, protection, intervention, and post incident supports. The development of this plan is being driven by front-line staff and a diverse project team. The plan will serve as the foundation for implementation of any new initiatives, as well as ongoing evaluation of existing initiatives. Examples of targeted initiatives include mental health and suicide prevention training, increased access to mental health and wellbeing supports and resources for employees and decreasing violence, and harassment against paramedics working in the community.

Improvements and updates to many of the initiatives are ongoing and will be informed and supported by front-line staff. Ongoing continuous improvements 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. Capacity building for leaders will continue to be needed to address ongoing and emerging needs related to employee wellbeing, develop an inclusive and diverse workforce, and create a psychologically safe workplace.

#### Increasing Capacity

Paramedics has managed a range of system pressures that all affect service delivery including increasing call volumes, offload delay and staffing shortages. To ensure all operational requirements continue to be met, Paramedics hired 66 paramedics in 2023. Proposed system enhancements for 2024 and beyond are informed by analysis of call volume growth and resulting increases in service demand. Achieving adequate staffing levels will allow Paramedics to effectively manage system pressures, ensure emergency coverage, and achieve response time targets.

#### Training for Excellence

In light of a rapidly growing industry, the Education and Research Program is conducting a review to strengthen their training program in response to needs of staff for training and education. Furthermore, training continues on alternative models of care, new medications, and new equipment for trauma patients. Finally, the IV (intravenous) training program supports paramedics in bringing advanced treatments to patients' bedsides and homes. In 2023, 72 new IV autonomous paramedics will be trained to provide this critical intervention.

# 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 impact patient experience, employee engagement, reduces service delivery risk and supports cost avoidance.

### Resident Experience

Wait times are a critical element of the patient experience. The new Medical Priority Dispatch System (MPDS) was operationalized in December 2022 which ensured that residents are sent the right resource, in the right way, at the right time. Leadership is involved in supporting evaluation and ongoing improvement cycles to ensure continued successful adoption of the system.

### Employee Engagement

Paramedics continues to explore ways to engage staff on ongoing improvement initiatives. Employee feedback, collected through surveys, informs the development of current and future psychological health and safety work. 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

There are a number of new strategic initiatives that are focused on reducing risk associated with service delivery including:

- The implementation of the Culture of Safety Methodology which focuses on a strong incident analysis approach following an incident and through to debrief. Follow-up also may include the review of incidents, root cause analysis of any contributing factors such as system, personal performance or behaviours, group brainstorming on possible changes in process and the development of recommendations for improved safety and the prevention of future incidents.
- Professional Standards Advisors who are supporting a service wide and systemic analysis in order to find ways to reduce risk and improve service.
- An updated risk registry to inform strategic planning and provide insight to guide strategic planning and evidence-informed decision making.

### Centralized Inventory Production

The improvements to the Logistics Make Ready Program is another continuous improvement initiative that will support a number of the Region's Continuous Improvement Program goals. This new process is currently being evaluated against the intended outcomes which include:

- Improved labor efficiency and workflows.
- Faster processing of vehicles, resulting in reduced requirements for both vehicles and production facilities.
- Minimizing the need for infrastructure expansion at reporting stations.
- Ensuring the sustainable delivery of essential medical supplies.

## **Cost Avoidance**

A variety of continuous improvement initiatives focus on the reduction or avoidance of cost. For example, an Operations Superintendent is now situated within the Central Ambulance Communication Centre, 12 hours a day, 7 days a week to work directly with dispatchers to optimize paramedic coverage. The future goal will have the program operationalized in a 24/7 model. 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**

### **“Preparing for Dockstader” – Process Review and Continuous Improvement Project**

The Health Intelligence and Analytics team, in collaboration with Paramedics, is conducting a comprehensive review of key system and process elements to plan for the new Dockstader reporting station, expected to be in operation by 2026. Elements of this work will include: a review of logistics’ activities and processes, fleet use and deployment schedules, and ambulance turnover cycles.

Findings of the review will inform future resource requirements, including logistics staff, ambulances, and the timing for an additional reporting station. These review elements will support a comprehensive exploration of opportunities for system sustainability, efficiency, cost containment, and seamless service delivery in preparation for the opening of Dockstader station and decisions on the continued growth of the Divisional Model.

### **Shifting the Paramedic Care Landscape**

As an integrated health system partner, Paramedics 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 discharge’ and ‘treat and refer’ provide future reduction of offload delay. The treat, discharge 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. Paramedics will be investing in building staff skills and competencies to deliver the treat, discharge and refer approach to care.

# Transforming Our Business with Technology

Technology plays a crucial role in the delivery of Paramedics. It is a common thread in all aspects of Paramedics 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 Paramedics staff. Staff can utilize technology to access supports through Homewood Health.

## **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 to complete electronic ambulance call reports (eACR). This will improve the accuracy, flow of information, protection of medical records and efficiency in completing patient documentation.

## **Mobile Call Data Exchange**

The Mobile Computer Aided Dispatch (mCAD) application provides Paramedics with real-time dispatch call information directly to their mobile phone and in cab computer terminal. The program also provides an integrated mapping solution with turn-by-turn navigation to support Paramedics responding to calls. This application improves operational efficiency, accurate information, and timely safety alerts with the intended benefits to Paramedic safety, dispatching processes, and response times.

## **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 initiative allows Community Paramedics to read and write directly within patient's charts thereby improving information flow and patient safety.

## **Modernizing Processes**

Two new technologies have been leveraged to support improved interface for patients and the community on the external Paramedics website. By incorporating the use of Salesforce and SharePoint, patients are now able to access their previous patient care records, provide feedback or leave compliments that can be shared with staff.

Yet another innovation is the implementation of Robotic Process Automation software. This software has supported the automation of frequent manual tasks within the Risk and Audit program including human resources information processes, replicating the actions of manual users. This has reduced the frequency of data errors and freed up valuable time for employees to focus on more strategic and complex activities.

## Maintaining our Infrastructure

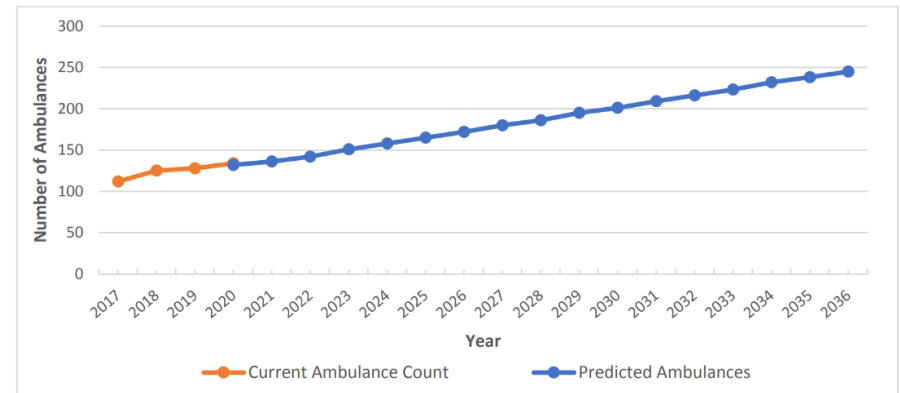
Paramedics is strengthening its capacity to provide emergency service in an environment of increasing call volumes and an aging population by adding to the ambulance fleet, reporting stations and satellite stations. Capital investments will allow Paramedics to respond to service demands. In planning 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 65 ambulances or 47.8% from the 2022 fleet size. For 2023, Paramedics added four, 24/7 ambulances to provide adequate coverage across Peel.

**New Reporting Stations:** A new reporting station (Dockstader) is expected to be in operation by 2026 with the search for an additional station in South Mississauga ongoing. Future reporting stations will be designed larger to meet future capacity and service demands.

**New Satellite Stations:** A new satellite station (Bramalea Road & Mayfield Road), Inspire, has now been added to support coverage, with a second satellite station (at Bovaird and Chinguacousy) nearing completion.

**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: Paramedics Long Term Facilities Capital Plan Update from Paramedics 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 2024-2027 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 2023 was \$76.3 million and the proposed budget for 2024 is \$82.8 million.

**Net Expenditures: \$82.8 million** (Total Expenditures: \$159.6 million)

| Description                              | 2022 Actuals    | 2023 Approved Budget | 2024 Proposed Budget | \$ Change Over 2023 | % Change Over 2023 |
|--|-----------------|----------------------|----------------------|---------------------|--------------------|
| Operating Costs                          | 12,984          | 15,279               | 18,239               | 2,960               | 19.4%              |
| Labour Costs                             | 94,410          | 102,834              | 113,641              | 10,808              | 10.5%              |
| Reserve Contributions                    | 12,754          | 12,754               | 12,754               | -                   | -                  |
| Debt Charges                             | -               | -                    | -                    | -                   | -                  |
| Grant Payments                           | 1,441           | 1,443                | 1,443                | -                   | -                  |
| Facility, IT, HR and other support costs | 14,846          | 15,111               | 16,385               | 1,274               | 8.4%               |
| Recoveries                               | (2,774)         | (2,807)              | (2,894)              | (87)                | 3.1%               |
| <b>Total Expenditures</b>                | <b>133,661</b>  | <b>144,612</b>       | <b>159,568</b>       | <b>14,955</b>       | <b>10.3%</b>       |
| Grants and Subsidies                     | (60,708)        | (64,566)             | (70,731)             | (6,164)             | 9.5%               |
| Supplementary Taxes                      | -               | -                    | -                    | -                   | -                  |
| Fees and Services Charges                | (96)            | (105)                | (108)                | (3)                 | 2.8%               |
| Transfer from Development Charges        | -               | -                    | -                    | -                   | -                  |
| Contributions from Reserves              | (6,082)         | (3,641)              | (5,905)              | (2,264)             | 62.2%              |
| <b>Total Revenues</b>                    | <b>(66,887)</b> | <b>(68,312)</b>      | <b>(76,744)</b>      | <b>(8,431)</b>      | <b>12.3%</b>       |
| <b>Total Net Expenditure</b>             | <b>\$66,774</b> | <b>\$76,300</b>      | <b>\$82,824</b>      | <b>\$6,524</b>      | <b>8.6%</b>        |

Note: May not add up due to rounding

## 2024 Operating Budget Pressures

| \$'000   | Total Expenditures | Total Revenue   | Net Cost<br>2024 vs 2023 |             |
|--|--------------------|-----------------|--------------------------|-------------|
| <b>2023 Revised Cost of Service</b>  | <b>144,612</b>     | <b>68,312</b>   | <b>76,300</b>            | <b>%</b>    |
| <b>Cost of Living/Inflation</b>  |                    |                 |                          |             |
| Labour costs   | 5,140              | -               | 5,140                    |             |
| Goods and Services   | 1,810              | 3               | 1,807                    |             |
| <b>Base Subsidy/Recoveries</b>   |                    |                 |                          |             |
| Increase in Provincial funding   | -                  | 6,164           | (6,164)                  |             |
| Removal of 2023 staffing reserve funding (manage one-year funding lag)   | -                  | (3,640)         | 3,640                    |             |
| <b>Other Pressures</b>   |                    |                 |                          |             |
| Integration of Corporate Logistics into the Paramedics Logistics Program (fully funded from tax rate stabilization reserve)              | 2,500              | 2,500           | -                        |             |
| <b>Cost Mitigation</b>   | (300)              | -               | (300)                    |             |
| <b>Base Budget Changes Subtotal</b>  | <b>9,150</b>       | <b>5,027</b>    | <b>4,123</b>             |             |
| <b>Service Level Demand<sup>1</sup></b>  |                    |                 |                          |             |
| Staffing to address projected increase in call volumes (50% provincial funding with one-year lag funded from internal reserves) (36 FTE) | 4,552              | 2,151           | 2,400                    |             |
| <b>Other Pressures</b>   |                    |                 |                          |             |
| External Violence Against Paramedics – One-Time Training (fully funded from Reserves, Council Resolution Number 2023-603)                | 1,253              | 1,253           | -                        |             |
| <b>Service Level Changes Subtotal</b>  | <b>5,805</b>       | <b>3,404</b>    | <b>2,400</b>             |             |
| <b>Total 2024 Budget Change</b>  | <b>14,955</b>      | <b>8,431</b>    | <b>6,524</b>             |             |
| <b>2024 Proposed Budget</b>  | <b>\$159,568</b>   | <b>\$76,744</b> | <b>\$82,824</b>          | <b>8.6%</b> |

Note: May not add up due to rounding



## Operating budget pressure notes:

### Service Level Demand<sup>1</sup>

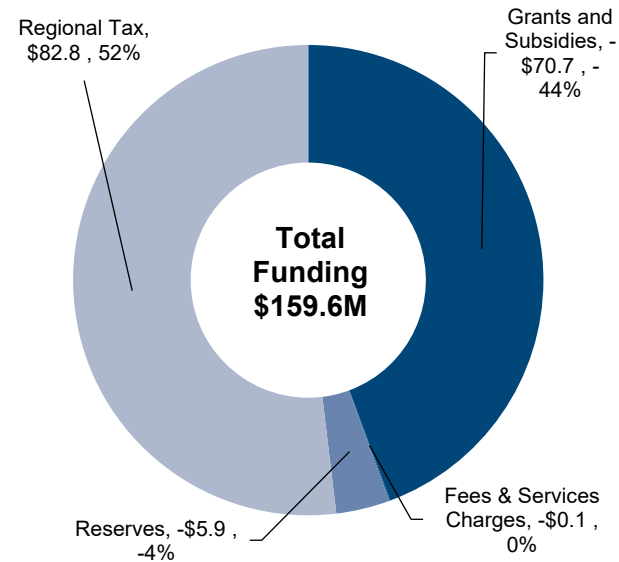
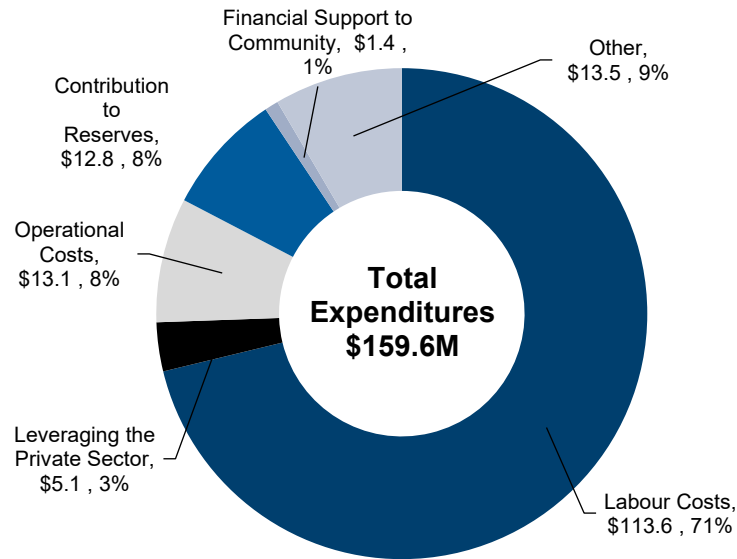
- Based on projections, call volumes are expected to grow. Additional staffing (36 FTE) is required to address the increase at a cost of \$4,552 thousand. Provincial funding is estimated at \$2,151 thousand with one year lag hence the funding gap in 2024 is proposed to be filled by regional internal reserves.

## Staffing Resources to Achieve Level of Service

| Sub Service                     | 2023         | 2024         | 2025         | 2026         | 2027         |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|
| Out of Hospital Care            | 674.6        | 710.6        | 754.6        | 811.6        | 844.6        |
| Community Programs              | 2.0          | 2.0          | 2.0          | 2.0          | 2.0          |
| Community Paramedicine          | 1.0          | 1.0          | 1.0          | 1.0          | 1.0          |
| Rapid Response                  | 8.0          | 8.0          | 8.0          | 8.0          | 8.0          |
| Tactical Response               | 16.0         | 16.0         | 16.0         | 16.0         | 16.0         |
| Psychological Health and Safety | 2.5          | 2.5          | 2.5          | 2.5          | 2.5          |
| <b>Total</b>                    | <b>704.1</b> | <b>740.1</b> | <b>784.1</b> | <b>841.1</b> | <b>874.1</b> |

Note: Staffing resources are regular positions (Full Time Equivalent, FTE); it does not include casual staffing and therefore does not represent total staffing headcount.

## 2024 Total Expenditures & Funding Source (In \$M)



## 2024 Budget Risks

- 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.
- Post-COVID stabilization of Paramedics may require additional resources based on ongoing post-pandemic reviews and operational readiness.

## 2025 - 2027 Operating Forecast

|                          | Budget   |          |       | Forecast |      |          |      |          |      |
|--------------------------|----------|----------|-------|----------|------|----------|------|----------|------|
|                          | 2023     | 2024     |       | 2025     |      | 2026     |      | 2027     |      |
|                          | \$'000   | \$'000   | %     | \$'000   | %    | \$'000   | %    | \$'000   | %    |
| <b>Total Expenditure</b> | 144,612  | 159,568  | 10.3% | 171,839  | 7.7% | 185,356  | 7.9% | 195,313  | 5.4% |
| <b>Total Revenue</b>     | (68,312) | (76,744) | 12.3% | (83,799) | 9.2% | (89,032) | 6.2% | (93,341) | 4.8% |
| <b>Net Expenditure</b>   | 76,300   | 82,824   | 8.6%  | 88,040   | 6.3% | 96,324   | 9.4% | 101,972  | 5.9% |

Note: May not add up due to rounding

- Forecast years' increases are related to maintaining base service levels.
- 2025 forecast increase is for four 24x7 Ambulances with a staffing requirement of 40 Paramedic FTEs and 4 support staff to address call volume increases. Annualized cost for 2024 proposed staff is also added due to April 1, 2024 hiring commencement date.
- 2026 forecast increase is for four 24x7 Ambulances with a staffing requirement of 40 Paramedic FTEs as well as 17 FTEs to staff the 5<sup>th</sup> reporting station
- 2027 forecast increase is for three 24x7 Ambulances with a staffing requirement of 30 Paramedic FTEs and 3 support staff to address call volume increases

# Proposed Capital Budget

**Capital Budget: \$40.2 million** (Ten Year Plan: \$218.0 million)

## 2024 Capital Budget Overview

The following table provides a summary of Paramedics' planned capital project activity for 2024, including funding sources for both new capital project requests in 2024 and projects carried forward to 2024.

| Capital Plan By Funding Source | Carry-forward from Prior Years (WIP) (\$'000) | 2024 Capital Budget (\$'000) | Total Capital in 2024 (\$'000) |
|--------------------------------|---|------------------------------|--------------------------------|
| DC Growth                      | 7,755   | 5,195                        | 12,950                         |
| Externally Funded              | 221   | -                            | 221                            |
| Non-DC Internal                | 83,115  | 34,994                       | 118,109                        |
| <b>Total Expenditures</b>      | <b>91,091</b>                                 | <b>40,189</b>                | <b>131,280</b>                 |
| <b># of Projects</b>           | <b>40</b>                                     | <b>5</b>                     | <b>45</b>                      |

### Existing Capital Projects - \$91.1M

- \$38.0M Land acquisition for sixth reporting station and one additional satellite station
- \$28.8M Design and construction of the fifth reporting station and two satellite stations
- \$10.4M State of Good Repair purchases of ambulances and other fleet delayed by supply chain challenges
- \$8.5M State of Good Repair and Other purchases of equipment including power loads, power stretchers and defibrillators
- \$2.4M IT Initiatives including State of Good Repair for ambulance devices
- \$1.9M Facility maintenance on existing reporting and satellite stations
- \$1.1M Various minor state of good repair projects

## 2024 Capital Budget - \$40.2M

### Key highlights:

- \$23.2M Additional construction costs related to fifth reporting station
- \$8.2M Enhancement and state of good repair for ambulance and other fleet
- \$5.0M Design costs for sixth reporting station
- \$2.7M Enhancement and state of good repair for equipment
- \$0.6M Facility maintenance including state of good repair and other work on in-service reporting and satellite stations
- \$0.5M Enhancement and state of good repair for ambulance computers

*See Appendix I for details.*

### 2024 Budget Risks

- Implementation of capital projects may be affected by heightened inflation and supply chain challenges.

### Operating Impact of 2024 Capital Budget

- General operating costs of \$0.5M and staffing costs of \$1.7M for fifth reporting station, beginning in 2026.

# Proposed Capital Plan

## 2024 - 2033 10-Year Capital Plan - \$218.0M

### By Project Classification:

|   |   |  |
|---|---|--|
| <b>State of Good Repair</b><br><b>\$96.0M</b> | <b>DC Funded Growth</b><br><b>\$10.7M</b> | <b>Non-DC Funded Growth &amp; Other</b><br><b>\$111.3M</b> |
|---|---|--|

#### Key Highlights:

- \$97.8M Growth-related satellite and reporting stations
- \$69.8M New ambulances for growth and replacement of vehicles reaching the end of their useful life
- \$35.1M Equipment replacements in line with safety standards and regulations, as well as new equipment tied to growth
- \$9.8M Major facility maintenance for existing in-service reporting and satellite stations
- \$5.5M Various IT initiatives including replacement of ambulance computers

*See Appendix II for details.*

2024 Financing Sources and Funding Status (\$'000)

| 2024          |                     |                          |                  |              |
|---------------|---------------------|--------------------------|------------------|--------------|
| Total Expense | Development Charges | Reserves & Reserve Funds | External Funding | Debt Funding |

| <u>Project</u> | <u>Name</u>                          | <u>Description</u>   |        |       |        |
|----------------|--------------------------------------|--|--------|-------|--------|
| 247801         | Defibrillators and Medical Equipment | Purchase of Defibrillators and Medical Equipment for replacement and growth.                     | 2,719  | 136   | 2,583  |
| 247803         | Ambulance Fleet and Support Vehicles | Purchase of Ambulances and Administration vehicles for Peel Regional Paramedic Services program. | 8,201  | 1,200 | 7,001  |
| 247807         | IT Initiatives                       | IT related Capital Projects  | 495    |       | 495    |
| 247809         | Ambulance Facilities - Growth        | New stations to address growth   | 28,200 | 3,859 | 24,341 |
| 247810         | Major Facility Maintenance           | Based on improvements for refined 10 year plan for existing Ambulance facilities.                | 574    |       | 574    |
| Paramedics     |                                      |  | 40,189 | 5,195 | 34,994 |

Service: Paramedics

Appendix II

2024 Ten Year Combined Capital Program (\$'000)

|                   |                                      |  | 2024          | 2025          | 2026          | 2027          | 2028         | Yrs 6-10       | Gross          |
|-------------------|--------------------------------------|--|---------------|---------------|---------------|---------------|--------------|----------------|----------------|
| <b>Project</b>    | <b>Name</b>                          | <b>Description</b>   |               |               |               |               |              |                |                |
| 247801            | Defibrillators and Medical Equipment | Purchase of Defibrillators and Medical Equipment for replacement and growth.                     | 2,719         | 2,837         | 2,179         | 1,697         | 1,987        | 23,727         | 35,145         |
| 247803            | Ambulance Fleet and Support Vehicles | Purchase of Ambulances and Administration vehicles for Peel Regional Paramedic Services program. | 8,201         | 3,198         | 9,069         | 8,376         | 3,562        | 37,427         | 69,833         |
| 247807            | IT Initiatives                       | IT related Capital Projects  | 495           | 663           | 474           | 383           | 576          | 2,979          | 5,571          |
| 247809            | Ambulance Facilities - Growth        | New satellite stations to address growth   | 28,200        | 23,500        | 6,150         | 0             | 0            | 39,885         | 97,735         |
| 247810            | Major Facility Maintenance           | Based on improvements for refined 10 year plan for existing Ambulance facilities.                | 574           | 46            | 79            | 67            | 361          | 8,631          | 9,758          |
| <b>Paramedics</b> |                                      |  | <b>40,189</b> | <b>30,244</b> | <b>17,951</b> | <b>10,523</b> | <b>6,486</b> | <b>112,649</b> | <b>218,042</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 \$        |
|--|------------|------------------|----------------|------------------------|-------------------------|-------------------|
| Resources for Ambulance Enhancements   | Paramedics | 11               | 36.0           | -                      | 2,400,427               | -                 |
| Advancing to a Sizable Fifth Paramedic Station- Dockstader   | Paramedics | 12               | -              | -                      | -                       | 23,200,000        |
| Designing Future Paramedic Stations  | Paramedics | 13               | -              | -                      | -                       | 5,000,000         |
| Training to support the physical and psychological health & safety for Paramedics under the External Violence Against Paramedic program. | Paramedics | 108              | -              | -                      | -                       | -                 |
| <b>TOTAL</b>   |            |                  | <b>36.0</b>    | <b>-</b>               | <b>2,400,427</b>        | <b>28,200,000</b> |

## Budget Request #: 11

| Proposed Initiative                  | Department      | Division   | Service Area |
|--------------------------------------|-----------------|------------|--------------|
| Resources for Ambulance Enhancements | Health Services | Paramedics | Paramedics   |

### Description of Budget Request

To continue to provide excellent pre-hospital care to residents and visitors of Peel, Paramedics is requesting 36 FTEs (30 FT paramedics, and 6 operational staff) to support the three 24/7 ambulance enhancements. Additional staffing resources are required to meet ongoing service demands and Council-approved and provincially mandated response times.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 4,551,658  | 1,198,735  | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 4,551,658  | 1,198,735  | -          | -          |
| Rate Stabilization Reserve          | 2,151,231  | 557,835    | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | 2,151,231  | 557,835    | -          | -          |
| Net Impact - Tax                    | 2,400,427  | 640,900    | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 36         | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

Population growth and population aging are contributing directly to increasing call demand; rising patient acuity and health system pressures (offload delay) are additional challenges. Collectively, these drivers put more pressure on staff and the Service to continue to provide emergency coverage and excellence in "out of hospital" care while meeting Council-approved and provincially mandated response times. Staff are recommending additional resources to manage the growing strain on the system.

## Details of Service Change

The health system continues to be deeply impacted by the global pandemic and Paramedics is no exception. Based on the call volumes from January to March 2023, call volume is projected to increase by 3.5 per cent over 2022 by year-end. Paramedics was not able to meet any of the Canadian Triage Acuity Scale (CTAS) response time targets in 2022, which includes the most critical patients. Moreover, 2022 response times increased by approximately 31 seconds over 2021. Offload delay across all three hospital sites increased by about 31.3 per cent, from 46,364 hours in 2021 to 61,530 hours in 2022; these hours equate to 14 ambulances off the road per day. In 2022, paramedic time-on-task is estimated to be 163 minutes per call (time accounts for two paramedics per ambulance), an increase of 10 minutes from 2021. Time-on-task is affected by traffic congestion on-route, densification, the complexity of patients served, and delays during care transitions. To manage these pressures, while continuing to provide Paramedics to residents of Peel, and meet Council-approved response time targets, an additional 36 FTEs (30 FTE paramedics and 6 operational staff) for three 24/7 ambulance enhancements are requested.

## Service Impact

By adding additional staffing resources, Paramedics will be strengthening its capacity to provide excellent out of hospital care in an environment of increasing emergency call demand, and simultaneously mitigate system pressures. Expected outcomes include having sufficient resources (paramedic service hours) to strategically position ambulances ready to provide coverage in the community and respond to Peel's growing service demand, meet response time targets per the framework, better manage paramedic offload delay, and balance workload among paramedics in an equitable manner. Other expected outcomes include a reduction of end-of-shift overruns and improved management of meal breaks, thus contributing to improved mental health and well-being.

## Budget Request #: 12

| Proposed Initiative   | Department      | Division   | Service Area |
|---|-----------------|------------|--------------|
| Advancing to a Sizable Fifth Paramedic Station- Docksteader | Health Services | Paramedics | Paramedics   |

### Description of Budget Request

Paramedics requires additional funding of \$23.2 million to meet the forecasted costing to complete the construction of the fifth divisional reporting station- Docksteader. Completion of the fifth reporting station will be constructed to meet the Region's Net Zero Emissions standard for new construction and provide capacity and support the rising future demand on Paramedics as indicated in the report "Paramedics Long Term Facilities Capital Plan, Key Supporting Analyses".

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | -          | -          | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | -          | -          | 1,817,849  | 45,446     |
| Rate Stabilization Reserve          | -          | -          | 908,925    | (886,201)  |
| External Funding                    | -          | -          | -          | 908,925    |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | 908,925    | 22,723     |
| Net Impact -Tax                     | -          | -          | 908,925    | 22,723     |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | -          | -          | 12.0       | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | 23,200,000 |
| Capital Reserve           | 19,340,697 |
| Development Charges       | 3,859,303  |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | 23,200,000 |

## Why Staff Recommend this Initiative

Land for the fifth reporting station was purchased in 2022. However, the projected growth of fleet over the next seven years, balancing fleet from the current overcrowded stations, creating efficiencies through centralized warehousing and vehicle readying are drivers for creating a larger reporting station. To address these factors and house additional resources (i.e., ambulances, equipment, etc.) Paramedics requires a larger reporting station to meet the growing demands in Peel.

## Details of Service Change

Since the land for the fifth reporting station was approved, there have been unanticipated changes. The first, is a projected call volume increase of 78 percent between 2022 and 2036. This predicted call volume grows parallel with ambulance predictions. As previously reported, a total fleet of 201 ambulances will be required to meet growing service demands by 2030. Therefore, a larger facility will be needed to house more resources (i.e., ambulances, equipment, etc.) now and into the future. Unlike previous reporting stations- which are beyond capacity- the fifth reporting station will have increased facility capacity to house 65 vehicles in the bay area, a centralized area for logistics warehousing and vehicle and equipment processing. The second change is cost and inflation, which has increased due to the construction cost for a larger reporting station, which still meets the Region's Net Zero Emissions new construction standard, and inflationary increases to construction materials supply and demand. To increase the housing capacity of the fifth reporting station an additional funding of \$23.2 million is needed. This additional funding will also support the anticipated completion of a larger fifth reporting station by 2026 and support the anticipated growing service demands in Peel while balancing resources from our existing overcrowded reporting stations.

## Service Impact

Current reporting stations have the capacity to accommodate 25 ambulances. As identified in the approved Paramedics Long Term Facilities Capital Plan, Key Supporting Analyses, it was projected that three reporting stations would have a capacity for a total of 75 vehicles are to be completed between the years 2023-2030. However, through investing additional funds to build two (fifth and sixth) larger reporting stations, that will accommodate 130 vehicles combined. These larger stations will delay the need for building the seventh reporting station beyond 2030 resulting in capital cost avoidance for several years. The overall impact to service delivery means that there will be facility capacity available to support the additional ambulances fleet size and equipment needed to meet the Ministry standards and the expectations set by council through the response time framework in addition to supporting staff in providing out of hospital care.

### Budget Request #: 13

| Proposed Initiative                 | Department      | Division   | Service Area |
|-------------------------------------|-----------------|------------|--------------|
| Designing Future Paramedic Stations | Health Services | Paramedics | Paramedics   |

### Description of Budget Request

Land for the sixth reporting station was approved in 2023. To anticipate when land acquisition is confirmed, \$5 million is needed for the design phase of the sixth reporting station, including design provisions to meet the Region's Net Zero Emissions new construction standard. This request is in line with the council approved Paramedics Long Term Facilities Capital Plan, Key Supporting Analyses" report.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | -          | -          | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | -          | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact -Tax                     | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | -          | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | 5,000,000  |
| Capital Reserve           | 5,000,000  |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | 5,000,000  |

## Why Staff Recommend this Initiative

Ambulance predictions grow parallel with anticipated call volume. There is a projected increase of 78 per cent in call volume between 2022 and 2036 and a total fleet of 201 ambulances are required by 2030. When the fifth reporting station becomes operational in 2026, it will reach capacity quickly. Therefore, designing the approved sixth reporting station within the next three-five years will prepare Paramedics to respond to the increased demands on the service.

## Details of Service Change

Given past facility construction experiences, reporting stations typically require approximately three years to be built. Land approval for the sixth reporting station was obtained in the 2023 budget, once this land is acquired, funds totaling \$5 million are needed for the initial design of the facility, including design provisions to meet the Region's Net Zero Emissions standard for new construction. In the facility design phase, considerations and strategies that identify several options that may effectively mitigate capital costs and introduce system efficiencies will be considered. The sixth reporting station will apply learnings from previous design builds to mitigate costs and to increase efficiencies for future planning. One of the efficiencies is creating a larger sized reporting station. A larger station will support the resources needed to meet the current and future Paramedics demands while alleviating the current pressure and capacity at the operational stations.

To help mitigate the need for additional reporting stations in the near future, the funds obtained, will allow for the design of a larger reporting station to house a greater number of resources (i.e., ambulances, equipment) to manage growing demands and resourcing needs.

## Service Impact

Once the land is acquired through the Real Property and Facility Acquisitions team, the next phase of this project will have funds available and allocated for the design of the reporting station. Similar to the fifth reporting station, the sixth reporting station will be a larger facility to house additional resources. The sixth reporting station will create a streamlined program delivery through creating further efficiencies needed to continue to deliver excellent out of hospital care. Ensuring the design funds are available will potentially expediate the construction of the infrastructure required to manage the predicted demand for Paramedics. The funds will enable Paramedics to take a readiness and flexible approach for the sixth additional reporting station while also adapting to the operational and community needs.

## Budget Request #: 108

| Proposed Initiative  | Department      | Division   | Service Area |
|--|-----------------|------------|--------------|
| Training to support the physical and psychological health & safety for Paramedics under the External Violence Against Paramedic program. | Health Services | Paramedics | Paramedics   |

### Description of Budget Request

Training is required to reduce the risk of physical and psychological harm associated with external workplace violence for Peel Paramedics. Enhanced training and knowledge are needed for paramedics to understand the skills and strategies associated with conflict awareness and avoidance. A total of \$1.25 million is needed to implement this training to support the council approved Violence Prevention in Paramedics report.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 1,253,315  | -          | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 1,253,315  | -          | -          | -          |
| Rate Stabilization Reserve          | 1,253,315  | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | 1,253,315  | -          | -          | -          |
| Net Impact -Tax                     | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | -          | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |



## Why Staff Recommend this Initiative

Paramedics continue to experience workplace violence at alarmingly high rates. Between February 2021- January 2023, 971 reports have been documented by active paramedics (48%) in the External Violence Incident Report (EVIR). Of the reports, 40% documented some form of physical (38%) or sexual (2%) assault. Additionally, 18% of paramedics reported being physically injured from violence. This corresponds to a paramedic being assaulted every 36 hours and being physically injured every 11 days.

## Details of Service Change

Post incident reviews, documentation and data analysis have provided new information about the circumstances surrounding violent incidents. EVIR reports have provided a better understanding of a paramedic's thoughts, decisions, and choice of action (or inaction) prior to, during and following incidents. Through documenting violent incidents in EVIR significant gaps in paramedic knowledge and skills in the areas of threat awareness, assessment, and management have been identified. Additionally, paramedics lack the knowledge and understanding of the Canadian Criminal Code, self-defense, legal liabilities, and best documentation practices which can support them in addressing and understanding violence towards them. The requested training will focus on addressing all identified gaps in knowledge and skill to support paramedics when faced with a violent event. This training will integrate Peel Regional Paramedics policy, practice, and procedure specific to risk, safety and external violence while advancing both psychological and occupational health and safety strategies in the workplace.

## Service Impact

This training component of the External Violence Against Paramedic program will enable paramedics to be more equipped to identify, assess and manage risk situations. This will enable paramedics to be able to avoid situations and incidents which can cause psychological or physical harm. Additionally, paramedics will have increased knowledge and understanding of the Canadian Criminal Code, self-defense, liability, and best documentation practices which will decrease the risk associated with legal liabilities in violent incidences. Through investing in this training program, early recognition of risk combined with planned appropriate responses will allow paramedics to continue to provide excellent emergency medical care. Additionally, this training program will prepare paramedics with the skills and tools needed to respond to risk situations which will reduce the prevalence of workplace safety insurance board (WSIB) paramedic claims. Ultimately, providing the resources and training needed to improve the mental and physical health of paramedics will improve operational safety while addressing a first responder culture that normalizes external workplace violence.

# Seniors Services

2024–2027 Business Plan  
and 2024 Budget

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# Executive Summary

Mission: To provide compassionate, loving, respectful care that is equitable for the people we serve as their health needs change.

## Services we provide:

- Seniors Services consists of two divisions; Seniors Services Development and Long Term Care
- There are five Peel Long Term Care homes with an Adult Day Services program co-located within each home
- Seniors Services Development provides Adult Day Services, Social Work Supports, Caregiver Support and Education, Respite Care, and Neurobehavioural Supports to enable clients to age in place
- Long Term Care provides Resident Care and Services including an Emotion-Focused Butterfly 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 well-being and workplace culture, Seniors Services is committed to providing high quality care to clients, residents, caregivers, and families in Peel Region

## Interesting facts about this service:

- 25,632 visits provided by Adult Day Services virtually and in-person and this number continues to increase alongside the waitlist
- 93% of clients reported that Adult Day Services contributed to their ability to live at home and to meet growing demand, overnight respite care beds and Adult Day Services spaces will require expansion
- 830 residents served across all five Peel Long Term Care homes require increased staffing to meet legislative requirements to support quality care and infection prevention and control measures

- 87% of people living in Long Term Care homes have a cognitive impairment, including dementia further contributing to the complex care needs of residents

## Highlights of the Business Plan include:

- Enhancing workforce to improve resident, client, caregiver, and staff experience
- Phased implementation and compliance with the Fixing Long-Term Care Act, 2021 to enhance resident experience and quality of life
- Establishing a team for major health/seniors-supporting initiatives to plan for growing demands of an aging population
- Piloting integrated care and expanding ADS and Respite Care to support clients and caregivers to age at home
- Leveraging technology and infrastructure to meet current and future needs

| Net Investment (\$000s) | 2024   | 2025   | 2026   | 2027   |
|-------------------------|--------|--------|--------|--------|
| Operating               | 54,191 | 56,107 | 57,966 | 59,939 |
| Capital                 | 6,784  | 4,655  | 3,448  | 4,984  |
| Full Time Equivalents   | 946.91 | 948.91 | 948.91 | 948.91 |

# Core Services

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

### Vision

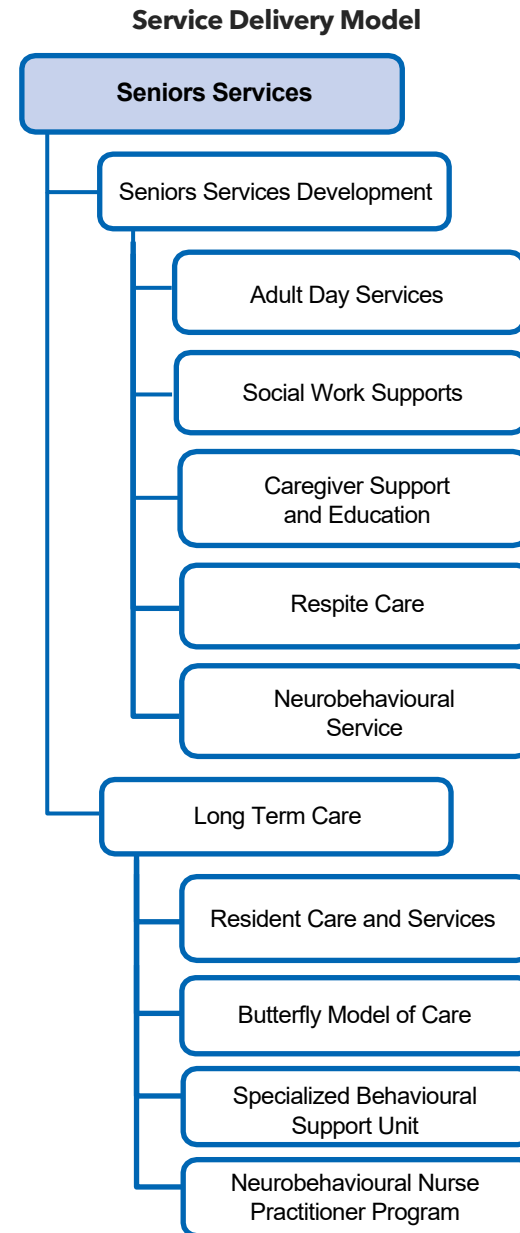
Individuals receive person-centred, innovative, integrated care and support, enhancing their quality of life.

### Mission

To provide compassionate, loving, respectful care that is equitable for the people we serve as their health needs change.

### Goals of Service

1. **Deliver Integrated Care:** We work collaboratively with the people we support and health care partners to serve the community.
2. **Deliver Person-Centred Care:** We provide individualized care that is guided by diversity, equity and inclusion.
3. **Cultivate an Engaged Workplace Culture:** We acknowledge and support the importance of each other's psychological health and well-being in our workplace.
4. **Foster Workforce Enablement:** We provide effective resources to empower staff and to adapt to the changing needs of the community.



# Service Levels and Trends

## Service Levels

Seniors Services consists of two divisions; Seniors Services Development (SSD) and Long Term Care (LTC). There are five Peel LTC homes with an Adult Day Services (ADS) program co-located within each home. SSD and LTC support individuals 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 Seniors Services Development.**

Peel Region's 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 impairments, physical disabilities, chronic illness, or other conditions that require support. In 2022, ADS served 258 clients across its five centres, both virtually and in-person.

#### **Adult Day Services, In-Person**

In-person services are currently working towards operating at 100% of their pre-pandemic numbers, and this is expected to be achieved by the end of 2023. In 2022, ADS provided 10,510 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 15,122 virtual visits in 2022.

## **Social Work Supports**

Social work counselling and support are available to both clients and caregivers. Social Workers completed 2,583 interactions in 2022. 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**

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 living in the community. Comprehensive Geriatric Assessments (CGA) are conducted to inform on-going management and person-centred individualized treatment plans.

**The following highlights the level of services provided to residents under Long Term Care.**

### **Resident Care and Services**

Peel owns and operates 703 LTC beds, across five municipal LTC homes: Peel Manor, Tall Pines, Davis Centre, Malton Village, and Sheridan Villa. Innovative approaches, such as emotion-focused care approaches, 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 2022, Peel's LTC homes provided 24/7 resident care to 830 individuals.

### **Emotion-Focused Butterfly Model of Care**

The Butterfly model of care provides emotion-focused, person-centred care to those living with dementia. The model focuses on understanding, acknowledging, and embracing human feelings to improve overall well-being. The program creates a home-like environment, works to elicit positive memories, and promotes connection between residents and staff. Currently, there are Butterfly home areas at Malton Village, Sheridan Villa, Davis Centre, and Tall Pines.

### **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 residents' clinical goals have been achieved and expressive responses have stabilized, they can transition to their next place of residence.

### **Neurobehavioural Nurse Practitioner Program**

Peel Region's NBNP team works in partnership with existing Behavioural Supports Ontario (BSO) Nurses and leads. Since the inception of the program in 2017, the NBNP team and Peel Region's Senior Medical Director have provided a specialized team approach to optimally manage behavioural and psychological symptoms of dementia for seniors in 20 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 265 residents in 2022, 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 four 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 1.3% to 4.2% between 2016 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 to deliver integrated health care by working with system partners to 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 2022, the following observations were made in SSD and LTC:

- 76% of current in-person clients have complex medical care needs including cognitive impairments such as dementia.
- 87% of people living in Peel's LTC 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-focused 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 well-being 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.
- 95% 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.

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:** 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. 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). The lack of system wide coordination between organizations continues to exist when supporting seniors along the continuum of care.

**Chronic Underfunding:** There are ongoing challenges related to underfunding for home and community care services and long term care. Current funding formulas do not accurately account or compensate for high-growth and high-demand communities, leading to increasing waitlists and unmet demand. In 2023, Peel Region's Adult Day Services programs had 531 clients on their waitlist, while Peel's LTC homes had 2,475 clients waiting for admission. 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. Peel Region 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 well-being within the home have been impacted by the need for social distancing and periods of isolation.

**Legislative Changes:** The *Fixing Long-Term Care Act, 2021* and accompanying aim to strengthen LTC service delivery with a focus on protecting residents' experience and quality of life. However, the costs to implement and to be in compliance are much greater than what the Ministry has identified. LTC sector partners continue to advocate for funding to support the changes made to meet compliance to the Act and regulations.

**Increasing Demands for Long Term Care 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 a traditional “bricks and mortar” LTC beds approach.

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

Seniors Services is committed to delivering services economically and efficiently. Performance measures are used to help assess how well Seniors Services is doing at achieving goals and where to improve operations. The results also inform decision-making and strengthen accountability. The performance measures utilized in Seniors Services are well-aligned with the “Quintuple Aim” framework adopted by Health Services (as shown in Figure 2).

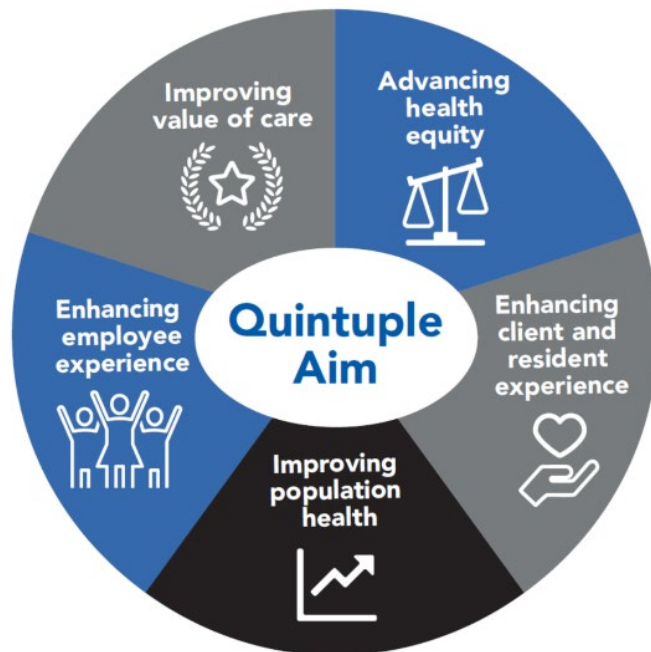


Figure 2 Quintuple Aim

The Quintuple Aim provides a framework for addressing system-level challenges as we advance healthcare in Peel Region. This model expands on the previous Quadruple Aim framework with the addition of a fifth aim for health equity. This is intentional and in recognition that without an explicit aim for health equity we will miss the opportunity to build equity into all we do and how we work.

At Peel, this means that health services, experiences and systems are equitable, just and work for everyone; no one is left out or behind regardless of social position or other socially determined circumstances. Seniors Services strives towards the simultaneous pursuit of all five aims in the work we do.

This framework focuses on enhancing client and resident experience, improving population health, enhancing employee experience, improving value of care, and advancing health equity.

### 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 2022 include:

**Client and Caregiver Satisfaction (ADS):** 99% of ADS clients were satisfied with overall programs and services; 100% of ADS caregivers would recommend the ADS program to others.

**Resident and Family Satisfaction (LTC):** 84% 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 Well-being (ADS):** 99% of ADS clients reported they improved or maintained their well-being based on experience survey results from 2022.

For LTC, selected mandatory indicators are compared against provincial benchmarks. In 2021/2022, Canadian Institute for Health Information reported that Peel Region'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

### **Enhancing Employee Well-being**

Staff shortages, challenging workloads, and cumulative exposure to stressful events have highlighted the importance of enhancing approaches to support psychological health and well-being of employees. In response, a Health Services Culture and Well-being Community of Practice was established. It identified the following immediate priorities: leadership development, raising awareness and engagement with well-being initiatives, and promoting diversity, equity and inclusion tools and resources. In addition, selected employees took part in a provincial training program that aims to support the National Standard of Canada for Psychological Health and Safety in the Workplace.

Information obtained from staff and leadership focus groups and surveys will inform and guide employee wellness and workplace culture in 2024. In the first half of 2023, 167 employees participated in focus groups and interviews which will aid in developing recommendations targeted towards enhancing employee psychological health and wellness in LTC and SSD.

### **Improving Value of Care**

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 2022, 93% of ADS clients surveyed reported that the ADS program contributed to their ability to live at home.

**Potentially Avoidable Emergency Department Visits (LTC):** To support reducing potentially avoidable and costly emergency department visits of LTC residents, LTC successfully implemented the PreviewED tool. This tool measures early detection of health decline in residents. In 2022, the avoidable emergency department visit rate (per 100) was 18.9 for Peel LTC homes. This trends below the provincial rate.

### **Advancing Health Equity**

SSD and LTC, in partnership with others in Health Services, are 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 Peel Region tailor programs, services, and interventions in a manner that considers equity and population diversity.

## Awards and Achievements

### **CARF® 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. In June 2023, all five ADS programs and LTC homes, as well as the Dementia Care Specialty Programs successfully attained a three-year CARF® International accreditation.

### **Sustainment of the Virtual ADS Program**

Peel Region's virtual ADS program enables seniors in the community to maintain or improve their health at home. Virtual ADS is available at no cost for registered and waitlisted clients. A free technology lending program is also available to enable access to clients without their own devices. The continuity in care through the virtual ADS program has contributed to a client's ability to live at home and has enabled smoother transitions for waitlisted clients to integrate successfully into the in-person ADS program.

### **Maturation of the Integrated Care Model**

The integrated care model at the Seniors Health and Wellness Village at Peel Manor will deliver an essential combination of services through an interdisciplinary team. As the program has matured, findings reinforce the benefits of integrating primary care in community services to support healthy aging at home. A primary care physician and integrated care manager were added to the program at Peel Manor to support with maturation of the integrated care model.

### **Best Practice Spotlight Organization**

Peel Region's 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 teams have successfully implemented several Best Practice Guidelines and have trained many team members to be Best Practice Champions. In 2023, Peel Region received re-designation until 2025.

### **The Butterfly Model of Care**

Peel Region was the first organization in Ontario to implement the emotion-focused Butterfly model of care. To date, seven Butterfly home areas have been implemented across four of the five LTC homes.

### **Emotion-Focused Dementia Care Training for First Responders**

Peel LTC was successful in receiving funding to pilot an emotion-focused dementia care training for first responders. Peel Long Term Care will develop and facilitate training for a pilot group of participants for Peel Police, Caledon OPP, and Paramedics. The goal of this training is to build awareness of dementia, and strategies to de-escalate heightened situations during crisis and community calls.

### **Initial Transitional Behavioural Support Unit Funding**

The Transitional Behavioural Support Unit (TBSU) focuses on meeting the needs of seniors with advanced dementia who are experiencing expressive behaviours through targeted, specialized, clinical care. The TBSU has received funding to initiate implementation for 2022/2023.

# The 2024 -2027 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, sustaining 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 and those living in long term care homes. With an intended move towards emotion-focused care, there is a greater awareness within long term care of how health equity has been embedded in many of the Seniors Services' practices; starting from the admission process and throughout a resident's length of stay to ensure there is a sense of individualized person-centred care. There is a concerted effort to continue to look for opportunities to review processes and create awareness for all key stakeholders including the residents, families, and staff to understand what health equity means in maintaining and delivering quality care for the residents. Building on both informal and formal avenues of dialogue that allows for open discussion about inequities and how Seniors Services can partner with stakeholders

through purposeful engagement will continue to further develop partnerships in creating a space of trust amongst all stakeholders.

Priority must be placed on partnership with community organizations and others in the health care system that build relationships that focus on discussion and networking by working together to co-design programs to advance health equity, improve system integration and reach those in need. Collaboration and partnership will include but is not limited to government agencies (Ontario Health and Local Ontario Health Teams), community organizations and participation on tables in an advisory and leadership capacity, local hospitals (William Osler, Trillium), post-secondary institutions for research, education, and student placement opportunities, research centres, local health service providers, and community organizations.

### Supporting the Mental Health of the workforce

All LTC homes and ADS centres have successfully completed the Ontario Centres for Learning, Research and Innovation (CLRI) in Long-Term Care Workplace Mental Health Program.

There are plans to continue to develop and build capacity among the Workplace Mental Health program participants. Key learnings from the program will be shared with the LTC homes and ADS centres through the support of the program participants. In addition, information obtained from staff and leadership focus groups and surveys will inform and guide employee wellness and workplace culture plans for 2024 and beyond.

## Phased implementation and Compliance with the *Fixing Long-Term Care Act, 2021*

The *Fixing Long-Term Care Act, 2021* (“Act”) and Ontario Regulation 246/22 aim to strengthen LTC service delivery with a focus on protecting residents, experience and enhancing their quality of life. These changes focus on measures to improve staffing and accountability. The regulatory changes under the *Act* are being implemented in phases (between 2022-2025) and have considerable impacts on Peel’s own service delivery and operational objectives. 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.

## Enhancing 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:

### 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 personal support workers. By March 31, 2025, residents will receive four hours of direct care. In addition, the Act requires each home have a designated Quality Specialist to facilitate new continuous quality improvement requirements including monitoring and reporting on homes quality and residents’ quality of life.

### Establishing a Team for Major Health/Seniors-Supporting Initiatives

As a result of the accelerated growth of seniors in Peel, a dedicated team to provide ongoing planning and support for major initiatives associated with the support of seniors in the community will be established to meet the growing demands of an aging population. This team will lead and ensure achievement of outcomes for major initiatives associated with improving seniors-focused health-related services and system capacity.

### Stabilizing Long Term Care Operations

Sustaining increased IPAC requirements and providing complex resident care post-pandemic will support an environment that is focused on care, safety, and sanitization. Additional staff resources are required to support these efforts which will maintain resident engagement, person-centred care, reduce social isolation, and provide work-life balance and less burnout to staff.

## Service Delivery

### **ADS and 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 Peel Region to address unmet demand for services. It will also provide greater ability to manage ongoing impacts to Peel 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 to 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 ones 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.

### **Securing Approval and Funding for Transitional Behavioural Support Unit (TBSU) at Peel Manor**

Peel Region 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 behaviours through targeted, specialized, clinical care. The TBSU will also leverage the Butterfly model of care to provide emotion-focused care and ensure strong collaboration between the interdisciplinary team, family members, and the community.

### **Expanding Emotion-Focused Care**

LTC will conclude the implementation of the final three Butterfly home areas at Peel Manor, which will include the new TBSU and two other home areas. By the end of 2024, there will be ten Butterfly home areas across all five LTC homes. In addition, the principles and approaches of emotion-focused care will extend beyond the designated Butterfly home areas.



# Finding Efficiencies

## Continuous Improvement

The objective of Peel 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:

### **TransHelp Streamlined Application Process**

Working with TransHelp, a specialized public transit service, the ADS team created a streamlined application process for ADS clients to access TransHelp services. The ADS program has seen an increase in TransHelp clients as a result of this process improvement.

### **Consent Documentation Review**

The ADS Overall Consent Form and Physician Consent Form have been reviewed and updated in a variety of ways that improve both the client and service provider experience. The consent documentation was reviewed and adapted to ensure the forms are user-friendly, informative and gather adequate information to reduce duplication resulting in faster completion and efficient use of electronic submissions.

### **Enhancements to Continuous Quality Improvement Practices**

The application of the changes of the *Fixing Long-Term Care Act, 2021*, have reinforced practices and infrastructure that continue to make improvements to the LTC Home environment. The Act emphasizes continuous quality improvement (CQI) through the CQI committee and a designated quality lead.

Work is underway to create a CQI program that encompasses quality planning, quality improvement, and quality control and assurance that makes connections and distinguishes the roles and responsibilities at both a divisional level and the centre level which includes residents and families as partners in developing a program that captures the critical work that enhances the quality of life of the residents

### **Butterfly Model Sustainability**

An evaluation framework has been developed in collaboration with Health Intelligence Analytics and LTC to monitor and evaluate the effectiveness of the Butterfly model of care in LTC. The model will be examined using the following five quintuple aim objectives: improving quality of care, improving resident experience, improving staff well-being, realizing service efficiency, and applying a health equity lens.

### **Enhanced Workforce Data Collection and Management**

As Seniors Services continues to centralize scheduling and payroll practices, the Centralized Business Support Unit (CBSU) will implement enhanced data collection practices that will identify workforce trends, including overtime, agency usage, sick time, etc. that will aid in the development of action plans to make improvements in ensuring there are consistent practices across the division to address workforce challenges. In addition, policies and processes will be updated to enforce standardization related to scheduling and payroll practices.

The following highlights operational activities in place that ensure continued accountability:

### **Implementation of New Electronic Health Record System**

In 2023, ADS implemented a new Electronic Health Record (EHR) system for clients within Peel's five ADS centres. Through the new EHR, clients will have one file regardless of the number of Peel ADS programs they attend. This will increase communication across centres, reduce the need for clients and caregivers to repeat themselves, and reduce overall risk. Clients will also be able to receive one itemized invoice that will clearly outline the charges for the month.

### **Continuous Quality Improvement (CQI) Committees and Annual Quality Improvement Reports at Long Term Care**

The divisional leadership team monitors CQI through key indicators to establish priorities and track performance of the division. Each home has their own CQI Committee in place that utilizes an interdisciplinary approach to maintain a structure that supports quality care and services in alignment with legislative requirements, Long Term Care Service Accountability Agreement obligations, 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 holds 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.

## **Seniors Services Development 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, Electronic Medical Record Implementation Project, is underway to implement collaborative technology to address this need.

## **DocuSign for Adult Day Services**

ADS is implementing DocuSign as a way for clients and caregivers to electronically sign consent documentation. This will enable a smoother admission process.

## **Virtual Adult Day Services Program Technology**

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. Maintaining technologies to deliver virtual ADS programming will reduce barriers to care and allow greater reach to seniors in the community.

## **Central Registry Adult Day Services Waitlist Management at Sheridan Villa**

Sheridan Villa is participating in a pilot project with ADS providers from the legacy Mississauga Halton Local Health Integration Network (LHIN) to centralize waitlist management for ADS programs. In this pilot, applications to participate in ADS will be streamlined so that when ADS providers have a vacancy, they will reach out to the Central Registry via CareDove to receive the information of the next client on the waitlist. This process will improve efficiency for providers as clients will only be contacted once by Central Registry staff until a spot is available at their program of choice.

## **Adult Day Services Access to Electronic Health Records**

Access through external partnership to give health care providers timely and secure access to comprehensive health information including hospital visits, lab results, dispensed drugs, diagnostic images, and home and community care information. This has been implemented across all ADS programs.

## **Long Term Care Outbreak Management Technology**

Access to timely data is critical to effective outbreak management and 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.

### **Long Term Care 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.

### **Long Term Care Asset Management**

The implementation of a new asset management application will support comprehensive facility management, planning and maintenance. This system will record all assets, their value, and end of useful life for decision-making. The work order maintenance management module is a tool to record all maintenance activities to ensure compliance as well as providing a safe and secure environment to residents.

### **Long Term Care Access to Electronic Health Records**

Access through external partnership to give health care providers timely and secure access to comprehensive hospitalized resident health information including hospital visits, lab results, dispensed drugs, diagnostic images, and home and community care information. This has been implemented at all of the LTC homes. Additionally, an Integrated Project connecting long term care homes to hospitals to allow for bi-directional data exchange during transitions in care. This initiative will be piloted at Sheridan Villa.

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 that infrastructure is responsibly maintained, Seniors Services 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 2024 to 2033 is \$60.8 million and \$17 million for development charges (DC) projects. For 2024, an estimated \$5.3 million in state-of-good repair capital projects ensures Peel Region's long term care homes meet service levels and maintain infrastructure.

Highlights of the major state of good repair projects for the 2024 Capital Budget include:

- \$1.7 million for general integrated construction work for washroom, allowance for equipment at Sheridan Villa, Davis Centre, and Tall Pines
- \$1.3 million for mechanical allowance, air conditioning, heaters projects at Sheridan Villa, Davis Centre, and Malton Village
- \$1.3 million for replacing bed, lift, general equipment at Sheridan Villa, Davis Centre, Tall Pines, and Malton Village
- \$1.0 million for roof repair and maintenance at Sheridan Villa, and Davis Centre

# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2024-2027 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The cost to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The budget for 2023 was \$47.0 million and the proposed budget for 2024 is \$54.2 million.

## Net Expenditures: \$54.2 million (Total Expenditures: \$142.7 million)

| Description                              | 2022 Actuals    | 2023 Approved Budget | 2024 Proposed Budget | \$ Change Over 2023 | % Change Over 2023 |
|--|-----------------|----------------------|----------------------|---------------------|--------------------|
| Operating Costs                          | 16,976          | 14,000               | 16,194               | 2,194               | 15.6%              |
| Labour Costs                             | 95,886          | 102,029              | 111,472              | 9,442               | 9.3%               |
| Reserve Contributions                    | 6,793           | 6,793                | 6,793                | -                   | -                  |
| Debt Charges                             | -               | -                    | -                    | -                   | -                  |
| Grant Payments                           | -               | -                    | -                    | -                   | -                  |
| Facility, IT, HR and other support costs | 18,447          | 19,220               | 19,774               | 554                 | 2.9%               |
| Recoveries                               | (11,012)        | (11,550)             | (11,534)             | 16                  | (0.1)%             |
| <b>Total Expenditures</b>                | <b>127,090</b>  | <b>130,492</b>       | <b>142,699</b>       | <b>12,207</b>       | <b>9.4%</b>        |
| Grants and Subsidies                     | (67,217)        | (59,541)             | (63,960)             | (4,419)             | 7.4%               |
| Supplementary Taxes                      | -               | -                    | -                    | -                   | -                  |
| Fees and Services Charges                | (17,096)        | (19,315)             | (19,690)             | (375)               | 1.9%               |
| Transfer from Development Charges        | -               | -                    | -                    | -                   | -                  |
| Contributions from Reserves              | -               | (4,670)              | (4,858)              | (188)               | 4.0%               |
| <b>Total Revenues</b>                    | <b>(84,313)</b> | <b>(83,527)</b>      | <b>(88,508)</b>      | <b>(4,981)</b>      | <b>6.0%</b>        |
| <b>Total Net Expenditure</b>             | <b>\$42,777</b> | <b>\$46,965</b>      | <b>\$54,191</b>      | <b>\$7,226</b>      | <b>15.4%</b>       |

Note: May not add up due to rounding

## 2024 Operating Budget Pressures

| \$'000   | Total Expenditures | Total Revenue  | Net Cost<br>2024 vs 2023 |          |
|--|--------------------|----------------|--------------------------|----------|
| <b>2023 Revised Cost of Service</b>  | <b>130,492</b>     | <b>83,527</b>  | <b>46,965</b>            | <b>%</b> |
| <b>Cost of Living/Inflation</b>  |                    |                |                          |          |
| Labour costs   | 2,618              | -              | 2,618                    |          |
| Goods and Services   | 1,435              | -              | 1,435                    |          |
| <b>Base Subsidy/Recoveries</b>   |                    |                |                          |          |
| Increase in Provincial funding   | 385                | 944            | (559)                    |          |
| Increase in Resident user fee  | -                  | 352            | (352)                    |          |
| <b>Cost Mitigation</b>   |                    |                |                          |          |
| Efficiencies identified from operational cost reviews  | (90)               | -              | (90)                     |          |
| <b>Other Pressures<sup>1</sup></b>   |                    |                |                          |          |
| Reversal of COVID related 37 FTEs carried in 2023 Budget   | (2,335)            | (2,335)        | -                        |          |
| Reversal of Fixing Long Term Care Act temporary staffing included in 2023 Budget   | (518)              | (518)          | -                        |          |
| Reversal of cost and reserve draw related to Adult Day Services and respite bed expansion included in 2023 budget, now proposed to operate in 2024 (see below under 'Growth')  | (1,088)            | (1,088)        | -                        |          |
| Stabilizing Operations in Long Term Care - resources to stabilize programs impacted by the pandemic (13 contract staff, continuation of Council resolution #2023-500)  | 1,380              | 1,380          | -                        |          |
| <b>Base Budget Changes Subtotal</b>  | <b>1,787</b>       | <b>(1,265)</b> | <b>3,052</b>             |          |
| <b>Service Level Demand<sup>2</sup></b>  |                    |                |                          |          |
| Phased Implementation of the Fixing Long-Term Care Act, 2021 - Staffing to move towards 4-hours of care annual provincial target 37.34 FTEs funded by the Province and Quality leads/Specialist 5.0 FTEs (Budget Request #6, Council resolution #2022-594) | 4,549              | 3,336          | 1,213                    |          |
| Stabilizing Operations in Long Term Care – converting 18.2 FTEs to permanent roles originally approved for COVID prevention and containment under Council resolution #2022-669 (Budget Request #5)   | 1,735              | -              | 1,735                    |          |

| \$'000  | Total Expenditures | Total Revenue   | Net Cost 2024 vs 2023 |              |
|---|--------------------|-----------------|-----------------------|--------------|
| Support to deliver major health/seniors-supporting initiatives 4 FTEs, 2 contract staff (Budget Request #107)   | 836                | 245             | 590                   |              |
| <b>Growth<sup>3</sup></b>   |                    |                 |                       |              |
| Completion and operationalization of the Seniors Health and Wellness Village (SHWV) at Peel Manor - Temporary staffing and services to implement 1-year pilot for Adult Day Services and respite bed expansion starting Jan 1, 2024, funded from internal reserves including one-time implementation costs (Budget Request#8, Council resolution #2021-397) | 3,300              | 2,665           | 635                   |              |
| <b>Service Level Changes Subtotal</b>   | <b>10,420</b>      | <b>6,246</b>    | <b>4,174</b>          |              |
| <b>Total 2024 Budget Change</b>   | <b>12,207</b>      | <b>4,981</b>    | <b>7,226</b>          |              |
| <b>2024 Proposed Budget</b>   | <b>\$142,699</b>   | <b>\$88,508</b> | <b>\$54,191</b>       | <b>15.4%</b> |

Note: May not add up due to rounding



## Operating budget pressure notes:

### Base Budget - Other Pressures<sup>1</sup>

- The reversals represent temporary resources that were added to the 2023 Budget which are not carried forward to 2024.

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

- Phased Implementation of the Fixing Long-Term Care Act, 2021 - 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 37.34 FTE are included in the proposed budget for 2024, to meet the annual provincial target. This represents the final addition to reach provincial target of 4 hours of care per resident per day. The funding is expected in the amount of \$3.336 million. Also proposed as part of the request, the conversion of 5 Quality leads/Specialists to permanent basis for all five long term care homes to meet the requirements of the Act.
- Stabilizing Operations in Long Term Care – proposed 18.2 resources are to sustain increased Infection Prevention and Control (IPAC) requirements, ongoing outbreaks, and sustain complex resident care post-pandemic. These positions are assessed from the 37 FTEs that were approved by Council for COVID prevention and containment efforts in 2021-2023.
- Support to deliver major health/seniors-supporting initiatives – 4 FTEs and 2 contract staff are proposed for major initiatives associated with improving seniors-focused health-related services and system capacity. The cost for contract staff for 1-year term is to be fully funded from internal reserves.

### Growth<sup>3</sup>

- Completion and operationalization of the Seniors Health and Wellness Village (SHWV) at Peel Manor – 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 resolution #2021-397, the commencement of the 1-year expansion pilot and one-time implementation costs are shifted to Jan 1, 2024. In 2023, the costs were added to commence the pilot as of July 1, 2023. 2023 costs and related internal reserve funding is reversed in the proposed 2024 Budget.

## Staffing Resources to Achieve Level of Service

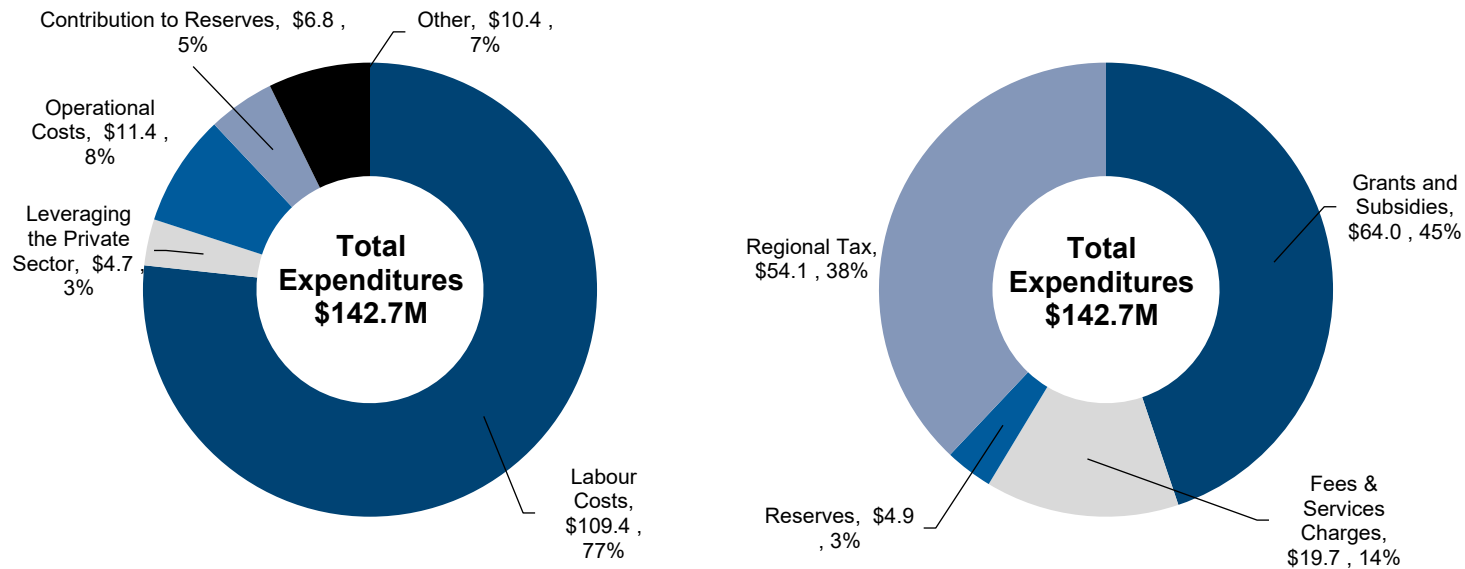
| Sub Service                                     | 2023         | 2024         | 2025         | 2026         | 2027         |
|---|--------------|--------------|--------------|--------------|--------------|
| Adult Day Services                              | 54.5         | 58.5         | 60.5         | 60.5         | 60.5         |
| Social Work Supports                            | 2.0          | 2.0          | 2.0          | 2.0          | 2.0          |
| Caregiver Support and Education                 | 2.0          | 2.0          | 2.0          | 2.0          | 2.0          |
| Respite Care                                    | 0.9          | 0.9          | 0.9          | 0.9          | 0.9          |
| Neurobehavioural Service                        | 1.0          | 1.0          | 1.0          | 1.0          | 1.0          |
| <b>Seniors Services Development (SSD) Total</b> | <b>60.4</b>  | <b>64.4</b>  | <b>66.4</b>  | <b>66.4</b>  | <b>66.4</b>  |
| Resident Care and Services                      | 745.60       | 806.1        | 806.1        | 806.1        | 806.1        |
| Butterfly Model of Care                         | 45.0         | 45.0         | 45.0         | 45.0         | 45.0         |
| Specialized Behavioural Support Unit            | 29.4         | 29.4         | 29.4         | 29.4         | 29.4         |
| Neurobehavioural Nurse Practitioner Program     | 2.0          | 2.0          | 2.0          | 2.0          | 2.0          |
| <b>Long Term Care (LTC) Total</b>               | <b>822.0</b> | <b>882.5</b> | <b>882.5</b> | <b>882.5</b> | <b>882.5</b> |
| <b>Seniors Services (SSD + LTC) Total</b>       | <b>882.4</b> | <b>946.9</b> | <b>948.9</b> | <b>948.9</b> | <b>948.9</b> |

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

Note: Resources are shared between Adult Day Services, Social Work Supports and Caregiver Support and Education

Note: Butterfly Model of Care staffing resources do not include baseline FTEs

## 2024 Total Expenditures & Funding Source (In \$M)



## 2024 Budget Risks

- Budget has been developed assuming Peel's services will continue to be provided, notwithstanding any governance decisions resulting from Bill 112.
- 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 continue 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, 2021*. 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.

## 2025 - 2027 Operating Forecast

|                          | Budget   |          |       | Forecast |        |          |      |          |      |
|--------------------------|----------|----------|-------|----------|--------|----------|------|----------|------|
|                          | 2023     | 2024     |       | 2025     |        | 2026     |      | 2027     |      |
|                          | \$'000   | \$'000   | %     | \$'000   | %      | \$'000   | %    | \$'000   | %    |
| <b>Total Expenditure</b> | 130,492  | 142,699  | 9.4%  | 141,643  | (0.7)% | 145,084  | 2.4% | 148,791  | 2.6% |
| <b>Total Revenue</b>     | (83,527) | (88,508) | 6.0%  | (85,536) | (3.4)% | (87,118) | 1.8% | (88,852) | 2.0% |
| <b>Net Expenditure</b>   | 46,965   | 54,191   | 15.4% | 56,107   | 3.5%   | 57,966   | 3.3% | 59,839   | 3.4% |

Note: May not add up due to rounding

- Forecast years' increases are related to maintaining base services
- 2025 forecast includes 2 FTEs for virtual Adult Day programming at Peel Manor and Davis Centre

# Proposed Capital Budget

**Capital Budget: \$6.8 million** (Ten Year Plan: \$137.2 million)

## 2024 Capital Budget Overview

The following table provides a summary of Seniors Services planned capital project activity for 2024, including funding sources for both new capital project requests in 2023 and projects carried forward to 2024.

| Capital Plan By Funding Source | Carry-forward from Prior Years (WIP) (\$'000) | 2024 Capital Budget (\$'000) | Total Capital in 2024 (\$'000) |
|--------------------------------|---|------------------------------|--------------------------------|
| DC Growth                      | -   | -                            | -                              |
| Externally Funded              | -   | -                            | -                              |
| Non-DC Internal                | 44,444  | 6,784                        | 51,228                         |
| <b>Total Expenditures</b>      | <b>44,444</b>                                 | <b>6,784</b>                 | <b>51,228</b>                  |
| <b># of Projects</b>           | <b>80</b>                                     | <b>6</b>                     | <b>86</b>                      |

## Existing Capital Projects - \$44.4M

- \$19.7M Seniors Health and Wellness Village project
- \$7.2M Elevator, chiller, cooling and generator projects at Sheridan Villa, Malton Village, Davis Centre, and Tall Pines
- \$3.8M Davis Centre facility-wide repair and upgrade
- \$3.5M Peel Manor Facility Maintenance
- \$3.2M Beds, lifts, or other equipment replacement for all five homes
- \$1.9M Building Automation System project at Malton Village and Tall Pines
- \$1.6M Interior work to replace or repair for window, floor, etc. at Davis Centre, Tall Pines, and Malton Village
- \$1.4 M Exterior work for Sealants & Caulking Walls, concrete repairs at Sheridan villa, Davis Centre, Tall Pines, and Malton Village
- \$1.4M in various small equipment replacement at Sheridan villa, Davis Centre, Tall Pines, and Malton Village
- \$0.7M Replacement of nursing call system at Sheridan Villa, and Davis Centre

## 2024 Capital Budget - \$6.8M

### Key highlights:

- \$1.7M General Integrated Construction work for washroom, allowance for equipment at Sheridan Villa, Davis Centre, and Tall Pines
- \$1.3M Mechanical Allowance, Air conditioning, Heaters projects at Sheridan Villa, Davis Centre, and Malton Village
- \$1.3M Replacing bed, lift, general equipment at Sheridan Villa, Davis Centre, Tall Pines, and Malton Village
- \$1.0M Roof repair and maintenance at Sheridan Villa, and Davis Centre
- \$0.5M Surveys and Studies at Sheridan Villa, Davis Centre, Tall Pines, and Malton Village
- \$0.4M Irrigation System and general landscaping projects at Davis Centre, Tall Pines, and Malton Village
- \$0.3M Enhanced building access at Davis Centre Adult Day Services (Budget Request #116)
- \$0.3M Interior work for window, floor repairs at Davis Centre, Tall Pines, and Malton Village

*See Appendix I for details.*

## 2024 Budget Risks

- Budget has been developed assuming Peel's services will continue to be provided, notwithstanding any governance decisions resulting from Bill 112.

## Operating Impact of 2024 Capital Budget

- None

# Proposed Capital Plan

## 2024 - 2033 10-Year Capital Plan - \$137.2M

### By Project Classification:

|   |   |   |
|---|---|---|
| <b>State of Good Repair</b><br><b>\$60.8M</b> | <b>DC Funded Growth</b><br><b>\$17.0M</b> | <b>Non-DC Funded Growth &amp; Other</b><br><b>\$59.4M</b> |
|---|---|---|

#### Key Highlights:

- \$60.8M Projects in State of Good Repair including
  - \$35.8M Elevator, Air conditioning, Heating & Cooling projects at Sheridan Villa, Davis Centre, Malton Village, and Tall Pines
  - \$12.8M Interior work to replace or repair door, floor, cabinets at Sheridan Villa, Davis Centre, Malton Village, and Tall Pines
  - \$6.2M Exterior work to replace or repair roof, window, door, and fence, etc. at Sheridan Villa, Davis Centre, Malton Village, and Tall Pines
  - \$2.6M Shower room renovation at Tall Pines
  - \$1.9M in various small state of good repair projects in all five homes for building and equipment maintenance and replacements.
  - \$1.5M Building sitework to repair or install for road paving & surfacing, irrigation systems, gate and fence at Sheridan Villa, Davis Centre, Malton Village, and Tall Pines
- \$17.0M DC Funded Growth – Placeholder for the development of a new Long Term Care home in 2033



- \$59.4 M in Non-DC funded growth and other projects:
  - \$43.0M Non-DC Funded Growth - Placeholder for the development of New Long Term Care Home in 2033
  - \$16.4M Other projects including:
    - \$7.1M Replacement of bed, lift, furnishings, appliances and general equipment at Sheridan Villa, Davis Centre, Tall Pines, and Malton Village
    - \$4.5M LTC Maintenance to address unplanned fluctuation projects
    - \$1.8M Interior work for window covering, wall painting, sealing at Sheridan Villa, Davis Centre, and Malton Village
    - \$1.2M Surveys and Studies at Sheridan Villa, Davis Centre, Tall Pines, and Malton Village
    - \$1.0M Consulting and design services provided to Building Automation System (BAS), split system for air conditioning at Davis Centre, Malton Village, and Tall Pines
    - \$0.8M of various minor enhancements and additions in five homes over the 10-year period

*See Appendix II for details.*

2024 Financing Sources and Funding Status (\$'000)

|                         |  |  | 2024                 |                            |                                     |                         |                     |
|-------------------------|--|--|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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> |
| 245404                  | Sheridan Villa Maintenance & Equipment | To address state of good repair or improvements required for building infrastructure or equipment to support direct care | 1,587                |                            | 1,587                               |                         |                     |
| 245405                  | Vera M Davis Maintenance & Equipment   | To address state of good repair or improvements required for building infrastructure or equipment to support direct care | 2,098                |                            | 2,098                               |                         |                     |
| 245406                  | Tall Pines Maintenance & Equipment     | To address state of good repair or improvements required for building infrastructure or equipment to support direct care | 1,239                |                            | 1,239                               |                         |                     |
| 245407                  | Malton Village Maintenance & Equipment | To address state of good repair or improvements required for building infrastructure or equipment to support direct care | 910                  |                            | 910                                 |                         |                     |
| 245408                  | LTC Divisional Allowance               | To budget for unplanned fluctuations experienced in budgeted SOGR projects in Long Term Care homes                       | 500                  |                            | 500                                 |                         |                     |
| 245409                  | LTC Divisional Maintenance & Equipment | To budget for SOGR projects in Long Term Care homes  | 450                  |                            | 450                                 |                         |                     |
| <b>Seniors Services</b> |  |  | <b>6,784</b>         |                            | <b>6,784</b>                        |                         |                     |

2024 Ten Year Combined Capital Program (\$'000)

|                         |  |  | <u>2024</u>  | <u>2025</u>  | <u>2026</u>  | <u>2027</u>  | <u>2028</u>  | <u>Yrs 6-10</u> | <u>Gross</u>   |
|-------------------------|--|--|--------------|--------------|--------------|--------------|--------------|-----------------|----------------|
| <b>Project</b>          | <b>Name</b>  | <b>Description</b>   |              |              |              |              |              |                 |                |
| 245404                  | Sheridan Villa Maintenance & Equipment                     | To address state of good repair or improvements required for building infrastructure or equipment to support direct care | 1,587        | 1,089        | 395          | 2,175        | 2,393        | 10,715          | 18,354         |
| 245405                  | Vera M Davis Maintenance & Equipment                       | To address state of good repair or improvements required for building infrastructure or equipment to support direct care | 2,098        | 1,975        | 73           | 139          | 553          | 2,578           | 7,416          |
| 245406                  | Tall Pines Maintenance & Equipment                         | To address state of good repair or improvements required for building infrastructure or equipment to support direct care | 1,239        | 1,041        | 1,712        | 1,269        | 2,582        | 14,731          | 22,574         |
| 245407                  | Malton Village Maintenance & Equipment                     | To address state of good repair or improvements required for building infrastructure or equipment to support direct care | 910          | 50           | 768          | 901          | 3,336        | 17,394          | 23,359         |
| 245408                  | LTC Divisional Allowance                                   | To budget for unplanned fluctuations experienced in budgeted SOGR projects in Long Term Care homes                       | 500          | 500          | 500          | 500          | 500          | 2,500           | 5,000          |
| 245409                  | LTC Divisional Maintenance & Equipment                     | To budget for SOGR projects in Long Term Care homes  | 450          | 0            | 0            | 0            | 0            | 0               | 450            |
| 335402                  | 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>6,784</b> | <b>4,655</b> | <b>3,448</b> | <b>4,984</b> | <b>9,364</b> | <b>107,918</b>  | <b>137,153</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 \$     |
|---|---|------------------|----------------|------------------------|-------------------------|----------------|
| Stabilizing Operations in Long Term Care                            | Seniors Services - Long Term Care               | 5                | 18.2           | 0.0                    | 1,734,543               | 0              |
| Phased Implementation of the Fixing Long-Term Care Act, 2021        | Seniors Services - Long Term Care               | 6                | 42.3           | 0.0                    | 1,213,883               | 0              |
| Seniors Health and Wellness Village (SHWV) at Peel Manor operations | Seniors Services - Seniors Services Development | 8                | 0.0            | 28.4                   | 635,160                 | 0              |
| Support to deliver major health/seniors-supporting initiatives      | Seniors Services - Seniors Services Development | 107              | 4.0            | 2.0                    | 590,423                 | 0              |
| Enhanced building access for Adult Day Services clients             | Seniors Services - Seniors Services Development | 116              | 0.0            | 0.0                    | 0                       | 250,000        |
| <b>TOTAL</b>  |   |                  | <b>64.5</b>    | <b>30.4</b>            | <b>4,174,009</b>        | <b>250,000</b> |

## Budget Request #: 5

| Proposed Initiative                      | Department      | Division       | Service Area     |
|--|-----------------|----------------|------------------|
| Stabilizing Operations in Long Term Care | Health Services | Long Term Care | Seniors Services |

### Description of Budget Request

All positions are to sustain increased Infection Prevention and Control (IPAC) requirements, ongoing outbreaks (55 confirmed), and sustain complex resident care post-pandemic. Council endorsed 36 FTE in 2020 and 2022 (Council Res 2020-810 and 2022-594) and Long Term Care needs 13.8 FTE (of the 36) to continue as permanent with the addition of 2 new permanent FTE and 2 temporary FTE changed to permanent. Finally, converting 0.4 FTE to permanent for a Dietary Team Lead to meet mandated hours.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 1,734,543  | -          | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 1,734,543  | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | 1,734,543  | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 18.2       | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

Activation staff are required to provide ongoing meaningful resident engagement, reduce the risk of social isolation and enhance resident wellbeing.

Facilities staff are needed to meet the increased operational needs including increased IPAC measures and demands for environmental services.

Clerks are needed to support inventory, distribute PPE/supplies and manage clerical duties of the nursing dept.

The Dietary Team Lead will support 3 homes in meeting mandated hours and support audits.

## Details of Service Change

Activation staff: Individualized programs need to continue, particularly to support increasingly complex bed-bound residents. Person-centered social engagement opportunities have expanded from morning to evening to enhance resident well-being. Residents will have more programs occurring at their preferred times (per legislation and survey results) to avoid isolation and depression.

Facilities staff: Support for current workload in housekeeping, laundry and janitorial/maintenance, while providing a consistent level of service across 5 homes. The Act includes increased requirements for IPAC where cleanliness is regularly audited. Homes strive to provide 25 minutes of cleaning and 9 minutes of laundry per resident per day. Overtime has been incurred to date to meet these levels which affects staff psychological wellness and leads to burnout. Janitorial/Maintenance staff is required at the Davis Centre where an aging building needs more repairs to maintain it in a state of good repair and considerable capital projects require support during implementation.

Nursing Clerks: Maintaining inventory of adequate supplies, including PPE, will continue to keep staff and residents safe. Residents will have access to clinic programs with scheduled appointments. Resident charts will be appropriately maintained, contributing to resident care with necessary documentation readily available.

Dietary Lead: 0.4 FTE needed for Long Term Care (LTC), current role is split with Adult Day Services.

## Service Impact

Enhanced Activation services help meet the residents' needs as per the Resident Survey and Butterfly Care Model.

Maintaining a clean and sanitized environment will reduce the spread of viruses. Additional staff resources to support laundry at the Davis Centre will reduce the need for overtime which can impact work-life balance and lead to burnout.

Maintaining LTC homes in a state of good repair supports a safe and healthy environment by eliminating hazards and reduces risk to operations and capital investments when equipment and components issues are addressed before deterioration or failure.

Nursing Clerks allow nursing staff to be alleviated of non-critical administrative functions, allowing them to focus on care to residents which includes increased responsibilities with the new Act. Staff and residents will have necessary medical/nursing and personal care supplies and PPE through inventory coordination. Resident chart information will be regularly updated to meet each resident's needs. Clinic appointments will be scheduled for residents in need to optimize health conditions. A Dietary Lead supporting 3 homes will increase time supporting residents and opportunities for audits.

## Budget Request #: 6

| Proposed Initiative  | Department      | Division       | Service Area     |
|--|-----------------|----------------|------------------|
| Phased Implementation of the Fixing Long-Term Care Act, 2021 | Health Services | Long Term Care | Seniors Services |

### Description of Budget Request

The Fixing Long-Term Care Act, 2021 stipulates the requirement of increasing the minimum hours of direct care for resident to four hours, this ask of 37.34 FTE represents the last phase to meet the legislative staffing levels which carries on from the 2022-24 increase (Council resolution #2022-594). Based on provincial requirements, this should be fully funded. The Act mandates every home to have a designated Quality Lead/Specialists (five FTE) to coordinate continuous quality improvement (CQI) initiatives.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 4,549,412  | -          | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 4,549,412  | -          | -          | -          |
| Rate Stabilization Reserve          | 3,335,529  | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | 3,335,529  | -          | -          | -          |
| Net Impact - Tax                    | 1,213,883  | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 42.3       | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

To adhere to the mandated change in direct care hours, hiring 37.34 FTE for 2024 is required to meet the needs of the residents to provide the level of care prescribed. This will improve the level and quality of care for residents.

The Act requires each home have a designated Quality Specialist to facilitate new CQI requirements including monitoring and reporting on homes quality and residents' quality of life.

Failure to hire these staff can result in monetary penalties from the province.

## Details of Service Change

Of the initial request in 2022 for 80 FTE to meet the mandated 4 hours of direct care (Res 2022-594), the remaining addition of 37.34 FTE for 2024 will be filled with Registered Nurse, Registered Practical Nurse, and Personal Support Worker roles based on operational needs of the homes. In order to meet the provincial target, Peel Manor will require 9.38 FTE, Sheridan Villa will require 7.55 FTE, Davis Centre will require 3.41 FTE, Tall Pines will require 8.50 FTE, and Malton Village will require 8.50 FTE. The provincial government provides funding however the amounts for 2024 have not yet been shared, there is a risk that provincial funding may not be received in the anticipated amounts for the level of staff to be hired which would create additional tax levy pressures for Peel Region. The Act also adds additional requirements and accountabilities in the area of quality management and absence of resources to support the additional responsibilities. The 5 Quality Specialists converted into permanent FTE will allow LTC homes to meet the legislated requirements, sustain a coordinated and interdisciplinary frontline quality improvement program, support interim/annual reporting and developing/enhancing continuous quality improvement (CQI) operational initiatives, monitor progress, build capacity for quality improvement at the home level, enhance care, service delivery, and quality of life for residents, and resident and family satisfaction with services.

## Service Impact

Hiring 37.34 FTE will align with provincial target of 4 hours of direct care as more staff in the homes will lead to greater amount of time spent caring for and engaging with each resident to ensure they are getting the care needed to improve their quality of life. The provincial government provides funding however the amounts for 2024 have not yet been shared, there is a risk that provincial funding may not be received in the anticipated amounts for the level of staff to be hired which would create additional tax levy pressures for Peel Region. Dedicated Quality Specialist FTE will ensure accountability within each home to identify, plan, monitor, implement, evaluate and report necessary improvements that increase safety, decrease risk and improve quality of care, leading to enhancements, efficiencies, and reduce risks including non-compliance with legislative requirements. Securing a permanent quality lead role in each home will more appropriately enable focused work by a specialist with quality improvement training, to build capacity with staff and implement quality improvement requirements. Although mandated, the Quality Specialist positions do not come with provincial funding.



## Budget Request #: 8

| Proposed Initiative                                   | Department      | Division                     | Service Area     |
|---|-----------------|------------------------------|------------------|
| Seniors Health and Wellness Village (SHWV) operations | Health Services | Seniors Services Development | Seniors Services |

### Description of Budget Request

In support of the SHWV implementation and opening, Council already approved a phased approach to SHWV operations in 2021 (Council resolution #2021-397), including a one-year pilot (approx. \$2.7M and 27.4 FTEs) for expanded ADS, the Respite Centre and the Integrated Care Centre. Due to project delays, the pilot is now expected to commence on 2024 instead of 2023. Additional budget is being requested based on an updated assessment of resources needed to sustain robust SHWV operations. The total request is for 28.4 contract positions.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 3,300,161  | -          | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 3,300,161  | -          | -          | -          |
| Rate Stabilization Reserve          | 2,665,001  | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | 2,665,001  | -          | -          | -          |
| Net Impact - Tax                    | 635,160    | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | -          | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

The growing size and complexity of the aging population requires a shift in health spending from acute care (e.g. Alternate Level of Care beds) to a focus on upstream interventions. Access to services within the SHWV will allow seniors and their caregivers to manage their health at home. Funding for the SHWV operations, including a one-year integrated care pilot, was approved under council resolution #2021-397.

## Details of Service Change

In 2021, seniors account for approximately 15% of the population of Peel. There was a 20% growth in Peel seniors between 2016 and 2021, and this rapid growth is expected to accelerate in the decades ahead.

In 2023, Peel Region's Adult Day Services programs had 531 clients on their waitlist, while Peel's LTC homes had 2,475 clients waiting for admission. The majority of Peel Region's ADS clients and LTC residents have a diagnosis of dementia or cognitive impairment. In addition, most seniors want to age in place, prolong their independence and maintain their autonomy within the community.

Beyond providing best-in-class LTC supports, the SHWV and its programs will enable Peel's seniors to manage their health effectively in the community, prolong their independence and alleviate health system pressures – e.g. through delaying LTC admissions, reducing Emergency Department visits, freeing up Alternate Level of Care beds, etc. The SHWV will enable this through delivering an integrated model of care for seniors living in the community. The integrated model includes enhanced ADS services for up to 90 clients a day, short-stay respite (8 beds) to alleviate caregiver burden, and clinical services including primary care, neurobehavioural supports, social work, dental services, etc. The integrated model also includes strong collaboration with community paramedics and external system partners (e.g. the hospital system, home and community care, local community agencies, etc.).

## Service Impact

Through the staffing and other cost elements proposed, the SHWV at Peel Manor will be able to operate effectively and meet resident and client requirements. Continued investment in SHWV will enable a full 12-month pilot for the comprehensive, integrated care model that will operate multiple programs and services to support seniors within the community. Adaptions to the SHWV model can be made as lessons learned from the pilot arise. The SHWV integrated care pilot will be able to operate until the end of 2024. The SHWV will integrate seniors services within the Peel community and help empower seniors with the right resources to maintain their health at home.

## Budget Request #: 107

| Proposed Initiative  | Department      | Division                     | Service Area     |
|--|-----------------|------------------------------|------------------|
| Support to deliver major health/seniors-supporting initiatives | Health Services | Seniors Services Development | Seniors Services |

### Description of Budget Request

At the present time, there is no permanent Regional staff group (below Director level and with appropriate subject matter expertise) in place to lead, and ensure achievement of outcomes for, major initiatives associated with improving seniors-focused health-related services and system capacity. The purpose of this request is to establish such a group/section, including base staffing. Once established, a key priority for the team will be the Wilson Lands (Caledon) development initiative. The total request is for 4 permanent and 2 contract positions.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 835,814    | -          | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 835,814    | -          | -          | -          |
| Rate Stabilization Reserve          | 245,391    | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | 245,391    | -          | -          | -          |
| Net Impact - Tax                    | 590,423    | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 4.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

The seniors population and demand for services addressing their needs (and their caregivers) is growing in Peel, proportionally more so in Caledon. Subject matter experts have been developed in SSD with the program of SHWV projects but inadequate internal resource capacity exists to deliver on major seniors/health-related opportunities such as the Wilson Land donation. Considerable Caledon community and political challenges will exist surrounding the unmet needs of frail seniors (i.e., urgent care, ADS, LTC).

## Details of Service Change

Historically, the core teams established for managing large-scale initiatives associated with seniors services have been resourced via the use of temporary, contract positions paid for out of capital funding. For example, such an approach was used for the resourcing of key project management roles tasked with delivering the Seniors Health and Wellness Village (SHWV) at Peel Manor initiative. This approach is sub-optimal as has been evidenced in excessive turnover of staff on such contract-based teams, sometimes resulting in implementation timeline delays, re-work to plans and designs, delays in filling vacant positions in home bases, etc.

The proposed service change will establish a functional section/team and base staffing, inside Health Services – Seniors Services Development, to provide ongoing oversight and support for major initiatives associated with the support of seniors. The proposed team will be made of two 13-month contract staff (1 Advisor and 1 Specialist), three staff contract conversions (1 Senior Project Manager, 2 Project Managers), and one new permanent FTE (Project Coordinator). One of the initial and key focuses of this new section will be coordinating the multi-year efforts required for the development of the donated Wilson Lands in Caledon. Based on the donation agreement, this land is to be used for a health care facility and/or senior's centre, wellness centre, etc.

## Service Impact

Section establishment: Job descriptions will be developed for the required resources. Contract conversions will be used to fill some roles (based on the availability of suitable resources from the SHWV project team or elsewhere). A transparent process will be leveraged to recruit for roles that cannot be filled via contract conversions.

For Wilson Lands development, planning and implementation is likely to use phasing similar to the following:

- Plan of Approach: Develop a plan for undertaking the initiative - e.g. outline key activities, resources, governance structures, timelines, funds, etc.
- Master Program Development: Development of a master program for the Wilson Lands Redevelopment that includes all intended program and service elements.
- Functional Program Development: Identification of building and space requirements, major equipment, staffing needs, etc.
- Specifications Development: Development of detailed designs and specifications for use in RFPs or alternate procurement approaches.
- Procurements: Completion of appropriate procurement processes to acquire the goods and services needed.
- Implementation and Construction: Construction of the required Wilson Lands Redevelopment components. Estimated to take 5-10 years to complete.
- Operational Readiness and Occupancy Planning: This includes efforts required to prepare for operations on-site and move-in of residents, patients, clients, etc.

## Budget Request #: 116

| Proposed Initiative                                     | Department      | Division                     | Service Area     |
|---|-----------------|------------------------------|------------------|
| Enhanced building access for Adult Day Services clients | Health Services | Seniors Services Development | Seniors Services |

### Description of Budget Request

Adding a vestibule to the current ADS entrance will allow for a proper entrance for clients/caregivers to protect them and LTC residents from the impact of inclement weather. Currently, the frequent use of the ADS entrance causes outdoor elements to be funneled into the shared ADS and LTC home space, affecting residents living within proximity (Pod 8) of the entrance. Adding a second door will be more secure, and reduce the risk of elopement, increasing safety and security.

### Required Annual Operating Investment

|                                     | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | -          | -          | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | -          | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | -          | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$     |
|---------------------------|----------------|
| <b>Total Expenditures</b> | 250,000        |
| Capital Reserve           | 250,000        |
| Development Charges       | -              |
| External Funding          | -              |
| Debt                      | -              |
| <b>Total Funding</b>      | <b>250,000</b> |

## Why Staff Recommend this Initiative

The entrance vestibule will reduce exposure to outdoor elements and reduce wasted energy from escaping heat and air conditioning as the outside elements come into the home. In current state the door is opening directly into the LTC hallway, creating large drafts of cold air during winter months. During snow and rain conditions, the precipitation is coming into the hallway and creating a risk of slips and falls for residents, clients, and staff.

## Details of Service Change

The scope of work for building a vestibule includes the following: remove existing concrete sidewalk and pavers at the addition, demolish portion of existing low canopies at new vestibule, remove soffit and relocate conduit at high canopy, remove and relocate exterior push buttons and keypads, pour new concrete footings and foundations, construct new insulated exterior wall assembly, install new windows and doors, new concrete slab, floor/base and walk-off mat, install new ceiling and lighting, add force flow heater, extend sprinklers to the vestibule, new concrete sidewalk to vestibule door location.

## Service Impact

Renovation of the existing entrance to include a vestibule will reduce wasted energy and result in cost savings for Peel due to less wasted heat and air conditioning. It will improve the living experience of residents whose rooms are close to the entrance as there will be less draft during the winter months. Clients of the ADS program will be more comfortable as they will not be exposed to the outside elements as clients come and go from the program. There is also a reduced risk of elopement for both ADS clients and LTC residents as having a vestibule will create a second door that would have to be passed through to leave the building.

# Public Health

2024–2027 Business Plan  
and 2024 Budget

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# Executive Summary

Mission: To keep people healthy and reduce their risk of becoming ill. 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 health hazards and other health risks
- Community safety and well-being planning and support

## Interesting facts about this service:

- Peel Public Health service delivery is provincially and regionally mandated. The service is cost shared with the Province. However, Provincial per-capita funding for Peel continues to be low, despite a rapidly growing and diverse population.
- Peel’s active tuberculosis rates have consistently been two times higher than the province.
- Climate change impacts will worsen health inequities through pathways such as increased heat events, poor air quality, extreme weather, vector-born illnesses, and food and water contamination.
- Demand for Peel Public Health inspections has increased due to population growth and the accompanying increased number of food premises, recreational water premises and childcare centres, including a 12 per cent increase in the number of food premises from 2017 to 2022.
- Recovery and remobilization post COVID-19 pandemic is underway and will continue into 2024, with a gradual approach that mitigates challenges related to recruitment and retention, employee well-being, changing service needs and partner readiness.

## Highlights of the Business Plan include:

- Continuing to remobilize the remaining mandated programs and services that were paused or scaled down during the pandemic.
- Transforming components of the COVID-19 response into sustainable operations through key changes such as integrating COVID-19 outbreak management and COVID-19 immunization into Public Health’s programming, including the new Immunization Services Division.
- Continuing to promote and support employee psychological health and safety with the end goals of improving employee well-being, increasing employee retention, and enhancing the capacity of the workforce as it recovers from pandemic-related impacts.
- Advancing the 2020-2029 Peel Public Health priorities: practicing effective public health; enabling active living and healthy eating; promoting mental well-being; reducing health-related impacts of climate change; and advancing health equity.
- Continuing to expand the reach of Peel’s Community Safety and Well-being Plan as mandated by provincial legislation.

| Net Investment (\$000s)      | 2024   | 2025   | 2026   | 2027   |
|------------------------------|--------|--------|--------|--------|
| Operating                    | 40,091 | 42,488 | 44,672 | 47,494 |
| Capital                      | 350    | 2,350  | 550    | 1,300  |
| Full Time Equivalents (FTE)* | 734.1  | 734.1  | 734.1  | 734.1  |

\*FTE and investment projections do not account for population growth

# 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

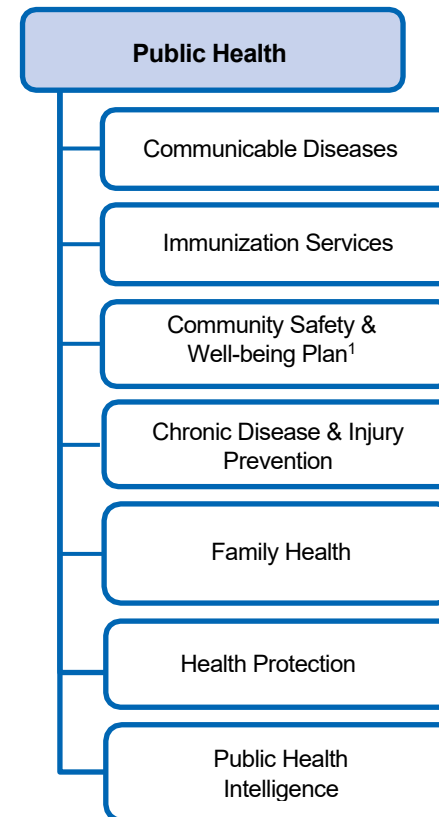
To keep people healthy and reduce their risk of becoming ill. Core public health functions are assessment and surveillance, health promotion and healthy policy development, health protection, disease prevention and emergency management.

### Goals of Service

1. Complete the transition of COVID-19 emergency operations and vaccination efforts into sustainable operations to support the prevention and control of COVID-19 for 2024 onwards.
2. Continue the remobilization of mandated programs and services that were paused or significantly scaled down during the pandemic.
3. Continue to promote and support employees' psychological health and safety to increase retention, employee engagement and workforce capacity.
4. Continue to advance the approved 2020-2029 Peel Public Health Strategic Plan priorities: practicing effective public health; enabling active living and healthy eating; promoting mental well-being; reducing health-related impacts of climate change; and advancing health equity.

5. Through Health Services' Strategic Policy and Performance Division, continue implementation of Peel's Community Safety and Well-being Plan (2020-2024) to set the stage for renewal of the Plan in 2025. The Plan is a roadmap to make Peel a safer, more inclusive and connected community where all residents thrive.

### Service Delivery Model



<sup>1</sup>Peel's Community Safety & Well-being Plan is led by the Health Services Department's Strategic Policy and Planning Division and appears under the Peel Public Health organizational structure for budgeting purposes.

# Service Levels and Trends

## Service Levels

Public health service levels are provincially mandated through the *Health Protection and Promotion Act*, and include the following:

**The Ontario Public Health Standards and Provincial Public Health Accountability Framework** sets out the provincial requirements for all public health programs and services. The following are some of the ways in which Peel Public Health works to make communities healthier:

- Preventing chronic diseases and creating supportive environments where healthy behaviours are an easy choice.
- Protecting individuals from negative health impacts of substance use 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 and vaping 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 Peel Public Health emergency management planning.
- Protecting the community 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 Peel 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 Well-being;
- Reducing Health-Related Impacts of Climate Change; and
- Advancing Health Equity.

**Community Safety and Well-being Plan:** As legislated by the Ministry of the Solicitor General, municipalities must prepare and adopt a Community Safety and Well-being Plan, guided by the Ministry’s Community Safety and Well-being Planning Framework. For Peel, the Health Services Department’s Strategic Policy and Performance Division leads this work. 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, with a focus on family violence, mental health and addictions and systemic discrimination. During 2024, the plan will undergo a refresh and renewal, to identify community priorities for the next four years (2025 to 2029).

## Trends

### Growing Population Needs

A strong local public health service is needed to address the public health needs for a diverse growing population, continue post-pandemic recovery, and keep the Peel community healthy. With an anticipated future growth in Peel to 2.28 million residents by 2051, the pressure to meet these growing public health needs will continue.

Some examples include impacts to communicable diseases and health protection programs and services. Due to population growth and the rising global burden of tuberculosis, Peel continues to experience increased cases, without parallel enhancement in program capacity. For health protection, there is an increased demand for Peel Public Health inspections due to population growth and the accompanying increased number of food premises, recreational water premises and childcare centres. There is also significant non-compliance with the Waterpipe Smoking By-law and increasing challenges with vaping in Peel schools.



### Provincial Underfunding

The impact to Peel concerning the Province's August 2023 Strengthening Public Health in Ontario announcement remains unclear. Commencing in 2024, the Ministry of Health will provide an annual one per cent funding increase prorated over the next three years, until a longer-term funding agreement is developed. Of concern is that the inflationary costs exceed the proposed annual one per cent funding increase over the next three years.

Peel Public Health has consistently been underfunded by the Province and is one of the lowest per capita funded health units in Ontario. Provincial funding has remained almost stagnant since 2018, representing a deficit of almost \$10 million, excluding

temporary COVID-19 funding. This has resulted in a workforce strained to deliver mandatory services for increasing population health needs. Although Peel 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 service.

### Remobilization of Peel Programs and Services

Remobilization of Peel Public Health programs and services that were paused or scaled down to respond to COVID-19 is expected to continue until the end of 2024, with further stabilization expected in future years. Remobilization efforts continue to be impacted by recruitment and retention challenges, including high turnover in temporary contracts, retirements, extended sick leaves and the competitive labour market for employees throughout the health sector. This has resulted in significant vacancies at all levels, including senior leadership, and requires resources to hire, train and onboard a rapidly changing workforce.

Additionally, the COVID-19 pandemic increased community need for some Peel Public Health services. For example, there has been an increase in home-based food businesses and special events in the evenings and on weekends which require food or personal services inspections. Finally, Peel's community partners have experienced significant organizational change themselves, and need to follow steps to rebuild their capacity to resume programming.

### Supporting Employee Well-Being

The extensive demands and unpredictability of the pandemic had many negative effects on our workforce's well-being, due in part to the prolonged response, high workload, recruitment and retention challenges, and public harassment. These factors have contributed to a workforce that is reporting compassion fatigue, burnout, stress, anxiety, and exhaustion. Evidence shows that leaders are key champions and critical resources for enabling positive workplace

culture and employee well-being. By focusing on developing leadership capacity and resources, we will meet our departmental goal of having effective, inclusive, and compassionate leaders. A continued focus on, and resourcing for, leadership development and workforce well-being will be needed in the years ahead.

### **Sustainability of COVID-19 Operations**

Peel Public Health has dismantled the temporary organizational structure, originally set up to respond to COVID-19, and will continue to transition the remaining COVID-19 activities towards sustainable operations consistent with Provincial mandates. This work involves implementing key changes, including integrating COVID-19 and outbreak management into the regular operation of communicable diseases and integrating all vaccination programs through the new Immunization Services Division. While short term funding for COVID-19 costs have been covered through the Region of Peel's COVID-19 Recovery Reserve created in 2021, and has been approved for use in 2024, it remains unclear as to how the Province plans to integrate COVID-19 related operational costs into long-term funding.

### **Reducing Health-Related Impacts of Climate Change**

Our changing climate is impacting human health and, of particular concern, is disproportionately impacting vulnerable populations by increasing temperature-related morbidity and mortality, negatively impacting 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, and increasing stress and harming mental health. Additional resources are needed to help mitigate potential health-specific impacts by developing programming and urgent response plans to increase the resiliency of the community and address health equity.

### **Health Inequities across Peel Communities**

The pandemic put a spotlight on community inequities in Peel and the lived experiences of marginalized individuals and groups across Peel neighbourhoods – often referred to as “hotspots” during the pandemic. The impact of the pandemic in Peel clearly demonstrates that new commitments and initiatives are required to drive health equity outcomes forward. Efforts must now focus on dismantling the systems of power and oppression that remain in place and that reinforce unfair, unjust, and inequitable treatment, access to services and the overall health and well-being of people. Deepening our knowledge of local health inequities, co-designing approaches around local needs and furthering reciprocal relationships that share power with local community and systems partners is needed.

### **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).

Mental health promotion continues to be a priority for Peel Public Health. During the 2022/2023 school year, the School Health Teams offered two mental health promotion programs: the Playground Activity Leaders in Schools Program, and the Yes 4 Mental Health Program. The number of schools participating in each of these programs increased between the 2019/20 and 2022/23 school years. For the Playground Activity Leaders in Schools Program, the number of schools participating increased from 79 in 2019/20 to 205 in 2022/23 and the number participating in the Yes 4 Mental Health Program increased from 15 to 32 during that same time frame. In 2024, Peel Public Health will restart work on its Strategic Priorities, including the strategic priority of Promoting Mental Well-being in the Community.

# 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.

**Quintuple Aim Framework:** The performance measures utilized by Peel Public Health are well-aligned with the “Quintuple Aim” framework adopted by Health Services (as shown in Figure 1). Public Health strives towards the simultaneous focus on advancing health equity, enhancing client and resident experience, improving population health, enhancing employee experience, and improving value of care.

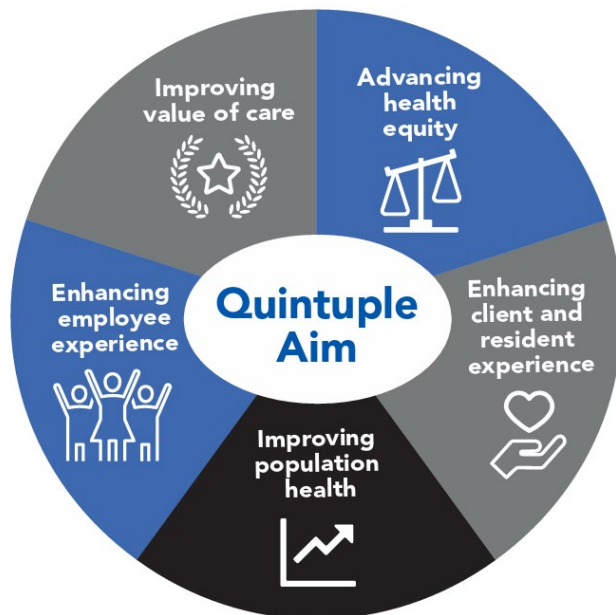


Figure 1: Quintuple Aim

The Quintuple Aim provides a framework for addressing system-level challenges as we advance healthcare in Peel Region. This model expands on the previous Quadruple Aim framework with the addition of a fifth aim for health equity. This is intentional and in recognition that without an explicit aim for health equity we will miss the opportunity to build equity into all we do and how we work. At Peel, this means that health services, experiences and systems are equitable, just and work for everyone; no one is left out or behind regardless of social position or other socially determined circumstances. Our division strives towards the simultaneous pursuit of all five aims in the work we do.

Peel 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.

**Business Process Measures:** 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:

**Number of children and seniors who received dental care:** It measures how many individuals received preventative services for dental conditions. The goal is to reduce risk of chronic diseases and other oral health conditions (e.g., tooth decay, pain, etc.) by reducing inequalities in access to dental care. For the 2022/2023 school year, a total of 74,187 children were screened for dental issues, of which approximately 8,300 children were identified as having an urgent dental condition. In 2022, over 7,637 low-income seniors received free emergency or routine dental care.

**Number of Healthy Babies Healthy Children home visits:** It measures the amount of service provided to Peel families to nurture children's growth and development and reduce health inequities for families. The goal is to provide support to at-risk families with children 0 to 6 to support them to ensure the best possible start in life. In responding to the pandemic, the program pivoted to a virtual visit model, with 9,502 virtual visits completed from April 2020 to February 2023, after which the Healthy Babies Healthy Children Program was able to remobilize its home visiting service.

**Percentage of high-risk food premises receiving inspections:** The goal is to help protect the public against foodborne illness. In 2022, Peel Public Health inspected 96.5 per cent of high-risk food premises at least once. This includes both general high-risk food premises and high-risk institutional settings. Of the high-risk institutional settings, 100 per cent of these premises had at least one inspection.

**Number of vaccine doses administered through Peel Public Health:** Peel's Public Health clinics support 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, Peel Public Health provided leadership and oversight for the delivery of over 3.7 million doses of the COVID-19 vaccine to eligible residents and directly delivered over 1.5 million doses. Routine school-based immunizations, which were paused during the COVID-19 pandemic restarted in March 2022. During the 2022/2023 school year, over 83,000 vaccines were administered by school and community clinics, including vaccines for Human Papillomavirus (HPV), Hepatitis B, and Meningococcal.



**Number of infectious disease cases managed:** The goal is to protect Peel residents from immediate risk of infectious diseases and outbreaks, preventing further spread. In 2022, Peel Public Health monitored and, per Provincial guidelines, managed over 9,900 confirmed cases of reportable infectious diseases excluding COVID-19.

**Financial Measures:** the Ontario Public Health Standards mandate Peel 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.

**Supporting Employee Well-Being:** to address mental health and well-being, particularly for employees who work in high stress and trauma-exposed work environments, various tailored initiatives were implemented to support leadership capacity building and employee well-being. These initiatives included the establishment of a Health Services Culture and Well-being Community of Practice; procurement of resources and services from experts in health care workplace and workforce well-being (e.g., TEND Academy and the Canadian Mental Health Association); dedicated debriefing sessions for our leadership to develop their capacity to facilitate and participate in challenging conversations about mental well-being and inclusive workplace culture; and mentoring and coaching opportunities across all levels of leadership to create safe spaces for our leaders to grow and receive timely feedback.

# Awards and Achievements

## Awards

Peel Public Health employees were recognized in three award categories as part of **Peel Celebrates**, the Region's annual employee awards program:

- **CAO Award for Excellence: Mass Vaccination Program Team**, who worked with internal and external partners, actively problem-solving and constantly pivoting operations to administer over 3.7 million COVID-19 vaccine doses in Peel.
- **Health Services Commissioner's Values in Action Award: Vaccine Management Team**, who provided adaptable leadership to ensure that vaccine operations ran effectively and efficiently.
- **Community for Life Award: The Black, African, Caribbean Communities Core Team**, who worked tirelessly to build trust and provide backbone support to the needs of communities who have been disproportionately impacted by COVID-19. Black, African and Caribbean-focused clinics, co-designed with community partners, delivered over 16,500 COVID-19 vaccines and provided supportive environments where community members felt safe and connected to their communities and cultures.

## Achievements

### COVID-19 Response

In addition to mass vaccination, Peel Public Health achieved significant service milestones during the COVID-19 pandemic:

- Monitored and, per Provincial guidelines, managed over 208,000 confirmed and probable COVID-19 and over 2,000 confirmed outbreaks in institutional and community-based settings.

- Answered more than 510,000 calls from residents and businesses concerning the COVID-19 virus, outbreaks and vaccinations.
- Conducted over 13,500 health inspections for COVID-19 and routine operations in restaurants, personal service settings, recreational water facilities and other public spaces (March 2020 - March 2022).

### Recovery and Remobilization

By the end of 2023, 70 per cent of programs are projected to be remobilized, including:

- For the 2022/2023 school year, more than 74,000 dental screenings were completed, of which 8,300 children were identified with urgent dental conditions requiring treatment.
- Despite a 38 per cent increase in personal service settings, 98 per cent of high-risk personal service setting inspections were completed in 2022.
- Peel Public Health was the first public health unit in Ontario to restart *Immunization Schools Pupils Act (ISPA)* screening. For the 2022/2023 school year, 184,111 letters were sent to parents of children in prioritized grades to increase routine childhood vaccine coverage, resulting in school and community clinics administering 88,076 routine school immunization doses.
- The Healthy Babies Healthy Children program, which promotes healthy growth and development of newborns and young children, had over 90 per cent of its' workforce redeployed during the pandemic (2020-2022). After completing 641 virtual visits during 2022, home visits resumed in February 2023 with over 1,190 completed by the end of June and a target of over 2,800 to be completed by year-end 2023.



## Supporting Employee Well-being

- In 2023, 124 leaders across Public Health will have participated in a two-day Inclusive Leader training program to learn about and address the impact of bias, harassment and other barriers to a positive workplace environment.
- Over 150 supervisors participate in a Community of Practice to support their learning and sharing, given the large number of new leaders at this level.
- More than 50 Employee Ambassadors were recruited to promote and share diversity, equity and inclusion programs, policies, events and other team-level activities.
- Public Health's leadership in employee well-being has supported the creation of a provincial Community of Practice to share resources and approaches to implementing trauma-informed and psychological health and safety practices for healthcare workers in public health settings.

## Supervised Consumption Services

- Peel is facing a drug toxicity crisis, with 682 drug-related deaths in the last five years (2018-2022). Opioid toxicity deaths increased by 68 per cent from 2018 to 2021. They returned to pre-pandemic levels in 2022 and remain elevated, with over 100 people dying in 2022. These deaths primarily impact adults aged 25-44 who are alone at the time of overdose. Responding to drug toxicity related harms is a top priority for Peel Public Health and community partners. As part of a harm reduction approach, supervised consumption services are low-threshold health care services that prevent overdoses by allowing drug use under the supervision of staff trained in overdose response.

- In July 2023, Regional Council as the Board of Health reaffirmed support for Peel's first interim Supervised Consumption Services. Funding of \$5.8 million for up to two years for the interim site was unanimously approved by Regional Council in July 2022. The site is anticipated to open by end of 2023 and will be operated by Moyo Health and Community Services, with WellFort Community Health Services as the clinical lead. Regional funding for the site serves as a bridge for the provincial funding model for Consumption and Treatment Services.

## Community Safety and Well-Being

Collective implementation of Peel's Community Safety and Well-being Plan continued through 2022 and 2023, including:

- In November 2022, Peel Region launched its third annual Family and Intimate Partner Violence campaign to increase public and bystander awareness and encourage residents to start the conversation about gender-based violence. The 'Break the Silence' campaign generated over 10 million impressions across bus, shelter, billboards and social media channels.
- Using 2022 seed funding, partners designed a clinical model and business case for an innovative 24/7 Crisis Walk-in in Brampton and Mississauga which will make it easier for people experiencing mental health or addictions crisis to get care. A Disaggregated Workforce Assessment Tool (DWAT) was developed to support organizations to collect workforce sociodemographic data and improve equity and inclusion in their workplaces.

# The 2024 - 2027 Business Plan Outlook

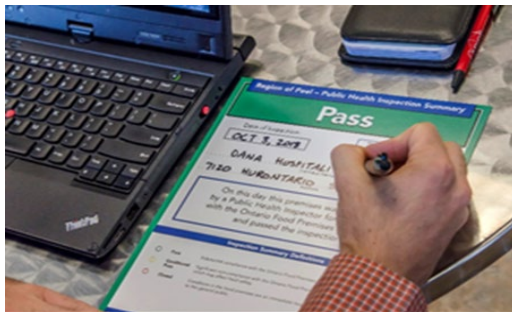
## Planning for the Future

### Addressing Capacity Needs in Critical Areas

Peel's active tuberculosis rates have consistently been two times higher than the province. The absolute number of cases has increased over time due to population growth, while Peel's incidence rates of active tuberculosis remained stable. Increasing tuberculosis program capacity will help prevent transmission in the community.

With population growth, and the accompanying increase in the number of food premises, recreational water premises and childcare centres, there is an increased demand for Peel Public Health inspections. Expanding inspection capacity will allow Peel Public Health to respond to the increased number of public complaints and inspection requirements of food premises, water and other facilities requiring inspections.

The impacts of climate change will worsen health inequities through pathways such as increased heat events, poor air quality, extreme weather, vector-borne illnesses, and food and water contamination. Public Health requires additional capacity to address health impacts of climate change and reduce risk to Peel residents' health and well-being.



## Recovery and Remobilization

Peel Public Health's post COVID-19 recovery and remobilization will continue into 2024, with a gradual and flexible approach that mitigates, where possible, challenges related to recruitment and retention, employee well-being, changing service needs and partner readiness. By the end of 2023, 70 per cent of Peel Public Health's programs will be remobilized, with the remainder remobilizing by end of 2024. This is consistent with well-documented emergency management evidence indicating that the recovery and rebuilding following an emergency response will take as long, if not longer, than the actual response.

In addition, many program plans are being updated to reflect community changes and lessons learned post-COVID-19. The pausing and scaling back of public health programs and services was necessary to enable the COVID-19 response. While necessary, the full impact of reduced service levels due to the COVID-19 pandemic is not yet known.

Efforts are ongoing to support the continuity of COVID-19 operations. This includes the ongoing integration of provincially mandated components of the COVID-19 response, such as outbreak management and immunization, into Peel Public Health's programming alongside other communicable diseases.

Initiatives are also ongoing with Human Resources and other health system partners to create a robust Health Human Resources strategy, which will reduce hiring and retention challenges, as well as mitigate risk for future emergency planning. This will include hiring additional contract employees and leaders to support workload, vacation and leaves, and onboarding demands while Health Services recovers and rebuilds from pandemic-related impacts.

## Supporting Employee Well-being

Capacity building for leaders and employee engagement activities will continue to be needed to address residual and emerging well-being needs from the impact of the pandemic response and the uncertainty related to the Peel's governance transition. We will build on the lessons learned from the last few years and look at the opportunities ahead – this will require a continued focus on and resourcing for leadership development and workforce well-being.

## 2020-2029 Peel Public Health Strategic Plan

Remobilization work also includes plans to refocus and resume work on the 2020-2029 Peel Public Health Strategic Plan, endorsed by Regional Council on October 24, 2019. The five priorities identified in the Strategic Plan are: practicing effective public health, enabling active living and healthy eating, promoting mental well-being, reducing health-related impacts of climate change and advancing health equity.

In 2023, Peel Public Health completed an assessment of progress to date, identified community interventions to be prioritized and focused on planning and rebuilding partnerships. Work is expected to continue in 2024 and onwards.

## System Partnerships and Equity

Health equity was identified as a strategic area of importance across Health Services, acknowledging key work to be done to meaningfully embed health equity approaches across the department. This work requires deepening relationships with communities and the institutions within those communities to build trust. Working collaboratively will promote a deeper understanding of the lived experiences of communities, and the intersections between those communities, and allow inequities to be exposed and solutions to be co-designed. Intentional collaboration is required to build relationships and ensure internal processes support flexible, community-driven approaches to improving health outcomes.

In addition, 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. Priority must continue to be placed on building and sustaining effective cross-sectoral partnerships such as those built with Community Safety and Well-being partners and community organizations during the pandemic to create system alignment and improvements that will address inequities and improve community well-being.

# 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.

Given historical Provincial underfunding, Peel 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.

The following continuous improvement initiatives were identified during the early stages of remobilization of programs that had either paused or scaled back during the pandemic:

- Revising procedures to minimize on-site visits regarding low-risk animal exposure investigations, reducing time and mileage costs on these investigations
- Digitizing COVID-19 laboratory records and files to eliminate the need to store paper files, resulting in cost savings

In addition, as part of the integration of vaccination programs into a new Immunization Services Division, various continuous improvement initiatives have been identified including:

- Re-structuring and realigning workforce, resulting in a 50 per cent reduction of the workforce by January 1, 2024, and anticipated continued refinement aligned to the evolving immunization needs in community
- Consolidating and streamlining functions, roles, and responsibilities in the inventory management and transport of vaccines and supplies, reducing the dependency on vendors and associated costs
- Improving client experience at vaccination clinics through efficiencies such as the streamlining of registration and administration, enhancing/automating the consent review process and the introduction of measures to reduce the risks of medical errors
- Continuing to work in partnership with all health system and community partners to enhance and ensure access to vaccination aligned to health equity principles

# Transforming Our Business with Technology

Technology plays a critical role in the delivery of programs and services offered by Peel Public Health. By upgrading existing technology systems and bringing new software online, Peel 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:** Peel Public Health's public website underwent revitalization to better meet and support our community's needs. Customer services will be improved by replacing printable forms with web forms that can be submitted electronically. Additionally, work will continue on a provincially led initiative to replace the provincial surveillance system for infectious diseases with a cloud-based solution.

**Online Vaccine and Medication Order Project:** Introduced in 2023, an online vaccine and medication portal provides a 'one stop shop' for community partners to place an online vaccine order for COVID-19 vaccines. Project enhancements will facilitate the ordering of other routine 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 Peel 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 2024-2027 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 2023 was \$37.8 million and the proposed budget for 2024 is \$40.1 million.

## Net Expenditures: \$40.1 million (Total Expenditures: \$134.3 million)

| Description<br>\$'000                    | 2022<br>Actuals  | 2023<br>Approved<br>Budget | 2024<br>Proposed<br>Budget | \$ Change<br>Over<br>2023 | % Change<br>Over<br>2023 |
|--|------------------|----------------------------|----------------------------|---------------------------|--------------------------|
| Operating Costs                          | 17,347           | 9,616                      | 10,337                     | 721                       | 7.5%                     |
| Labour Costs                             | 115,575          | 111,742                    | 94,082                     | (17,660)                  | (15.8)%                  |
| Reserve Contributions                    | 271              | 271                        | 271                        | -                         | -                        |
| Debt Charges                             | -                | -                          | -                          | -                         | -                        |
| Grant Payments                           | 10,106           | 8,150                      | 10,470                     | 2,320                     | 28.5%                    |
| Facility, IT, HR and other support costs | 22,528           | 23,089                     | 23,369                     | 280                       | 1.2%                     |
| Recoveries                               | (3,622)          | (4,040)                    | (4,271)                    | (231)                     | 5.7%                     |
| <b>Total Expenditures</b>                | <b>162,205</b>   | <b>148,829</b>             | <b>134,259</b>             | <b>(14,570)</b>           | <b>(9.8)%</b>            |
| Grants and Subsidies                     | (124,172)        | (67,566)                   | (72,100)                   | (4,534)                   | 6.7%                     |
| Supplementary Taxes                      | -                | -                          | -                          | -                         | -                        |
| Fees and Services Charges                | (780)            | (906)                      | (906)                      | -                         | -                        |
| Transfer from Development Charges        | -                | -                          | -                          | -                         | -                        |
| Contributions from Reserves              | -                | (42,570)                   | (21,161)                   | 21,409                    | (50.3)%                  |
| <b>Total Revenues</b>                    | <b>(124,952)</b> | <b>(111,043)</b>           | <b>(94,168)</b>            | <b>16,875</b>             | <b>(15.2)%</b>           |
| <b>Total Net Expenditure</b>             | <b>\$37,252</b>  | <b>\$37,786</b>            | <b>\$40,091</b>            | <b>\$2,305</b>            | <b>6.1%</b>              |

Note: May not add up due to rounding

## 2024 Operating Budget Pressures

| \$'000   | Total Expenditures | Total Revenue   | Net Cost 2024 vs 2023 |             |
|--|--------------------|-----------------|-----------------------|-------------|
| <b>2023 Revised Cost of Service</b>  | <b>148,829</b>     | <b>111,043</b>  | <b>37,786</b>         | <b>%</b>    |
| <b>Cost of Living/Inflation</b>  |                    |                 |                       |             |
| Labour costs   | 2,805              | -               | 2,805                 |             |
| Goods and Services   | 344                | -               | 344                   |             |
| <b>Cost of Living/Inflation</b>  |                    |                 |                       |             |
| Increase in Provincial funding   | 1,697              | 2,790           | (1,093)               |             |
| <b>Other Pressures<sup>1</sup></b>   | <b>697</b>         | <b>697</b>      | <b>-</b>              |             |
| <b>Cost Mitigation<sup>2</sup></b>   | <b>(608)</b>       | <b>-</b>        | <b>(608)</b>          |             |
| <b>Base Budget Changes Subtotal</b>  | <b>4,935</b>       | <b>3,487</b>    | <b>1,448</b>          |             |
| <b>Service Level Demand<sup>3</sup></b>  |                    |                 |                       |             |
| Three permanent and two contract staff - Tuberculosis Program Capacity Building (BR #1)    | 543                | 194             | 350                   |             |
| One permanent and two contract staff - Reduce the Health Impacts of Climate Change (BR #2) | 371                | 229             | 143                   |             |
| Three permanent and three contract staff - Enhanced Inspection Capacity (BR #3)            | 659                | 294             | 365                   |             |
| Reduction in contract positions to respond to COVID-19 funded by reserve (2023-500)        | (21,079)           | (21,079)        | -                     |             |
| <b>Service Level Changes Subtotal</b>  | <b>(19,505)</b>    | <b>(20,363)</b> | <b>858</b>            |             |
| <b>Total 2024 Budget Change</b>  | <b>(14,570)</b>    | <b>(16,876)</b> | <b>2,305</b>          |             |
| <b>2024 Proposed Budget</b>  | <b>\$134,259</b>   | <b>94,167</b>   | <b>40,091</b>         | <b>6.1%</b> |

Note: May not add up due to rounding

## Operating budget pressure notes:

### Other Pressures<sup>1</sup>

- Building Safer Communities, 100% externally funded \$1,831 thousand.
- Supervised Consumption Services decrease due to one-time costs for set up, reduction of \$764 thousand.
- Rat Control Subsidy Program under review, 100% reserve funded in 2023, holding of \$283 thousand.
- Locally Driven Collaborative Projects ending, 100% externally funded, reduction of \$87 thousand.

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

- Peel Public Health Clinic moving from 150 Central Park Drive, Brampton to 10 Peel Centre Drive, Brampton \$208 thousand
- Line by line efficiencies \$400 thousand

### Service Level Demand<sup>3</sup>

- Budget Request # 1 - Request three permanent full-time and two contract staff for Tuberculosis Program Capacity Building.
- Budget Request # 2 - Request one permanent full-time and two contract staff to Reduce the Health Impacts of Climate Change.
- Budget Request # 3 - Request three permanent full-time and three contract staff to Enhance Inspection Capacity.
- Reduction in contract positions to respond to COVID-19 - funded from Tax Stabilization reserve (Council Resolution #2023-500).

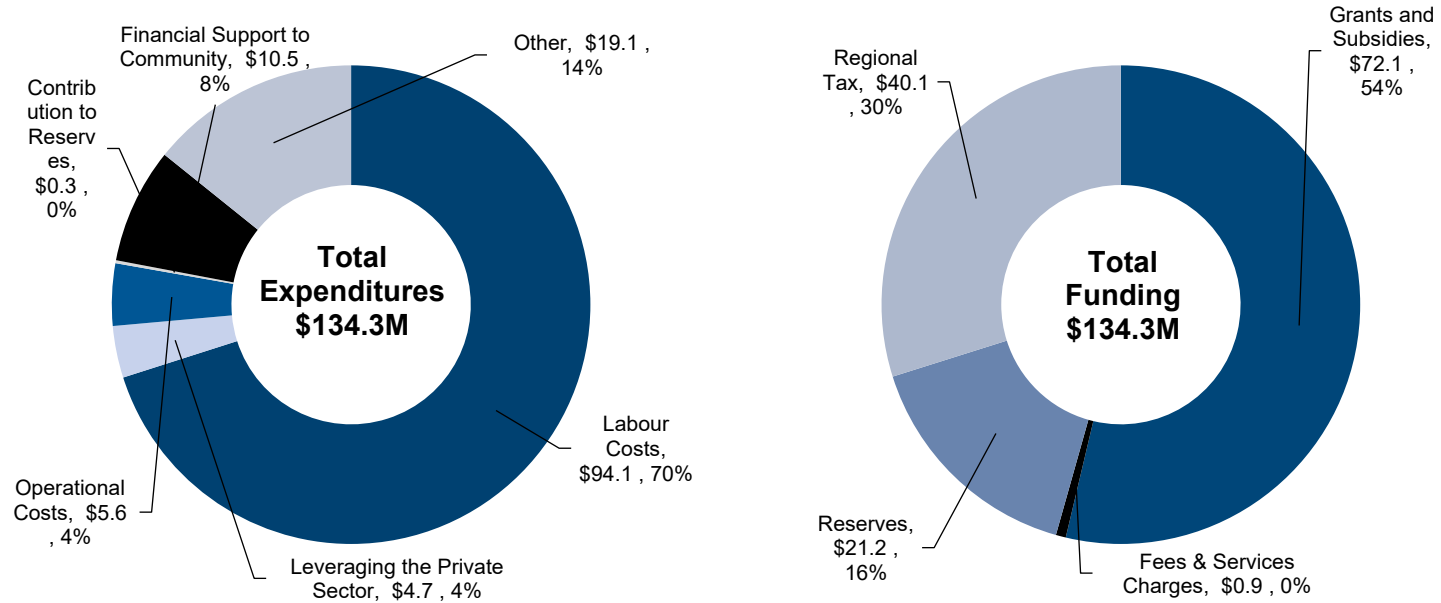


## Staffing Resources to Achieve Level of Service

| Sub Service                         | 2023  | 2024  | 2025  | 2026  | 2027  |
|-------------------------------------|-------|-------|-------|-------|-------|
| Communicable Diseases               | 112.7 | 115.7 | 115.7 | 115.7 | 115.7 |
| Immunization Services               | 96.0  | 96.0  | 96.0  | 96.0  | 96.0  |
| Community Safety & Well-being       | 10.2  | 10.2  | 10.2  | 10.2  | 10.2  |
| Chronic Disease & Injury Prevention | 202.6 | 202.6 | 202.6 | 202.6 | 202.6 |
| Family Health                       | 154.7 | 154.7 | 154.7 | 154.7 | 154.7 |
| Health Protection                   | 98.9  | 101.9 | 101.9 | 101.9 | 101.9 |
| Public Health Intelligence          | 52.0  | 53.0  | 53.0  | 53.0  | 53.0  |
| Total                               | 727.1 | 734.1 | 734.1 | 734.1 | 734.1 |

Note: Staffing resources are regular positions (Full Time Equivalent, FTE). FTE projections do not account for current Peel population growth and additional population growth from Bill 23 (*More Homes Built Faster Act*).

## 2024 Total Expenditures & Funding Source (In \$M)



## 2024 Budget Risks

- Risk of provincial changes to Peel Public Health funding
- Risk of no sustainable provincial COVID-19 response funding
- Provincial funding does not account for population growth

## 2025 - 2027 Operating Forecast

|                          | Budget    |          |         | Forecast |        |          |        |          |        |
|--------------------------|-----------|----------|---------|----------|--------|----------|--------|----------|--------|
|                          | 2023      | 2024     |         | 2025     |        | 2026     |        | 2027     |        |
|                          | \$'000    | \$'000   | %       | \$'000   | %      | \$'000   | %      | \$'000   | %      |
| <b>Total Expenditure</b> | 148,829   | 134,259  | (9.8)%  | 127,972  | (4.7)% | 126,010  | (1.5)% | 128,232  | 1.8%   |
| <b>Total Revenue</b>     | (111,043) | (94,168) | (15.2)% | (85,483) | (9.2)% | (81,338) | (4.8)% | (80,738) | (0.7)% |
| <b>Net Expenditure</b>   | 37,786    | 40,091   | 6.1%    | 42,488   | 6.0%   | 44,672   | 5.1%   | 47,494   | 6.3%   |

Note: May not add up due to rounding

- Forecast years' increases are related to maintaining base services.
- 2025 forecast decreases as a result of 225.5 temporary full-time staff whose contracts are expected to end in 2024 for the COVID-19 response (Council Resolution #2023-500)
- 2025 forecast decrease as a result of seven temporary full-time staff whose contracts are expected to end in 2024 for the Tuberculosis Program Capacity, Enhanced Peel Public Health Inspection Capacity and Reduce the Health Impacts of Climate (2024 Budget Requests)
- 2026 forecast decreases as a result of the Supervised Consumption Services in Peel is expected to be full funded by Public Safety Canada (Council Resolution #2022-693)
- Based funding increases 1% each year 2024, 2025 and 2026, no announcement for 2027 therefore assumed same funding as 2026 at this time

# Proposed Capital Budget

**Capital Budget: \$0.4 million** (Ten Year Plan: \$11.7 million)

## 2024 Capital Budget Overview

The following table provides a summary of Peel Public Health’s planned capital project activity for 2024, including funding sources for both new capital project requests in 2024 and projects carried forward to 2024.

| Capital Plan By Funding Source | Carry-forward from Prior Years (WIP) (\$'000) | 2024 Capital Budget (\$'000) | Total Capital in 2024 (\$'000) |
|--------------------------------|---|------------------------------|--------------------------------|
| DC Growth                      | -   | -                            | -                              |
| Externally Funded              | 5,615   | -                            | 5,615                          |
| Non-DC Internal                | 1,425   | 350                          | 1,775                          |
| <b>Total Expenditures</b>      | <b>7,040</b>                                  | <b>350</b>                   | <b>7,390</b>                   |
| <b># of Projects</b>           | <b>7</b>                                      | <b>2</b>                     | <b>9</b>                       |

### Existing Capital Projects - \$7.0M

- \$4.2M Peel Public Health Ontario Seniors Dental Care Program Clinic new operatories in progress; East Mississauga, Mississauga Central, Mississauga West and Brampton West (four facilities)
- \$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
- \$1.2M Electronic Medical Records is on-going in the implementation phase
- \$0.2M Peel Public Health Information Management Improvements; decommissioning of Two-Tier Electronic Documentation (TTED) and implementation of Salesforce Lighting funded by Peel Public Health and Information Technology

## 2024 Capital Budget - \$0.4M

### Key Highlights:

- \$0.3M Peel Public Health Information Management Improvements
- \$0.1M Peel Public Health clinics and facilities for leasehold Improvements

*See Appendix I for details.*

## 2024 Budget Risks

None

## Operating Impact of 2024 Capital Budget

None

# Proposed Capital Plan

## 2024 - 2033 10-Year Capital Plan - \$11.7M

### By Project Classification:

|   |  |  |
|---|--|--|
| <b>State of Good Repair</b><br><b>\$11.7M</b> | <b>DC Funded Growth</b><br><b>\$-M</b> | <b>Non-DC Funded Growth &amp; Other</b><br><b>\$-M</b> |
|---|--|--|

#### Key Highlights:

- \$5.4M Peel Public Health clinics and facilities for larger leasehold improvements
- \$2.8M Peel Public Health clinics and facilities for leasehold improvements
- \$2.5M Peel 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.*

2024 Financing Sources and Funding Status (\$'000)

|                |   |   | 2024                 |                            |                                     |                         |                     |
|----------------|---|---|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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> |
| 245306         | Public Health Information Management Improvements             | Public Health Information Improvements      |                      | 250                        |                                     | 250                     |                     |
| 245308         | Public Health Clinics and Facilities - Leasehold Improvements | Fund for leasehold improvements for clinics |                      | 100                        |                                     | 100                     |                     |
| Public Health  |   |   | 350                  |                            | 350                                 |                         |                     |

2024 Ten Year Combined Capital Program (\$'000)

|                      |   |   | <u>2024</u> | <u>2025</u>  | <u>2026</u> | <u>2027</u>  | <u>2028</u> | <u>Yrs 6-10</u> | <u>Gross</u>  |
|----------------------|---|---|-------------|--------------|-------------|--------------|-------------|-----------------|---------------|
| <b>Project</b>       | <b>Name</b>   | <b>Description</b>                                      |             |              |             |              |             |                 |               |
| 245306               | Public Health Information Management Improvements             | Public Health Information Improvements                  | 250         | 250          | 250         | 250          | 250         | 1,250           | 2,500         |
| 245308               | Public Health Clinics and Facilities - Leasehold Improvements | Fund for leasehold improvements for clinics             | 100         | 300          | 300         | 300          | 300         | 1,500           | 2,800         |
| 255307               | 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           | 750          | 0           | 0               | 750           |
| 285305               | Needle Exchange Vans  | Needle Exchange Vans Replacement                        | 0           | 0            | 0           | 0            | 260         | 0               | 260           |
| <b>Public Health</b> |   |   | <b>350</b>  | <b>2,350</b> | <b>550</b>  | <b>1,300</b> | <b>810</b>  | <b>6,350</b>    | <b>11,710</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 \$ |
|--|--|------------------|----------------|------------------------|-------------------------|------------|
| Tuberculosis Program Capacity Building   | Communicable Diseases                            | 1                | 3.0            | 2.0                    | 349,494                 | -          |
| Public Health resources to support reducing the health impacts of climate change | Public Health Intelligence and Health Protection | 2                | 1.0            | 2.0                    | 142,533                 | -          |
| Enhanced public health inspection capacity                                       | Health Protection                                | 3                | 3.0            | 3.0                    | 365,208                 | -          |
| <b>TOTAL</b>   |  |                  | <b>7.0</b>     | <b>7.0</b>             | <b>857,235</b>          | <b>-</b>   |

## Budget Request #: 1

| Proposed Initiative                    | Department      | Division              | Service Area  |
|--|-----------------|-----------------------|---------------|
| Tuberculosis Program Capacity Building | Health Services | Communicable Diseases | Public Health |

### Description of Budget Request

Tuberculosis impacts vulnerable populations, with Peel rates twice that of Ontario. Three permanent staff and two contract staff are required to bolster a team that has been chronically underfunded. Caseloads impede consistently meeting mandates and prohibit optimal care outlined by the Canadian tuberculosis Standards. Subsequently, Peel residents with tuberculosis receive sub-optimal care and fewer services than residents in neighbouring jurisdictions, increasing individual morbidity and mortality and transmission risk.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 543,081    | (193,587)  | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 543,081    | (193,587)  | -          | -          |
| Rate Stabilization Reserve          | 193,587    | (193,587)  | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | 193,587    | (193,587)  | -          | -          |
| Net Impact - Tax                    | 349,494    | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 3.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

Growth in the Region's population coupled with the rising global burden of tuberculosis has resulted in increased tuberculosis case counts in Peel without parallel increases in program capacity. Chronic underfunding has created high caseloads which, when combined with increasingly complex cases, means public health is not able to consistently meet tuberculosis standards or deliver optimal care. Increased resources are needed to consistently meet mandated case and contact management of active infectious tuberculosis and latent tuberculosis.

## Details of Service Change

Additional permanent resources will prevent further spread of tuberculosis in Peel by:

- Providing all active tuberculosis cases with directly observed therapy to facilitate successful treatment completion as outlined in the tuberculosis Guidelines. Currently only infectious tuberculosis cases and high-risk clients (children, drug-resistant, etc.) are prioritized.
- Ensuring comprehensive contact tracing, including the provision of tuberculosis skin tests to facilitate contact screening for close and high-risk contacts, increasing contact screening completion rates which are below program indicator targets.
- Offer new short-course LTBI treatment to increase uptake and successful completion. Because LTBI can progress to active disease, treatment for LTBI is important for reducing the risk of development of infectious tuberculosis disease from LTBI in the future. We are unable to offer this recommended first-line treatment option due to staffing constraints.
- Facilitate support for socioeconomic challenges that act as barriers to treatment success.

Tuberculosis case and contact management is highly complex, and orientation, training and capacity building for new staff is extensive and time consuming. The tuberculosis program is currently meeting staffing needs through the use of contract staff. Contract staff will regularly look for permanent employment, leading to high turnover. Additionally, consistent staffing is required to build the foundational relationships with physicians and community partners needed to collaboratively manage tuberculosis cases in Peel.

## Service Impact

New permanent staffing resources will support the achievement of outcomes by enabling the program to conduct thorough case and contact management, provide direct screening of contacts who may otherwise not complete screening due to lack of health coverage or other barriers, support isolation and treatment completion by providing directly observed therapy to all clients and connecting them to community services to support socioeconomic challenges, and reestablish and scale up partnerships with community partners. Public health plays a critical role in preventing progression from inactive latent tuberculosis infection to active tuberculosis disease, early identification of cases, preventing transmission within the community and ensuring treatment success for individuals with active tuberculosis. Historical staffing constraints have made comprehensive contact tracing and screening difficult. Many clients face socioeconomic challenges that create barriers when accessing health care – precarious employment or housing, language barriers, stigma, lack of family or community supports, and often do not have health coverage. This creates complexities that the program area must navigate to meet Ministry mandates.

## Budget Request #: 2

| Proposed Initiative  | Department      | Division  | Service Area  |
|--|-----------------|---|---------------|
| Public Health resources to support reducing the health impacts of climate change | Health Services | Public Health Intelligence<br>Health Protection | Public Health |

## Description of Budget Request

The Council approved Public Health Strategic Priority Reducing Health Impacts of Climate Change is complementary and coordinated with the mitigation work of the Office of Climate Change and Energy Management's Climate Change Action Plan. The request is for one permanent staff to support future public health urgent response planning (Public Health Intelligence) and two contract staff (Health Protection) to build capacity and develop regional health-related adaptation strategies.

## Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 371,321    | (228,788)  | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 371,321    | (228,788)  | -          | -          |
| Rate Stabilization Reserve          | 228,788    | (228,788)  | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | 228,788    | (228,788)  | -          | -          |
| Net Impact - Tax                    | 142,533    | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 1.0        | -          | -          | -          |

## Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

We are seeing changes to Peel's climate and impacts to the health of communities through changes in disease patterns such as vector-borne disease, increases in morbidity and mortality from extreme weather events, increased risk of food and water contamination and worsening air quality. Public Health can help mitigate potential impacts by developing programming and urgent response plans to increase the resiliency of the community and address health equity.

## Details of Service Change

Approval of this budget request will increase Peel Public Health's capacity to ensure that people are protected from urgent climate-related health risks such as extreme heat and weather, worsening air quality, infectious diseases, food- and water-borne hazards, and impacts to mental health. The public health strategic priority has not had dedicated resources or support to date. The three positions will be involved in work to: increase internal public health knowledge around climate change; engage with the community and stakeholders to mitigate potential health related impacts of climate change; enhance public health programming (disease surveillance, monitoring of key metrics such as the presence of black-legged ticks, addressing issues related to health equity); develop robust climate change adaptation programs, in consultation with stakeholders such as internal partners and the local area municipalities. Staff will be working closely with the Office of Climate Change and Energy Management to ensure that programming and outreach are done in a coordinated fashion without duplication.

## Service Impact

Using the Public Health Climate Change Vulnerability Assessment, vulnerable populations and communities will be identified and prioritized. Leveraging existing programs within the Region, Public Health will work with partners and stakeholders to consult and develop programs and plans to address and mitigate climate change related health impacts. Key areas of focus include vector-borne diseases programming, food and drinking water safety, recreational waters (beach testing, algae blooms), air quality, heat notification and response, the built form and urgent response capacity. Staff will work with the Office of Climate Change and Energy Management and with the Regional Emergency Management Office as well as with the local area municipalities and community stakeholders.

### Budget Request #: 3

| Proposed Initiative                        | Department      | Division          | Service Area  |
|--|-----------------|-------------------|---------------|
| Enhanced Public Health Inspection Capacity | Health Services | Health Protection | Public Health |

### Description of Budget Request

During the pandemic, many public health inspected settings changed their business models. Currently, there has been an increase in special events, typically in the evening and on weekends. Many premises were inspected infrequently during the pandemic, resulting in more complicated and increased inspections as well as increased enforcement. Three permanent staff and three contract staff are required to stabilize and complete mandated inspections.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 659,262    | (294,054)  | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 659,262    | (294,054)  | -          | -          |
| Rate Stabilization Reserve          | 294,054    | (294,054)  | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | 294,054    | (294,054)  | -          | -          |
| Net Impact - Tax                    | 365,208    | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 3.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

Growth in the Region has resulted in inspection pressures. From 2017 to 2022, there has been a 12% increase in food premises and a 4% increase in recreational water facilities. During COVID-19, premises were inspected infrequently resulting in more complicated inspections and increased progressive enforcement needs. The number of special events has grown, there is significant non-compliance with the Waterpipe By-law and increasing challenges with vaping in Peel schools.

## Details of Service Change

The additional staff will be used to support the full scope of public health inspector duties including inspections in settings ranging from food premises, special events, personal service settings and childcare, as well as duties related to education and enforcement of the waterpipe by-law and other tobacco and vaping legislation. Having additional contract staff during this timeframe will also allow Health Protection to ensure the accuracy of the inspection databases and align the work boundaries of each public health inspector's work district to account for growth. Ensuring that there is capacity to complete mandated inspections and respond to requests for service in the community reduces the risk of morbidity and mortality related to the inspected settings, creates equity and builds trust and confidence with business and the public.

## Service Impact

The additional staff will allow inspections to be completed as per the requirements of the Ontario Public Health Standards, allow more capacity to inspect special events which typically occur after hours and on weekends and to respond to the increase in requests for service from the community in a timely manner. For example, the additional contract staff will help address the increase in public complaints related to food, water and health hazards which have increased 5% from 2017 to 2023. Also, infection prevention and control complaints/service requests have increased 79% from 2016. An intensified enforcement strategy to deter non-compliance of Peel's Waterpipe Smoking By-law would be implemented and the additional staff would inspect premises more frequently. A change to the staffing model for youth access inspections now requires two PHIs per shift and will require approximately 450 extra PHI hours. The additional contract staff will assist with these inspections.

# Income Support

2024–2027 Business Plan  
and 2024 Budget



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# 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 support and services
- Application and assessment services for Ontario Works social assistance, Child Care Fee Subsidy and Housing Services programs
- Delivering the provincial Ontario Works social assistance program by providing ongoing case management and stability support services to help clients move toward employment
- Ontario Works program oversight, and accountability

## Interesting facts about this service:

- Approximately 25,000 Peel residents (1.7% of our population) receive Ontario Works assistance for an average of 3 years as they are impacted by complex barriers resulting in the need for intensive case management and stability support
- 100% of Ontario Works benefit costs are paid by the province and rates have not increased since 2018
- In 2023, 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 \$164.9M in 2024
- Peel is the largest Ontario Works administrator to implement the province’s new social assistance model, reinvesting in addressing client barriers while also successfully transferring employment services to Employment Ontario

## Highlights of the Business Plan:

- Sharp increase in applications and demand for Income Support services is continuing due to the ending of federal pandemic benefits, the increase in refugee and asylum seekers and the addition of Ontario Disability Support Program non-disabled adult clients to stability support services
- 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 ensure program rules and requirements are being followed
- Equipping staff with training and supports to provide services that achieve successful client outcomes

| Net Investment (\$000s) | 2024   | 2025   | 2026   | 2027   |
|-------------------------|--------|--------|--------|--------|
| Operating               | 27,511 | 28,976 | 30,444 | 31,952 |
| Capital                 | -      | -      | -      | -      |
| Full Time Equivalents   | 371.4  | 371.4  | 371.4  | 371.4  |

# 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 provides centralized application assessment services for Human Services programs and is the delivery agent for the provincial Ontario Works social assistance program in Peel, providing client centred, case management support. The 2022 service levels and trends are summarized below.

**Access and System Navigation:** We are the first point of contact to provide service system navigation to Peel residents. Client visits to the reception increased in 2022 as in person appointments resumed after pandemic restrictions were lifted. Approximately 6,500 Peel residents visited the reception area for supports and services in 2022 and visits are projected to double by the end of 2023.

**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 2022, over 30,000 applications and calls were completed for Human Services programs.

**Stability Support:** We provide tailored, client-centred case management support (coaching, goal setting, assessment of barriers) 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 2022, an average of 12,500 Peel households (25,000 individual residents) accessed stability support services monthly and it is expected that this will increase to an average of 14,000 Peel households (28,000 individual residents) by the end of 2023.

The Ontario Works program has undergone significant, provincially directed transformation over the last few years, including social assistance employment supports moving from the Region to Employment Ontario and our focus shifting to stability support services. In 2022, we referred over 4,000 social assistance clients to Employment Ontario for job search assistance.

**Internal Support and Accountability:** Dedicated Income Support staff provide internal support and ensure program compliance and accountability. Audits are conducted to track program compliance and to support continuous improvement. In 2022, over 2,000 file audits were completed; 17% of the average Ontario Works caseload. This sub-service also provides strategic and operational program management support and develops and delivers training modules for staff.

## Trends

The population in Peel is diverse and continues to evolve, requiring varied supports and services to meet unique needs. Below are some current trends in the sector, service delivery and client caseloads.

### Sector:

Regional caseworkers help 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 client goal achievements will rely on sufficient funding for staff and for the community services clients need.

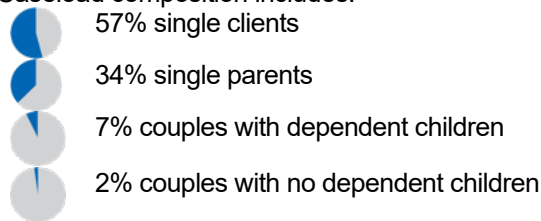
### Service Delivery:

Our services continue to be delivered both digitally and in person to increase service options for clients. Hybrid service options will continue to be offered in response to provincial program direction, identified community needs and client preferences. In the first half of 2023 there was a sharp increase in applications which meant higher than desirable cases per caseworker. This has been addressed by hiring more staff and implementing a caseworker trainee program.

### Client and Caseload:

The Ontario Works caseload demographics have remained consistent with single clients making up the majority of clients served, and youth clients make up 10% of clients across all case types.

Caseload composition includes:



Clients continue to have complex needs and barriers to gaining employment resulting in an increased need for stability supports.

Top five client barriers include:

1. Affording basic needs with current income
2. Health and Wellness (physical, mental, addictions)
3. Language skills (ESL)
4. Finding and keeping housing
5. Education

In 2023, more and more people are applying for Income Support Services due to the ending of federal benefits and other factors. We have also observed an increase in refugee, asylum seekers and Emergency Assistance applicants. These trends are anticipated to continue given the uncertain and unpredictable economic environment and global instability. As a result, we are continuing to recruit and train staff to keep pace with demand. A wide range of services and support will continue to be required to meet residents' growing and increasingly complex needs.

Another relevant trend impacting Income Support Services is the significant rise in the cost of living. However, the Ontario Works benefit rates have not changed since 2018 which means Ontario Works clients struggle to meet even basic needs (housing, food, clothing). 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 supports 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:** Performance measures determine the effectiveness of our service in providing stability support and moving clients towards employment readiness and self-sufficiency.

Program measurements and local targets for the new Ontario Works service model were finalized by the province in October 2021. Preliminary results were reported at the end of the 2022 calendar year, and we were above target for 80% of our prescribed program measurements.

2022 program results show:

- 82% of clients that exit the Ontario Works program, do not return within 12 months
- 84% of clients have created a plan with their Caseworker to help them become employment ready and self sufficient
- Over 4,000 clients were referred to employment services
- An average of 96% of eligibility file audits were completed within the ministry required timelines

Income Support service measures also include an 80% target for the completion of timely reviews to ensure ongoing program eligibility and client participation. In 2022, we maintained an 88% monthly average for eligibility reviews completed within the required 24-month period.

**Client Measures:** The development of an ongoing client engagement plan supports a collaborative, 'Working with You' culture for program design and delivery.

In 2022, we engaged with social assistance recipients to gather feedback regarding their service experience; a total of 374 responses were received.



81% of respondents prefer digital services due to challenges such as transportation and childcare to attend in-office appointments



81% of respondents who attended an in-office appointment in 2022 were satisfied with their experience

Plans are underway to ensure continued client engagement as it guides which services most effectively support clients. We have implemented a multi-dimensional approach to ensuring that we hear the voice of the client which is demonstrated in our participation in the 2023 Peel Poverty Summit, the distribution of client surveys, and implementation of a client insights focus group.

### 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. It provides opportunities for staff to receive the appropriate training, tools, and resources to effectively support clients and manage their role responsibilities. In 2022, 75% of staff completed numerous training courses which included topics around client service, mental health, anti-human sex trafficking and Indigenous cultural awareness.

In 2022, through the Employee Ambassador Program, staff had the opportunity to participate in over 25 learning and engagement activities and events, sharing information and celebrating our diversity.

# Awards and Achievements

## Awards

**Local Municipal Champion Award:** 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.

**Social Assistance Caseworker Award:** Aligned with the provincial changes to social assistance, we work collaboratively with Employment Ontario to support client goal achievement towards employment readiness. In 2023, three Income Support staff were awarded the Social Assistance Caseworker Award from the Employment Ontario Service System Manager in Peel (WCG Services). This award highlights the exceptional client service and collaborative efforts made toward successful client outcomes and building partnerships with the employment agency network in Peel.

## Achievements

**Wellness Response and Assistance Program (WRAP):** Income Support introduced a new fund to improve access to mental health services for Ontario Works clients. WRAP will fund new projects or increase existing program capacity for mental health and not-for-profit agencies in Peel. It aims to address addiction, stress, anxiety, depression, and other mental health issues experienced by social assistance clients so that they can take steps toward greater independence and an improved quality of life.

**Food Security:** Peel's food banks reported a 50-60% increase in visits from 2021 to 2022 due to the rising costs of food and insufficient Ontario Works benefits. A recent Feed Ontario Hunger Report said that *"almost 2 of 3 people who access food banks are social assistance recipients."*<sup>1</sup>In 2022, we helped address food insecurity in Peel by partnering with Mississauga Food Bank, Brampton Food Hub and Caledon Community Services to distribute over 30,000 grocery gift cards to food bank users.

**Enabling Technology and Digital Solutions:** To address the digital divide, we provided digital access support to social assistance clients in Peel. These supports aimed to increase access to technology, affordable internet and digital literacy training. In 2022, we provided over 400 computers to social assistance clients, and partnered with 10 community agencies to deliver digital literacy programming to over 270 Peel residents, helping them stay connected, building capacity for self-sufficiency and improving their employment and educational prospects.

In 2023, we also implemented an affordable internet plan pilot. The pilot aims to increase digital access for Ontario Works clients to support them with their goal achievement.

**Business Transformation:** In 2022, Income Support Services began an internal service delivery transformation to align our new model under four pillars: Access & System Navigation, Assessment & Financial Support, Stability Support services and Internal Support and Accountability. With the changing social assistance landscape and the increasing applications for Ontario Works, we took the opportunity to recognize the way we deliver our services to improve efficiencies and the client experience. We also worked collaboratively with provincial, community and internal partners to support clients and provincial transformation initiatives aimed at improving the social assistance system.

<sup>1</sup> <https://feedontario.ca/wp-content/uploads/2022/11/Hunger-Report-2022-Final.pdf>

# The 2024 -2027 Business Plan Outlook

## Planning for the Future

### Service Delivery

Income Support Services ensure that the lives of Peel residents are improved in their time of need and that they can access appropriate and timely supports and services at every stage of life.

We will continue to implement the provincial Social Assistance Renewal Plan, collaborating for improved, sustainable, and inclusive social assistance programs. Income Support will continue to deliver services to Peel residents that are responsive, efficient and client centred. We will also expand our partnership with community agencies and service providers to ensure clients receive the support they need to progress toward employment and independence.

### Workforce Enablement

Income Support Services will implement strategies to promote an engaged and enabled workforce. Staff will receive the appropriate tools, training, and resources to enable them to provide stability support services through a diverse, equitable, and inclusive lens.

### Community, Client, and Partner Engagement and Integration:

Our service has deep and profound roots in the Peel community developed through years of collaboration and partnerships with organizations across Peel. Income Support has active partnerships with more than 300 community agencies, faith-based organizations, service providers and community leaders and advocates. Our staff also contribute to more than 50 community tables and networks.

We will continue to collaborate with our community, clients and partners to develop and advocate for programs and services to support our clients.



# 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.

Income Support's Continuous Improvement initiatives include:

- The implementation of the new service delivery model and staff roles to improve service experience and improve operational efficiencies
  - The development of programs and services to support clients to address barriers with mental health and addictions and access to digital services
  - Formalizing a service performance framework to support program compliance and outcome achievement
  - 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 and the completion of follow-up items to satisfy compliance requirements
- Engaging with key stakeholders to collaboratively inform and design inclusive client services.
  - The implementation of an employee solutions table comprised of staff from each sub-service within Income Support, aiming to strengthen collaboration and awareness of work across all areas and encourage proactive issue resolution and decision making
  - To meet the rapid increase demand for service, we have implemented a robust staff recruitment strategy which includes a trainee program to help recent graduates gain the experience and training they need to support the diverse needs of our clients
  - The development and implementation of a diversity, equity and inclusion strategy that addresses the support of employee physical and psychological well-being through the promotion of an inclusive work environment where employees experience a sense of belonging

# Transforming Our Business with Technology

The availability of modern, digital solutions allows more opportunities to change the way we deliver service. Our service aims to implement and utilize digital solutions to:

- Improve access to timely support and services
- Reinforce service modernization
- Increase operational efficiencies

## Scheduling System

A scheduling system was implemented to reduce manual bookings for staff. The system provides operational efficiencies and increased access to appointment related data to support day to day operational needs and service delivery. We are also exploring additional opportunities to leverage the system for client self-serve options.

## Online Applications

The province has implemented an online application process for individuals to apply for assistance using a risk-based eligibility methodology. This centralized intake process aims to increase client access to timely supports and services.

## Data Management

Our service has implemented the use of the Microsoft data management platforms (Power BI and Power Apps) to improve data collection and availability. These data solutions have led to enhancements in service delivery and improved decision making through readily available program and service evidence and statistics.

## Electronic Communication

Our service effectively utilizes the provincial electronic communication platform (MyBenefits). This platform increases communication options for social assistance clients and also provides them with 24 hour access to a secure platform to submit required information.

## Document Scanning and Storage

Our service has transitioned to a fully electronic document scanning and storage platform. This modern solution allows for a 100% reduction in paper files and document retention while also increasing ease of access to information for our staff and clients.

## Addressing Digital Barriers

To address the digital barriers faced by clients, we have implemented several programs and increased our partnership with community agencies to provide affordable internet plans, digital literacy training, and access to computers.

# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2024-2027 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 2023 was \$27.2 million and the proposed budget for 2024 is \$27.5 million.

## Net Expenditures: \$27.5 million (Total Expenditures: \$221.7 million)

| Description                              | 2022 Actuals     | 2023 Approved Budget | 2024 Proposed Budget | \$ Change Over 2023 | % Change Over 2023 |
|--|------------------|----------------------|----------------------|---------------------|--------------------|
| Operating Costs                          | 2,005            | 2,415                | 2,448                | 32                  | 1.3%               |
| Labour Costs                             | 32,134           | 39,841               | 40,616               | 775                 | 1.9%               |
| Reserve Contributions                    | -                | -                    | -                    | -                   | -                  |
| Debt Charges                             | -                | -                    | -                    | -                   | -                  |
| Grant Payments                           | 127,584          | 158,910              | 167,851              | 8,941               | 5.6%               |
| Facility, IT, HR and other support costs | 21,781           | 20,891               | 19,728               | (1,162)             | (5.6)%             |
| Recoveries                               | (9,792)          | (9,130)              | (8,981)              | 149                 | (1.6)%             |
| <b>Total Expenditures</b>                | <b>173,711</b>   | <b>212,927</b>       | <b>221,662</b>       | <b>8,735</b>        | <b>4.1%</b>        |
| Grants and Subsidies                     | (153,001)        | (185,678)            | (194,151)            | (8,473)             | 4.6%               |
| Supplementary Taxes                      | -                | -                    | -                    | -                   | -                  |
| Fees and Services Charges                | (60)             | -                    | -                    | -                   | -                  |
| Transfer from Development Charges        | -                | -                    | -                    | -                   | -                  |
| Contributions from Reserves              | -                | -                    | -                    | -                   | -                  |
| <b>Total Revenues</b>                    | <b>(153,060)</b> | <b>(185,678)</b>     | <b>(194,151)</b>     | <b>(8,473)</b>      | <b>4.6%</b>        |
| <b>Total Net Expenditure</b>             | <b>\$20,651</b>  | <b>\$27,249</b>      | <b>\$27,511</b>      | <b>\$262</b>        | <b>1.0%</b>        |

Note: May not add up due to rounding.

## 2024 Operating Budget Pressures

| \$'000   | Total Expenditures | Total Revenue    | Net Cost<br>2024 vs 2023 |             |
|--|--------------------|------------------|--------------------------|-------------|
| <b>2023 Revised Cost of Service</b>  | <b>212,927</b>     | <b>185,678</b>   | <b>27,249</b>            | <b>%</b>    |
| <b>Cost of Living/Inflation<sup>1</sup></b>  |                    |                  |                          |             |
| Labour costs and Goods and services  | 517                | -                | 517                      |             |
| <b>Base Subsidy Recovery<sup>2</sup></b>   | <b>32</b>          | <b>-</b>         | <b>32</b>                |             |
| <b>Cost Mitigation<sup>3</sup></b>   |                    |                  |                          |             |
| Savings due to departmental realignment  | (286)              | -                | (286)                    |             |
| <b>Base Budget Changes Subtotal</b>  | <b>263</b>         | <b>-</b>         | <b>263</b>               |             |
| <b>Service Level Demand<sup>4</sup></b>  |                    |                  |                          |             |
| Legislated Ontario Works Benefit increase due to change in monthly caseload (increase from 14,837 to 15,918) | 8,942              | 8,942            | -                        |             |
| Reduction based on Budgeted caseload for Advance Child Care and Support to Employment Program (STEP)         | (469)              | (469)            | -                        |             |
| <b>Service Level Changes Subtotal</b>  | <b>8,473</b>       | <b>8,473</b>     | <b>-</b>                 |             |
| <b>Total 2024 Budget Change</b>  | <b>8,736</b>       | <b>8,473</b>     | <b>263</b>               |             |
| <b>2024 Proposed Budget</b>  | <b>\$221,662</b>   | <b>\$194,151</b> | <b>\$27,511</b>          | <b>1.0%</b> |

Note: May not add up due to rounding

## Operating budget pressure notes:

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

- Cost of Living increase for staffing costs

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

- Reallocation of \$0.03M within existing funds to offset the reduction of Learn, Earn, and Parenting (LEAP) based on caseload

### Cost Mitigation<sup>3</sup>

- Savings due to departmental realignment that resulted in 2 FTEs (Full Time Equivalent) reduction. This reduction will not impact service levels.

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

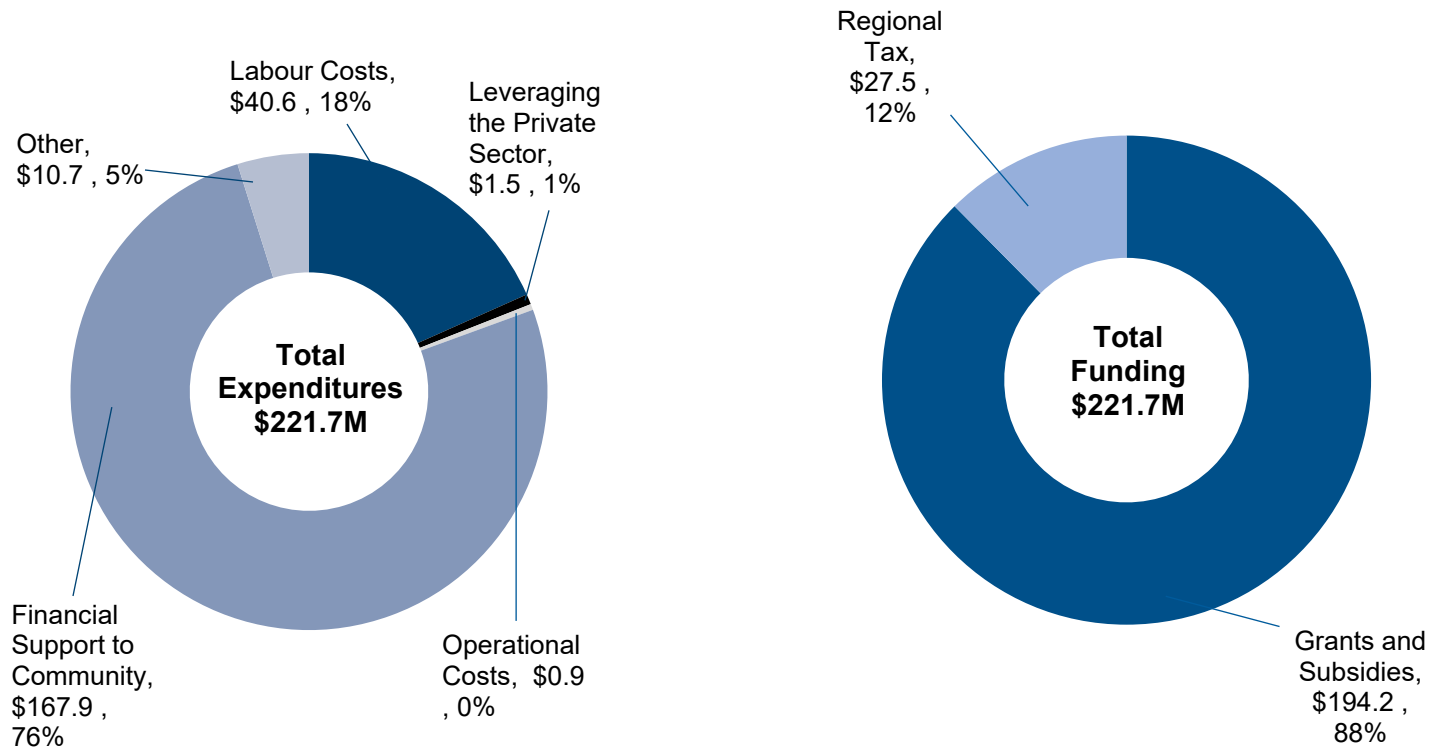
- 2024 average monthly budgeted caseload increased from the 2023 budget of 14,837 to 15,918. Benefit costs are fully funded by the province so no net impact on the budget due to the caseload change.
- Cost per caseload rates reflects no change. Province has not increased the rates since 2018
- 2024 budget assumes no funding changes

## Staffing Resources to Achieve Level of Service

| Sub Service                                 | 2023  | 2024  | 2025  | 2026  | 2027  |
|---|-------|-------|-------|-------|-------|
| Access and System Navigation                | 23.8  | 23.8  | 23.8  | 23.8  | 23.8  |
| Assessment and Financial Support            | 75.1  | 75.1  | 75.1  | 75.1  | 75.1  |
| Stability Support                           | 213.9 | 213.9 | 213.9 | 213.9 | 213.9 |
| Internal Support and Program Accountability | 60.5  | 58.6  | 58.6  | 58.6  | 58.6  |
| Total                                       | 373.3 | 371.4 | 371.4 | 371.4 | 371.4 |

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

## 2024 Total Expenditures & Funding Source (In \$M)



## 2024 Budget Risks

- 2024 funding will remain at the 2023 levels. The province is currently reviewing the existing funding formula.
- Uncertainty in caseload numbers due to economic uncertainty

## 2025 - 2027 Operating Forecast

|                          | Budget    |           |      | Forecast  |      |           |      |           |      |
|--------------------------|-----------|-----------|------|-----------|------|-----------|------|-----------|------|
|                          | 2023      | 2024      |      | 2025      |      | 2026      |      | 2027      |      |
|                          | \$'000    | \$'000    | %    | \$'000    | %    | \$'000    | %    | \$'000    | %    |
| <b>Total Expenditure</b> | 212,927   | 221,662   | 4.1% | 229,296   | 3.4% | 239,259   | 4.3% | 249,687   | 4.4% |
| <b>Total Revenue</b>     | (185,678) | (194,151) | 4.6% | (200,320) | 3.2% | (208,815) | 4.2% | (217,734) | 4.3% |
| <b>Net Expenditure</b>   | 27,249    | 27,511    | 1.0% | 28,976    | 5.3% | 30,444    | 5.1% | 31,952    | 5.0% |

Note: May not add up due to rounding

- In 2025
  - Caseload is increased to 16,517, no net impact
  - The net increase is driven by cost-of-living increase 2.9%
- In 2026
  - Caseload is increased to 17,343, no net impact
  - The net increase is driven by cost-of-living increase 2.8%
- In 2027
  - Caseload is increased to 18,210, no net impact
  - The net increase is driven by cost-of-living increase 2.8%
- Cost per case remains unchanged in the forecast
- Ontario Works administration funding and stabilization supports are held at the 2023 actual funding amount for the next four years
- Staffing will keep flat for forecast years, but if the caseload increases as projected, additional staff may be required to maintain service quality

# Early Years and Child Care

2024 – 2027 Business Plan  
and 2024 Budget



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# 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:

Plan, support, fund, evaluate, and oversee the system, working with service providers to ensure families have inclusive, affordable, accountable, high quality and accessible child care.

**Licensed Child Care:** We assess and respond to child care service needs and provide funding to offset parent fees, support provider viability as well as enhancements for staff.

**EarlyON Child and Family Centres:** We oversee free programs that help families with children six years and younger to grow and learn while connecting 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:** Through Peel Inclusion Resource Services (PIRS) we support all children to participate in licensed child care by connecting providers and families with special needs resourcing supports.

## Interesting Facts about this Service:

- Projected 2024 revenues of \$451.3M, both provincially and regionally funded, is 12.2 per cent higher than 2023 and is expected to grow by \$61.1M by 2025. This makes Early Years and Child Care one of Peel's largest program budgets.
- 95 per cent of existing licensed child care sites in Peel participate in the Canada-Wide Early Learning and Child Care (CWELCC) plan which improves affordability by lowering fees by 53 per cent in 2023 with a goal to reach an average of \$10 a day by 2025.

- Even with CWELCC's goal of \$10 a day, 78 per cent of children receiving subsidy who now pay \$10 or less a day for child care, and children 6 years of age and older who do not qualify for the program will still need ongoing financial support to afford licensed child care.
- Since 2013 Peel has not had a waitlist for subsidy.
- CWELCC's expansion plan will increase child care spaces in Peel by 41 per cent for children five years and younger by 2026.
- 13.2 per cent of the program's 2023 budget supported wage enhancement for early childhood professionals, however, the average base wage of Registered Early Childhood Educators remains \$6.22/hr below those employed by school boards.
- In 2022, EarlyON programs had 326,000 visits by families.
- 95 per cent of licensed child care programs participate in PIRS.

## Highlights of the Business Plan:

- Continued implementation of CWELCC to reduce costs to reach the goal of an average of \$10 a day by 2025.
- We will add 11,980 new child care spaces by 2026, but we still need 9,800 more spaces to meet the expected demand for care.
- Implementing strategies to attract, hire and keep qualified educators.
- Improving EarlyON and child care programs, policies, and practices to reflect the diverse needs in Peel.

| Net Investment (\$000s) | 2024   | 2025   | 2026   | 2027   |
|-------------------------|--------|--------|--------|--------|
| Operating               | 21,803 | 22,343 | 22,877 | 23,426 |
| Capital                 | 338    | 1,976  | 1,005  | 1,021  |
| Full Time Equivalents   | 125.1  | 125.1  | 125.1  | 125.1  |

# 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 that support their choice and promote child growth and development.

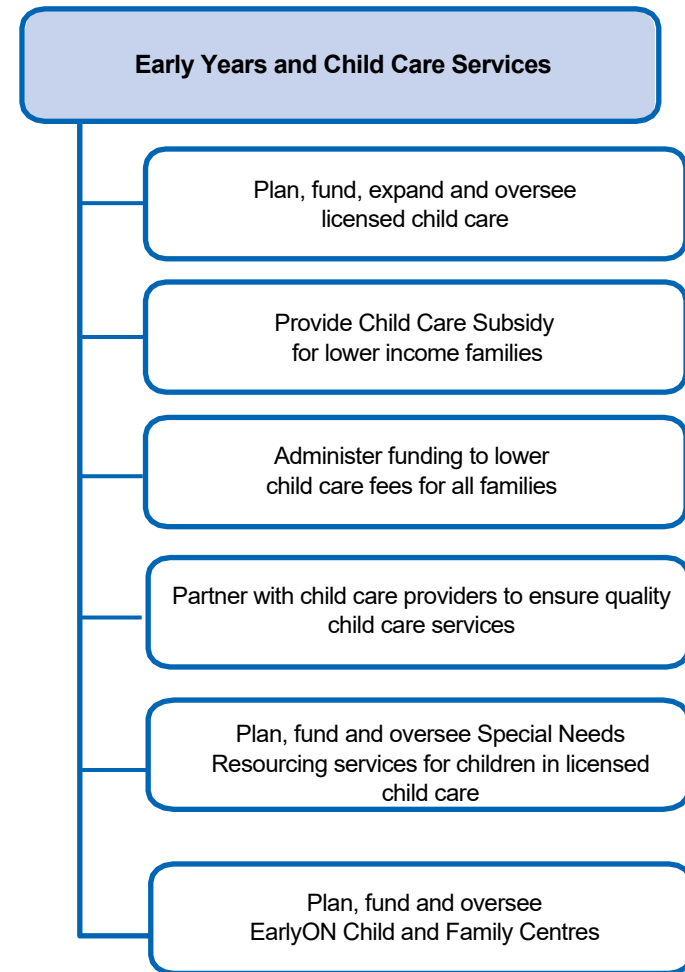
### Mission

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 and have accurate, up-to-date information about early years and child care programs.

### Service Delivery Model



# Service Levels and Trends

## Service Levels

In 2022, Early Years and Child Care Services delivered the following services:

**Licensed Child Care:** Provided funding, support, and oversight to 206 providers who operate 558 sites containing 48,759 spaces.

**EarlyON:** Provided funding and oversight to seven EarlyON providers across 58 centres in Peel which families visited approximately 326,000 times in 2022. We have increased programming hours by 47 per cent since 2018; from 735 hours in 2018 to 1,081 program hours each week in 2023.

**Child Care Subsidy:** Supported 9,783 children to access affordable licensed child care. This is a 55 per cent increase compared to 2021. There is currently no wait list for child care subsidy.

**Special Needs Resourcing:** Supported 3,153 children with special needs to thrive in licensed child care programs.

## Trends

Peel is a rapidly growing municipality, with the highest proportion of children in the Greater Toronto Area (42 per cent) according to the latest census. As the child population grows, so will the need for child care. Peel will increase child care by 11,980 licensed spaces by 2026 (1,145 spaces school-based and 10,835 community-based).

The Canada-Wide Early Learning and Child Care (CWELCC) affordability plan has already lowered child care fees for children five years and younger by 53 per cent. The goal is to deliver an average of \$10 a day across Ontario by 2025. This is welcome news for many Peel families however, this plan only applies to children five 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 plan will need ongoing financial support to afford licensed child care. Provincial funding will be required to ensure families with lower income and with children ages 6-12 can also access affordable child care.

The shortage of Early Childhood Educators (ECEs) was worsened by the pandemic. Although the workforce has returned to 95.3 per cent of pre-pandemic staffing levels, we will need approximately 1,749 more qualified staff to deliver programs in the new spaces under the CWELCC expansion plan.

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 Peel's commitment to address systemic discrimination Early Years and Child Care Services is taking steps to ensure that EarlyON and child care programs, policies, and practices reflect the diversity and needs of Peel communities. This includes data collection, community engagement, training, and measurement systems that hold service providers accountable for offering welcoming and inclusive programs and services.

# Performance Measures and Results

Peel's five-year Early Years and Child Care Services System Plan describes our five system priorities, how we will achieve our goals and measure our success.

**Inclusive:** Early Years and Child Care programs are welcoming and inclusive of all children and families.

- Through participant engagement in our EarlyON programs we heard that 59 per cent of survey respondents felt they were treated differently based on their ethnicity or other factors. We are using this feedback to inform program enhancements to improve the experience of all families.
- 95% of licensed child care programs in Peel participate in PIRS.

**Affordable:** Public funds are used to improve the affordability of licensed child care.

- The Canada-Wide Early Learning and Child Care plan has lowered fees by 53 per cent for children five years and younger. Average daily fees in Peel are now:
  - Infant - \$40
  - Toddler - \$31
  - Preschool - \$28
  - Before and After School Programs JK and SK - \$16
  - Full Day JK and SK - \$25

This provides an average annual savings of \$15,660 for a family with two children (toddler and preschool aged).

- We supported lower income families to pay for child care. In 2022, 9,783 children 12 years and younger received this child care subsidy.

**Accountable:** Early years and child care system management is future-oriented, responsive, and accountable.

- In 2022, we provided \$229.9M in funding to 234 providers in child care programs, EarlyON programs, special needs resourcing agencies and initiatives to enhance the quality of early years and child care programs.

**High Quality:** Service providers continuously improve early years and child care program quality.

- 100 per cent of EarlyON and child care programs that we fund participate in the continuous quality enhancement initiatives that assess program quality and identify opportunities to improve.
- We offer professional development opportunities throughout the year to support professionals in child care, EarlyON and PIRS programs to deliver high-quality programs. In 2022, 771 we offered development opportunities to a total of 18,482 professionals, including those who attended more than one event.
- In 2022, we invested \$2.4M in tuition grants for ECE Diploma programs to recruit more qualified Early Childhood Educators.

**Accessible:** Families have access to early years and child care programs that meet their specific needs and accurate, up-to-date information about early years and child care programs.

- With the expansion target of 11,980 spaces, we are prioritizing spaces for underserved communities, considering factors such as immigration, ethnicity, income, housing costs and conditions, health, employment, education, crime, and one-parent status. We are working to make 2,948 new spaces available by the end of 2023.
- We are working with Child Development Resource Connection Peel (CDRCP) to improve how families access up-to-date information on early years and child care in Peel. This includes a new licensed child care search tool to help families find care that meets their needs.

# Awards and Achievements

## Awards

In 2023, Early Years and Child Care Services won the Peel Celebrates, Commissioner's Values in Action Award for Human Services. This award recognizes a team or individual for going above and beyond to ensure that Peel's operations are run effectively and efficiently, using new approaches to achieve strategic objectives, and promoting a productive, respectful, and supportive work environment. Early Years and Child Care Services child care subsidy team received this award for collaborating to place 334 children in Emergency Child Care and implementing the Canada-Wide Early Learning and Child Care plan by reducing fees and calculating refunds for families. The team also transformed its operations and improved services resulting in quicker applications, less paperwork, more equitable access, and better outcomes for clients.

## Achievements

Over the past year, the Early Years and Child Care Services team has made significant achievements in improving accessibility, affordability, quality and inclusiveness in Peel.

### Improving Access

Families applying for child care subsidy now have fewer forms and documents to submit with their application. They can complete forms through a secure online portal to upload applications and documents. The portal also provides a space for ongoing communication with families.

### Improving Affordability

The new Canada-Wide Early Learning and Child Care plan has lowered child care fees for children five years and younger. In 2022, 29,612 child care spaces benefited from this plan.

Although the new plan is in place, Early Years and Child Care Services ensures that child care is accessible and affordable to vulnerable families across Peel. We continue to provide subsidy to help lower income families and those with children ages 6-12 to also access affordable child care.

### Improving Quality

The Workforce Strategy that Peel introduced in 2022 is essential to support, grow and attract a diverse workforce to address current staff shortages and meet future early years and child care needs. In 2022, we provided opportunities for free and reduced tuition for ECE diploma programs where approximately 270 Peel students enrolled. In 2023 we also co-hosted a job fair that allowed 144 early years professionals who are job seekers to connect with 13 early years and child care providers who were hiring. These investments, along with ongoing professional development opportunities for early childhood professionals will help providers to attract qualified staff to deliver high quality care to children in Peel.

### Improving Inclusiveness

To enhance diversity, equity, and inclusion (DEI) in EarlyON centres, information was collected about staff and family experiences. Based on our findings, EarlyON agencies are implementing actions to review human resources practices from an inclusive and equitable lens. Agencies are using what they have learned to make programs more accessible with enhanced diverse experiences for families. In 2024, EarlyON staff and leadership will participate in professional learning that connects DEI to quality programs. We will also begin this work in our child care system in 2024.

# The 2024-2027 Business Plan Outlook

## Planning for the Future

### Canada-Wide Early Learning and Child Care Program and Expansion Plan

Early Years and Child Care Services will continue to increase affordability by implementing the Canada-Wide Early Learning and Child Care plan over the next two years to reach the provincial goal of an average of \$10-a-day child care across Ontario by 2025. While reducing fees, we will also increase accessibility by expanding our child care spaces by adding 11,980 new spaces in underserved communities by 2026. 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 9,800 more spaces for children five years and younger.

Successfully implementing Canada-Wide Early Learning and Child Care plan and its expansion in Peel will also require:

- Capital funding to create more child care spaces.
- Special Needs Resourcing to support all children to participate in child care.
- Fee subsidy funding and priority access for low-income families.
- Early Childhood Educators to meet current and future demand for child care.

We continue to advocate to provincial and federal governments for these requirements to ensure Peel families have accessible and affordable child care.

### Workforce Strategy

The expansion of child care will increase the demand for Registered Early Childhood Educators (RECEs) workforce. CWELCC expansion in Peel region will not be possible if workforce shortages are not addressed. Early Years and Child Care Services continues to address this issue with a comprehensive workforce strategy to attract, hire and keep qualified staff within the sector. The work includes strategies to:

- Value those who work in early years and child care through public recognition and increasing the professionalism of the workforce.
- Help early years and 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.

We also continue to advocate to the province to address staff compensation which is the main challenge to successful recruitment and retention in the child care sector.

## Supporting Quality and Inclusiveness in Programs

High-quality early years and child care programs help 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 Peel 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 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. The information will help to inform and improve our work within the sector.



*A growing early years and child care sector needs a growing and skilled workforce.*



# Finding Efficiencies

## Continuous Improvement

The goal 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 resident experience, employee engagement, cost savings and cost avoidance.

Highlights of projects and improvements completed include:

- **Automating Manual Processes** – Early Years and Child Care Services has streamlined the way we work with providers by fully automating the process for Special Needs Resourcing and EarlyON agencies to submit documents of us. We also moved Before and After School Programs (BASP) requests for resource consultation supports into our online tool, GovGrants. Educators working in BASP can now request supports online.
- **Capital Program Processes** – To deliver on the expansion of child care spaces under the Canada-Wide Early Learning and Child Care plan, we reviewed and enhanced our capital projects process to ensure strong cross departmental planning, better teamwork and higher production to reach our child care expansion goals.
- **Digitized Annual Case Reviews** – Families who receive child care subsidy must have their file reviewed once a year to maintain eligibility. This process has moved from monthly paper mailed letters to monthly emails. Moving to email improved efficiency, created a better service experience for families, reduced costs and increased staff time for more valuable work.

- **Launched Child Care Subsidy Portal** – Early Years and Child Care Services introduced an online portal to allow families who receive child care subsidy to securely exchange information with the program and better manage their records. This includes updating and accessing information online at their convenience and communicating directly with Peel staff. The improvements secure the transmission of information and end the need to fax and email documents. The result is less paperwork and shorter processing times for families while making it easier for them to see the status of their information. This has eliminated manual administration, resulting in easier retrieval of information and better and quicker communication between families and our staff.



*EarlyON Child and Family Centres offer engaging experiences for families with young children to learn, play and grow together.*

# 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 2022, there were 1,013 grants valued at \$184.4M issued through GovGrants to over 200 different service providers 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 manual processes, such as applying for funding and developing and implementing contracts. This creates greater cost savings, productivity, and oversight for Peel. Automated features also eliminate manual cheque processing and increase accountability. In July 2023, \$15.9M was automatically recovered from 176 providers, all without having to process a single cheque.

## Ontario Child Care Management System (OCCMS)

We wish to better understand the social and demographic background of families accessing child care subsidy and attending EarlyON centres. In fall 2022 the OCCMS EarlyON registration process began to ask key questions such as gender, sexual orientation, ethnicity or race, language spoken, religion, household income level and immigration. These questions are voluntary and do not impact a family's ability to use EarlyON services. However, they will support our strategic planning for programs.



*As Peel's community changes the early years and child care sector should reflect the evolving and varied needs of children and families.*

## Maintaining our Infrastructure

Peel 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 2024 Capital Budget provides \$338,000 between the five properties. This investment ensures that these buildings are properly and safely maintained and running smoothly in a reasonable state of good repair.



*Providing safe licensed child care facilities is important as many parents rely on child care to be able to go to work or school.*

# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2024-2027 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 2023 was \$21.2 million and the proposed budget for 2024 is \$21.8 million.

## Net Expenditures: \$21.8 million (Total Expenditures: \$473.5 million)

| Description                              | 2022 Actuals     | 2023 Approved Budget | 2024 Proposed Budget | \$ Change Over 2023 | % Change Over 2023 |
|--|------------------|----------------------|----------------------|---------------------|--------------------|
| Operating Costs                          | 927              | 980                  | 979                  | (1)                 | (0.1)%             |
| Labour Costs                             | 12,589           | 15,491               | 16,168               | 676                 | 4.4%               |
| Reserve Contributions                    | 147              | 191                  | 143                  | (48)                | (25.0)%            |
| Debt Charges                             | -                | -                    | -                    | -                   | -                  |
| Grant Payments                           | 234,412          | 405,012              | 453,447              | 48,435              | 12.0%              |
| Facility, IT, HR and other support costs | 8,078            | 9,288                | 9,280                | (8)                 | (0.1)%             |
| Recoveries                               | (5,533)          | (7,035)              | (6,508)              | 527                 | (7.5)%             |
| <b>Total Expenditures</b>                | <b>250,620</b>   | <b>423,927</b>       | <b>473,509</b>       | <b>49,583</b>       | <b>11.7%</b>       |
| Grants and Subsidies                     | (239,754)        | (402,346)            | (451,299)            | (48,954)            | 12.2%              |
| Supplementary Taxes                      | -                | -                    | -                    | -                   | -                  |
| Fees and Services Charges                | (346)            | (395)                | (407)                | (12)                | 3.0%               |
| Transfer from Development Charges        | -                | -                    | -                    | -                   | -                  |
| Contributions from Reserves              | -                | -                    | -                    | -                   | -                  |
| <b>Total Revenues</b>                    | <b>(240,100)</b> | <b>(402,740)</b>     | <b>(451,706)</b>     | <b>(48,966)</b>     | <b>12.2%</b>       |
| <b>Total Net Expenditure</b>             | <b>10,520</b>    | <b>21,187</b>        | <b>21,803</b>        | <b>617</b>          | <b>2.9%</b>        |

Note: May not add up due rounding

## 2024 Operating Budget Pressures

| \$'000                                       | Total Expenditures | Total Revenue  | Net Cost<br>2024 vs 2023 |             |
|--|--------------------|----------------|--------------------------|-------------|
| <b>2023 Revised Cost of Service</b>          | <b>423,927</b>     | <b>402,740</b> | <b>21,187</b>            | <b>%</b>    |
| <b>Cost of Living/ Inflation<sup>1</sup></b> |                    |                |                          |             |
| Labour & Goods and Services                  | 629                | -              | 629                      |             |
| <b>Base Subsidy/Recoveries<sup>2</sup></b>   |                    |                |                          |             |
| Leased Day Care Centres                      | 12                 | 12             | -                        |             |
| <b>Cost Mitigation<sup>3</sup></b>           |                    |                |                          |             |
| Department realignment savings               | (12)               | -              | (12)                     |             |
| <b>Base Budget Changes Subtotal</b>          | <b>629</b>         | <b>12</b>      | <b>617</b>               |             |
| <b>Service Level Demand<sup>4</sup></b>      |                    |                |                          |             |
| Canada-Wide Early Learning and Child Care    | 60,614             | 60,614         | -                        |             |
| One-time transitional Funds                  | (8,784)            | (8,784)        | -                        |             |
| Child Care and Early Years Workforce Funding | (2,876)            | (2,876)        | -                        |             |
| <b>Service Level Changes Subtotal</b>        | <b>48,954</b>      | <b>48,954</b>  | <b>-</b>                 |             |
| <b>Total 2024 Budget Change</b>              | <b>49,583</b>      | <b>48,966</b>  | <b>617</b>               |             |
| <b>2024 Proposed Budget</b>                  | <b>473,509</b>     | <b>451,706</b> | <b>21,803</b>            | <b>2.9%</b> |

Note: May not add up due to rounding

## Operating budget pressure notes:

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

- Cost of living increase in staffing costs.

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

- Increase in property rental revenue, offset by an increase in contribution to working fund reserves.

### Cost Mitigation<sup>3</sup>

- Savings due to department realignment.

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

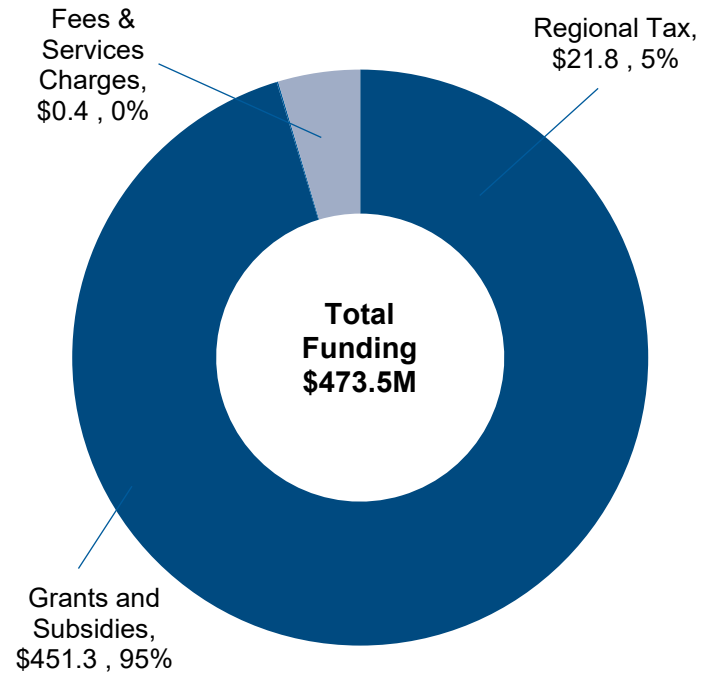
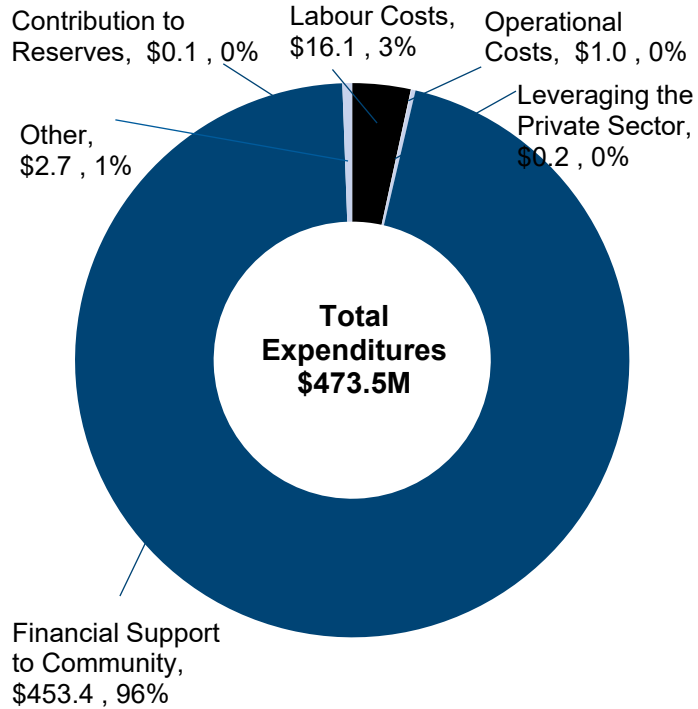
- Funding increase in Canada-Wide Early Learning and Child Care (CWELCC) to reduce fee subsidy by 52.75% and enhance wages for Early Childhood Educators (ECEs).
- The Ministry of Education provided one-time transitional funding during 2023 to help with the administrative funding reduction and extra cost for Covid-19.
- One-time Child Care and Early Year Workforce Federal funding reduction, the program completed in 2023 with net zero impact.

## Staffing Resources to Achieve Level of Service

| Sub Service   | 2023          | 2024          | 2025          | 2026          | 2027          |
|---|---------------|---------------|---------------|---------------|---------------|
| Plan, Fund, Expand and Oversee Licensed Child Care                                      | 23.0          | 23.0          | 23.0          | 2.03          | 23.0          |
| Provide Child Care Subsidy for Lower Income Families                                    | 36.0          | 36.0          | 36.0          | 36.0          | 36.0          |
| Administer Funding to Reduce Child Care Fees for all Families                           | 29.21         | 29.14         | 29.14         | 29.14         | 29.14         |
| Partner with Child Care Providers to Ensure Quality Child Care Services                 | 19.0          | 19.0          | 19.0          | 19.0          | 19.0          |
| Plan, Fund, and Oversee Services for Children with Special Needs in Licensed Child Care | 10.0          | 10.0          | 10.0          | 10.0          | 10.0          |
| Plan, Fund, and Oversee EarlyON Child and Family Centres                                | 8.0           | 8.0           | 8.0           | 8.0           | 8.0           |
| <b>Total</b>  | <b>125.21</b> | <b>125.14</b> | <b>125.14</b> | <b>125.14</b> | <b>125.14</b> |

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

## 2024 Total Expenditures & Funding Source (In \$M)



## 2024 Budget Risks

- Additional resource pressures in preparing for the implementation of the Canada-Wide Early Learning and Child Care Plan



## 2025 - 2027 Operating Forecast

|                          | Budget    |           |       | Forecast  |       |           |      |           |      |
|--------------------------|-----------|-----------|-------|-----------|-------|-----------|------|-----------|------|
|                          | 2023      | 2024      |       | 2025      |       | 2026      |      | 2027      |      |
|                          | \$'000    | \$'000    | %     | \$'000    | %     | \$'000    | %    | \$'000    | %    |
| <b>Total Expenditure</b> | 423,927   | 473,509   | 11.7% | 535,185   | 13.0% | 565,514   | 5.7% | 577,529   | 2.1% |
| <b>Total Revenue</b>     | (402,740) | (451,706) | 12.2% | (512,842) | 13.5% | (542,637) | 5.8% | (554,103) | 2.1% |
| <b>Net Expenditure</b>   | 21,187    | 21,803    | 2.9%  | 22,343    | 2.5%  | 22,877    | 2.4% | 23,426    | 2.4% |

Note: May not add up due to rounding

- The three years forecast only reflects inflationary changes. The increase in CWELCC to move child care fees towards an average of \$10-a-day has zero net impact. The program is 100% Federal funded.

# Proposed Capital Budget

## Capital Budget: \$0.3 million (Ten Year Plan: \$8.8 million)

### 2024 Capital Budget Overview

The following table provides a summary of Early Years and Child Care’s planned capital project activity for 2024, including funding sources for both new capital project requests in 2024 and projects carried forward to 2024.

| Capital Plan By Funding Source | Carry-forward from Prior Years (WIP) (\$'000) | 2024 Capital Budget (\$'000) | Total Capital in 2024 (\$'000) |
|--------------------------------|---|------------------------------|--------------------------------|
| DC Growth                      | -   | -                            | -                              |
| Externally Funded              | -   | -                            | -                              |
| Non-DC Internal                | 1,281   | 338                          | 1,619                          |
| <b>Total Expenditures</b>      | <b>1,281</b>                                  | <b>338</b>                   | <b>1,619</b>                   |
| <b># of Projects</b>           | <b>1</b>                                      | <b>1</b>                     | <b>2</b>                       |

### Existing Capital Projects - \$1.3M

- \$1.3 million for Early Learning and Child Care for GovGrants, an enterprise technology system

### 2024 Capital Budget - \$0.3M

#### Key highlights:

- \$0.3 million for Child Care facilities capital projects (Brampton West, Chinguacousy, Collegesside, Ernest Majury and Streetsville)

See Appendix I for details.

## 2024 Budget Risks

- None

## Operating Impact of 2024 Capital Budget

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

# Proposed Capital Plan

## 2024 - 2033 10-Year Capital Plan - \$8.8M

### By Project Classification:

|                                       |                                 |   |
|---------------------------------------|---------------------------------|---|
| <b>State of Good Repair</b><br>\$8.8M | <b>DC Funded Growth</b><br>\$-M | <b>Non-DC Funded Growth &amp; Other</b><br>\$-M |
|---------------------------------------|---------------------------------|---|

**Key Highlights:**

- \$8.8 million for Child Care facilities state of good repair capital projects

*See Appendix II for details.*

2024 Financing Sources and Funding Status (\$'000)

|                            |                                  |                               | 2024                 |                            |                                     |                         |                     |
|----------------------------|----------------------------------|-------------------------------|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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> |
| 240302                     | Renovations to Child Care Centre | Child Care Centre Renovations | 338                  |                            | 338                                 |                         |                     |
| Early Years and Child Care |                                  |                               | 338                  |                            | 338                                 |                         |                     |

2024 Ten Year Combined Capital Program (\$'000)

|                            |                                  |                               | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------------------|----------------------------------|-------------------------------|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <u>Project</u>             | <u>Name</u>                      | <u>Description</u>            |             |             |             |             |             |                 |              |
| 240302                     | Renovations to Child Care Centre | Child Care Centre Renovations | 338         | 1,976       | 1,005       | 1,021       | 820         | 3,662           | 8,821        |
| Early Years and Child Care |                                  |                               | 338         | 1,976       | 1,005       | 1,021       | 820         | 3,662           | 8,821        |

# Information and Technology

2024–2027 Business Plan  
and 2024 Budget

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# 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:

- **Resident Digital Services:** Deliver a portfolio of new digital services for residents and partners.
- **Workforce Enabling Services:** Create a connected and engaged workplace.
- **Governance and Service Management:** Provide strategic guidance & support for all technology related services. Support and prioritize technology implementations.
- **Content and Data Analytics:** Enable informed decisions through research, business analytics & open data.
- **Enterprise Platforms and Business Solutions:** Design, develop, implement and operationalize technology solutions.
- **Infrastructure, Connectivity and Operations:** Provide reliable IT infrastructure and protect regional technology assets.
- **Strategy and Architecture:** Establish & execute IT policies, standards, and strategies.
- **Cybersecurity:** Operations, structure and processes essential to preventing, detecting, and responding to threatening events.

- The Public Sector Network (PSN) is a state-of-the-art fiber network co-owned by the Region of Peel, Mississauga, Brampton, and Caledon. With over 800 kilometers of fiber - the distance of almost 1,450 CN towers stacked on top of each other.

## Highlights of the Business Plan include:

- Investments focused on technology to sustain services and protect infrastructure aligned with Council Guiding Principles.
- Ongoing digitization of priority resident-facing services.
- Investments that ensure the management of cybersecurity risks, and risks related to critical systems failure.

## Interesting facts about this service:

- More than 125 terabytes of digital data are managed across our enterprise systems; roughly equal to the combined floor area of five Toronto Reference Libraries or 50 million books.
- Over the past 12 months, more than 32.6 million emails were received, of which 54.7% (17.8 million messages) contained cyber security threats.
- 

| Net Investment (\$000s) | 2024   | 2025   | 2026   | 2027   |
|-------------------------|--------|--------|--------|--------|
| Operating               | 14,228 | 15,037 | 15,266 | 15,483 |
| Capital                 | 23,424 | 17,232 | 18,306 | 16,409 |
| Full Time Equivalents   | 191.0  | 195.0  | 195.0  | 195.0  |

# Core Services

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

### Vision

Enabling digital government through technology.

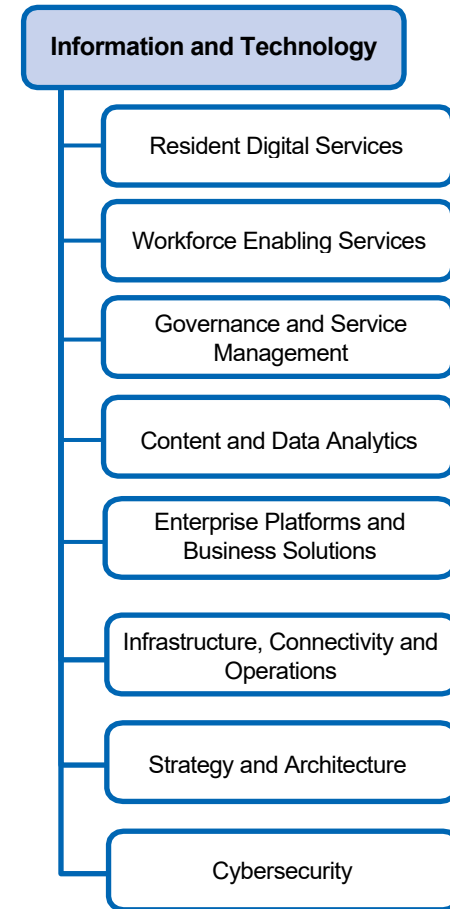
### Mission

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 and 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

**Resident Digital Services:** Deliver a portfolio of new digital services for residents and partners by enabling easy and efficient access improving the service experience for residents and partners.

**Workforce Enabling Services:** Create a connected and engaged workplace by delivering modern business solutions such as collaborating/productivity tools and connected computing devices.

**Governance and Service Management:** Provide strategic guidance and support for all technology related services by supporting and prioritizing technology implementations through IT Governance Board.

**Content and Data Analytics:** Enable informed decisions through research, business analytics and open data.

**Enterprise Platforms and Business Solutions:** Design, develop and implement technology solutions by operating, supporting, and modernizing enterprise and business applications/platforms.

**Infrastructure, Connectivity and Operations:** Provide reliable IT infrastructure and protect regional technology assets from all security threats.

**Strategy and Architecture:** Establish and execute IT policies, standards, and strategies by delivering sustainable, secure, and compliant solutions.

**Cybersecurity:** Operations, structure and processes essential to preventing, detecting, and responding to threatening events.

### Trends

Over the past year, the Region's digital landscape has evolved significantly, spurred by ongoing advancements and the lessons learned from the COVID-19 pandemic. We continue to be ready to support the organization with its post-COVID-19 response.

Artificial Intelligence (AI) is reshaping how governments interact with their citizens, offering predictive analytics, enhanced decision-making, and personalized experiences. This innovation, coupled with the adoption of Robotic Process Automation (RPA), is streamlining operations by automating repetitive tasks, enabling Region of Peel employees to focus on value-added activities.

Given the increase in digital interactions, our emphasis on cybersecurity has deepened. We're making a concerted effort to enhance our security posture through industry-standard practices while cultivating a culture anchored in cyber-awareness.

The continued adoption of a Cloud First strategy underscores our commitment to agility, resilience, and prompt service deployment.

Furthermore, the Region is heavily investing in a Regional Platform Strategy to develop interconnected systems that provide a seamless user experience, integrate various data sources, and promote inter-departmental collaboration. This consolidated approach is aimed at enhancing service delivery, catering to evolving resident needs, and ensuring that the Region remains at the forefront of technological innovation.

# Performance Measures and Results

The Region of Peel is committed to delivering Information and 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 and 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 (application programming interface) hits in the Open Data Site resulting in almost 3,000 downloads by over 22,000 users.

The Region's Census Hub has 3,500 unique users in the first 7 months of the year that used the self-service tool to find more information about Peel and its residents.

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 have the tool and equipment/technology to do their job well:** This demonstrates the effectiveness of the Region's technology infrastructure. It's also an indicator of employees effectively managing their workloads. Based on a survey of Peel employees in May 2022, 73% of employees affirmed that they have the tools and equipment/technology needed to perform their jobs well.

## 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. 75 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%. Total number of tickets processed by IT in 2022 was 47,733.

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. Since the launch of the IT Intake and Prioritization Process in 2019, to date, its governance boards have processed 277 Service Requests for IT projects and initiatives.
- 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 99.99 percent of email messages coming into the Regional network are blocked due to email SPAM, viruses, and other threats. In the past 12 months 735 cyber threats were prevented.

# 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.

### **Peel Celebrates Employee Program**

On June 8, 2023, Peel Region celebrated employees and the outstanding work they do every day and the impact they make in our organization and in the community. This year, 140 award recipients, selected from 685 employee nominees, were recognized across 12 award categories. Two teams in IT won awards:

### **Innovate Award**

The Robotic Process Automation project team was presented the Innovate Award for their leadership and contributions to successfully innovate, improve service, and create efficiencies by challenging current processes and practices. through new creative approaches.

### **We All Belong Award**

This award was presented to the Women in IT who made an impact on and advocated for diversity, equity, and inclusion ("DEI") in the workplace. They have contributed to a cohesive organizational culture that is open, dynamic, collaborative, innovative and inclusive, and to a community that embraces accessibility, diversity, and inclusion. Their guiding principles are to support courageous conversations, encourage women to become IT leaders, and provide opportunities to pay it forward through mentorship, allyship and sponsorship.

## Achievements

### **Salesforce Case Study**

Peel stands at the forefront as the pioneering municipality to implement and harness the full potential of the Salesforce CRM platform. Unlike any other municipality, we have not only adopted but architected this technology to suit our specific needs.

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.

### **Robotic Process Automation Case Study**

Peel Region introduced Robotic Process Automation to empower employees, transform business processes, and improve service delivery to residents. Robotic Process Automation automates manual and repetitive tasks and streamline complex business processes. With its user-friendly interface, scalable architecture, and advanced features like machine learning and artificial intelligence there is opportunity to achieve greater operational efficiency, enhanced productivity, and exceptional customer experiences.

### **Microsoft Case Study: Employee Productivity Hub**

The Regional Municipality of Peel (Region of Peel) went through a digital transformation that increased productivity while facilitating collaboration using Microsoft solutions. The government depends on frontline workers to provide services to more than 1.5 million residents. It wanted to improve experiences for both employees and residents by modernizing its technology.

The Region of Peel was already using Microsoft 365 for various tasks and realized that it could use this and other Microsoft offerings to make it easier for employees to collaborate remotely. The government also enhanced its security, stopping 10,000 emails with viruses or malicious URLs in 12 months.

### **Digital Peel- Website Frontend design, Digital Forms, and End-to-End Digital Services**

Customers expect almost all government services to be online and be quick and easy to access. Working with IT, Service Experience and Digital Communications is contributing to the Digital Peel program mission, “To provide digital services to residents to meet their needs”. Digital Peel intends to deliver improved ease of access to our services, and to provide a better customer experience through the modernization of technology platforms and support models.

Shifting our website from an organization-based structure to one that is service-based. By Q4-2023 we expect all 105 standardized service webpages to be complete, in addition to 20+ dynamic digital forms to replace outdated webforms and high-volume PDF forms. This is a major step in making Peel Region a digital government. Service pages will provide residents with a consistent user experience, helping them find important service information quickly, such as eligibility, fees, how to apply or initiate a service, and contact information.

**Content Intelligence team** presented at the Municipal Innovation Conference from the Institute of Public Administration of Canada and will have a case study published in 2024 for their work in developing the COVID Incident Reporting for Schools smart form and process management solution.

**Information Management** successfully completed a total of 100 small to mid-size initiatives covering areas such as data and content intelligence.

**Business Intelligence** deployed Azure Purview into production and completed the scanning of Human Services data warehouse classifying the data tables within Purview.

**Enterprise GIS- Azure** switchover from Amazon. Providing testing, bug reports, and feedback for deployment of the platform in 2023.

**Business Intelligence** for the first time in the organization, enabled direct data pull and refresh out of Hansen.

**Integrated IBM Maximo** using PowerBI, developed data flows and pushed to production to streamline RPAM reporting and analytics.

**Five 9 Archiving Process:** Established a scheduled data archiving process from FIVE9 system to Azure Data Lake to meet provincial regulatory compliance.

**Completion of other projects and initiatives by the IT Project Management Office (PMO):**

- Early Years Funding Grants Management (GovGrants)
- Kubra Portal for Water Billing
- The Application Portfolio Management program was launched in 2022 to keep the Region's key software applications in good functional and technical condition.
- The IT Solutions Quality Management program was launched in 2023 to ensure excellence through quality assurance in IT solutions.



# The 2024 -2027 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 Modernization 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.

### Supporting the Transition (Bill 112)

IT will assume a central and vital role in managing the impacts of the Bill 112 transition on the services provided by the Region of Peel. Ensuring the protection, integrity, and security of the technology, along with our environment, applications, and data, will be of paramount importance. This encompasses maintaining service continuity throughout the transition period, all the while upholding the security, stability, and integrity of our platforms and data.

## **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.

## **Empowering AI Integration: Navigating the Future of Digital Services in the Region of Peel**

As we set our sights on refining our resident digital services in 2024, it's essential that we harness the potential of AI (Artificial Intelligence) in a judicious and responsible manner. With this vision, we will be conducting strategic AI pilots anchored firmly in our Platform Strategy.

These initiatives will represent more than mere technological advancements; they will seek to redefine citizen interactions through predictive insights and personalized experiences. Beyond immediate operational benefits, these pilots will offer vital insights into the data, privacy, policy, and security implications associated with AI. As AI is poised to reshape the future of digital service delivery, the Region of Peel remains committed to navigating this evolving landscape responsibly, ensuring that the integration of technology and governance benefits all residents.

# 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:

**Robotic Process Automation (RPA):** RPA is a technology solution that automates highly manual, repetitive, rule-based processes that handle huge volumes of data.

Three business areas participated in the RPA pilot to support a business process. In Paramedics, the task of reviewing paramedic drivers' abstracts proved major improvement benefits. With RPA technology it reduced processing time—sorting, organizing, and checking of drivers' abstracts by approximately 80%. It also transformed a week of work to just seven hours. RPA allows cost reduction, greater accuracy, delivery speed and free's up staff to focus on solving problems, improving processes, conducting analysis and other value-added tasks resulting in higher employee engagement.

**Digital Forms:** Digitized 14 resident online/webforms with Salesforce Technology and digital design best practices. The new digital forms reduce security risks, enable process efficiencies, ensure accessibility, and create a better customer experience. The online forms will allow residents to initiate a call to action- to apply for, to pay for, to book an appointment. The 14 new digital forms are the first examples of Digital Peel's mission to become a digital government to meet the service expectations and digital needs of residents. Success story of improve resident experience, improved cycle times and improved quality with auto notifications, better presentation of data and integration of data.

**Hybrid Meeting Rooms:** Over 75% of meetings rooms have hybrid meeting technology. Various technology solutions were introduced to enable a flexible hybrid workforce. Technologies improve quality of hybrid meeting connection and collaboration.

**Cyber Security Risk Dashboard:** Created a consolidated view of security performance to report on events and vulnerabilities. Monthly performance on asset controls, identity and access controls, endpoint protection, advanced threat protection, security patch management, content filtering, regulatory compliance, and cybersecurity awareness training.

**Business Dashboards and Web Maps Rollout:** Utilizing the Enterprise GIS and BI platforms to provide data and information to the public in interactive and easy-to-use formats. These applications will allow us to release standardized tools quickly, such as a ward profile dashboard for staff, councillors, and citizens to learn more about our wards and our joint project with PAMA providing interactive maps tied to new exhibitions.

Since 2023, IT's efforts in streamlining processes, leveraging digital forms, and effectively managing content yielded an estimated cost avoidance of \$100K for the organization.

### 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.
- Dashboard created to easily search for service requests and decisions on those requests presented to the boards.
- Information Management defined and deployed 19 data standards and procedures.

# Transforming Our Business with Technology

## Deliver a unified, end-to-end digital experience:

**Digital Peel 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.

**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.

**Peel Data Centre:** Migrating enterprise geospatial database from the Amazon to Azure platform, including providing address, intersection, and street data to the EAM platform to enable infrastructure data and work orders to be tied to physical locations.

## Maximize employee and technological capabilities:

**Project Ecosystem:** Project EcoSystems' core purpose is to improve the effectiveness of our organization and address the technology risk of our current portfolio of PeopleSoft applications that are at end-of-life. The implementation of SAP, our new Enterprise Resource Planning (ERP) system will benefit both the Region of Peel and Peel Regional Police.

To minimize the change experienced by employees and reap the benefits of SAP, we have developed a phased roll out of modules for Human Resources, Finance and Procurement that will spread over the next several years. This approach will also allow us to improve and build on the system based on real-work experiences and user feedback. And it gives us the option to tailor the implementation to meet the transitional goals for a future state organization.

The initial phase of this project will primarily focus on the SAP modules that support Payroll. The key objective is to mitigate the risk of PeopleSoft HRMS software and infrastructure failure. By doing so, we will ensure that our most valued assets, our employees, will continue to receive their pay and benefits seamlessly throughout the entire transition period. The launch date for the "out of the box" SAP modules that support Payroll is set for September 2024.

In 2022, some interesting statistics about Ecosystem Program:

- 12,824 T4s were produced for Peel and Peel Police
- Average number of deposits per pay run was 10,059 for Peel and Peel Police
- Number of expense claims processed was 6,368
- Number of vendor payments processed was 39,348
- \$1.3 Billion in Purchase Order (PO) and Vendor Contracts were completed by Procurement

**Enterprise Asset Management (EAM):** In partnership with Finance and like Project Ecosystem, this is one of the transformation of Finance Service Delivery Projects. EAM's objective is to increase the Region of Peel's level of maturity in Asset Management (AM) through corporate initiatives including acquiring a modern and integrated EAM system (Maximo) to manage assets effectively across departments.

The implementation of a new Enterprise Asset Management Technology platform to capture efficiencies, align functionality and enhance infrastructure effectiveness to support service delivery. The platform was initially introduced within the Real Property Asset Management division, and the subsequent phase of the EAM project will proceed as scheduled, aligning with business unit readiness.

Following the Phase 1 deployment, the implementation team will transition to IBM Maximo Application Suite (MAS) 8.x. Business units that are part of Phase 2 will be configured in MAS 8.x. Some interesting statistics about EAM:

- More than \$36 Billion of Assets
- More than 500,000 annual work orders processed
- More than 200,000 service requests

**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.

**Business Intelligence:** Enabled data migration from Oracle Hansen to on-prem SQL database with Power BI front-end, for a total of 57 unique datasets including Water and wastewater datasets; Roads and transportation; Fleet datasets and Address datasets.

**Content Intelligence** is assisting clients of Peel to migrate all their content from an on-premises solution into a robust, cloud-based solution with advanced records retention, audit, and innovative features.

## 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 2024 Capital Budget include:

### **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.

**Replace Core Network equipment:** Replace the core network communication equipment to introduce increased bandwidth and throughput of the network.

**IT Security Assessment:** To assess the Regions security controls against security best practices and provide risk-based recommendations for areas of improvement.

**Azure switchover from Amazon.** Providing testing, bug reports, and feedback for deployment of the platform in 2023



**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 2024-2027 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 2023 was \$13.6 million and the proposed budget for 2024 is \$14.2 million.

## Net Expenditures: \$14.2 million (Total Expenditures: \$14.9 million)

| Description                              | 2022 Actuals  | 2023 Approved Budget | 2024 Proposed Budget | \$ Change Over 2023 | % Change Over 2023 |
|--|---------------|----------------------|----------------------|---------------------|--------------------|
| Operating Costs                          | 13,006        | 16,205               | 17,235               | 1,030               | 6.4%               |
| Labour Costs                             | 29,513        | 25,946               | 27,074               | 1,128               | 4.3%               |
| Reserve Contributions                    | 12,299        | 11,734               | 11,734               | -                   | -                  |
| Debt Charges                             | -             | -                    | -                    | -                   | -                  |
| Grant Payments                           | -             | -                    | -                    | -                   | -                  |
| Facility, IT, HR and other support costs | 1,595         | 2,376                | 2,544                | 168                 | 7.1%               |
| Recoveries                               | (45,291)      | (42,002)             | (43,692)             | (1,691)             | 4.0%               |
| <b>Total Expenditures</b>                | <b>11,121</b> | <b>14,260</b>        | <b>14,895</b>        | <b>635</b>          | <b>4.5%</b>        |
| Grants and Subsidies                     | (356)         | -                    | -                    | -                   | -                  |
| Supplementary Taxes                      | -             | -                    | -                    | -                   | -                  |
| Fees and Services Charges                | (630)         | (393)                | (395)                | 2                   | (0.5)%             |
| Transfer from Development Charges        | -             | -                    | -                    | -                   | -                  |
| Contributions from Reserves              | (9)           | (276)                | (276)                | -                   | -                  |
| <b>Total Revenues</b>                    | <b>(995)</b>  | <b>(669)</b>         | <b>(667)</b>         | <b>2</b>            | <b>(0.3)%</b>      |
| <b>Total Net Expenditure</b>             | <b>10,126</b> | <b>13,591</b>        | <b>14,228</b>        | <b>637</b>          | <b>4.7%</b>        |

Note: May not add due to rounding.



## 2024 Operating Budget Pressures

| \$'000   | Total Expenditures | Total Revenue | Net Cost<br>2024 vs 2023 |             |
|--|--------------------|---------------|--------------------------|-------------|
| <b>2023 Revised Cost of Service</b>                                | <b>14,260</b>      | <b>669</b>    | <b>13,591</b>            | <b>%</b>    |
| <b>Cost Of Living</b>  |                    |               |                          |             |
| Labour Costs   | 964                | -             | 964                      |             |
| Goods and Services   | 301                | -             | 301                      |             |
| <b>Base Subsidy/Recoveries</b>                                     |                    |               |                          |             |
| Updated allocation to Tax and Utility services and Peel Living     | (1,691)            | -             | (1,691)                  |             |
| Adjustment to user fees and other recoveries                       | -                  | (2)           | 2                        |             |
| <b>Cost Mitigation</b>   |                    |               |                          |             |
| Efficiencies from the ongoing review of budgets                    | (286)              | -             | (286)                    |             |
| <b>Other Pressures<sup>1</sup></b>                                 |                    |               |                          |             |
| Software licenses and support                                      | 830                | -             | 830                      |             |
| Operating impact of capital: software licenses and support         | 350                | -             | 350                      |             |
| <b>Base Budget Changes Subtotal</b>                                | <b>469</b>         | <b>(2)</b>    | <b>471</b>               |             |
| <b>Service Level Demand<sup>2</sup></b>                            |                    |               |                          |             |
| Budget Request #90 - Information and Technology Security Architect | 167                | -             | 167                      |             |
| <b>Service Level Changes Subtotal</b>                              | <b>167</b>         | <b>-</b>      | <b>167</b>               |             |
| <b>Total 2024 Budget Change</b>                                    | <b>635</b>         | <b>(2)</b>    | <b>637</b>               |             |
| <b>2024 Proposed Budget</b>  | <b>14,895</b>      | <b>667</b>    | <b>14,228</b>            | <b>4.7%</b> |

Note: May not add up due to rounding

### Operating budget pressure notes:

#### Other Pressures<sup>1</sup>

- Cost increases are due to the increased use of technology to support service delivery, digital advancements across the enterprise, and inflationary cost pressures.

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

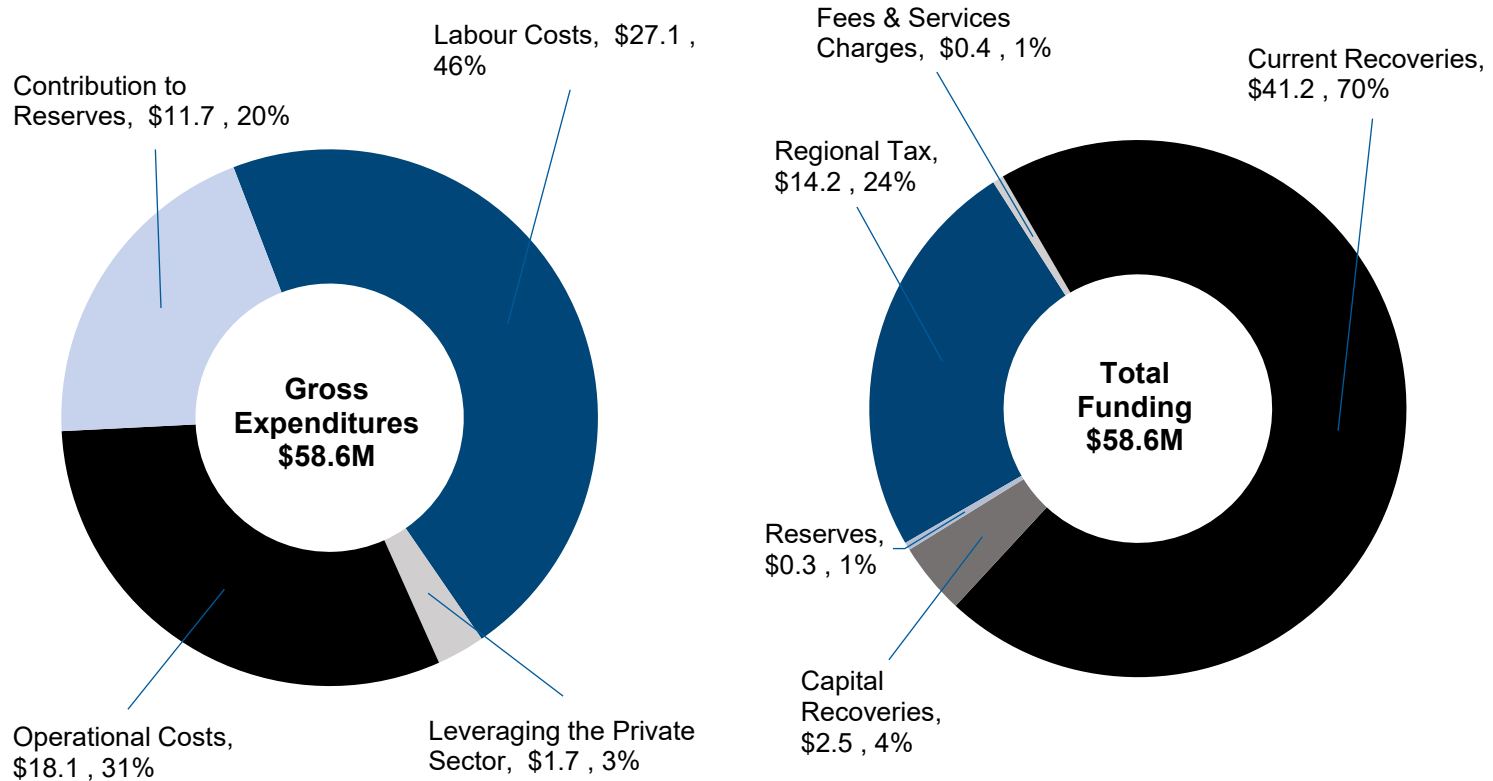
- A summary of all the budget requests can be found on page L-28 followed by a two-page budget request for each proposed initiative.

## Staffing Resources to Achieve Level of Service

| Sub Service                                 | 2023         | 2024         | 2025         | 2026         | 2027         |
|---|--------------|--------------|--------------|--------------|--------------|
| Content and Data Analytics                  | 26.0         | 26.0         | 26.0         | 26.0         | 26.0         |
| Cyber Security                              | 7.0          | 7.0          | 8.0          | 8.0          | 8.0          |
| Enterprise Platforms and Business Solutions | 28.0         | 29.0         | 30.0         | 30.0         | 30.0         |
| Governance and Service Management           | 23.0         | 25.0         | 26.0         | 26.0         | 26.0         |
| Infrastructure, Connectivity and Operations | 61.0         | 61.0         | 62.0         | 62.0         | 62.0         |
| Resident Digital Services                   | 18.0         | 18.0         | 18.0         | 18.0         | 18.0         |
| Strategy and Architecture                   | 7.0          | 5.0          | 5.0          | 5.0          | 5.0          |
| Workforce Enabling Services                 | 20.0         | 20.0         | 20.0         | 20.0         | 20.0         |
| <b>Total</b>                                | <b>190.0</b> | <b>191.0</b> | <b>195.0</b> | <b>195.0</b> | <b>195.0</b> |

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

## 2024 Gross Expenditures & Funding Source (In \$M)



## 2024 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 2024 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.
- Budget has been developed assuming Peel's services will continue to be provided, notwithstanding any governance decisions resulting from Bill 112.

## 2025 - 2027 Operating Forecast

|                          | Budget |        |        | Forecast |      |        |      |        |      |
|--------------------------|--------|--------|--------|----------|------|--------|------|--------|------|
|                          | 2023   | 2024   |        | 2025     |      | 2026   |      | 2027   |      |
|                          | \$'000 | \$'000 | %      | \$'000   | %    | \$'000 | %    | \$'000 | %    |
| <b>Total Expenditure</b> | 14,260 | 14,895 | 4.5%   | 15,712   | 5.5% | 15,948 | 1.5% | 16,173 | 1.4% |
| <b>Total Revenue</b>     | (669)  | (667)  | (0.3)% | (675)    | 1.2% | (683)  | 1.2% | (691)  | 1.2% |
| <b>Net Expenditure</b>   | 13,591 | 14,228 | 4.7%   | 15,037   | 5.7% | 15,226 | 1.5% | 15,483 | 1.4% |

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 \$640,000 for these costs has been included in each of the forecast years.
- The outlook years include 4 additional permanent positions:
  - The Advancing Digital Strategy Delivery program's Integration Competency Centre – 2 new FTEs in 2025
  - Infrastructure and Security – 2 new FTEs in 2025
  - 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: \$23.4 million** (Ten Year Plan: \$178.7 million)

## 2024 Capital Budget Overview

The following table provides a summary of Information and Technology Service’s planned capital project activity for 2024, including funding sources for both new capital project requests in 2024 and projects carried forward to 2024.

| Capital Plan By Funding Source | Carry-forward from Prior Years (WIP) (\$'000) | 2024 Capital Budget (\$'000) | Total Capital in 2024 (\$'000) |
|--------------------------------|---|------------------------------|--------------------------------|
| DC Growth                      | -   | -                            | -                              |
| Externally Funded              | -   | -                            | -                              |
| Non-DC Internal                | 38,271  | 23,424                       | 61,695                         |
| <b>Total Expenditures</b>      | <b>38,271</b>                                 | <b>23,424</b>                | <b>61,695</b>                  |
| <b># of Projects</b>           | <b>40</b>                                     | <b>8</b>                     | <b>48</b>                      |

## Existing Capital Projects - \$38.3M

**Key highlights:**

- \$12.5M for the Workforce Enablement Program of lifecycle replacement of Regional computers
- \$8.5M for the Application Portfolio Modernization program to maintain existing applications in a state of good repair
- \$3.3M for the replacement of network infrastructure
- \$2.7M for Regional contributions to the Public Sector Network

- \$2.6M for the Enterprise Resource Planning implementation which will replace the Region’s human resources and financial systems
- \$2.3M for Enterprise Asset Management - for the procurement, implementation and sustainment of an integrated Enterprise Asset Management technology solution to support Regional assets
- \$1.7M for Network & Telephone Infrastructure Enhancement (growth related network costs)

## 2024 Capital Budget - \$23.4M

### Key highlights:

- \$6.3M for ERP Implementation which will replace the Region’s human resources and financial systems
- \$6.0M for the procurement, implementation and sustainment of an integrated Enterprise Asset Management technology solution to support Regional assets
- \$3.9M for network and communications infrastructure hardware and software replacement and upgrades
- \$2.5M for the Workforce Enablement Program of lifecycle replacement of Regional computers
- \$2.0M for Digital Peel – to implement the roadmap delivered from the Advancing Digital Service Delivery project
- \$2.0M to update and maintain information technology applications to remediate technical obsolescence and risk

*See Appendix I for details.*

## 2024 Budget Risks

- Inflation for 2024 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.
- Budget has been developed assuming Peel's services will continue to be provided, notwithstanding any governance decisions resulting from Bill 112.

## Operating Impact of 2024 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 \$640,000 for these costs has been included in each of the forecast years.

# Proposed Capital Plan

## 2024 - 2033 10-Year Capital Plan - \$178.7M

### By Project Classification:

|   |  |   |
|---|--|---|
| <b>State of Good Repair</b><br><b>\$94.3M</b> | <b>DC Funded Growth</b><br><b>\$-M</b> | <b>Non-DC Funded Growth &amp; Other</b><br><b>\$84.4M</b> |
|---|--|---|

#### Key Highlights:

- \$45.9M for the Workforce Enablement Program of lifecycle replacement of Regional computers
- \$28.0M for Digital Peel – to implement the roadmap delivered from the Advancing Digital Service Delivery project
- \$20.0M for the procurement, implementation and sustainment of an integrated Enterprise Asset Management technology and point solutions to support Regional assets
- \$20.0M for the Application Portfolio Modernization program to maintain existing applications in a state of good repair
- \$16.3M for the replacement of network infrastructure
- \$16.1M for Network & Telephone Infrastructure Enhancement (growth related network costs)
- \$14.0M for Regional contribution to the Public Sector Network
- \$6.3M for ERP Implementation which will replace the Region’s human resources and financial systems

See Appendix II for details.

2024 Financing Sources and Funding Status (\$'000)

2024

| <u>Projects</u>                   | <u>Name</u>                                    | <u>Description</u>  | 2024                 |                            |                                     |                         |                     |
|-----------------------------------|--|---|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
|                                   |  |   | <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves &amp; Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |
| 187118                            | ERP Implementation                             | This project will fund costs associated with replacing the existing HRMS & Financial Systems.   | 6,332                | 0                          | 6,332                               | 0                       | 0                   |
| 187336                            | Integrated Asset Management                    | Procurement, implementation and sustainment of an Enterprise Asset Management technology solution to support Regional assets                        | 6,000                | 0                          | 6,000                               | 0                       | 0                   |
| 247125                            | Corporate Information Management               | Funding for the deployment of Information Management Technology throughout the Region.  | 695                  | 0                          | 695                                 | 0                       | 0                   |
| 247514                            | Network Infrastructure Replacement             | Replacement of existing network servers, network infrastructure and telephone system.   | 1,167                | 0                          | 1,167                               | 0                       | 0                   |
| 247533                            | Data Centre Infrastructure                     | Data Centre / Application Improvements.   | 322                  | 0                          | 322                                 | 0                       | 0                   |
| 247550                            | Workforce Enablement Program                   | Desktop/Laptop Replacement  | 2,500                | 0                          | 2,500                               | 0                       | 0                   |
| 247591                            | Network & Telephone Infrastructure Enhancement | Growth related network costs.   | 1,343                | 0                          | 1,343                               | 0                       | 0                   |
| 247602                            | PSN Capital                                    | Regional contribution to PSN System.  | 1,066                | 0                          | 1,066                               | 0                       | 0                   |
| 247609                            | Application Portfolio Modernization (APM)      | To remediate technical obsolescence and risk and to maintain an appropriate State of Good Repair of the existing technology applications portfolio. | 2,000                | 0                          | 2,000                               | 0                       | 0                   |
| 247612                            | Digital Peel                                   | Capital funding to implement the roadmap delivered from the Advancing Digital Service Delivery project  | 2,000                | 0                          | 2,000                               | 0                       | 0                   |
| <b>Information and Technology</b> |  |   | <b>23,424</b>        | <b>0</b>                   | <b>23,424</b>                       | <b>0</b>                | <b>0</b>            |



**Service: Information and Technology**

**Appendix II**

**2024 Ten Year Combined Capital Program (\$'000)**

| <u>Project</u>                    | <u>Name</u>                                    | <u>Description</u>  | 2024          | 2025          | 2026          | 2027          | 2028          | Yrs 6-10      | Gross          |
|-----------------------------------|--|---|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| 187116                            | ERP Implementation                             | This project will fund costs associated with replacing the existing HRMS & Financial Systems.   | 6,332         | 0             | 0             | 0             | 0             | 0             | 6,332          |
| 187338                            | Integrated Asset Management                    | Procurement, implementation and sustainment of an Enterprise Asset Management technology solution to support Regional assets                        | 6,000         | 0             | 0             | 0             | 0             | 5,000         | 11,000         |
| 237638                            | 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          |
| 247125                            | Corporate Information Management               | Funding for the deployment of Information Management Technology throughout the Region.  | 695           | 695           | 695           | 695           | 695           | 3,475         | 6,950          |
| 247514                            | Network Infrastructure Replacement             | Replacement of existing network servers, network infrastructure and telephone system.   | 1,167         | 1,306         | 2,144         | 1,986         | 2,082         | 7,657         | 16,341         |
| 247533                            | Data Centre Infrastructure                     | Data Centre / Application Improvements.   | 322           | 354           | 389           | 428           | 471           | 3,161         | 5,124          |
| 247550                            | Workforce Enablement Program                   | Desktop/Laptop Replacement  | 2,500         | 4,590         | 4,620         | 4,652         | 4,683         | 24,831        | 45,876         |
| 247591                            | Network & Telephone Infrastructure Enhancement | Growth related network costs.   | 1,343         | 1,155         | 1,253         | 1,363         | 1,484         | 9,506         | 16,104         |
| 247602                            | PSN Capital                                    | Regional contribution to PSN System.  | 1,066         | 1,132         | 1,205         | 1,286         | 1,374         | 7,922         | 13,985         |
| 247609                            | Application Portfolio Modernization (APM)      | To remediate technical obsolescence and risk and to maintain an appropriate State of Good Repair of the existing technology applications portfolio. | 2,000         | 2,000         | 2,000         | 2,000         | 2,000         | 10,000        | 20,000         |
| 247612                            | Digital Peel                                   | Capital funding to implement the roadmap delivered from the Advancing Digital Service Delivery project  | 2,000         | 5,000         | 5,000         | 3,000         | 3,000         | 10,000        | 28,000         |
| <b>Information and Technology</b> |  |   | <b>23,424</b> | <b>17,232</b> | <b>18,306</b> | <b>16,409</b> | <b>16,788</b> | <b>86,553</b> | <b>178,712</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 \$       |
|---|----------------------------|------------------|----------------|------------------------|-------------------------|------------------|
| Information and Technology Security Architect | Information and Technology | 90               | 1.0            | -                      | 166,778                 | -                |
| IBM Maximo Implementation                     | Information and Technology | 124              | -              | -                      | -                       | 6,000,000        |
| <b>TOTAL</b>                                  |                            |                  | <b>1.0</b>     | <b>-</b>               | <b>166,778</b>          | <b>6,000,000</b> |

## Budget Request #: 90

| Proposed Initiative                           | Department         | Division                   | Service Area               |
|---|--------------------|----------------------------|----------------------------|
| Information and Technology Security Architect | Corporate Services | Information and Technology | Information and Technology |

### Description of Budget Request

The strategy function in Enterprise Architecture will require an IT Security Architect to conduct the strategic planning and also evolve the related technology governance, policies and standards. There are several Internal Audit Management action plans that recommend establishing a strategic cybersecurity capability that covers the full range of activities in IT to ensure a coherent and comprehensive Business Resiliency and Recovery plan for the foreseeable future.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 166,778    | (3,000)    | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 166,778    | (3,000)    | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact -Tax                     | 166,778    | (3,000)    | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 1.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

Cybersecurity threats and risks are escalating and becoming more sophisticated with each passing moment. The IT Security and Risk approach is largely reactive and needs to evolve into a strategic function within the Enterprise Architecture team.

Recent Internal Audit recommendations have identified a gap in strategic planning and coverage which would be addressed by the IT Security Architect role. Without a strategy, Peel is currently uninsurable for cybersecurity risks which is problematic.

## Details of Service Change

A critical foundational component for Business Resiliency and Continuity is a comprehensive IT Security and Risk Strategy. The service provided by IT Enterprise Architecture is currently missing this expertise resulting in a reactive approach to addressing security and privacy risks created by the numerous technology solutions in place and identified for future implementation. A formalized function of providing IT Security Architecture and Strategic Risk Planning will be a net new service provided IT Enterprise Architecture to support the work in developing an overall IT Risk Framework and evolving our outdated practices and policies as identified by the Internal Audit review of Security and EA. The current security posture and residual risks created by aging legacy software also creates a situation where Cybersecurity Insurance is not cost effective.

Having an IT Security Architect devise a strategy to prioritize and mitigate the risk landscape is a significant service level improvement that benefits the whole corporation. As Peel implements more powerful and sophisticated technology platforms using cloud and various service providers, secure integrations and development practices need to be enforced and standardized. The common thread woven into the fabric of a multi-platform computing environment is providing strategic and operational security oversight.

## Service Impact

The principle of Security and Privacy by Design is a cornerstone of Peel's Digital Strategy. The most specific guidance regarding how to improve and achieve Security and Privacy by Design comes from the observations and recommendations from Internal Audit's review of IT Security and Enterprise Architecture. The short version is to establish a Strategic IT Security capability or function and consolidate the different initiatives into a comprehensive plan to do the following:

- Develop an IT Risk Framework
- Prioritize and remediate the highest risk technologies as soon as possible
- Update and enhance the Business Resiliency and Continuity Plan
- Update and enhance the IT Policies, standards and practices related to IT Security and Risk

Establish a Security Operations mechanism in IT to provide both strategic and tactical support to the business areas.

Gartner provides comprehensive frameworks that will help guide the processes and service level outcomes. The concept of having Security Architecture as an integral part of Enterprise Architecture is identified in every best practice analysis and recommendation from Gartner and InfoTech.

## Budget Request #: 124

| Proposed Initiative       | Department         | Division                   | Service Area               |
|---------------------------|--------------------|----------------------------|----------------------------|
| IBM Maximo Implementation | Corporate Services | Information and Technology | Information and Technology |

## Description of Budget Request

In alignment with the Council Guiding Principle of investing in Technology investments to sustain services and protect infrastructure required, this BR is being submitted to continue the implementation of IBM Maximo and the decommissioning of the legacy Hansen application.

## Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | -          | -          | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | -          | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact -Tax                     | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | -          | -          | -          | -          |

## Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | 6,000,000  |
| Capital Reserve           | 6,000,000  |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | 6,000,000  |

## **Why Staff Recommend this Initiative**

Integrity of asset records and the ability to implement work orders due to risks associated with legacy systems technology.

## **Details of Service Change**

This is a request for continuation of the existing project. The approval of funding will provide continuity of the existing Enterprise Asset Management and technical project implementation team and also includes funding for additional consulting/vendor support. The funding identified includes the continuation/extension of the current project team resources throughout 2024 to allow the Region to continue the configuration and implementation of the Maximo platform across the remaining phase 1 business units and preparation for the implementation of phase 2 business units following a required version upgrade.

## **Service Impact**

The outcomes of the project will be achieved by measuring key implementation outputs in comparison to defined business requirements. Stakeholders will be engaged throughout the process and client satisfaction will be measured following the completion of individual business units. Adherence to approved budgets and timelines will also be measured.

# Community Investment

2024–2027 Business Plan  
and 2024 Budget

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# 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
- For the 2022 calendar year, 383 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) | 2024   | 2025   | 2026   | 2027   |
|-------------------------|--------|--------|--------|--------|
| Operating               | 17,848 | 22,075 | 23,439 | 23,626 |
| Capital                 | -      | -      | -      | -      |
| Full Time Equivalents   | 32.9   | 32.9   | 32.9   | 32.9   |

# 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

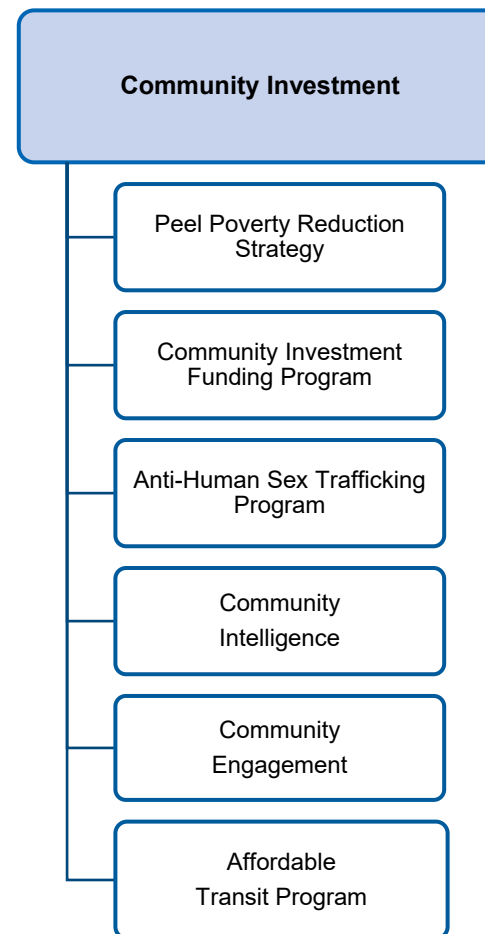
Community Investment enables the Community and internal Region of Peel partners to effectively plan and implement equitable solutions that contribute to improved outcomes for Peel’s vulnerable populations.

### Goals of Service

1. Reduce and mitigate poverty in Peel through strengthening food and affordable transit access, amplifying income supports, and advocating for affordable housing
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. Co-lead the local immigration partnership by coordinating immigration and refugee settlement with the Peel Newcomer Strategy Group that includes over 200 local service providers

### 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 2022, \$10.3 million was allocated through 174 contracts. \$3.5 million was allocated in partnership with Ontario Works to mitigate food insecurity, support a wellness response and assistance program, and access to digital divide tools.
- **Percent of funding to new agencies:** Total Community Investment Program funding provided to new community agencies with a target of 20% every year. In 2022, 12% 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 2022, 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 2022, 4,700 residents were enrolled and able to purchase monthly discounted passes representing a 107% annual increase in enrollment
- **Funding allocated for the Peel Anti-Human Sex Trafficking Program** - \$3.1 million (\$2.3 million Regional funds, \$750,000 from MCCSS) to support Peel's three-pronged approach – Prevention, Intervention, Exits/Housing

## Customer Measure

- **Client Satisfaction – GovGrants:** Total client satisfaction with alignment of Community Investment Program Funds. In 2022, 82% of not-for-profits 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% responded positively and in 2022 82% surveyed responded positively.
- **Community Engagement – Poverty and Settlement:** 200 agencies attended the Regional Poverty Summit advocating for upstream interventions; Over 100 agencies meeting weekly to discuss settlement surges and coordinated access to housing, employment, and social supports.

## 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 2022, 383 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 2022, the safe house supported 11 clients and the transitional house supported 7 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 2022, 81% of Regional frontline staff have been 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.

## Awards and 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 2024 -2027 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 2024-2027 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 2023 was \$14.5 million and the proposed budget for 2024 is \$17.9 million.

## Net Expenditures: \$17.9 million (Total Expenditures: \$18.6 million)

| Description                              | 2022 Actuals    | 2023 Approved Budget | 2024 Proposed Budget | \$ Change Over 2023 | % Change Over 2023 |
|--|-----------------|----------------------|----------------------|---------------------|--------------------|
| Operating Costs                          | 117             | 310                  | 331                  | 20                  | 6.6%               |
| Labour Costs                             | 4,075           | 3,826                | 4,400                | 574                 | 15.0%              |
| Reserve Contributions                    | -               | -                    | -                    | -                   | -                  |
| Debt Charges                             | -               | -                    | -                    | -                   | -                  |
| Grant Payments                           | 12,952          | 12,523               | 13,061               | 538                 | 4.3%               |
| Facility, IT, HR and other support costs | 1,631           | 1,797                | 1,699                | (98)                | (5.5)%             |
| Recoveries                               | (2,207)         | (927)                | (912)                | 15                  | (1.6)%             |
| <b>Total Expenditures</b>                | <b>16,569</b>   | <b>17,529</b>        | <b>18,578</b>        | <b>1,049</b>        | <b>6.0%</b>        |
| Grants and Subsidies                     | (784)           | (730)                | (730)                | -                   | -                  |
| Supplementary Taxes                      | -               | -                    | -                    | -                   | -                  |
| Fees and Services Charges                | (5)             | -                    | -                    | -                   | -                  |
| Transfer from Development Charges        | -               | -                    | -                    | -                   | -                  |
| Contributions from Reserves              | (2,300)         | (2,300)              | -                    | 2,300               | (100.0)%           |
| <b>Total Revenues</b>                    | <b>(3,089)</b>  | <b>(3,030)</b>       | <b>(730)</b>         | <b>2,300</b>        | <b>(75.9)%</b>     |
| <b>Total Net Expenditure</b>             | <b>\$13,480</b> | <b>\$14,499</b>      | <b>\$17,848</b>      | <b>\$3,349</b>      | <b>23.1%</b>       |

Note: May not add up due to rounding



## 2024 Operating Budget Pressures

| \$'000  | Total Expenditures | Total Revenue  | Net Cost 2024 vs 2023 |              |
|---|--------------------|----------------|-----------------------|--------------|
| <b>2023 Revised Cost of Service</b>   | <b>17,529</b>      | <b>3,030</b>   | <b>14,499</b>         | <b>%</b>     |
| <b>Cost of Living/Inflation</b>   |                    |                |                       |              |
| Labour costs  | 138                | -              | 138                   |              |
| Goods and services  | 35                 | -              | 35                    |              |
| <b>Base Subsidy/Recoveries</b>  |                    |                |                       |              |
| Removal of expense & reserve draw related to Food Bank 2-year pilot         | (2,000)            | (2,000)        | -                     |              |
| Removal of expense & reserve draw related to Social Enterprise 2-year pilot | (300)              | (300)          | -                     |              |
| <b>Cost Mitigation<sup>1</sup></b>  |                    |                |                       |              |
| Savings due to departmental realignment                                     | (29)               | -              | (29)                  |              |
| <b>Base Budget Changes Subtotal</b>   | <b>(2,156)</b>     | <b>(2,300)</b> | <b>144</b>            |              |
| <b>Service Level Demand<sup>2</sup></b>                                     |                    |                |                       |              |
| Increase to Community Investment Funding (4 FTE)                            | 3,205              | -              | 3,205                 |              |
| <b>Service Level Changes Subtotal</b>                                       | <b>3,205</b>       | <b>-</b>       | <b>3,205</b>          |              |
| <b>Total 2024 Budget Change</b>   | <b>1,049</b>       | <b>(2,300)</b> | <b>3,349</b>          |              |
| <b>2024 Proposed Budget</b>   | <b>\$18,578</b>    | <b>730</b>     | <b>17,848</b>         | <b>23.1%</b> |

Note: May not add up due to rounding

### Operating budget pressure notes:

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

- Miscellaneous savings of \$29 thousand resulting from departmental realignment; these reductions will not impact service levels.

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

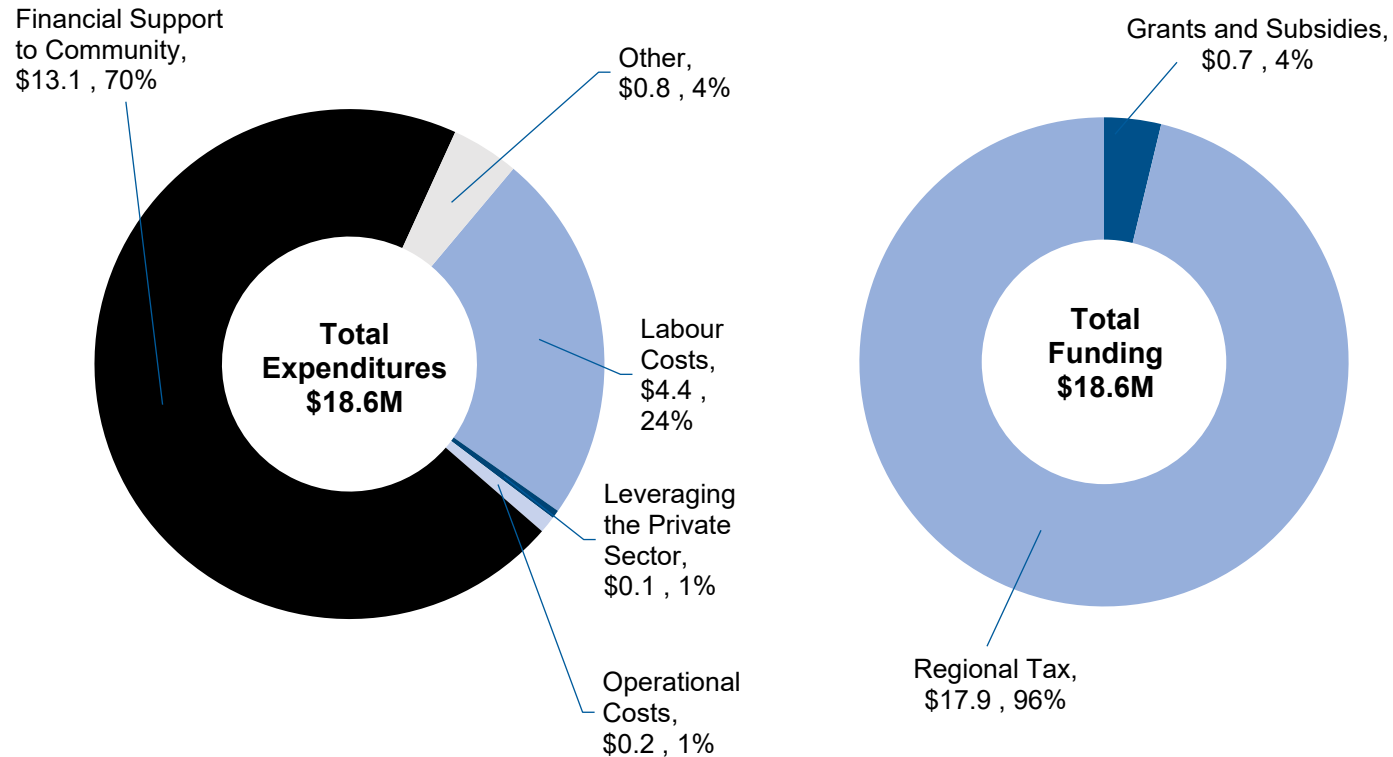
- \$1.25M for Food Security funding
- \$1.25M for Service level increases of Core funding
- \$0.5M to support 4 FTE's
- \$0.3M in new annual funding for Safe Centre Peel as endorsed by Council on July 6, 2023 (Resolution: 2023-589)

## Staffing Resources to Achieve Level of Service

| Sub Services                         | 2023        | 2024        | 2025        | 2026        | 2027        |
|--------------------------------------|-------------|-------------|-------------|-------------|-------------|
| Peel Poverty Reduction Strategy      | 5.1         | 3.7         | 3.7         | 3.7         | 3.7         |
| Community Investment Funding Program | 8.8         | 11.0        | 11.0        | 11.0        | 11.0        |
| Anti-Human Sex Trafficking Program   | 1.3         | 1.2         | 1.2         | 1.2         | 1.2         |
| Community Intelligence               | 3.8         | 4.9         | 4.9         | 4.9         | 4.9         |
| Community Engagement                 | 8.8         | 11.0        | 11.0        | 11.0        | 11.0        |
| Affordable Transit Program           | 1.3         | 1.2         | 1.2         | 1.2         | 1.2         |
| <b>Total</b>                         | <b>29.1</b> | <b>32.9</b> | <b>32.9</b> | <b>32.9</b> | <b>32.9</b> |

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

## 2024 Total Expenditures & Funding Source (In \$M)



## 2024 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.

## 2025 - 2027 Operating Forecast

|                          | Budget  |        |         | Forecast |         |        |          |        |      |
|--------------------------|---------|--------|---------|----------|---------|--------|----------|--------|------|
|                          | 2023    | 2024   |         | 2025     |         | 2026   |          | 2027   |      |
|                          | \$'000  | \$'000 | %       | \$'000   | %       | \$'000 | %        | \$'000 | %    |
| <b>Total Expenditure</b> | 17,529  | 18,578 | 6.0%    | 22,258   | 19.8%   | 23,439 | 5.3%     | 23,626 | 0.8% |
| <b>Total Revenue</b>     | (3,030) | (730)  | (75.9)% | (183)    | (75.0)% | 0      | (100.0)% | 0      | 0.0% |
| <b>Net Expenditure</b>   | 14,499  | 17,848 | 23.1%   | 22,075   | 23.7%   | 23,439 | 6.2%     | 23,626 | 0.8% |

Note: May not add up due to rounding

- Anti-Human Sex Trafficking Hub provincial funding ending in March 2025, program to become permanent fully tax-supported by 2026.
- Additional \$2.25M to increase base supports for stabilization funding and \$1.25M to increase Food Insecurity in Peel in 2025 and \$1M in 2026 to increase base supports for stabilization funding as per budget request 48.

# Proposed Capital Budget

**Capital Budget: \$0.0 million (Ten Year Plan: \$0.0 million)**

## 2024 Capital Budget Overview

The following table provides a summary of Community Investment planned capital project activity for 2024, including funding sources for both new capital project requests in 2024 and projects carried forward to 2024.

| Capital Plan By Funding Source | Carry-forward from Prior Years (WIP) (\$'000) | 2024 Capital Budget (\$'000) | Total Capital in 2024 (\$'000) |
|--------------------------------|---|------------------------------|--------------------------------|
| DC Growth                      | -   | -                            | -                              |
| Externally Funded              | -   | -                            | -                              |
| Non-DC Internal                | 0.6   | -                            | 0.6                            |
| <b>Total Expenditures</b>      | <b>0.6</b>                                    | <b>-</b>                     | <b>0.6</b>                     |
| <b># of Projects</b>           | <b>2</b>                                      | <b>-</b>                     | <b>2</b>                       |

### Existing Capital Projects - \$0.6M

\$0.5M for Community Hub

\$0.1M for Community Investment Partnership Grants Management

## **2024 Capital Budget - \$0.0M**

### **Key highlights:**

None

## **2024 Budget Risks**

None

## **Operating Impact of 2024 Capital Budget**

None

# Proposed Capital Plan

## 2024 - 2033 10-Year Capital Plan - \$0.0M

### By Project Classification

|  |                                      |  |
|--|--------------------------------------|--|
| <p>State of<br/>Good Repair<br/>\$-M</p> | <p>DC Funded<br/>Growth<br/>\$-M</p> | <p>Non-DC Funded<br/>Growth &amp; Other<br/>\$-M</p> |
|--|--------------------------------------|--|

# 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 \$ |
|--|---|------------------|----------------|------------------------|-------------------------|------------|
| Increase to Community Investment Funding | Social Development, Planning & Partnerships | 48               | 4.0            | -                      | 3,204,590               | -          |
| <b>TOTAL</b>                             |   |                  | <b>4.0</b>     | <b>-</b>               | <b>3,204,590</b>        | <b>-</b>   |



## Budget Request #: 48

| Proposed Initiative                      | Department     | Division                                      | Service Area         |
|--|----------------|---|----------------------|
| Increase to Community Investment Funding | Human Services | Social Development, Planning and Partnerships | Community Investment |

### Description of Budget Request

To increase Community Investment funding and embed an annual cost of living index to support increased demand for services for vulnerable residents in Peel. Demand for Community Investment funding is outpacing the budget by 84% due to demand for services post pandemic, increased poverty and food insecurity, increase of newcomers to Peel (Afghan, Ukraine). With every dollar granted by Community Investment in 2022 the sector required \$1.84 to meet service demand.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 3,204,590  | 3,500,000  | 1,000,000  | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 3,204,590  | 3,500,000  | 1,000,000  | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact -Tax                     | 3,204,590  | 3,500,000  | 1,000,000  | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 4.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

Peel NFP's facing unprecedented high rates of inflation (2022 8.1%; 2023 March 4.3%); deepening financial precarity (increased infrastructure costs), 44% decrease revenue from donations, increased food Insecurity (70% increase food bank usage; food inflation YOY rate 9.7%); staffing vacancies, wage parity, retirements 66% Peel NFP's -no succession plan. Peel highest rate GTA for service demand post pandemic 79%. Only small project or one time increases to base grant funding over past 5 years.

## Details of Service Change

In response to the unprecedent increase in demand for services in the recovery phases of the pandemic, Peel not-for-profits are positioned to respond and support Peel's most vulnerable residents. Community Investment will increase investments to its multi-year core fund to assist in operational and program sustainability. Identified multi-year investment priorities; 1) Black lead, Black mandated, Black serving (B3), Indigenous, racialized and grassroots agencies; 2) Food access to improve service gaps and coordination to increase the percentage of low-income clients to gain access to affordable, healthy, culturally appropriate food post pandemic; 3) not-for-profits who are providing supports to residents living in poverty. 4) support for increased family violence in Peel. The Region's existing Community Investment Team will continue 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 request for 4 staff will allow the Region to continue to support the increased pressures to meet the growing needs of the community. The positions will support engagement and case management with food insecurity, Black, Indigenous, racialized and grassroots agencies in Peel. Community Investment must continue to build and leverage community partners and levers to inform and influence the direction for human services in Peel.

## Service Impact

Community Investment will continue to enable 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. Increased investment will support the growing needs and the critical role that Peel not-for-profits play in the collective health and wellbeing of Peel residents. The increased investment will:

- 1) Provide the Peel not-for-profit sector with operational and program stability by increasing core funding thresholds aligned to current cost-of-living indexing to support increased demands and pressures.
- 2) Increase multiyear sustainable funding through an equity approach for Black, Indigenous and Racialized agencies that builds community capacity and ensures an understanding of the cultural needs of all Peel communities.
- 3) Develop and advocate for equitable food access coordination for low-income residents during the restorative phases of the pandemic to mitigate poverty in Peel.
- 4) Support family and Intimate Partner Violence in Peel.
- 5) The 4 new staff will increase reach, connection and provide support with additional new community partners, not-for-profits, food providers and networks.

# Business Services

2024–2027 Business Plan  
and 2024 Budget

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# Executive Summary

Mission: Provide trusted, cost-effective, and responsive business supports 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 ten 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, Corporate Strategy and Performance, and the Office of the Chief Administrative Officer (CAO).

## Interesting facts about this service:

- Manages Peel Region’s \$3.4 billion operating and \$2.5 billion capital budgets annually and oversees ~ \$950 million of funding from upper levels of government
- Manages a \$3.3 billion investment portfolio, achieving a 5-year annualized realized investment return of 2.8%, equating to ~\$360 million in realized investment income over the 2018-2022 period
- Proactively plans for and operates infrastructure assets valued at \$36 billion to sustainably deliver Peel Region services
- Successfully placed 1,176 hires from January to July 2023, with 41% of all new hires self-identifying as belonging to a marginalized or under-represented group
- Expanded communications reach to 181,484 subscribers of the *Connect2Peel* e-newsletter, 140,000 social media followers and 18.2 million total views to the peelregion.ca website

- Procurement awards approximately \$1.6 billion of contracts annually

## Highlights of the Business Plan:

- Delivering on 20 actions from the Climate Change Master Plan to manage Peel’s assets for climate risk and reduce corporate greenhouse gas emissions by 45% below 2010 levels by 2030
- Developing an equitable and inclusive service delivery model, Truth and Reconciliation guidelines, and an effective approach to consulting with Indigenous peoples and communities
- Addressing labour market challenges through attraction and retention strategies that focus on diversity hiring practices
- Supporting psychological health and well-being for employees
- Advancing Peel Region’s Digital Peel roadmap through web self-service, standardized service webpages, and digital forms
- Supporting LEAN practices across the organization resulting in \$939K in cost savings and \$3.32M in cost avoidance in 2023
- Enhancing Procurement’s Vendor Performance Management and Sustainable Procurement programs

| Net Investment (\$000s) | 2024   | 2025   | 2026   | 2027   |
|-------------------------|--------|--------|--------|--------|
| Operating               | 28,838 | 29,671 | 28,827 | 28,816 |
| Capital                 | 2,400  | 4,150  | 2,400  | 2,400  |
|                         |        |        |        |        |
| Full Time Equivalents   | 555.0  | 567.0  | 569.0  | 569.0  |

# Core Services

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

### Vision

To enable the delivery of excellent Peel Region services.

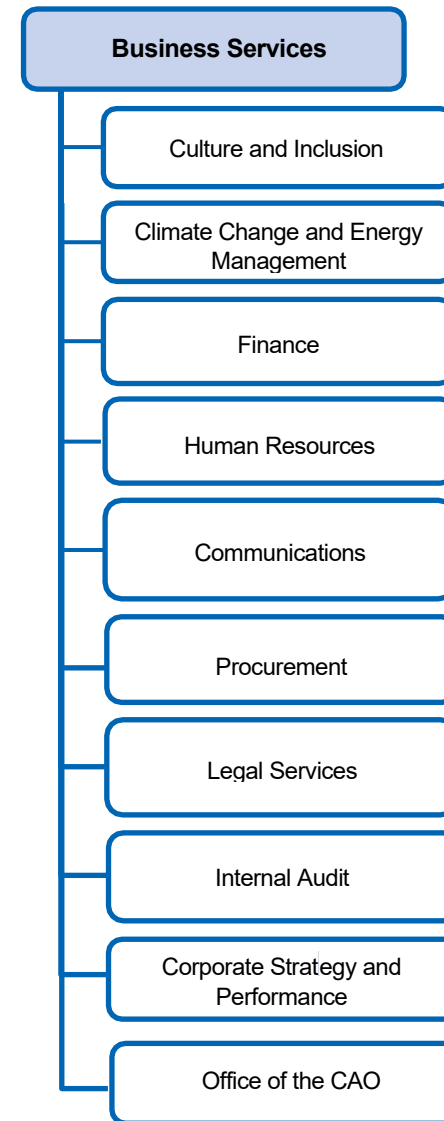
### Mission

Provide trusted, cost-effective, and responsive business supports 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 businesses 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, internal audit, strategic and continuous improvement advice.
7. Maintain trust and confidence in the stewardship of public funds through objective, fair, transparent and efficient procurement processes.

### Service Delivery Model



**Culture and Inclusion.** Provides expertise and advice to enable accessibility, diversity, equity and inclusion through policies, practices, processes, education and training that address bias, systemic barriers and racism in the workplace and programs and 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.** Oversees peelregion.ca, pama.peelregion.ca, and Peel Region SharePoint intranet. Provides strategic communications advice that keep residents and businesses informed of Peel Region services. This includes the multi-channel Customer Contact Centre, Service Experience, Access Peel and the Peel Art Gallery, Museum and Archives (PAMA) offering services by website, 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, as well as administers the P-Card and centralized vendor performance management programs.

**Legal Services.** Provides expert and proactive legal advice and services, including representation at court and tribunal hearings, drafting, reviewing and negotiating agreements and real estate transactions, procurement support, policy and by-law updating, legislation review and interpretation, and the prevention and management of claims and disputes.

**Internal Audit.** Situated within the Office of the Chief Administrative Officer (CAO), provides assurance and advisory services to inform effective decision making related to Peel Region's growth and strategic outcomes, which supports organizational risk management and fraud prevention.

**Corporate Strategy and Performance.** Situated within the Office of the Chief Administrative Officer (CAO), advances strategic and corporate priorities including the Strategic Plan, corporate performance, project management, and business process management including the Continuous Improvement (LEAN) Program.

**Office of the Chief Administrative Officer (CAO).** Reporting to the Regional Chair and Regional Council, Peel Region's CAO is responsible for the co-ordination of administrative and service functions within the organization and for the overall management of the Regional Corporation.

# 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.

**Reducing GHG emissions and enhancing resilience.** Delivering on 20 actions from the Climate Change Master 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 1,176 employees in job vacancies from January-July 2023, delivering comprehensive wellness initiatives and psychological health resources, and negotiating 12 of our collective agreements.

**Communicating and engaging with the community.** Providing residents and business with up-to-date information via peelregion.ca, with a reach of 18.2 million total views, 140,000 social media followers, and over 180,000 subscribers to *Connect2Peel* e-newsletter.

**Financial planning and reporting.** Supporting the development and monitoring of Peel Region’s \$3.4 billion operating budget, \$2.5 billion capital budget, including budget documentation.

**Overseeing funding sources.** Aiding federally and provincially funded services in the planning, management, and reporting of over \$950 million of funding from upper levels of government.

**Asset management.** Maintaining and renewing over \$36 billion of infrastructure assets to sustainably deliver Peel Region services in accordance with the Council approved Asset Levels of Service.

**Understanding the workforce.** Administering a workforce census to over 6,000 employees, with a 55% participation rate, to better understand the demographic make up of the workforce and how diversity, equity and inclusion influence the employee experience.

**New Procurement By-Law.** Reviewed and updated procurement practices to ensure they are modernized, efficient, accountable and transparent to enable best value for money procurement in the acquisition of \$1.6 billion of goods and services.





## Trends

### **Navigating legislative uncertainty**

Peel Region continues to experience a rapidly changing legislative environment as a result of significant new laws/amendments brought in by the Provincial government to support the creation of more housing that impact upon municipal planning and that dissolves the Region of Peel on January 1, 2025. Legal, financial and human resources supports are essential in helping Peel Region navigate through these legislative changes and to keep the business of Peel Region going forward.

### **Creating an equitable and inclusive Service Delivery Model**

The need for diversity, equity and inclusion to be woven into Peel Region's policies, practices and processes as an employer and service provider to the community is growing stronger. This requires redesigning service delivery with an equitable and inclusive lens, strengthening relationships with Indigenous peoples and communities, as well as equipping the workforce with skills and knowledge to enable inclusive practices.

### **Greater multi-channel service options**

Community members and local businesses are seeking up-to-date information and the convenience of accessing services seamlessly through digital platforms, while also valuing traditional means like telephone communication. A diverse range of service choices that cater to the various preferences of residents will be essential.

### **Focusing on the customer experience**

By providing services that meet customer expectations, we improve trust and confidence in Peel Region. We do this by understanding what our customers expect, defining standards, measuring our performance against them, and improving service delivery.

### **Growing risks to psychological health and well-being**

One in five Canadians experience psychological health issues every year. Peel Region's workforce will require continued investment in wellness and psychological health supports.

### **Tackling the climate emergency**

The climate emergency has serious environmental and socio-economic implications for Peel Region services, our residents, and businesses. Corporate GHG emissions have effectively remained static for several years, and extreme heat and precipitation events continue to impact assets and the community. Accelerated and bolder climate action continues to be needed.

### **Procurement complexity**

Procuring goods and services with respect to the scope of work, market place and technical specifications have become increasingly more complex. Considerations of internal and external influences such as risks, privacy, total cost of ownership and market dynamics are more intricate in procuring and in the development of the procurement strategy.

### **Price escalations and market volatility**

Peel Region is still dealing with inflation and market volatility in the supply chain for both commodities and services contracts, such as fuel costs, steel, wood and scarcity of resources and reduced labor capacity. Procurement must continuously evolve and implement mitigating procurement strategies in contracts to help offset the financial impacts.

## 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 Peel Region's 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, 2022, with a budget variance of 1.5%.

**Energy Procurement Effectiveness.** Based on a three year average of energy prices relative to spot market prices, the 2022 and 2023 annual energy budgets for the organization remained stable and lower than forward market by 22.9%.

**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 2022 with an average RFP cycle time of 59 days.

**Infrastructure Risk Management Rating.** The target is to achieve an overall infrastructure risk management rating of 'Good', where most assets are achieving the Asset Level of Service targets. This goal allows Peel Region to balance investing enough in the infrastructure to support efficient and reliable services while maintaining affordable tax and utility rates for the community. Peel Region is currently achieving a rating of 'Good'.

**Caller Wait Time.** While providing a greater level of service, Peel Region has managed to improve caller wait times, while meeting the challenges of emerging from the pandemic and resuming standard operations. Calls are answered 73 seconds faster than in 2022, with an average speed of answer just under 5 minutes (4 minutes, 55 seconds) per call. This improvement is part of Peel Region's continued effort to reach a target average wait time of 3 minutes or less, per call.

**Customer Satisfaction.** Customer satisfaction is rising, and in the first half of 2023, Peel Region had an 84% customer satisfaction rate as measured through 68,000 real-time surveys on phone, email, chat, and counter channels. The 2022 Client Satisfaction Survey of 2,205 residents found that a positive customer service experience with employees is the strongest driver of trust, reinforcing the value of Peel Region's investment in customer experience.

**Workforce Measures.** With the demand for competing talent coupled with the introduction of Bill 112 – *Hazel McCallion Act, 2023*, there has been a slight decline in Peel Region's ability to fill roles, moving from an average of 51 days to 57 days.

**Greenhouse Gas Reductions.** The target is a 45% reduction of corporate greenhouse gas emissions below 2010 levels by 2030. The most recent inventory indicates that Peel Region will not meet the 2030 target unless significantly more emissions reductions are achieved each year. Peel Region is currently 33% below baseline emissions. There are approximately 16,600 tCO<sub>2e</sub> to still reduce, assuming no new emissions are added.

# Awards and Achievements

## Awards

Government Financial Officers Association (GFOA) of the United States and Canada recognized Peel Region with the **Canadian Award for Financial Reporting** for the 2021 Annual Financial Report. The award recognizes excellence in government accounting and financial reporting and was established to encourage municipal governments throughout Canada to publish high-quality financial reports. Peel Region has received the Canadian Award for Financial Reporting 19 times.

Credit Valley Conservation recognized Peel Region with the **2022 Green Cities Award**. This award recognizes Peel Region's implementation of leading-edge green infrastructure in both new development and existing urban areas, which is part of Peel Region's Climate Change Master Plan.

National Institute of Government Procurement (NIGP) recognized Peel Region's Procurement team with its **Quality Public Procurement Department Award** for the fifth consecutive three-year term. This award recognizes excellence in public procurement, and Peel Region is currently the only Canadian government agency with this accredited distinction.

Toastmasters International recognized Peel Region with the **2022 Corporate Recognition Award**. This award recognizes distinguished corporate sponsors making an investment in the future of their employees. Peel Region has been an active member of Toastmasters International since 2003, and has reached President's Distinguished Club level 12 times.

Excellence Canada recognized Peel Region with the **2022 Canada's Healthy Workplace Month<sup>®</sup>, Great Employer Award**. This award recognizes employers for their achievements in four elements of a healthy workplace including physical health, mental health, social health and community.

Peel Region recognized outstanding employee contributions through **12 Peel Celebrates awards**. Peel Celebrates is an annual employee awards program that recognizes the outstanding contributions of employees, the work they have accomplished within the organization and the Peel community, and how they are making lasting impacts. One hundred and forty award recipients were selected from over 685 employee nominees for various awards including the CAO Award for Excellence, Climate Action Innovation Awards, Commissioner's Values in Action Awards, Community for Life Award, Innovate Award, Inspire Award, Spotlight People Leader Award, We All Belong Award, and Wellness Awards.

Women We Admire recognized **Christine Tu, Director of the Office of Climate Change and Energy Management**, among the **Top 50 Women Leaders of Toronto for 2023**. This professional women's network recognizes and celebrates the achievements of top performing women leaders in technology, health care, consumer and financial sectors. Christine was recognized for being a passionate climate change expert and collaborative leader who has inspired a rapid transition of Peel Region services towards net zero carbon and increased resiliency.

## Achievements

**Credit Rating.** Peel Region has maintained a “Triple A” rating for 28 years, and is currently only one of five Canadian municipalities to be rated “Triple A” by both Moody’s Investors Service and S&P Global. This is the highest credit rating a municipal government can achieve and reflects Peel Region’s continued strength in revenue raising potential, supportive economic growth, strong governance and long-term financial planning policies.

**Continuous Improvement.** Supported the completion of 31 continuous improvement initiatives across the organization generating \$939K in cost savings and \$3.32M in cost avoidance. These continuous improvement initiatives after combining efficiencies through line-by-line reviews and organizational re-alignments achieved \$5.8 million in savings to offset pressures in the 2024 budget.

**Promoting Equity and Accessibility in the Workplace.** Refreshed the Respectful Workplace policy, developed a new Inclusive Organizational Development Framework, updated Accessibility for Ontarians with Disabilities (AODA) Compliance Training, and continued implementation of the Multi-Year Accessibility Plan.

**Our Values.** Peel Region’s updated organizational values launched in August 2023. Our Values help drive our behaviours and, ultimately, our culture. They align to our vision, mission, and Strategic Plan and are foundational to our brand. With the announcement of Bill 112, Our Values support the psychological safety and well-being of employees and will be foundational to a positive organizational culture and service-delivery experience for our community, particularly through this transition period.

**Building a Future Forward Workforce.** Established new corporate policies to support flexible work, improve psychological health supports, and strengthening health and safety resources to protect employees and the community from COVID-19.

**Leveraging External Climate Funding.** Over the past two years, Peel Region has secured \$23 million in funding for key GHG emissions reduction projects.

**Electrifying Peel Region’s Vehicles.** Peel Region and Peel Regional Police have approximately 50 Zero Emission Vehicles (ZEVs) and more than 100 charging stations in operation.

**Supporting Housing for the Diverse Community.** One-time investment of \$2.5 million to support the BlackNorth Homeownership Bridge Program for up to 50 people.

**Building Relationships with Peel’s Indigenous Communities.** Hired an Indigenous Engagement Advisor in 2023 to lead Indigenous action planning, build relationships with Peel’s Indigenous communities, and develop a Truth and Reconciliation Action Plan.

**Peel Regional Police Infrastructure Integration.** On direction from Council, Police Facilities, Fleet and Equipment have been fully integrated into the suite of Infrastructure and Asset Management Reporting supporting the strategic objectives of the Region, service delivery and regulatory compliance.

**Legal Supports.** Providing legal supports to various initiatives including: the 10-year Peel Housing and Homelessness Plan, Ukrainian Refugees including providing temporary housing and community supports, the continued delivery of the COVID-19 vaccine by individual physicians and clinics, and the Blue Box Transition waste collection changes.

**Updated Service Standards:** Service Standards provide Peel Region's business areas with a baseline, or minimum standard, for customer service. Using research and customer feedback, Peel Region's Service Standards policy was updated to meet the changing customer expectations.

**Public Engagement:** Guided by the International Association for Public Participation model, Peel Region informs, consults, involves, collaborates, and empowers residents and stakeholders in decision making. A new Engage email list was launched to give citizens easier access to make their voices heard. Over 2,000 people have signed up to be notified of opportunities to participate in feedback activities. This is an easier and more effective way of involving the public in the decision-making process.

**Created Web Standards:** Web standards enable us to streamline the design and development process at Peel Region. Consistent design patterns, templates and guidelines provide a framework for creating digital assets allowing cross-functional teams to work more efficiently and deliver projects faster, saving time and effort. Additionally, they will provide a common language, fostering better collaboration and a shared understanding of goals such as Accessibility for Ontarians with Disabilities Act (AODA) compliance and improved workflows.

**Net Zero Emissions Buildings.** Eight new construction projects are currently being designed or built to the Net Zero Emissions Building Standard.



Chelsea Gardens-Net Zero Emissions New Construction affordable housing

# The 2024 -2027 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 well-being. To be considered an employer of choice, employers are focussing on the physical and psychological 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:

- Modernizing the total rewards offerings for employees to ensure Peel Region can attract the talent it needs in a competitive labour market.
- Implementing the Diversity, Equity and Inclusion Strategy and findings from the Workforce Census (2020 and 2022) to identify and remove systemic barriers that may perpetuate inequities, foster an inclusive workplace where employees feel they belong, and develop an equitable and inclusive service delivery model that is accessible, safe and culturally responsive to Peel Region's very diverse community.
- Continued partnerships with targeted diversity recruitment agencies such as the Discover Ability Network and EQUITEK, to attract and recruit diverse candidates for the workforce.

- Advancing Peel 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 and the announcement of the dissolution of Peel Region.
- Launching a progression Career Support Centre to support our talent management and advancement of our employees. With the expansion of our career development and Tuition Assistance programs, this will enable a greater number of participants in the program.
- Modernizing enterprise-wide human capital management technology with an emphasis on cloud-based systems.



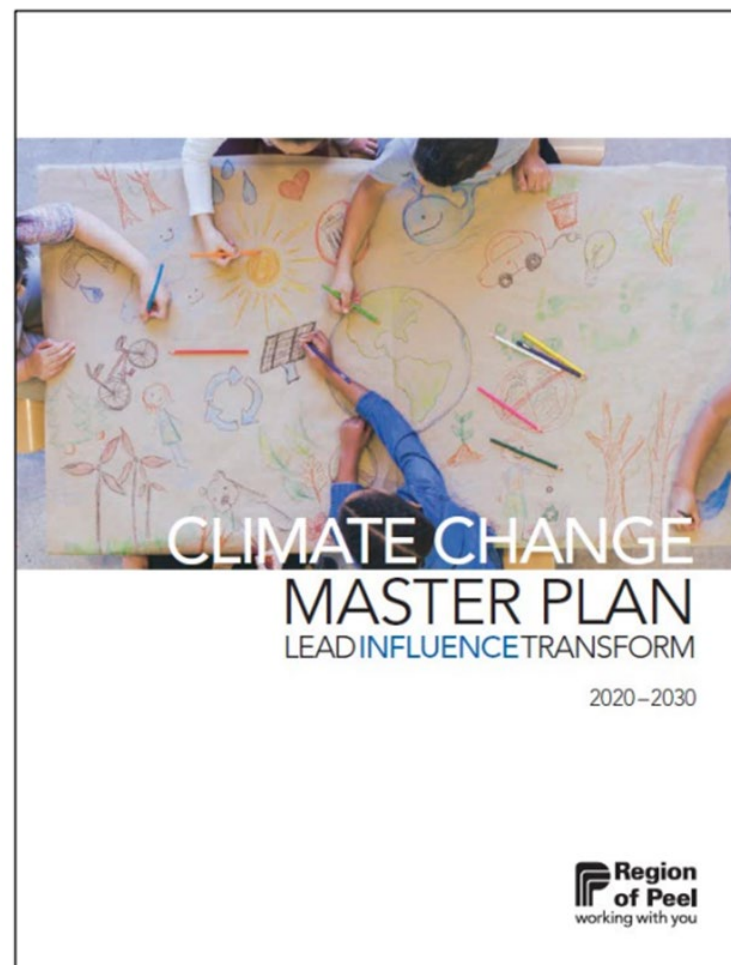
Access Peel at 10 Peel Centre Drive

## Climate Change

The climate emergency is the single most important threat to our planet.

To safeguard future generations against more frequent and severe extreme weather episodes, protect vulnerable public assets and transition away from carbon intensive fuels, increased investments and accelerated action is urgently needed. Key investments include:

- Ensuring all newly constructed facilities are built to the Peel Region's Net Zero Emissions Building Standard, and developing a Net Zero Emissions Building Retrofit Standard striving for best-in-class efficiency and low carbon operations in existing assets.
- Adding a 10% incremental budget to all affordable housing new construction and redevelopment projects so they all meet Peel Region's Net Zero Emission New Construction Standards.
- Implementing the Peel Housing Corporation Energy and Emissions Management Plan targeting a 55% reduction in residential property GHG emissions by 2030 with an estimated cost of \$350 million.
- Completing the Enterprise Climate Change Risk Assessment and integrating findings into long term capital planning to enhance asset resilience and service continuity for the community.
- Ensuring Green Infrastructure assets are managed, kept in a state of good repair and delivering natural services to the community.
- Fighting climate change also means investing in our employees, with new roles expected to embed climate action into the delivery of services:
  - One full-time equivalent and two 13-month contracts dedicated to working on Public Health's "Reducing Health-Related Impacts of Climate Change" strategic priority.
- Preparing for fleet electrification by installing charging infrastructure, and piloting medium, heavy-duty and speciality electric vehicles.



## Service Delivery

The demands of multi-channel service delivery, community engagement and importance of keeping residents and businesses up to date with the latest developments in their community are intensifying.

The Customer Contact Centre is working collaboratively with program partners to provide a more comprehensive scope of services for our residents.

Average Handle Times (i.e. the average length of time per call) are projected to increase by over 5% to 4 minutes and 17 seconds per call. With the decommissioning of the COVID-19 Mass Vaccine lines, our post-pandemic volumes are projected to reach approximately 730,000 calls for 2023, by year-end. We're also seeing a continued uptake in our other service channels, with a projected volume of about 20,000 emails, and 7,300 chat sessions, respectively.

Also given the diversity within the community, the need for an equitable and inclusive service delivery model is paramount. To support this type of service delivery, the following is needed:

- Establishing a model that integrates best Diversity, Equity and Inclusion practices, identifies opportunities, and builds standards for equitable and inclusive service delivery.
- Robust Truth and Reconciliation Guidelines derived from consultation with Indigenous peoples and communities.
- Increased consultation with community partners resulting in:
  - Increased trust and confidence in government.
  - Greater understanding of strengths, challenges and barriers.
  - Enhanced community engagement and relationships.

## Legislative Changes

There have been significant new laws / amendments brought in by the Provincial government to support the creation of more housing that impact upon municipal planning and that dissolves the Region of Peel on January 1, 2025.

The Bills include:

- **Bill 3, *Strong Mayors, Building Homes Act, 2022*** - Provides additional powers to heads of Council.
- **Bill 23, *More Homes Built Faster Act, 2022*** - Significant changes to Planning Act and Development Charges Act.
- **Bill 39, *Better Municipal Governance Act, 2022*** - Empowers designated heads of Councils to enact by-laws aligned with Provincial priorities.
- **Bill 97, *Helping Homebuyers, Protecting Tenants Act, 2023*** - Replaces the Provincial Planning Statement (PPS) and the Growth Plan with a new PPS, as well as amended the Planning Act.
- **Bill 112, *Hazel McCallion Act (Peel Dissolution), 2023***

Throughout the process of implementing these legislative changes, Peel Region remains committed to maintaining the continuity of high-quality services to the Peel community.



## Procurement

Enhancements to Peel Region's Vendor Performance Management and Sustainable Procurement programs demonstrate our continued effort to deliver value for money and meet our desired outcomes.

### Vendor Performance Management

Implementation of an enterprise-wide Vendor Performance Management Framework, including modernized technology, will enhance vendor performance and deliver value for money to support evidence-based decision making for the Corporation.

The Framework will provide structure, consistency and accountability and links the strategy, policy and processes with the following objectives:

- Promotes effective vendor relationships
- Monitors and improves vendor performance over time
- Creates a benchmark (quality measures) for vendor performance standards
- Encourages consistent satisfactory performance
- Reinforces use of vendor performance tools, processes and procedures

### Sustainable Procurement

Implementation of a Sustainable Procurement Program ensures that sustainability considerations are integrated into procurement processes, and that procurement decisions support Peel Region's desired sustainable outcomes while obtaining value for goods and services.

Integrating sustainability into procurement processes signals Peel Region's commitment and leadership to address local and global impacts, and encourages suppliers to offer innovative solutions to meet our challenge of improving our current and future generations collective environmental, social and economic well-being.

# Finding Efficiencies

## Continuous Improvement

The goal of the Peel 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.

From 2018-2022, 180 Continuous Improvement projects have been completed across the organization and reported to Council, resulting in \$17.9 million in cost savings, and \$20.2 million in cost avoidance. Work continues in 2023 with 31 continuous improvement initiatives completed across the organization which contributed \$939K in cost savings and \$3.32 million in cost avoidance. Staff also conduct line-by-line reviews of the budget and leverage organizational realignments to identify more savings.

Additional actions are also planned, including the implementation of a new Continuous Improvement Strategy and Framework, and rolling out Lean Six Sigma training to more staff to build greater internal capacity to complete improvement projects, support service delivery, and maintain continuous improvement as a core value at Peel Region.

Highlights of the improvements completed in 2023 include:

**Five9 Technology Implementation.** A cost avoidance of \$160K was achieved by having Customer Contact Centre staff implement Five9 technology in additional program areas instead of vendors, and by shifting server management from the USA to Canada.

**Energy Metering Improvement.** Improvements to energy meter data management and setting up KPI's with regards to meter and data availability has allowed for an expedient identification of metering errors and annual recoveries from utility bills for the amounts of \$107K in 2022 and \$288K to date in 2023.

**Service Experience.** Customer engagement through the contact centre post-call survey has improved with a 9.6% participation rate (up from an 9.2% participation rate in 2022). 83.6% of callers are 'satisfied' or 'very satisfied' with their call experience (up from an 80% client satisfaction rate in 2022). 84.8% of callers had their needs resolved during the call (up from an 81.7% first call resolution rate in 2022).

**Optimizing Contact Centres:** Since 2022, 27 project initiatives have been completed which have improved the customer experience, driven consistency across all contact centres, streamlined 47,817 calls per year, and reduced internal process documents by 34%. The project will be completed in 2024 and will result in an anticipated annual cost avoidance of \$370,000.

**Infrastructure Evaluation and Service Delivery Improvements.** Climate change, diversity, equity and inclusion considerations are being integrated into the evaluation of infrastructure needs, risks and financial forecasting to ensure sustainable service delivery now and into the future.

**Treasury Services:** Automation of core functions in Treasury Services allowed for more efficient investment trading, with an estimated \$400K in cost avoidance achieved.

## 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 starting in early 2024 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.

**Speech Analytics Technology.** Speech Analytics was implemented in 2023, and automates the extraction of valuable insights from large volumes of recorded calls, revealing trends, cost drivers, and opportunities. By categorizing spoken words into themes, it swiftly identifies emerging issues, streamlining customer service improvements. This technology enhances call quality evaluation, customer interactions, and resource scheduling. It optimizes information sharing, improves the Interactive Voice Response (IVR) system, and reduces costs by freeing up resources from manual analysis. Further exploration promises even greater efficiency and service quality enhancements.

**Digital Transformation.** Numerous digital transformational projects are underway on peelregion.ca (Peel Region's website) to ensure that the organization continues to meet the expectations of residents and digital government. These include updates to information architecture (IA), customer and user experience (CX, UX) enhancements, optimized virtual assistant technology, customer feedback components, and an improved front-end strategy for end-to-end service digitalization.

Peel Region is committed to implementing, maintaining, and enhancing digital accessibility. Significant strides have been made on digital accessibility to ensure that peelregion.ca exceeds AODA compliance and respects the digital and independence of persons with disabilities.

## Maintaining our Infrastructure

Enterprise Asset Management is an integral part of Peel's strategic and long term planning practices. The responsible management of the Region of Peel's infrastructure supports Term of Council outcomes that achieve the vision of "Community for Life". Roads, water and wastewater pipes, paramedic equipment, long term care facilities and housing are all critical for ensuring a healthy, vibrant and safe community.

As an asset intensive organization, the Region recognizes that keeping these assets in good working order is essential to providing high quality and affordable municipal services. Assets in good state of repair facilitate progress towards Peel's vision for a Community for Life, creating a place where everyone enjoys a sense of belonging and has access to the services they need to flourish.

Peel's Asset Management Program is guided by industry best practices, as well as regulatory requirements. As such, the Program is continuously evolving to leverage opportunities, enhance service delivery and address challenges including legislative changes including Ontario's *Infrastructure for Jobs and Prosperity Act, 2015* ("Act"). Ontario Regulation 588/17 made under the Act requires the preparation of an Asset Management Plan for all Infrastructure by July 2024. An asset management plan has been prepared for Council, and with its endorsement, Peel will satisfy substantial compliance requirements. The next regulatory milestone (July 2025) requires additional reporting which Peel is also substantially compliant.

# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2024-2027 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 2023 was \$23.8 million and the proposed budget for 2024 is \$28.8 million,

## Net Expenditures: \$28.8 million (Total Expenditures: \$138.9 million)

| Description                              | 2022 Actuals    | 2023 Approved Budget | 2024 Proposed Budget | \$ Change Over 2023 | % Change Over 2023 |
|--|-----------------|----------------------|----------------------|---------------------|--------------------|
| Operating Costs                          | 12,588          | 15,757               | 15,805               | 48                  | -                  |
| Labour Costs                             | 87,144          | 78,691               | 81,428               | 2,738               | 3%                 |
| Reserve Contributions                    | 72,808          | 72,893               | 72,880               | (13)                | -                  |
| Debt Charges                             | -               | -                    | -                    | -                   | -                  |
| Grant Payments                           | 36,748          | 37,954               | 37,954               | -                   | -                  |
| Facility, IT, HR and other support costs | 7,677           | 8,128                | 8,317                | 190                 | 2%                 |
| Recoveries                               | (70,659)        | (75,887)             | (77,437)             | (1,549)             | 2%                 |
| <b>Total Expenditures</b>                | <b>146,306</b>  | <b>137,535</b>       | <b>138,948</b>       | <b>1,413</b>        | <b>1%</b>          |
| Grants and Subsidies                     | (11,106)        | (10,378)             | (17,553)             | (7,175)             | 69%                |
| Supplementary Taxes                      | 4,529           | 1,429                | 4,474                | 3,045               | 213%               |
| Fees and Services Charges                | (50,551)        | (52,341)             | (52,273)             | 68                  | -                  |
| Transfer from Development Charges        | -               | -                    | -                    | -                   | -                  |
| Contributions from Reserves              | (37,509)        | (52,484)             | (44,757)             | 7,737               | (15)%              |
| <b>Total Revenues</b>                    | <b>(94,637)</b> | <b>(113,774)</b>     | <b>(110,109)</b>     | <b>3,664</b>        | <b>(3)%</b>        |
| <b>Total Net Expenditure</b>             | <b>\$51,669</b> | <b>\$23,761</b>      | <b>\$28,838</b>      | <b>\$5,078</b>      | <b>21%</b>         |

Note: May not add up due to rounding

## 2024 Operating Budget Pressures

| \$'000   | Total Expenditures | Total Revenue    | Net Cost<br>2024 vs 2023 |            |
|--|--------------------|------------------|--------------------------|------------|
| <b>2023 Revised Cost of Service</b>  | <b>137,535</b>     | <b>113,774</b>   | <b>23,761</b>            | <b>%</b>   |
| <b>Cost of Living/Inflation</b>  |                    |                  |                          |            |
| Labour costs   | 2,726              | -                | 2,726                    |            |
| Goods and services   | 1,192              | -                | 1,192                    |            |
| <b>Economic Factors</b>  |                    |                  |                          |            |
| Reduction in supplemental taxes net of increased tax appeals and non-airport payments in lieu of taxes (PILTs) | -                  | (3,045)          | 3,045                    |            |
| Removal of 2023 Budget levy adjustments  | (13)               | -                | (13)                     |            |
| <b>Base Subsidy/Recoveries</b>   |                    |                  |                          |            |
| Updated allocation to Tax and Utility services and Peel Living   | (1,494)            | -                | (1,494)                  |            |
| Adjustments to User Fees and other recoveries  | -                  | (62)             | 62                       |            |
| <b>Cost Mitigation<sup>1</sup></b>   |                    |                  |                          |            |
| Efficiencies from the ongoing review of services   | (620)              | -                | (620)                    |            |
| Efficiencies from the ongoing review of budgets  | (579)              | -                | (579)                    |            |
| <b>Other Pressures</b>   |                    |                  |                          |            |
| Operationalization of Corporate Advertising Strategy <sup>2</sup>  | 475                | -                | 475                      |            |
| Airport (GTAA) PILTs Revenue Shortfall   |                    |                  |                          |            |
| Increase in PILTs GTAA Passengers volume and revenue   | -                  | 7,175            | (7,175)                  |            |
| Remove Tax Rate Stabilization Reserves funding   | -                  | (7,175)          | 7,175                    |            |
| <b>Base Budget Changes Subtotal</b>  | <b>1,686</b>       | <b>(3,107)</b>   | <b>4,793</b>             |            |
| <b>Service Level Demand</b>  |                    |                  |                          |            |
| Total Budget Requests <sup>3</sup>   | 640                | 354              | 285                      |            |
| End of one-time initiatives  | (912)              | (912)            | -                        |            |
| <b>Service Level Changes Subtotal</b>  | <b>(272)</b>       | <b>(558)</b>     | <b>285</b>               |            |
| <b>Total 2024 Budget Change</b>  | <b>1,414</b>       | <b>(3,664)</b>   | <b>5,078</b>             |            |
| <b>2024 Proposed Budget</b>  | <b>\$138,948</b>   | <b>\$110,110</b> | <b>\$28,838</b>          | <b>21%</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. In 2024, four more FTEs and one student position were eliminated at a savings of \$620 thousand. 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.

### Other Pressures<sup>2</sup>

- The Corporate Advertising Strategy enables cost efficient advertising to raise awareness of all regional services. It was piloted in 2021-2023 and previously funded through capital. The strategy has been recognized as an ongoing need to maintain service levels.

### Budget Requests<sup>3</sup>

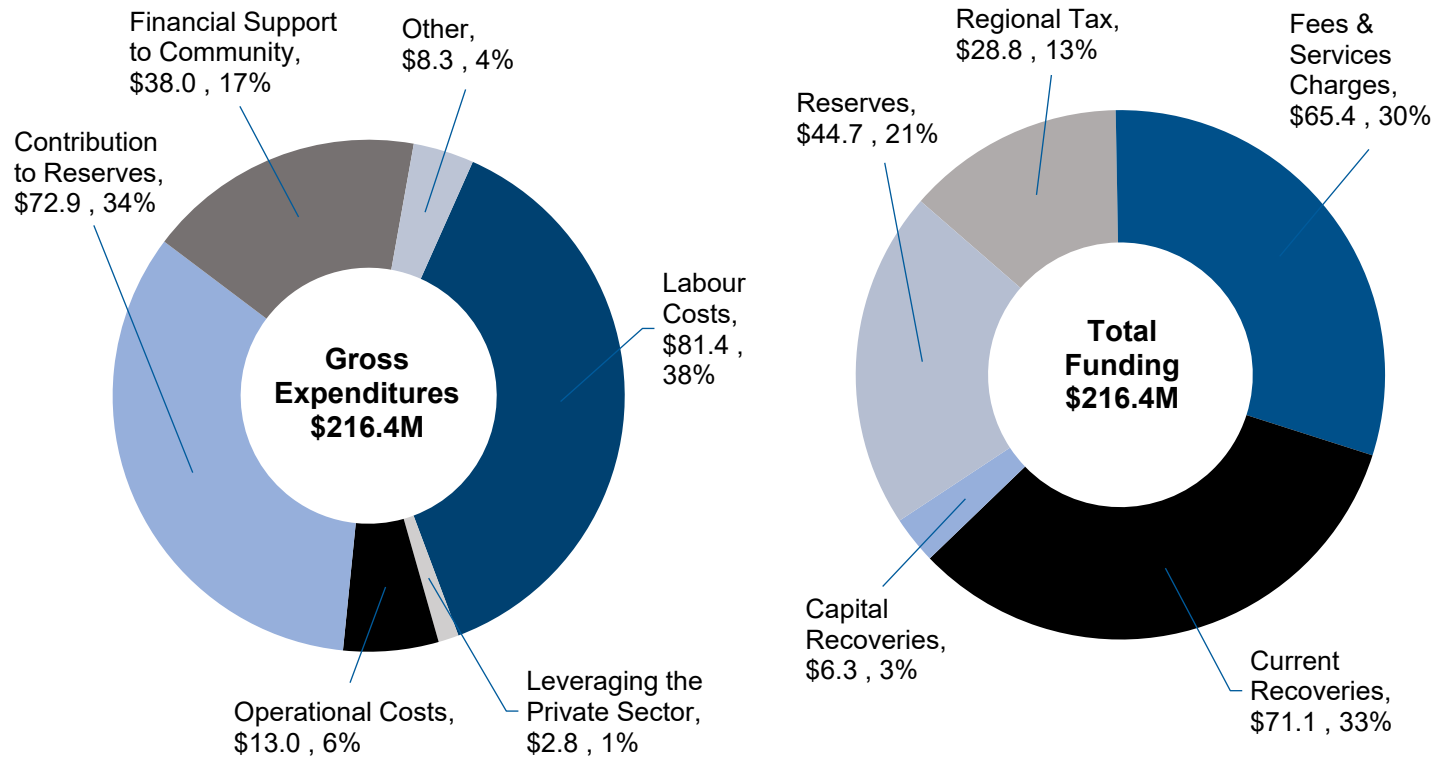
- The net impact of the proposed budget requests is \$0.3 million. A summary of the all the budget requests can be found on page N-29 followed by a two-page budget request for each proposed initiative.

## Staffing Resources to Achieve Level of Service

| Sub Service                          | 2023         | 2024         | 2025         | 2026         | 2027         |
|--------------------------------------|--------------|--------------|--------------|--------------|--------------|
| Culture and Inclusion                | 10.0         | 10.0         | 10.0         | 10.0         | 10.0         |
| Climate Change and Energy Management | 19.0         | 19.0         | 21.0         | 21.0         | 21.0         |
| Finance                              | 142.6        | 142.6        | 142.6        | 142.6        | 142.6        |
| Human Resources                      | 100.5        | 101.5        | 101.5        | 101.5        | 101.5        |
| Communications                       | 151.4        | 152.4        | 161.4        | 161.4        | 161.4        |
| Procurement                          | 44.0         | 44.0         | 45.0         | 47.0         | 47.0         |
| Legal Services                       | 40.5         | 40.5         | 40.5         | 40.5         | 40.5         |
| Internal Audit                       | 10.0         | 10.0         | 10.0         | 10.0         | 10.0         |
| Corporate Strategy                   | 36.0         | 32.0         | 32.0         | 32.0         | 32.0         |
| Office of the CAO                    | 3.0          | 3.0          | 3.0          | 3.0          | 3.0          |
| <b>Total</b>                         | <b>557.0</b> | <b>555.0</b> | <b>567.0</b> | <b>569.0</b> | <b>569.0</b> |

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

## 2024 Gross Expenditures & Funding Source (In \$M)



## 2024 Budget Risks

- Services are still recovering from the impact of COVID-19 and assessing the impacts to service delivery post-COVID.
- Inflation for 2024 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.
- Budget has been developed assuming Peel's services will continue to be provided, notwithstanding any governance decisions resulting from Bill 112.



## 2025 - 2027 Operating Forecast

|                          | Budget    |           |        | Forecast  |        |           |        |           |        |
|--------------------------|-----------|-----------|--------|-----------|--------|-----------|--------|-----------|--------|
|                          | 2023      | 2024      |        | 2025      |        | 2026      |        | 2027      |        |
|                          | \$'000    | \$'000    | %      | \$'000    | %      | \$'000    | %      | \$'000    | %      |
| <b>Total Expenditure</b> | 137,535   | 138,948   | 1.0%   | 139,333   | 0.3%   | 140,291   | 0.7%   | 141,206   | 0.7%   |
| <b>Total Revenue</b>     | (113,774) | (110,110) | (3.2)% | (109,662) | (0.4)% | (111,464) | 1.6%   | (112,390) | 0.8%   |
| <b>Net Expenditure</b>   | 23,761    | 28,838    | 21.4%  | 29,671    | 2.9%   | 28,827    | (2.9)% | 28,816    | (0.0)% |

Note: May not add up due to rounding

- The outlook years include 12 additional permanent positions in 2025:
  - Five contract conversions in Communications for the Customer Contact Centre
  - Two additional positions in Communications for workforce optimization in Service Peel
  - One contract conversion in Communications to support the Housing Master Plan
  - One contract conversion in Communications to support the Canada-Wide Early Learning and Child Care (CWELCC) program
  - Two additional positions in the Office of Climate Change and Energy Management to support implementation of the climate change master plan
  - One additional position in Procurement to meet growth and state of good repair demands for infrastructure and operations in Public Works Utility Programs and Peel Housing
- The outlook years include 2 additional permanent positions in 2026:
  - Two additional positions in Procurement to meet growth and state of good repair demands for infrastructure and operations in Public Works Utility Programs and Peel Housing
- 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.
- 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: \$2.4 million** (Ten Year Plan: \$27.5 million)

## 2024 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 2024.

| Capital Plan By Funding Source | Carry-forward from Prior Years (WIP) (\$'000) | 2024 Capital Budget (\$'000) | Total Capital in 2024 (\$'000) |
|--------------------------------|---|------------------------------|--------------------------------|
| DC Growth                      | 322   | 200                          | 522                            |
| Externally Funded              | -   | -                            | -                              |
| Non-DC Internal                | 13,061  | 2,200                        | 15,261                         |
| <b>Total Expenditures</b>      | <b>13,383</b>                                 | <b>2,400</b>                 | <b>15,783</b>                  |
| <b># of Projects</b>           | <b>23</b>                                     | <b>3</b>                     | <b>26</b>                      |

## Existing Capital Projects - \$13.4M

### Key highlights:

- \$4.6M for the Weaver's Hill Pacesetter climate change project
- \$3.6M for process and technology solutions in Corporate Services
- \$2.0M for initiatives to adapt and mitigate the impacts of climate change and find innovative approaches to improve energy efficiencies that optimize greenhouse gas reduction

## 2024 Capital Budget - \$2.4M

### 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

*See Appendix I for details.*

## 2024 Budget Risks

- Inflation for 2024 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.
- Budget has been developed assuming Peel's services will continue to be provided, notwithstanding any governance decisions resulting from Bill 112

## Operating Impact of 2024 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.

# Proposed Capital Plan

## 2024 - 2033 10-Year Capital Plan - \$27.5M

### By Project Classification:

|                                     |                                   |  |
|-------------------------------------|-----------------------------------|--|
| <b>State of Good Repair</b><br>\$-M | <b>DC Funded Growth</b><br>\$2.0M | <b>Non-DC Funded Growth &amp; Other</b><br>\$25.5M |
|-------------------------------------|-----------------------------------|--|

#### 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)

*See Appendix II for details.*

**Service : Business Services**

**Appendix I**

**2024 Financing Sources and Funding Status (\$'000)**

| 2024          |                     |                          |                  |              |
|---------------|---------------------|--------------------------|------------------|--------------|
| Total Expense | Development Charges | Reserves & Reserve Funds | External Funding | Debt Funding |

| <u>Project</u>           | <u>Name</u>                           | <u>Description</u>  |              |            |              |  |  |
|--------------------------|---------------------------------------|---|--------------|------------|--------------|--|--|
| 247131                   | Development Charge Update             | Costs associated with updating Development Charges By-Law including Peer Review and Potential Appeals Defence.  | 100          | 100        |              |  |  |
| 247201                   | 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        |  |  |
| 247631                   | Growth Related Fiscal Impact Analysis | To increase the capacity to analyze external impacts, growth scenarios and recommend measures that can lead to growth in fiscal space and enhanced financial and strategic decision-making relating to growth.  | 100          | 100        |              |  |  |
| <b>Business Services</b> |                                       |   | <b>2,400</b> | <b>200</b> | <b>2,200</b> |  |  |

Service: Business Services

Appendix II

2024 Ten Year Combined Capital Program (\$'000)

|                   |   |   | 2024  | 2025  | 2026  | 2027  | 2028  | Yrs 6-10 | Gross  |
|-------------------|---|---|-------|-------|-------|-------|-------|----------|--------|
| <b>Project</b>    | <b>Name</b>                                   | <b>Description</b>  |       |       |       |       |       |          |        |
| 247113            | Corporate Services Processes and technology   | Optimization and renewal of processes and Technology  | 0     | 1,000 | 0     | 0     | 0     | 1,000    | 2,000  |
| 247131            | 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  |
| 247150            | Legislative Services Processes and technology | Optimization and renewal of processes and Technology  | 0     | 750   | 0     | 0     | 0     | 750      | 1,500  |
| 247201            | 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 |
| 247631            | 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  |
| Business Services |   |   | 2,400 | 4,150 | 2,400 | 2,400 | 2,400 | 13,750   | 27,500 |

# 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 \$ |
|---|-----------------------|------------------|----------------|------------------------|-------------------------|------------|
| Advancing Digital Communications to Improve Access to Information, Customer Experience and Resident Trust | Communications        | 83               | 1.0            | -                      | 148,655                 | -          |
| Talent Acquisition and Human Resources Information Centre supports  | Human Resources       | 120              | -              | 2.0                    | -                       | -          |
| Labour Relations Consultant   | Human Resources       | 121              | 1.0            | -                      | 136,533                 | -          |
| Community Engagement and Truth and Reconciliation   | Culture and Inclusion | 123              | -              | 1.0                    | -                       | -          |
| <b>TOTAL</b>  |                       |                  | <b>2.0</b>     | <b>3.0</b>             | <b>285,188</b>          | <b>-</b>   |

### Budget Request #: 83

| Proposed Initiative   | Department         | Division       | Service Area      |
|---|--------------------|----------------|-------------------|
| Advancing Digital Communications to Improve Access to Information, Customer Experience and Resident Trust | Corporate Services | Communications | Business Services |

### Description of Budget Request

Advance Peel’s digital communications to improve access to information, customer experience and resident trust by ensuring Advisor role is operationalized. The Advisor provides large-scale digital creative services, consulting and collaborating with partners in Digital, Communications, IT and Peel Services on mass projects overseeing and supporting a broader reach to improve awareness and reputation, usability, accessibility, and brand consistency for the best user experience across all channels.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 148,655    | -          | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 148,655    | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact -Tax                     | 148,655    | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 1.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |



## Why Staff Recommend this Initiative

- Accessibility/AODA requirements (20% increase year over year)
- Increased demand for digital products
- Experiential enhancements
- Advancement and implementation of Brand 2.0
- PAMA website now managed internally, increasing workload 10%
- 426% increase in email marketing, enabling residents to receive personalized and timely service updates (2016-22)
- Implementation of digital strategy to digitalize 100 services
- Improved customer satisfaction, ensuring properties are updated, accessible, optimized

## Details of Service Change

- The delivery of effective and compelling communications that meet customer expectations across a variety of channels is a priority for Peel. The Advisor oversees digital and experiential design on all Peel channels and onsite facilities, ensuring outputs are AODA compliant, users and customers can easily access essential information and have a consistent and positive experience, improving trust and confidence.
- Delivering a consistent look and feel across all Peel services builds brand awareness and builds reputation with citizens while positively affecting service quality.
- The Advisor acts as strategic counsel, delivering direction to build quality products, such as digital components for PAMA exhibits, guiding IT on possible approaches for the most effective user experience within budget.
- The Advisor leads large-scale initiatives such as the impactful LTC butterfly space creative, guides campaign direction, such as Family and Intimate Partner Violence, mentors staff with technical and conceptual knowledge, and builds out creative assets.
- Helping to form and deliver on the digital strategy, the Advisor works to enhance all user experiences for residents and Peel staff.
- They collaborate cross-functionally, having oversight of all digital products for social, PAMA and Peel Region websites, HTML email campaigns, and onsite digital screens.

## Service Impact

This role enables the continued advancement of Peel's Brand 2.0 projects, digital strategy and mass communications objectives, initiatives that improve trust and confidence. External agencies, community partners, in-house graphic designers, vendors and Peel services benefit from the Advisor's technical advice and creative direction, ensuring that communications is on brand, consistent, compelling, user friendly, quality assured and AODA compliant. The Advisor consults on WCAG standards and develops accessible templates for Peel employees and vendors. The Advisor strategically collaborates with partners in Digital, Service Experience, PAMA, Communications, IT, and Peel services on mass digital and experiential projects (websites, new digital services, digital exhibits, digital signage installation and content management, facility wayfinding and signage, LTC Butterfly space creative, Public Works fleet branding). With a global view, the Advisor actively seeks opportunities to heighten brand awareness and cross-functional promotion for all services (for example, Peel service ads on TransHelp bus exteriors) and oversees implementation. Risks of not implementing the service level change include having to engage external agencies for consultation and implementation, loss of consistency across digital, onsite and printed materials, reduced efforts on reputation management and a reduced view of messaging across multiple channels and departments.

## Budget Request #: 120

| Proposed Initiative  | Department         | Division        | Service Area      |
|--|--------------------|-----------------|-------------------|
| Talent Acquisition and Human Resources Information Centre supports | Corporate Services | Human Resources | Business Services |

## Description of Budget Request

Given the number of new priorities and additional staff resulting from the 2024 planning, we would like to request additional support within the Talent Acquisition and Human Resources Information Centre functions. Given the numbers, we are requesting one contract resource in each of these two areas to support the transactional activities required to support the business.

## Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 216,851    | (216,851)  | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 216,851    | (216,851)  | -          | -          |
| Rate Stabilization Reserve          | 216,851    | (216,851)  | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | 216,851    | (216,851)  | -          | -          |
| Net Impact -Tax                     | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | -          | -          | -          | -          |

## Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

To support the growth in headcount and turnover as requested by the business, we in HR need to support these activities specifically, for the talent attraction and the administration of the onboarding of the new hires into the systems and getting all of the required onboarding steps completed in a timely basis.

## Details of Service Change

Operational support to allow and support the key metrics in those areas within the attraction and sourcing of new clients. Typically each recruiter is working on 20 - 25 key roles during one period of time. Without this additional resource, we will be tracking more towards the 28 - 38 which will have a negative impact on the ability to hire on a timely basis. For the Human Resources Information Co-Ordinator addition, this resource will support the associated work to complete the onboarding and processing for the new hires and payroll. This additional resource will allow us to keep to our 12 hour Service Level Agreement.

## Service Impact

Ability to keep current with the competing demands of the Talent Acquisition team and Human Resources, we will be aligned to continue to support the overall service level targets.

## Budget Request #: 121

| Proposed Initiative         | Department         | Division        | Service Area      |
|-----------------------------|--------------------|-----------------|-------------------|
| Labour Relations Consultant | Corporate Services | Human Resources | Business Services |

### Description of Budget Request

In order to support the section's efforts in providing timely and efficient employee and labour relations services, including but not limited to collective bargaining, grievance dispute resolution, labour relations guidance and best practices, and investigations, we are requesting the addition of a Labour Relations Consultant who will report to and assist the Employee & Labour Relations Supervisor.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 136,533    | (3,000)    | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 136,533    | (3,000)    | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact -Tax                     | 136,533    | (3,000)    | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 1.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

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

A market analysis suggests that the Region is low in Full-Time Equivalent (FTE) in Employee & Labour Relations. In addition, over the next year and a half the section is responsible for negotiating almost all of the Region's 14 collective agreements. Given these important labour relations needs, we are requesting the addition of a Labour Relations Consultant in our section.

### **Details of Service Change**

It is anticipated that the addition of this Full-Time Equivalent (FTE) will allow the Supervisor to focus more of their attention on assisting the Lead with collective bargaining, policy and strategy, and will allow for more timely and efficient labour relations support.

### **Service Impact**

Greater efficiency in grievance resolution, and timeliness in collective bargaining.

## Budget Request #: 123

| Proposed Initiative                               | Department         | Division                        | Service Area      |
|---|--------------------|---------------------------------|-------------------|
| Community Engagement and Truth and Reconciliation | Corporate Services | Office of Culture and Inclusion | Business Services |

### Description of Budget Request

As Peel works towards deepening relationships with Indigenous peoples and communities, equity seeking groups and marginalized populations, community-based participatory research and experience engaging with Indigenous peoples and communities is a necessity.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 136,776    | (3,500)    | (133,276)  | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 136,776    | (3,500)    | (133,276)  | -          |
| Rate Stabilization Reserve          | 136,776    | (3,500)    | (133,276)  | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | 136,776    | (3,500)    | (133,276)  | -          |
| Net Impact -Tax                     | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | -          | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

In accordance with mandates established by the Truth and Reconciliation Commission's Calls to Action, United Nations Declaration on the Rights of Indigenous Peoples, and National Inquiry into Missing and Murdered Indigenous Women and Girls, it is imperative all levels of government work to address the unique needs of Indigenous peoples. Developing an Equitable and Inclusive Service Delivery Model responds accordingly by working to establish accessible, safe, and culturally responsive services.

## Details of Service Change

The development of an Equitable and Inclusive Service Delivery Model underscores Peel's determination to foster meaningful reconciliation and catalyze transformative change. While Peel has taken significant strides towards realizing its commitments by hiring an Indigenous Engagement Advisor, it has become clear the multifaceted nature, complexity, and requirements of consultation processes require greater allocation of resources and subject matter expertise. In the development of the model, the commencement of community-based research brings forward similar challenges. While community-based participatory research will allow Peel to identify best practices, unique needs, barriers and challenges faced by Indigenous communities, equity-seeking groups, and marginalized populations, it will also empower these communities to actively contribute to the development of a service model that aligns with their cultural values and unique circumstances. Likewise, establishing a Community of Practice will foster an inclusive platform for knowledge exchange, dialogue, and collaboration, enabling a sharing of insights, best practices, and innovative solutions. To maintain ongoing dialogue and consistently seek the input and feedback of underrepresented communities, additional resources are required.

## Service Impact

The introduction of a full-time contract position will significantly enhance Peel's capacity to effectively navigate the intricate landscape of consultation processes, effectively address complexities, and implement responsive strategies. This position will not only bolster the execution of community-based participatory research but also facilitate the establishment and growth of a robust Community of Practice. This direct connection with communities will ensure that the Equitable and Inclusive Service Delivery Model remains adaptive and aligned with evolving societal contexts and unique community needs. Ultimately, this full-time contract position represents a strategic investment in reconciliation and transformative change. This position isn't merely an addition; it symbolizes a dedicated effort to amplify inclusivity, encourage collaboration, and empower marginalized and underrepresented voices.

# Real Property and Asset Management (RPAM)

2024–2027 Business Plan  
and 2024 Budget



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# Executive Summary

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”.

## Services we provide:

- Strategic asset management and capital planning as well as design & construction project management services
- Real property planning/administration, acquisition, leasing/licensing, design, construction, life-cycle renewal, and disposal for all Peel owned and leased properties
- Facility management; including operations and maintenance, and occupant services
- Coordinates Peel’s Emergency Response Strategy, Business Continuity Planning and manages security supports to programs and services

## Interesting facts about this service:

- 12.7 million square feet managed through the RPAM’s Asset Management program; valued at over \$3.9 billion in construction replacement value
- Over \$100 million of State of Good Repair (SOGR) work budget approved annually to reset asset lifecycles and to ensure continuous operations of the programs within the Peel facilities
- Regional Emergency Management (REM) receives on average over 368 notifications annually through the Duty Officer
- REM supports Provincial flood and forest fire response to evacuated First Nations, responses to individuals displaced by international events such as the conflict in Ukraine, the Syrian civil war, and the withdrawal of NATO from Afghanistan

## Highlights of the Business Plan:

- Continue to support ongoing real property services and address facility needs for Peel’s portfolio: office buildings, paramedic facilities (PRPS), health clinics, Peel Art Gallery, Museum & Archives (PAMA), long-term care (LTC) homes, Learn Play Centres, Peel-owned affordable housing buildings and Shelters and Peel Housing Corporation’s (PHC) housing stock
- Continue to support partners such as Peel Police seeking tactical training spaces and Provincial services seeking pop-up centre space
- \$881 million in the 10-year SOGR Capital Budget across all portfolios; with \$100 million of SOGR capital projects scheduled to be implemented over the next 2-5 years
- New development projects planned: Dockstader PRPS, Victoria Yard, Mavis Yard Expansion
- Net Zero and low carbon retrofit projects: Weaver’s Hill, Hillside Place, and other redevelopment projects

| Net Investment Regional Office Program (\$000s) | 2024  | 2025   | 2026  | 2027  |
|---|-------|--------|-------|-------|
| Operating                                       | 6,592 | 6,745  | 6,814 | 6,896 |
| Capital   | 1,659 | 16,726 | 5,010 | 2,099 |
| Full Time Equivalents                           | 114.0 | 114.0  | 114.0 | 114.0 |

# 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.

### 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 while improving employee and visitor experience
2. Deliver quality, timely and client-focused departmental services
3. Deepen and maintain client relationships with proactive partnerships with Peel’s Programs to support integration of services
4. Working with our clients, program partners, vendors, and community to deliver new real estate assets and extend the useful life of existing property infrastructure

5. To plan for and respond to significant events and emergencies within Peel and elsewhere in the province with internal and external stakeholders

## Service Delivery Model



## Service Levels and Trends

RPAM is an enabling program that provides professional real property services for all Peel owned and leased properties.

### Service Levels

Assets are designed, built, and maintained to enable Peel Program Partners to optimize service delivery to the community. The management of facility assets is accomplished through several operational and maintenance activities; the existing service levels for these activities are summarized below.

**Asset Management for Real Property Assets:** Develop an appropriate and responsible 10-year Capital Budget annually in accordance with life-cycle asset management practices, aligned with climate change master plan and other Peel initiatives 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 Peel-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 Peel staff and the programs they serve.



*10 Peel Cafeteria used as Interview Stations for Human Services program*

**Capital Planning and Project Management:** Implements Construction Project Management for new development, SOGR and special projects. Applying and aligning Peel policy, standards, and mandates in the implementation of construction projects for SOGR renewal and Peel new built environment. (i.e., Applying Net Zero Carbon Standard in alignment with the Climate Change Master Plan to reduce Greenhouse Gas (GHG) with decarbonization fuel switching projects.)

RPAM delivers buildings, facilities, and functional program space in support of Peel services such as Health programs; Long Term Care and Paramedics, Office program, Peel Housing Corporation housing programs, Peel Art Gallery, Museum and Archives (PAMA), Shelters, ROP Affordable Housing and PW Operation Yards.



*Net Zero Carbon Retrofit of Weaver's Hill*

**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 for management, control, and verification of work to be completed efficiently resulting in improved productivity among internal staff.



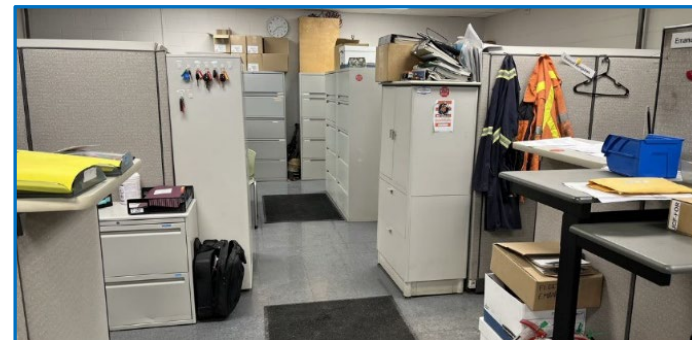
*PAMA HVAC Replacement Project*

**Flexible Workspace Reconfigurations:** Incorporating Flexible Work Practices for remote, hybrid and on-site work modes allows for new flexible workspaces to be configured to meet all Program needs. Flexible Workspaces with refreshed IT policies and technology will support staff's ability to work either in a hybrid mode of work or fully on-site at one of Peel's worksites. Workspaces will:

- Provide flexibility and support multiple work styles and job requirements
- Allow for collaboration, team building, and personal interactions
- Provide informal and formal spaces for brainstorming, meetings,

and focused work

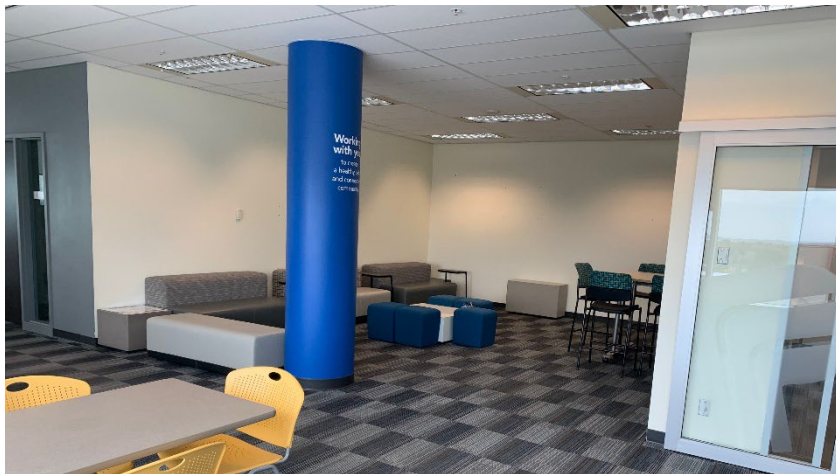
- Adhere to all public health measures
- Ensure that our clients receive the best possible service experience
- Evolve service provision areas to optimize services for the community while promoting safer workspace (i.e., Supervised Consumption Services added to 10 Peel Centre Drive, Suite A, enhanced Employment Resource Centre at 10 Peel Centre Drive and 7120 Hurontario Street, the relocation of Health Clinic at 150 Central Park Drive to 10 Peel Centre Drive, Suite A, and the reconfiguration of vaccination clinics at 10 Peel Centre Drive and 7120 Hurontario Street as the Vaccine Division in Health advances



*Copper Road Fleet Office Reconfigurations*

Enhanced space features at our worksites are being planned and strategically implemented to 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 Street and 10 Peel Centre Drive, Suite B, to create space for employees to warm up food and have meals
- Enhanced ground floor areas to improve services to the public



*Flex seating outside kitchenette*

**Regional Emergency Management & Corporate Security:** Develop strategic and operations plans to continue relationship building with internal and external program partners. Ongoing support to provide timely responses to community emergencies, business continuity planning, and corporate security needs. The continued development of business continuity plans with programs will minimize service impacts and disruptions to our residents and clients. Training and

exercises with internal and external partners to ensure role clarity between partners prior to and during a significant event or emergency.

Enhancements to existing security infrastructure and processes along with assessments with our security, privacy and health and safety partners are ongoing to safeguard our staff and clients. Annual compliance requirements of the Emergency Management and Civil Protection Act are maintained.

Ongoing reviews to streamline infrastructure to ensure safety and security for all users of the building. (i.e., Security infrastructure is being upgraded to support public facing services on ground floor at both 10 Peel Centre Drive and 7120 Hurontario Street, Wilkinson Shelter assessment with Peel Police led to additional security measures, collaboration with Workplace Health and Safety on violence risk assessments at all facilities across Peel, ensuring compliance of all video surveillance plans and requests across Peel facilities, including engagements with Peel Police).



*Five pillars of Emergency Management*

**Real Property Advice and Negotiations:** Support for Peel Capital Infrastructure projects is ongoing and the demand for land negotiations, appraisals and agreements are increasing with the Water and Wastewater Programs, as well as the Transportation Program. (i.e., Increase in SOGR projects for maintenance and relining works for water and wastewater infrastructures, accelerated timelines to complete the acquisition process on various projects). Maintain Peel's portfolio of real property interests, evaluate, acquire, lease, and dispose of property rights surplus to the needs of Peel. Monitor municipal property tax assessments of Peel's properties.



*Peel's Water and Wastewater Master Plan outlines the infrastructure and capital project needs. Shown in photo: Clarkson Water Treatment Plant, Mississauga*

## Trends

The IBM Maximo Computerized Maintenance Management System (CMMS) has allowed our Property Management Customer Service team to reduce paper-based work orders and actioners for service requests now receive work orders in real-time and status updates can be entered and tracked remotely. This has reduced response time and data entry from our Customer Service Reps.

### Open SR & WOs Summary as on 2023-07-13

| Open Service Request |             |                |              |               |            |
|----------------------|-------------|----------------|--------------|---------------|------------|
| Portfolio            | Count of SR | Percentage     | 0 to 30 Days | 31 to 60 Days | > 61 Days  |
| PRPS                 | 15          | 3.94%          | 9            | 2             | 4          |
| PHC Clinics          | 21          | 5.51%          | 8            | 3             | 10         |
| PAMA                 | 58          | 15.22%         | 27           | 7             | 24         |
| Headquarters         | 184         | 48.29%         | 73           | 35            | 76         |
|                      | 103         | 27.03%         | 42           | 18            | 43         |
| <b>Total</b>         | <b>381</b>  | <b>100.00%</b> | <b>159</b>   | <b>65</b>     | <b>157</b> |

| Open Demand WO |             |                |              |               |           |
|----------------|-------------|----------------|--------------|---------------|-----------|
| Portfolio      | Count of WO | Percentage     | 0 to 30 Days | 31 to 60 Days | > 61 Days |
|                | 3           | 25.00%         |              | 1             | 2         |
| Headquarters   | 8           | 66.67%         |              | 1             | 7         |
| PHC Clinics    | 1           | 8.33%          | 1            |               |           |
| <b>Total</b>   | <b>12</b>   | <b>100.00%</b> | <b>1</b>     | <b>2</b>      | <b>9</b>  |

| Open PM WO   |             |                |              |               |            |
|--------------|-------------|----------------|--------------|---------------|------------|
| Portfolio    | Count of WO | Percentage     | 0 to 30 Days | 31 to 60 Days | > 61 Days  |
| Headquarters | 314         | 36.01%         | 81           | 44            | 189        |
|              | 328         | 37.61%         | 116          | 104           | 108        |
| PHC Clinics  | 103         | 11.81%         | 12           | 12            | 79         |
| PRPS         | 127         | 14.56%         | 53           | 7             | 67         |
| <b>Total</b> | <b>872</b>  | <b>100.00%</b> | <b>262</b>   | <b>167</b>    | <b>443</b> |

#### Ability to track and monitor work orders in real time

The design and implementation of a DSS (Decision Support System) for capital planning and construction project management will integrate with the IBM Maximo Asset Management system already operationalized. Workshops to gather system requirements define

how the system will be designed and completion expected in 2024.

Corporate Security services continue to be leveraged following the support of the COVID-19 Mass Vaccination Clinics due to increased awareness. 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. As safety awareness continues to increase, so will the Corporate Security collaboration with Peel Police and internal stakeholders on incident response and investigations, special projects, construction and redevelopment project consultations, workplace health and safety and other audits. Corporate Security contracts will also continue to provide static and mobile security guards at various Peel properties.

The long-term cost benefits of net zero energy construction and redevelopments include: reduced monthly energy costs, minimal or zero carbon footprint, and promotes the health and well-being of its occupants. This is achieved by designing a building that does not generate GHG emissions and improving energy efficiency while removing carbon from the atmosphere. New SOGR program on building renovations and new developments will consider Net Zero Carbon building standard design requirements.



Hillside Place, Mississauga - Full envelope restoration to set up building for future low carbon retrofits by increasing air tightness of the building envelope



Regional Emergency Management (REM) continues to provide provincially approved Emergency Management training to internal and external stakeholders and operates the Regional Emergency Operation Centre (REOC) which is centrally located and fully equipped for management to work together and is necessary when multiple Peel services are required. REM continues to work closely with provincial, federal, and municipal levels of governments, and emergency leads on emergency events within Peel and across Canada. (i.e., settlement of refugees from Ukraine, Afghanistan, and Syria, accommodating evacuees from floods and forest fire activity, etc.)



*Collaboration with Program Partners such as Communications (internal) and Caledon Fire (external) in response to emergency events*

The frequency and community consequences of significant events or emergencies continues to increase creating an operational challenge for many Peel programs involved in both response and recovery phase of an event. Recovery periods of events tend to now overlap with the response to new events, challenging the capacity of program areas.



*Forest fires in Ontario require support from Peel for Evacuees*

Natural events, such as extreme winter and summer weather, have been increasing and although external to Peel (forest fire and flood evacuations, international responses), these continue to draw on Peel resources. In the last five years, concurrent responses have been coordinated through the Peel Regional Emergency Operations Centre.



*Flash flood and extreme cold weather created damaged in the community.*

In response to Bill 23, *More Homes Built Faster Act*, passed in 2022, the Water and Wastewater program in Public Works has increased the volume of projects to support rapidly growing communities such as road widening and increased water and wastewater infrastructure. This demand has impacted the workload of the Real Estate team to advance land negotiations, appraisals, and agreements. Eventual demand on the other areas of RPAM will start to grow once land and property acquisitions are completed. New construction and redevelopment projects will also be on the rise.



*Real Estate led the purchase of a hotel located at 5 Rutherford Road S, Brampton to be converted into affordable rental housing and youth transitional housing*

As Peel buildings continue to age, the volume of SOGR work increases to ensure that properties are maintained to an acceptable level of service for its occupants. Changes in program needs will also drive major changes in building requirements. Peel Manor LTC has serviced the community since 1898 and the construction of the Seniors Health and Wellness Village will meet new program needs for both the residents and its neighbouring community. The service hub will provide health, social and community services.



*Construction at Peel Manor LTC to include the Seniors Health and Wellness Village (SHWV) to integrate services for senior residents and the neighbourhood*



*Concept design of the new Peel Manor LTC and SHWV*

Unplanned work to address urgent program needs are always completed to minimize disruptions to program operations. Such projects include the relocation of the Healthy Sexuality Clinic from 150 Central Park Drive into 10 Peel Centre Drive, Suite A, and the provision of a dedicated space for Supervised Consumption Services also at 10 Peel Centre Drive, Suite A. Both projects were completed with within weeks to accommodate the program partners tight timelines.

Ongoing change management and process changes are implemented as more climate change initiatives are being integrated into construction designs. Workload continues to grow for corrective capital work, unplanned projects, including emergency projects, and flexibility to collaborate with program partners is crucial to the success of these projects.



*Expansion of TransHelp to allow for significant growth of the Public Works program*

RPAM understands the distinctions within each program area and provides customized service delivery to ensure solutions meet the needs of the Program Partners. The collective years of experience and learnings from countless collaborative projects within RPAM is the foundation and rationale for RPAM to lead all property-related shared services for Peel.

## Performance Measures and Results

The Region of Peel is committed to delivering services economically 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. 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 over the past 9 months shows a 99.9% satisfaction rate. The transition to new software will promote improved data collection and measurement into the future.

**Percentage of Planned Maintenance and Repair Work:** Percentage of the total maintenance and repair work that is planned. In 2022, planned maintenance accounted for 79% (versus target of 70%) of total maintenance. RPAM continues to track close to our optimal target to achieve a value-add balance and equipment reliability and maintenance cost.



*Technical breaker maintenance*

**Waste Diversion Rate:** Percentage of waste diverted to recycling and organics at primary office buildings. We continue to monitor and promote diversion to meet and exceed the target of 85% in the evolving workplace.

**Implementation of the Asset Management Strategy:** To better manage infrastructure, implementation of a consistent process across portfolio partners was completed with the following established:

- Consistent processes for determining Peel standard for asset condition: criticality, risk assessments, as well as how work is set and prioritized at the asset level
- Monitoring Work Order volume and response time
- Consistent processes for operating and maintenance of Peel 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
- Current state has been reviewed and future state process that incorporate best in class measure have been developed and will start to be rolled out into 2024

**Peel Housing Corporation:** As the buildings continue to age, SOGR work continues to grow. The capital budget has grown from \$7 million to \$70 million projected annually.



*Creditbend Terrace windows replaced to improve energy efficiency and to maintain building condition for residents*

## Awards and Achievements

**Carbon Reduction Plan:** Created by Capital Planning and Project Management for implementation into the SOGR work and aligns with the Climate Change Master Plan. The Carbon Reduction Plan sets targets to help reduce GHG emissions and implement clean technology and sustainable building solutions.

**Construction Projects:** Over \$760 million in construction projects completed in the last 20 years, include:

- 45 new facilities and/or major redevelopments
- 10 new residential buildings constructed with over 1200 housing units in total
- 22 paramedic facilities created as part of the \$120 million, 10-year Capital Plan completed in 2020
- \$70 million of major redevelopments for Public Works over the last 8 years
- \$80 million of major redevelopments for existing Health LTC facilities over the last 13 years, this does not include the Seniors Health and Wellness Village at Peel Manor LTC which is a \$135 million capital redevelopment project
- 10 Peel Centre Drive, Suite B and Peel Police, \$60 million

As Asset Managers for most of Peel-owned facilities, Capital Planning and Project Management has implemented approximately \$400 million worth of SOGR capital projects to ensure the buildings remain at the accepted level of service.

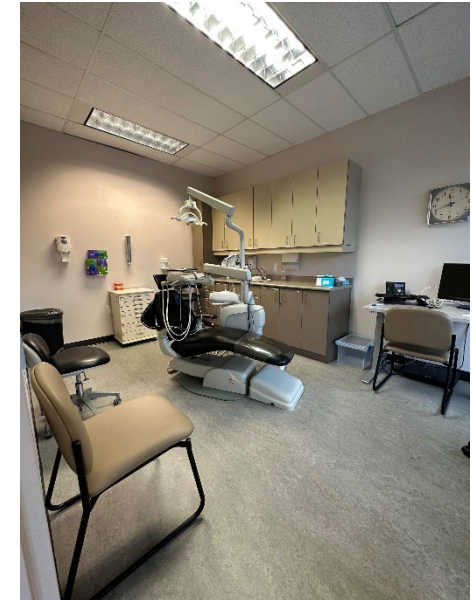
**Adaptive Spaces:** RPAM has extensive knowledge and experience of Peel's program and has been instrumental in providing valuable solutions to meet the evolving needs of the programs while ensuring the continuity of services to program clients.

Following the decommissioning of the COVID-19 Mass Vaccination Clinics, RPAM quickly adapted new spaces to meet ad-hoc needs of various programs while continuing to monitor and collaborate with Health partners on community needs. (i.e., relocation of the Public Health Clinical Services to 10 Peel Centre Drive, Suite A, 7120 Hurontario Street first floor reconfiguration, and 3 new dental clinics.)

In 2023, Peel will be opening its first Supervised Consumption Services site in Brampton in support of the Peel Opioid Strategy. The location at 10 Peel Centre Drive, Suite A will provide a centrally located safe space for the Community to reduce potential impact of overdose.

**External Collaborations:** In support of Ontario's Public Safety Radio Network, RPAM, along with the PRPS program, is collaborating with the Ministry of Health on upgrading the communications technology to improve provincial radio systems used by Paramedic Service. This has involved several facilities upgrades to support the new radio network including new antenna, wiring and equipment installations.

Lead by the Regional Emergency Management team, Peel has achieved compliance annually with the requirements of *the Emergency Management and Civil Protection Act* since the Act was introduced, even throughout the duration of Peel's pandemic response.



Relocated Public Health Dental Clinic at 10 Peel Centre Drive, Suite A

Corporate Security contract provides static and mobile guards to oversee Corporate Office buildings, various Public Works sites, Long Term Care facilities, Shelters, and Health Clinics. The security contract has also been used for special events such as the 2022 Peel Regional Council Inauguration Event.

**Internal Collaborations:** Through close collaboration with RPAM capital, operations, and technical staff, a major HVAC system upgrade for several areas at PAMA is being implemented. Installing new equipment on a heritage building to control temperature and humidity within very narrow ranges brings many difficult challenges – and these challenges are being overcome. RPAM is persevering and is making significant progress by efficiently bringing the right people together at the right time to find solutions to the challenges that are faced. Diligent work with program partners to provide advanced programming on new equipment allows reliable response across all four seasons to maintain the tight tolerances that are needed. These new systems and programming will provide a far better controlled environment for PAMA to manage their collections and archives more effectively.



**Land and Property Acquisitions:** The Real Estate team is instrumental in negotiating land and property transactions for Peel. In 2022/2023, the following acquisitions were made:

- 341 Heart Lake Road, Brampton - bringing the total Peel-owned assets to 377. It is a 100,040 square foot industrial building on 4.83 acres with Hwy 410 exposure. Renovation plans are underway to accommodate centralized storage needs for the next 20 years with eventual repurposing of land for the expansion needs of a water reservoir station managed by Public Works.
- Acquisition of a 51.5-kilometre-long former railway corridor from Streetsville to Orangeville – Peel along with Brampton, Caledon, and Mississauga, purchased the former Orangeville Brampton Railway (OBRY). The lands were acquired for conversion of a public rail trail by the local municipalities and to protect for existing future utilities such as Peel’s water and wastewater and Public Service Network (PSN).
- In 2022, the Regional Municipality of Peel gratuitously transferred 25.4 acres of vacant land to Runnymede Healthcare Centre to facilitate the construction of a healthcare facility for First Responders in Caledon
- Approximately 3.897 acres of vacant land at the northwest corner of Dockstader Road and Dixie Road in the City of Brampton was purchased for a new Peel Regional Paramedic Services (PRPS) reporting station



*Heart Lake warehouse space ideal for centralized storage needs*



*Conceptual plan for Docksteader PRPS Reporting Station*

Other notable accomplishments in 2022/2023 from the Real Estate Capital Acquisitions team for Capital Infrastructure Projects include at the time of the writing of the budget plan (August 2023):

- Negotiated transactions to-date: 30 in 2022, 33 to-date
- Compensation: \$5,127,400 in 2022 and \$5,114,556 to-date
- Permission to Enter Agreements: 451 in 2022, 286 to-date
- Reports to Council: 11 in 2022, 17 to-date

# The 2024 -2027 Business Plan Outlook

## Planning for the Future

### Supporting Our Workforce

RPAM's program continues to evolve to build better systems and adapting existing systems to respond to the changing climate and occupants needs (i.e., adapting ventilation systems due to forest fire smoke etc.).

Several years ago, Peel integrated the expansion of Police 21 Division Station into our office building at 10 Peel Centre Drive to efficiently address several local needs within the limited land available in the area. This type of collaboration continues with the central service facility being adapted many times to effectively deliver a wide range of everchanging services to our Peel community.



*This space at 10 Peel Centre Drive, Suite A was formally used as office space, then repurposed as support space for the COVID-19 vaccination clinic and now used as a Health Clinic relocated from 150 Central Park Drive)*

### 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.

RPAM will consider demand analysis and master plans developed by the Program Partners to better inform it's SOGR planning. External drivers such as Provincial regulations and requirements will impact these plans and managed accordingly.

### Climate Change

All new builds and redevelopment projects will consider New Net Zero Carbon Reduction Standards. Projects planned include:

- Public Works Victoria Yard redevelopment
- Dockstader PRPS Reporting Station
- Several SOGR building fuel switching projects to switching from natural gas or fossil fuels aligned and collaborated with Office of Climate Change and Energy Management and the Climate Change Master Plan GHG reduction mandate



## Corporate and Community Preparedness

Regional Emergency Management and Corporate Security will continue to improve upon existing security and emergency procedures.

In 2023, the Peel Emergency Plan was approved and enacted by Regional By-Law 2023-34. Further updates to supporting plans and procedures will continue with internal and external partners throughout the next 3 years. Where necessary new subplans will be developed and implemented. Following the response to significant events or emergencies, Regional Emergency Management & Corporate Security will implement lessons learned when necessary.

Regional Emergency Management will continue to support the Office of Climate Change and Energy Management in their response to the declared Climate Emergency.

Where possible, internal, and potentially external facing dashboards will be implemented to help programs and residents understand the potential risks within the community should a significant event or emergency occur.

## Enhancing Service Delivery

The range of services that RPAM provides has 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.

Enhancements include:

- Formalized processes and documentation supporting security threat assessments and space reviews with client groups and supporting agencies
- Review and updates of existing business continuity plans and development of plans for new service areas; priorities have been identified within the Public Works program areas servicing the public
- Documentation of security standards to achieve a common operating platform for access control, video, and other systems
- Continued consolidation of security contracts as new facilities are operationalized or existing contracts expire
- As part of the Canada-wide Early Learning and Child Care Program (CWELCC), Capital Planning and Project Management will be collaborating with the Early Years Child Care (EYCC) program to support them in the creation of 11,980 spaces by 2026 to support childcare services across Peel

# Finding Efficiencies

## Continuous Improvement

The objective of the 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.

**Carbon Reduction:** To achieve carbon reduction standard goals, RPAM will continue to leverage resources provided by internal Office of Climate Change Management (OCCM) resources and external partners such as Alectra Utilities and Energy Emissions Master Plan (EEMP).

**Reducing Rental Space:** Optimizing Peel-owned space to avoid the cost of renting external spaces. (i.e., relocation of health clinic from a leased space into 10 Peel Centre Drive, using Heart Lake warehouse for centralized storage needs, leveraging other vacant spaces for Peel Police to perform tactical training).

**HVAC Reconciliation** – During the pandemic, the building system was set to hyperventilate to bring more fresh air into the building. This increased operating costs as well as energy consumption for the buildings. A different challenge was introduced with forest fire air and smog entering the building this year. To resolve this issue, system programming was conducted to lower the fresh air change to reduce smell and fumes from outdoors but bring in enough outdoor air to meet the needs of the occupants. This improved overall indoor air quality and lowered costs and energy for the building.

**Delegated Authority** – Approved process to permit encroachments in Peel roads, including tiebacks and crane swings to help streamline processes and reduce delays.

## Transforming Our Business with Technology

Technology plays a crucial role in supporting service delivery within RPAM from internal facility operations to external property management.

- Rollout of real-time work orders and reporting with IBM Maximo CMMS and Power BI Dashboards
- 1,155 banker boxes of contract documents to be digitized for centralized access and security
- Migration of all electronic files to SharePoint to improve efficiency with content and data management
- Database upgrade to prevent potential failure of the outdated Real Estate database
- Using electronic signatures, Docu-Sign, to reduce the need for paper copies of agreements and to create efficiency and time savings in completing property transactions
- Dashboards to track and assist with operational and budget planning have been piloted with Corporate Security clients and will be expanded upon as needed
- Additional dashboards to support Peel's understanding of emergency events and responses will be developed over 2024
- Upgrading the security technology infrastructure: cabling, fibre communication lines, cameras, and access control hardware such as readers and duress alarms. Safety systems are also being added to the multi-use health clinics, Human Services service stations and Supervised Consumption Services. Additionally, a communication circuit will be added to consolidate close-circuit television (CCTV) systems to one uniform platform and the ability to add additional cameras.

## Maintaining our Infrastructure

To ensure Peel's infrastructure is responsibly maintained, a reasonable state of good repair is defined, and priorities set to preserve existing service levels. This involves addressing growth concerns and developing an economic lens for an infrastructure that is sustainable.

- SOGR capital projects plan for \$100 million of scheduled work to be implemented over the next 2-5 years:
  - \$65 million Peel Housing Corporate (PHC)
  - \$3.3 million PAMA
  - \$4.7 million Long Term Care
  - \$500,000 Paramedic Service
  - \$1.5 million Office Buildings
  - \$275,000 Shelters
  - \$4.5 million Region of Peel Housing
- Planned Work estimated at \$1 billion of SOGR work projected over the next 10 years to ensure needs of the communities are met

# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2024-2027 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 2023 was \$ 6.9 million and the proposed budget for 2024 is \$ 6.6 million.

## Net Expenditures: \$6.6 million (Total Expenditures: \$9.3 million)

| Description                              | 2022 Actuals   | 2023 Approved Budget | 2024 Proposed Budget | \$ Change Over 2023 | % Change Over 2023 |
|--|----------------|----------------------|----------------------|---------------------|--------------------|
| Operating Costs                          | 6,138          | 7,568                | 7,336                | (232)               | (3.1)%             |
| Labour Costs                             | 13,156         | 14,742               | 15,306               | 564                 | 3.8%               |
| Reserve Contributions                    | 8,309          | 8,309                | 8,309                | -                   | -                  |
| Debt Charges                             | 3,048          | 3,048                | 3,048                | -                   | -                  |
| Grant Payments                           | -              | -                    | -                    | -                   | -                  |
| Facility, IT, HR and other support costs | 1,404          | 1,871                | 1,939                | 69                  | 3.7%               |
| Recoveries                               | (23,192)       | (25,493)             | (26,624)             | (1,132)             | 4.4%               |
| <b>Total Expenditures</b>                | <b>8,863</b>   | <b>10,046</b>        | <b>9,314</b>         | <b>(732)</b>        | <b>(7.3)%</b>      |
| Grants and Subsidies                     | -              | -                    | -                    | -                   | -                  |
| Supplementary Taxes                      | -              | -                    | -                    | -                   | -                  |
| Fees and Services Charges                | (2,489)        | (3,093)              | (2,692)              | 401                 | (12.8)%            |
| Transfer from Development Charges        | -              | -                    | -                    | -                   | -                  |
| Contributions from Reserves              | -              | (30)                 | (30)                 | -                   | -                  |
| <b>Total Revenues</b>                    | <b>(2,489)</b> | <b>(3,123)</b>       | <b>(2,722)</b>       | <b>401</b>          | <b>(12.8)%</b>     |
| <b>Total Net Expenditure</b>             | <b>\$6,374</b> | <b>\$6,922</b>       | <b>\$6,592</b>       | <b>\$(331)</b>      | <b>(4.8)%</b>      |

Note: May not add due to rounding

## 2024 Operating Budget Pressures

| \$'000  | Total Expenditures | Total Revenue  | Net Cost<br>2024 vs 2023 |               |
|---|--------------------|----------------|--------------------------|---------------|
| <b>2023 Revised Cost of Service</b>                                   | <b>\$10,046</b>    | <b>\$3,123</b> | <b>\$6,922</b>           | <b>%</b>      |
| <b>Cost of Living/Inflation</b>                                       |                    |                |                          |               |
| Labour costs  | 577                | -              | 577                      |               |
| Goods and services  | 181                | -              | 181                      |               |
| <b>Base Subsidy/Recoveries<sup>1</sup></b>                            |                    |                |                          |               |
| Updated allocation to Tax and Utility funded services and Peel Living | (1,132)            | (285)          | (847)                    |               |
| Adjustments to User Fees and other recoveries                         | -                  | (116)          | 116                      |               |
| <b>Cost Mitigation</b>  |                    |                |                          |               |
| Efficiencies from the ongoing review of budgets                       | (358)              | -              | (358)                    |               |
| <b>Base Budget Changes Subtotal</b>                                   | <b>(732)</b>       | <b>(401)</b>   | <b>(331)</b>             |               |
| <b>Service Level Changes Subtotal</b>                                 | <b>-</b>           | <b>-</b>       | <b>-</b>                 |               |
| <b>Total 2024 Budget Change</b>                                       | <b>(732)</b>       | <b>(401)</b>   | <b>(331)</b>             |               |
| <b>2024 Proposed Budget</b>   | <b>\$9,314</b>     | <b>\$2,722</b> | <b>\$6,592</b>           | <b>(4.8)%</b> |

Note: May not add up due to rounding

### Operating budget pressure notes:

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

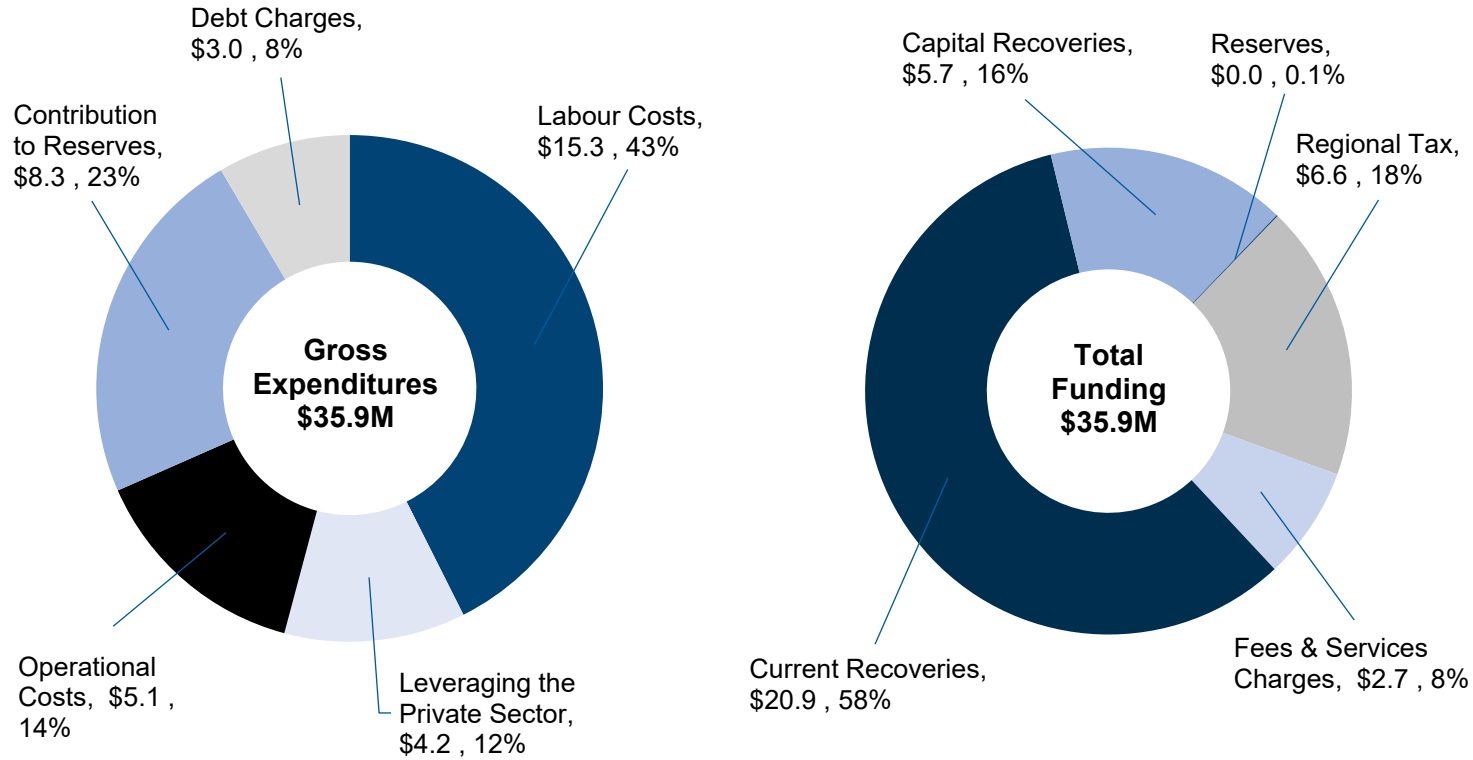
- Adjustments to User Fees and other recoveries mainly due to removal of fee charge for administration building underground parking (\$110 thousand).

## Staffing Resources to Achieve Level of Service

| Sub Service   | 2023         | 2024         | 2025         | 2026         | 2027         |
|---|--------------|--------------|--------------|--------------|--------------|
| Capital Planning and Building Condition Assessments     | 5.0          | 5.0          | 5.0          | 5.0          | 5.0          |
| Facility Maintenance and Operations                     | 28.0         | 28.0         | 28.0         | 28.0         | 28.0         |
| Technical Testing, Repair, Renewal of Capital Assets    | 5.0          | 5.0          | 5.0          | 5.0          | 5.0          |
| Preventative, Statutory, Regulatory Maintenance         | 5.0          | 5.0          | 5.0          | 5.0          | 5.0          |
| Design and Construction Project Management and Delivery | 25.0         | 25.0         | 25.0         | 25.0         | 25.0         |
| Facility and Capital Acquisitions                       | 33.0         | 33.0         | 33.0         | 33.0         | 33.0         |
| Emergency Response and Management                       | 5.0          | 5.0          | 5.0          | 5.0          | 5.0          |
| Business Continuity Planning and Corporate Security     | 2.0          | 2.0          | 2.0          | 2.0          | 2.0          |
| Future Forward Accommodation Planning                   | 6.0          | 6.0          | 6.0          | 6.0          | 6.0          |
| <b>Total</b>  | <b>114.0</b> | <b>114.0</b> | <b>114.0</b> | <b>114.0</b> | <b>114.0</b> |

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

## 2024 Gross Expenditures & Funding Source (In \$M)



## 2024 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 2024 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.
- Budget has been developed assuming Peel's services will continue to be provided, notwithstanding any governance decisions resulting from Bill 112.

## 2025 - 2027 Operating Forecast

|                          | Budget  |         |         | Forecast |      |         |      |         |      |
|--------------------------|---------|---------|---------|----------|------|---------|------|---------|------|
|                          | 2023    | 2024    |         | 2025     |      | 2026    |      | 2027    |      |
|                          | \$'000  | \$'000  | %       | \$'000   | %    | \$'000  | %    | \$'000  | %    |
| <b>Total Expenditure</b> | 10,046  | 9,314   | (7.3)%  | 9,521    | 2.2% | 9,644   | 1.3% | 9,782   | 1.4% |
| <b>Total Revenue</b>     | (3,123) | (2,722) | (12.9)% | (2,776)  | 2.0% | (2,831) | 2.0% | (2,887) | 2.0% |
| <b>Net Expenditure</b>   | 6,922   | 6,592   | (4.8)%  | 6,745    | 2.3% | 6,814   | 1.0% | 6,896   | 1.2% |

Note: May not add up due to rounding

- Forecast years' increases are related to maintaining base services.



# Proposed Capital Budget

**Capital Budget: \$1.7 million** (Ten Year Plan: \$66.3 million)

## 2024 Capital Budget Overview

The following table provides a summary of RPAM Service's planned capital project activity for 2024, including funding sources for both new capital project requests in 2024 and projects carried forward to 2024.

| Capital Plan By Funding Source | Carry-forward from Prior Years (WIP) (\$'000) | 2024 Capital Budget (\$'000) | Total Capital in 2024 (\$'000) |
|--------------------------------|---|------------------------------|--------------------------------|
| DC Growth                      | -   | -                            | -                              |
| Externally Funded              | -   | -                            | -                              |
| Non-DC Internal                | 12,569  | 1,659                        | 14,228                         |
| <b>Total Expenditures</b>      | 12,569  | 1,659                        | 14,228                         |
| <b># of Projects</b>           | 26  | 2                            | 28                             |

## Existing Capital Projects - \$12.6M

### Key highlights:

- \$5.7M for work to maintain the state of good repair of regional office facilities
- \$5.0M for workspace accommodation initiative at regional office facilities
- \$1.4M for corporate security including improvements around CCTV, access control systems and such at regional locations

## 2024 Capital Budget - \$1.7M

### Key highlights:

- \$1.7M – Funding for identified major maintenance requirements at 10 Peel Centre Drive and 7120 Hurontario Street.

*See Appendix I for details.*

## 2024 Budget Risks

- Inflation for 2024 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.
- Budget has been developed assuming Peel's services will continue to be provided, notwithstanding any governance decisions resulting from Bill 112.

## Operating Impact of 2024 Capital Budget

- There is no anticipated impact on the operating budget resulting from the 2024 capital budget.

# Proposed Capital Plan

## 2024 - 2033 10-Year Capital Plan - \$66.3M

### By Project Classification:

|  |                                 |   |
|--|---------------------------------|---|
| <b>State of Good Repair</b><br>\$66.3M | <b>DC Funded Growth</b><br>\$-M | <b>Non-DC Funded Growth &amp; Other</b><br>\$-M |
|--|---------------------------------|---|

#### Key Highlights:

- \$66.3M – Funding for identified major maintenance requirements at 10 Peel Centre Drive and 7120 Hurontario Street.

*See Appendix II for details.*

**Service : Real Property & Asset Management**

**Appendix 1**

**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>   |              |              |
|---|-----------------------------------|---|--------------|--------------|
| 245220                                      | Office Facility Major Maintenance | Funding for identified major maintenance requirements at 10 Peel and 7120 Hurontario        | 1,559        | 1,559        |
| 245290                                      | RPAM Under Maintenance Project    | Funding for deficiencies in 10 Peel and 7120 Hurontario projects during the warranty phase. | 100          | 100          |
| <b>Real Property &amp; Asset Management</b> |                                   |   | <b>1,659</b> | <b>1,659</b> |

Appendix II

Service: Real Property & Asset Management

2024 Ten Year Combined Capital Program (\$'000)

|                                  |                                   |   | 2024  | 2025   | 2026  | 2027  | 2028  | Yrs 6-10 | Gross  |
|----------------------------------|-----------------------------------|---|-------|--------|-------|-------|-------|----------|--------|
| <b><u>Project</u></b>            | <b><u>Name</u></b>                | <b><u>Description</u></b>   |       |        |       |       |       |          |        |
| 245220                           | Office Facility Major Maintenance | Funding for identified major maintenance requirements at 10 Peel and 7120                   | 1,559 | 16,626 | 4,910 | 1,999 | 6,989 | 33,188   | 65,271 |
| 245290                           | RPAM Under Maintenance Project    | Funding for deficiencies in 10 Peel and 7120 Hurontario projects during the warranty phase. | 100   | 100    | 100   | 100   | 100   | 500      | 1,000  |
| Real Property & Asset Management |                                   |   | 1,659 | 16,726 | 5,010 | 2,099 | 7,089 | 33,688   | 66,271 |

# Clerks

**2024–2027 Business Plan  
and 2024 Budget**

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# 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 Clerk's 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:

- The Archives manages a growing collection of more than **1.5 linear kilometres** of government and non-government records documenting the history and development of Peel and its people. The Archives serves as the official archives of the area municipalities and school boards in Peel. It also maintains a wide range of privately donated records and records on loan from the Province of Ontario.
- In 2022, the Access to Information and Privacy team received 294 requests and ranked within the top 4 of municipal corporations in Ontario for number of requests received.
- In 2022 the Council and Committee support team facilitated 870 council decisions and the enactment of 50 Regional by-laws.

- The Strategic Public Policy and External Relations team provides strategic advice and engages with other levels of government to support the Region's advocacy objectives this included facilitating 6 delegation meetings with Provincial leaders at the 2023 AMO Conference.

## 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 applications and other fees more convenient and secure.

| Net Investment (\$000s) | 2024  | 2025  | 2026  | 2027  |
|-------------------------|-------|-------|-------|-------|
| Operating               | 3,556 | 4,181 | 4,288 | 4,397 |
| Capital                 | -     | -     | -     | -     |
| Full Time Equivalents   | 36.0  | 41.0  | 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 Clerks 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 strive to meet or exceed legislated requirements and include targets for non-statutory services. The existing service level for the various programs in Clerks 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 2022 the team administered 84 hours of meetings and 80.75 hours in 2023, as of July.

**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 Strategic Plan and priority issues, as well as the evolving policy needs of Peel residents and businesses.



Senior Health and Wellness Village and Peel Manor Tour with Minister Jones

**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 July 2023, a total of 100 Formal Complaints have been received, all of which were responded to in accordance with the process and timeframes set out in the policy.

**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 2022, the Region's 30-day compliance rate was 93.6 per cent and the extended compliance rate was 99.3 per cent. The Region's extended compliance rate was higher than the average municipal 30-day extended compliance rate of 81.3 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 94 breaches in 2022, directly affecting 1,261 people.

**Records Management:** The Records Management team is responsible for the effective management and preservation of corporate records. The RM team ensures that records are available to inform decision making, satisfy legislative and regulatory requirements, maintain accountability and promote openness by enabling disclosure of information to the public and by preserving organization and operational history. In 2022, the Inactive Records completed almost 1,000 records requests last year and delivered training to over 1,000 Regional employees in records management principles and best practices.

## 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.

The Council Chamber and technology are also utilized by Peel Police Services Board for its hybrid meetings.

**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.

**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 2022, 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.



*View of the Archives' temporary offsite review space for two incoming accessions of government records in 2022.*

## 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 that stream their meetings is the percentage of Council/Committees which have their meetings streamed via the Region's website. Since 2022, 100 per cent of Council and Committee meetings have been streamed online.

### Percentage of complaints handled:

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.

- Proportion of complaints managed in accordance with the Complaints Handling Policy approved by Council, expressed as a percentage of the total complaints received. In 2022, 100 per cent of the 9 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.

- 294 freedom of information requests were received in 2022 and processed with an extended compliance rate of 99.3%. This is as compared to the average municipal 30-day extended compliance rate of 81.3% in Ontario.

# Awards and Achievements

## Achievements

**Access and Privacy:** In 2022, ATIP's internal website was updated to reflect current operations and provide more useful navigation options for staff. Further enhancements are scheduled to be completed by the end of 2023.

To increase the awareness of access to information and privacy best practices within the Region, the team launched a corporate campaign for Right to Know week with daily engagement of thousands of Regional staff.

The team also completed Privacy Impact Assessments (PIA) on several regional initiatives including Book-it-Peel, Bus Patrol, Public Health SharePoint solutions, Ambulance Call Report webforms, changes to the OMERS NFT program, to identify and mitigate privacy risks and to ensure client data is properly safeguarded. A PIA was completed for Peel Regional Police to examine privacy considerations for the use of CCTV on the 410 highway.

**Archives:** 2022 saw the return of the extensive archival collection from its temporary storage space back to the newly renovated vaults on the PAMA campus. This move was a complicated logistical challenge, but the move went smoothly thanks to great planning by archival staff and support from partners in PAMA and RPAM.

**Accountability and Transparency:** Clerk's 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.

The mandatory Lobbyist Registry training module was updated to ensure all staff are aware of their responsibilities as a Public Office Holder.

**Council and Committee Support:** Clerk's partnered with staff in Communications to plan the 2022 Inaugural Meeting of Regional Council at which the Regional Chair and 24 Councillors took the oath of office. Two orientation workshops were held for members of Regional Council, 10 of whom were newly elected to their first term of office.



*Staff in temporary vault space at PAMA*

Archives staff assisted colleagues in Public Works with the rationalization of records housed in the Copper Road Public Works facility. The project will free up valuable storage space, while also bringing invaluable Regional assets into formal RM and archival custody.

# The 2024 -2027 Business Plan Outlook

## Planning for the Future

### Reliable Access to Information

Clerk's 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. Clerks will continue to focus on ways to improve the service experience by fostering continued open communication with our municipal partners to identify opportunities and to create complementary and cohesive processes. These efforts will help to ensure access to regional government is inclusive, accountable, and barrier-free.

### Digitizing Freedom of Information

The freedom of information process was efficiently transitioned from a paper based to electronic process to permit requestors to more efficiently submit FOI requests and to receive records earlier, eliminating significant time delays. Efforts are now underway to create options to pay for FOI application and other fees online, which is the last remaining piece in the FOI becoming an entirely paperless program.

### Keeping Pace with Growth and Demand

Working with partners in Real Property Asset Management, Clerk's will be 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.



*Main Storage Vault at Region of Peel Archives*

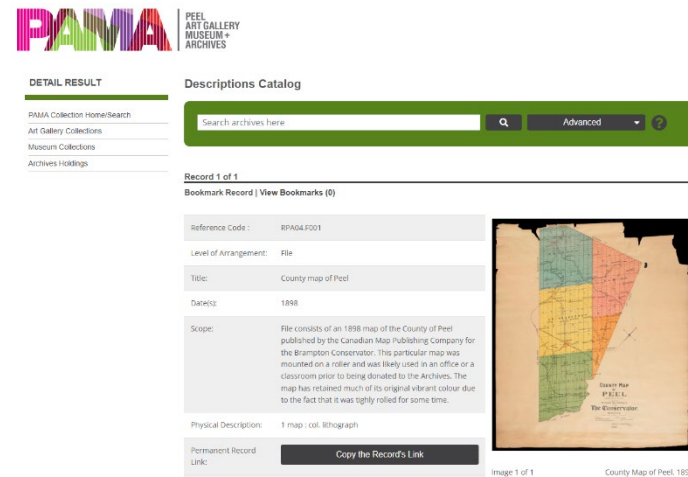
# Finding Efficiencies

## Continuous Improvement New Open Public Access Catalogue (OPAC)

The Region of Peel Archives and the Peel Art Gallery, Museum and Archives (PAMA) recently launched its new open public access catalogue (OPAC). This cloud-based automated research tool allows the public to search online for archival documents and artworks from any of PAMA's collections.

This new information tool is about access, outreach, open data and information sharing. The OPAC also puts us more in line with other cultural institutions and archives as most public cultural institutions in Canada have searchable online collection catalogues.

The OPAC will be especially helpful to the Archives in support of its robust public reference services. Researchers can now search the OPAC before visiting to identify records they want to see. This reduces retrieval times and ensures Archives patrons make the most of each visit.



## Transforming Our Business with Technology

The COVID-19 pandemic highlighted the need to improve our existing technology to keep pace with the emerging technical landscape.

**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 2022, 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.*

**Digitizing Freedom of Information:** The freedom of information process evolved from being entirely paper based to electronic process with improved measures to service in nearly every metric. 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 and 2023, the Information Technology Solutions division in consultation with the Clerk's 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 2024-2027 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 2023 was \$3.5 million and the proposed budget for 2024 is \$3.6 million

## Net Expenditures: \$3.6 million (Total Expenditures: \$3.6 million)

| Description                              | 2022 Actuals   | 2023 Approved Budget | 2024 Proposed Budget | \$ Change Over 2023 | % Change Over 2023 |
|--|----------------|----------------------|----------------------|---------------------|--------------------|
| Operating Costs                          | 209            | 375                  | 370                  | (5)                 | (1.3)%             |
| Labour Costs                             | 3,546          | 4,440                | 4,576                | 136                 | 3.1%               |
| Reserve Contributions                    | -              | -                    | -                    | -                   | -                  |
| Debt Charges                             | -              | -                    | -                    | -                   | -                  |
| Grant Payments                           | -              | -                    | -                    | -                   | -                  |
| Facility, IT, HR and other support costs | 734            | 1,359                | 1,358                | (1)                 | (0.1)%             |
| Recoveries                               | (2,220)        | (2,687)              | (2,745)              | (58)                | 2.2%               |
| <b>Total Expenditures</b>                | <b>2,269</b>   | <b>3,487</b>         | <b>3,560</b>         | <b>72</b>           | <b>2.1%</b>        |
| Grants and Subsidies                     | (44)           | -                    | -                    | -                   | -                  |
| Supplementary Taxes                      | -              | -                    | -                    | -                   | -                  |
| Fees and Services Charges                | (4)            | (8)                  | (4)                  | 4                   | (50.0)%            |
| Transfer from Development Charges        | -              | -                    | -                    | -                   | -                  |
| Contributions from Reserves              | -              | -                    | -                    | -                   | -                  |
| <b>Total Revenues</b>                    | <b>(48)</b>    | <b>(8)</b>           | <b>(4)</b>           | <b>4</b>            | <b>(50.0)%</b>     |
| <b>Total Net Expenditure</b>             | <b>\$2,221</b> | <b>\$3,479</b>       | <b>\$3,556</b>       | <b>\$76</b>         | <b>2.2%</b>        |

Note: May not add due to rounding.

## 2024 Operating Budget Pressures

| \$'000   | Total Expenditures | Total Revenue | Net Cost 2024 vs 2023 |             |
|--|--------------------|---------------|-----------------------|-------------|
| <b>2023 Revised Cost of Service</b>                            | <b>3,487</b>       | <b>8</b>      | <b>3,479</b>          | <b>%</b>    |
| <b>Cost of Living/Inflation</b>                                |                    |               |                       |             |
| Labour costs   | 136                | -             | 136                   |             |
| Goods and services   | 15                 | -             | 15                    |             |
| <b>Base Subsidy/Recoveries</b>                                 | -                  | -             | -                     |             |
| Updated allocation to Tax and Utility services and Peel Living | (58)               | -             | (58)                  |             |
| Adjustments to User Fee Revenues                               | -                  | (4)           | 4                     |             |
| <b>Cost Mitigation</b>   | -                  | -             | -                     |             |
| Adjustments from the ongoing review of budgets                 | (20)               | -             | (20)                  |             |
| <b>Other Pressures</b>   | -                  | -             | -                     |             |
| <b>Base Budget Changes Subtotal</b>                            | <b>72</b>          | <b>(4)</b>    | <b>76</b>             |             |
| <b>Service Level Changes Subtotal</b>                          | <b>-</b>           | <b>-</b>      | <b>-</b>              |             |
| <b>Total 2024 Budget Change</b>                                | <b>72</b>          | <b>(4)</b>    | <b>76</b>             |             |
| <b>2024 Proposed Budget</b>                                    | <b>\$3,560</b>     | <b>\$4</b>    | <b>\$3,556</b>        | <b>2.2%</b> |

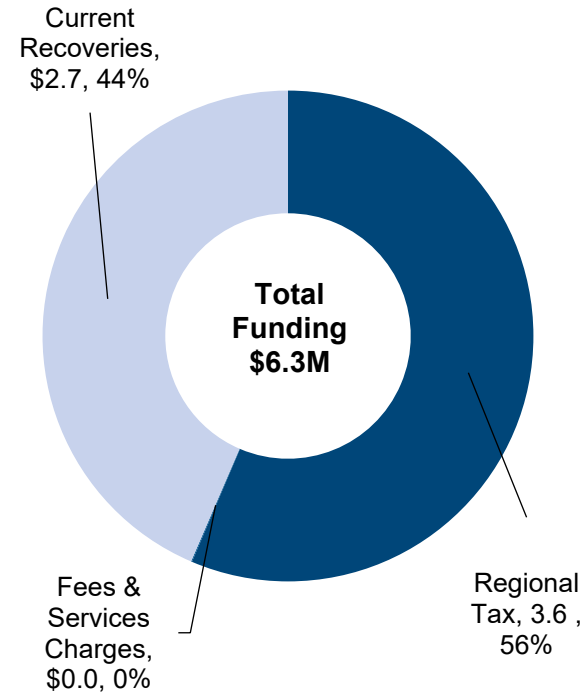
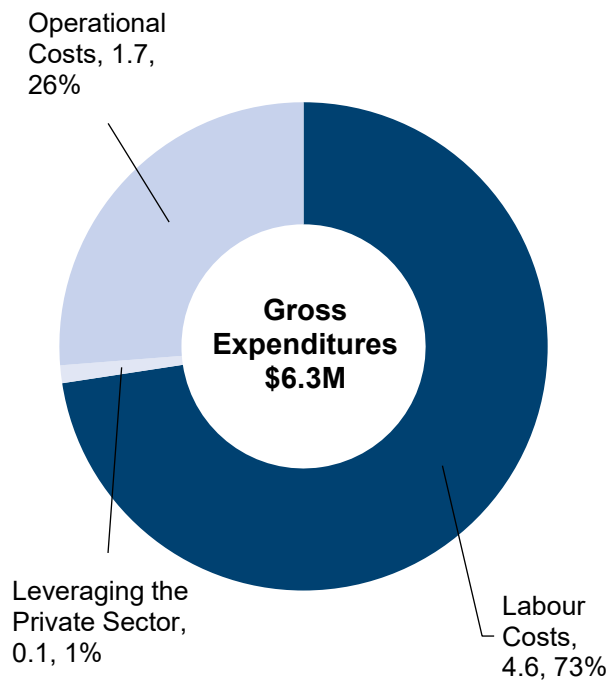
Note: May not add up due to rounding

## Staffing Resources to Achieve Level of Service

| Sub Service                              | 2023        | 2024        | 2025        | 2026        | 2027        |
|--|-------------|-------------|-------------|-------------|-------------|
| Freedom of Information                   | 5.0         | 5.0         | 5.0         | 5.0         | 5.0         |
| Privacy Compliance                       | 4.0         | 4.0         | 4.0         | 4.0         | 4.0         |
| Council and Committee Support            | 14.0        | 14.0        | 14.0        | 14.0        | 14.0        |
| Archives                                 | 6.0         | 6.0         | 11.0        | 11.0        | 11.0        |
| Accountability and Transparency Services | 2.0         | 2.0         | 2.0         | 2.0         | 2.0         |
| Advocacy and External Relations          | 5.0         | 5.0         | 5.0         | 5.0         | 5.0         |
| <b>Total</b>                             | <b>36.0</b> | <b>36.0</b> | <b>41.0</b> | <b>41.0</b> | <b>41.0</b> |

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

## 2024 Gross Expenditures & Funding Source (In \$M)



## 2024 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 2024 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.
- Budget has been developed assuming Peel's services will continue to be provided, notwithstanding any governance decisions resulting from Bill 112.

## 2025 - 2027 Operating Forecast

|                          | Budget |        |         | Forecast |       |        |      |        |      |
|--------------------------|--------|--------|---------|----------|-------|--------|------|--------|------|
|                          | 2023   | 2024   |         | 2025     |       | 2026   |      | 2027   |      |
|                          | \$'000 | \$'000 | %       | \$'000   | %     | \$'000 | %    | \$'000 | %    |
| <b>Total Expenditure</b> | 3,487  | 3,560  | 2.1%    | 4,185    | 17.6% | 4,292  | 2.6% | 4,402  | 2.6% |
| <b>Total Revenue</b>     | (8)    | (4)    | (50.0)% | (4)      | 2.0%  | (4)    | 2.0% | (4)    | 2.0% |
| <b>Net Expenditure</b>   | 3,479  | 3,556  | 2.2%    | 4,181    | 17.6% | 4,288  | 2.6% | 4,397  | 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:
  - 5 additional FTEs are included in 2025 (2023 - BR#39)

# Proposed Capital Budget

**Capital Budget: \$0.0 million (Ten Year Plan: \$0.0 million)**

## 2024 Capital Budget Overview

The following table provides a summary of Clerks planned capital project activity for 2024, including funding sources for both new capital project requests in 2024 and projects carried forward to 2024.

| Capital Plan By Funding Source | Carry-forward from Prior Years (WIP) (\$'000) | 2024 Capital Budget (\$'000) | Total Capital in 2024 (\$'000) |
|--------------------------------|---|------------------------------|--------------------------------|
| DC Growth                      | -   | -                            | -                              |
| Externally Funded              | -   | -                            | -                              |
| Non-DC Internal                | 2,625   | -                            | 2,625                          |
| <b>Total Expenditures</b>      | <b>2,625</b>                                  | <b>-</b>                     | <b>2,625</b>                   |
| <b># of Projects</b>           | <b>3</b>                                      | <b>-</b>                     | <b>3</b>                       |

### Existing Capital Projects - \$2.6M

- \$2.0M for Archives Storage (to acquire interim overflow storage)
- \$0.4M for the Refurbishment of Council Chambers
- \$0.2M for Council Chambers Technology (procurement, implementation and sustainment of Council Chambers technology solutions)

## **2024 Capital Budget - \$0.0M**

### **Key highlights:**

- None

*See Appendix I for details.*

## **2024 Budget Risks**

- None

## **Operating Impact of 2024 Capital Budget**

- None

# Proposed Capital Plan

## 2024 - 2033 10-Year Capital Plan - \$0.0M

### By Project Classification:

|   |   |   |
|---|---|---|
| <p><b>State of<br/>Good Repair</b><br/>\$-M</p> | <p><b>DC Funded<br/>Growth</b><br/>\$-M</p> | <p><b>Non-DC Funded<br/>Growth &amp; Other</b><br/>\$-M</p> |
|---|---|---|

Clerks currently does not have any planned capital work.



# Heritage, Arts and Culture

2024–2027 Business Plan  
and 2024 Budget

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# 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 20,000 art and historical artifacts in the collection, making it the largest combined collection in the Region of Peel.
- PAMA demonstrated commitment to youth and emerging cultural professionals in 2023 through hosting 5 student and internship positions.
- Over 14 productions have been filmed at PAMA since 2015, including the film adaptation of acclaimed Canadian author, Margaret Atwood’s ‘Alias Grace’ and CBC’s ‘Working Moms’.
- Over 2,500 responses were received from the public as part of the Orange Shirt activity featured in the ‘Generations Lost’ exhibition exploring the history and long-lasting impacts of residential schooling.

## 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) | 2024  | 2025  | 2026  | 2027  |
|-------------------------|-------|-------|-------|-------|
| Operating               | 5,522 | 5,650 | 5,767 | 5,867 |
| Capital                 | 3,355 | 444   | 1,023 | 1,631 |
| 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.

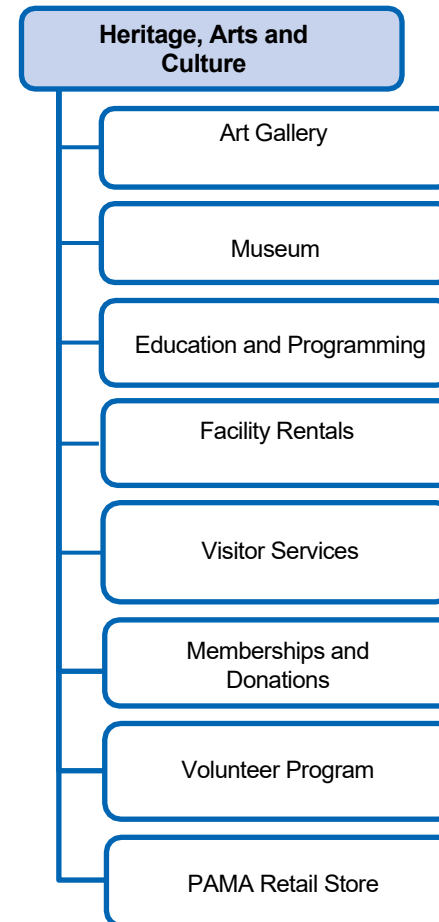
### Mission

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 10 virtual and in-person exhibitions in 2023
- PAMA delivered 334 school and public programs in 2023
- PAMA hosted over 1,800 guests through revenue generating rentals in 2023
- PAMA began the return of cleaned Museum objects to onsite PAMA storage in 2023

## Trends

PAMA hosted the ‘Our Community Wellness Fairs for Black, African, and Caribbean Communities’ in partnership with Roots Community Services, LAMP – East Mississauga Community Health Centre, Wellfort Community Health Centre, Ontario Health, Black Health Alliance, Black Physicians Association of Ontario, MOYO, CMHA Peel Dufferin, and the Region of Peel. The fair brought together health and social services with a focus on BAC communities in Peel. The fair featured health checks, wellness information and resources, and the opportunity to chat with local wellness service providers. COVID-19 vaccinations were also available on-site.

PAMA supported Science, Technology, Engineering, Arts, and Math (STEAM) programming through exhibitions and programming such as ‘Iron Willed: Women in STEM’ and through participation at the Wolf Hacks STEAM hackathon, hosted by the Peel District School Board.

PAMA partnered with the Bramalea City Centre for their 50<sup>th</sup> anniversary with an unveiling of a time capsule from 1998 which included catalogues from Eaton’s, a VHS tape and much more. PAMA continues to provide pop-up exhibitions and programming at malls and libraries across 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 2023

- Interest in the exhibitions 66%
- Interest in the building 42%
- To experience something new 36%
- For something to do 23%
- To be inspired 19%
- 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 18,000 in person visitors in 2023.

**Number of annual virtual visitors:** PAMA projects over 50,000 virtual visitors in 2023.

**Net Promoter Score:** The Net Promoter Score (NPS) indicated an average 60% satisfaction rating in 2023. 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.
- Learned something new!
- I learned a lot of things there. Spent time with friends.
- There are many things that are really unique, and I would like to visit it again with family.
- Overall, it's a good place to visit. It was interesting to see so many creative things.
- We came in almost at closing. The staff and tour guide were very accommodating and helped us explore in the short time we had.
- The exhibits were so interesting and inspiring. It gave me lots of knowledge of the past, indigenous people and more. The tour person explained everything very well.

**Number of Community Partnerships:** PAMA partnered with over 52 community groups and agencies in 2023. Partners include:

Amica Peel Village  
Autism Ontario  
Baci Gifts  
Beaux Arts 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  
Gallery 35  
Heritage Mississauga  
Inzola Construction  
Mississauga Public Library  
Peel District School Board  
Peel Pride Collaborative  
Region of Waterloo Museums  
Sheridan College  
Sikh Heritage Month  
South Asian Studies Institute University of the Frasier Valley  
The Arts, Culture and Creative Industry Development Agency (ACCIDA)



## Awards and Achievements

### Awards

Nominee - Brampton Guardian 2023 Readers' Choice Awards

Nominee - Mississauga News 2023 Readers' Choice Awards.

Nominee – 2023 Star Metro Media Readers' Choice Awards.

Recipient - Brampton Guardian 2023 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

In 2023 PAMA established an Indigenous Sharing Circle (ISC) to develop consistent relationships with Indigenous people, organizations, and communities. The ISC has committed to redeveloping core Indigenous exhibitions and guiding ongoing content to ensure Indigenous voices, histories, and experiences are represented and accessible. The ISC actively contributes to the development of exhibits and programming that work to promote cultural awareness, while increasing intercultural understanding of Indigenous histories and contemporary experiences, artistic expression, and cultural practices. The ISC also supports the creation of associated educational materials and programs to support local school boards.

In 2023, the Art Gallery and Museum received over \$122,000 in grants and funding from Provincial and Federal partners to support exhibitions, programming, and reopening activities.

PAMA partnered with Algoma University in 2023 to host a one-day workshop at PAMA to engage with local Indigenous leaders and community stakeholders to help shape Algoma's curriculum and scholarship for the future Indigenous Business and Economic Development program.

Mould remediation of over 10,000 museum objects was completed by an offsite third-party conservator agency in 2022. The cleaned museum objects are being returned to PAMA incrementally between 2023-2025.

PAMA raised \$1,215 in financial donations which enabled the donation of 40 self-care kits to youth in Peel through an initiative supporting Big Brothers Big Sisters of Peel/York and Boys and Girls Club of Peel. The goal of the self-care kits is to create a positive impact on the mental wellness of youth through creative expression. Providing teens with art supplies, wellness products and self-care resources will help them make a positive return to the classroom and beyond.

PAMA welcomed over 2000 visitors as part of the 10<sup>th</sup> anniversary of Sikh Heritage Month.

# The 2024 -2027 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 2023, 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.



# 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:

- 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 2023, allowing for greater accessibility to PAMA. Over 50,000 virtual visitors engaged with PAMA throughout the year. Virtual programs are offered as a component of all exhibitions and programs as an accessibility measure.

In 2023, the Archives, Art Gallery and Museum staff focused attention on improving the management of the collections through the launch 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. The online catalogue allows 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 2024 Capital Budget include:

**9 Wellington Ave - Envelope Restoration**, the restoration of the jailhouse wall is required to maintain the integrity of the structure and provide an airtight building envelope, to maintain the required temperature and humidity within the building to support the program requirement associated with the display and storage of artifacts, artwork, and other sensitive items.

**3 Wellington Ave – Cooling System**, the existing cooling system at 3 Wellington Ave, has reached the end of its service life and is scheduled for replacement. The proposed capital project is to enhance the system by using an air heat pump system to provide heating and cooling. This capital project will reduce Green House Gas Emission.



Peel Art Gallery, Museum and Archives, 5 Wellington St. E, Brampton

# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2024-2027 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 2023 was \$5.5 million and the proposed budget for 2024 is \$5.5 million.

## Net Expenditures: \$5.5 million (Total Expenditures: \$5.9 million)

| Description                              | 2022 Actuals   | 2023 Approved Budget | 2024 Proposed Budget | \$ Change Over 2023 | % Change Over 2023 |
|--|----------------|----------------------|----------------------|---------------------|--------------------|
| Operating Costs                          | 1,696          | 1,994                | 2,001                | 7                   | 0.3%               |
| Labour Costs                             | 2,229          | 2,559                | 2,820                | 261                 | 10.2%              |
| Reserve Contributions                    | 627            | 627                  | 627                  | -                   | -                  |
| Debt Charges                             | -              | -                    | -                    | -                   | -                  |
| Grant Payments                           | -              | -                    | -                    | -                   | -                  |
| Facility, IT, HR and other support costs | 652            | 783                  | 692                  | (91)                | (11.6)%            |
| Recoveries                               | 0              | (177)                | (204)                | (27)                | 15.4%              |
| <b>Total Expenditures</b>                | <b>5,204</b>   | <b>5,786</b>         | <b>5,936</b>         | <b>150</b>          | <b>2.6%</b>        |
| Grants and Subsidies                     | (163)          | (33)                 | (33)                 | -                   | -                  |
| Supplementary Taxes                      | -              | -                    | -                    | -                   | -                  |
| Fees and Services Charges                | (63)           | (151)                | (129)                | 22                  | (14.4)%            |
| Transfer from Development Charges        | -              | -                    | -                    | -                   | -                  |
| Contributions from Reserves              | (6)            | (110)                | (252)                | (142)               | 129.2%             |
| <b>Total Revenues</b>                    | <b>(232)</b>   | <b>(294)</b>         | <b>(414)</b>         | <b>(120)</b>        | <b>40.9%</b>       |
| <b>Total Net Expenditure</b>             | <b>\$4,972</b> | <b>\$5,492</b>       | <b>\$5,522</b>       | <b>\$30</b>         | <b>0.5%</b>        |

Note: May not add up due to rounding.

## 2024 Operating Budget Pressures

| \$'000  | Total Expenditures | Total Revenue | Net Cost 2024 vs 2023 |             |
|---|--------------------|---------------|-----------------------|-------------|
| <b>2023 Revised Cost of Service</b>   | <b>5,786</b>       | <b>294</b>    | <b>5,492</b>          | <b>%</b>    |
| <b>Annualization</b>  |                    |               |                       |             |
| Annualized cost of 2 contract staff for Mould Remediation project   | 27                 | -             | 27                    |             |
| Recovered cost from capital   | (27)               | -             | (27)                  |             |
| <b>Cost of Living/Inflation</b>   |                    |               |                       |             |
| Labour costs  | 142                | -             | 142                   |             |
| Goods and services: operational cost increase offset by reduced internal Facility, IT, HR and other support costs | (63)               | -             | (63)                  |             |
| <b>Base Subsidy/Recoveries</b>  |                    |               |                       |             |
| Adjustments to user fee revenues  | -                  | (22)          | 22                    |             |
| <b>Cost Mitigation</b>  |                    |               |                       |             |
| Efficiencies from on-going budget reviews   | (71)               | -             | (71)                  |             |
| <b>Base Budget Changes Subtotal</b>   | <b>8</b>           | <b>(22)</b>   | <b>30</b>             |             |
| <b>Service Level Demand<sup>1</sup></b>   |                    |               |                       |             |
| Total Budget Requests   | 142                | 142           | -                     |             |
| <b>Service Level Changes Subtotal</b>   | <b>142</b>         | <b>142</b>    | <b>-</b>              |             |
| <b>Total 2024 Budget Change</b>   | <b>150</b>         | <b>120</b>    | <b>30</b>             |             |
| <b>2024 Proposed Budget</b>   | <b>\$5,936</b>     | <b>\$414</b>  | <b>\$5,522</b>        | <b>0.5%</b> |

Note: May not add up due to rounding

### Operating budget pressure notes:

#### Service Level Demand<sup>1</sup>

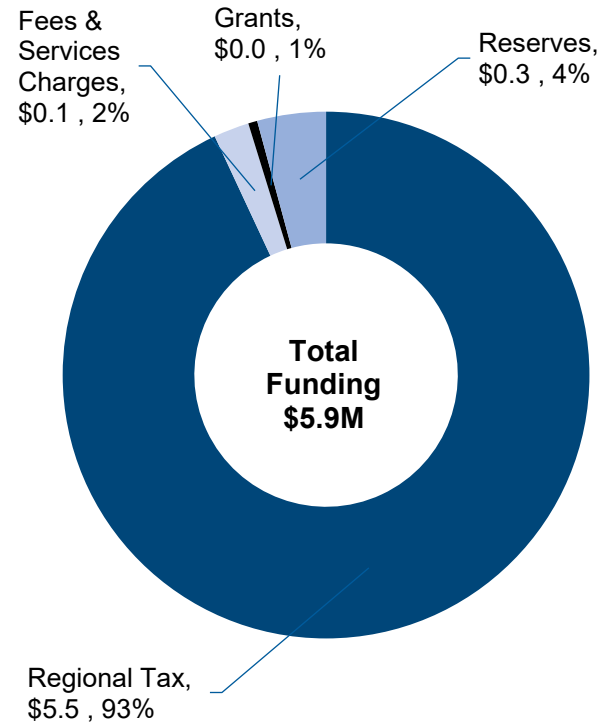
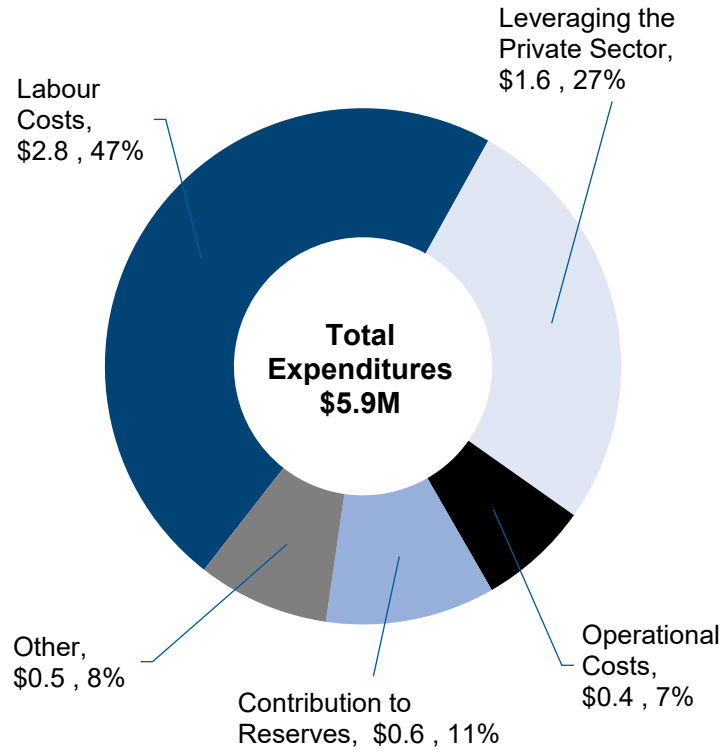
- The net impact of the proposed budget requests is nil as they will be fully funded by Rate Stabilization Reserves. A summary of all the budget requests can be found on page Q-21 followed by a two-page budget request for each proposed initiative.

## Staffing Resources to Achieve Level of Service

| Sub Service               | 2023 | 2024 | 2025 | 2026 | 2027 |
|---------------------------|------|------|------|------|------|
| Art Gallery               | 3.0  | 3.0  | 3.0  | 3.0  | 3.0  |
| Museum                    | 5.0  | 5.0  | 5.0  | 5.0  | 5.0  |
| Education and Programming | 4.0  | 4.0  | 4.0  | 4.0  | 4.0  |
| Facility Rentals          | 1.0  | 1.0  | 1.0  | 1.0  | 1.0  |
| Visitor Services          | 1.0  | 1.0  | 1.0  | 1.0  | 1.0  |
| Memberships and Donations | 2.5  | 2.5  | 2.5  | 2.5  | 2.5  |
| Volunteer Program         | 1.0  | 1.0  | 1.0  | 1.0  | 1.0  |
| PAMA Retail Store         | 1.0  | 1.0  | 1.0  | 1.0  | 1.0  |
| Total                     | 18.5 | 18.5 | 18.5 | 18.5 | 18.5 |

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

## 2024 Total Expenditures & Funding Source (In \$M)



## 2024 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 2024 is expected to continue at a heightened rate but there is a risk that actual inflation may exceed the 2.5% assumption. Supply chain and labour market issues will exacerbate inflationary pressures.
- Budget has been developed assuming Peel's services will continue to be provided, notwithstanding any governance decisions resulting from Bill 112.

## 2025 - 2027 Operating Forecast

|                          | Budget |        |       | Forecast |        |        |        |        |      |
|--------------------------|--------|--------|-------|----------|--------|--------|--------|--------|------|
|                          | 2023   | 2024   |       | 2025     |        | 2026   |        | 2027   |      |
|                          | \$'000 | \$'000 | %     | \$'000   | %      | \$'000 | %      | \$'000 | %    |
| <b>Total Expenditure</b> | 5,786  | 5,936  | 2.6%  | 6,038    | 1.7%   | 6,137  | 1.6%   | 6,240  | 1.7% |
| <b>Total Revenue</b>     | (294)  | (414)  | 40.9% | (387)    | (6.6)% | (370)  | (4.5)% | (373)  | 0.7% |
| <b>Net Expenditure</b>   | 5,492  | 5,522  | 0.5%  | 5,650    | 2.3%   | 5,767  | 2.1%   | 5,867  | 1.7% |

Note: May not add up due to rounding

- Forecast years' increases are related to maintaining base services, as well as operationalizing Budget Request #101 PAMA Indigenous Sharing Circle over 2025 and 2026.



# Proposed Capital Budget

**Capital Budget: \$3.4 million** (Ten Year Plan: \$21.1 million)

## 2024 Capital Budget Overview

The following table provides a summary of Heritage Service's planned capital project activity for 2024, including funding sources for both new capital project requests in 2024 and projects carried forward to 2024.

| Capital Plan By Funding Source | Carry-forward from Prior Years (WIP) (\$'000) | 2024 Capital Budget (\$'000) | Total Capital in 2024 (\$'000) |
|--------------------------------|---|------------------------------|--------------------------------|
| DC Growth                      | -   | -                            | -                              |
| Externally Funded              | -   | -                            | -                              |
| Non-DC Internal                | 1,527   | 3,355                        | 4,882                          |
| <b>Total Expenditures</b>      | <b>1,527</b>                                  | <b>3,355</b>                 | <b>4,882</b>                   |
| <b># of Projects</b>           | <b>6</b>                                      | <b>1</b>                     | <b>7</b>                       |

## Existing Capital Projects - \$1.5M

**Key highlights:**

- \$0.9M for major facility maintenance of heritage buildings
- \$0.6M for mould remediation work on heritage buildings

## 2024 Capital Budget - \$3.4M

### Key highlights:

- \$3.4M for major facility maintenance of heritage buildings including design and implementation of cooling system replacement at 3 Wellington Street and envelope restoration at 9 Wellington Street..

*See Appendix I for details.*

### 2024 Budget Risks

- Inflation for 2024 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.
- Budget has been developed assuming Peel's services will continue to be provided, notwithstanding any governance decisions resulting from Bill 112.

### Operating Impact of 2024 Capital Budget

- There is no anticipated impact on the operating budget resulting from the 2024 capital budget.

# Proposed Capital Plan

## 2024 - 2033 10-Year Capital Plan - \$21.1M

### By Project Classification:

|  |                                 |   |
|--|---------------------------------|---|
| <b>State of Good Repair</b><br>\$21.1M | <b>DC Funded Growth</b><br>\$-M | <b>Non-DC Funded Growth &amp; Other</b><br>\$-M |
|--|---------------------------------|---|

#### Key Highlights:

- \$21.1M for major facility maintenance for heritage buildings

*See Appendix II for details.*

Service : Heritage, Arts and Culture

2024 Financing Sources and Funding Status (\$'000)

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>                            |       |  |       |
|----------------------------|----------------------------------|---|-------|--|-------|
| 245170                     | PAMA Complex - Major Maintenance | Major maintenance of existing PAMA facilities | 3,355 |  | 3,355 |
| Heritage, Arts and Culture |                                  |   | 3,355 |  | 3,355 |

**Appendix II**

**Service: Heritage, Arts and Culture**

**2024 Ten Year Combined Capital Program (\$'000)**

|                            |                                  |   | 2024  | 2025 | 2026  | 2027  | 2028  | Yrs 6-10 | Gross  |
|----------------------------|----------------------------------|---|-------|------|-------|-------|-------|----------|--------|
| <u>Project</u>             | <u>Name</u>                      | <u>Description</u>                            |       |      |       |       |       |          |        |
| 245170                     | PAMA Complex - Major Maintenance | Major maintenance of existing PAMA facilities | 3,355 | 444  | 1,023 | 1,631 | 2,813 | 11,882   | 21,148 |
| Heritage, Arts and Culture |                                  |   | 3,355 | 444  | 1,023 | 1,631 | 2,813 | 11,882   | 21,148 |

# 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 \$ |
|---|----------------|------------------|----------------|------------------------|-------------------------|------------|
| PAMA Indigenous Sharing Circle                                      | Communications | 101              | -              | -                      | -                       | -          |
| Support for Peel Art Gallery, Museum and Archives (PAMA) operations | Communications | 115              | -              | 1.0                    | -                       | -          |
| <b>Total</b>  |                |                  | -              | <b>1.0</b>             | -                       | -          |

## Budget Request #: 101

| Proposed Initiative            | Department         | Division       | Service Area               |
|--------------------------------|--------------------|----------------|----------------------------|
| PAMA Indigenous Sharing Circle | Corporate Services | Communications | Heritage, Arts and Culture |

### Description of Budget Request

In 2023 PAMA established an Indigenous Sharing Circle (ISC) to develop a core exhibition over the next 2 years that centres Indigenous knowledge, history, and culture in the area now known as Peel Region. The ISC contains knowledge keepers, Council members, community members, artists, historians, and archaeologists - essential community voices needed to develop a relevant and engaging exhibition. The ISC will also support the creation of associated educational materials and programs.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 50,000     | -          | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 50,000     | -          | -          | -          |
| Rate Stabilization Reserve          | 50,000     | (30,000)   | (20,000)   | -          |
| External Revenue                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | 50,000     | (30,000)   | (20,000)   | -          |
| Net Impact -Tax                     | -          | 30,000     | 20,000     | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | -          | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

Formation of the ISC was required to ensure that Indigenous culture and history is introduced at the inception of exhibition content development and design. It is no longer acceptable in forward-thinking museums to wait until concepts are developed and content is drafted to involve community members. By involving community now it is much more likely that Indigenous voice will extend beyond the bounds of a single gallery and authentic relationships formed.

## Details of Service Change

A 10-member committee has been established including former members of the 'We Are Here' exhibition committee, Mississauga's of the Credit First Nation, and the Haudenosaunee (Six Nations of the Grand River). Through a series of monthly meetings the groups will assist in the design of a new Indigenous exhibition for the museum. The requested budget will support monthly meetings including a \$250 honorarium for each 3-hour meeting, \$200 (maximum mileage rate round trip per person), \$200 for Indigenous protocols (each meeting begins with a smudge) and refreshments; average meeting cost \$5000. At the end of this engagement, PAMA will have a new exhibition that centres Indigenous voices, developed in collaboration with community members. It will have established sustainable working relationships with the Indigenous community for staff members across PAMA service areas and the archives. The long-term goal of this engagement is to establish sustainable relationships with the Indigenous community so that the ISC can be operationalized to serve the entire organization.

## Service Impact

Members will meet 14 times between Jan. 2024-Apr. 2025 (monthly with a 2-month break in the summer). The ISC will work with the PAMA exhibition project team comprised on the museum curator, museum curatorial assistant, education specialist and archivist to develop exhibition content, in-gallery learning opportunities and education program development. Support will be provided by Elson Studio (contract exhibition designer) whose team will work with the ISC and the exhibition project team to collaboratively design the new Indigenous gallery. The Indigenous Engagement Specialist, recently hired by the Region, will also support this initiative. The group will work progressively towards an opening date in spring 2025, offering enhanced opportunities for learning for the public and school groups.



## Budget Request #: 115

| Proposed Initiative  | Department         | Division       | Service Area               |
|--|--------------------|----------------|----------------------------|
| Support for Peel Art Gallery, Museum, and Archives (PAMA) operations | Corporate Services | Communications | Heritage, Arts and Culture |

## Description of Budget Request

Additional contract Coordinator to support PAMA operations which includes the full reopening of the facility scheduled for 2024. This role will support booking, registrations, administrative, staff, visitor and building support. This role will work closely with the PAMA Leadership team and staff to streamline administrative requirements for PAMA.

## Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 92,159     | -          | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 92,159     | -          | -          | -          |
| Rate Stabilization Reserve          | 92,159     | -          | -          | -          |
| External Revenue                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | 92,159     | -          | -          | -          |
| Net Impact -Tax                     | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | -          | -          | -          | -          |

## Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

PAMA is anticipating a full reopening of the facilities, including exhibition, programming, and rental spaces in 2024. To support the associated operational needs, staff recommend the support of 1 Coordinator role that will report to the Manager. The PAMA Coordinator will be responsible for day to day needs associated with booking and registrations of schools, LTC's and general public, triaging inquiries, reconciling monthly financial records, record and maintain meeting details etc.

## Details of Service Change

The PAMA Coordinator role will support coordination of activities between PAMA and the offices of MP's, MPP's, and Council for formal visits, announcements, and tours. They will assist in onboarding new members of the Friends of PAMA Advisory Board, keep a record of minutes for committee and Board meetings, and assist with coordination of onsite and virtual meetings. The PAMA Coordinator will be responsible for monthly financial reconciliation, creation of purchase requisitions in and accounts payable with vendors. They will work across teams to set meetings, document activities, and assist with coordination of cross functional activities. They will also assist Supervisors and the Manager with the procurement process through the creation of purchase orders, record keeping, shipping and receiving. This role is responsible to act as the superuser in the Human Resources Management System to document employee data, including absences, leaves, job start/end dates, and other job specific information. The PAMA Coordinator will play a special role in ensuring that supplies for programs and events are maintained, tracked and ordered. This role is responsible for tracking technology requests, including software and hardware. This role will triage inquiries for bookings and registrations related to events and programs.

## Service Impact

The PAMA Coordinator will be responsible for completing the reconciliation of monthly financial transactions for the PAMA leadership team. They will research and order goods and services to support exhibition and programming activities. They will act as the main point of contact for school administrators to book school visits and process payment. This role will include work on procurement matters which includes purchase orders and invoicing. They will act as the liaison between Education and Programming and the organizations seeking to book registered and public programs and special events. This will allow the team to have a centralized area for the invoicing, booking, and confirmation of attendees for special programs and events. This role will also assist with the calendar management of spaces and educators, resulting in a streamlined process for clients and a central point of customer service. The PAMA Coordinator will provide back up support to the Development Coordinator and provide coverage that supports building operations during leaves and vacations. This role will be responsible for the onboarding of Friend's of PAMA Advisory Board members, the scheduling of Board meeting, the recording and distribution of official minutes and participation in committee activities. The PAMA Coordinator will support onboarding activities for new staff members and volunteers, which includes access card request, IT requests, and file access.

# Land Use Planning

2024–2027 Business Plan  
and 2024 Budget

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# Executive Summary

Mission: To collaborate with internal and external partners to consider all perspectives when planning and managing growth and development in Peel including the strategic objectives of the local municipalities to ensure complete and sustainable communities.

## Services we provide:

- Implement the Regional Official Plan which addresses matters that span municipal boundaries and are of Regional interest.
- Work with local municipalities to allocate provincial population and employment for both the growth forecast in the Regional Official Plan as well as forecast in Bill 23 by small sub-area to 2051.
- Maintain the Growth Management Program to monitor the forecasted timing of growth and align it with the provision of infrastructure.
- Continue as Peel’s one window’ for development application review facilitating the resolution of matters of Regional interest through the coordination of these matters with all technical review groups.
- Review and approve water and wastewater servicing connection proposals for site plans and identify the need for improvements to the systems as well as review stormwater management requirements and proposed connections to the Region’s stormwater collection system.

## Interesting facts about this service:

- In 2023, there are 59,946 estimated housing units in the development approvals process
- 3,390 development submissions anticipated for 2023
- Secured contributions of 589 affordable housing units, a \$5M cash contribution and 3.29 ha of land for affordable housing
- 76.1% of units in the development approvals process are in the existing urban area

## Highlights of the Business Plan include:

- Bill 23, *the More Homes Built Faster Act, 2022* includes significant amendments to several statutes. One significant change is to the Planning Act which when proclaimed will remove planning responsibilities from the Region of Peel. If proclamation of Planning Act changes occur in 2024, and clarity is provided on the transition of regional planning responsibilities to the local municipalities, implementation of 2024 budget will require adjustment.
- Continuing planned capital investments in policy development, research, and growth management to implement new Regional Official Plan where the work can be transitioned to local municipalities.
- As the implications of Bill 23 and Bill 112 are not known, and since the Planning and Development Services Division continues to be required by legislation to provide planning services the Capital and Operating Budget in 2024 has been maintained and only increased to reflect inflation.

| Net Investments (\$000s) | 2024  | 2025  | 2026  | 2027  |
|--------------------------|-------|-------|-------|-------|
| Operating                | 4,612 | 4,743 | 4,871 | 5,003 |
| Capital                  | 2,310 | 2,310 | 2,810 | 2,610 |
| 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 for integrated, healthy, green communities, that are safe and and meet the day to day needs of our diverse residents and business owners.

### Mission

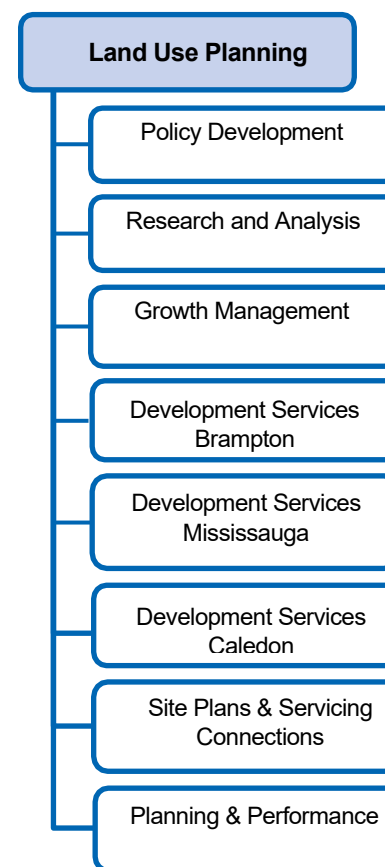
To collaborate with internal and external partners to consider all perspectives when planning and managing growth and development in Peel including the strategic objectives of the local municipalities to ensure complete and sustainable communities

### Goals of Service

1. Implement the new 2051 Official Plan which guides matters of Regional interest, is responsive to community priorities, and incorporates Provincial and local planning objectives.
2. Maintain the growth management program which allocates population and employment growth to local municipalities to 2051 and aligns the planned timing of development with the provision of infrastructure to support the Bill 23 housing targets.
3. Continue 'one window' development application review function and processing servicing connections as well as implement initiatives to streamline these processes to support new residential and employment development.
4. Implement a balanced planning approach to support development while conserving the Region's environment and resources to achieve a healthy, resilient sustainable community.
5. Where the Region is currently the approval authority under the Planning Act, review and make recommendations to Regional Council on approval of local official plan reviews and amendments in accordance with legislated timelines.

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 Delivery Model



# Service Levels and Trends

## Service Levels

The Land Use Planning Service is accomplished through research, policy, meaningful consultation, engagement, development review and servicing connections to ensure communities in Peel are complete and sustainable. Service levels for these functions and programs are summarized below.

### **Policy Development, Research and Analysis:**

Policy and research functions support regional planning approval, implementation and monitoring roles to ensure the Regional Official Plan's policy framework guides growth and development to create healthy, sustainable and complete communities for all residents living and working in Peel.

This team works on a range of economic, environmental, and social planning factors affecting the Region including in areas related to growth management forecasting and planning, employment, housing, climate change, natural systems planning, agriculture and resources. The services ensure decisions are consistent with provincial policy, achieve legislative compliance and implement the goals of the Regional Official Plan.

Under current legislation, the Region is currently the approval authority for local municipal official plans and continues to support the review of local municipal official plans being undertaken by the local municipalities.

With approval of the Regional Official Plan, work has shifted to supporting implementation at the local municipal level, continuing delivery of core regional policy support functions to continue to advance development and preparing for transition in response to legislative changes.

There have been numerous legislative changes introduced over the past few years, including Bill 23 and Bill 97 which directly affect the function of Regional planning. These teams take the lead on coordinating comments from circulate legislative changes across Regional departments to understand Regional interests, assess impacts and develop responses to the Province for Council endorsement.

### **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:

1. Plan and manage the location and servicing of growth
2. Leverage business intelligence to make informed decisions around the locations, servicing, and financing of growth
3. Optimize investments for growth by managing revenues and expenditures to finance growth
4. Work with internal and external stakeholders, as well as engaging the public to deliver a financially sustainable complete community

### **Development Services:**

Development Services is responsible for the review, facilitation and coordination of all forms of development applications submitted to local area municipalities under the *Planning Act*. As the one window to the Region, Development Services circulates *Planning Act* applications, including locally initiated Official Plan Amendments to internal groups for review and comment on matters of Regional interest. This complex process includes numerous internal stakeholders including Policy Planning, Growth Management, Water and Wastewater, Transportation, Waste Management, Public Health, Real Estate, Legal Services, and Housing Services.

With Peel's urbanization, development volumes and the complexity of files have increased significantly challenging Development Services and technical review staff to creatively address the needs of our evolving community.

### **Servicing Connections:**

The 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 Connections team provides comment and conditions throughout the Planning process to facilitate the servicing permit.

### **Consultation and Engagement:**

Consultation and engagement with the Indigenous community and stakeholders including other levels of government, external organizations, conservation authorities, the agricultural community, and the building industry. A total of 13 internal and external stakeholder working groups are currently organized to support engagement and consultation with these groups on planning activities.

## **Trends**

The following trends identify the scope and depth of issues influencing and shaping the Region and the Land Use Planning Service business plan.

### **Legislative Changes to the Planning System in Ontario:**

As part of Ontario's Housing Supply Action Plan, the Province has implemented a series of legislative, regulatory and policy reforms to refocus and streamline planning in Ontario to support the goal of building 1.5 million new homes by 2031. The implementation of Bills 108, 109, 23, 39, 229 and 112 will have significant impacts on the Regional Land Use Planning Services.

With removal of regional planning authority, the realignment and transition of key planning functions that support regional land use planning services will need to be considered in the implementation of these legislative changes and the dissolution of the Region.

Prior to full implementation, Regional Land Use Planning Services will continue to implement legislated responsibilities to advance work and enable development in Peel. Current Regional planning support for local municipal planning priorities and initiatives will continue, including reviewing and approving local municipal official plans, supporting implementation of municipal Housing Pledges, employment area planning, the review of mineral aggregate resource policy and mapping and the facilitation of development application approvals.

Bill 23 and 229 changes to the *Conservation Authorities Act* that streamlines the role of Conservation Authorities in the planning process and establishes a new framework for their budgets will impact the role of the Conservation Authorities in the planning review process and delivery of key initiatives that supported Regional and Local planning policies.



Bill 23 housing targets will continue to drive the need to plan and deliver on new infrastructure projects.

Bill 108 *More Homes, More Choice Act* and Bill 109 *More Homes for Everyone Act* established new, reduced, application processing and approval timelines and resulted in the need for local municipalities to refund part or all of the planning application fees for certain application types if timelines are not met. In response, our local municipal partners have adjusted their application processes, requirements of a complete application and review timelines. For Regional staff, this results in less time to complete increasingly complex reviews and comments on development applications, which 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).

The need to begin refunding fees took effect on July 1, 2023.

Throughout 2022 and into 2023, the Region worked with the Local Municipalities to develop a Memorandum of Understanding (MOU) to align service levels and establish process expectations that streamline development approvals in accordance with the Bill 108 timelines. As a result of the introduction of Bill 112, the MOU was not executed but is being used by all Peel municipalities as a guideline for our commitment to meet the timelines.

**Volume and Complexity of Development Applications:**

There is an established trend of increasing volumes of development applications in conjunction with greater complexity and coordination of development review 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%. A large increase in new application submissions is noted for 2021, likely driven the submission of application in advance of new legislative changes taking effect. While lower than 2021 new submissions in 2022 maintained the general upward trend observed over the previous 4 years.

Table 1 New Development Application Volumes

| Year                     | 2019       | 2020       | 2021        | 2022       |
|--------------------------|------------|------------|-------------|------------|
| New Applications         | 574        | 554        | 735         | 572        |
| Resubmissions            | 325        | 324        | 302         | 392        |
| <b>Total Submissions</b> | <b>899</b> | <b>878</b> | <b>1037</b> | <b>964</b> |

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 2023, there were 55,946 residential units in the developmental approvals process, with 78% (43,550) being apartment units. Additionally, the industrial sector continues to be a strong performer in development activity throughout Peel.

With the increase of complex and strategic development applications throughout the Region, there is a need to increase the 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 these creative, non-standard 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.

Recognizing the need for additional homes to be built in Peel, the newly completed Regional Official Plan includes an annual forecast of 10,000 residential units, however historically the Region has been seeing approximately 5,000 housing unit completions over the past 10 years. By mid 2023, the number of new residential housing units appears to be maintaining the same trend as has been seen over the past 10 years and it is not expected that Peel will meet the forecast in the new Region of Peel Official Plan. The decrease can be attributed to numerous factors such as labour shortages, rise in interest rates, and cost of labour materials.

In addition, there are a number of legislative changes that when fully implemented, could result in financial benefits to developers (one example is additional Development Charge exemptions) which could be another reason why housing developments are not advancing as previously forecast. The number of residential development applications directly impacts our revenues from application fees for the Region of Peel.

## 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.

### Business Process Measures

Development review timelines continue to be a measure of the effectiveness of Planning and Development Services Division process improvements to provide comments more efficiently and effectively on development applications that reflect Regional interests. In 2022, approximately 86% of all application submission reviews were completed within the Region’s 30 day internal service level objective. Thus far in 2023 we are trending towards a 74% improvement over 2022 with an average commenting turn-around time of 23 days.

### Affordable Housing & Age-Friendly Planning in Developments

The Peel Region Official Plan introduced housing targets on density, affordability, and rental for new developments. Since 2018, the Region has worked with local municipalities and applicants through development applications which have resulted in:

- Development of 589 affordable housing units
- 3.29 ha of land for affordable housing
- \$5M cash contributions for affordable housing
- 30 rough-ins for Additional Residential Units in new housing developments
- 14 child care centres co-locating in new developments
- 22 purpose-built rental developments, and;
- from January 1 to August 2023, 87% of applications meeting the density target (50% of units are townhouses or apartments).
- Table 2 below provides the progress towards the housing targets for 2019 to 2022.

| Target  | 2019   | 2020   | 2021   | 2022  |
|---|--|--|--|---|
| 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<br><br>Low income = 24 units;<br>Moderate income = 679 units | 6% of all units (rent and own), of which 19% are affordable to lower income residents<br><br>Low income = 63 units;<br>Moderate income = 270 units | 22% of all units (rent and own), of which 13% are affordable to lower income residents<br><br>Low income = 264 units;<br>Moderate income = 1,739 units | 9% of all units (rent and own), of which 14% are affordable to lower income residents<br><br>Low income = 103 units;<br>Moderate income = 659 units |
| Rental (25% Target)   | 4% of all units  | 10% of all units   | 13% of all units   | 19% of all units  |
| Density (50% Target)  | 57% of all new units (rent and own)  | 60% of all units (rent and own)  | 77% of all new units (rent and own)  | 71% of all new units (rent and own)   |

# 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 Latornell Conservation Symposium to share more information on Natural Heritage System Planning for Restoration and Enhancement in the Region of Peel's New Urban Area.

The Chief Planner was invited to be a panelist at the Urban Land Institute Meet the Chief Planners dinner to explore the question of where and how to deliver new housing in the GTA.

## Housing:

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 since then has resulted in and resulted in \$7.4 million in grants committed to help build 97 new affordable rental units. Region of Peel Council recently approved the program to continue on an annual basis with \$10 million in total funding available in 2023 for private or non-profit developer(s) building affordable rental housing in Peel.

## Greenlands Securement Program:

Since 2005, the program has contributed \$13 million in funding from the Greenlands Securement Reserve to secure 34 properties, resulting in the protection of 740 ha of conservation lands leveraging an additional contribution of \$10.3 million from program partners including \$3.4 million in donation value. In 2023, the program contributed \$728,000 for 2 projects that secured 15 ha of conservation lands adjacent to Churchville Park in the City of Brampton and Terra Cotta Forest Conservation Area in Caledon.

## Diversity Internship Program:

As part of the Province's Streamline Development Approvals Fund, the Region was eligible to receive up to \$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 until February 2023, to support diversification of the Planning and Development Services division.

## Agricultural Programs and Activities:

Working with the Conservation Authorities and Canada, the Region launched the ALUS Peel Pilot in 2022 for a three year term 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. The Pilot term will end in 2024 with final evaluation and recommendations for consideration by the Region's partners.

## 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 2024 -2027 Business Plan Outlook

## Planning for the Future

### **Continue to Provide Regional Planning Services in Accordance with Current Legislative Requirements**

Until the implications and timing of legislative changes affecting Regional planning are known, the Division is required to continue to provide core services. The 2024 budget for capital and operating are recommended to remain the same as 2023, and only increasing by inflation. There are no new budget requests for the Division. Once the implications and timing of legislative changes are known, budget changes would be recommended at that time.

The uncertainty caused by the legislative changes have resulted in challenges retaining staff and recruiting new staff. Business continuity planning is underway to endeavor to continue providing core services at current service levels, however it is anticipated that the Division will need to place more reliance on external consultants as staffing challenges increase.

### Planning for the Future Collaboration to Support Transition of Planning Responsibilities to the Local Municipalities

Adjustments to the Land Use Planning Service's 2024 work plan and budget will be needed to ensure the appropriate transition prior to and following full implementation of legislative changes is supported in a coordinated and integrated manner. With legislative changes, service priorities will shift to support transition of Regional planning functions to the local municipalities.

The Region's current approval authority for local official plans will be removed when proclamation of Bill 23 provisions come into effect in 2024 at which time the Province will be the approval authority. At the same time, the Regional Official Plan will become an Official Plan of the local municipality.

The Land Use Planning Service delivery model will require refocusing to support local official plan policy and development application review, commenting and streamlining. There will be an increased focus on coordination of functions relating to growth management, infrastructure planning and financing as well as other core services and program areas requiring coordination, technical review and commenting under the *Planning Act* (e.g., affordable housing, housing programs and services)

Further transition will be required following dissolution of the Region introduced by the *Hazel McCallion Act (Peel Dissolution), 2023*. More details on what will be required will become known after the Transition Board concludes their work and the final recommendations come from the Province. Highlights of service delivery over the next four years include:

- Supporting the adoption of local official plan reviews and certain official plan amendments where the Region is the approval authority under current legislation, by making a recommendation to Regional Council to issue a decision
- Confirming complete application requirements for technical review and clearance relating to core programs and services (e.g. water, wastewater, and waste management, etc.).

- Monitoring the impacts of Bill 23 to planning process requirements and being agile in service delivery of application review, service connection permitting and other technical reviews by Region staff.
- Monitoring the economic environment and changing employment landscape along with rising uncertainties that will impact the future growth performance. Factors to watch and consider are:
  - escalating inflation rates and construction costs,
  - rising interest rates,
  - supply chain challenges,
  - systemic shortfalls in growth paying for growth including the impacts of Bill 23, as well as,
  - continuing uncertainties associated with global conflicts.
- Coordinating final phases of transition for the Conservation Authorities (CA) budgets to implement new regulations under the *Conservation Authorities Act* for the 2024/2025 budget year.
  - Utilizing a consultant roster to ensure service levels continue to be achieved and fill in gaps where expertise is required to provide Regional review on development applications and policies
  - Implementing change management, supporting and engaging staff in cross training and expanding their skills to help minimize reductions in service levels due to vacancies as well as improving staff's ability to address the increase in development complexities.

# 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:

- Targeted Servicing Permit review timeframes - The servicing permit approval goal for 2023 is a first submission turnaround 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.
- Clariti Enhancements – Improved data quality and reporting has increased transparency and improved workload management. Targeted service levels and workload can be monitored, and application details are accessible to any team member, improving our responsiveness to customer inquiries.
- 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 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*.
- In a changing landscape, the Planning and Development Services Division has been proactive in cross-training staff to avoid delays to the end user and reallocate staff to where shortages and priorities exist.

# 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 contemplated and investigated 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.

## **Open Data**

New mapping and Planning datasets are continually being added to the public website in open data format to provide information that is requested by the public in an easy to access format.

## **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 implemented 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. The solution uses multiple business intelligence tools already accessible at the Region, including ARCGIS online 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 2024-2027 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 2023 was \$4.2 million and the proposed budget for 2024 is \$4.6 million.

## Net Expenditures: \$4.6 million (Total Expenditures: \$8.5 million)

| Description                              | 2022 Actuals   | 2023 Approved Budget | 2024 Proposed Budget | \$ Change Over 2023 | % Change Over 2023 |
|--|----------------|----------------------|----------------------|---------------------|--------------------|
| Operating Costs                          | 215            | 379                  | 379                  | -                   | -                  |
| Labour Costs                             | 6,469          | 8,374                | 8,855                | 481                 | 5.7%               |
| Reserve Contributions                    | 850            | 850                  | 850                  | -                   | -                  |
| Debt Charges                             | -              | -                    | -                    | -                   | -                  |
| Grant Payments                           | 30             | 30                   | 30                   | -                   | -                  |
| Facility, IT, HR and other support costs | 1,779          | 1,735                | 1,893                | 158                 | 9.1%               |
| Recoveries                               | (2,667)        | (3,404)              | (3,462)              | (58)                | 1.7%               |
| <b>Total Expenditures</b>                | <b>6,676</b>   | <b>7,965</b>         | <b>8,546</b>         | <b>581</b>          | <b>7.3%</b>        |
| Grants and Subsidies                     | (98)           | -                    | -                    | -                   | -                  |
| Supplementary Taxes                      | -              | -                    | -                    | -                   | -                  |
| Fees and Services Charges                | (2,707)        | (3,779)              | (3,934)              | (155)               | 4.1%               |
| Transfer from Development Charges        | -              | -                    | -                    | -                   | -                  |
| Contributions from Reserves              | -              | -                    | -                    | -                   | -                  |
| <b>Total Revenues</b>                    | <b>(2,805)</b> | <b>(3,779)</b>       | <b>(3,934)</b>       | <b>(155)</b>        | <b>4.1%</b>        |
| <b>Total Net Expenditure</b>             | <b>3,871</b>   | <b>4,186</b>         | <b>4,612</b>         | <b>426</b>          | <b>10.2%</b>       |

Note: May not add up due to rounding

## 2024 Operating Budget Pressures

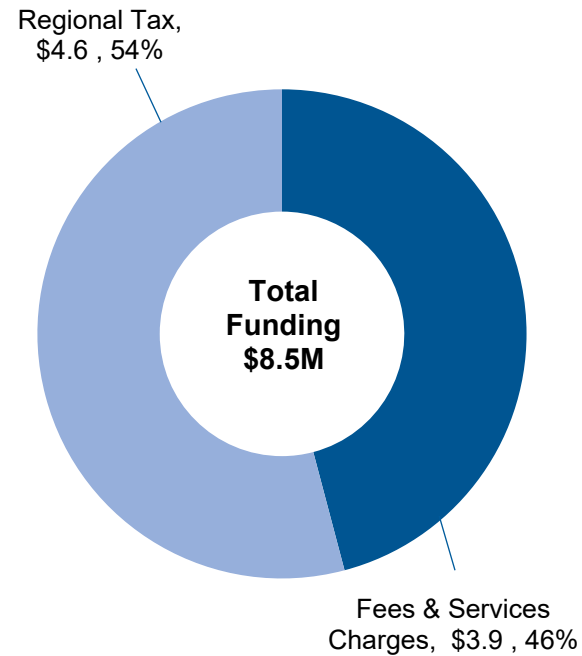
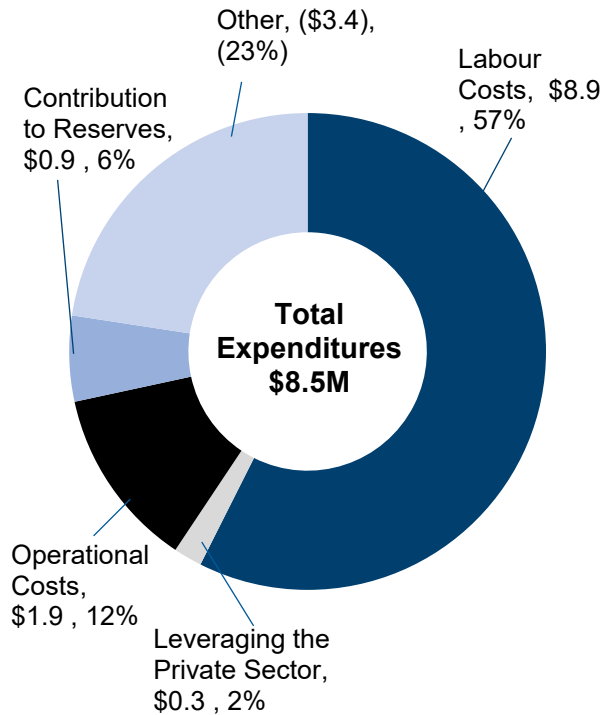
| \$'000                                | Total Expenditures | Total Revenue | Net Cost<br>2024 vs 2023 |              |
|---------------------------------------|--------------------|---------------|--------------------------|--------------|
| <b>2023 Revised Cost of Service</b>   | <b>7,965</b>       | <b>3,779</b>  | <b>4,186</b>             | <b>%</b>     |
| <i>Cost of Living/Inflation</i>       |                    |               |                          |              |
| Labour costs/Goods and services, etc. | 581                | (45)          | 626                      |              |
| <i>Base Subsidy/Recoveries</i>        | -                  | -             | -                        |              |
| <i>Other Pressures</i>                | -                  | -             | (3)                      |              |
| <b>Base Budget Changes Subtotal</b>   | <b>581</b>         | <b>(45)</b>   | <b>623</b>               |              |
| <b>Service Level Demand</b>           |                    |               |                          |              |
| User Fee Revenue                      | -                  | 200           | (200)                    |              |
| <b>Service Level Changes Subtotal</b> | <b>-</b>           | <b>200</b>    | <b>(200)</b>             |              |
| <b>Total 2024 Budget Change</b>       | <b>581</b>         | <b>155</b>    | <b>423</b>               |              |
| <b>2024 Proposed Budget</b>           | <b>8,546</b>       | <b>3,934</b>  | <b>4,612</b>             | <b>10.2%</b> |

Note: May not add up due to rounding

## Staffing Resources to Achieve Level of Service

| Sub Service                        | 2023 | 2024 | 2025 | 2026 | 2027 |
|------------------------------------|------|------|------|------|------|
| Policy Development                 | 10.0 | 10.0 | 10.0 | 10.0 | 10.0 |
| Research and Analysis              | 8.0  | 8.0  | 8.0  | 8.0  | 8.0  |
| Growth Management                  | 4.0  | 4.0  | 4.0  | 4.0  | 4.0  |
| Development Services Brampton      | 7.0  | 7.0  | 7.0  | 7.0  | 7.0  |
| Development Services Mississauga   | 5.0  | 5.0  | 5.0  | 5.0  | 5.0  |
| Development Services Caledon       | 5.0  | 5.0  | 5.0  | 5.0  | 5.0  |
| Site Plans & Servicing Connections | 14.0 | 14.0 | 14.0 | 14.0 | 14.0 |
| Planning & Performance             | 11.0 | 11.0 | 11.0 | 11.0 | 11.0 |
| Total                              | 64.0 | 64.0 | 64.0 | 64.0 | 64.0 |

## 2024 Total Expenditures & Funding Source (In \$M)



## 2024 Budget Risks

- Budget has been developed assuming Peel's services will continue to be provided, notwithstanding any governance decisions resulting from Bill 112.
- 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

## 2025 - 2027 Operating Forecast

|                          | Budget  |         |       | Forecast |      |         |      |         |      |
|--------------------------|---------|---------|-------|----------|------|---------|------|---------|------|
|                          | 2023    | 2024    |       | 2025     |      | 2026    |      | 2027    |      |
|                          | \$'000  | \$'000  | %     | \$'000   | %    | \$'000  | %    | \$'000  | %    |
| <b>Total Expenditure</b> | 7,965   | 8,546   | 7.3%  | 8,756    | 2.5% | 8,964   | 2.4% | 9,177   | 2.4% |
| <b>Total Revenue</b>     | (3,779) | (3,934) | 4.1%  | (4,013)  | 2.0% | (4,093) | 2.0% | (4,175) | 2.0% |
| <b>Net Expenditure</b>   | 4,186   | 4,612   | 10.2% | 4,743    | 2.8% | 4,871   | 2.7% | 5,003   | 2.7% |

Note: May not add up due to rounding

# Proposed Capital Budget

**Capital Budget: \$2.3 million** (Ten Year Plan: \$24.4 million)

## 2024 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 2024 and projects carried forward to 2024.

| Capital Plan By Funding Source | Carry-forward from Prior Years (WIP) (\$'000) | 2024 Capital Budget (\$'000) | Total Capital in 2024 (\$'000) |
|--------------------------------|---|------------------------------|--------------------------------|
| DC Growth                      | 3,509   | 1,280                        | 4,789                          |
| Externally Funded              | -   | -                            | -                              |
| Non-DC Internal                | 3,239   | 1,030                        | 4,269                          |
| <b>Total Expenditures</b>      | <b>6,748</b>                                  | <b>2,310</b>                 | <b>9,058</b>                   |
| <b># of Projects</b>           | <b>9</b>                                      | <b>-</b>                     | <b>9</b>                       |

### Existing Capital Projects - \$6.7M

- \$3.0 M for Official Plan Review, and Regional Official Plan Amendment
- \$1.9 M for Greenlands Securement
- \$0.8 M for Long Range Studies
- \$0.4 M for Watershed Studies
- \$0.7 M for Growth Management Program Support

## 2024 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.*

## 2024 Budget Risks

No significant risks

## Operating Impact of 2024 Capital Budget

None

# Proposed Capital Plan

## 2024 - 2033 10-Year Capital Plan - \$24.4M

### By Project Classification:

|                                     |                                    |  |
|-------------------------------------|------------------------------------|--|
| <b>State of Good Repair</b><br>\$-M | <b>DC Funded Growth</b><br>\$13.8M | <b>Non-DC Funded Growth &amp; Other</b><br>\$10.6M |
|-------------------------------------|------------------------------------|--|

#### 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.*



2024 Financing Sources and Funding Status (\$'000)

|                          |   |  | 2024          |                     |                          |                  |              |
|--------------------------|---|--|---------------|---------------------|--------------------------|------------------|--------------|
|                          |   |  | 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           |                     | 750                      |                  |              |
| 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                      |                  |              |
| 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                       |                  |              |
| 207709                   | Long Range Studies-Community                      | Studies to address issues related to infrastructure, population, housing and employment, density and regional structure  | 160           | 80                  | 80                       |                  |              |
| 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                 |                          |                  |              |
| 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                       |                  |              |
| <b>Land Use Planning</b> |   |  | <b>2,310</b>  | <b>1,280</b>        | <b>1,030</b>             |                  |              |

## Service: Land Use Planning

## 2024 Ten Year Combined Capital Program (\$'000)

|                          |   |  | 2024         | 2025         | 2026         | 2027         | 2028         | Yrs 6-10      | Gross         |
|--------------------------|---|--|--------------|--------------|--------------|--------------|--------------|---------------|---------------|
| <b><u>Project</u></b>    | <b><u>Name</u></b>                                | <b><u>Description</u></b>  |              |              |              |              |              |               |               |
| 183310                   | Greenlands Securement                             | Funding for the protection of key natural heritage features, functions, and attributes   | 750          | 750          | 750          | 750          | 750          | 3,750         | 7,500         |
| 187707                   | Official Plan Review                              | To Conduct a review of the Official Plan as required by the Planning Act and cover the cost of related appeals   | 500          | 500          | 1,000        | 500          | 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          | 600          | 300          | 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         |
| 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>Land Use Planning</b> |   |  | <b>2,310</b> | <b>2,310</b> | <b>2,810</b> | <b>2,610</b> | <b>2,310</b> | <b>12,050</b> | <b>24,400</b> |

# Regional Chair and Council

2024–2027 Business Plan  
and 2024 Budget

Regional Chair and Council ..... 1

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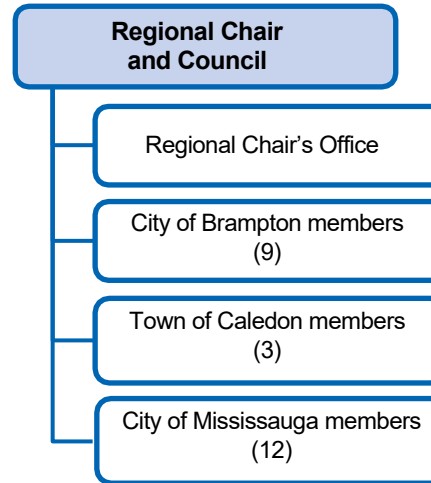
# Executive Summary

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) | 2024  | 2025 | 2026 | 2027 |
|-------------------------|-------|------|------|------|
| Operating               | 1,719 | -    | -    | -    |
| Capital                 | -     | -    | -    | -    |
| Full Time Equivalents   | 3.0   | -    | -    | -    |

Note: Due to Bill 112, no forecast has been provided for 2025 to 2027.

# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2024-2027 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 2023 was \$1.7 million and the proposed budget for 2024 is \$1.7 million.

## Net Expenditures: \$1.7 million (Total Expenditures: \$1.7 million)

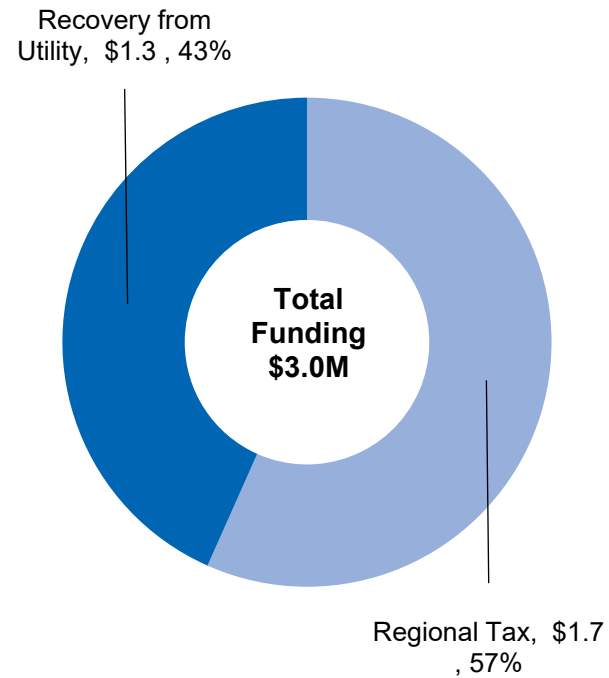
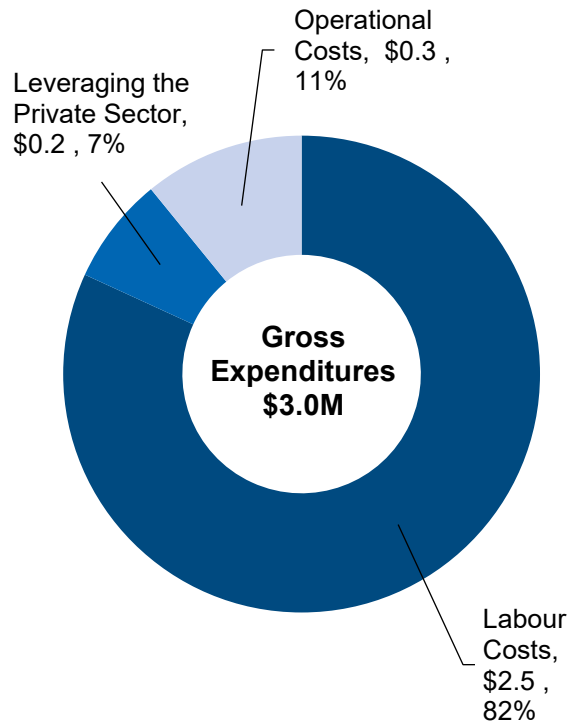
| Description   | 2022 Actuals   | 2023 Approved Budget | 2024 Proposed Budget | \$ Change Over 2023 | % Change Over 2023 |
|---|----------------|----------------------|----------------------|---------------------|--------------------|
| <b>Expenditures to Maintain Existing Service Levels</b> |                |                      |                      |                     |                    |
| Regional Council  | 1,073          | 1,179                | 1,250                | 71                  | 6.1%               |
| Regional Chair's Office                                 | 378            | 474                  | 468                  | (5)                 | (1.1)%             |
| <b>Total Expenditures</b>                               | <b>1,450</b>   | <b>1,652</b>         | <b>1,719</b>         | <b>66</b>           | <b>4.0%</b>        |
| <b>Total Revenues</b>                                   | <b>-</b>       | <b>-</b>             | <b>-</b>             | <b>-</b>            | <b>-</b>           |
| <b>Total Net Expenditure</b>                            | <b>\$1,450</b> | <b>\$1,652</b>       | <b>\$1,719</b>       | <b>\$66</b>         | <b>4.0%</b>        |

## Staffing Resources to Achieve Level of Service

| Sub Service                      | 2023 | 2024 | 2025 | 2026 | 2027 |
|----------------------------------|------|------|------|------|------|
| Regional Chair's Office          | 3.0  | 3.0  | -    | -    | -    |
| City of Brampton members (9)     | -    | -    | -    | -    | -    |
| Town of Caledon members (3)      | -    | -    | -    | -    | -    |
| City of Mississauga members (12) | -    | -    | -    | -    | -    |
| Total                            | 3.0  | 3.0  | -    | -    | -    |

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

## 2024 Gross Expenditures & Funding Source (In \$M)



## 2024 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 2024 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.
- Budget has been developed assuming Peel's services will continue to be provided, notwithstanding any governance decisions resulting from Bill 112.



## 2025 - 2027 Operating Forecast

|  | Budget |        |        | Forecast |   |        |   |        |   |
|--|--------|--------|--------|----------|---|--------|---|--------|---|
|  | 2023   | 2024   |        | 2025     |   | 2026   |   | 2027   |   |
|  | \$'000 | \$'000 | %      | \$'000   | % | \$'000 | % | \$'000 | % |
| <b>Total Expenditure – Regional Council</b>        | 1,179  | 1,250  | 6.1%   | -        | - | -      | - | -      | - |
| <b>Total Expenditure – Regional Chair’s Office</b> | 474    | 468    | (1.1)% | -        | - | -      | - | -      | - |
| <b>Total Revenue</b>                               | -      | -      | -      | -        | - | -      | - | -      | - |
| <b>Net Expenditure</b>                             | 1,652  | 1,719  | 4.0%   | -        | - | -      | - | -      | - |

Note: May not add up due to rounding

- Forecast years reflect the impact of Bill 112 and the dissolution of Regional Council and the Chair’s Office.

# Water and Wastewater

2024–2027 Business Plan  
and 2024 Budget

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# 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, inflow and infiltration, regulatory compliance, strategic partnerships, water and wastewater by-law enforcement, spills response, coordination with external Agencies and Utilities 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 and 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 \$28.5 billion.
- The Region produces on average 600 million litres of safe drinking water and treats 639 million litres of wastewater every day.
- The Region maintains 4,758 km length of watermains and 3,736 km length of sanitary sewer mains.
- We inspect 13,000 hydrants and 276 km of sewer mains every year.
- The Region provides services to 341,370 water accounts and 335,000 wastewater accounts.

## Highlights of the Business Plan include:

- Updating the Water and Wastewater Master Plan to accommodate growth to 2051 and reviewing implications of advanced growth related to Bill 23 municipal housing pledges.
- 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 Federation Utility of the Future Strategic 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)            | 2024      | 2025      | 2026      | 2027      |
|------------------------------------|-----------|-----------|-----------|-----------|
| Operating (Peel required billings) | 527,314   | 560,619   | 596,052   | 634,385   |
| Capital                            | 1,414,318 | 1,205,852 | 1,983,587 | 2,084,541 |
| Full Time Equivalents              | 618.9     | 649.3     | 669.9     | 686.5     |

# 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 resource recovery principles

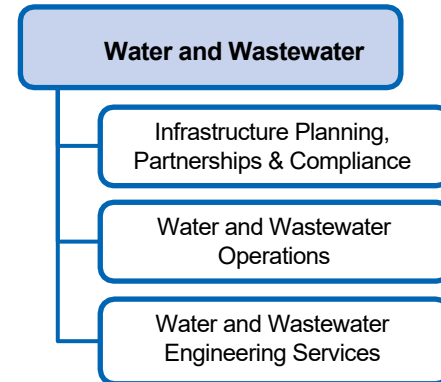
### Mission

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:

**Capital Planning:** Develop an appropriate 10-year Capital Budget in accordance with Growth Management and lifecycle asset management practices and meet budget preparation and construction timelines. Aligning capital planning to Bill 23 target and the pledges of the local municipalities. Investing in design to address short term readiness for advance growth.

**Long-range Planning and Policy Development:** Develop and implement appropriate plans and strategies to guide decision-making.

**Water and Wastewater Master Plan:** The Municipality’s Water and 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 \$14 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 our commitment to continuous improvement and build trust and confidence within our community

## Trends

Peel continues to mature as a Region. Aging infrastructure, unprecedented growth projections, 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 and 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*.

Financial Sustainability, Inflation and Affordability

- DC exemptions,
- cost and limited supply of materials, labour & construction

Talent Attraction and Retention

- talent scarcity, employee expectations post-COVID
- Peel Dissolution

### 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 and 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 2022, the cost was \$462.71 per million litres.

**Average wastewater treatment and collection cost:** The average cost for wastewater treatment and collection per million litres of wastewater treated. For 2022, the cost was \$320.08 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 2023, the percentage was 64% of, or 36% 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 and Wastewater infrastructure in "good" condition or better measures the Region's ability to manage lifecycle asset management programs for Water and Wastewater.

## Awards and Achievement

### Awards

2023 Climate Action Award from Ontario Water Works Association and Water Environment Association of Ontario (OWWA/WEAO) for collaboration with Lakeview Community Partners to design and construct a district energy system for a new development for over 16,000 residential units using wastewater effluent. .

2023 & 2021 WEAO George W. Burke Award for Health and Safety recognizing the positive safe workplace results from the implementation of an Occupational Health and Safety Management System in accordance with ISO 45001.

2023 OPWA Project of the Year Award for the GE Booth Resource Recovery Facility Site Preparation Contracts for New Plant 1..

2023 Infrastructure Award of Excellence from the Greater Toronto Sewer and Water Construction Association (GTSWCA).

Peel's Hydrant Hysteria Women's Team won first place at the American Water Works Association 2023 Annual National Conference and Exhibition and are invited to defend their title at the 2024 event.

2023 Poster Session presenter at International District Energy Association National Conference.

### Achievements

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 100% 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 in 2022 and 2023 which, based on industry best practices, will provide more customer equity along with revenue and bill predictability. The new rate structure also was endorsed with the generation of a long term reserve to increase funding for state of good repair projects.

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. Peel is also embarking on an AMI (Automated Metering Infrastructure) project to improve customer experience, improve the ability to address high water bills and improve customer usage data for future planning purposes.



# The 2024 -2027 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.

Bill 23 & Housing Pledges - 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 particular in disruption to existing traffic, property acquisitions and coordination with external agencies and Utilities. 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.

In 2023 Water and Wastewater have invested significant time and expertise in the assessment of infrastructure expansion required to service the Province's Bill 23 – *More Home Built Faster Act*. Subsequent to the Act the local municipalities endorsed alignment to the Act in March of 2023 with an anticipated growth plan of 246,000 homes by 2031. The advanced growth planned under the Act will place significant pressure on the Utility in the next 8 years to plan, design and construct infrastructure to service a growth rate 20 years faster than that proposed under the Region's 2051 Official 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 and 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 and Wastewater Division, in partnership with the Enterprise Management Office, has worked towards completing the Asset Management Plans for the Region's Water and Wastewater Infrastructure.

## Service Delivery

Bill 112 *Hazel McCallion Act* and Transition – in 2023 the Province of Ontario tabled and approved Bill 112 which will see the dissolution of the Region of Peel. While many models are available for the final structure of the Utility post dissolution, the Transition Board will provide recommendations to the Province. Staff remain committed to the viability of the Utility regardless of the ultimate governance model.

The municipality has grown substantially over the last 20 years and development continues to intensify. In addition, demand for Water and Wastewater maintenance and higher service levels is increasing. In order for the Water and Wastewater Service Area to meet maintenance and operational service levels in the coming years, a Maintenance Master plan will be 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. Stormwater and runoff has a significant impact on existing wastewater conveyance infrastructure. Inflow of stormwater into the sanitary sewer system and infiltration into defects 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. In addition, the program has developed a committee with the local municipalities to address cross connections between the sanitary and stormwater system and systematically address capital needs.

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. In addition to this project the Region is completing a thermal energy strategy to research alternative options for utilizing thermal energy from wastewater system wide. As part of the study a policy document will define special policy areas for thermal energy usage from wastewater. The Region is collaborating with local municipalities on long term usage of thermal energy from wastewater from landfill for sustainable reuse. This project represents an estimated 9,200 to 11,300 tonnes of avoided greenhouse gases.

The Jim Tovey Lakeview Conservation Area is the creation of a 64-acre natural waterfront park adjacent to the G.E. Booth Wastewater Treatment Facility. 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 Aug 2023, over 2,000,000 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.

In 2022 the program also developed a pilot project which successfully diverted significant quantity of biosolids to beneficial re-uses utilizing services of third parties. A detailed assessment of the program costs and benefits is underway.

The program is also actively reducing greenhouse gas emissions by investing in green fleet technology and the use of alternative fuel sources. Currently, the Region has 90 green vehicles in its fleet (Hybrid and fully electric) and has saved 230 tonnes of CO<sub>2</sub>e since January, 2023 by expanding the use of lower-carbon fuel alternatives (e85) in non-green vehicles. This equates to taking 105 commuter cars off the road in Ontario annually.

# 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 2023 and 2024 cost avoidance of \$8.6 million and \$7.5 million is anticipated respectively. Continuous efforts are required to ensure they are materialized.
- New Coring Method of water service box repair and restoration achieves significantly greater customer satisfaction and annual cost savings of approximately \$100,000 compared to the old method of square saw cutting method which requires expensive restoration.
- Remote real-time groundwater monitoring and data collection reduces the frequency of on-site visits to perform manual measurements resulting greater productivity and cost avoidance, improves employee safety and eliminates winter season data gaps.
- New Development Application Facilitator role helps streamline the engineering review process and helps prevent delays with development applications and meet Bill 109 requirements.



# Transforming Our Business with Technology

Technology plays a critical role in the delivery of efficiencies for the Water and Wastewater Service Area. Through updating existing technology systems and bringing new systems online, the Water and 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:

### Public Works Water Resource Management Dashboard

- The Dashboard provides a “one window” approach for all permits-to-take-water, construction project dewatering permits, hydrogeological and geotechnical reports, accessible by all staff which saves time, improves construction project planning and saves project costs.

### Process Automation Asset Management Condition Monitoring

- Real-time condition monitoring of the process control and automation equipment, which includes hundreds of assets distributed across the entire geography of Peel, enables staff to perform troubleshooting and system function checks remotely and respond quickly to potential problems. This innovation improves staff productivity (cost avoidance) and improves system reliability.

## Leveraging Technology to Improve Service Delivery:

- GIS based work deployment was developed for our closed circuit television inspection team. The work is being dispatched based on work location resulting in more efficient use of staff time. Projected work output for the year results in almost doubling the kilometers of pipeline inspected per year.

## Real-time Algae Monitoring

- State-of-the-art on-line continuous analyzers are installed at each water treatment plant to enable operators to optimize treatment processes and provide advance notice to allow process adjustments and prevent equipment failure and potential service interruptions from large influxes of filamentous algae in Lake Ontario.

## Real-time Condition Monitoring of Critical Pipelines

- Real-time condition monitoring using Acoustic Fiber Optics (AFO) is used on the Hanlan 2400mm diameter water transmission main which is one of Peel’s most critical pipelines. AFO provides detailed pipe condition information in real-time while the pipe is in service. This information enables evidence-based asset management decisions and helps prevent catastrophic failures.
- 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 2024 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.

**Sewage Pumping Station Rehabilitation Program (Phase 2):** Replacement of sewage pumping stations in the lake-based wastewater collection system, as identified from the condition assessment program

**Upper Cooksville Creek Sanitary Trunk Sewer Rehabilitation:** from North of Eglington Avenue West to Burnhamthorpe East

**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 2024-2027 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 2023 was \$488.2 million and the required billings for 2024 is \$527.3 million

## Peel Required Billings \$527.3 million (Net Expenditure before billings: \$572.1 million)

| Description   | 2022 Actuals     | 2023 Approved Budget | 2024 Proposed Budget | \$ Change Over 2023 | % Change Over 2023 |
|---|------------------|----------------------|----------------------|---------------------|--------------------|
| Operating Costs                                       | 129,311          | 134,006              | 143,647              | 9,641               | 7.2%               |
| Labour Costs  | 44,724           | 49,873               | 54,296               | 4,423               | 8.9%               |
| Reserve Contributions                                 | 282,319          | 294,596              | 321,534              | 26,938              | 9.1%               |
| Debt Charges  | 108,437          | 108,433              | 114,914              | 6,481               | 6.0%               |
| Facility, IT, HR and other support costs              | 149,568          | 157,818              | 162,762              | 4,944               | 3.1%               |
| Operations Support Cost                               | 5,341            | 5,819                | 5,624                | (195)               | (3.3)%             |
| Recoveries  | (89,808)         | (94,371)             | (101,472)            | (7,101)             | 7.5%               |
| <b>Total Expenditures</b>                             | <b>629,892</b>   | <b>656,174</b>       | <b>701,305</b>       | <b>45,131</b>       | <b>7.0%</b>        |
| Grants and Subsidies                                  | (159)            | -                    | -                    | -                   | -                  |
| Fees and Services Charges                             | (8,190)          | (6,209)              | (6,767)              | (558)               | 9.0%               |
| Transfer from Development Charges                     | (108,437)        | (108,433)            | (114,914)            | (6,481)             | 6.0%               |
| Contributions from Reserves                           | 2,830            | (4,500)              | (1,945)              | 2,555               | (56.8)%            |
| Operations Support Revenue                            | (5,341)          | (5,819)              | (5,624)              | 195                 | 3.3%               |
| Other Billings  | (41,398)         | (42,995)             | (44,740)             | (1,745)             | 4.1%               |
| <b>Total Revenues</b>                                 | <b>(160,695)</b> | <b>(167,956)</b>     | <b>(173,990)</b>     | <b>(6,034)</b>      | <b>3.6%</b>        |
| <b>Total Net Expenditure (Peel required billings)</b> | <b>\$469,197</b> | <b>\$488,217</b>     | <b>\$527,314</b>     | <b>\$39,097</b>     | <b>8.0%</b>        |

Note: May not add up due to rounding

## 2024 Operating Budget Pressures

| \$'000   | Net Expenditures Before Other Billings | Other Billings | Peel Required Billings 2024 vs 2023 |             |
|--|--|----------------|-------------------------------------|-------------|
| <b>2023 Revised Cost of Service</b>  | <b>531,212</b>                         | <b>42,995</b>  | <b>488,217</b>                      | <b>%</b>    |
| <b>Cost of Living/Inflation</b>  |  |                |                                     |             |
| Labour costs/Goods and services  | 3,695                                  | -              | 3,695                               |             |
| <b>Base Subsidy/Recoveries</b>   |  |                |                                     |             |
| Reserve contribution from York   | 1,445                                  | -              | 1,445                               |             |
| External billings adjustment   | -                                      | (1,745)        | (1,745)                             |             |
| <b>Cost Mitigation<sup>1</sup></b>   |  |                |                                     |             |
| Miscellaneous Savings  | (764)                                  | -              | (764)                               |             |
| <b>Other Pressures</b>   |  |                |                                     |             |
| Electricity cost increase  | 1,174                                  | -              | 1,174                               |             |
| Chemical cost increase   | 3,369                                  | -              | 3,369                               |             |
| Allocation of growth in corporate sustaining costs   | 895                                    | -              | 895                                 |             |
| Ontario Clean Water Agency (OCWA) contract cost  | 1,862                                  | -              | 1,862                               |             |
| Managing risk to increasing commodity price  | 2,700                                  | -              | 2,700                               |             |
| <b>Base Budget Changes Subtotal</b>  | <b>14,376</b>                          | <b>(1,745)</b> | <b>12,631</b>                       |             |
| <b>Service Level Demand<sup>2</sup></b>  |  |                |                                     |             |
| Infrastructure levy-5.3%   | 25,494                                 | -              | 25,494                              |             |
| 22 new FTEs and 1 Contract to support Water and wastewater capital and operations (80% capital recovery) including 2 FTEs for capital acquisitions | 604                                    | -              | 604                                 |             |
| 2 new FTEs to support facility growth (40/60 between tax and utility)  | 134                                    | -              | 134                                 |             |
| 1 new FTE to support workforce management in Water and wastewater  | 137                                    | -              | 137                                 |             |
| 5 new FTEs to meet IT requirements (60% capital recovery and the rest with 40/60 between tax and utility)  | 98                                     | -              | 98                                  |             |
| <b>Service Level Changes Subtotal</b>  | <b>26,467</b>                          | <b>-</b>       | <b>26,467</b>                       |             |
| <b>Total 2024 Budget Change</b>  | <b>40,843</b>                          | <b>(1,745)</b> | <b>39,098</b>                       |             |
| <b>2024 Proposed Budget</b>  | <b>\$572,055</b>                       | <b>44,740</b>  | <b>527,314</b>                      | <b>8.0%</b> |

Note: May not add up due to rounding



## Operating budget pressure notes:

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

- Miscellaneous savings of \$764,100 resulting from the ongoing review of budgets and process improvements; these reductions will not impact service levels.

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

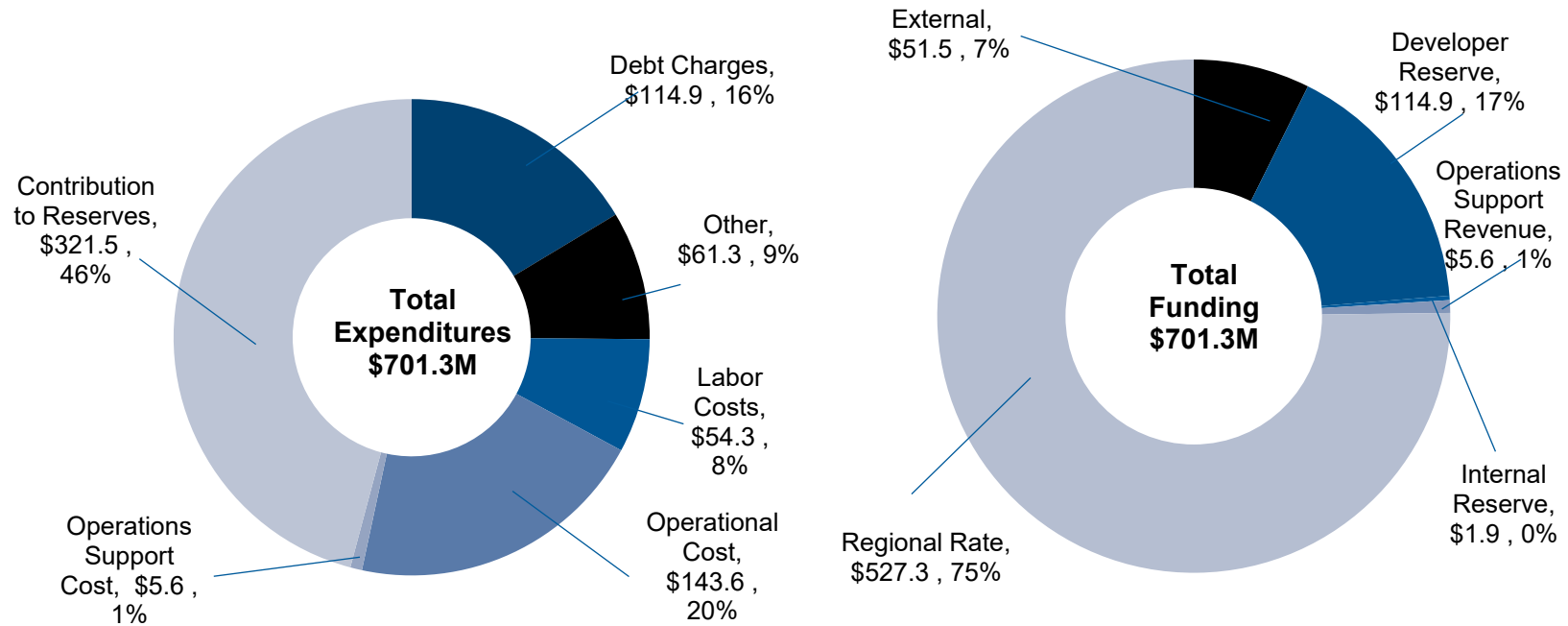
- No significant changes in service level
- 5.3% infrastructure levy to maintain condition and performance of water and wastewater infrastructure
- Twenty three new regular FTE requests to meet demands for on-going construction project support related to system growth and state of good repair activities, as well as to support linear operations. 80% of the costs are attributable to and recoverable from capital.
- Two new regular FTE requests at Facility management to support growth in Regional remote sites. This will allow the division to maintain existing service levels, while reducing additional costs associated with overtime and temporary staff. This FTE is split at 40/60 between Tax and Utility services.
- One new regular FTE request for workforce management to support various corporate projects and initiatives in water and wastewater
- Five new regular FTE requests for IT staff to support the departmental IT roadmap. This FTE is split at 40/60 between Tax and Utility services

## Staffing Resources to Achieve Level of Service

| Sub Service  | 2023         | 2024         | 2025         | 2026         | 2027         |
|--|--------------|--------------|--------------|--------------|--------------|
| Infrastructure Planning, Partnerships & Compliance | 75.5         | 80.9         | 83.8         | 84.1         | 83.2         |
| Water and Wastewater Operations                    | 390.2        | 402.7        | 423.7        | 438.6        | 450.2        |
| Water and Wastewater Engineering Services          | 125.9        | 135.3        | 141.7        | 147.2        | 153.0        |
| <b>Total</b>                                       | <b>591.7</b> | <b>618.9</b> | <b>649.3</b> | <b>669.9</b> | <b>686.5</b> |

Note: Staffing resources are regular positions (Full Time Equivalent, FTE). Resources are inclusive of Public Works support services. The resources projected in the outlook do not yet encompass the full impact of Bill 23.  
May not add up due to rounding.

## 2024 Total Expenditures & Funding Source (In \$M)



## 2024 Budget Risks

- Budget has been developed assuming Peel's services will continue to be provided, notwithstanding any governance decisions resulting from Bill 112
- Uncertainty around water consumption volumes including unpredictable weather conditions
- See additional risks from the capital and operating budgets further on in this section

## 2025 - 2027 Operating Forecast

|                                       | Budget   |          |      | Forecast |      |          |      |          |      |
|---------------------------------------|----------|----------|------|----------|------|----------|------|----------|------|
|                                       | 2023     | 2024     |      | 2025     |      | 2026     |      | 2027     |      |
|                                       | \$'000   | \$'000   | %    | \$'000   | %    | \$'000   | %    | \$'000   | %    |
| <b>Net Expenditure</b>                | 531,212  | 572,055  | 7.7% | 606,766  | 6.1% | 642,966  | 6.0% | 681,922  | 6.1% |
| <b>Other Billings</b>                 | (42,995) | (44,740) | 4.1% | (46,147) | 3.1% | (46,915) | 1.7% | (47,537) | 1.3% |
| <b>Peel Billings</b>                  | 488,217  | 527,314  | 8.0% | 560,619  | 6.3% | 596,051  | 6.3% | 634,385  | 6.4% |
| <b>Average Combined Rate Increase</b> |          |          | 6.8% |          | 5.6% |          | 5.9% |          | 6.0% |

Note: May not add up due to rounding

Overall, the utility rate programs are forecasting an average combined annual rate increase of 6.1% 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.

Subject to the successful completion of the necessary billing system upgrades, the newly sanctioned water and wastewater rate structure, detailed in Regional Council Resolution 2022-430 listed on the May 12, 2022 agenda "Long-Term Utility Financial Plan Rate Structure," is scheduled for implementation on April 1, 2024. It is important to note that the impact on individual consumer sectors will differ, resulting in unique adjustments compared to the overall rate increase.

# Proposed Capital Budget

**Capital Budget: \$1,414.3 million** (Ten Year Plan: \$14,530.2 million)

## 2024 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 2024 and projects carried forward to 2024.

| Capital Plan By Funding Source | Carry-forward from Prior Years (WIP) (\$'000)* | 2024 Capital Budget (\$'000) | Total Capital in 2024 (\$'000) |
|--------------------------------|--|------------------------------|--------------------------------|
| DC Growth                      | 1,110,677                                      | 1,016,836                    | 2,127,513                      |
| Externally Funded              | 60,712   | 10,467                       | 71,179                         |
| Non-DC Internal                | 800,999  | 387,014                      | 1,188,013                      |
| <b>Total Expenditures</b>      | <b>1,972,388</b>                               | <b>1,414,318</b>             | <b>3,386,706</b>               |
| <b># of Projects</b>           | <b>644</b>                                     | <b>146</b>                   | <b>790</b>                     |

## Existing Capital Projects - \$1,972.4M

- \$1,100.7M 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 Clarkson Biosolids Expansion
- \$801.0M for State of Good Repair projects including Replacement of Watermain projects, Victoria Yard Replacement, Local Wastewater Collection System Repairs, System improvements in Souwthwest Mississauga and Hanlan Transmission Maintenance
- \$60.7M for External funded projects including the Downtown Brampton Sanitary Sewer and Hurontario/Main Street Light Rail Transit, Hanlan Transmission Watermain and the Jim Tovey Lakeview Conservation

- 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. To address increased growth demands projects which were previously deferred are under review and will be returned to the capital plan subsequent to coordination requirements and resource availability.

## 2024 Capital Budget - \$1,414.3M

### Key highlights:

- \$459.6M for wastewater collection main replacement and construction
- \$384.2M for water main replacement and construction
- \$272.5M for expansion of Water Resource Recovery Facilities
- \$97.7M for pumping station expansion, rehabilitation and water treatment plant equipment replacement
- \$59.8M for condition asset and replacement
- \$34.1M for water meter replacement, vehicle and Gas Powered equipment upgrades and technology initiatives

See Appendix I for details.

## 2024 Budget Risks

- Budget has been developed assuming Peel's services will continue to be provided, notwithstanding any governance decisions resulting from Bill 112
- Competitive or limited resource availability given the influx of growth and construction as stipulated in Bill 23 – *More Homes Built Faster Act, 2022*
- Volatility of Construction Price Index and Consumer Price Index impacting the proposed budgets in the 2024 Capital Plan
- Increased resources required to execute growing capital plan are not included in the plan and a project to review capital delivery implications is proposed for 2024
- Short Term State of Good Repair reserve contributions do not match Corporate Asset Management contribution requirements in a 3 year window

### Development Related impacts:

- Majority of Construction Funding has not been included in the 2024 10-year capital plan
- Intent is to develop key infrastructure projects for “shovel ready” plan pending local municipality Official plans
- Funding for construction will be requested upon Priority identification and/or completion of design
- Key major infrastructure “spine” projects and major Water and Wastewater Treatment projects as per the ongoing Master Plan are not included in the 10-year capital plan

- Property Acquisitions for expansion needs are not included in the plan and may have significant impacts on budget requirements
- No additional York Agreement Projects are included in the plan
- External Coordination projects – Future coordination projects with entities such as Metrolinx are not included in the Capital Plan
- Strategic Projects such as Thermal Energy projects – GTAA, Mississauga Downtown, Lakeshore are not included

## **Operating Impact of 2024 Capital Budget**

- OCWA operations and maintenance fee increase as new facilities are brought on line
- Additional operations resources will be required in 2024 and beyond as capital projects are delivered and placed into service
- Assessment of resource impacts due to high growth are not included in the plan subsequent to detailed study on long term Operating needs
- Capital impact on Operations are not included in the plan
- New capital maintenance needs
- Internal (Support Services) impact from high growth plan such as impacts in Purchasing, Finance, Property, Legal may all be impacted by high capital program and are not included in the plan
- External Agency impacts based on high growth plan have not been included in the plan

# Proposed Capital Plan

## 2024 - 2033 10-Year Capital Plan - \$14,530.2M

### By Project Classification:

|  |   |  |
|--|---|--|
| <b>State of Good Repair</b><br><b>\$3,031M</b> | <b>DC Funded Growth</b><br><b>\$10,740M</b> | <b>Non-DC Funded Growth &amp; Other</b><br><b>\$759M</b> |
|--|---|--|

#### Key Highlights:

- \$4,740.8M for wastewater collection main construction and replacement
- \$4,081.2M for water main construction and replacement
- \$2,088.2M for water treatment plant and pumping station expansion & rehabilitation
- \$1,943.6M for expansion of Water Resource Recovery Facilities
- \$797.5M for Condition Asset and Replacement
- \$165.5M 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 \$ |
|---|----------------------|------------------|----------------|------------------------|---------------------------|------------|
| Increase in number of front line Operators and foreperson   | Water                | 21               | 6.0            | -                      | U - 368,021               | -          |
| Resources to support growth in Public Works Facilities  | Operations Support   | 22               | 2.0            | -                      | U - 133,913<br>T - 89,276 | -          |
| 5 Resources required for Public Works Digital Service Team to execute the Public Works Information Technology Roadmap | Operations Support   | 23               | 5.0            | -                      | U - 97,628<br>T - 65,085  | -          |
| Workforce management supporting the growth of Water and Wastewater initiatives  | Operations Support   | 24               | 1.0            | -                      | U - 136,718               | -          |
| Technical Analyst for Locates program   | Wastewater           | 25               | 1.0            | -                      | -                         | -          |
| Program Manager - Water Resource Planning   | Water                | 26               | 1.0            | -                      | U - 84,809                | -          |
| Advisor - Water Hydraulic Modelling Program   | Water                | 27               | 1.0            | -                      | U - 77,209                | -          |
| Project Manager - External Agency & Easement Encroachment Review  | Water                | 28               | 1.0            | -                      | U - 74,709                | -          |
| Project Managers - Infrastructure Planning and Studies  | Water                | 29               | 1.0            | 1.0                    | -                         | -          |
| Project Manager to support the Office of the Director   | Wastewater           | 30               | 1.0            | -                      | -                         | -          |
| Backflow Prevention Inspection staff growth-Inspector   | Water                | 31               | 2.0            | -                      | -                         | -          |
| Technical Analyst for Engineering Review  | Development Services | 33               | 1.0            | -                      | -                         | -          |
| Project Manager for Engineering Review  | Development Services | 34               | 1.0            | -                      | -                         | -          |
| Project Manager to support State of Good Repair (SOGR) for Water and Wastewater infrastructure                        | Water                | 35               | 1.0            | -                      | -                         | -          |



|  |                    |     |             |            |                |                  |
|--|--------------------|-----|-------------|------------|----------------|------------------|
| Project Manager to manage projects at the wastewater treatment plants                    | Wastewater         | 36  | 1.0         | -          | -              | -                |
| Technical Analyst to support the Wastewater Collection and Conveyance capital works team | Wastewater         | 37  | 1.0         | -          | -              | -                |
| Project Manager support for Engineering Services - Wastewater                            | Wastewater         | 38  | 1.0         | -          | -              | -                |
| Land Acquisition to Support Accelerated Growth (Water and Wastewater)                    | Wastewater         | 78  | 2.0         | -          | -              | -                |
| Building Information Modeling implementation   | Operations Support | 122 | -           | -          | -              | 3,500,000        |
| <b>TOTAL UTILITY (U)</b>   |                    |     | <b>30.0</b> | <b>1.0</b> | <b>973,007</b> | <b>3,500,000</b> |
| <b>TOTAL TAX (T)</b>   |                    |     |             |            | <b>154,361</b> |                  |

## Budget Request #: 21

| Proposed Initiative                                       | Department   | Division | Service Area         |
|---|--------------|----------|----------------------|
| Increase in number of front line Operators and foreperson | Public Works | Water    | Water and Wastewater |

### Description of Budget Request

As the size and complexity of our water and wastewater systems have continued to increase over the past 10 years, the first time operators were added was via the 2023 budget. This budget cycle we are looking to increase our front line operations staff by 5 and 1 foreperson to ensure the protection of our infrastructure, the environment and our drinking water.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 613,368    | -          | -          | -          |
| Less: Internal and Capital Recovery | (184,010)  | -          | -          | -          |
| <b>Total Expense</b>                | 429,358    | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | 61,337     | -          | -          | -          |
| <b>Total Revenue</b>                | 61,337     | -          | -          | -          |
| Net Impact - Tax                    | -          | -          | -          | -          |
| Net Impact - Utility Rate           | 368,021    | -          | -          | -          |
| <b>FTEs</b>                         | 6.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

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

2022 was the first year that there was staff growth in front line operators in the previous 10 years. Those staff were to focus on maintenance activities as some of our standards were not met. In 2016 our operator rate was 3.8 operators per 100 km of water and 100 km of sewer main, our ratio of staff to water and wastewater main sits at 1.5 operators per 100 km of water main and 100 km of wastewater main. Since 2013 we have seen the water and wastewater system grow.

### **Details of Service Change**

Due to increasing capital commissioning work, staff are diverted from maintenance work and other jobs to assist leaving maintenance work to be completed on overtime or fail to get completed. The additional staff will work within the capital commissioning customer service teams and allow maintenance staff to complete all required maintenance inspections in a timely manner.

### **Service Impact**

Greater percentage of maintenance targets hit and regulatory requirements will be met.

## Budget Request #: 22

| Proposed Initiative                                    | Department   | Division           | Service Area         |
|--|--------------|--------------------|----------------------|
| Resources to support growth in Public Works Facilities | Public Works | Operations Support | Water and Wastewater |

### Description of Budget Request

Request for 2.0 additional FTEs (1.0 Facilities Specialist and 1.0 Facility Maintenance Operator) to support the additional permanent workload resulting from growth in Public Works Facilities. This will allow us to maintain existing service levels, while reducing the need to hire Temporary, Contract and additional student staff, as well as the additional costs associated with overtime.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 223,189    | -          | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 223,189    | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | 89,276     | -          | -          | -          |
| Net Impact - Utility Rate           | 133,913    | -          | -          | -          |
| <b>FTEs</b>                         | 2.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

The driver of this initiative is growth. The Public Works Facilities Remote Sites portfolio has grown from 123 sites in 2013 to 183 sites in 2023 (an increase of 49%). There have been no staffing increases during this period. This has resulted in a significant workload increase for staff and contracted service providers to manage and maintain these properties.

## Details of Service Change

The addition of these properties has resulted in a 364% increase in work orders (411 in 2013 to 1,949 in 2023) for the work performed by contracted service providers. As well, there has been a significant increase in the number of special projects, major repairs and State of Good Repair projects, etc. We are currently managing this demand through out of budget contract staff and by incurring excessive overtime costs.

The addition of one (1) Full Time Specialist FTE is required to manage these projects and to oversee the additional contracted work while avoiding unnecessary Overtime.

Additionally, there has been a 378% increase in work orders (687 to 2598) and 85% increase to labour hours (2483 to 4584) performed by in house bargaining staff. We are currently managing this demand through recurring out of budget temporary hires, as well as additional students through the summer months.

The addition of one (1) Full Time Facility Maintenance Operator FTE is required to sustainably manage the additional workload.

Continuing to hire Temporary and Contract staff to manage additional demands is not sustainable. The Collective Bargaining Agreement allows hiring of temporary Bargaining staff for a maximum of 12 month assignments, requiring us to repeatedly hire and provide training to new employees. It has also proven difficult in the recruitment process to attract Non Bargaining Contract employees with the specialized skills required by the Specialist.

## Service Impact

Addition of these two (2) Full Time staff will allow us to manage the increased workload and maintain optimal service levels.

PW Facilities Specialist responsibilities include:

Development and review of specifications for special projects (construction, renovation etc.), including managing Contractors throughout construction; Oversee Contractors (including requirement to be physically onsite to provide access and verify) performance of preventative maintenance and repair work for electrical, HVAC, Plumbing, Security, Life Safety systems at all remote facilities; Provide input to client development of SOGR schedules and Capital budgets etc.

Facility Maintenance Operator responsibilities include:

Routine scheduled inspection of 180 remote facilities; litter and brush removal, maintaining of parking lots, sidewalks and entrance ways; snow removal, grass cutting, trimming, pruning; minor plumbing and electrical work; minor fencing and gate repairs; window and door repairs; life safety, HVAC inspections etc.

The costs associated with these 2.0 FTEs will be fully offset by the reduction in overtime as well as out of budget contract, temporary staff and students.

## Budget Request #: 23

| Proposed Initiative   | Department   | Division           | Service Area         |
|---|--------------|--------------------|----------------------|
| 5 Resources required for Public Works Digital Service Team to execute the Public Works Information Technology Roadmap | Public Works | Operations Support | Water and Wastewater |

## Description of Budget Request

In December 2023, the pilot and funding for the Digital Services Team (DST) for Public Works (PW) will be coming to an end. This budget request is for 5.0 FTEs to build a permanent Digital Services Team (DST) to support all of Public Works and expand beyond TransHelp and Waste Management to action the recommendations captured in the Application Rationalization Project: PW IT Roadmap Report that advises which technologies should be replaced, updated, consolidated, or maintained.

## Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 407,713    | 382,713    | -          | -          |
| Less: Internal and Capital Recovery | (245,000)  | (245,000)  | -          | -          |
| <b>Total Expense</b>                | 162,713    | 137,713    | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | 65,085     | 55,085     | -          | -          |
| Net Impact - Utility Rate           | 97,628     | 82,628     | -          | -          |
| <b>FTEs</b>                         | 5.0        | -          | -          | -          |

## Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

The Region's digital strategy aims to provide a seamless resident and employee service experience through integrated business and technology modernization; thus, areas for technology improvement highlighted in the Application Rationalization Project: Public Works IT Roadmap Report, informed by staff, will drive and inform the DST mandate, including but not limited to: application integrations, data visualization, elimination of dual-entry systems, and data management.

## Details of Service Change

Building on the success of the Public Works DST pilot for TransHelp and Waste Management, the DST will strategically expand and drive the PW IT Roadmap for all of PW to improve operations and overall service delivery for employees and residents over the next 5 years. The Digital Services Team is defined as organizational structures that focus on the redesign of services and processes with the goal to provide digital government services faster and in a more user-centric way than existing e-government efforts.

DST will support the following activities:

- Conduct current state assessments by identifying business process, practices and data model elements that are common across all divisions of Public Works,
- Determine inefficiencies, gaps, redundancies and inconsistencies with processes and technology,
- Define target state standards and technologies,
- Initiate Service Requests targeting necessary system configurations,
- Develop project plans and execute on deliverables.

The DST will prioritize project activities most important to services, residents, and employees, whilst enhancing collaboration with IT to ensure technology consistency, standards, synergies are aligned to Corporate IT initiatives.

The DST reporting to Information Technology, is comprised of the following 5 FTEs: Product Manager, Project Manager, Solutions Applications Architect and 2 Business Analysts.

## Service Impact

A recent publication in Government Information Quarterly (Mergel, 2019) proposed the benefits of DSTs in a government-setting; including: acceleration of digital service delivery to meet changing resident needs, quick iterations and redesign capacity, reduced operational effort and frustration, opportunity to acquire new talent and skills not typical to government IT organizations, increased likelihood of adaptation and standardization of technology, and more centralized decision-making authority for innovative IT practices.

The outcomes of a DST delivery model may be assessed in a multitude of methods including, return on digital investments (i.e., reduction of operational costs overtime), improved adoption and usage (uptake) of technology with employees and residents, customer satisfaction in digital service delivery, reduction in bugs, downtime or work arounds, improved application reliability, performance, and trust.

## Budget Request #: 24

| Proposed Initiative  | Department   | Division           | Service Area         |
|--|--------------|--------------------|----------------------|
| Human Resources support for Water and Wastewater initiatives | Public Works | Operations Support | Water and Wastewater |

## Description of Budget Request

The purpose of this budget request is to have additional Human Resources to support PW Water and Wastewater.

## Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 136,718    | -          | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 136,718    | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | -          | -          | -          | -          |
| Net Impact - Utility Rate           | 136,718    | -          | -          | -          |
| <b>FTEs</b>                         | 1.0        | -          | -          | -          |

## Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |



## Why Staff Recommend this Initiative

To support the various corporate projects and initiatives in Water and Wastewater. The priorities include ERP Implementation, Development of Enterprise Asset Management, Governance and Strategy for Implementation of Maximo, Provincial changes (Bill 23, 39, 112), Water/WasteWater Pricing Model & Long-Term Financial Strategy, Culture work (recruitment and retention), Workforce Development, Bargaining and Succession Management.

## Details of Service Change

Increase support to the Water and Wastewater leadership team in the implementation of the ERP Implementation, Development of Enterprise Asset Management, Governance and Strategy for Implementation of Maximo, Integrated Planning of Regional Responsibilities (Bill 23, 39, 112), Water/WasteWater Pricing Model & Long-Term Financial Strategy, Culture Improvement Work, Workforce Development and Succession Management. Additional HRC support would also support the operationalization of these programs once the implementation phase is complete. HRC Support would also be required for labour relations and HR related support (recruitment & retention, collective bargaining, performance management etc.)

## Service Impact

As of June 2023, the division has a head count of approx. 515 employees (401 regular full-time positions and 114 temporary positions). The service level changes will be achieved by splitting the current PW department into two portfolios and supporting the leadership teams with program implementation and roll out. This will allow a better balance of workload and support, especially related to employee and labour relations amongst the seven divisions during Peel's transformation (governance - Bill 112).

## Budget Request #: 25

| Proposed Initiative                   | Department   | Division   | Service Area         |
|---------------------------------------|--------------|------------|----------------------|
| Technical Analyst for Locates program | Public Works | Wastewater | Water and Wastewater |

### Description of Budget Request

To add a Technical Analyst to support the locates program due to the legislative changes in the locates legislation with the pending direction on using dedicated locators for projects as well as the start of a new Administrative Penalty system.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 115,166    | -          | -          | -          |
| Less: Internal and Capital Recovery | (115,166)  | -          | -          | -          |
| <b>Total Expense</b>                | -          | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 1.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

In the past year, there have been updates to the Ontario Underground Infrastructure Notification System act that promotes safe digging. Starting in 2023, there will be administrative penalties issued to locate providers for late locates. Tracking and analyzing data for compliance will be an important role to ensure we stay on top of our locates - both requested and provided. In 2022, our compliance rate for providing locates in house met requirements but contractors were around 50%.

## Details of Service Change

With this new role, there will be increased oversight of the compliance rate from all of our service providers so our contracts can be better managed, there will be regular reviews of locates requested by us as well as our contractors on major projects as installation of water and sewer mains cannot proceed without locates and many projects get hung up in locate requests. In 2022, there was a compliance rate of less than 50% on locates for all projects work on by Peel or our contractors; some of this was due to staffing issues post COVID but as Bill 23 progresses, the growth and demand for locates will only increase and to ensure minimal delays, this role will be key. Also for this role, they will be able to manage all dedicated locates for projects as set out in the legislation, working between our engineering teams, the contractors and legislators to ensure notification requirements of 90 days are met for all projects as well as file appropriate paperwork and negotiations with service providers. Having this role in place will help with the locate program, provide detailed reports on our compliance and allow us to address challenges and take corrective actions before any penalties are assessed.

## Service Impact

By having one person liaise with contractors, engineering and service providers, there will compliance with the legislation for notification for the use of key capital projects in need of dedicated locators ensuring all timelines are met. This person will also monitor service provider compliance and work with our contracts team and purchasing on proper vendor management and reporting requirements to Ontario One Call. By keeping a closer eye on our compliance we can take proactive actions to target compliance rates of over 85% versus having it less than 50% of the time as was seen in 2022 with very proactive work being done by the team that formerly managed locates. By having an increased compliance rate, the chances of being assessed monetary penalties is reduced. The penalties being faced by Peel were in excess of \$2 million dollars, and the province is starting the new program in 2023 with all previous amounts being removed. Monitoring our compliance with the legislation and taking corrective actions immediately will contribute to no fines being levied against Peel.

## Budget Request #: 26

| Proposed Initiative                       | Department   | Division | Service Area         |
|---|--------------|----------|----------------------|
| Program Manager - Water Resource Planning | Public Works | Water    | Water and Wastewater |

### Description of Budget Request

Given the significant rate of development and capital projects expected within the Region in the following decade as well as increasing operational needs, Infrastructure Planning resources are strained and we require a program manager to support timely responses, employee engagement, and coordination with other departments. Achieve increased efficiency, leader improves the teams overall productivity and provide summarized feedback to manager who will oversee the infrastructure planning team.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 169,618    | -          | -          | -          |
| Less: Internal and Capital Recovery | (84,809)   | -          | -          | -          |
| <b>Total Expense</b>                | 84,809     | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | -          | -          | -          | -          |
| Net Impact - Utility Rate           | 84,809     | -          | -          | -          |
| <b>FTEs</b>                         | 1.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

The driver is supporting growth management initiatives related to water resources planning, source water protection and groundwater management. The increasing trend in growth and meeting Bill 23 related pledges, will require more focus in providing services (PTTW/ESR/SWP) to capital as they try to deliver more projects. There will also be a requirement for the Manager to attend more growth related meetings, a new program manager will provide more facetime to water resource planning staff.

## Details of Service Change

The request is for a program manager to lead the water resources planning team. This position will support achieving the 10-Year Water and Wastewater Goals approved by Council. This position helps us increase technical services towards integrating ongoing planning initiatives, studies and development requests in support of future growth in the Region, develop servicing strategies to support local area municipalities meet their growth pledges as per Bill 23, and provide much needed representation as a Qualified Professional (QP), to the Region in front of the Ministry of Environment, Conservation and Parks (MECP). This will also allow staff to have a dedicated people leader with focused water resources management and source water protection vision, assisting the staff development and growth. This will allow the Manager to better manage other coordinating activities across Program Planning, Development Services, Development Engineering, Capital and Operations. This team's new program manager will be the driving force to improve team's well-being and overall productivity, it will be a single contact for the Manager who is overseeing the entire Infrastructure Planning team. This leader will have a better understanding of water resources planning needs and create a vision for the team to better support many departments in Public Works, (eg. Transportation, Waste Management, Infrastructure Planning, Compliance, Water/Wastewater Engineering, Operations) as well as other teams.

## Service Impact

The outcomes will be achieved by:

- a) Ensuring development application requests are completed in a timely manner by having a dedicated people leader responsible for reviewing and guiding the team receiving, processing, managing and circulating the hydrogeological expertise for these requests.
- b) Developing team goals aligned with the water resources planning vision and in line with Infrastructure Planning as a whole.
- c) Collaborating with other teams in Public Works and Water Wastewater to provide timely support to construction projects, Municipal well condition and performance as well as politically sensitive issues
- d) Leverage knowledge and experience of expanded team in producing servicing analysis to support a variety of initiatives across local area municipalities and Region.
- e) Meeting development servicing requests within a reasonable amount of time. This will require new processes to help better manage and track requests, overlapping projects, etc.

## Budget Request #: 27

| Proposed Initiative                         | Department   | Division | Service Area         |
|---|--------------|----------|----------------------|
| Advisor - Water Hydraulic Modelling Program | Public Works | Water    | Water and Wastewater |

### Description of Budget Request

Given the significant rate of development and capital projects expected within the Region in the following decade as well as ongoing operational needs, Infrastructure Planning resources are strained and we request an additional water hydraulic modeler in order to support timely responses and coordination.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 154,417    | -          | -          | -          |
| Less: Internal and Capital Recovery | (77,209)   | -          | -          | -          |
| <b>Total Expense</b>                | 77,209     | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | -          | -          | -          | -          |
| Net Impact - Utility Rate           | 77,209     | -          | -          | -          |
| <b>FTEs</b>                         | 1.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

The driver is supporting growth management initiatives that ensure proactive servicing planning which promotes efficient use of infrastructure. Increasing trend of development in the Region, requires additional inter-departmental water modelling to support to development requests, higher level infrastructure planning studies, (e.g. SABE, Post-2041 Growth Impacts to W/WW, etc) and significant increases in coordination related to ongoing major capital projects and operational activities.

## Details of Service Change

The request is for an Advisor - Water Hydraulic Modelling in the Infrastructure Planning - Modelling and Data team. This position will support achieving the 10-Year Water and Wastewater Goals approved by Council. This position helps us dedicate technical services towards integrating ongoing planning initiatives, studies and development requests in support of future growth in the Region as well as coordinating ongoing activities across Program Planning, Capital and Operations.

## Service Impact

The outcomes will be achieved by:

- a) Ensuring water modelling requests are completed in a timely manner by having a dedicated FTE be responsible for receiving, processing, managing and circulating the analysis for these requests.
- b) Maintaining Hydraulic models with up-to-date infrastructure (existing and planned projects) that is easily consumed by all internal and external users.
- c) Leverage knowledge and experience of expanded team in producing modelling analysis to support a variety of initiatives across Operations, Capital and Program Planning.
- d) Meeting water modelling-related requests within a reasonable amount of time. This will require new processes to help better manage and track requests, overlapping projects, etc.

## Budget Request #: 28

| Proposed Initiative  | Department   | Division | Service Area         |
|--|--------------|----------|----------------------|
| Project Manager - External Agency & Easement Encroachment Review | Public Works | Water    | Water and Wastewater |

## Description of Budget Request

Centralizing the ongoing functions of review the implications to Peel's water and wastewater infrastructure related to external agency projects and potential encroachments on our easements. Evaluates all external agency inquiries/notifications and prepares technical responses. Prepares and negotiates external cost share agreements with external agencies.

## Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 149,418    | -          | -          | -          |
| Less: Internal and Capital Recovery | (74,709)   | -          | -          | -          |
| <b>Total Expense</b>                | 74,709     | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | -          | -          | -          | -          |
| Net Impact - Utility Rate           | 74,709     | -          | -          | -          |
| <b>FTEs</b>                         | 1.0        | -          | -          | -          |

## Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |



## Why Staff Recommend this Initiative

Processes were reviewed in detail in early 2022 and recommendation was to assign to one central point of contact. This function has been bounced around several times and was consuming time from various stakeholders inefficiently.

## Details of Service Change

Currently assigned as recommended but with a temporary contract. This role has made it easier for external agencies to communicate as it is centralized, the role is able to handle virtually all of the work without the need to disturb others in the Engineering Division. Level of Service improvements: external agencies receive easier and faster responses to avoid project delays.

## Service Impact

The outcomes will be achieved by:

- a) Ensuring external agency requests are completed in a timely manner by having a dedicated FTE responsible for receiving, processing, managing and circulating the analysis for these requests.
- b) Centralized intake process so that internal and external stakeholders know exactly who to communicate with.
- c) Leverage knowledge and experience of Manager to provide training and development and back up reducing risk of turnover.
- d) Centralized and improved request tracking system.

## Budget Request #: 29

| Proposed Initiative                                    | Department   | Division | Service Area         |
|--|--------------|----------|----------------------|
| Project Managers - Infrastructure Planning and Studies | Public Works | Water    | Water and Wastewater |

### Description of Budget Request

Given the significant rate of development and capital projects expected within the Region in the following decade as well as ongoing operational needs, Infrastructure Planning resources are strained and we request two additional project managers (1 FTE and 1 Contract) in order to support timely responses to and coordination.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 288,859    | -          | -          | -          |
| Less: Internal and Capital Recovery | (143,859)  | -          | -          | -          |
| <b>Total Expense</b>                | 145,000    | -          | -          | -          |
| Rate Stabilization Reserve          | 145,000    | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | 145,000    | -          | -          | -          |
| Net Impact - Tax                    | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 1.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

The driver is supporting growth management initiatives that ensure proactive servicing planning which promotes efficient use of infrastructure. With the increasing trend of development in the Region, additional analyses and studies are required to support development requests, higher level infrastructure planning studies, (e.g. SABE, Post-2041 Growth Impacts to W/WW, etc) and significant increases in coordination related to ongoing major capital projects and operational activities.

## Details of Service Change

The request is for two project managers in the Infrastructure Planning growth team. This position will support achieving the 10-Year Water and Wastewater Goals approved by Council. This position helps us increase technical services towards integrating ongoing planning initiatives, studies and development requests in support of future growth in the Region, develop servicing strategies to support local area municipalities meet their growth pledges as per Bill 23, and be key members of the ongoing and increasing coordinating activities across Program Planning, Development Services, Development Engineering, Capital and Operations.

As accelerated residential growth is expected in the Region, a need to advance projects, re-evaluate planning scenarios, servicing strategies and lead capacity studies and Class Environmental Assessments, two project managers will be able to help the team advance these studies to meet Council, developers, and local development requirements. Many of the existing development applications are adapting to the changing needs of the Province and re-submitting development applications with updated higher population numbers which will be analyzed again, to inform the water and wastewater servicing plan and develop a more robust servicing strategy and capital plan.

## Service Impact

The outcomes will be achieved by:

- a) Ensuring development application requests are completed in a timely manner by having more staff working on receiving, processing, managing and circulating the analysis for these requests.
- b) Managing the increasing amount of Class Environmental Assessments, servicing studies, and master servicing plans required prior to execution of projects
- c) Developing water and wastewater servicing studies which will inform the master plan, the capital plan and which will be is easily consumed by all internal and external users.
- d) Leverage knowledge and experience of expanded team in producing servicing analysis to support a variety of initiatives across local area municipalities and Planning.
- e) Meeting development servicing requests within a reasonable amount of time. This will require new processes to help better manage and track requests, overlapping projects, etc.

## Budget Request #: 30

| Proposed Initiative                                   | Department   | Division   | Service Area         |
|---|--------------|------------|----------------------|
| Project Manager to support the Office of the Director | Public Works | Wastewater | Water and Wastewater |

### Description of Budget Request

To add 1 project manager to the Director's office in Operations to address an outstanding compliance auditing requirement from Ministry of Environment, Conservation and Parks (MECP) recommendations and the increasingly complex infrastructure being built for our operations team.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 149,417    | -          | -          | -          |
| Less: Internal and Capital Recovery | (149,417)  | -          | -          | -          |
| <b>Total Expense</b>                | -          | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 1.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

During COVID audits of drinking water paperwork did not align for staff resulting in submissions to the MECP for potential infractions. The MECP recommended bring in an auditing program to ensure alignment of log books, paperwork and AVL. The second position is to ensure that there is a smooth transition of engineering projects to operations to ensure proper training and equipment as well as representing Ops during construction.

## Details of Service Change

Quality Control and Assurance normally reports to the divisional head to ensure no conflicts - the one person will audit Operations functions such as legal requirements related to MECP paperwork, locates contractors, and operations contracts to ensure all work is being completed as required by Drinking Water and Locates legislation. This role will create reports to be reviewed with staff and subsequently submitted as part of annual reports to MECP and ON1Call. The second role will ensure that Operations needs are represented during construction projects and enable proper infrastructure is selected, training and equipment are made available to operations staff when infrastructure is turned over. A short fall has been noticed as our real time control, diversions and deep infrastructure has left some challenges with operations not having staff trained as fully as needed and has left gaps with equipment causing the use of contractors for many repairs and maintenance.

## Service Impact

Through auditing, we can ensure that work is being completed and we are meeting our regulatory requirements. Also through the auditing of contractors, we ensure that the quality specified in contracts is being met both in the quality of work being done as well as the materials used and that Peel Region specs are maintained. Alternate Locate Agreements also need to be audited as per the ON1Call requirements and submitted as part of our annual reviews. For our staff, having someone be more intimately involved in contract planning, design and construction, training and equipment needs can be better anticipated to ensure that staff need training to work on a water and wastewater system that is becoming more complex. Increasing staff awareness, ensures jobs stay in house for repairs and maintenance where possible and safety standards are held in high regard.

## Budget Request #: 31

| Proposed Initiative                                   | Department   | Division | Service Area         |
|---|--------------|----------|----------------------|
| Backflow Prevention Inspection staff growth-Inspector | Public Works | Water    | Water and Wastewater |

### Description of Budget Request

To add additional inspectors for the administration and enforcement of the Backflow Prevention Bylaw that is in place to ensure the protection of Peel's Drinking Water.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 229,494    | -          | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 229,494    | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | 229,494    | -          | -          | -          |
| <b>Total Revenue</b>                | 229,494    | -          | -          | -          |
| Net Impact -Tax                     | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 2.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

Compliance with the bylaw and the protection of Peel's drinking water are the main drivers. Over 80,000 industrial, commercial, institution and 3 story or greater residential facilities need backflow devices to ensure the protection of our water. These staff will be field based and look after field inspections and education to the ICI sector on backflow.

## Details of Service Change

Currently staff that administer the backflow bylaw also administer the water bylaw and are mostly office based reviewing surveys and providing direction to the ICIR facilities. These staff that are being requested will be out in the field, verifying surveys on site to ensure that are installed, tested and working properly to ensure the protection of Peel's drinking water. On an annual basis over 5000 surveys come in and less than 100 field verification visits take place. These staff will focus on site visits to verify the survey information, type of hazard that exists, type of backflow device needed as well as verifying proper installation and testing of existing backflow devices. Large retrofit projects to install backflow devices are taking place at a number of industrial facilities as well as schools across both school boards and staff will work closely with representatives from the facilities. Also with growth taking place, backflow devices are required during commissioning projects during the chlorination of new pipes. Staff will be able to visit commissioning sites to ensure that the backflow devices are placed properly and functioning correctly by performing on site tests.

## Service Impact

Staff will have targets set on the number of sites to visit on an annual basis to ensure there are proper inspections and tests completed of the backflow devices. Staff will also be able to generate reports for overall program outcomes, such as sites visited, devices tested, deficiencies discovered and provide these to our drinking water compliance team and incorporate these into our annual drinking water system inspections that are completed by the Ministry of the Environment, Conservation and Parks to show additional diligence in the protection of our drinking water. This program was started due to recommendations on MECP inspections so the submission of the reports will show our commitment to the program improvements.

### Budget Request #: 33

| Proposed Initiative                      | Department   | Division             | Service Area         |
|--|--------------|----------------------|----------------------|
| Technical Analyst for Engineering Review | Public Works | Development Services | Water and Wastewater |

### Description of Budget Request

To Add Technical Analyst to support the review of Development Engineering Subdivision and Miscellaneous Projects applications. Assist Project Managers in processing of Development Engineering Applications.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 115,165    | -          | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 115,165    | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | 115,165    | -          | -          | -          |
| <b>Total Revenue</b>                | 115,165    | -          | -          | -          |
| Net Impact -Tax                     | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 1.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |



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

It is expected that over the coming years a significant increase in the Engineering Development Applications for both residential and industrial/commercial properties within the Region of Peel. To meet with expected demand in Engineering Application reviews, additional staff will be require to maintain expected level of service.

### **Details of Service Change**

With this new position, the level of service provided by staff in the Engineering - Development Services will be maintained. This group is committed to providing consistent engineering review turning around times of 3 weeks or less, that ensure engineering submissions for Water, Wastewater and Roads meet the Peel Region Standards.

### **Service Impact**

Over the coming years it is expected that Engineering Applications from the Development Sector will increase significantly to meet demand for additional residential and industrial/commercial properties within the Region of Peel. Present staffing levels are meeting the expected level of service for prompt turnaround times, however with the expected increase in submitted development applications our level of service will drop to workload. Adding this Technical Analyst to the existing staff complement will ensure expected level of service will be maintained.

### Budget Request #: 34

| Proposed Initiative                    | Department   | Division             | Service Area         |
|--|--------------|----------------------|----------------------|
| Project Manager for Engineering Review | Public Works | Development Services | Water and Wastewater |

### Description of Budget Request

To add a Project Manager to support the review of Development Engineering Subdivision and Miscellaneous Projects applications.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 149,417    | -          | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | 149,417    | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | 149,417    | -          | -          | -          |
| <b>Total Revenue</b>                | 149,417    | -          | -          | -          |
| Net Impact -Tax                     | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 1.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

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

It is expected that over the coming years a significant increase in the Engineering Development Applications for both residential and industrial/commercial properties within the Region of Peel. To meet with expected demand in Engineering Application reviews, additional staff will be require to maintain expected level of service.

### **Details of Service Change**

With this new position, the level of service provided by staff in the Engineering - Development Services will be maintained. This group is committed to providing consistent engineering review turning around times of 3 weeks or less, that ensure engineering submissions for Water, Wastewater and Roads meet the Peel Region Standards.

### **Service Impact**

Over the coming years it is expected that Engineering Applications from the Development Sector will increase significantly to meet demand for additional residential and industrial/commercial properties within the Region of Peel. Present staffing levels are meeting the expected level of service for prompt turn around times, however with the expected increase in submitted development applications our level of service will drop to workload. Adding this Project Manager to the existing staff complement will ensure expected level od service will be maintained.

## Budget Request #: 35

| Proposed Initiative  | Department   | Division | Service Area         |
|--|--------------|----------|----------------------|
| Project Manager to support State of Good Repair (SOGR) for Water and Wastewater infrastructure | Public Works | Water    | Water and Wastewater |

## Description of Budget Request

We are asking 1 FTE for continued support of long-term SOGR targets.

Peel Region has an obligation to maintain SOGR for its W/WW linear infrastructure and aligns with the requirements of O.Reg. 588/17. As Peel's existing infrastructure continues to age and additional infrastructure is implemented through growth, maintaining the linear infrastructure in a suitable State of Good Repair (SOGR) becomes increasingly complex.

## Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 149,417    | -          | -          | -          |
| Less: Internal and Capital Recovery | (149,417)  | -          | -          | -          |
| <b>Total Expense</b>                | -          | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 1.0        | -          | -          | -          |

## Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

To continue to have sufficient capacity and expertise to address the SOGR's Levels of Service needs of our aging existing linear water infrastructure and the increasing needs of new infrastructure due to growth. In the past 5 years, we have seen an approximate 3% growth in our linear water infrastructure. Also to address the impact of 2 potential critical roles within SOGR. Having this PM we are able to downgrade the status to below critical.

## Details of Service Change

The project manager will be responsible for annually coordinating and developing the local distribution water renewal and replacement capital plans for the divisions and present the annual capital budgets and capital plans for the water divisions to the managers, directors, general manager, executive leadership team and Council for approval.

The annual water and wastewater capital budget is worth more than \$500 million and the Region's annual 10-year water and wastewater capital plans are worth a combined total of nearly \$4 billion. The project manager will align the 20-year state of good repair capital plans for water and wastewater with the recommendations of Enterprise Asset Management program.

This position is fully funded by capital projects.

## Service Impact

The project manager will bring valuable tools and expertise to the Peel's decision-making processes, particularly in the area of SOGR. They will work closely with both internal and external staff to gather and analyze data, enabling Peel to make informed decisions that support cost-saving and social impact reducing opportunities.

They will also play a crucial role in coordinating with stakeholders to ensure that rehabilitation and remediation needs for local linear water infrastructure are met. They will produce scoping packages that outline annual capital needs, leveraging their expertise to create reporting and mapping deliverables that can be used by capital staff.

They will provide vital parameters that can be used in long-term budget forecasts, allowing the organization to make more accurate predictions about customer rate requirements and to dampen annual peaks and valleys in rehabilitation and remediation needs. This will reduce swings in customer rates. By converting the contract staff to full-time, the organization will benefit from their expertise and experience in these critical areas, ultimately leading to improved performance and better outcomes for stakeholders.

## Budget Request #: 36

| Proposed Initiative   | Department   | Division   | Service Area         |
|---|--------------|------------|----------------------|
| Project Manager to manage projects at the wastewater treatment plants | Public Works | Wastewater | Water and Wastewater |

## Description of Budget Request

This position is responsible for the project management related to capital projects related to wastewater treatment. Given the increase in capital output required to meet the growing demands of the Region, Wastewater Treatment Capital requires additional support to deliver the 10-year Capital Plan.

## Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 164,618    | -          | -          | -          |
| Less: Internal and Capital Recovery | (164,618)  | -          | -          | -          |
| <b>Total Expense</b>                | -          | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 1.0        | -          | -          | -          |

## Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

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

The workload in the Wastewater Treatment Capital team is increasing to meet the demands of the 10 year Capital Master plan. To deliver projects according to schedule and satisfy the needs of growth, additional staff is required.

### **Details of Service Change**

The workload within the Team is already at capacity. If additional staff is not approved, the Team will not be able to meet the current timelines for growth stipulated in the Master Plan and there is a risk that commitments made to the public and external stakeholders will not be met.

### **Service Impact**

Without the position, current and future projects will not be able to be completed without burdening other project managers.

### Budget Request #: 37

| Proposed Initiative  | Department   | Division   | Service Area         |
|--|--------------|------------|----------------------|
| Technical Analyst to support the Wastewater Collection and Conveyance capital works team | Public Works | Wastewater | Water and Wastewater |

### Description of Budget Request

Creation of a Band 6 Technical Analyst (TA) to support the Wastewater Collection and Conveyance capital works Team. The TA will focus on ensuring customer service expectations are tracked and managed during construction of capital works projects. The TA will also provide support to Project Managers to support delivery of the 10 year Master Plan.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 114,744    | -          | -          | -          |
| Less: Internal and Capital Recovery | (114,744)  | -          | -          | -          |
| <b>Total Expense</b>                | -          | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 1.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |



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

The workload in the Wastewater Collection and Conveyance Team is increasing to meet the demands of the 10 year Capital plan. To deliver projects according to schedule and satisfy the needs of growth and state of good repair, additional capital works staff are required.

### **Details of Service Change**

The amount of workload in the Wastewater Collection and Conveyance Team is currently at capacity. The TA will be focused on supporting Project Managers by ensuring customer service levels are maintained during construction. This alleviation of duties will ensure that the 10 year Capital plan can be effectively delivered.

### **Service Impact**

Concerns raised during construction is a current council priority to address and mitigate. The TA will be responsible to ensure that all customer service inquires received during construction are addressed promptly and efficiently. Supporting Project Managers across the Wastewater Collection and Conveyance Team.

## Budget Request #: 38

| Proposed Initiative                                      | Department   | Division   | Service Area         |
|--|--------------|------------|----------------------|
| Capital support for Wastewater collection and Conveyance | Public Works | Wastewater | Water and Wastewater |

### Description of Budget Request

This is to ask for one Band 8 Project Manager.

WW Collection and Conveyance requires additional support to deliver the state of good repair (SOGR) program and the 10 year Capital Plan. The amount of work required to maintain our aging wastewater infrastructure is increasing and staff is required to support this work.

### Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 149,417    | -          | -          | -          |
| Less: Internal and Capital Recovery | (149,417)  | -          | -          | -          |
| <b>Total Expense</b>                | -          | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 1.0        | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

The workload in the Wastewater Collection and Conveyance team is increasing to meet the demands of the 10 year Capital Master plan. To deliver projects according to schedule and satisfy the needs of growth and SOGR, additional capital works staff are required.

## Details of Service Change

The amount of workload in the Wastewater Collection and Conveyance Team is already at capacity. We currently have this role being filled on a contract basis and in order to maintain current service levels, this contract needs to be converted to a full time position.

If this contract is allowed to lapse, then the Capital program won't be able to deliver projects to satisfy the needs of the wastewater system according to current obligations for growth, state or good repair on needs of our partners at the local municipalities.

## Service Impact

Service levels will be maintained if this additional FTE is approved.

## Budget Request #: 78

| Proposed Initiative   | Department   | Division   | Service Area         |
|---|--------------|------------|----------------------|
| Land Acquisition to Support Accelerated Growth (Water and Wastewater) | Public Works | Wastewater | Water and Wastewater |

## Description of Budget Request

The request to add 2 new positions to support the increasing workload in Real Estate (RPAM) and to accelerate timelines of the capital program to advance land negotiations and agreements for the Water and Wastewater program. The permanent positions will assist in managing Peel's capital infrastructures current long-term interest and provide professional advice and recommendations.

## Required Annual Operating Investment

| Impacts                             | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | 273,127    | (6,000)    | -          | -          |
| Less: Internal and Capital Recovery | (273,127)  | -          | -          | -          |
| <b>Total Expense</b>                | -          | (6,000)    | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact - Tax                    | -          | (6,000)    | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | 2.0        | -          | -          | -          |

## Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | -          |
| Capital Reserve           | -          |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | -          |

## Why Staff Recommend this Initiative

Increased PW project volume has increased workload and impacted all the core business activities within the Capital Acquisitions section, which require additional administrative and project support for both the Manager and the project teams. The new positions will assist in managing the Region's capital infrastructures current long-term interests and provide professional advice and recommendations in relation to acquisition of various property rights for capital project requirements.

## Details of Service Change

Current workload has been divided amongst current staff which leads to new projects either being deferred or delayed, unless they are a priority, which means existing lower priority projects would have to wait. Additional staff will assist the Capital Acquisitions team to provide timely communications, allow project teams to better manage aggressive timelines, maintain internal and external partnerships, build and maintain client relationships with program partners, external appraisers, land owners, and partner area municipal staff. The current and future work load includes but is not limited to: increase of State of Good Repair Projects for Maintenance and Relining works for water and wastewater infrastructure, Noise Wall Conversion Projects; currently seven (7) active projects with six (6) more projects identified to date, currently 42 active road projects, 55 active waste water projects, 50 active water projects and 15 EA's in process for roads, water and wastewater projects.

## Service Impact

The additional supports will ensure successful delivery of assigned projects and maintain targets for client satisfaction, budget and schedules. The role of the Program Manager will provide frontline management to reporting staff which will alleviate the volume of direct reports that the Manager currently holds while gaining project support for the entire section. The Program Manager will be responsible for risk management, communications, client reports and the provision of expert negotiation and compensation advice and approvals.

The Capital Acquisitions Agent will be responsible for completing land transactions to secure a variety of property interests, conducting appraisal procurement and reviews for all property negotiations, and liaising with stakeholders.

The Capital Acquisitions Negotiator will be responsible for facilitating and negotiating agreements, for Noise Wall Conversion and SOGR projects.

The Administrative Assistant will be responsible for providing coordinated administrative support to the Manager and project teams. With the increase of projects, the number of agreements has increased substantially requiring additional administrative support for processing these agreements.

## Budget Request #: 122

| Proposed Initiative                          | Department   | Division           | Service Area         |
|--|--------------|--------------------|----------------------|
| Building Information Modeling implementation | Public Works | Operations Support | Water and Wastewater |

### Description of Budget Request

Building Information Modeling (BIM) is a highly collaborative process allowing architects, engineers, developers, contractors, manufacturers, and other construction professionals to plan, design, and construct within 3D models in tandem within a central data environment (CDE). BIM is a tool with capacity to manage information data (models, drawings, assets, data, etc), automate processes, control/track information and more, to improve efficiency while maintaining ISO standards compliance.

### Required Annual Operating Investment

|                                     | 2024<br>\$ | 2025<br>\$ | 2026<br>\$ | 2027<br>\$ |
|-------------------------------------|------------|------------|------------|------------|
| Gross Expenditures                  | -          | -          | -          | -          |
| Less: Internal and Capital Recovery | -          | -          | -          | -          |
| <b>Total Expense</b>                | -          | -          | -          | -          |
| Rate Stabilization Reserve          | -          | -          | -          | -          |
| External Funding                    | -          | -          | -          | -          |
| Other Revenue                       | -          | -          | -          | -          |
| <b>Total Revenue</b>                | -          | -          | -          | -          |
| Net Impact -Tax                     | -          | -          | -          | -          |
| Net Impact - Utility Rate           | -          | -          | -          | -          |
| <b>FTEs</b>                         | -          | -          | -          | -          |

### Required Capital Investment

|                           | 2024<br>\$ |
|---------------------------|------------|
| <b>Total Expenditures</b> | 3,500,000  |
| Capital Reserve           | 3,500,000  |
| Development Charges       | -          |
| External Funding          | -          |
| Debt                      | -          |
| <b>Total Funding</b>      | 3,500,000  |

## Why Staff Recommend this Initiative

BIM Process and CDE implementation will improve project efficiency across W/WW sections. Peel will have a greater involvement in all aspects of asset life cycles: single centralized work environment, more integrated teams, 3D model data sets more integrated and connected to each other resulting in easier sharing and accessing, improved controlled data and information access for internal and external project stakeholders, improved assets management, improved efficiency and cost transparency.

## Details of Service Change

W/WW Programs need a tool to aid in efficient project data flow across internal departments, consultants and clients. The tool will have the capacity to manage information data (3D models, drawings, assets, data, etc.), automate processes, control and track information, reduce design and construction conflicts and many other applications to improve efficiency while maintaining compliance with the ISO Standards. This will require to update procedures from current state to be compliant with ISO 19650 (procurement procedures), ISO 55000 (asset management procedures) standard and transition from a 2D linear CAD system to a full 3D BIM standard. This tool must be all-in-one application capable of multiple integrated functions that allows staff to seamlessly, with built-in accuracy manage the programs that apply to all Water and Wastewater divisional teams. The ISO 19650 procurement procedure common for all W/WW teams must be developed, implemented, and enforced resulting efficiency in: Design - work in shared files; Plan - single platform; Build - connect office to jobsite; Operate - assets managed from 3D models.

Project requires implementation of ISO 19650 compliance in the hosting and managing of BIM data and models, CDE to ensure data is correct, up to date and integrated, while allowing external stakeholders-controlled access. ISO 19650 compliance by staff, consultants, contractors, and all stakeholders interacting with the models, drawings, assets and data is required.

## Service Impact

All staff who are involved/affected by this initiative, need to be made aware of when the initiative will take place, aspects of the work environment that will be changed, and how this initiative will affect their day-to-day responsibilities and tasks.

Develop, establish, implement, and enforce a company-wide standard. A certain level of standards flexibility needs to be provided that maintains consistency, while allowing for specific needs.

Minimize the number of software tools but this becomes a balancing act between complexity and achieving project goals. Benefits of 3D models: asset evaluation more efficient, risk of error/misinformation that can cause rework/delays during construction phase can be minimized, more accurate quantities schedule and cost estimates. Models easily shared with stakeholders and can be updated easily reducing errors, save time, access from models all assets and their information (P&ID,models,specifications,manufacturer etc...).

Where department tasks overlap, established and properly implemented workflows will result in tasks becoming predictable, eliminating confusion/frustration with lost information and responsibilities. Departments will collaborate with one another more efficiently by sharing a common database and establishing common procedures/workflows. A gradual implementation will ensure success of the initiative. Phased implementation efforts allows for adjustments and updates to these processes ensuring a better solution for everyone

2024 Financing Sources and Funding Status (\$'000)

|                |   |  | 2024                 |                            |                                     |                         |                     |
|----------------|---|--|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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> |
| 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.        | 4,000                | 2,000                      | 2,000                               |                         |                     |
| 141240         | East Brampton Transmission Main Twinning                            | Construction of a 1500-mm transmission main from the Beckett-Sproule Pumping Station to the East Brampton Reservoir.                           | 56,000               | 56,000                     |                                     |                         |                     |
| 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. | 50,000               | 50,000                     |                                     |                         |                     |
| 141377         | 750-mm Water Main - Creditview Road - Rehabilitation                | Rehabilitation of the 750-mm water main on Creditview Road. Design in 2024.  | 2,000                |                            |                                     | 2,000                   |                     |
| 181357         | 600-mm Water Main Replacement - Queen Street West                   | Replacement of the existing water main from Mill Street South to Haggert Avenue South in downtown Brampton.                                    | 6,000                |                            |                                     | 6,000                   |                     |
| 181394         | Queen Elizabeth Way Widening (Cawthra to East Mall) - Water Impacts | Replacement or relocation of water mains in conjunction with the widening of the Queen Elizabeth Way.  | 2,200                |                            |                                     | 2,200                   |                     |
| 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.                        | 44,000               | 44,000                     |                                     |                         |                     |
| 191156         | 750-mm Water Main - Centre Street                                   | Construction of a 750-mm water main on Centre Street from Williams Parkway to John Street.   | 59,000               | 59,000                     |                                     |                         |                     |



**2024 Financing Sources and Funding Status (\$'000)**

| <b>2024</b>          |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>  |        |        |       |       |
|----------------|--|---|--------|--------|-------|-------|
| 191917         | Security Improvements at Lake-Based Water Facilities                   | Implementation of security improvements at various lake-based and groundwater-based facilities.                                       | 1,200  |        | 1,200 |       |
| 211015         | Water Enterprise Asset Management Implementation Program               | Funding the implementation of the water enterprise asset management system and other costs related to asset management maturity.      | 2,200  |        | 2,200 |       |
| 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 2024.             | 20,000 | 20,000 |       |       |
| 211951         | Snelgrove Elevated Tank - Decommissioning                              | Decommissioning of the Snelgrove Elevated Tank before the Victoria Reservoir and Transmission Main are in service.                    | 4,000  | 2,000  | 2,000 |       |
| 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. | 7,875  | 2,254  |       | 5,621 |
| 211978         | Beckett Sproule Pumping Station - Improvements and Upgrades            | Construction of improvements and upgrades at the Beckett Sproule Pumping Station.   | 27,400 | 27,400 |       |       |
| 221161         | 750-mm Water Main - Goreway Drive                                      | Construction of a 750-mm water main on Goreway Drive from Intermodal Drive to Steeles Avenue East.                                    | 19,970 | 19,970 |       |       |

**2024 Financing Sources and Funding Status (\$'000)**

| <b>2024</b>          |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>   |        |       |        |
|----------------|---|--|--------|-------|--------|
| 221302         | Valve Rehabilitation and Replacement Program                        | Rehabilitation and replacement program for large diameter valves in the lake-based water distribution system. Additional funds.                      | 10,000 |       | 10,000 |
| 221306         | Water Distribution System Pressure Loggers                          | Refurbishment and installation of new pressure loggers in the water distribution system. Additional funds.   | 500    | 100   | 400    |
| 221539         | Standby Power Facility Assessment                                   | Review of water facilities to refine list of upgrades identified in the 2019 Standby Power Study.  | 100    | 100   |        |
| 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. | 4,000  | 2,000 | 2,000  |
| 221924         | A.P. Kennedy Water Treatment Plant - Lake Ontario Monitoring System | Installation of a system to monitor lake currents at the A.P. Kennedy Water Treatment Plant under the Lake Ontario Collaborative Group.              | 2,850  | 2,138 | 713    |
| 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.                | 2,850  | 2,138 | 713    |
| 221936         | Lorne Park Water Treatment Plant - Electrical Upgrades              | Implementation of various electrical upgrades at the Lorne Park Water Treatment Plant.   | 300    |       | 300    |
| 221979         | Dixie Road Booster Pumping Station - Decommissioning                | Decommissioning of the Dixie Road Booster Pumping Station.   | 500    | 250   | 250    |

**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>  |        |       |        |  |
|----------------|---|---|--------|-------|--------|--|
| 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.        | 2,650  | 2,650 |        |  |
| 221991         | Bulk Water Filling Stations - Improvements and Upgrades           | Improvements and upgrades for various bulk water filling stations in the Region of Peel.  | 1,000  |       | 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.                         | 450    |       | 450    |  |
| 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.  | 6,390  | 6,390 |        |  |
| 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.                            | 6,594  | 6,594 |        |  |
| 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.   | 6,743  | 6,743 |        |  |
| 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. | 10,000 |       | 10,000 |  |

**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>   |       |       |       |
|----------------|--|--|-------|-------|-------|
| 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.                   | 6,000 |       | 6,000 |
| 231424         | 1500-mm Streetsville Transmission Main - Rehabilitation      | Rehabilitation of the 1500-mm Streetsville Transmission Main.  | 4,000 |       | 4,000 |
| 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. | 100   |       | 100   |
| 231527         | Feasibility Study for New Groundwater Sources                | Feasibility study to investigate new sources of groundwater for Caledon East, Palgrave and Inglewood.  | 250   |       | 250   |
| 231942         | West Caledon Elevated Tank                                   | Construction of a new 10-million-litre elevated tank in the vicinity of Mississauga Road and Old School Road. Design in 2024.  | 2,700 | 2,700 |       |
| 231975         | Water Pumping Station Flow Meter Replacement                 | Replacement of flow meters at various water pumping stations in Peel.  | 360   |       | 360   |
| 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.                               | 3,960 |       | 3,960 |

**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>   |        |        |       |
|----------------|--|--|--------|--------|-------|
| 241000         | Unallocated Funds for the Water Program                        | Funding available for unforeseen, unplanned or emergency water-related works valued under \$250,000.                         | 1,000  |        | 1,000 |
| 241002         | Easement Acquisition for Existing Water Infrastructure         | Funding for the acquisition of easements for existing water infrastructure.  | 100    |        | 100   |
| 241109         | MTSA Water Capacity Improvements                               | Design for water capacity improvements to service MTSAs across the Region of Peel.   | 10,000 | 10,000 |       |
| 241130         | 750-mm Water Main - Bovaird Drive West (Heritage Heights)      | Construction of a 750-mm water main on Bovaird Drive West from Mississauga Road to Heritage Road. Design in 2024.            | 1,870  | 1,870  |       |
| 241157         | 400-mm Water Main - Queen Street East                          | Construction of a 400-mm water main on Queen Street East from the west side of Highway 410 to Kennedy Road. Design in 2024.  | 2,998  | 2,998  |       |
| 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.               | 1,245  | 1,245  |       |
| 241171         | 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 2024. | 940    | 940    |       |
| 241176         | 400-mm Water Main - Countryside Drive (Highway 427 Industrial) | Construction of a 400-mm water main on Countryside Drive from Coleraine Drive to the future A2 road. Design in 2024.         | 343    | 343    |       |

**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>   |       |       |
|----------------|---|--|-------|-------|
| 241180         | 750-mm Water Main - Mississauga Road/Old School Road        | Construction of a 750-mm water main on Mississauga Road and Old School Road from the future West Caledon Elevated Tank to Chinguacousy Road. Design in 2024. | 2,639 | 2,639 |
| 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.                                      | 2,173 | 2,173 |
| 241183         | 600-mm Water Main - Airport Road (Tullamore)                | Construction of a 600-mm water main on Airport Road from Mayfield Road to 1300 metres northerly. Design in 2024.   | 773   | 773   |
| 241185         | 600-mm Water Main - Mississauga Road (Alloa)                | Construction of a 600-mm water main on Mississauga Road from Mayfield Road to 1600 metres northerly. Design in 2024.   | 1,071 | 1,071 |
| 241187         | 400-mm Water Main - McLaughlin Road (Mayfield West Phase 3) | Construction of a 400-mm water main on McLaughlin Road from Old School Road to the south side of the Etobicoke Creek. Design in 2024.                        | 489   | 489   |
| 241188         | 400-mm Water Main - Creditview Road (Alloa)                 | Construction of a 400-mm water main on Creditview Road from Mayfield Road to 1600 metres northerly. Design in 2024.  | 711   | 711   |
| 241190         | 600-mm Water Main - King Street (West Bolton)               | Construction of a 600-mm water main on King Street from the future North Bolton Booster Pumping Station to Humber Station Road. Design in 2024.              | 1,302 | 1,302 |

**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>   |       |       |     |       |
|----------------|---|--|-------|-------|-----|-------|
| 241191         | North Bolton Water Distribution System Capacity Improvements            | Construction of new water mains on Emil Kolb Parkway, Highway 50 and Columbia Way to service future development in north Bolton. Design in 2024. | 3,914 | 3,522 | 391 |       |
| 241192         | 400-mm Water Main - Healey Road   | Construction of a 400-mm water main on Healey Road from Innis Lake Road to Humber Station Road. Design in 2024.                                  | 2,194 | 2,194 |     |       |
| 241193         | 600-mm Water Main - The Gore Road                                       | Construction of a 600-mm water main on The Gore Road from Mayfield Road to Healey Road. Design in 2024.  | 2,471 | 2,471 |     |       |
| 241194         | 600-mm Water Main - Humber Station Road and Future Street (Bolton West) | Construction of a 600-mm on a Humber Station Road and a future street from Healey Road to the West Bolton Elevated Tank. Design in 2024.         | 1,127 | 1,127 |     |       |
| 241197         | 400-mm Water Main - Innis Lake Road                                     | Construction of a 400-mm water main on Innis Lake Road from the Tullamore Pumping Station to Healey Road. Design in 2024.                        | 1,257 | 1,257 |     |       |
| 241198         | 300-mm Water Main - Healey Road (Bolton)                                | Construction of a 300-mm water main on Healey Road from Coleraine Drive to Humber Station Road.  | 2,032 |       |     | 2,032 |
| 241266         | North Bolton Transmission Main  | Construction of a 1500-mm transmission main from King Street to the North Bolton Booster Pumping Station. Design in 2024.                        | 1,133 | 1,020 | 113 |       |

**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>   |       |       |       |  |
|----------------|--|--|-------|-------|-------|--|
| 241267         | Healey Road Sub-Transmission Main (Phase 1)              | Construction of a 750-mm water main on Healey Road from Coleraine Drive to Humber Station Road.  | 8,217 | 8,217 |       |  |
| 241268         | Healey Road Sub-Transmission Main (Phase 2)              | Construction of a 900-mm water main on Healey Road from Innis Lake Road to Humber Station Road. Design in 2024.                            | 4,214 | 4,214 |       |  |
| 241269         | Innis Lake Road Sub-Transmission Main                    | Construction of a 1200-mm water main on Innis Lake Road from the Tullamore Pumping Station to Healey Road. Design in 2024.                 | 2,892 | 2,892 |       |  |
| 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.        | 6,370 | 6,370 |       |  |
| 241300         | Water Distribution System - Major Maintenance            | Funding for major maintenance of the Region of Peel's water distribution system.   | 2,100 |       | 2,100 |  |
| 241302         | Valve Rehabilitation and Replacement Program             | Rehabilitation and replacement program for large diameter valves in the lake-based water distribution system.                              | 5,000 |       | 5,000 |  |
| 241303         | 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. | 4,000 |       | 4,000 |  |
| 241305         | Water Distribution System - Condition Assessment Program | Inspection and condition assessment program for the lake-based water distribution system.  | 300   |       | 300   |  |



**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>  |        |        |  |
|----------------|--|---|--------|--------|--|
| 241310         | 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. | 18,000 | 18,000 |  |
| 241340         | 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.    | 16,000 | 16,000 |  |
| 241370         | 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.     | 2,000  | 2,000  |  |
| 241405         | Transmission Main Inspection Program                   | Inspection and condition assessment program for the lake-based water transmission mains and implementation of real-time monitoring.                               | 3,500  | 3,500  |  |
| 241406         | 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.  | 8,000  | 8,000  |  |
| 241407         | Major Maintenance for the Water Transmission System    | Major maintenance for the lake-based water transmission mains.  | 3,000  | 3,000  |  |
| 241408         | Transmission Main Rehabilitation Program               | Rehabilitation program for the lake-based water transmission mains.   | 5,000  | 5,000  |  |

**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>  |       |       |       |
|----------------|---|---|-------|-------|-------|
| 241419         | Transient Protection Program for the Water Transmission Mains | Program to replace existing transient protection on the lake-based transmission mains.  | 500   |       | 500   |
| 241501         | 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   |
| 241520         | Non-Growth-Related Water Infrastructure Planning              | Asset management and other non-growth-related studies for the Region's water system.  | 1,000 |       | 1,000 |
| 241525         | Groundwater Well Monitoring Program                           | Implementation of an automated system to collect real-time groundwater data for our well-based systems.   | 300   |       | 300   |
| 241530         | Development-Related Water Infrastructure Planning             | Funding for water infrastructure planning and studies related to new development. Budget increase required to support accelerated growth due to Bill 23.  | 2,250 | 2,250 |       |
| 241531         | Water Resources Support to Water Capital Projects             | Funding to support water capital projects for any issues related to water resources.  | 150   | 90    | 60    |
| 241532         | 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   |

**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>  |       |       |     |  |
|----------------|---|---|-------|-------|-----|--|
| 241540         | 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 |  |
| 241541         | Review of Treatment Technologies for the Removal of Contaminants of Concern | Study to complete and engineering review of treatment technologies for the removal of contaminants of emerging concern.                     | 300   |       | 300 |  |
| 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. | 1,500 | 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.         | 1,500 | 1,500 |     |  |
| 241590         | 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  |  |
| 241805         | Groundwater Systems - Major Maintenance and Equipment Replacement           | Funding for planned major maintenance and equipment replacement for the groundwater systems.  | 750   |       | 750 |  |
| 241810         | Groundwater Systems - Condition Assessment Program                          | Condition assessment of facilities that are part of the groundwater systems and development of a maintenance plan.                          | 100   |       | 100 |  |

**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>  |       |  |       |     |
|----------------|--|---|-------|--|-------|-----|
| 241902         | Transmission Facilities - Condition Assessment Program                           | Condition assessment of the lake-based transmission facilities and development of a maintenance plan.   | 100   |  | 100   |     |
| 241903         | Transmission Facilities - Major Maintenance and Equipment Replacement            | Funding for planned major maintenance and equipment replacement at the lake-based pumping stations, reservoirs and elevated tanks.                                    | 2,300 |  | 2,300 |     |
| 241906         | 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.  | 2,700 |  | 2,700 |     |
| 241907         | 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.  | 1,700 |  | 1,700 |     |
| 241908         | 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   |     |
| 241909         | 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.   | 9,700 |  | 9,700 |     |
| 241913         | Lake Ontario Water Quality Monitoring Program                                    | Funding for the ongoing management, operation and maintenance of the Lake Ontario water quality monitoring program under the Lake Ontario Collaborative Group (LOCG). | 755   |  | 252   | 503 |

**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>  |        |        |       |
|----------------|---|---|--------|--------|-------|
| 241915         | Reservoir Rehabilitation and Improvement Program                  | Program to rehabilitate and upgrade various reservoirs in the lake-based water supply system.   | 750    |        | 750   |
| 241920         | 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   |
| 241921         | A.P. Kennedy Water Treatment Plant - OBM1 Process Upgrades        | Upgrades to the boiler system and chemical cleaning systems in the OBM1 treatment process at the A.P. Kennedy Water Treatment Plant. Design in 2024.                | 2,000  |        | 2,000 |
| 241928         | Water Treatment Research and Pilot Facility                       | Construction of a 1:1000 scale fully functional replica of the treatment processes at the lake-based water treatment plants. Design in 2024.                        | 750    |        | 750   |
| 241930         | 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   |
| 241969         | North Bolton Booster Pumping Station                              | Construction of a new booster pumping station in the vicinity of King Street and Emil Kolb Parkway. Design in 2024.   | 1,830  | 1,647  | 183   |
| 241980         | Water and Wastewater Training and Logistics Facility              | Construction of a new water and wastewater training and logistics facility at 341 Heart Lake Road South, in conjunction with Real Property Asset Management (RPAM). | 10,000 | 10,000 |       |

**2024 Financing Sources and Funding Status (\$'000)**

|                                   |   |   | 2024                 |                            |                                     |                         |                     |
|-----------------------------------|---|---|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <b>Project</b>                    | <b>Name</b>   | <b>Description</b>  | <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves &amp; Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |
| 241981                            | Improvements to Automation Equipment at the Water Facilities                    | Funding for various improvements and upgrades to the automation equipment at the water treatment plants.  | 6,110                |                            | 6,110                               |                         |                     |
| 241985                            | East Brampton Pumping Station - Hydro-Pneumatic Air Chamber                     | Construction of a new hydro-pneumatic air chamber (HAC) at the East Brampton Pumping Station. Design in 2024.                                       | 2,500                | 2,500                      |                                     |                         |                     |
| 251912                            | 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.        | 4,200                |                            | 4,200                               |                         |                     |
| <b>Water</b>                      |   |   | <b>564,165</b>       | <b>394,014</b>             | <b>161,994</b>                      | <b>8,157</b>            |                     |
| 181158                            | 400-mm Water Main - Future Inspire Boulevard (Countryside Villages)             | Construction of a 400-mm water main on a future street from Bramalea Road to approximately 700 metres westerly.                                     | 1,950                | 1,950                      |                                     |                         |                     |
| 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.                        | 763                  | 763                        |                                     |                         |                     |
| <b>Water Development Services</b> |   |   | <b>2,713</b>         | <b>2,713</b>               |                                     |                         |                     |
| 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. | 2,200                |                            | 2,200                               |                         |                     |

**2024 Financing Sources and Funding Status (\$'000)**

|                |  |   | 2024          |                     |                          |                  |              |  |
|----------------|--|---|---------------|---------------------|--------------------------|------------------|--------------|--|
|                |  |   | Total Expense | Development Charges | Reserves & Reserve Funds | External Funding | Debt Funding |  |
| <b>Project</b> | <b>Name</b>  | <b>Description</b>  |               |                     |                          |                  |              |  |
| 182905         | Sewage Pumping Station Rehabilitation Program (Phase 2)                | Rehabilitation, upgrade or replacement of sewage pumping stations in the lake-based wastewater collection system.   | 15,000        |                     | 15,000                   |                  |              |  |
| 182976         | McVean Sewage Pumping Station Expansion                                | Expansion of the McVean Sewage Pumping Station to a firm capacity of 2100 L/s.  | 10,375        | 10,375              |                          |                  |              |  |
| 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.                 | 8,600         | 8,600               |                          |                  |              |  |
| 192205         | Lining of the West Sanitary Trunk Sewer Twinning                       | Installation of a protective liner for the entire length of the new West Leg of the West Sanitary Trunk Sewer. Additional funds.  | 37,000        | 37,000              |                          |                  |              |  |
| 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.                                     | 149,400       | 119,520             | 29,880                   |                  |              |  |
| 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. | 6,600         | 1,650               | 4,950                    |                  |              |  |
| 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                               | 5,500         | 1,375               | 4,125                    |                  |              |  |

**2024 Financing Sources and Funding Status (\$'000)**

| <b>2024</b>          |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>   |         |         |       |     |
|----------------|---|--|---------|---------|-------|-----|
| 192940         | G.E. Booth Water Resource Recovery Facility - Capacity Restoration              | Recovery of 40 million litres per day of liquid treatment capacity to restore the G.E. Booth Water Resource Recovery Facility capacity to 518 ML/d.  | 8,000   | 7,256   |       | 744 |
| 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.  | 1,260   | 630     | 630   |     |
| 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.   | 15,000  | 15,000  |       |     |
| 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.        | 158,500 | 150,575 | 7,925 |     |
| 212015         | Wastewater Enterprise Asset Management Implementation Program                   | Funding the implementation of the wastewater enterprise asset management system and other costs related to asset management maturity.  | 2,200   |         | 2,200 |     |
| 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. | 4,000   |         | 4,000 |     |



**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>   |        |        |        |       |
|----------------|--|--|--------|--------|--------|-------|
| 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.                                     | 12,000 |        | 12,000 |       |
| 212710         | 250-mm Sanitary Sewer - Cadetta Road   | Construction of a 250-mm sanitary sewer on Cadetta Road from Highway 50 to approximately 477 metres westerly. The project is being conducted as a local improvement. | 1,567  |        |        | 1,567 |
| 222254         | Cawthra Road Sanitary Trunk Sewer (Phase 3)  | Construction of a 1500-mm sanitary trunk sewer on Burnhamthorpe Road East from Central Parkway East to Wilcox Road.  | 900    | 810    | 90     |       |
| 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.   | 20,000 | 10,000 | 10,000 |       |
| 222950         | Clarkson Water Resource Recovery Facility Expansion                                | Expansion of liquids treatment capacity of the Clarkson Water Resource Recovery Facility from 350 to 500 million litres per day.                                     | 34,000 | 34,000 |        |       |
| 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.                       | 450    |        | 450    |       |
| 232126         | 600-mm Sanitary Sewer - Kingsbridge Garden Circle/Elia Avenue (Uptown Mississauga) | Construction of a 600/675-mm sanitary sewer on Kingsbridge Garden Circle and Elia Avenue from Jenkins Crescent to  | 1,500  | 1,500  |        |       |

**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>   |        |        |     |  |
|----------------|--|--|--------|--------|-----|--|
| 232129         | 525-mm Sanitary Sewer - Kirwin Avenue/Little John Lane (Cookeville)            | Construction of a 525-mm sanitary sewer on Kirwin Avenue and Little John Lane from Hurontario Street to the Lower Cookeville Creek Sanitary Trunk Sewer.       | 2,707  | 2,707  |     |  |
| 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. | 3,600  | 3,240  | 360 |  |
| 232165         | 675-mm Sanitary Sewer - Attmar Drive (Bram East)                               | Construction of a 675-mm sanitary sewer on The Gore Road and Attmar Drive from The Gore Road to Ebenezer Road.   | 15,710 | 15,710 |     |  |
| 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.                           | 1,062  | 903    | 159 |  |
| 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.                             | 7,500  | 7,500  |     |  |
| 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.  | 18,209 | 18,209 |     |  |
| 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.  | 19,657 | 19,657 |     |  |

**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>   |        |        |       |
|----------------|--|--|--------|--------|-------|
| 232272         | Clarkway Sanitary Trunk Sewer  | Construction of a 750-mm sanitary trunk sewer on Clarkway Drive from Countryside Drive to Mayfield Road.   | 14,604 | 14,604 |       |
| 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.                    | 4,500  |        | 4,500 |
| 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.                                   | 22,000 | 22,000 |       |
| 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. | 3,960  |        | 3,960 |
| 232995         | Peel Energy Strategy   |  | 1,000  |        | 1,000 |
| 242000         | Unallocated Funds for the Wastewater Program                             | Funding available for unforeseen, unplanned or emergency wastewater-related works.   | 1,000  |        | 1,000 |
| 242002         | Easement Acquisition for Existing Wastewater Infrastructure              | Funding for the acquisition of easements for existing wastewater infrastructure.   | 100    |        | 100   |
| 242100         | 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    |       |

**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>  |        |        |
|----------------|--|---|--------|--------|
| 242109         | MTSA Wastewater Capacity Improvements                          | Design for wastewater capacity improvements to service MTSA's across the Region of Peel.  | 10,000 | 10,000 |
| 242115         | Wastewater Capacity Improvements in Port Credit                | Construction of various new sanitary sewers to increase the capacity of the wastewater collection system in Port Credit. Design in 2024.        | 4,145  | 4,145  |
| 242125         | 450-mm Sanitary Sewer - Third Street/West Avenue (Port Credit) | Construction of a 450-mm sanitary sewer on Third Street and on West Avenue from Cawthra Road to Lakeshore Road East. Design in 2024.            | 367    | 367    |
| 242141         | 375-mm Sanitary Sewer - Queen Street West (Springbrook)        | Construction of a 375-mm sanitary sewer on Queen Street West from Creditview Road to Elbern Markell Drive. Design in 2025.                      | 229    | 229    |
| 242142         | 525-mm Sanitary Sewer - Queen Street West (Springbrook)        | Construction of a 525-mm sanitary sewer on Queen Street West from Elbern Markell Drive to Mississauga Road. Design in 2025.                     | 685    | 685    |
| 242151         | Central Brampton Wastewater Capacity Improvements              | Various wastewater projects to provide additional capacity to service intensification in central Brampton including the Queen Street Corridor . | 16,592 | 16,592 |
| 242166         | 600-mm Sanitary Sewer - Goreway Drive                          | Construction of a 600-mm sanitary sewer on Goreway Drive from Mayfield Road to Countryside Drive. Design in 2028.                               | 2,402  | 2,402  |

**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>  |       |       |
|----------------|--|---|-------|-------|
| 242167         | 600-mm Sanitary Sewer - Innis Lake Road  | Construction of a 600-mm sanitary sewer on Innis Lake Road from Mayfield Road to 1190 metres northerly. Design in 2028.   | 1,926 | 1,926 |
| 242176         | 525-mm Sanitary Sewer - Countryside Drive (Highway 427 Industrial)                 | Construction of a 525-mm sanitary sewer on Countryside Drive from Clarkway Drive to approximately 690 metres easterly. Design in 2026.  | 892   | 892   |
| 242182         | 450-mm Sanitary Sewer - Spiers Giffen Avenue/Abbotside Way (Mayfield West Phase 1) | Construction of a 450-mm sanitary sewer on Spiers Giffen Avenue and Abbotside Way from Heart Lake Road to Dixie Road.   | 913   | 913   |
| 242183         | 600-mm Sanitary Sewer - Dixie Road   | Construction of a 600-mm sanitary sewer on Dixie Road from south of the creek to Old School Road. Design in 2024.   | 1,092 | 1,092 |
| 242185         | McLaughlin Road Force Main   | Construction of a 400-mm sanitary force main on McLaughlin Road from the future McLaughlin Road Sewage Pumping Station to approximately 240 metres southerly. Design in 2024. | 955   | 955   |
| 242187         | 375-mm Sanitary Sewer - Heart Lake Road (Mayfield West Phase 1)                    | Construction of a 375-mm sanitary sewer on Heart Lake Road from Spiers Giffen Avenue 1350 metres northerly.   | 408   | 408   |
| 242188         | 525-mm Sanitary Sewer - McLaughlin Road (Mayfield West Phase 3)                    | Construction of a 525-mm sanitary sewer on McLaughlin Road from the future McLaughlin Road Sewage Pumping Station to 800 metres   | 281   | 281   |

**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>  |        |        |
|----------------|---|---|--------|--------|
| 242191         | 375-mm Sanitary Sewer - Columbia Way (North Bolton)                   | Construction of a 375-mm sanitary sewer on Columbia Way from Mount Hope Road to Highway 50. Design in 2024.   | 3,518  | 3,518  |
| 242192         | 525-mm Sanitary Sewer - Highway 50 (North Bolton)                     | Construction of a 525-mm sanitary sewer on Highway 50 from Columbia Way to Emil Kolb Parkway. Design in 2024.   | 2,711  | 2,711  |
| 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.   | 13,386 | 13,386 |
| 242194         | 675-mm Sanitary Sewer - Humber Station Road                           | Construction of a 675-mm sanitary sewer on Humber Station Road from Healey Road to King Street. Design in 2024.   | 1,798  | 1,798  |
| 242195         | 525-mm Sanitary Sewer - Emil Kolb Parkway (North Bolton)              | Construction of a 525-mm sanitary sewer on Emil Kolb Parkway from Highway 50 to the future Humber Sewage Pumping Station. Design in 2024.                                 | 3,012  | 3,012  |
| 242196         | 600-mm Sanitary Sewer - King Street/Emil Kolb Parkway/Coleraine Drive | Construction of a 600-mm sanitary sewer on King Street, Emil Kolb Parkway and Coleraine Drive from Humber Station Road to north of George Bolton Parkway. Design in 2024. | 2,948  | 2,948  |
| 242197         | Humber Force Main   | Construction of twin 400-mm force mains on Emil Kolb Parkway from the Humber Sewage Pumping Station to King Street. Design in 2024.                                       | 3,513  | 3,513  |

**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>  |        |       |        |  |
|----------------|--|---|--------|-------|--------|--|
| 242198         | 250-mm Sanitary Sewer - Healey Road (Bolton)                           | Construction of a 250-mm sanitary sewer on Healey Road from Coleraine Drive to Humber Station Road.   | 2,000  | 2,000 |        |  |
| 242223         | Heritage Heights Central Sanitary Trunk Sewer (Phase 1)                | Construction of a 750-mm sanitary trunk sewer on Bovaird Drive from Mississauga Road to Heritage Road. Design in 2024.                      | 2,525  | 2,525 |        |  |
| 242273         | The Gore Road Sanitary Trunk Sewer (Phase 1)                           | Construction of a 750-mm sanitary trunk sewer on The Gore Road from Mayfield Road to approximately 860 metres southerly. Design in 2024.    | 1,400  | 1,400 |        |  |
| 242274         | The Gore Road Sanitary Trunk Sewer (Phase 2)                           | Construction of a 750-mm sanitary trunk sewer on The Gore Road from Mayfield Road to Healey Road. Design in 2024.                           | 4,308  | 4,308 |        |  |
| 242300         | Local Collection System Repair and Replacement                         | Funding for sanitary sewer repairs, replacements and relining including alignment of projects with area municipalities and other divisions. | 24,000 |       | 24,000 |  |
| 242301         | 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.               | 5,140  | 2,570 | 2,570  |  |
| 242302         | 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  |  |

**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>   |       |     |       |
|-----------------------|--|---|-------|-----|-------|
| 242303                | 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 |
| 242304                | Force Main Inspection and Condition Assessment Program           | Periodic and ongoing inspection and condition assessment of the sanitary force mains.   | 500   |     | 500   |
| 242305                | Force Main Rehabilitation Program                                | Periodic and ongoing inspection and condition assessment of the sanitary force mains.   | 1,250 |     | 1,250 |
| 242307                | Sanitary Maintenance Hole Rehabilitation Program                 | Funding to rehabilitate sanitary maintenance holes in the Region's wastewater collection system.  | 5,000 |     | 5,000 |
| 242401                | 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. | 2,850 | 570 | 2,280 |
| 242405                | Sanitary Trunk Sewer Inspection and Condition Assessment Program | Inspection, cleaning and condition assessment of the lake-based primary collection system.  | 2,500 |     | 2,500 |
| 242407                | Sanitary Trunk Sewer Rehabilitation Program                      | Miscellaneous sanitary trunk sewer rehabilitation activities for the lake-based primary collection system.  | 2,000 |     | 2,000 |
| 242457                | GTAA Sanitary Trunk Sewer Rehabilitation                         | Rehabilitation of Peel-owned sanitary trunk sewers within the GTAA property. Assessment in 2024.  | 3,000 |     | 3,000 |



**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>   |        |       |        |  |
|----------------|--|--|--------|-------|--------|--|
| 242458         | Lakeview Sanitary Trunk Sewer - Rehabilitation                   | Rehabilitation of the Lakeview Sanitary Trunk Sewer from the Etobicoke Creek to the inlet to the G.E. Booth Water Resource Recovery Facility.                    | 10,000 |       | 10,000 |  |
| 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.                | 3,000  |       | 3,000  |  |
| 242501         | 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    |  |
| 242511         | Wastewater Facilities Decision Support System                    | Development of a decision support system and lifecycle analysis for wastewater facilities in Peel.   | 200    |       | 200    |  |
| 242512         | Inflow and Infiltration Remediation Program                      | Collection and analysis of data and development of solutions to reduce inflow and infiltration in the sanitary collection system.                                | 2,750  | 1,375 | 1,375  |  |
| 242520         | Non-Growth-Related Wastewater Infrastructure Planning            | Asset management and other non-growth-related studies for the Region's wastewater system.  | 1,000  |       | 1,000  |  |
| 242530         | Development-Related Wastewater Infrastructure Planning           | Funding for water infrastructure planning and studies related to new development. Budget increase required to support accelerated growth due to Bill 23.         | 2,250  | 2,250 |        |  |

**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>   |       |       |       |
|----------------|--|--|-------|-------|-------|
| 242531         | Water Resources Support to the Wastewater Program                                  | Funding to support wastewater capital projects for any issues related to water resources.  | 150   | 90    | 60    |
| 242541         | Review of Treatment Technologies for the Removal of Contaminants of Concern        | Study to complete and engineering review of treatment technologies for the removal of contaminants of emerging concern.  | 200   |       | 200   |
| 242590         | 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    |
| 242592         | East Brampton Wastewater Capacity Improvements - 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. | 3,000 | 3,000 |       |
| 242593         | Central Brampton Wastewater Capacity Improvements - Class Environmental Assessment | Class Environmental Assessment to develop a wastewater servicing plan for central Brampton.  | 3,000 | 3,000 |       |
| 242904         | 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 |
| 242905         | 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 |

**2024 Financing Sources and Funding Status (\$'000)**

|                |   |  | 2024          |                     |                          |                  |              |
|----------------|---|--|---------------|---------------------|--------------------------|------------------|--------------|
|                |   |  | Total Expense | Development Charges | Reserves & Reserve Funds | External Funding | Debt Funding |
| <b>Project</b> | <b>Name</b>   | <b>Description</b>   |               |                     |                          |                  |              |
| 242906         | 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                    |                  |              |
| 242907         | 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.                                      | 4,000         |                     | 4,000                    |                  |              |
| 242908         | 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.            | 6,750         |                     | 6,750                    |                  |              |
| 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.                                 | 1,000         | 1,000               |                          |                  |              |
| 242920         | 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                      |                  |              |
| 242922         | 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.   | 2,000         |                     | 2,000                    |                  |              |
| 242928         | Wastewater Treatment Research and Pilot Facility  | Construction of a 1:1000 scale fully functional replica of the treatment processes at the lake-based water resource recovery facilities. Design in 2024. | 750           |                     | 750                      |                  |              |

**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>   |       |       |       |  |
|----------------|---|--|-------|-------|-------|--|
| 242930         | 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   |  |
| 242938         | Clarkson Water Resource Recovery Facility - Diffuser and Expansion Joint Replacement              | Upgrades and replacement of diffusers at the Clarkson Water Resource Recovery Facility. Design in 2024.                                      | 1,500 |       | 1,500 |  |
| 242942         | 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.                            | 3,150 | 3,150 |       |  |
| 242947         | G.E. Booth Water Resource Recovery Facility - Ash Berm Relocation                                 | Relocation of the ash lagoon berm at the G.E. Booth Water Resource Recovery Facility. Design in 2024.  | 300   | 300   |       |  |
| 242971         | Beach Street Sewage Pumping Station - Rehabilitation and Repurposing                              | Rehabilitation and repurposing of the Beach Street Sewage Pumping Station. Design in 2024.   | 2,205 | 1,764 | 441   |  |
| 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. | 4,150 | 3,320 | 830   |  |
| 242981         | 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.                         | 2,610 |       | 2,610 |  |

**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>   |                |                |                |              |
|-------------------|---|--|----------------|----------------|----------------|--------------|
| 242984            | Humber Sewage Pumping Station   | Construction of a new sewage pumping station in the vicinity of Emil Kolb Parkway and Highway 50. Design and property acquisition in 2024.       | 4,000          | 4,000          |                |              |
| 242985            | McLaughlin Sewage Pumping Station                                     | McLaughlin Sewage Pumping Station Construction of a new sewage pumping station near McLaughlin Road and the Etobicoke Creek. Design in 2024.     | 800            | 800            |                |              |
| <b>Wastewater</b> |   |  | <b>808,020</b> | <b>612,414</b> | <b>193,295</b> | <b>2,311</b> |
| 232174            | 450-mm/375-mm Sanitary Sewer - Future Street (Highway 427 Industrial) | Construction of a 450-mm/375-mm sanitary sewer on a future street from The Gore Road to 900 metres northeasterly. Additional funds.              | 1,059          | 1,059          |                |              |
| 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.            | 1,300          | 1,300          |                |              |
| 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. | 600            | 600            |                |              |
| 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.                       | 1,000          | 1,000          |                |              |

**2024 Financing Sources and Funding Status (\$'000)**

|                                 |  |  | 2024                 |                            |                                     |                         |                     |
|---------------------------------|--|--|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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> |
| 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.  | 1,337                | 1,337                      |                                     |                         |                     |
| Wastewater Development Services |  |  | 5,296                | 5,296                      |                                     |                         |                     |
| 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.  | 2,250                |                            | 2,250                               |                         |                     |
| 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. | 1,500                |                            | 0                                   | 1,500                   |                     |
| 249020                          | Vehicle and Gas Powered Equipment                        | Replacement of regional vehicles and equipment and system upgrades.  | 8,090                |                            | 0                                   | 8,090                   |                     |

**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>  |        |       |        |
|--------------------------|--|---|--------|-------|--------|
| 249040                   | Public Works Facility Repair and Maintenance | Planned repairs and replacements at various Public Works facilities as indicated in Building Condition Assessments.   | 275    |       | 275    |
| Operations Support - Tax |  |   | 12,115 | 0     | 12,115 |
| 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.  | 450    |       | 450    |
| 209800                   | Public Works Health & Safety Initiative      | To implement a Health & Safety program for Public Works department  | 560    |       | 560    |
| 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. | 3,000  | 2,400 | 600    |
| 247900                   | Commercial Water Meter Replacement           | Replacement of obsolete commercial water meters.  | 1,800  |       | 1,800  |
| 247910                   | Residential Water Meter Replacement          | Replacement of obsolete residential water meters.   | 11,200 |       | 11,200 |

**2024 Financing Sources and Funding Status (\$'000)**

| 2024                 |                            |                                     |                         |                     |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <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>   |           |           |         |        |
|------------------------------|--|--|-----------|-----------|---------|--------|
| 249013                       | 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   |        |
| 249085                       | Building Information Modeling Implementation (BIM) | WW section need a tool to aid in efficient project data flow with internal and external project stakeholders. BIM is a tool with the capacity to manage information, data, automate processes, control/track information & more, to improve efficiency while maintaining ISO standards compliance. The BIM process & implementation will improve project visibility across W/WW and will allow the Region to have greater involvement in all aspects of asset life cycles & improved asset management along with greater efficiency and cost transparency. | 3,500     |           | 3,500   |        |
| Operations Support - Utility |  |  | 22,010    | 2,400     | 19,610  |        |
| Water and Wastewater         |  |  | 1,414,318 | 1,016,836 | 387,014 | 10,467 |



**2024 Ten Year Combined Capital Program (\$'000)**

|                          |  |   | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|--------------------------|--|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b><br>121420 | <b>Name</b><br>Rehabilitation and Upgrade of the Queensway Sub-Transmission Main | <b>Description</b><br>Rehabilitation and upgrade of the Queensway Sub-Transmission Main to provide additional east-west transfer capacity in Pressure Zone 2. | 4,000       | 11,000      | 0           | 0           | 0           | 0               | 15,000       |
| 131347                   | System Improvements in Southwest Mississauga                                     | Implementation of system improvements in southwest Mississauga to improve water quality and reliability and to improve residual pressure for customers.       | 0           | 5,000       | 0           | 0           | 0           | 0               | 5,000        |
| 141240                   | East Brampton Transmission Main Twinning   | Construction of a 1500-mm transmission main from the Beckett-Sproule Pumping Station to the East Brampton Reservoir.  | 56,000      | 0           | 0           | 11,315      | 0           | 0               | 67,315       |
| 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           | 106,000     | 82,500      | 0           | 0           | 0               | 188,500      |
| 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.                | 50,000      | 0           | 0           | 9,276       | 0           | 0               | 59,276       |
| 141377                   | 750-mm Water Main - Creditview Road - Rehabilitation                             | Rehabilitation of the 750-mm water main on Creditview Road. Design in 2024.   | 2,000       | 15,000      | 0           | 0           | 0           | 0               | 17,000       |

2024 Ten Year Combined Capital Program (\$'000)

|                |   |   | 2024   | 2025   | 2026 | 2027  | 2028 | Yrs 6-10 | Gross  |
|----------------|---|---|--------|--------|------|-------|------|----------|--------|
| <b>Project</b> | <b>Name</b>   | <b>Description</b>  |        |        |      |       |      |          |        |
| 181184         | 600-mm Water Main - Hurontario Street                               | Construction of a 600-mm water main on Hurontario Street from Collingwood Avenue to Dougall Avenue. Additional funds.           | 0      | 15,000 | 0    | 0     | 0    | 0        | 15,000 |
| 181357         | 600-mm Water Main Replacement - Queen Street West                   | Replacement of the existing water main from Mill Street South to Haggert Avenue South in downtown Brampton.                     | 6,000  | 0      | 0    | 0     | 0    | 0        | 6,000  |
| 181394         | Queen Elizabeth Way Widening (Cawthra to East Mall) - Water Impacts | Replacement or relocation of water mains in conjunction with the widening of the Queen Elizabeth Way.                           | 2,200  | 0      | 0    | 0     | 0    | 0        | 2,200  |
| 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.         | 44,000 | 0      | 0    | 0     | 0    | 0        | 44,000 |
| 191156         | 750-mm Water Main - Centre Street                                   | Construction of a 750-mm water main on Centre Street from Williams Parkway to John Street.                                      | 59,000 | 0      | 0    | 0     | 0    | 0        | 59,000 |
| 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      | 2,760  | 0    | 0     | 0    | 0        | 2,760  |
| 191917         | Security Improvements at Lake-Based Water Facilities                | Implementation of security improvements at various lake-based and groundwater-based facilities.                                 | 1,200  | 0      | 0    | 0     | 0    | 0        | 1,200  |
| 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. In conjunction with the new A2 Road. | 0      | 0      | 0    | 1,304 | 0    | 0        | 1,304  |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |  |   | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|--|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>  | <b>Description</b>  |             |             |             |             |             |                 |              |
| 201843         | Groundwater Well Facilities - Ultraviolet Disinfection                 | Installation of ultraviolet disinfection at six of the groundwater well facilities in Caledon.  | 0           | 3,400       | 3,400       | 0           | 0           | 0               | 6,800        |
| 211015         | Water Enterprise Asset Management Implementation Program               | Funding the implementation of the water enterprise asset management system and other costs related to asset management maturity.                      | 2,200       | 2,800       | 2,100       | 0           | 0           | 0               | 7,100        |
| 211430         | 2100-mm Beckett Sproule Transmission Main - Rehabilitation             | Rehabilitation of the 2100-mm Beckett Sproule Transmission Main to repair defects introduced during construction of the water main. Additional funds. | 0           | 3,000       | 0           | 0           | 0           | 0               | 3,000        |
| 211923         | A.P. Kennedy Water Treatment Plant - Treated Water Reservoir Expansion | Construction of a new 35-million-litre treated water reservoir at the A.P. Kennedy Water Treatment Plant. Design in 2024.                             | 20,000      | 0           | 148,000     | 0           | 0           | 0               | 168,000      |
| 211951         | Snelgrove Elevated Tank - Decommissioning                              | Decommissioning of the Snelgrove Elevated Tank before the Victoria Reservoir and Transmission Main are in service.                                    | 4,000       | 0           | 0           | 0           | 0           | 0               | 4,000        |
| 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.                 | 7,875       | 0           | 0           | 0           | 0           | 0               | 7,875        |
| 211978         | Beckett Sproule Pumping Station - Improvements and Upgrades            | Construction of improvements and upgrades at the Beckett Sproule Pumping Station.   | 27,400      | 0           | 0           | 0           | 0           | 0               | 27,400       |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |   |  | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|---|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>   | <b>Description</b>   |             |             |             |             |             |                 |              |
| 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           | 11,642      | 0           | 0           | 0           | 0               | 11,642       |
| 221161         | 750-mm Water Main - Goreway Drive   | Construction of a 750-mm water main on Goreway Drive from Intermodal Drive to Steeles Avenue East.   | 19,970      | 0           | 0           | 0           | 0           | 0               | 19,970       |
| 221302         | Valve Rehabilitation and Replacement Program                              | Rehabilitation and replacement program for large diameter valves in the lake-based water distribution system. Additional funds.                      | 10,000      | 0           | 0           | 0           | 0           | 0               | 10,000       |
| 221306         | Water Distribution System Pressure Loggers                                | Refurbishment and installation of new pressure loggers in the water distribution system. Additional funds.   | 500         | 0           | 0           | 0           | 0           | 0               | 500          |
| 221539         | Standby Power Facility Assessment   | Review of water facilities to refine list of upgrades identified in the 2019 Standby Power Study.  | 100         | 0           | 0           | 0           | 0           | 0               | 100          |
| 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. | 4,000       | 6,500       | 0           | 0           | 0           | 0               | 10,500       |
| 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.              | 2,850       | 0           | 0           | 0           | 0           | 0               | 2,850        |

2024 Ten Year Combined Capital Program (\$'000)

|                |   |  | 2024  | 2025 | 2026   | 2027 | 2028 | Yrs 6-10 | Gross  |
|----------------|---|--|-------|------|--------|------|------|----------|--------|
| <b>Project</b> | <b>Name</b>   | <b>Description</b>   |       |      |        |      |      |          |        |
| 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.                      | 2,850 | 0    | 0      | 0    | 0    | 0        | 2,850  |
| 221936         | Lorne Park Water Treatment Plant - Electrical Upgrades            | Implementation of various electrical upgrades at the Lorne Park Water Treatment Plant.   | 300   | 400  | 0      | 0    | 0    | 0        | 700    |
| 221979         | Dixie Road Booster Pumping Station - Decommissioning              | Decommissioning of the Dixie Road Booster Pumping Station.   | 500   | 0    | 0      | 0    | 0    | 0        | 500    |
| 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     | 0    | 16,600 | 0    | 0    | 0        | 16,600 |
| 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. | 2,650 | 0    | 17,650 | 0    | 0    | 0        | 20,300 |
| 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     | 0    | 17,650 | 0    | 0    | 0        | 17,650 |
| 221991         | Bulk Water Filling Stations - Improvements and Upgrades           | Improvements and upgrades for various bulk water filling stations in the Region of Peel.   | 1,000 | 0    | 0      | 0    | 0    | 0        | 1,000  |

|                |   |   | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>   | <b>Description</b>  |             |             |             |             |             |                 |              |
| 221992         | Hanlan West Pumping Station                                       | Construction of a new pumping station with a logistics, training and storage facility.  | 0           | 6,500       | 0           | 0           | 0           | 0               | 6,500        |
| 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. | 450         | 0           | 100         | 100         | 100         | 0               | 750          |
| 231127         | 600-mm Water Main - Derry Road East                               | Construction of a 600-mm water main on Derry Road East from Dixie Road to Goreway Drive.  | 0           | 27,192      | 0           | 0           | 0           | 0               | 27,192       |
| 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.   | 0           | 6,381       | 0           | 0           | 0           | 0               | 6,381        |
| 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.  | 0           | 1,613       | 0           | 0           | 0           | 0               | 1,613        |
| 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.  | 6,390       | 0           | 0           | 0           | 0           | 0               | 6,390        |
| 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.    | 6,594       | 0           | 0           | 0           | 0           | 0               | 6,594        |
| 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.                                   | 6,743       | 0           | 0           | 0           | 0           | 0               | 6,743        |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |   |  | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|---|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>   | <b>Description</b>   |             |             |             |             |             |                 |              |
| 231227         | Queensway Sub-Transmission Main Extension               | Construction of a 900-mm/1500-mm sub-transmission main from Haines Road to Dixie Road.   | 0           | 42,060      | 0           | 0           | 0           | 0               | 42,060       |
| 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.                | 10,000      | 0           | 0           | 0           | 0           | 0               | 10,000       |
| 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.                   | 6,000       | 0           | 0           | 0           | 0           | 0               | 6,000        |
| 231424         | 1500-mm Streetsville Transmission Main - Rehabilitation | Rehabilitation of the 1500-mm Streetsville Transmission Main.  | 4,000       | 0           | 0           | 0           | 0           | 0               | 4,000        |
| 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. | 100         | 0           | 0           | 0           | 0           | 0               | 100          |
| 231527         | Feasibility Study for New Groundwater Sources           | Feasibility study to investigate new sources of groundwater for Caledon East, Palgrave and Inglewood.  | 250         | 0           | 0           | 0           | 0           | 0               | 250          |

2024 Ten Year Combined Capital Program (\$'000)

|                |  |  | 2024   | 2025  | 2026   | 2027  | 2028  | Yrs 6-10 | Gross  |
|----------------|--|--|--------|-------|--------|-------|-------|----------|--------|
| <b>Project</b> | <b>Name</b>  | <b>Description</b>   |        |       |        |       |       |          |        |
| 231830         | Caledon East - New Groundwater Well                          | Construction of a new municipal groundwater well in Caledon East to service future development. Design in 2023.                                    | 0      | 0     | 9,620  | 0     | 0     | 0        | 9,620  |
| 231942         | West Caledon Elevated Tank                                   | Construction of a new 10-million-litre elevated tank in the vicinity of Mississauga Road and Old School Road. Design in 2024.                      | 2,700  | 0     | 17,900 | 0     | 0     | 0        | 20,600 |
| 231975         | Water Pumping Station Flow Meter Replacement                 | Replacement of flow meters at various water pumping stations in Peel.  | 360    | 0     | 0      | 0     | 0     | 0        | 360    |
| 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. | 3,960  | 0     | 0      | 0     | 0     | 0        | 3,960  |
| 241000         | 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 |
| 241002         | Easement Acquisition for Existing Water Infrastructure       | Funding for the acquisition of easements for existing water infrastructure.  | 100    | 100   | 100    | 100   | 100   | 500      | 1,000  |
| 241109         | MTSA Water Capacity Improvements                             | Design for water capacity improvements to service MTSA's across the Region of Peel.  | 10,000 | 0     | 0      | 0     | 0     | 0        | 10,000 |
| 241130         | 750-mm Water Main - Bovaird Drive West (Heritage Heights)    | Construction of a 750-mm water main on Bovaird Drive West from Mississauga Road to Heritage Road. Design in 2024.                                  | 1,870  | 0     | 8,781  | 0     | 0     | 0        | 10,651 |



**2024 Ten Year Combined Capital Program (\$'000)**

|                |  |  | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|--|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>  | <b>Description</b>   |             |             |             |             |             |                 |              |
| 241157         | 400-mm Water Main - Queen Street East                          | Construction of a 400-mm water main on Queen Street East from the west side of Highway 410 to Kennedy Road. Design in 2024.                                  | 2,998       | 16,485      | 0           | 0           | 0           | 0               | 19,483       |
| 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.   | 1,245       | 6,017       | 0           | 0           | 0           | 0               | 7,262        |
| 241171         | 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 2024.                                 | 940         | 4,378       | 0           | 0           | 0           | 0               | 5,318        |
| 241176         | 400-mm Water Main - Countryside Drive (Highway 427 Industrial) | Construction of a 400-mm water main on Countryside Drive from Coleraine Drive to the future A2 road. Design in 2024.   | 343         | 1,588       | 0           | 0           | 0           | 0               | 1,931        |
| 241180         | 750-mm Water Main - Mississauga Road/Old School Road           | Construction of a 750-mm water main on Mississauga Road and Old School Road from the future West Caledon Elevated Tank to Chinguacousy Road. Design in 2024. | 2,639       | 0           | 12,224      | 0           | 0           | 0               | 14,863       |
| 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.                                      | 2,173       | 0           | 9,613       | 0           | 0           | 0               | 11,787       |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |  |  | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|--|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>  | <b>Description</b>   |             |             |             |             |             |                 |              |
| 241183         | 600-mm Water Main - Airport Road (Tullamore)                 | Construction of a 600-mm water main on Airport Road from Mayfield Road to 1300 metres northerly. Design in 2024.                                 | 773         | 0           | 3,490       | 0           | 0           | 0               | 4,263        |
| 241185         | 600-mm Water Main - Mississauga Road (Alloa)                 | Construction of a 600-mm water main on Mississauga Road from Mayfield Road to 1600 metres northerly. Design in 2024.                             | 1,071       | 0           | 4,737       | 0           | 0           | 0               | 5,808        |
| 241187         | 400-mm Water Main - McLaughlin Road (Mayfield West Phase 3)  | Construction of a 400-mm water main on McLaughlin Road from Old School Road to the south side of the Etobicoke Creek. Design in 2024.            | 489         | 0           | 2,303       | 0           | 0           | 0               | 2,792        |
| 241188         | 400-mm Water Main - Creditview Road (Alloa)                  | Construction of a 400-mm water main on Creditview Road from Mayfield Road to 1600 metres northerly. Design in 2024.                              | 711         | 0           | 3,146       | 0           | 0           | 0               | 3,858        |
| 241190         | 600-mm Water Main - King Street (West Bolton)                | Construction of a 600-mm water main on King Street from the future North Bolton Booster Pumping Station to Humber Station Road. Design in 2024.  | 1,302       | 0           | 5,758       | 0           | 0           | 0               | 7,059        |
| 241191         | North Bolton Water Distribution System Capacity Improvements | Construction of new water mains on Emil Kolb Parkway, Highway 50 and Columbia Way to service future development in north Bolton. Design in 2024. | 3,914       | 0           | 20,454      | 0           | 0           | 0               | 24,368       |

2024 Ten Year Combined Capital Program (\$'000)

|                |   |  | 2024  | 2025 | 2026   | 2027 | 2028 | Yrs 6-10 | Gross  |
|----------------|---|--|-------|------|--------|------|------|----------|--------|
| <b>Project</b> | <b>Name</b>   | <b>Description</b>   |       |      |        |      |      |          |        |
| 241192         | 400-mm Water Main - Healey Road   | Construction of a 400-mm water main on Healey Road from Innis Lake Road to Humber Station Road. Design in 2024.                          | 2,194 | 0    | 12,016 | 0    | 0    | 0        | 14,211 |
| 241193         | 600-mm Water Main - The Gore Road                                       | Construction of a 600-mm water main on The Gore Road from Mayfield Road to Healey Road. Design in 2024.                                  | 2,471 | 0    | 13,534 | 0    | 0    | 0        | 16,006 |
| 241194         | 600-mm Water Main - Humber Station Road and Future Street (Bolton West) | Construction of a 600-mm on a Humber Station Road and a future street from Healey Road to the West Bolton Elevated Tank. Design in 2024. | 1,127 | 0    | 5,125  | 0    | 0    | 0        | 6,252  |
| 241197         | 400-mm Water Main - Innis Lake Road                                     | Construction of a 400-mm water main on Innis Lake Road from the Tullamore Pumping Station to Healey Road. Design in 2024.                | 1,257 | 0    | 5,561  | 0    | 0    | 0        | 6,819  |
| 241198         | 300-mm Water Main - Healey Road (Bolton)                                | Construction of a 300-mm water main on Healey Road from Coleraine Drive to Humber Station Road.  | 2,032 | 0    | 0      | 0    | 0    | 0        | 2,032  |
| 241266         | North Bolton Transmission Main  | Construction of a 1500-mm transmission main from King Street to the North Bolton Booster Pumping Station. Design in 2024.                | 1,133 | 0    | 5,013  | 0    | 0    | 0        | 6,147  |
| 241267         | Healey Road Sub-Transmission Main (Phase 1)                             | Construction of a 750-mm water main on Healey Road from Coleraine Drive to Humber Station Road.  | 8,217 | 0    | 0      | 0    | 0    | 0        | 8,217  |

**2024 Ten Year Combined Capital Program (\$'000)**

|                          |  |  | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|--------------------------|--|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b><br>241268 | <b>Name</b><br>Healey Road Sub-Transmission Main (Phase 2) | <b>Description</b><br>Construction of a 900-mm water main on Healey Road from Innis Lake Road to Humber Station Road. Design in 2024.      | 4,214       | 0           | 23,299      | 0           | 0           | 0               | 27,513       |
| 241269                   | Innis Lake Road Sub-Transmission Main                      | Construction of a 1200-mm water main on Innis Lake Road from the Tullamore Pumping Station to Healey Road. Design in 2024.                 | 2,892       | 0           | 16,009      | 0           | 0           | 0               | 18,901       |
| 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.        | 6,370       | 0           | 18,042      | 0           | 0           | 0               | 24,413       |
| 241300                   | 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       |
| 241302                   | 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       |
| 241303                   | 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. | 4,000       | 4,000       | 4,000       | 4,000       | 4,000       | 20,000          | 40,000       |
| 241305                   | Water Distribution System - Condition Assessment Program   | Inspection and condition assessment program for the lake-based water distribution system.  | 300         | 300         | 300         | 300         | 300         | 1,500           | 3,000        |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |  |   | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|--|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>  | <b>Description</b>  |             |             |             |             |             |                 |              |
| 241310         | 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. | 18,000      | 15,000      | 15,000      | 15,000      | 15,000      | 75,000          | 153,000      |
| 241340         | 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.    | 16,000      | 6,500       | 6,500       | 6,500       | 6,500       | 32,500          | 74,500       |
| 241370         | 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.     | 2,000       | 1,000       | 1,000       | 1,000       | 1,000       | 5,000           | 11,000       |
| 241405         | Transmission Main Inspection Program                   | Inspection and condition assessment program for the lake-based water transmission mains and implementation of real-time monitoring.                               | 3,500       | 3,500       | 3,500       | 3,500       | 3,500       | 17,500          | 35,000       |
| 241406         | 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.  | 8,000       | 0           | 24,000      | 0           | 0           | 0               | 32,000       |
| 241407         | 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       |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |   |   | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>   | <b>Description</b>  |             |             |             |             |             |                 |              |
| 241408         | Transmission Main Rehabilitation Program                      | Rehabilitation program for the lake-based water transmission mains.   | 5,000       | 9,000       | 12,000      | 12,000      | 12,000      | 65,000          | 115,000      |
| 241419         | Transient Protection Program for the Water Transmission Mains | Program to replace existing transient protection on the lake-based transmission mains.  | 500         | 500         | 0           | 0           | 0           | 0               | 1,000        |
| 241501         | 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        |
| 241520         | 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       |
| 241525         | Groundwater Well Monitoring Program                           | Implementation of an automated system to collect real-time groundwater data for our well-based systems.   | 300         | 300         | 300         | 300         | 300         | 1,500           | 3,000        |
| 241530         | Development-Related Water Infrastructure Planning             | Funding for water infrastructure planning and studies related to new development. Budget increase required to support accelerated growth due to Bill 23.    | 2,250       | 2,250       | 2,250       | 2,250       | 2,250       | 11,250          | 22,500       |
| 241531         | 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        |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |   |   | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>   | <b>Description</b>  |             |             |             |             |             |                 |              |
| 241532         | 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        |
| 241540         | 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        |
| 241541         | Review of Treatment Technologies for the Removal of Contaminants of Concern | Study to complete and engineering review of treatment technologies for the removal of contaminants of emerging concern.   | 300         | 0           | 0           | 0           | 0           | 0               | 300          |
| 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.   | 1,500       | 0           | 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.   | 1,500       | 0           | 0           | 0           | 0           | 0               | 1,500        |
| 241590         | 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        |

2024 Ten Year Combined Capital Program (\$'000)

|                |  |   | 2024  | 2025  | 2026  | 2027  | 2028  | Yrs 6-10 | Gross  |
|----------------|--|---|-------|-------|-------|-------|-------|----------|--------|
| <b>Project</b> | <b>Name</b>  | <b>Description</b>  |       |       |       |       |       |          |        |
| 241805         | Groundwater Systems - Major Maintenance and Equipment Replacement                | Funding for planned major maintenance and equipment replacement for the groundwater systems.  | 750   | 1,000 | 1,000 | 1,000 | 1,250 | 10,750   | 15,750 |
| 241810         | 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  |
| 241902         | 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  |
| 241903         | Transmission Facilities - Major Maintenance and Equipment Replacement            | Funding for planned major maintenance and equipment replacement at the lake-based pumping stations, reservoirs and elevated tanks.                              | 2,300 | 3,150 | 3,150 | 3,150 | 3,150 | 15,750   | 30,650 |
| 241906         | 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.  | 2,700 | 2,300 | 2,300 | 2,300 | 2,300 | 11,500   | 23,400 |
| 241907         | 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.  | 1,700 | 1,250 | 1,250 | 1,250 | 1,250 | 6,250    | 12,950 |
| 241908         | 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  |



**2024 Ten Year Combined Capital Program (\$'000)**

|                |   |   | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>   | <b>Description</b>  |             |             |             |             |             |                 |              |
| 241909         | 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.   | 9,700       | 0           | 0           | 21,950      | 0           | 21,000          | 52,650       |
| 241913         | Lake Ontario Water Quality Monitoring Program                             | Funding for the ongoing management, operation and maintenance of the Lake Ontario water quality monitoring program under the Lake Ontario Collaborative Group (LOCG). | 755         | 755         | 755         | 755         | 755         | 3,775           | 7,550        |
| 241915         | Reservoir Rehabilitation and Improvement Program                          | Program to rehabilitate and upgrade various reservoirs in the lake-based water supply system.   | 750         | 750         | 750         | 0           | 0           | 0               | 2,250        |
| 241920         | 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        |
| 241921         | A.P. Kennedy Water Treatment Plant - OBM1 Process Upgrades                | Upgrades to the boiler system and chemical cleaning systems in the OBM1 treatment process at the A.P. Kennedy Water Treatment Plant. Design in 2024.                  | 2,000       | 5,000       | 0           | 0           | 0           | 0               | 7,000        |
| 241928         | Water Treatment Research and Pilot Facility                               | Construction of a 1:1000 scale fully functional replica of the treatment processes at the lake-based water treatment plants. Design in 2024.                          | 750         | 5,000       | 0           | 0           | 0           | 0               | 5,750        |
| 241930         | 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        |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |  |   | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|--|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>  | <b>Description</b>  |             |             |             |             |             |                 |              |
| 241969         | North Bolton Booster Pumping Station                         | Construction of a new booster pumping station in the vicinity of King Street and Emil Kolb Parkway. Design in 2024.   | 1,830       | 0           | 5,250       | 0           | 0           | 0               | 7,080        |
| 241980         | Water and Wastewater Training and Logistics Facility         | Construction of a new water and wastewater training and logistics facility at 341 Heart Lake Road South, in conjunction with Real Property Asset Management (RPAM). | 10,000      | 0           | 0           | 0           | 0           | 0               | 10,000       |
| 241981         | Improvements to Automation Equipment at the Water Facilities | Funding for various improvements and upgrades to the automation equipment at the water treatment plants.  | 6,110       | 3,500       | 5,500       | 1,500       | 1,500       | 7,500           | 25,610       |
| 241985         | East Brampton Pumping Station - Hydro-Pneumatic Air Chamber  | Construction of a new hydro-pneumatic air chamber (HAC) at the East Brampton Pumping Station. Design in 2024.   | 2,500       | 0           | 16,550      | 0           | 0           | 0               | 19,050       |
| 251121         | 750-mm Water Main - Dundas Street East                       | Construction of a 750-mm water main on Dundas Street East from Tomken Road to Dixie Road. Design in 2025.   | 0           | 4,827       | 0           | 23,693      | 0           | 0               | 28,521       |
| 251124         | 400-mm Water Main - Camilla Road (Downtown Cooksville)       | Construction of a 400-mm water main on Camilla Road from Dundas Street East to King Street East. Design in 2025.  | 0           | 1,128       | 0           | 5,061       | 0           | 0               | 6,190        |
| 251126         | 750-mm Water Main - Dundas Street East                       | Construction of a 750-mm water main on Dundas Street East from Tomken Road to Confederation Parkway. Design in 2025.  | 0           | 8,918       | 0           | 60,549      | 0           | 0               | 69,467       |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |   |   | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>   | <b>Description</b>  |             |             |             |             |             |                 |              |
| 251220         | Tomken Road/Haines Road Sub-Transmission Main                                 | Construction of a 900-mm sub-transmission main on Tomken Road, Dundas Street East and Haines Road from the Silverthorn Pumping Station to The Queensway East. Design in 2025. | 0           | 13,966      | 0           | 75,530      | 0           | 0               | 89,496       |
| 251418         | 1500-mm Herridge Transmission Main - Rehabilitation                           | Rehabilitation of the 1500-mm Herridge Transmission Main and installation of acoustic fibre optic condition monitoring equipment.   | 0           | 2,000       | 0           | 7,000       | 0           | 0               | 9,000        |
| 251423         | 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       |
| 251575         | A.P. Kennedy Water Treatment Plant Expansion - Class Environmental Assessment | Class Environmental Assessment for the expansion of the A.P. Kennedy Water Treatment Plant.   | 0           | 3,000       | 0           | 0           | 0           | 0               | 3,000        |
| 251576         | Lorne Park Water Treatment Plant Expansion - Class Environmental Assessment   | Class Environmental Assessment for the expansion of the Lorne Park Water Treatment Plant.   | 0           | 3,000       | 0           | 0           | 0           | 0               | 3,000        |
| 251831         | Inglewood Village - New Groundwater Well                                      | Construction of a new municipal groundwater well in Inglewood to service future development. Design in 2025.  | 0           | 1,700       | 0           | 11,400      | 0           | 0               | 13,100       |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |   |  | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|---|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>   | <b>Description</b>   |             |             |             |             |             |                 |              |
| 251911         | 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           | 5,100       | 5,550       | 0           | 0           | 5,550           | 16,200       |
| 251912         | 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.               | 4,200       | 0           | 0           | 4,200       | 0           | 0               | 8,400        |
| 261123         | 750-mm Water Main - Atlantic Avenue/Creekbank Road                            | Construction of a 750-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           | 3,822       | 0           | 17,453      | 0               | 21,274       |
| 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           | 782         | 0           | 3,597       | 0               | 4,378        |
| 261133         | 600-mm Water Main - Future Williams Parkway (Bram West)                       | Construction of a 600-mm water main on the future extension of Williams Parkway from Heritage Road to Mississauga Road. Design in 2024.                    | 0           | 0           | 1,376       | 0           | 6,305       | 0               | 7,681        |
| 261134         | 900-mm Water Main - Heritage Road (Heritage Heights)                          | Construction of a 900-mm water main on Heritage Road from the West Brampton Pumping Station to Bovaird Drive. Design in 2024.                              | 0           | 0           | 2,301       | 0           | 10,539      | 0               | 12,841       |

## 2024 Ten Year Combined Capital Program (\$'000)

|                |   |  | 2024 | 2025 | 2026  | 2027 | 2028   | Yrs 6-10 | Gross  |
|----------------|---|--|------|------|-------|------|--------|----------|--------|
| <b>Project</b> | <b>Name</b>   | <b>Description</b>   |      |      |       |      |        |          |        |
| 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    | 773   | 0    | 3,530  | 0        | 4,303  |
| 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    | 649   | 0    | 3,201  | 0        | 3,850  |
| 261138         | 600-mm Water Main - Heritage Road (Bram West)               | Construction of a 600-mm water main on Heritage Road from the future extension of Williams Parkway to the New Road A in Bram West. Design in 2024. | 0    | 0    | 1,738 | 0    | 7,908  | 0        | 9,646  |
| 261172         | 600-mm Water Main - Future A2 Road (Highway 427 Industrial) | Construction of a 600-mm water main on the future A2 road from Countryside Drive to the future east-west road. Design in 2026.                     | 0    | 0    | 1,129 | 0    | 5,325  | 0        | 6,455  |
| 261189         | 750-mm Water Main - Old School Road                         | Construction of a 750-mm water main on Old School Road from Chinguacousy Road to Hurontario Street. Design in 2026.                                | 0    | 0    | 2,052 | 0    | 9,288  | 0        | 11,340 |
| 261258         | Mayfield Road Sub-Transmission Main                         | Construction of a 900-mm sub-transmission main on Mayfield Road from the North Brampton Reservoir to Innis Lake Road. Design in 2026.              | 0    | 0    | 6,150 | 0    | 35,663 | 0        | 41,813 |

2024 Ten Year Combined Capital Program (\$'000)

|                |  |  | 2024 | 2025 | 2026   | 2027   | 2028  | Yrs 6-10 | Gross  |
|----------------|--|--|------|------|--------|--------|-------|----------|--------|
| <b>Project</b> | <b>Name</b>  | <b>Description</b>   |      |      |        |        |       |          |        |
| 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    | 100    | 0      | 0     | 100      | 200    |
| 261567         | North Brampton Transmission Main Twinning - Class Environmental Assessment | Class Environmental Assessment for a new transmission main from the East Brampton Pumping Station to the North Brampton Reservoir. | 0    | 0    | 1,500  | 0      | 0     | 0        | 1,500  |
| 261580         | Victoria Pumping Station - Class Environmental Assessment                  | Class Environmental Assessment for a new pumping station at the Victoria Reservoir.  | 0    | 0    | 1,000  | 0      | 0     | 0        | 1,000  |
| 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    | 2,200  | 22,000 | 0     | 0        | 24,200 |
| 261954         | East Brampton Reservoir - Improvements and Upgrades                        | Improvements and upgrades at the East Brampton Reservoir.  | 0    | 0    | 35,000 | 0      | 0     | 0        | 35,000 |
| 261962         | West Brampton Pumping Station - Capacity Expansion                         | Installation of additional high-lift pumping capacity at the West Brampton Pumping Station. Design in 2026.                        | 0    | 0    | 280    | 1,700  | 0     | 0        | 1,980  |
| 271017         | Annual Maintenance of the Enterprise Asset Management System               | Funding the ongoing maintenance of the water enterprise asset management system.   | 0    | 0    | 0      | 1,000  | 1,000 | 3,750    | 5,750  |

2024 Ten Year Combined Capital Program (\$'000)

|                |   |  | 2024 | 2025 | 2026 | 2027   | 2028 | Yrs 6-10 | Gross   |
|----------------|---|--|------|------|------|--------|------|----------|---------|
| <b>Project</b> | <b>Name</b>   | <b>Description</b>   |      |      |      |        |      |          |         |
| 271115         | Growth-Related Water Mains in the Mississauga City Centre             | Construction of various water mains in the Mississauga City Centre to service growth. Design in 2027.  | 0    | 0    | 0    | 864    | 0    | 4,172    | 5,036   |
| 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    | 468    | 0    | 2,140    | 2,608   |
| 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    | 36,502 | 0    | 239,318  | 275,819 |
| 271229         | Meadowvale North Transmission Main                                    | Construction of an 1800-mm transmission main from the Streetsville Pumping Station to the Meadowvale North Reservoir. Design in 2027.          | 0    | 0    | 0    | 45,491 | 0    | 293,132  | 338,623 |
| 271568         | NewProject!!Please Update   | Class Environmental Assessment for a new transmission main from the Beckett Sproule Pumping Station to the Airport Road Reservoir.             | 0    | 0    | 0    | 1,500  | 0    | 0        | 1,500   |
| 271569         | Tullamore Transmission Main Twinning - Class Environmental Assessment | Class Environmental Assessment for a new transmission main from the Airport Road Pumping Station to the Tullamore Reservoir.                   | 0    | 0    | 0    | 1,500  | 0    | 0        | 1,500   |

2024 Ten Year Combined Capital Program (\$'000)

|                |  |   | 2024 | 2025 | 2026 | 2027  | 2028   | Yrs 6-10 | Gross   |
|----------------|--|---|------|------|------|-------|--------|----------|---------|
| <b>Project</b> | <b>Name</b>  | <b>Description</b>  |      |      |      |       |        |          |         |
| 271582         | Sandhill Transmission Main, Reservoir and Pumping Station - Class Environmental Assessment | Class Environmental Assessment for a new transmission main, reservoir and pumping station in the vicinity of King Street and Innis Lake Road.     | 0    | 0    | 0    | 3,000 | 0      | 0        | 3,000   |
| 271964         | Tullamore Pumping Station Expansion  | Expansion of the Tullamore Pumping Station. Design in 2027.   | 0    | 0    | 0    | 2,700 | 0      | 17,777   | 20,477  |
| 271965         | Airport Road Reservoir and Pumping Station Expansion                                       | Expansion of the Airport Road Reservoir and Pumping Station. Design in 2027.  | 0    | 0    | 0    | 6,334 | 0      | 52,223   | 58,557  |
| 271982         | 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    | 1,160 | 6,620  | 6,620    | 14,400  |
| 271984         | Transmission System - Standby Power  | Upgrade and expansion of the standby power capacity at various water facilities. Design in 2027.  | 0    | 0    | 0    | 1,160 | 6,620  | 6,620    | 14,400  |
| 281259         | North Brampton Transmission Main Twinning  | Construction of a 1500-mm transmission main on Dixie Road from the East Brampton Pumping Station to the North Brampton Reservoir. Design in 2028. | 0    | 0    | 0    | 0     | 34,310 | 238,267  | 272,577 |
| 281502         | Hydraulic Water Model Update   | Update and calibration of the Region's hydraulic water model.   | 0    | 0    | 0    | 0     | 2,000  | 2,000    | 4,000   |
| 281504         | 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   |



2024 Ten Year Combined Capital Program (\$'000)

|                |   |  | 2024 | 2025 | 2026 | 2027 | 2028   | Yrs 6-10  | Gross     |
|----------------|---|--|------|------|------|------|--------|-----------|-----------|
| <b>Project</b> | <b>Name</b>   | <b>Description</b>   |      |      |      |      |        |           |           |
| 281581         | Snelgrove Elevated Tank - Class Environmental Assessment                      | Class Environmental Assessment for a new elevated tank at the site of the old Snelgrove Elevated Tank.   | 0    | 0    | 0    | 0    | 1,500  | 0         | 1,500     |
| 281583         | Macville Transmission Main and Elevated Tank - Class Environmental Assessment | Class Environmental Assessment for a new transmission main and elevated tank in the vicinity of King Street and The Gore Road.   | 0    | 0    | 0    | 0    | 3,000  | 0         | 3,000     |
| 281925         | A.P. Kennedy Water Treatment Plant Expansion                                  | Expansion of the A.P. Kennedy Water Treatment Plant. Design in 2028.   | 0    | 0    | 0    | 0    | 40,000 | 400,000   | 440,000   |
| 281963         | Victoria Pumping Station  | Retrieving data. Wait a few seconds and try to cut or copy again.  | 0    | 0    | 0    | 0    | 2,000  | 13,021    | 15,021    |
| 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    | 8,470  | 58,600    | 67,070    |
| 291199         | 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      | 146,633   | 146,633   |
| 291299         | 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      | 1,442,120 | 1,442,120 |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |   |  | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|---|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>   | <b>Description</b>   |             |             |             |             |             |                 |              |
| 291395         | 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       |
| 291599         | Future Growth-Related Water Studies                                     | Funding for growth-related water studies in the sixth year or later of the Region's capital plan for the Water Program.                                  | 0           | 0           | 0           | 0           | 0           | 12,500          | 12,500       |
| 291910         | 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           | 18,000          | 18,000       |
| 291996         | 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           | 130,000         | 130,000      |
| 291997         | 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           | 67,450          | 67,450       |
| 291998         | Future Non-Growth-Related Water Facilities Projects                     | Funding for non-growth-related water facilities projects in the sixth year or later of the Region's capital plan for the Water Program.                  | 0           | 0           | 0           | 0           | 0           | 418,410         | 418,410      |
| 291999         | 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           | 291,771         | 291,771      |

2024 Ten Year Combined Capital Program (\$'000)

|                |   |   | 2024    | 2025    | 2026    | 2027    | 2028    | Yrs 6-10  | Gross     |
|----------------|---|---|---------|---------|---------|---------|---------|-----------|-----------|
| <b>Project</b> | <b>Name</b>   | <b>Description</b>  |         |         |         |         |         |           |           |
| Water          |   |   | 564,165 | 419,362 | 670,834 | 436,012 | 279,434 | 4,304,247 | 6,674,054 |
| 181158         | 400-mm Water Main - Future Inspire Boulevard (Countryside Villages) | Construction of a 400-mm water main on a future street from Bramalea Road to approximately 700 metres westerly.                   | 1,950   | 0       | 0       | 0       | 0       | 0         | 1,950     |
| 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.      | 763     | 0       | 0       | 0       | 0       | 0         | 763       |
| 251129         | Construction of Water Mains in Lakeview Village                     | Construction of various water mains in the Lakeview Village development area.   | 0       | 5,988   | 0       | 0       | 0       | 0         | 5,988     |
| 251178         | 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       | 2,867   | 0       | 0       | 0       | 0         | 2,867     |
| 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       | 3,000   | 0       | 0       | 0       | 0         | 3,000     |
| 261186         | 400-mm Water Main - Future Street (Alloa)                           | Construction of a 400-mm water main on a future street north of Mayfield Road from Mississauga Road to Creditview Road.           | 0       | 0       | 2,335   | 0       | 0       | 0         | 2,335     |
| 261187         | 400-mm Water Main - Future Street (Alloa)                           | Construction of a 400-mm water main on a future street north of Mayfield Road from Creditview Road to Chinguacousy Road.          | 0       | 0       | 2,335   | 0       | 0       | 0         | 2,335     |

2024 Ten Year Combined Capital Program (\$'000)

|                                   |   |   | 2024         | 2025          | 2026         | 2027         | 2028     | Yrs 6-10      | Gross         |
|-----------------------------------|---|---|--------------|---------------|--------------|--------------|----------|---------------|---------------|
| <b>Project</b>                    | <b>Name</b>   | <b>Description</b>  |              |               |              |              |          |               |               |
| 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            | 4,121        | 0        | 0             | 4,121         |
| 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            | 2,000        | 0        | 0             | 2,000         |
| 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            | 2,500        | 0        | 0             | 2,500         |
| 291198                            | 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        | 48,866        | 48,866        |
| <b>Water Development Services</b> |   |   | <b>2,713</b> | <b>11,855</b> | <b>4,669</b> | <b>8,621</b> | <b>0</b> | <b>48,866</b> | <b>76,723</b> |
| 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            | 0             | 6,000        | 0            | 0        | 0             | 6,000         |
| 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        |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |   |   | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>   | <b>Description</b>  |             |             |             |             |             |                 |              |
| 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.           | 2,200       | 0           | 0           | 0           | 0           | 0               | 2,200        |
| 182905         | Sewage Pumping Station Rehabilitation Program (Phase 2)                         | Rehabilitation, upgrade or replacement of sewage pumping stations in the lake-based wastewater collection system.   | 15,000      | 10,000      | 0           | 0           | 0           | 0               | 25,000       |
| 182976         | McVean Sewage Pumping Station Expansion   | Expansion of the McVean Sewage Pumping Station to a firm capacity of 2100 L/s.  | 10,375      | 0           | 10,375      | 0           | 0           | 0               | 20,750       |
| 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. | 8,600       | 0           | 0           | 0           | 0           | 0               | 8,600        |
| 192205         | Lining of the West Sanitary Trunk Sewer Twinning                                | Installation of a protective liner for the entire length of the new West Leg of the West Sanitary Trunk Sewer. Additional funds.                              | 37,000      | 0           | 0           | 0           | 0           | 0               | 37,000       |
| 192208         | Upper West Sanitary Trunk Sewer Diversions                                      | Construction of 1500-mm sanitary trunk sewers on Britannia Road, Mississauga Road and Erin Centre Boulevard in the vicinity of Streetsville.                  | 0           | 150,000     | 0           | 0           | 0           | 0               | 150,000      |
| 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.                     | 149,400     | 0           | 0           | 0           | 0           | 0               | 149,400      |

**2024 Ten Year Combined Capital Program (\$'000)**

|                          |   |   | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|--------------------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b><br>192924 | <b>Name</b><br>G.E. Booth Water Resource Recovery Facility - Automation Consolidation | <b>Description</b><br>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. | 6,600       | 2,200       | 0           | 0           | 0           | 0               | 8,800        |
| 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.                         | 5,500       | 1,100       | 0           | 0           | 0           | 0               | 6,600        |
| 192940                   | G.E. Booth Water Resource Recovery Facility - Capacity Restoration                    | Recovery of 40 million litres per day of liquid treatment capacity to restore the G.E. Booth Water Resource Recovery Facility capacity to 518 ML/d.   | 8,000       | 0           | 0           | 0           | 0           | 0               | 8,000        |
| 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.   | 1,260       | 4,000       | 0           | 0           | 0           | 0               | 5,260        |
| 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       |

2024 Ten Year Combined Capital Program (\$'000)

|                |  |  | 2024    | 2025  | 2026  | 2027 | 2028 | Yrs 6-10 | Gross   |
|----------------|--|--|---------|-------|-------|------|------|----------|---------|
| <b>Project</b> | <b>Name</b>  | <b>Description</b>   |         |       |       |      |      |          |         |
| 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.   | 15,000  | 0     | 0     | 0    | 0    | 0        | 15,000  |
| 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.        | 158,500 | 0     | 0     | 0    | 0    | 0        | 158,500 |
| 212015         | Wastewater Enterprise Asset Management Implementation Program            | Funding the implementation of the wastewater enterprise asset management system and other costs related to asset management maturity.  | 2,200   | 2,800 | 2,100 | 0    | 0    | 0        | 7,100   |
| 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. | 4,000   | 0     | 0     | 0    | 0    | 0        | 4,000   |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |  |  | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|--|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>  | <b>Description</b>   |             |             |             |             |             |                 |              |
| 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.                                     | 12,000      | 0           | 0           | 0           | 0           | 0               | 12,000       |
| 212710         | 250-mm Sanitary Sewer - Cadetta Road                         | Construction of a 250-mm sanitary sewer on Cadetta Road from Highway 50 to approximately 477 metres westerly. The project is being conducted as a local improvement. | 1,567       | 0           | 0           | 0           | 0           | 0               | 1,567        |
| 222254         | Cawthra Road Sanitary Trunk Sewer (Phase 3)                  | Construction of a 1500-mm sanitary trunk sewer on Burnhamthorpe Road East from Central Parkway East to Wilcox Road.  | 900         | 33,000      | 0           | 0           | 0           | 0               | 33,900       |
| 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           | 145,693     | 0           | 0           | 0               | 145,693      |
| 222256         | Cawthra Road Sanitary Trunk Sewer (Phase 4)                  | Construction of a 1500-mm sanitary trunk sewer on Cawthra Road from Dundas Street to The Queensway East.   | 0           | 0           | 27,249      | 0           | 0           | 0               | 27,249       |
| 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.                                      | 0           | 1,050       | 0           | 5,525       | 0           | 0               | 6,575        |



2024 Ten Year Combined Capital Program (\$'000)

|                |  |  | 2024   | 2025   | 2026    | 2027    | 2028 | Yrs 6-10 | Gross   |
|----------------|--|--|--------|--------|---------|---------|------|----------|---------|
| <b>Project</b> | <b>Name</b>  | <b>Description</b>   |        |        |         |         |      |          |         |
| 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      | 8,000  | 0       | 0       | 0    | 0        | 8,000   |
| 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.   | 20,000 | 0      | 0       | 0       | 0    | 0        | 20,000  |
| 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      | 3,000  | 0       | 184,000 | 0    | 0        | 187,000 |
| 222950         | Clarkson Water Resource Recovery Facility Expansion                                | Expansion of liquids treatment capacity of the Clarkson Water Resource Recovery Facility from 350 to 500 million litres per day.               | 34,000 | 72,500 | 272,000 | 0       | 0    | 0        | 378,500 |
| 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. | 450    | 0      | 100     | 100     | 100  | 0        | 750     |
| 232126         | 600-mm Sanitary Sewer - Kingsbridge Garden Circle/Elia Avenue (Uptown Mississauga) | Construction of a 600/675-mm sanitary sewer on Kingsbridge Garden Circle and Elia Avenue from Jenkins Crescent to Sorrento Drive.              | 1,500  | 5,595  | 0       | 0       | 0    | 0        | 7,095   |

2024 Ten Year Combined Capital Program (\$'000)

|                |  |  | 2024   | 2025 | 2026    | 2027 | 2028 | Yrs 6-10 | Gross   |
|----------------|--|--|--------|------|---------|------|------|----------|---------|
| <b>Project</b> | <b>Name</b>  | <b>Description</b>   |        |      |         |      |      |          |         |
| 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.       | 2,707  | 0    | 0       | 0    | 0    | 0        | 2,707   |
| 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. | 3,600  | 0    | 0       | 0    | 0    | 0        | 3,600   |
| 232165         | 675-mm Sanitary Sewer - Attmar Drive (Bram East)                               | Construction of a 675-mm sanitary sewer on The Gore Road and Attmar Drive from The Gore Road to Ebenezer Road.   | 15,710 | 0    | 0       | 0    | 0    | 0        | 15,710  |
| 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.                           | 1,062  | 901  | 0       | 0    | 0    | 0        | 1,963   |
| 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.                             | 7,500  | 0    | 121,286 | 0    | 0    | 0        | 128,786 |
| 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.  | 18,209 | 0    | 0       | 0    | 0    | 0        | 18,209  |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |  |  | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|--|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>  | <b>Description</b>   |             |             |             |             |             |                 |              |
| 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.  | 19,657      | 0           | 0           | 0           | 0           | 0               | 19,657       |
| 232272         | Clarkway Sanitary Trunk Sewer  | Construction of a 750-mm sanitary trunk sewer on Clarkway Drive from Countryside Drive to Mayfield Road.   | 14,604      | 0           | 0           | 0           | 0           | 0               | 14,604       |
| 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.                    | 4,500       | 0           | 0           | 0           | 0           | 0               | 4,500        |
| 232465         | Spring Creek Sanitary Trunk Sewer - Rehabilitation                       | Rehabilitation of the Spring Creek Sanitary Trunk Sewer from Steeles Avenue East to north of Clark Boulevard.  | 0           | 5,000       | 0           | 0           | 0           | 0               | 5,000        |
| 232468         | Etobicoke Creek Sanitary Trunk Sewer - Rehabilitation                    | Rehabilitation of the Etobicoke Creek Sanitary Trunk Sewer from Conservation Drive to Archdekin Park.  | 0           | 0           | 15,000      | 0           | 0           | 0               | 15,000       |
| 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.                                   | 22,000      | 25,000      | 167,600     | 0           | 83,790      | 119,080         | 417,470      |
| 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. | 3,960       | 0           | 0           | 0           | 0           | 0               | 3,960        |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |  |   | <u>2024</u> | <u>2025</u> | <u>2026</u> | <u>2027</u> | <u>2028</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|--|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>  | <b>Description</b>  |             |             |             |             |             |                 |              |
| 232995         | Peel Energy Strategy   |   | 1,000       | 0           | 0           | 0           | 0           | 0               | 1,000        |
| 242000         | 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       |
| 242002         | Easement Acquisition for Existing Wastewater Infrastructure    | Funding for the acquisition of easements for existing wastewater infrastructure.  | 100         | 100         | 100         | 100         | 100         | 500             | 1,000        |
| 242100         | 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        |
| 242109         | MTSA Wastewater Capacity Improvements                          | Design for wastewater capacity improvements to service MTSA's across the Region of Peel.  | 10,000      | 0           | 0           | 0           | 0           | 0               | 10,000       |
| 242115         | Wastewater Capacity Improvements in Port Credit                | Construction of various new sanitary sewers to increase the capacity of the wastewater collection system in Port Credit. Design in 2024.                  | 4,145       | 0           | 18,333      | 0           | 0           | 0               | 22,478       |
| 242125         | 450-mm Sanitary Sewer - Third Street/West Avenue (Port Credit) | Construction of a 450-mm sanitary sewer on Third Street and on West Avenue from Cawthra Road to Lakeshore Road East. Design in 2024.                      | 367         | 0           | 1,622       | 0           | 0           | 0               | 1,988        |
| 242141         | 375-mm Sanitary Sewer - Queen Street West (Springbrook)        | Construction of a 375-mm sanitary sewer on Queen Street West from Creditview Road to Elbern Markell Drive. Design in 2025.                                | 229         | 1,014       | 0           | 0           | 0           | 0               | 1,243        |

2024 Ten Year Combined Capital Program (\$'000)

|                |  |   | 2024   | 2025  | 2026   | 2027 | 2028 | Yrs 6-10 | Gross  |
|----------------|--|---|--------|-------|--------|------|------|----------|--------|
| <b>Project</b> | <b>Name</b>  | <b>Description</b>  |        |       |        |      |      |          |        |
| 242142         | 525-mm Sanitary Sewer - Queen Street West (Springbrook)                            | Construction of a 525-mm sanitary sewer on Queen Street West from Elbern Markell Drive to Mississauga Road. Design in 2025.                     | 685    | 3,030 | 0      | 0    | 0    | 0        | 3,715  |
| 242151         | Central Brampton Wastewater Capacity Improvements                                  | Various wastewater projects to provide additional capacity to service intensification in central Brampton including the Queen Street Corridor . | 16,592 | 0     | 0      | 0    | 0    | 0        | 16,592 |
| 242166         | 600-mm Sanitary Sewer - Goreway Drive  | Construction of a 600-mm sanitary sewer on Goreway Drive from Mayfield Road to Countryside Drive. Design in 2028.                               | 2,402  | 0     | 10,626 | 0    | 0    | 0        | 13,028 |
| 242167         | 600-mm Sanitary Sewer - Innis Lake Road  | Construction of a 600-mm sanitary sewer on Innis Lake Road from Mayfield Road to 1190 metres northerly. Design in 2028.                         | 1,926  | 0     | 8,519  | 0    | 0    | 0        | 10,445 |
| 242176         | 525-mm Sanitary Sewer - Countryside Drive (Highway 427 Industrial)                 | Construction of a 525-mm sanitary sewer on Countryside Drive from Clarkway Drive to approximately 690 metres easterly. Design in 2026.          | 892    | 3,946 | 0      | 0    | 0    | 0        | 4,838  |
| 242182         | 450-mm Sanitary Sewer - Spiers Giffen Avenue/Abbotside Way (Mayfield West Phase 1) | Construction of a 450-mm sanitary sewer on Spiers Giffen Avenue and Abbotside Way from Heart Lake Road to Dixie Road.                           | 913    | 4,040 | 0      | 0    | 0    | 0        | 4,953  |

2024 Ten Year Combined Capital Program (\$'000)

|                |   |   | 2024  | 2025  | 2026   | 2027 | 2028 | Yrs 6-10 | Gross  |
|----------------|---|---|-------|-------|--------|------|------|----------|--------|
| <b>Project</b> | <b>Name</b>   | <b>Description</b>  |       |       |        |      |      |          |        |
| 242183         | 600-mm Sanitary Sewer - Dixie Road                              | Construction of a 600-mm sanitary sewer on Dixie Road from south of the creek to Old School Road. Design in 2024.   | 1,092 | 4,828 | 0      | 0    | 0    | 0        | 5,920  |
| 242185         | McLaughlin Road Force Main                                      | Construction of a 400-mm sanitary force main on McLaughlin Road from the future McLaughlin Road Sewage Pumping Station to approximately 240 metres southerly. Design in 2024. | 955   | 0     | 4,223  | 0    | 0    | 0        | 5,178  |
| 242187         | 375-mm Sanitary Sewer - Heart Lake Road (Mayfield West Phase 1) | Construction of a 375-mm sanitary sewer on Heart Lake Road from Spiers Giffen Avenue 1350 metres northerly.   | 408   | 1,805 | 0      | 0    | 0    | 0        | 2,213  |
| 242188         | 525-mm Sanitary Sewer - McLaughlin Road (Mayfield West Phase 3) | Construction of a 525-mm sanitary sewer on McLaughlin Road from the future McLaughlin Road Sewage Pumping Station to 800 metres northerly. Design in 2024.                    | 281   | 0     | 1,242  | 0    | 0    | 0        | 1,523  |
| 242191         | 375-mm Sanitary Sewer - Columbia Way (North Bolton)             | Construction of a 375-mm sanitary sewer on Columbia Way from Mount Hope Road to Highway 50. Design in 2024.   | 3,518 | 0     | 19,263 | 0    | 0    | 0        | 22,781 |
| 242192         | 525-mm Sanitary Sewer - Highway 50 (North Bolton)               | Construction of a 525-mm sanitary sewer on Highway 50 from Columbia Way to Emil Kolb Parkway. Design in 2024.   | 2,711 | 0     | 14,844 | 0    | 0    | 0        | 17,555 |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |   |   | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>   | <b>Description</b>  |             |             |             |             |             |                 |              |
| 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.   | 13,386      | 0           | 0           | 0           | 0           | 0               | 13,386       |
| 242194         | 675-mm Sanitary Sewer - Humber Station Road                           | Construction of a 675-mm sanitary sewer on Humber Station Road from Healey Road to King Street. Design in 2024.   | 1,798       | 0           | 7,951       | 0           | 0           | 0               | 9,749        |
| 242195         | 525-mm Sanitary Sewer - Emil Kolb Parkway (North Bolton)              | Construction of a 525-mm sanitary sewer on Emil Kolb Parkway from Highway 50 to the future Humber Sewage Pumping Station. Design in 2024.                                 | 3,012       | 0           | 16,494      | 0           | 0           | 0               | 19,505       |
| 242196         | 600-mm Sanitary Sewer - King Street/Emil Kolb Parkway/Coleraine Drive | Construction of a 600-mm sanitary sewer on King Street, Emil Kolb Parkway and Coleraine Drive from Humber Station Road to north of George Bolton Parkway. Design in 2024. | 2,948       | 0           | 13,039      | 0           | 0           | 0               | 15,987       |
| 242197         | Humber Force Main   | Construction of twin 400-mm force mains on Emil Kolb Parkway from the Humber Sewage Pumping Station to King Street. Design in 2024.                                       | 3,513       | 0           | 16,263      | 0           | 0           | 0               | 19,776       |
| 242198         | 250-mm Sanitary Sewer - Healey Road (Bolton)                          | Construction of a 250-mm sanitary sewer on Healey Road from Coleraine Drive to Humber Station Road.   | 2,000       | 0           | 0           | 0           | 0           | 0               | 2,000        |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |  |   | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|--|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>  | <b>Description</b>  |             |             |             |             |             |                 |              |
| 242223         | Heritage Heights Central Sanitary Trunk Sewer (Phase 1)                | Construction of a 750-mm sanitary trunk sewer on Bovaird Drive from Mississauga Road to Heritage Road. Design in 2024.                      | 2,525       | 0           | 13,828      | 0           | 0           | 0               | 16,353       |
| 242273         | The Gore Road Sanitary Trunk Sewer (Phase 1)                           | Construction of a 750-mm sanitary trunk sewer on The Gore Road from Mayfield Road to approximately 860 metres southerly. Design in 2024.    | 1,400       | 0           | 6,191       | 0           | 0           | 0               | 7,590        |
| 242274         | The Gore Road Sanitary Trunk Sewer (Phase 2)                           | Construction of a 750-mm sanitary trunk sewer on The Gore Road from Mayfield Road to Healey Road. Design in 2024.                           | 4,308       | 0           | 23,592      | 0           | 0           | 0               | 27,900       |
| 242300         | Local Collection System Repair and Replacement                         | Funding for sanitary sewer repairs, replacements and relining including alignment of projects with area municipalities and other divisions. | 24,000      | 30,000      | 40,000      | 55,000      | 65,000      | 350,000         | 564,000      |
| 242301         | 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.               | 5,140       | 6,450       | 5,000       | 5,000       | 5,000       | 29,250          | 55,840       |
| 242302         | 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       |



**2024 Ten Year Combined Capital Program (\$'000)**

|                |  |   | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|--|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>  | <b>Description</b>  |             |             |             |             |             |                 |              |
| 242303         | 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       |
| 242304         | 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        |
| 242305         | Force Main Rehabilitation Program                                | Periodic and ongoing inspection and condition assessment of the sanitary force mains.   | 1,250       | 1,250       | 1,250       | 1,250       | 1,250       | 6,250           | 12,500       |
| 242307         | Sanitary Maintenance Hole Rehabilitation Program                 | Funding to rehabilitate sanitary maintenance holes in the Region's wastewater collection system.  | 5,000       | 3,000       | 3,000       | 3,000       | 3,000       | 15,000          | 32,000       |
| 242401         | 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. | 2,850       | 2,850       | 2,850       | 2,850       | 2,850       | 14,250          | 28,500       |
| 242405         | 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       |
| 242407         | 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       |
| 242457         | GTAA Sanitary Trunk Sewer Rehabilitation                         | Rehabilitation of Peel-owned sanitary trunk sewers within the GTAA property. Assessment in 2024.  | 3,000       | 0           | 8,000       | 0           | 0           | 0               | 11,000       |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |  |  | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|--|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>  | <b>Description</b>   |             |             |             |             |             |                 |              |
| 242458         | Lakeview Sanitary Trunk Sewer - Rehabilitation                   | Rehabilitation of the Lakeview Sanitary Trunk Sewer from the Etobicoke Creek to the inlet to the G.E. Booth Water Resource Recovery Facility.                    | 10,000      | 0           | 0           | 0           | 0           | 0               | 10,000       |
| 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.                | 3,000       | 0           | 10,000      | 0           | 0           | 0               | 13,000       |
| 242501         | 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        |
| 242511         | Wastewater Facilities Decision Support System                    | Development of a decision support system and lifecycle analysis for wastewater facilities in Peel.   | 200         | 200         | 0           | 0           | 0           | 0               | 400          |
| 242512         | Inflow and Infiltration Remediation Program                      | Collection and analysis of data and development of solutions to reduce inflow and infiltration in the sanitary collection system.                                | 2,750       | 3,000       | 3,000       | 3,000       | 3,000       | 15,000          | 29,750       |
| 242520         | 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       |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |  |  | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|--|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>  | <b>Description</b>   |             |             |             |             |             |                 |              |
| 242530         | Development-Related Wastewater Infrastructure Planning                             | Funding for water infrastructure planning and studies related to new development. Budget increase required to support accelerated growth due to Bill 23.   | 2,250       | 2,250       | 2,250       | 2,250       | 2,250       | 11,250          | 22,500       |
| 242531         | 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        |
| 242541         | Review of Treatment Technologies for the Removal of Contaminants of Concern        | Study to complete and engineering review of treatment technologies for the removal of contaminants of emerging concern.  | 200         | 0           | 0           | 0           | 0           | 0               | 200          |
| 242590         | 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        |
| 242592         | East Brampton Wastewater Capacity Improvements - 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. | 3,000       | 0           | 0           | 0           | 0           | 0               | 3,000        |
| 242593         | Central Brampton Wastewater Capacity Improvements - Class Environmental Assessment | Class Environmental Assessment to develop a wastewater servicing plan for central Brampton.  | 3,000       | 0           | 0           | 0           | 0           | 0               | 3,000        |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |   |   | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>   | <b>Description</b>  |             |             |             |             |             |                 |              |
| 242904         | 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       |
| 242905         | Sewage Pumping Stations - Major Maintenance and Equipment Replacement                     | Funding for planned major maintenance and equipment replacement at the lake-based sewage pumping stations.                                    | 2,000       | 2,000       | 2,000       | 2,000       | 2,000       | 10,000          | 20,000       |
| 242906         | 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       | 3,500       | 3,500       | 3,500       | 17,500          | 34,000       |
| 242907         | 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.                           | 4,000       | 4,000       | 4,000       | 4,000       | 4,000       | 21,500          | 41,500       |
| 242908         | 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. | 6,750       | 8,000       | 4,000       | 8,000       | 6,500       | 37,500          | 70,750       |
| 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.                      | 1,000       | 5,000       | 0           | 0           | 0           | 0               | 6,000        |
| 242920         | 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        |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |  |  | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|--|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>  | <b>Description</b>   |             |             |             |             |             |                 |              |
| 242922         | 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.  | 2,000       | 2,000       | 2,000       | 2,000       | 2,000       | 0               | 10,000       |
| 242928         | Wastewater Treatment Research and Pilot Facility                                     | Construction of a 1:1000 scale fully functional replica of the treatment processes at the lake-based water resource recovery facilities. Design in 2024. | 750         | 5,000       | 0           | 0           | 0           | 0               | 5,750        |
| 242930         | 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        |
| 242938         | Clarkson Water Resource Recovery Facility - Diffuser and Expansion Joint Replacement | Upgrades and replacement of diffusers at the Clarkson Water Resource Recovery Facility. Design in 2024.  | 1,500       | 6,000       | 0           | 0           | 0           | 0               | 7,500        |
| 242942         | 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.  | 3,150       | 0           | 31,500      | 0           | 0           | 0               | 34,650       |
| 242947         | G.E. Booth Water Resource Recovery Facility - Ash Berm Relocation                    | Relocation of the ash lagoon berm at the G.E. Booth Water Resource Recovery Facility. Design in 2024.  | 300         | 3,000       | 0           | 0           | 0           | 0               | 3,300        |
| 242971         | Beach Street Sewage Pumping Station - Rehabilitation and Repurposing                 | Rehabilitation and repurposing of the Beach Street Sewage Pumping Station. Design in 2024.   | 2,205       | 0           | 5,515       | 0           | 0           | 0               | 7,720        |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |   |  | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|---|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>   | <b>Description</b>   |             |             |             |             |             |                 |              |
| 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.                               | 4,150       | 0           | 65,000      | 0           | 0           | 0               | 69,150       |
| 242981         | 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.   | 2,610       | 1,000       | 1,000       | 1,000       | 1,000       | 5,000           | 11,610       |
| 242984         | Humber Sewage Pumping Station   | Construction of a new sewage pumping station in the vicinity of Emil Kolb Parkway and Highway 50. Design and property acquisition in 2024.                                 | 4,000       | 0           | 11,000      | 0           | 0           | 0               | 15,000       |
| 242985         | McLaughlin Sewage Pumping Station   | McLaughlin Sewage Pumping Station Construction of a new sewage pumping station near McLaughlin Road and the Etobicoke Creek. Design in 2024.                               | 800         | 0           | 4,000       | 0           | 0           | 0               | 4,800        |
| 252122         | 450-mm Sanitary Sewer - Easement (Uptown Mississauga)   | Construction of a 450-mm sanitary sewer in an easement next to the creek west of Hurontario Street from Kingsbridge Garden Circle to Eglinton Avenue West. Design in 2025. | 0           | 1,531       | 6,770       | 0           | 0           | 0               | 8,300        |
| 252124         | 375-mm Sanitary Sewer - Sorrento Drive (Uptown Mississauga)                                       | Construction of a 375-mm sanitary sewer on Sorrento Drive from Elia Avenue to 400 metres northerly. Design in 2025.  | 0           | 524         | 2,317       | 0           | 0           | 0               | 2,841        |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |   |   | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>                                       | <b>Description</b>  |             |             |             |             |             |                 |              |
| 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           | 1,058       | 0           | 4,680       | 0           | 0               | 5,739        |
| 252219         | Lower West Sanitary Trunk Sewer Twinning          | Construction of a 3000-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           | 35,371      | 0           | 221,067     | 0           | 0               | 256,437      |
| 252256         | Bramalea Sanitary Trunk Sewer (Phase 1)           | Construction of a 1200-mm sanitary trunk sewer on Steeles Avenue West and Bramalea Road from Torbram Road to Avondale Boulevard. Design in 2025.                                | 0           | 10,443      | 0           | 59,338      | 0           | 0               | 69,782       |
| 252263         | Kennedy Road Sanitary Trunk Sewer (Phase 1)       | Construction of a 1500-mm sanitary trunk sewer on Kennedy Road from the Etobicoke Creek Sanitary Trunk Sewer to Vodden Street East. Design in 2025.                             | 0           | 25,028      | 0           | 156,424     | 0           | 0               | 181,452      |
| 252264         | Queen Centre Sanitary Trunk Sewer                 | Construction of a 900-mm sanitary trunk sewer on Queen Street East from Kennedy Road to Rutherford Road. Design in 2025.  | 0           | 4,530       | 0           | 25,741      | 0           | 0               | 30,271       |
| 252268         | Castlemore Road Sanitary Trunk Sewer              | Construction of a 1500-mm sanitary trunk sewer on Castlemore Road from Highway 50 to Airport Road. Design in 2025.  | 0           | 29,156      | 0           | 202,470     | 0           | 0               | 231,626      |

**2024 Ten Year Combined Capital Program (\$'000)**

|                          |  |  | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|--------------------------|--|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b><br>252269 | <b>Name</b><br>Upper East Sanitary Trunk Sewer (Phase 1)     | <b>Description</b><br>Construction of a 2400-mm sanitary trunk sewer on Derry Road East, Torbram Road, Queen Street and Airport Road from the East-West Diversion Sanitary Trunk Sewer to Castlemore Road to service future development in Brampton. Design in 2025. | 0           | 60,783      | 0           | 422,101     | 0           | 0               | 482,884      |
| 252412                   | 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       | 20,000      | 20,000      | 0           | 0               | 45,000       |
| 252421                   | Credit Valley Sanitary Trunk Sewer - Rehabilitation          | Rehabilitation of the Credit Valley Sanitary Trunk Sewer from Steeles Avenue West to Highway 401. Assessment in 2025.  | 0           | 2,000       | 10,000      | 0           | 0           | 0               | 12,000       |
| 252455                   | Mississauga Industrial Sanitary Trunk Sewer - Rehabilitation | Rehabilitation of the Mississauga Industrial Sanitary Trunk Sewer from Datsun Road to east of Luke Road. Assessment in 2025.   | 0           | 2,000       | 0           | 6,000       | 0           | 0               | 8,000        |
| 252470                   | 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 2025.  | 0           | 2,000       | 0           | 4,000       | 0           | 0               | 6,000        |



**2024 Ten Year Combined Capital Program (\$'000)**

|                |  |  | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|--|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>  | <b>Description</b>   |             |             |             |             |             |                 |              |
| 252563         | G.E. Booth Water Resource Recovery Facility Expansion - Class Environmental Assessment | Class Environmental Assessment for the expansion of the G.E. Booth Water Resource Recovery Facility to 600 million litres per day.     | 0           | 3,000       | 0           | 0           | 0           | 0               | 3,000        |
| 252564         | Clarkson Water Resource Recovery Facility Expansion - Class Environmental Assessment   | Class Environmental Assessment for the expansion of the Clarkson Water Resource Recovery Facility to 600 million litres per day.       | 0           | 3,000       | 0           | 0           | 0           | 0               | 3,000        |
| 252937         | Clarkson Water Resource Recovery Facility - Digester Coating Program                   | Program to install internal coatings in the five digesters at the Clarkson Water Resource Recovery Facility.                           | 0           | 400         | 400         | 400         | 400         | 400             | 2,000        |
| 252941         | G.E. Booth Water Resource Recovery Facility - Digesters and Beneficial Gas Reuse       | Various improvements at the G.E. Booth Water Resource Recovery Facility to implement the recommendations of the Strategic Energy Plan. | 0           | 19,000      | 0           | 0           | 190,000     | 0               | 209,000      |
| 252949         | G.E. Booth Water Resource Recovery Facility - Ultraviolet Disinfection                 | Installation of ultraviolet disinfection at the outfall of the G.E. Booth Water Resource Recovery Facility. Design in 2025.            | 0           | 12,500      | 0           | 125,000     | 0           | 0               | 137,500      |
| 252982         | Lakeview Village Sewage Pumping Station  | Construction of a new sewage pumping station (Lakeview Village) at the south end of Hydro Road.  | 0           | 26,000      | 0           | 0           | 0           | 0               | 26,000       |
| 252994         | G.E. Booth Water Resource Recovery Facility - Strategic Energy Plan                    |  | 0           | 1,313       | 0           | 0           | 0           | 0               | 1,313        |

2024 Ten Year Combined Capital Program (\$'000)

|                |  |   | 2024 | 2025 | 2026   | 2027  | 2028    | Yrs 6-10 | Gross   |
|----------------|--|---|------|------|--------|-------|---------|----------|---------|
| <b>Project</b> | <b>Name</b>  | <b>Description</b>  |      |      |        |       |         |          |         |
| 262120         | 525-mm Sanitary Sewer - Elmwood Avenue South             | Construction of a 525-mm sanitary sewer on Elmwood Avenue South from the Elwood Avenue Sewage Pumping Station to Lakeshore Road East. Design in 2025.     | 0    | 0    | 546    | 2,416 | 0       | 0        | 2,962   |
| 262252         | Kennedy Road Sanitary Trunk Sewer (Phase 2)              | Construction of a 1500-mm sanitary trunk sewer on Kennedy Road from Vodden Street East to Bovaird Drive East. Design in 2026.                             | 0    | 0    | 9,321  | 0     | 64,731  | 0        | 74,052  |
| 262253         | Bovaird Sanitary Trunk Sewer Diversion                   | Construction of a 1500-mm sanitary trunk sewer diversion on Bovaird Drive from the Fletcher's Creek Sanitary Trunk Sewer to Kennedy Road. Design in 2026. | 0    | 0    | 18,141 | 0     | 103,073 | 0        | 121,213 |
| 262322         | 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    | 2,265  | 9,050 | 0       | 0        | 11,315  |
| 262323         | 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    | 2,265  | 7,920 | 0       | 0        | 10,185  |
| 262327         | Rosemere Force Main Replacement                          | Replacement of the Rosemere Force Main with twin 200-mm force mains. Design in 2027.  | 0    | 0    | 1,830  | 1,830 | 0       | 0        | 3,660   |

2024 Ten Year Combined Capital Program (\$'000)

|                |   |   | 2024 | 2025 | 2026  | 2027  | 2028   | Yrs 6-10 | Gross  |
|----------------|---|---|------|------|-------|-------|--------|----------|--------|
| <b>Project</b> | <b>Name</b>   | <b>Description</b>  |      |      |       |       |        |          |        |
| 262445         | East Sanitary Trunk Sewer - Rehabilitation                            | Rehabilitation of the East Sanitary Trunk Sewer from Derry Road East to Dundas Street East. Design in 2026.   | 0    | 0    | 6,000 | 0     | 50,000 | 0        | 56,000 |
| 262447         | 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 2026.  | 0    | 0    | 3,000 | 0     | 8,000  | 0        | 11,000 |
| 262448         | 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 2026.  | 0    | 0    | 3,000 | 0     | 8,000  | 0        | 11,000 |
| 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    | 3,500 | 0     | 0      | 15,000   | 18,500 |
| 262469         | McVean Sanitary Trunk Sewer - Rehabilitation                          | Rehabilitation of the McVean Sanitary Trunk Sewer from south of Cottrelle Boulevard to north of Ebenezer Road. Assessment in 2026.  | 0    | 0    | 3,000 | 8,000 | 0      | 0        | 11,000 |
| 262943         | 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 2026. | 0    | 0    | 2,000 | 0     | 20,000 | 0        | 22,000 |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |   |  | 2024 | 2025 | 2026  | 2027   | 2028  | Yrs 6-10 | Gross   |
|----------------|---|--|------|------|-------|--------|-------|----------|---------|
| <b>Project</b> | <b>Name</b>   | <b>Description</b>   |      |      |       |        |       |          |         |
| 262959         | Clarkson Water Resource Recovery Facility - Operations Building | Construction of a new operations building at the Clarkson Water Resource Recovery Facility. Design in 2026.  | 0    | 0    | 800   | 0      | 8,000 | 0        | 8,800   |
| 262972         | Replacement of the Rosemere Sewage Pumping Station              | Replacement of the Rosemere Sewage Pumping Station. Design in 2026.  | 0    | 0    | 3,500 | 9,000  | 0     | 0        | 12,500  |
| 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    | 3,310 | 0      | 6,615 | 0        | 9,925   |
| 272017         | Annual Maintenance of the Enterprise Asset Management System    | Funding the ongoing maintenance of the wastewater enterprise asset management system.  | 0    | 0    | 0     | 1,000  | 1,000 | 3,750    | 5,750   |
| 272221         | Heritage Heights South 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 2027.          | 0    | 0    | 0     | 5,212  | 0     | 23,052   | 28,263  |
| 272254         | Hurontario Sanitary Trunk Sewer (Phase 1)                       | Construction of a 1200-mm sanitary trunk sewer on Hurontario Street from Bovaird Drive to Mayfield Road. Design in 2027.                                   | 0    | 0    | 0     | 16,934 | 0     | 117,594  | 134,528 |
| 272255         | Hurontario Sanitary Trunk Sewer (Phase 2)                       | Construction of a 1200-mm sanitary trunk sewer on Hurontario Street from Mayfield Road to Old School Road. Design in 2027.                                 | 0    | 0    | 0     | 12,702 | 0     | 88,212   | 100,914 |

2024 Ten Year Combined Capital Program (\$'000)

|                          |   |   | 2024 | 2025 | 2026 | 2027  | 2028  | Yrs 6-10 | Gross  |
|--------------------------|---|---|------|------|------|-------|-------|----------|--------|
| <b>Project</b><br>272449 | <b>Name</b><br>Little Etobicoke Creek Sanitary Trunk Sewer - Rehabilitation | <b>Description</b><br>Rehabilitation of the Little Etobicoke Creek Sanitary Trunk Sewer from Eastgate Parkway to Bloor Street and from Dundas Street East to the QEW. Assessment in 2027. | 0    | 0    | 0    | 3,000 | 0     | 8,000    | 11,000 |
| 272595                   | Mississauga Road North and Churchville                                      | Class Environmental Assessment for new sanitary trunk sewers on Mississauga Road and Steeles Avenue West.   | 0    | 0    | 0    | 2,000 | 0     | 0        | 2,000  |
| 282153                   | Wastewater Capacity Improvements in the Bramalea GO Station Area            | Wastewater capacity improvements in the Bramalea GO Station Area. Design in 2028.   | 0    | 0    | 0    | 0     | 2,186 | 9,668    | 11,853 |
| 282181                   | 450-mm Sanitary Sewer - Chinguacousy Road (Mayfield West Phase 2)           | Construction of a 450-mm sanitary sewer on Chinguacousy Road from the future east-west spine road to approximately 850 metres northerly. Design in 2028.                                  | 0    | 0    | 0    | 0     | 1,555 | 6,877    | 8,431  |
| 282222                   | Heritage Heights South 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 2028.                              | 0    | 0    | 0    | 0     | 2,598 | 11,490   | 14,088 |
| 282257                   | Bramalea Sanitary Trunk Sewer (Phase 2)                                     | Construction of a 1200-mm sanitary trunk sewer on Steeles Avenue West and Bramalea Road from Torbram Road to Avondale Boulevard. Design in 2025.  | 0    | 0    | 0    | 0     | 7,578 | 43,059   | 50,637 |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |   |  | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|---|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>   | <b>Description</b>   |             |             |             |             |             |                 |              |
| 282440         | CPR Sanitary Trunk Sewer - Rehabilitation   | Rehabilitation of the CPR Sanitary Trunk Sewer from the Lower Cooksville Creek Sanitary Trunk Sewer to the East Sanitary Trunk Sewer. Assessment in 2028.                          | 0           | 0           | 0           | 0           | 3,000       | 15,000          | 18,000       |
| 282502         | Hydraulic Wastewater Model Update   | Update and calibration of the Region's hydraulic wastewater model.   | 0           | 0           | 0           | 0           | 2,500       | 2,500           | 5,000        |
| 282504         | 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        |
| 282596         | Upper East Sanitary Trunk Sewer (Phases 2 and 3) - Class Environmental Assessment | Class Environmental Assessment for new sanitary trunk sewer on Airport Road from Castlemore Road to King Street.   | 0           | 0           | 0           | 0           | 1,500       | 0               | 1,500        |
| 292199         | 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           | 126,273         | 126,273      |
| 292299         | 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           | 754,479         | 754,479      |

2024 Ten Year Combined Capital Program (\$'000)

|                   |   |   | 2024           | 2025           | 2026             | 2027             | 2028           | Yrs 6-10         | Gross            |
|-------------------|---|---|----------------|----------------|------------------|------------------|----------------|------------------|------------------|
| <b>Project</b>    | <b>Name</b>   | <b>Description</b>  |                |                |                  |                  |                |                  |                  |
| 292499            | 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              | 200,000          | 200,000          |
| 292599            | 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            |
| 292960            | Future Odour and Corrosion Control Facilities                         | Construction of new odour and corrosion control facilities at various locations in the Region of Peel.  | 0              | 0              | 0                | 0                | 0              | 16,450           | 16,450           |
| 292998            | Future Non-Growth-Related Water Resource Recovery Facility Projects   | Future non-growth-related Water Resource Recovery Facility projects.  | 0              | 0              | 0                | 0                | 0              | 125,000          | 125,000          |
| 292999            | Future Growth-Related Water Resource Recovery Facility 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              | 106,865          | 106,865          |
| <b>Wastewater</b> |   |   | <b>808,020</b> | <b>730,044</b> | <b>1,267,863</b> | <b>1,622,360</b> | <b>681,075</b> | <b>2,396,748</b> | <b>7,506,110</b> |
| 232174            | 450-mm/375-mm Sanitary Sewer - Future Street (Highway 427 Industrial) | Construction of a 450-mm/375-mm sanitary sewer on a future street from The Gore Road to 900 metres northeasterly. Additional funds.                 | 1,059          | 0              | 0                | 0                | 0              | 0                | 1,059            |

2024 Ten Year Combined Capital Program (\$'000)

|                |  |  | 2024  | 2025  | 2026 | 2027 | 2028 | Yrs 6-10 | Gross |
|----------------|--|--|-------|-------|------|------|------|----------|-------|
| <b>Project</b> | <b>Name</b>  | <b>Description</b>   |       |       |      |      |      |          |       |
| 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.            | 1,300 | 0     | 0    | 0    | 0    | 0        | 1,300 |
| 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. | 600   | 0     | 0    | 0    | 0    | 0        | 600   |
| 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.                       | 1,000 | 0     | 0    | 0    | 0    | 0        | 1,000 |
| 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.                  | 1,337 | 0     | 0    | 0    | 0    | 0        | 1,337 |
| 252121         | Construction of Sanitary Sewers in Lakeview Village          | Construction of various sanitary sewers in Lakeview Village.   | 0     | 5,648 | 0    | 0    | 0    | 0        | 5,648 |
| 252123         | Lakeview Village Force Mains                                 | Construction of twin 500-mm force mains on Hydro Road from the Lakeview Village Sewage Pumping Station to Lakeshore Road East.                   | 0     | 5,200 | 0    | 0    | 0    | 0        | 5,200 |
| 252157         | 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     | 1,906 | 0    | 0    | 0    | 0        | 1,906 |



**2024 Ten Year Combined Capital Program (\$'000)**

|                |   |   | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>   | <b>Description</b>  |             |             |             |             |             |                 |              |
| 252159         | 600-mm Sanitary Sewer - Future Malta Avenue (Uptown Brampton)   | Construction of a 600-mm sanitary sewer on the future extension of Malta Avenue from Tina Court to 500 metres northerly.                            | 0           | 1,076       | 0           | 0           | 0           | 0               | 1,076        |
| 252170         | 375-mm Sanitary Sewer - Future Street (Highway 427 Industrial)  | Construction of a 375-mm sanitary sewer on a future street south of Countryside Drive from The Gore Road to 900 metres northeasterly.               | 0           | 1,003       | 0           | 0           | 0           | 0               | 1,003        |
| 252171         | 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 800 metres northeasterly.                | 0           | 891         | 0           | 0           | 0           | 0               | 891          |
| 252175         | 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           | 4,724       | 0           | 0           | 0           | 0               | 4,724        |
| 252179         | 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 800 metres easterly.   | 0           | 891         | 0           | 0           | 0           | 0               | 891          |
| 252189         | 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           | 543         | 0           | 0           | 0           | 0               | 543          |

2024 Ten Year Combined Capital Program (\$'000)

|                |   |  | 2024 | 2025  | 2026  | 2027  | 2028 | Yrs 6-10 | Gross |
|----------------|---|--|------|-------|-------|-------|------|----------|-------|
| <b>Project</b> | <b>Name</b>   | <b>Description</b>   |      |       |       |       |      |          |       |
| 252190         | 600-mm Sanitary Sewer - Future Street (Tullamore)                       | Construction of a 600-mm sanitary sewer on a future street west of Airport Road from Mayfield Road to 300 metres northerly.                              | 0    | 1,395 | 0     | 0     | 0    | 0        | 1,395 |
| 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     | 5,576 | 0     | 0    | 0        | 5,576 |
| 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     | 4,336 | 0     | 0    | 0        | 4,336 |
| 262168         | 450-mm Sanitary Sewer - Future Extension of Palleschi Drive (Bram East) | Construction of a 450-mm sanitary sewer on the future extension of Palleschi Drive from Attmar Drive to Queen Street East.                               | 0    | 0     | 1,338 | 0     | 0    | 0        | 1,338 |
| 262190         | 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     | 3,235 | 0     | 0    | 0        | 3,235 |
| 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     | 1,000 | 0    | 0        | 1,000 |

**2024 Ten Year Combined Capital Program (\$'000)**

|                |  |   | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|----------------|--|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b> | <b>Name</b>  | <b>Description</b>  |             |             |             |             |             |                 |              |
| 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           | 3,610       | 0           | 0               | 3,610        |
| 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           | 1,000       | 0           | 0               | 1,000        |
| 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           | 1,500       | 0           | 0               | 1,500        |
| 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           | 1,500       | 0           | 0               | 1,500        |
| 282132         | 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           | 3,559       | 0               | 3,559        |
| 282134         | 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           | 780         | 0               | 780          |

**2024 Ten Year Combined Capital Program (\$'000)**

|  |   |  | <b>2024</b>  | <b>2025</b>   | <b>2026</b>   | <b>2027</b>  | <b>2028</b>  | <b>Yrs 6-10</b> | <b>Gross</b>   |
|--|---|--|--------------|---------------|---------------|--------------|--------------|-----------------|----------------|
| <b>Project</b>                         | <b>Name</b>   | <b>Description</b>   |              |               |               |              |              |                 |                |
| 292198                                 | 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            | 51,816          | 51,816         |
| <b>Wastewater Development Services</b> |   |  | <b>5,296</b> | <b>23,277</b> | <b>14,484</b> | <b>8,610</b> | <b>4,338</b> | <b>51,816</b>   | <b>107,821</b> |
| 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.  | 2,250        | 0             | 0             | 950          | 0            | 500             | 3,700          |
| 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. | 1,500        | 0             | 0             | 0            | 0            | 0               | 1,500          |

**2024 Ten Year Combined Capital Program (\$'000)**

|                                 |  |   | <b>2024</b>   | <b>2025</b>  | <b>2026</b>  | <b>2027</b>  | <b>2028</b>  | <b>Yrs 6-10</b> | <b>Gross</b>  |
|---------------------------------|--|---|---------------|--------------|--------------|--------------|--------------|-----------------|---------------|
| <b>Project</b>                  | <b>Name</b>                                  | <b>Description</b>  |               |              |              |              |              |                 |               |
| 249020                          | Vehicle and Gas Powered Equipment            | Replacement of regional vehicles and equipment and system upgrades.   | 8,090         | 4,859        | 8,772        | 5,342        | 8,203        | 43,083          | 78,347        |
| 249040                          | Public Works Facility Repair and Maintenance | Planned repairs and replacements at various Public Works facilities as indicated in Building Condition Assessments.   | 275           | 695          | 665          | 927          | 356          | 7,316           | 10,234        |
| <b>Operations Support - Tax</b> |  |   | <b>12,115</b> | <b>5,554</b> | <b>9,437</b> | <b>7,219</b> | <b>8,559</b> | <b>50,898</b>   | <b>93,782</b> |
| 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.  | 450           | 0            | 0            | 0            | 0            | 0               | 450           |
| 209800                          | Public Works Health & Safety Initiative      | To implement a Health & Safety program for Public Works department  | 560           | 560          | 600          | 0            | 0            | 0               | 1,720         |
| 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. | 3,000         | 0            | 0            | 0            | 0            | 0               | 3,000         |
| 247900                          | Commercial Water Meter Replacement           | Replacement of obsolete commercial water meters.  | 1,800         | 1,900        | 2,000        | 0            | 0            | 0               | 5,700         |
| 247910                          | Residential Water Meter Replacement          | Replacement of obsolete residential water meters.   | 11,200        | 11,700       | 12,200       | 0            | 150          | 6,400           | 41,650        |

**2024 Ten Year Combined Capital Program (\$'000)**

|                          |  |  | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|--------------------------|--|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b><br>249013 | <b>Name</b><br>Technology Initiatives              | <b>Description</b><br>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       |
| 249085                   | Building Information Modeling Implementation (BIM) | WW section need a tool to aid in efficient project data flow with internal and external project stakeholders. BIM is a tool with the capacity to manage information, data, automate processes, control/track information & more, to improve efficiency while maintaining ISO standards compliance. The BIM process & implementation will improve project visibility across W/WW and will allow the Region to have greater involvement in all aspects of asset life cycles & improved asset management along with greater efficiency and cost transparency. | 3,500       | 0           | 0           | 0           | 0           | 0               | 3,500        |
| 257940                   | Meter Installation Equipment                       | New equipment ( handheld devices ) for field staff as part of the switch to electronic work orders.  | 0           | 100         | 0           | 0           | 100         | 100             | 300          |

**2024 Ten Year Combined Capital Program (\$'000)**

|                              |   |   | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>Yrs 6-10</b> | <b>Gross</b> |
|------------------------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| <b>Project</b><br>277930     | <b>Name</b><br>Meter Reading<br>Equipment | <b>Description</b><br>Upgrade of handheld<br>Meter Reading<br>equipment. Includes<br>obtaining new drive-by<br>computer software to be<br>installed in a vehicle to<br>remotely read RF (remote<br>frequency) water meters<br>while in the vehicle. | 0           | 0           | 0           | 220         | 0           | 220             | 440          |
| Operations Support - Utility |   |   | 22,010      | 15,760      | 16,300      | 1,720       | 1,750       | 14,220          | 71,760       |
| Water and Wastewater         |   |   | 1,414,318   | 1,205,852   | 1,983,587   | 2,084,541   | 975,156     | 6,866,795       | 14,530,249   |

# Reserves and Reserve Funds

2024–2027 Business Plan  
and 2024 Budget



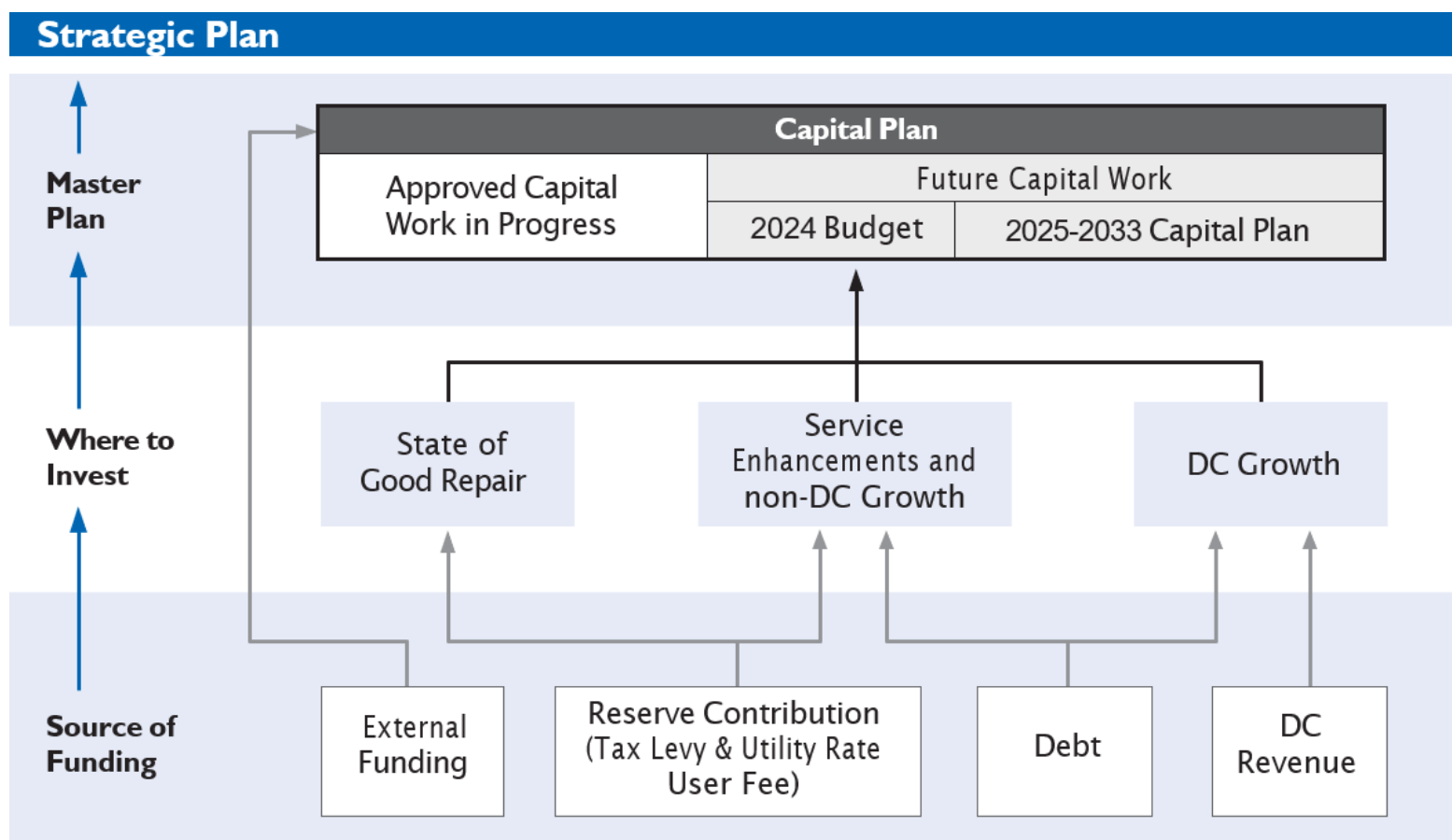
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# Executive Summary

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, as part of the budget submissions, 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, 2023<br>(\$millions) | 2024 Budget Contribution<br>(\$millions) | 2024 Budget Requirement*<br>(\$millions) | Projected Interest<br>(\$millions) | Projected Uncommitted Balance Dec 31, 2024<br>(\$millions) |
|--|--|--|--|------------------------------------|--|
| Tax Supported Rate Stabilization Reserve                             | 117.1  | -  | 27.8                                     | 2.7                                | 92.0   |
| Utility Rate Supported Stabilization Reserve                         | 45.8   | -  | 2.7                                      | 1.2                                | 44.3   |
| <b>Total Tax &amp; Utility Rate Supported Stabilization Reserves</b> | <b>163.0</b>   | <b>-</b>                                 | <b>30.5</b>                              | <b>3.8</b>                         | <b>136.3</b>   |

\*Summary III of the Regional Budget Overview (Section C of the Business Plan) provides details of the 2024 budget requirements.

## Tax Supported Rate Stabilization Reserve

As seen in Table 1 above, the projected balance at the beginning of 2024 for the Tax Rate Stabilization Reserve is \$117.1 million. With 2024 budgeted draws of \$27.8 million and estimated interest revenue of \$2.7 million, an estimated year end balance of \$92.0 million is projected for December 31, 2024. 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 \$45.8 million is projected at the beginning of 2024. Budget. With 2024 budget draws of \$2.7 million and estimated interest of \$1.2 million, a year end balance of \$44.3 million is projected for December 31, 2024. Overall, the Utility Rate Supported Stabilization Reserve is projected to have sufficient funds to manage the operational needs for the water and 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, 2023<br>(\$millions) | 2024 Budget Contribution<br>(\$millions) | 2024 Budget Requirement<br>(\$millions) | Projected Interest<br>(\$millions) | Projected Uncommitted Balance Dec 31, 2024<br>(\$millions) |
|--|--|--|---|------------------------------------|--|
| Tax Supported Rate Capital Reserve                             | 204.5  | 204.8                                    | 416.1                                   | 24.7                               | 17.9   |
| Utility Rate Supported Capital Reserve                         | 70.8   | 321.0                                    | 393.1                                   | 25.5                               | 24.4   |
| <b>Total Tax &amp; Utility Rate Supported Capital Reserves</b> | <b>275.4</b>   | <b>525.8</b>                             | <b>809.2</b>                            | <b>50.2</b>                        | <b>42.3</b>  |

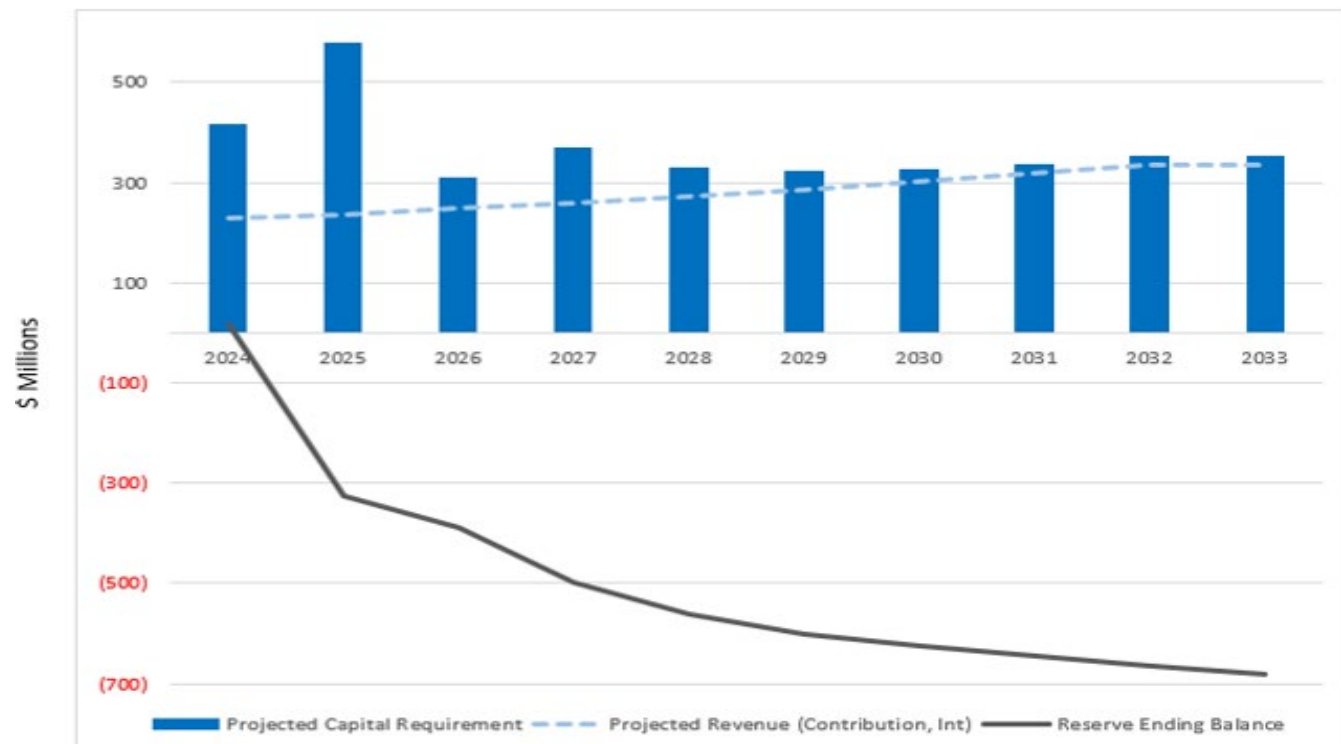
## Tax Supported Capital Reserves

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, new paramedic reporting stations, 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 projected uncommitted balance of \$204.5 million at the beginning of 2024. With a budgeted reserve contribution of \$204.8 million, budgeted requirement or use of \$416.1 million to fund the 2024 Tax Supported Capital Budget and interest of \$24.7 million, a year end uncommitted balance of \$17.9 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 - 1% Infrastructure Levy increase every year from 2024 to 2033**

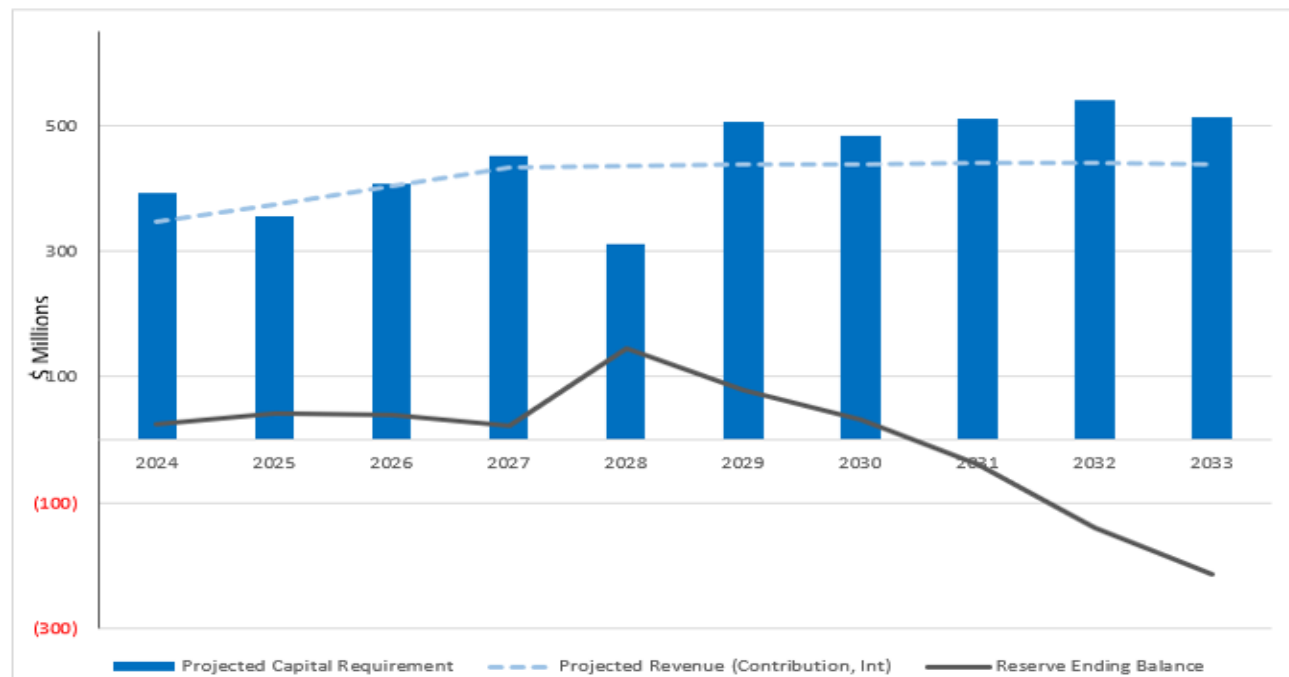


| (in \$millions)                       | 2024 | 2025  | 2026  | 2027  | 2028  | 2029  | 2030  | 2031  | 2032  | 2033  |
|---------------------------------------|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Projected Revenue (Contribution, Int) | 229  | 237   | 248   | 259   | 272   | 285   | 302   | 318   | 335   | 335   |
| Projected Capital Requirement         | 416  | 581   | 310   | 372   | 332   | 325   | 328   | 337   | 354   | 355   |
| Reserve Ending Balance                | 18   | (326) | (388) | (500) | (560) | (600) | (626) | (645) | (663) | (683) |

## 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 and 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 projected uncommitted balance of \$70.8 million at the beginning of 2024. With a budgeted reserve contribution of \$321.0 million, budgeted requirement or use of \$393.1 million to fund the 2024 Tax Supported Capital Budget and interest of \$25.5 million, a year end uncommitted balance of \$24.4 million is projected.

**Chart 2 – 5.3% Infrastructure Utility Rate increase for 2024 and 5.0% increase for 2025 to 2027**



| (in \$millions)                       | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032  | 2033  |
|---------------------------------------|------|------|------|------|------|------|------|------|-------|-------|
| Projected Revenue (Contribution, Int) | 347  | 374  | 403  | 432  | 435  | 437  | 438  | 439  | 439   | 439   |
| Projected Capital Requirement         | 393  | 355  | 406  | 450  | 311  | 505  | 484  | 511  | 540   | 513   |
| Reserve Ending Balance                | 24   | 43   | 39   | 22   | 146  | 78   | 33   | (39) | (140) | (215) |

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 5.3% infrastructure levy increase for 2024 and 5% increases from 2025 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 until 2030.

## 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

| Reserves and Reserve Funds  | Projected Uncommitted Balance Dec 31, 2023 (\$millions) | 2024 Budget Contribution (\$millions) | 2024 Budget Requirement (\$millions) | Projected Interest (\$millions) | Projected Uncommitted Balance Dec 31, 2024 (\$millions) |
|---|---|---------------------------------------|--------------------------------------|---------------------------------|---|
| Insurance Stabilization Reserve   | 9.9   | 0.0                                   | 0.0                                  | 0.3                             | 10.1  |
| Administrative Service Only (ASO) Benefit Stabilization                 | 8.1   | 0.0                                   | 1.3                                  | 0.2                             | 7.0   |
| WSIB Reserve Pensions   | 15.5  | 0.0                                   | 0.0                                  | 0.4                             | 16.0  |
| Capital Finance Stabilization -Greenlands Securement                    | 0.3   | 0.8                                   | 0.0                                  | 0.0                             | 1.1   |
| Capital Long Term Waste Management Strategy - Energy From Waste Savings | 107.6   | 11.1                                  | 0.0                                  | 2.9                             | 121.6   |
| Affordable Housing Incentives   | 0.0   | 7.5                                   | 7.5                                  | 0.0                             | 0.0   |
| DC Financial Incentive Reserve  | 4.5   | 0.5                                   | 0.0                                  | 0.1                             | 5.1   |
| COVID-19 Recovery Reserve   | 30.6  | 0.0                                   | 19.3                                 | 0.5                             | 11.9  |
| Human Services Revolving Capital Fund                                   | 0.7   | 0.0                                   | 0.0                                  | 0.0                             | 0.7   |
| <b>Total Specialty Reserves</b>   | <b>177.2</b>  | <b>19.8</b>                           | <b>28.0</b>                          | <b>4.5</b>                      | <b>173.5</b>  |
| Canada Community-Building Fund  | 32.8  | 45.7                                  | 38.0                                 | 1.0                             | 41.5  |
| Other Reserves  | 3.6   | 0.4                                   | 0.5                                  | 0.1                             | 3.2   |
| Other Reserve Funds   | 36.3  | 46.1                                  | 38.5                                 | 1.0                             | 44.7  |
| Provincial COVID-19 Recovery Funding                                    | 0.0   |                                       |                                      |                                 | 0.0   |
| <b>Total Regionally Controlled Reserve Funds *</b>                      | <b>651.8</b>  | <b>591.7</b>                          | <b>906.2</b>                         | <b>59.6</b>                     | <b>396.7</b>  |
| <b>Total Development Charges Reserve Funds</b>                          | <b>(2,358.3)</b>  | <b>424.4</b>                          | <b>103.5</b>                         | <b>(105.5)</b>                  | <b>(2,142.9)</b>  |

\* Total Regionally Controlled Reserve Funds include Rate Stabilization Reserves, Capital Reserves and Specialty Reserves in the above chart



## Additional Details for Specialty Reserves and Reserve Funds

| Reserve | Description   | Intended Use  | Cash Balance<br>September 30, 2023<br>(\$Millions) | Assessment   |
|---------|---|---|--|--|
| R0500   | Insurance Stabilization Reserve   | To fund any material variances that could adversely impact the Region relating to liability claims or accidental losses.        | 9.8  | <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.   |
| R0520   | Administrative Service Only (ASO) Benefit Stabilization                 | To fund any material unexpected variances in self-insured Extended Health Care (EHC) and Group Life benefit plans               | 9.3  | <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.   |
| R0880   | WSIB Reserve Pensions   | To fund the Region's future Workplace Safety & Insurance Board (WSIB) liability (self- insured) as determined by the actuaries. | 15.4   | <b>Insufficient:</b> Reserve balance insufficient to fund last year's estimate of Workplace Safety & Insurance Board (WSIB) unfunded liability at about \$21.6 million. Current assessment of risk severity and its impact on reserve will be conducted and included in future reporting.  |
| R1140   | 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                     | 117.3  | <b>Sufficient:</b> Reserve funds "75% 3Rs Target" projects approved by Council. It is sufficient for shorter term budget requirement.  |
| R1919   | Housing -Contingency Liability Reserve                                  | To fund the potential gap in the state of good repair reserves faced by affordable housing service providers                    | 56.1   | <b>Insufficient:</b> An estimate of \$102 million deficit (previous \$708 million deficit in 2022) is expected by 2033. The deficit is decreased from last year because Peel Housing Corporation and the regionally owned Affordable Housing projects are no longer funded from this reserve. They are now funded through the overall Tax Supported Capital Reserve. |
| R1261A  | Human Services Revolving Capital Fund                                   | To support community partner integration and system improvements activities in Human Services Department                        | 0.7  | N/A: Reserve is for tracking of loans issued from R1261A; Notional use only, no incremental commitment is expected.  |

| Reserve | Description   | Intended Use  | Cash Balance<br>September 30, 2023<br>(\$Millions) | Assessment  |
|---------|---|---|--|---|
| R0221   | Capital Finance Stabilization - Greenlands Securement | To provide annual funding of Greenlands capital project which involve securing Greenlands by Peel's Conservation Partners | 2.2  | <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.   |
| R1923   | 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.   |
| 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.  |

# Financial Policies

2024–2027 Business Plan  
and 2024 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<br><br>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<br><br>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<br><br>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**  
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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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- 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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- 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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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  
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**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 |

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**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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|  |  |           |         |                      |
|--|--|-----------|---------|----------------------|
|  | Impact on<br>Number of<br>Regular<br>Positions | Any Value | Council | Report to<br>Council |
|--|--|-----------|---------|----------------------|

**Note:** Redeployments between Tax and Rate Supported Programs are not permitted



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**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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**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

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**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<br>Maintenance Project to deficient project  | To the value of the program<br>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             |

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|   |   |                 |                   |
|---|---|-----------------|-------------------|
|   | 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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**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  
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**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  
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**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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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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## **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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## 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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- “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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- "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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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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- 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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- 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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- 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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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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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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**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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**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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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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- 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**

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**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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**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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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;



# Peel Regional Police

**2024–2027 Business Plan  
and 2024 Budget**

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# 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, 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:

- PRP is the second largest municipal police service in Ontario and the third largest in Canada providing policing services to 1.6 million residents in Brampton and Mississauga, including responding to approximately 245,000 citizen initiated events and answering over 790,000 9-1-1 calls.
- Comprised of 4 public divisions and specialized bureaux, PRP also provides policing and security to Canada’s largest and busiest international airport with over 35 million passengers in 2022 and over 1,300 flights daily.
- PRP has undertaken significant changes to modernize policing, including adopting the philosophy of community safety and well-being and utilizing alternative service delivery models to better respond to community needs in areas such as mental health and addictions, family and intimate partner violence, road safety and eliminating systemic discrimination.

- PRP was one of the first police services to launch and operationalize a Community Safety and Well-being (CSWB) Plan which is aligned with the Region of Peel’s CSWB Plan.
- Signed Canada’s only Memorandum of Understanding with the Ontario Human Rights Commission to eliminate systemic racism in policing.
- Founding member of the Public Safety Broadband Network Innovation Alliance whose vision it is to expand the current cellular infrastructure in the province to provide faster, more reliable, communications for first responders and municipal agencies.

## Highlights of the Business Plan include:

- 135 officers, 96 civilian professionals and ten cadets to support the demands of our community.
- Capital investments to replace infrastructure, vehicles and equipment, expansion of facilities and advancing innovation.

|   | 2024  | 2025  | 2026  | 2027  |
|---|-------|-------|-------|-------|
| Operating   | 605.3 | 693.8 | 782.6 | 861.1 |
| Capital   | 666.6 | 41.0  | 47.3  | 256.0 |
| Operating required to fund capital infrastructure | 12.4  | 12.4  | 12.4  | 12.4  |
| Full Time Equivalent                              | 3,529 | 3,729 | 3,929 | 4,129 |

# Core Services

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

### Vision

A safer community together.

### Mission

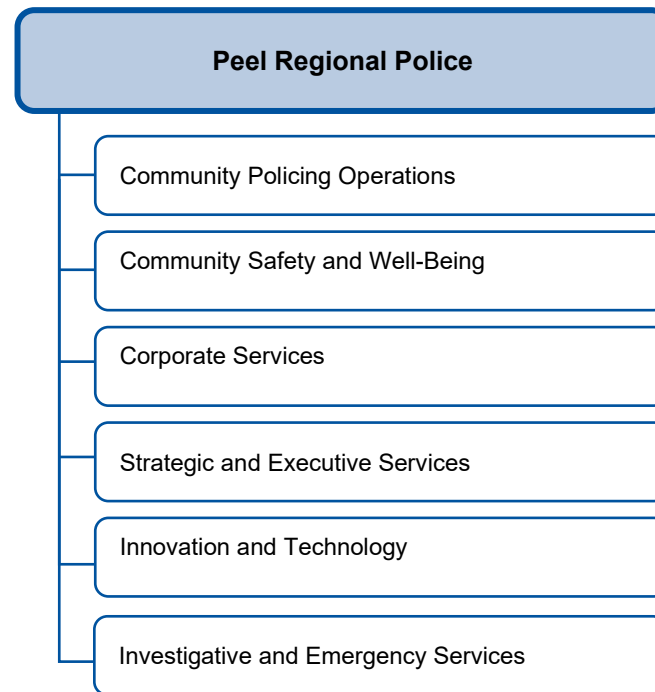
To protect the rights and well-being of all through service excellence and community engagement.



### 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 is committed to ensuring 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 continues to implement the PRP Mental Health and Addiction Strategy to ensure that those in need of mental health, addiction support, and intervention receive the assistance and resources they need. We have various crisis response teams including the Community Crisis Rapid Response Team, Mobile Community Crisis Rapid Response Team, Embedded Community Crisis Rapid Response Team, and the Crisis Outreach and Support Team.

**Priority Populations** – PRP applies the philosophy of the community safety and well-being framework within its operations. We have developed and launched the first-ever Autism Strategy. Additionally we work with the Peel Situation Table to provide timely, wrap-around services to individuals that are at an acutely elevated risk level. Regional Community Mobilization teams and Divisional Mobilization Units work with front-line officers to engage with the community and address complex cases involving multiple vulnerabilities and provide support to vulnerable priority populations.

**Road Safety** – PRP's commitment to road safety includes targeted and strategic 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** – PRP is committed to combatting gang violence and illegal gun activity with enhanced enforcement programming and effective investigations.

**Intimate Partner Violence** – PRP is one of a few police services nationally to have a specialized Intimate Partner Violence Unit. PRP's Intimate Partner Violence Unit has joined with the Safe Centre of Peel as an onsite partner to provide support to victims. The Safe Centre Response Team was recently established in which police and a mobile support worker attend intimate partner incidents together to provide early intervention and support to assist families

### Trends

We continue to see significant growth in our Region, increasing demands on policing services. Increased pressures are driven by the need to address mental health related calls, intimate partner incidents, theft of motor vehicles, road safety and guns and gang activity. We continue to address these pressures by implementing our CSWB plan, our Mental Health and Addiction Strategy, and through initiatives such as our Intimate Partner Violence Unit. We continue to address motor vehicle thefts through effective investigations and collaborative projects with other police services. Road safety remains a priority for PRP and is supported by the efforts of our Safer Roads Teams, our focus on the Vision Zero goal, initiatives such as our seatbelt and distracted driving campaigns, specific projects including Project ERASE (Eliminate Racing Activities on Streets Everywhere) and our dedicated Reduce Impaired Driving Everywhere (RIDE) team.

## 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 and to continuously improve how well we are 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, willingness to help the police, and how well 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 (677), remains below Canada (1,365) and Ontario (994) rates. Further, PRP's crime rate for Crimes against Property (1,764) also remains well below Canada (3,314) and Ontario (2,599) rates.

**Performance Measure:** Solvency Rates – PRP's solvency rates for Crimes against Persons (66%) remains above Canada (57%) and Ontario (60%) rates. PRP's solvency rate for Crimes against Property (15%) is slightly below Canada's rate (17%) and Ontario's rate (16%).

**Performance Measure:** Traffic Enforcement – PRP's Personal Injury Motor Vehicle Collision rate per 100,000 (73) remains below the Canada (200) and Ontario (161) rates. Peel's Fatal Motor Vehicle Collision rate (2) also remains below Canada (4) and Ontario (3) rates.

**Community Satisfaction Level:** The latest Residential and Business Community Surveys were completed in 2023. Residents are satisfied (71 per cent) with their personal safety from crime. Businesses' perceptions of PRP are positive and there is a willingness to help the police if asked (97 per cent). Additionally, about 2 in 3 residents and close to 3 in 5 businesses assess PRP as doing a good or excellent job.



# Achievements and Awards

## Achievements

Peel Region ranks amongst the safest communities in Canada, according to Statistics Canada 2022 Police-Reported Crime Statistics in Canada. Peel's overall crime severity index (CSI) (45.0) is well below the national (78.1) and provincial CSI (58.5), and is the lowest in comparison to the municipal services in Canada with a policing population over one million. Peel's overall weighted clearance rate (38.7) is above the national rate (35.8) and slightly below the provincial rate (39.9), but is the highest in comparison to other municipal policing agencies with policing population sizes over one million.

The Peel Police Services Board (Board) and PRP, in collaboration with various policing partners, hosted the 2023 Auto Theft Summit. The summit was attended by various Chiefs of Police from agencies across Ontario, as well as stakeholders from various sectors including auto manufacturing, insurance, and government partners. Discussions took place around the rise in auto thefts and measures to reducing their numbers and impacts in the Region of Peel and throughout Ontario. The Board and PRP will be hosting the 2<sup>nd</sup> Annual Auto Theft Summit in the spring of 2024.

Working in collaboration and partnership with Timea's Cause, PRP rolled out highly specialized anti-human trafficking training for all of our front-line and investigative officers. The training is first-of-its-kind in Canada and is designed to provide a deeper understanding and enhanced skills to identify and detect signs and instances of human trafficking and support human trafficking survivors with relevant resources.

PRP investigators with the Technical Crime Services unit, along with various law enforcement authorities, and with the coordination of international activity carried out by Europol's European Cybercrime Centre, worked together on a complex investigation resulting in an

infrastructure takedown and domain seizure of the HIVE ransomware group. Our partners included services from Canada, France, Germany, Netherlands, Lithuania, Portugal, Romania, Spain, Sweden, Norway, the United Kingdom and the United States.

## Awards

Three officers from PRP were awarded the 2023 Axon Jack Cover Medal of Heroism, recognizing their efforts in de-escalating a high-stress, high-risk incident. The officers responded to a call where a complainant reported they received a picture of an individual standing on the roof of an unknown high-rise building, however the caller did not know the location of the building or the person in crisis. The officers successfully located the building and displayed empathy and compassion in bringing the individual to safety. This is the second consecutive year that PRP officers have been recognized with an international Axon award.

PRP was selected for the Community Relations Award as part of Blue Line's 2023 Best Dressed Vehicle Awards. In 2022, PRP created wraps for vehicles that symbolizes PRP's commitment to supporting all identities within the organization and community. One such vehicle was the Pride vehicle which has been well received throughout Peel Region and allows PRP to connect with the community, engage in open conversations and demonstrate PRP's commitment to supporting and serving the most diverse community in Canada.



# The 2024 - 2027 Business Plan Outlook

## Planning for the Future

### Community Safety and Well-Being

Over the last several years, PRP has embarked on modernizing policing. We developed and are implementing our CSWB Plan 'Our Way Forward' and have been integrating a community safety and well-being philosophy within our operations. With this approach, we are transitioning to be more proactive, collaborative, and focused on preventing and mitigating risks to the safety and well-being of our residents and communities.

The Mental Health and Addiction Strategy is aligned with the CSWB framework and will strengthen how we support individuals impacted by mental health and addiction. The recently launched Autism Strategy was developed in collaboration with community partners and builds upon our existing CSWB plan. This strategy strengthens how police can best serve the autistic community in Peel. CSWB is also supported through our Intimate Partner Violence Unit, Divisional Mobilization Units, and the Peel Situation Table.

### Asset Management

In 2018, Ontario Regulation 588/17 - Municipal Asset Management Planning came into effect which requires municipalities to have an asset management plan in place by July 1, 2024. PRP staff have worked with Region of Peel staff on this project and Fleet and Facilities assets have been included in the Region of Peel's Infrastructure Status & Outlook Report to Regional Council. Work continues to implement an asset management system in conjunction with the Region of Peel.

### Service Delivery

PRP aspires 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.

The Frontline Support Pilot Project, which saw Special Constables support frontline officers by responding to lower priority calls, will be expanded to all of our Divisions. This will enable frontline officers to respond to higher priority calls for service ensuring resources are more appropriately allocated to better serve our citizens.



# Finding Efficiencies

## Continuous Improvement

PRP is committed to continuous improvement and identifying and implementing strategies and initiatives to enhance service delivery and response to meet the needs of our community. Highlights of select initiatives in place include:

We continue to look to alternative response models and strengthening our crisis response to ensure that those in need of mental health, addiction, and intimate partner violence support and intervention, receive the support and resources they need. We expanded our crisis response teams from four (Community Crisis Rapid Response Team, Mobile Community Crisis Rapid Response Team, Embedded Community Crisis Rapid Response Team, and Crisis Outreach and Support Team) to five, with the addition of the Safe Centre Response Team. With the Safe Centre Response Team, police and a mobile support worker attend intimate partner incidents to provide early intervention and support.

A new Operational Support Facility will be built to address aging infrastructure and growth and will offer technological upgrades to support our employees in delivering effective service to our community. This new facility will house our new 9-1-1 Communications Centre, Community Safety and Well-Being Services, Information Technology, Records, and Road Safety Services.

Over the past 40 years, PRP has experienced significant growth in population and calls for service. In 2024, construction will begin on a new Division. This new facility will help ensure growing communities are supported.

The mental health and wellness of our employees is a priority for PRP. To further strengthen wellness, we launched a new, dedicated Wellness location that is central within the Region in order to ensure enhanced access for our members.

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, 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 the appropriate services they require.

Our dedicated units such as the Intimate Partner Violence Unit, Regional Community Mobilization, and Divisional Mobilization Teams help us to focus on priority areas assisting the most vulnerable people in our community.

PRP is developing a new culturally-focused approach to better serve the community. Aligned with our CSWB plan, PRP will be launching the South Asian Community Engagement initiative. This initiative will be focused on strengthening partnerships and identifying ways to better support the needs of our diverse populations.

Our focus on Frontline and Digital Transformation provides our frontline members with the tools they need to provide effective and efficient service delivery and enhances processes and information flow for areas.

# 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)**

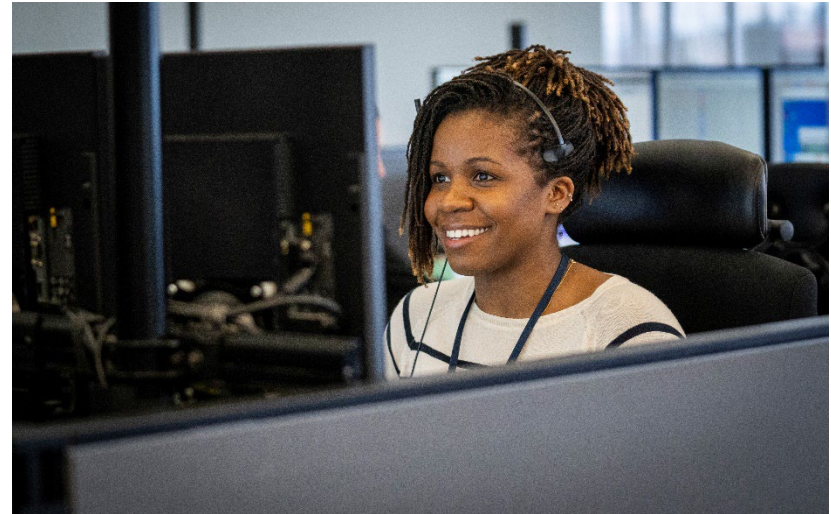
The PSBN serves as a platform that provides secure, reliable, and resilient wireless communications for emergency and public safety personnel for effective emergency response.

## **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 services available to the community. A new CAD system has been operationalized enhancing safety for our frontline officers and supporting our 9-1-1 communicators and overall service delivery.

## **Automated Licence Plate Reader (ALPR)**

ALPR's have been installed within most of our front-line patrol vehicles and replaces the enforcement capabilities lost with the discontinuation of licence plate validation tags. The ALPR's have a camera based system that scans and recognizes licence plates in poor standing and those that are connected to ongoing police investigations. The in-car cameras can record moving violations, evidence of impaired driving, and roadside interactions between officers and members of our community. ALPR's will strengthen roadside law enforcement efforts and will positively contribute towards a safer community.



## 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 2024 Capital Budget include:

- **Communications:** Development, purchase, replacement, expansion, and maintenance of communications systems, software, equipment, and infrastructure.
  - **Information Technology:** Development, purchase, replacement, expansion, and maintenance of information technology systems and assets.
  - **Land and Facilities:** Development, purchase, expansion, and maintenance of facilities (including land).
  - **Operational and Office Equipment:** Purchase of specialized operational assets, furniture, and office equipment.
- **Vehicles:** Purchase of patrol, support, specialty, and pre-owned vehicles in the fleet.



# Proposed Operating Budget

**Net Expenditures: \$605.3 million** (Total Expenditures: \$658.7 million)

## 2024 Operating Budget Pressures

| \$'000   | Total Expenditures | Total Revenue     | Net Cost 2024 vs 2023 |              |
|--|--------------------|-------------------|-----------------------|--------------|
|  |                    |                   |                       | %            |
| <b>2023 Revised Cost of Service</b>                    | <b>\$582,923</b>   | <b>(\$52,123)</b> | <b>\$530,800</b>      | <b>%</b>     |
| Cost of Living/Inflation <sup>1</sup>                  | 32,853             | (700)             | 32,153                |              |
| Base Subsidy/Recoveries <sup>2</sup>                   | (109)              | (583)             | (692)                 |              |
| Police Services Board <sup>3</sup>                     | 86                 | -                 | 86                    |              |
| <b>Base Budget Changes Subtotal</b>                    | <b>32,830</b>      | <b>(1,283)</b>    | <b>31,547</b>         |              |
| <b>Service Level Demand<sup>4</sup></b>                |                    |                   |                       |              |
| 135 Officers, 96 Civilian Professionals and ten Cadets | 42,993             | -                 | 42,993                |              |
| <b>Service Level Changes Subtotal</b>                  | <b>42,993</b>      | <b>-</b>          | <b>42,993</b>         |              |
| <b>Total 2024 Budget Change</b>                        | <b>75,823</b>      | <b>(1,283)</b>    | <b>74,540</b>         |              |
| <b>2024 Proposed Operating Budget</b>                  | <b>\$658,746</b>   | <b>(\$53,406)</b> | <b>\$605,340</b>      | <b>14.0%</b> |
| Operating required to fund capital infrastructure      | \$12,400           | -                 | \$12,400              | 2.3%         |

Note: May not add up due to rounding.

## Operating Budget Pressure Notes:

The 2024 Operating Budget reflects an increase of \$74.5 million over the 2023 approved level of funding and includes an additional 135 officers, 96 civilian professionals, and ten cadets.

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

- The budget includes an increase of \$17.9 million for salaries and benefits for existing staff and \$14.2 million for inflationary pressures on operating requirements, 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 \$0.7 million related to user fee recoveries.

### Police Services Board<sup>3</sup>

- The budget includes an increase of \$0.1 million for the Police Services Board.

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

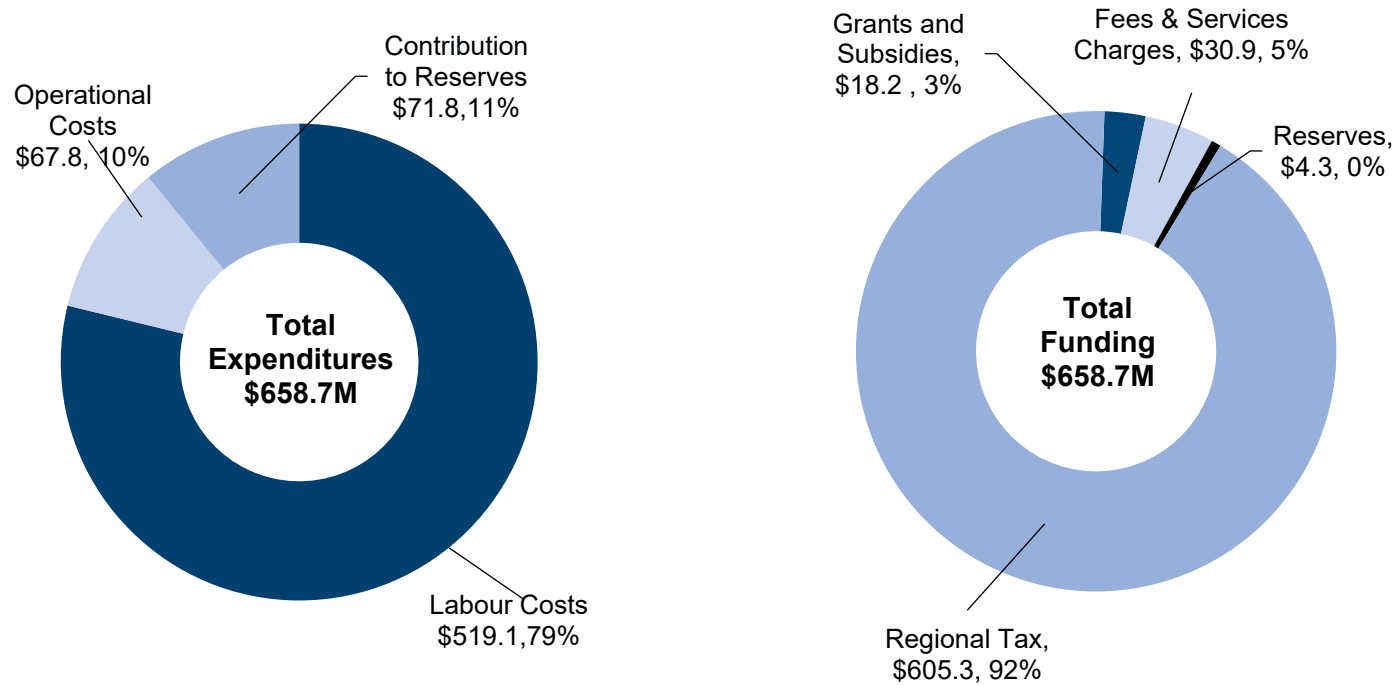
- The budget includes \$43.0 million for 135 officers, 96 civilian professionals and ten cadets to address significant growth (population, households, registered vehicles and calls to 9-1-1), increased pressures related to mental health, intimate partner incidents, theft of motor vehicles, road safety and guns and gang activity and our commitment to community safety.

## Staffing Resources to Achieve Level of Service\*

| 2023  | 2024  | 2025  | 2026  | 2027  |
|-------|-------|-------|-------|-------|
| 3,288 | 3,529 | 3,729 | 3,929 | 4,129 |

\*Regular Positions (Full Time Equivalent, FTE)

## 2024 Total Expenditures & Funding Source (In \$M)



## 2024 Budget Risks

- Peel Regional Police's 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.



## 2025 - 2027 Operating Forecast

|   | Budget   |          |       | Forecast |       |          |       |          |      |
|---|----------|----------|-------|----------|-------|----------|-------|----------|------|
|   | 2023     | 2024     |       | 2025     |       | 2026     |       | 2027     |      |
|   | \$'000   | \$'000   | %     | \$'000   | %     | \$'000   | %     | \$'000   | %    |
| <b>Total Expenditure</b>                        | 576,723  | 658,746  | 14.2% | 747,226  | 13.4% | 836,026  | 11.9% | 914,536  | 9.4% |
| <b>Total Revenue</b>                            | (52,123) | (53,406) | 2.5%  | (53,406) | 0.0%  | (53,406) | 0.0%  | (53,406) | 0.0% |
| <b>Net Expenditure</b>                          | 524,600  | 605,340  | 14.0% | 693,820  | 12.3% | 782,620  | 10.8% | 861,130  | 8.3% |
| <b>Operating to fund capital infrastructure</b> | 6,200    | 12,400   | 2.3%  | 12,400   | 2.0%  | 12,400   | 1.8%  | 12,400   | 1.6% |

Note 1: May not add up due to rounding

# Proposed Capital Budget

**Capital Budget: \$666.6 million** (Ten Year Plan: \$1,299.6 million)

## 2024 Capital Plan Overview

The following table provides a summary of Peel Region Police (PRP) Service’s planned capital project activity for 2024, including funding sources for both new capital project requests in 2024 and projects carried forward to 2024.

| Capital Plan By Funding Source | Carry-forward from Prior Years (WIP) (\$'000) | 2024 Capital Budget (\$'000) | Total Capital in 2024 (\$'000) |
|--------------------------------|---|------------------------------|--------------------------------|
| DC Growth                      | 101,223                                       | 59,559                       | 160,782                        |
| Externally Funded              | 3,039   | 2,467                        | 5,506                          |
| Non-DC Internal                | 116,367                                       | 81,066                       | 197,433                        |
| Debt Funding                   | 713,196                                       | 523,500                      | 1,236,696                      |
| <b>Total Expenditures</b>      | <b>933,825</b>                                | <b>666,592</b>               | <b>1,600,417</b>               |
| <b># of Projects</b>           | <b>84</b>                                     | <b>21</b>                    | <b>105</b>                     |

## Existing Capital Projects - \$933.8 million

### Vehicles

- Patrol, support, specialty, and growth vehicles ordered in 2023 will be received in 2024
- 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

### Communications

- Develop, purchase, replace, expand, and maintain communications systems, software, equipment, and infrastructure.

## 2024 Capital Budget - \$666.6 million

The budget includes capital investments to expand, maintain and/or replace critical infrastructure, vehicles, equipment, facilities, and technological assets.

### Key highlights:

- \$607.8 million to develop, purchase, expand, and maintain facilities (including land)
- \$33.0 million to develop, purchase, expand, replace, and maintain information technology systems and assets
- \$11.8 million for the purchase of patrol, support, specialty, growth, and pre-owned vehicles
- \$10.3 million for the development, purchase, replacement, expansion, and maintenance of communications systems, equipment, and infrastructure
- \$3.3 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
- \$0.4 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 2024 Capital Budget for new facility capital infrastructure, \$12.4 million in operating funding is required through the community safety levy.

## **2024 Budget Risks**

- Implementation of capital projects may be impacted by supply chain issues.

## **Operating Impact of 2024 Capital Budget**

- General operating costs of \$0.01M for technology support.

# Proposed Capital Plan

## 2024 - 2033 10-Year Capital Plan - \$1,299.6 million

### By Project Classification:

|   |   |   |
|---|---|---|
| <b>State of Good Repair</b><br><b>\$451.1 million</b> | <b>DC Funded Growth</b><br><b>\$105.8 million</b> | <b>Non-DC Funded Growth &amp; Other</b><br><b>\$742.7 million</b> |
|---|---|---|

#### Key Highlights:

- \$854.9 million to develop, purchase, expand, and maintain facilities (including land)
- \$255.5 million to develop, purchase, replace, expand, and maintain information technology systems and assets
- \$108.0 million for the purchase of patrol, support, specialty, growth, and pre-owned vehicles in the fleet
- \$57.7 million for the development, purchase, replacement, expansion, and maintenance of communications systems, software, equipment, and infrastructure.
- \$20.7 million for the purchase of specialized operational assets, furniture, and office equipment as well as the purchase of operational equipment for new police staff
- \$2.8 million for the purchase of specialized operational equipment, information technology assets, and vehicles for the Airport Division which are funded by the GTAA

Service: PRP

Appendix I

2024 Financing Sources and Funding Status (\$'000 )

| Project               | Name   | Description  | 2024          |                     |                          |                  |              |
|-----------------------|--|--|---------------|---------------------|--------------------------|------------------|--------------|
|                       |  |  | Total Expense | Development Charges | Reserves & Reserve Funds | External Funding | Debt Funding |
| 248600                | Communications Systems                       | To undertake the purchase and implementation of communication systems.   | 3,010         | 0                   | 3,010                    | 0                | 0            |
| 248601                | Communication Equipment for New Police Staff | To undertake the purchase and implementation of communication equipment for new uniform police staff.  | 2,835         | 2,372               | 463                      | 0                | 0            |
| 248610                | Communication Equipment                      | To undertake the purchase and implementation of communication equipment.   | 4,410         | 0                   | 3,328                    | 1,082            | 0            |
| <b>Communications</b> |  |  | <b>10,255</b> | <b>2,372</b>        | <b>6,801</b>             | <b>1,082</b>     | <b>0</b>     |
| 248200                | Information Technology Development           | To undertake the purchase and implementation of information technology infrastructure.   | 13,980        | 0                   | 13,980                   | 0                | 0            |
| 248220                | Enterprise Software                          | To undertake the purchase and implementation of software tools.  | 1,010         | 0                   | 1,010                    | 0                | 0            |
| 248235                | Digital Recording                            | To undertake the purchase and implementation of digital recording infrastructure for interview rooms, holding facilities, and mobile cameras.            | 510           | 0                   | 510                      | 0                | 0            |
| 248240                | Corporate Services Systems                   | To undertake the purchase and implementation of hardware and software infrastructure to meet the information technology requirements of various bureaux. | 7,510         | 0                   | 7,510                    | 0                | 0            |
| 248259                | Disaster Recovery                            | To implement a disaster recovery solution which will provide additional redundancies to information technology assets.                                   | 500           | 0                   | 500                      | 0                | 0            |

2024 Financing Sources and Funding Status (\$'000 )

| Project                       | Name   | Description  | 2024           |                     |                          |                  |                |
|-------------------------------|--|--|----------------|---------------------|--------------------------|------------------|----------------|
|                               |  |  | Total Expense  | Development Charges | Reserves & Reserve Funds | External Funding | Debt Funding   |
| 248260                        | Enhanced Technology Solutions                  | To undertake the purchase and implementation of information technology solutions within the organization.  | 1,530          | 0                   | 1,530                    | 0                | 0              |
| 248270                        | Investigative Information Technology Equipment | To undertake the purchase and implementation of hardware and software in order to meet the information technology and investigative requirements of various bureaux. | 1,130          | 0                   | 1,130                    | 0                | 0              |
| 248290                        | Information Technology Equipment               | To undertake the purchase of information technology assets (i.e. desktop computers, laptops, servers, data storage, network equipment, video equipment, etc.)        | 4,070          | 0                   | 4,070                    | 0                | 0              |
| 248298                        | Mobile Devices                                 | To undertake the purchase and implementation of mobile data and communication devices.   | 2,740          | 0                   | 2,740                    | 0                | 0              |
| <b>Information Technology</b> |  |  | <b>32,980</b>  | <b>0</b>            | <b>32,980</b>            | <b>0</b>         | <b>0</b>       |
| 248300                        | Facilities Revitalization                      | To undertake ongoing maintenance, security, renovations, and expansion of police facilities.   | 26,785         | 0                   | 26,785                   | 0                | 0              |
| 248320                        | Facilities Enhancement                         | To undertake building condition projects and long-term feasibility studies.  | 5,020          | 0                   | 5,020                    | 0                | 0              |
| 248322                        | Divisional & Operational Facilities            | To undertake the purchase, construction, renovation, and / or expansion of new and / or existing buildings.  | 576,000        | 52,500              | 0                        | 0                | 523,500        |
| <b>Land and Facility</b>      |  |  | <b>607,805</b> | <b>52,500</b>       | <b>31,805</b>            | <b>0</b>         | <b>523,500</b> |
| 248400                        | Specialized and Operational Assets             | To undertake the purchase and implementation of specialized and operational assets.  | 1,330          | 0                   | 1,330                    | 0                | 0              |

Service: PRP

Appendix I

2024 Financing Sources and Funding Status (\$'000)

| Project                                 | Name                           | Description   | 2024           |                     |                          |                  |                |
|---|--------------------------------|---|----------------|---------------------|--------------------------|------------------|----------------|
|   |                                |   | Total Expense  | Development Charges | Reserves & Reserve Funds | External Funding | Debt Funding   |
| 248410                                  | Furniture                      | To undertake the purchase, set-up, relocation, and disposal of furniture.   | 200            | 0                   | 200                      | 0                | 0              |
| 248420                                  | Equipment for New Police Staff | To undertake the purchase of uniform and personal equipment for new uniform police staff.                               | 1,823          | 1,333               | 490                      | 0                | 0              |
| <b>Operational and Office Equipment</b> |                                |   | <b>3,353</b>   | <b>1,333</b>        | <b>2,020</b>             | <b>0</b>         | <b>0</b>       |
| 248100                                  | Vehicles                       | To undertake the purchase of patrol, support, and specialty vehicles and related equipment.                             | 8,240          | 0                   | 7,210                    | 1,030            | 0              |
| 248110                                  | New Staff Vehicles             | To undertake the purchase of vehicles and related equipment for new uniform police staff.                               | 3,604          | 3,354               | 250                      | 0                | 0              |
| <b>Vehicles</b>                         |                                |   | <b>11,844</b>  | <b>3,354</b>        | <b>7,460</b>             | <b>1,030</b>     | <b>0</b>       |
| 248500                                  | Airport Division               | This project represents Airport Division requirements and is entirely funded by the Greater Toronto Airports Authority. | 355            | 0                   | 0                        | 355              | 0              |
| <b>Airport</b>                          |                                |   | <b>355</b>     | <b>0</b>            | <b>0</b>                 | <b>355</b>       | <b>0</b>       |
| <b>Peel Regional Police Prg</b>         |                                |   | <b>666,592</b> | <b>59,559</b>       | <b>81,066</b>            | <b>2,467</b>     | <b>523,500</b> |



## 2024 Ten Year Combined Capital Program (\$'000)

| <u>Project</u>        | <u>Name</u>                                  | <u>Description</u>   | 2024          | 2025         | 2026         | 2027         | 2028          | Yrs 6-10      | Gross         |
|-----------------------|--|--|---------------|--------------|--------------|--------------|---------------|---------------|---------------|
| 248600                | Communications Systems                       | To undertake the purchase and implementation of communication systems.   | 3,010         | 400          | 1,800        | 1,000        | 850           | 5,400         | 12,460        |
| 248601                | Communication Equipment for New Police Staff | To undertake the purchase and implementation of communication equipment for new uniform police staff.  | 2,835         | 1,180        | 1,180        | 1,180        | 860           | 4,300         | 11,535        |
| 248610                | Communication Equipment                      | To undertake the purchase and implementation of communication equipment.   | 4,410         | 700          | 1,500        | 2,100        | 9,650         | 15,350        | 33,710        |
| <b>Communications</b> |  |  | <b>10,255</b> | <b>2,280</b> | <b>4,480</b> | <b>4,280</b> | <b>11,360</b> | <b>25,050</b> | <b>57,705</b> |
| 248200                | Information Technology Development           | To undertake the purchase and implementation of information technology infrastructure.   | 13,980        | 8,300        | 11,900       | 11,130       | 13,410        | 51,810        | 110,530       |
| 248220                | Enterprise Software                          | To undertake the purchase and implementation of software tools.  | 1,010         | 1,400        | 2,100        | 1,000        | 1,450         | 3,150         | 10,110        |
| 248235                | Digital Recording                            | To undertake the purchase and implementation of digital recording infrastructure for interview rooms, holding facilities, and mobile cameras.            | 510           | 0            | 1,350        | 500          | 0             | 2,850         | 5,210         |
| 248240                | Corporate Services Systems                   | To undertake the purchase and implementation of hardware and software infrastructure to meet the information technology requirements of various bureaux. | 7,510         | 1,800        | 350          | 500          | 2,650         | 3,000         | 15,810        |
| 248259                | Disaster Recovery                            | To implement a disaster recovery solution which will provide additional redundancies to information technology assets.                                   | 500           | 0            | 0            | 0            | 500           | 1,000         | 2,000         |

## 2024 Ten Year Combined Capital Program (\$'000)

| <u>Project</u>                | <u>Name</u>                                    | <u>Description</u>   | <b>2024</b>    | <b>2025</b>   | <b>2026</b>   | <b>2027</b>    | <b>2028</b>   | <b>Yrs 6-10</b> | <b>Gross</b>   |
|-------------------------------|--|--|----------------|---------------|---------------|----------------|---------------|-----------------|----------------|
| 248260                        | Enhanced Technology Solutions                  | To undertake the purchase and implementation of information technology solutions within the organization.  | 1,530          | 2,600         | 3,400         | 1,200          | 13,850        | 9,300           | 31,880         |
| 248270                        | Investigative Information Technology Equipment | To undertake the purchase and implementation of hardware and software in order to meet the information technology and investigative requirements of various bureaux. | 1,130          | 2,100         | 0             | 4,600          | 280           | 7,300           | 15,410         |
| 248280                        | Data Management Systems                        | To undertake the purchase and implementation of software tools.  | 0              | 0             | 0             | 8,000          | 500           | 0               | 8,500          |
| 248290                        | Information Technology Equipment               | To undertake the purchase of information technology assets (i.e. desktop computers, laptops, servers, data storage, network equipment, video equipment, etc.)        | 4,070          | 3,370         | 1,730         | 2,330          | 3,840         | 18,600          | 33,940         |
| 248298                        | Mobile Devices                                 | To undertake the purchase and implementation of mobile data and communication devices.   | 2,740          | 0             | 6,000         | 0              | 3,100         | 10,300          | 22,140         |
| <b>Information Technology</b> |  |  | <b>32,980</b>  | <b>19,570</b> | <b>26,830</b> | <b>29,260</b>  | <b>39,580</b> | <b>107,310</b>  | <b>255,530</b> |
| 248300                        | Facilities Revitalization                      | To undertake ongoing maintenance, security, renovations, and expansion of police facilities.   | 26,785         | 6,200         | 4,500         | 5,200          | 7,500         | 16,400          | 66,585         |
| 248320                        | Facilities Enhancement                         | To undertake building condition projects and long-term feasibility studies.  | 5,020          | 250           | 250           | 250            | 250           | 1,250           | 7,270          |
| 248322                        | Divisional & Operational Facilities            | To undertake the purchase, construction, renovation, and / or expansion of new and / or existing buildings.  | 576,000        | 0             | 0             | 205,000        | 0             | 0               | 781,000        |
| <b>Land and Facility</b>      |  |  | <b>607,805</b> | <b>6,450</b>  | <b>4,750</b>  | <b>210,450</b> | <b>7,750</b>  | <b>17,650</b>   | <b>854,855</b> |

## 2024 Ten Year Combined Capital Program (\$'000)

| <u>Project</u>                          | <u>Name</u>                        | <u>Description</u>  | <u>2024</u>    | <u>2025</u>   | <u>2026</u>   | <u>2027</u>    | <u>2028</u>   | <u>Yrs 6-10</u> | <u>Gross</u>     |
|---|------------------------------------|---|----------------|---------------|---------------|----------------|---------------|-----------------|------------------|
| 248400                                  | Specialized and Operational Assets | To undertake the purchase and implementation of specialized and operational assets.                                     | 1,330          | 845           | 525           | 665            | 1,535         | 6,890           | 11,790           |
| 248410                                  | Furniture                          | To undertake the purchase, set-up, relocation, and disposal of furniture.   | 200            | 200           | 200           | 200            | 200           | 1,000           | 2,000            |
| 248420                                  | Equipment for New Police Staff     | To undertake the purchase of uniform and personal equipment for new uniform police staff.                               | 1,823          | 695           | 695           | 695            | 493           | 2,465           | 6,866            |
| <b>Operational and Office Equipment</b> |                                    |   | <b>3,353</b>   | <b>1,740</b>  | <b>1,420</b>  | <b>1,560</b>   | <b>2,228</b>  | <b>10,355</b>   | <b>20,656</b>    |
| 248100                                  | Vehicles                           | To undertake the purchase of patrol, support, and specialty vehicles and related equipment.                             | 8,240          | 8,310         | 7,840         | 8,730          | 10,080        | 50,120          | 93,320           |
| 248110                                  | New Staff Vehicles                 | To undertake the purchase of vehicles and related equipment for new uniform police staff.                               | 3,604          | 1,546         | 1,546         | 1,546          | 1,082         | 5,410           | 14,734           |
| <b>Vehicles</b>                         |                                    |   | <b>11,844</b>  | <b>9,856</b>  | <b>9,386</b>  | <b>10,276</b>  | <b>11,162</b> | <b>55,530</b>   | <b>108,054</b>   |
| 248500                                  | Airport Division                   | This project represents Airport Division requirements and is entirely funded by the Greater Toronto Airports Authority. | 355            | 1,103         | 408           | 182            | 252           | 528             | 2,828            |
| <b>Airport</b>                          |                                    |   | <b>355</b>     | <b>1,103</b>  | <b>408</b>    | <b>182</b>     | <b>252</b>    | <b>528</b>      | <b>2,828</b>     |
| <b>Peel Regional Police Prg</b>         |                                    |   | <b>666,592</b> | <b>40,999</b> | <b>47,274</b> | <b>256,008</b> | <b>72,332</b> | <b>216,423</b>  | <b>1,299,628</b> |

# Ontario Provincial Police - Town of Caledon

2024–2027 Business Plan  
and 2024 Budget

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# 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.

## Highlights of the Business Plan include:

Priorities for the budget are:

- Traffic Safety
- Effective Community Engagement
- Property and Violent Crime Reduction

| Net Investment (\$000s) | 2024   | 2025   | 2026   | 2027   |
|-------------------------|--------|--------|--------|--------|
| Operating               | 14,248 | 15,017 | 15,570 | 16,093 |
| Capital                 | -      | -      | -      | -      |
| 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 Services

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

### Vision

Safe communities...A Secure Ontario.

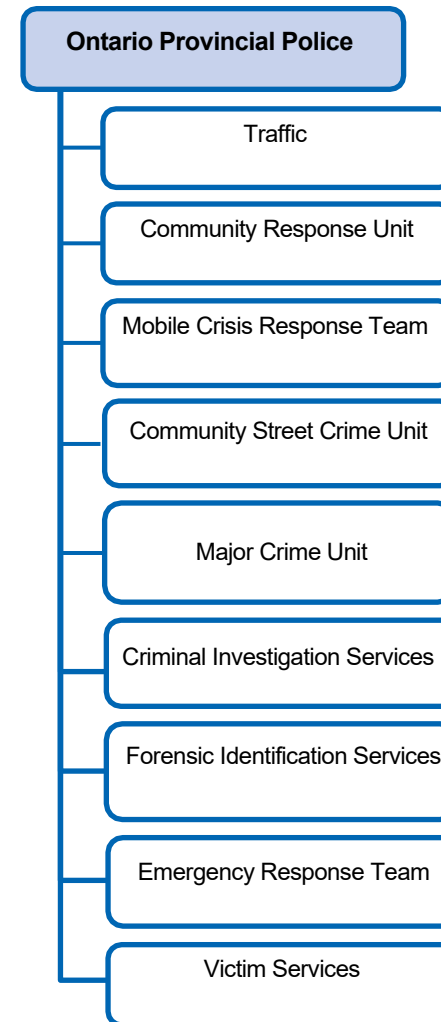
### Mission

To plan, develop, construct and maintain a multi-modal transportation system which efficiently and safely moves people and goods, respects the environment, supports the development of the Region and serves the municipality's social, economic and physical needs.

### 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 2024-2027 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 2023 was \$13.5 million and the proposed budget for 2024 is \$14.2 million.

**Net Expenditures: \$14.2 million** (Total Expenditures: \$15.0 million)

| Description                  | 2022 Actuals  | 2023 Approved Budget | 2024 Proposed Budget | \$ Change Over 2023 | % Change Over 2023 |
|------------------------------|---------------|----------------------|----------------------|---------------------|--------------------|
| Operating Costs              | 13,868        | 14,311               | 14,998               | 687                 | 4.8 %              |
| <b>Total Expenditures</b>    | <b>13,868</b> | <b>14,311</b>        | <b>14,998</b>        | <b>687</b>          | <b>4.8%</b>        |
| Revenue                      | (713)         | (780)                | (750)                | 30                  | (3.8)%             |
| <b>Total Revenues</b>        | <b>(713)</b>  | <b>(780)</b>         | <b>(750)</b>         | <b>30</b>           | <b>(3.8)%</b>      |
| <b>Total Net Expenditure</b> | <b>13,156</b> | <b>13,531</b>        | <b>14,248</b>        | <b>717</b>          | <b>5.3%</b>        |

Note: May not add up due to rounding.



## 2024 Operating Budget Pressures

| \$'000   | Total Expenditures | Total Revenue | Net Cost 2024 vs 2023 |             |
|--|--------------------|---------------|-----------------------|-------------|
| <b>2023 Revised Cost of Service</b>  | <b>14,311</b>      | <b>780</b>    | <b>13,531</b>         | <b>%</b>    |
| <b>Cost of Living/Inflation<sup>1</sup></b>  |                    |               |                       |             |
| OPP Contract Costs   | 540                | -             | 540                   |             |
| OPP Property Services Costs and Equipment (OPP facilities)   | 147                | -             | 147                   |             |
| <b>Cost Mitigation<sup>2</sup></b>   |                    |               |                       |             |
| Recoveries from Grants (Community Safety and Policing Grant, Court Security and Prisoner Transportation Grant) | -                  | 40            | (40)                  |             |
| <b>Other Pressures<sup>3</sup></b>   |                    |               |                       |             |
| • Reserve Contribution (phase out reserve draw)  | -                  | (70)          | 70                    |             |
| <b>Base Budget Changes Subtotal</b>  | <b>687</b>         | <b>(30)</b>   | <b>717</b>            |             |
| <b>Service Level Changes Subtotal</b>  | <b>-</b>           | <b>-</b>      | <b>-</b>              |             |
| <b>Total 2024 Budget Change</b>  | <b>687</b>         | <b>(30)</b>   | <b>717</b>            |             |
| <b>2024 Proposed Budget</b>  | <b>\$14,998</b>    | <b>750</b>    | <b>14,248</b>         | <b>5.3%</b> |

Note: May not add up due to rounding

### Operating budget pressure notes:

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

- The 2024 proposed OPP budget includes an increase of \$0.7M or 5% over the 2023 Budget. This consists of 0.54M for the OPP contract and \$0.15M for OPP facility costs. Contract cost are based on 2024 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>

- An increase of \$40,000 in annual grants to offset expenditures from \$430,000 in 2023 to \$470,000 in 2024.

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

- A budgeted draw from the Caledon OPP Policing Stabilization Reserve fund of \$280,000 to assist with the phase-out of annual reconciliations related to vacancies, and to assist with financial recovery from COVID-19 for Town residents and businesses. This draw is being phased out over a 5-year period with the draw decreasing from \$350,000 in 2023 to \$280,000 in 2024, resulting in a budget impact of \$70,000

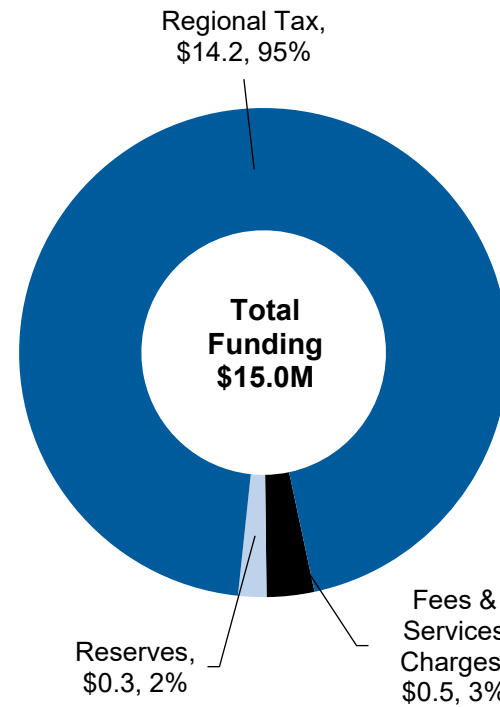
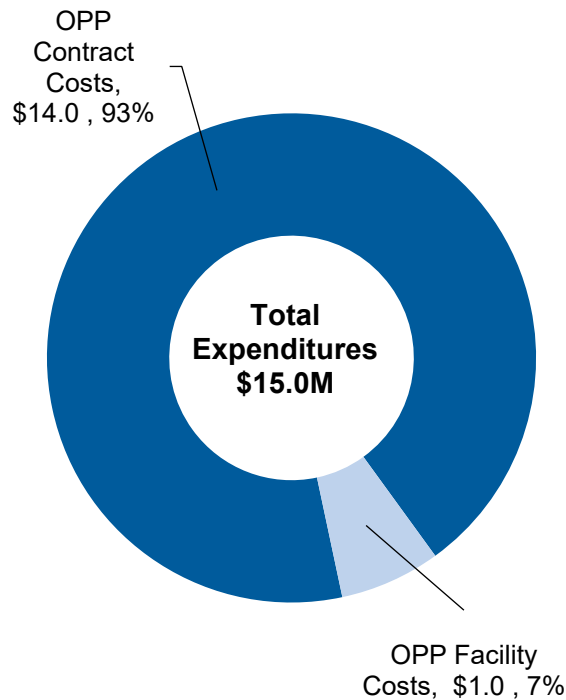
## Staffing Resources to Achieve Level of Service

| 2023 | 2024 | 2025 | 2026 | 2027 |
|------|------|------|------|------|
| 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 2024 Budget does not include any new contract enhancements.

## 2024 Total Expenditures & Funding Source (In \$M)



## 2024 Budget Risks

- OPP (Town of Caledon) 2024 Budget assumption: At this time, the 2025-2027 projections include inflationary and growth projections, however, do not include any new contract enhancements due to resourcing constraints.
- Police Collective Union agreements will 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.

## 2025 – 2027 Operating Forecast

|                          | Budget |        |        | Forecast |         |        |      |        |      |
|--------------------------|--------|--------|--------|----------|---------|--------|------|--------|------|
|                          | 2023   | 2024   |        | 2025     |         | 2026   |      | 2027   |      |
|                          | \$'000 | \$'000 | %      | \$'000   | %       | \$'000 | %    | \$'000 | %    |
| <b>Total Expenditure</b> | 14,311 | 14,998 | 4.8%   | 15,147   | 1.0%    | 15,700 | 3.7% | 16,223 | 3.3% |
| <b>Total Revenue</b>     | (780)  | (750)  | (3.8)% | (130)    | (82.7)% | (130)  | 0.0% | (130)  | 0.0% |
| <b>Net Expenditure</b>   | 13,531 | 14,248 | 5.3%   | 15,017   | 5.4%    | 15,570 | 3.7% | 16,093 | 3.4% |

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: \$0.0 million** (Ten Year Plan: \$0.0 million)

## 2024 Capital Plan Overview

The following table provides a summary of Ontario Provincial Police (OPP), Town of Caledon Service’s planned capital project activity for 2024, including funding sources for both new capital project requests in 2024 and projects carried forward to 2024.

| Capital Plan By Funding Source | Carry-forward from Prior Years (WIP) (\$'000) | 2024 Capital Budget (\$'000) | Total Capital in 2024 (\$'000) |
|--------------------------------|---|------------------------------|--------------------------------|
| DC Growth                      | 75  | -                            | 75                             |
| Externally Funded              | -   | -                            | -                              |
| Non-DC Internal                | 660   | -                            | 660                            |
| <b>Total Expenditures</b>      | <b>735</b>                                    | <b>-</b>                     | <b>735</b>                     |
| <b># of Projects</b>           | <b>2</b>                                      | <b>-</b>                     | <b>2</b>                       |

### Existing Capital Projects - \$0.74M

- \$0.64M 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.
- \$0.10M 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.

## **2024 Capital Budget - \$0.0M**

### **Key highlights:**

None

## **2024 Budget Risks**

None

## **Operating Impact of 2024 Capital Budget**

None

# Proposed Capital Plan

## 2024 – 2033 10-Year Capital Plan - \$0.0M

### By Project Classification:

|   |                                     |   |
|---|-------------------------------------|---|
| <b>State of<br/>Good Repair</b><br>\$-M | <b>DC Funded<br/>Growth</b><br>\$-M | <b>Non-DC Funded<br/>Growth &amp; Other</b><br>\$-M |
|---|-------------------------------------|---|

# Conservation Authorities

2024–2027 Business Plan  
and 2024 Budget



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# 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 & Region Conservation Authority (TRCA) and Conservation Halton (CH).

## Services we provide:

- Protecting the many aspects of Peel’s natural environment by applying a watershed approach to manage the natural resources and natural hazards in various jurisdictions
- TRCA and CVC’s jurisdictions cover the majority of Peel Region and are responsible for delivery of mandatory services that include protecting communities from natural hazards, source water protection, management of CA lands, and other required services
- In addition, CA’s deliver important Non-Mandatory Projects and Services that are municipally requested and required by the Region, these include:
  - Restoration on private and public lands, trail design and construction, environmental studies
  - Addressing climate change risks, providing services, events, and environmental programs for various audiences including schools, businesses, and residents
- Both conservation authorities also own significant and well-used parks and greenspaces throughout Peel Region, which are funded through admissions, user fees, and the Region of Peel budget.

## Interesting facts about this service:

- 91.6% of the Credit Valley Conservation Authority’s municipal costs are funded by the Region of Peel

- 11.8% of the Toronto Region & Conservation Authority’s municipal costs are funded by the Region of Peel
- 4.6% of Conservation Halton’s municipal costs are funded by the Region of Peel

## Highlights of the Business Plan include:

- Under the new Conservation Authorities (CA) Act, non-mandatory programs and services (P&S) that the Region continues to require, will need to be funded through memoranda of understanding (MOU), which are to be signed by December 31, 2023.
- Impact of Bill 23 and changing Regulations 687/21, 686/21, 404/21

| Net Investment (\$000s)                 | 2024          | 2025          | 2026          | 2027          |
|---|---------------|---------------|---------------|---------------|
| Credit Valley Conservation Authority    | 27,777        | 28,966        | 30,171        | 31,425        |
| Toronto & Region Conservation Authority | 20,698        | 21,241        | 21,786        | 22,379        |
| Conservation Halton                     | 545           | 569           | 593           | 619           |
| <b>Total Net Expenditure</b>            | <b>49,019</b> | <b>50,776</b> | <b>52,550</b> | <b>54,423</b> |
| Total Utility Rate Funding              | (16,028)      | (16,028)      | (16,028)      | (16,028)      |
| <b>Total Net Tax Expenditure</b>        | <b>32,991</b> | <b>34,747</b> | <b>36,522</b> | <b>38,395</b> |

# Core Services

## Mission, Goals of Service and Service Delivery Model

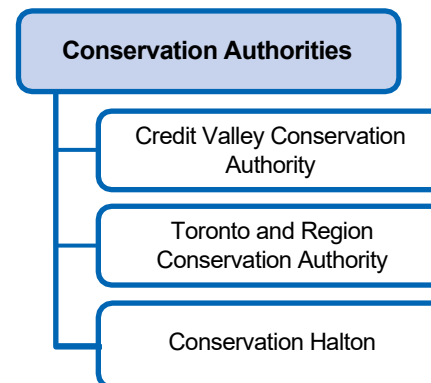
### Mission

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 Peel's natural environment,
2. Focusing on protecting and managing water resources, wetlands and forests
3. Sharing conservation information
4. Delivering Programs and Services that align with Regional priorities
5. Providing local and regional recreational opportunities
6. Preserving natural heritage features
7. Prioritize work on key program deliverables to achieve climate change mitigation and adaptation
8. Providing extremely high value projects and services, at a relatively low cost of funding to the Region.

Service Delivery Model Region of Peel



Each of the conservation authorities are governed by their own respective boards. Each conservation authority board approves the budget that is submitted for approval by Regional Council. The Region of Peel has member(s) of Regional Council that serve on the boards of all three of these conservation authorities. Representation on the board is based on population of the municipality (upper tier) and by member municipality agreement. 6 Regional Councillors serve on the 12-member CVC Board, 5 Regional Councillors on the 30-member TRCA Board and 2 Regional Councillors serve on the 20-member CH Board. 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 2024-2027 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 2023 was \$31.3 million and the proposed budget for 2024 is \$33.0 million.

**Net Expenditures: \$33.0 million** (Total Expenditures: \$49.0 million)

| Description                             | 2022 Actuals    | 2023 Approved Budget | 2024 Proposed Budget | \$ Change Over 2023 | % Change Over 2023 |
|---|-----------------|----------------------|----------------------|---------------------|--------------------|
| CVC Operating (General Levy)            | 9,399           | 9,840                | 10,061               | 220                 | 2.2%               |
| CVC Capital Projects (Special Levy)     | 16,431          | 16,842               | 17,716               | 874                 | 5.2%               |
| TRCA Operating (General Levy)           | 2,044           | 2,105                | 2,168                | 63                  | 3.0%               |
| TRCA Capital Projects (Special Levy)    | 17,616          | 18,049               | 18,530               | 480                 | 2.7%               |
| CH Operating (General Levy)             | 494             | 509                  | 538                  | 29                  | 5.6%               |
| CH Capital Projects (Special Levy)      | 12              | 18                   | 7                    | (11.1)              | (0.62)%            |
| <b>Total Expenditures</b>               | <b>45,996</b>   | <b>47,364</b>        | <b>49,019</b>        | <b>1,656</b>        | <b>3.5%</b>        |
| Utility Rate (Water/Wastewater) Funding | (16,028)        | (16,028)             | (16,028)             | -                   | -                  |
| <b>Total Revenues</b>                   | <b>(16,028)</b> | <b>(16,028)</b>      | <b>(16,028)</b>      | <b>-</b>            | <b>-</b>           |
| <b>Total Net Expenditure</b>            | <b>29,967</b>   | <b>31,336</b>        | <b>32,991</b>        | <b>1,656</b>        | <b>5.3%</b>        |

Note: May not add up due to rounding

## 2024 Operating Budget Pressures

| \$'000   | Total Expenditures | Total Revenue         | Net Cost<br>2024 vs 2023 |             |
|--|--------------------|-----------------------|--------------------------|-------------|
| <b>2023 Revised Cost of Service</b>                                | 47,364             | (16,028) <sup>1</sup> | 31,336                   | %           |
| <b>Cost of Living/Inflation<sup>2</sup></b>                        |                    |                       |                          |             |
| Labour costs/Goods and services, etc.                              |                    |                       |                          |             |
| <b>CVC</b>   | 794                | -                     | 794                      |             |
| <b>TRCA</b>  | 63                 | -                     | 63                       |             |
| <b>CH</b>  | 33                 | -                     | 33                       |             |
| <b>Capital (Special Levy)</b>                                      |                    |                       |                          |             |
| <b>CVC</b>   |                    |                       |                          |             |
| Watershed  | (24)               | -                     | (24)                     |             |
| Climate Change   | 663                | -                     | 663                      |             |
| Infrastructure   | 236                | -                     | 236                      |             |
| <b>TRCA</b>  |                    |                       |                          |             |
| Watershed  | 117                | -                     | 66                       |             |
| Climate Change   | 236                | -                     | 236                      |             |
| Infrastructure   | 127                | -                     | 127                      |             |
| <b>CH</b>  |                    |                       |                          |             |
| Watershed  | (6)                | -                     | (6)                      |             |
| Climate Change   | -                  | -                     | -                        |             |
| Infrastructure   | (6)                | -                     | (6)                      |             |
| <b>Cost Mitigation<sup>3</sup></b>                                 |                    |                       |                          |             |
| <b>CVC</b> - efficiencies identified from operational cost reviews | (573)              | -                     | (573)                    |             |
| <b>CH</b> – shift in apportionment                                 | (5)                |                       | (5)                      |             |
| <b>Base Budget Changes Subtotal</b>                                | <b>1,656</b>       | <b>-</b>              | <b>1,656</b>             |             |
| <b>Service Level Demand</b>  | -                  | -                     | -                        |             |
| <b>Total 2024 Budget Change</b>                                    | <b>1,656</b>       | <b>-</b>              | <b>1,656</b>             |             |
| <b>2024 Proposed Budget</b>  | <b>49,019</b>      | <b>(16,028)</b>       | <b>32,991</b>            | <b>5.3%</b> |

Note: May not add up due to rounding

## Operating budget pressure notes:

### Revenue<sup>1</sup>

- Conservation Authorities are responsible for the protection of the watersheds that sustain the aquifers and the lake which supply the water necessary to provide water and wastewater to the Region of Peel. 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

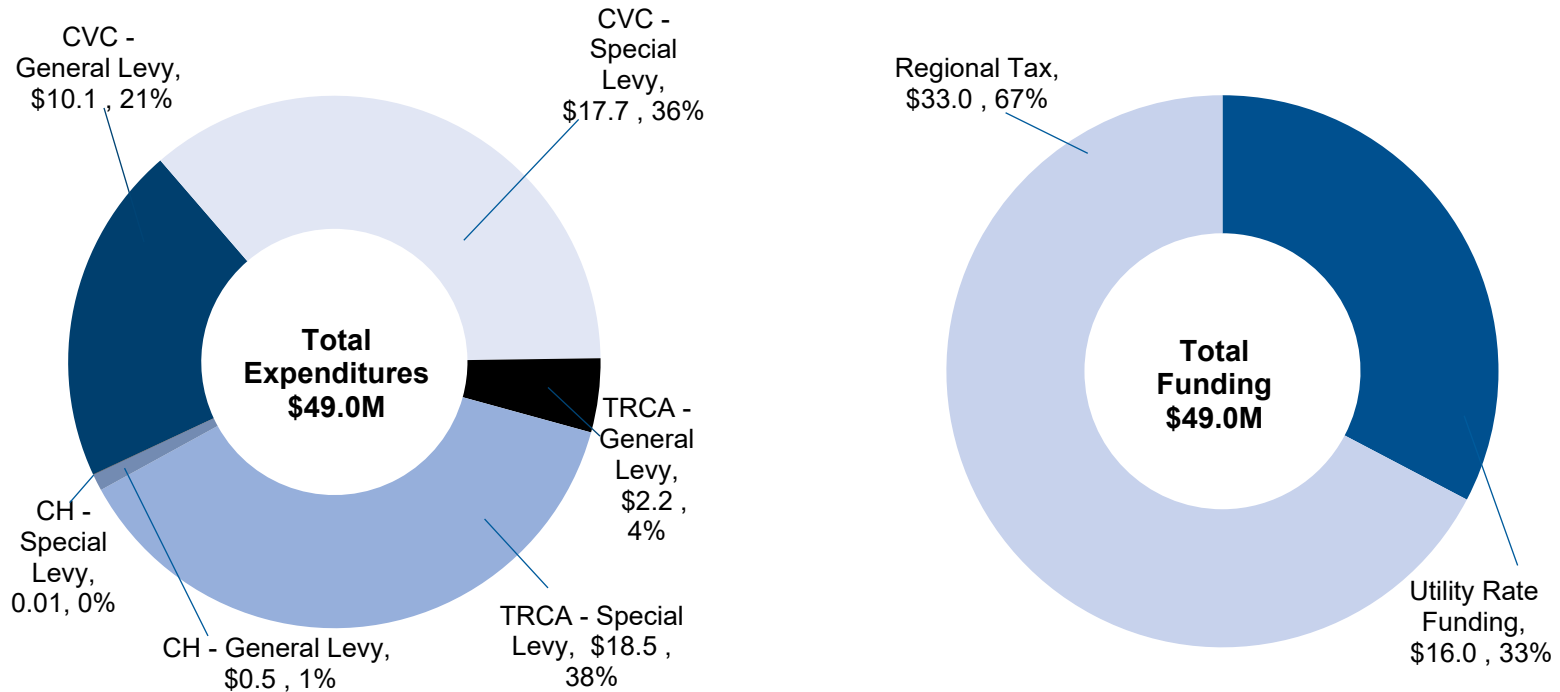
### Cost of Living/Inflation<sup>2</sup>

- The cost of living increase is driven by Labour costs, and other general inflationary pressures in Goods and services

### Cost Mitigation<sup>3</sup>

- Costs mitigated for the CVC due to elimination of vacant positions and re-allocation of executive position from municipal levy to donations, in addition the Cheltenham Badlands will not be operated in 2024. For CH, a shift in the apportionment rate contributed to lowered costs

## 2024 Total Expenditures & Funding Source (In \$M)



Note: May not add up due to rounding

## 2024 Budget Risks

- Bill 112, Dissolution of Peel Region as mandated by the Province include potential impacts going forward, such as Board composition, the participating municipalities and the Budget process and oversight of some Programs and Services (P&S)
    - However the 2024 Budget has been developed assuming CA P&S will continue to be provided, notwithstanding any governance decisions resulting from Bill 112.
  - The provincial government has enacted changes through two pieces of legislation; *Bill 109 More Homes for Everyone Act, 2022*, and *Bill 23 More Homes Built Faster Act, 2022*. Some anticipated Implications of Bill 23 include the following:
    - Municipalities are barred from entering into voluntary agreements with CAs for review and comment on development applications such as natural heritage and plan review. Municipalities have long relied on the CA local watershed science expertise to guide decision making
    - Proposal to freeze CA development fees, which is based on cost recovery will likely create deficits
- Expected impacts will likely materialize through out the course of 2024 and beyond

- Implementation of Bill 109 along with further Provincial and stakeholder input could affect resources required to expedite and complete the current planning and growth management work
- 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 P&S levels, beginning in the 2024 budget

## 2025 – 2027 Operating Forecast

|   | Budget        |               |             | Forecast      |             |               |             |               |             |
|---|---------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
|   | 2023          | 2024          |             | 2025          |             | 2026          |             | 2027          |             |
|   | \$'000        | \$'000        | %           | \$'000        | %           | \$'000        | %           | \$'000        | %           |
| CVC Operating (General Levy)            | 9,840         | 10,061        | 2.2%        | 10,463        | 4.0%        | 10,917        | 4.3%        | 11,384        | 4.3%        |
| CVC Capital Projects (Special Levy)     | 16,842        | 17,716        | 5.2%        | 18,503        | 4.4%        | 19,254        | 4.1%        | 20,040        | 4.1%        |
| TRCA Operating (General Levy)           | 2,105         | 2,168         | 3.0%        | 2,222         | 2.5%        | 2,278         | 2.5%        | 2,335         | 2.5%        |
| TRCA Capital Projects (Special Levy)    | 18,049        | 18,530        | 2.7%        | 19,019        | 2.6%        | 19,508        | 2.6%        | 20,044        | 2.7%        |
| CH Operating (General Levy)             | 509           | 538           | 5.6%        | 558           | 3.6%        | 582           | 4.3%        | 598           | 2.8%        |
| CH Capital Projects (Special Levy)      | 18            | 7             | (62.4)%     | 12            | 73.8%       | 12            | 0.0%        | 21            | 82.1%       |
| <b>Total Expenditure</b>                | <b>47,364</b> | <b>49,019</b> | <b>3.5%</b> | <b>50,776</b> | <b>3.6%</b> | <b>52,550</b> | <b>3.5%</b> | <b>54,423</b> | <b>3.6%</b> |
| Utility Rate (Water/Wastewater) Funding | (16,028)      | (16,028)      | -           | (16,028)      | -           | (16,028)      | -           | (16,028)      | -           |
| <b>Net Tax Expenditure</b>              | <b>31,336</b> | <b>32,991</b> | <b>5.3%</b> | <b>34,747</b> | <b>5.3%</b> | <b>36,522</b> | <b>5.1%</b> | <b>38,395</b> | <b>5.1%</b> |

Note: May not add up due to rounding



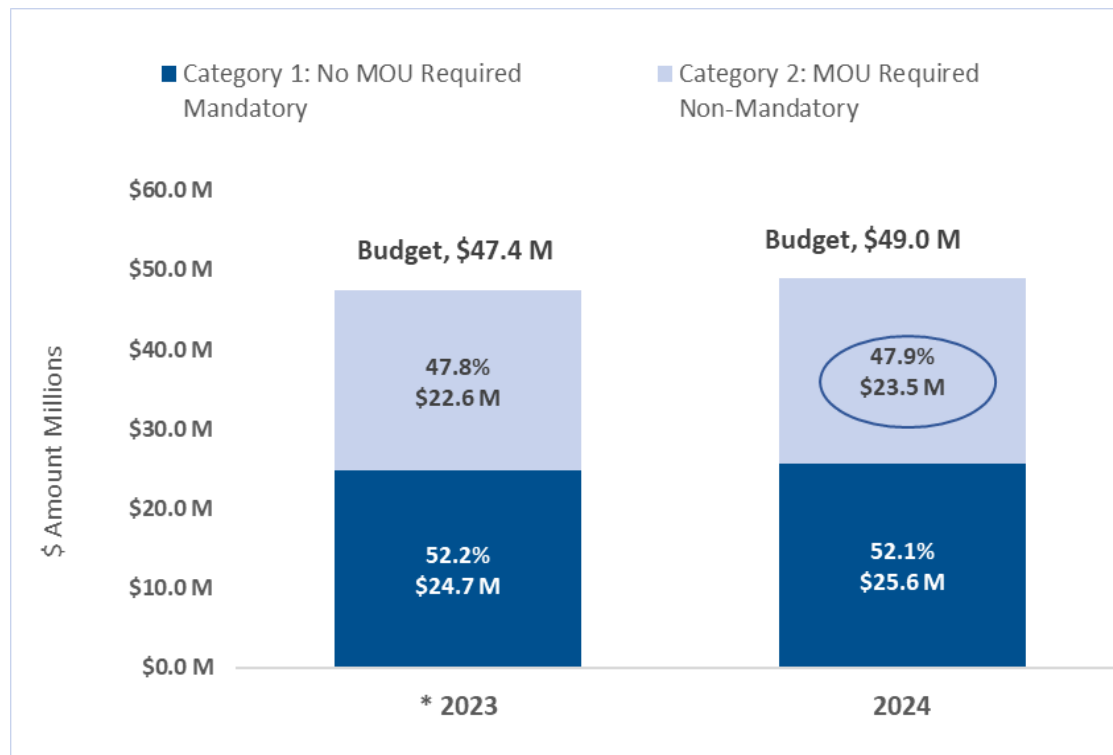
# Legislated Changes, effective January 1, 2024

New Regulations have been enacted under the *Conservation Authorities Act*. This marks the introduction of a new framework for the CA Budget processes going forward. Regulations require Peel’s P&S to be Categorized in accordance with descriptions found in the Regulations and cross referenced to appropriate sections of the *Conservation Authority Act*.

Effective January 1, 2024 new Ontario Regulations (686/21, 687/21, 404/22) require the CAs to identify their P&S to be classified into three categories as:

- **Category 1:** Mandatory P&S defined in Regulation (No agreement required)
- **Category 2:** Non-Mandatory/Municipally requested. Funding the P&S is discretionary and requires an MOU or agreement to be entered into between Region Of Peel and the CA
  - For Peel this means that in the 2024 proposed Budget, 48% (or \$23.5M) of the total \$49M Budget will require MOU/Agreements
- **Category 3:** Other P&S that the CA determines advisable (Agreement required), none were identified in the 2024 proposed Budget.

**CA 2024 Mandatory and Non-Mandatory Classifications**



\*The 2023 Approved Budget has been identified as Categories 1 & 2 for comparison purposes  
 Note: May not add up due to rounding

## Conservation Authority – Categories Effective January 1, 2024

| Conservation Authority – Categories<br>\$'000             | 2023<br>Approved<br>Budget | 2024<br>Proposed<br>Budget | \$<br>Change<br>over<br>2023 | %<br>Change<br>over<br>2023 |
|---|----------------------------|----------------------------|------------------------------|-----------------------------|
| CH Operating Levy: Category 1 Mandatory                   | \$487                      | \$516                      | \$29                         | 6.0%                        |
| CH Operating Levy: Category 2 Non-Mandatory               | \$22                       | \$22                       | (1)                          | (2.7%)                      |
| CH Capital Levy: Category 1 Mandatory                     | \$18                       | \$7                        | (11)                         | (62.4%)                     |
| CH Capital Levy: Category 2 Non-Mandatory                 | -                          | -                          | -                            | 0.0%                        |
| <b>Conservation Halton (CH)</b>                           | <b>\$527</b>               | <b>\$545</b>               | <b>\$18</b>                  | <b>3.3%</b>                 |
| TRCA Operating Levy: Category 1 Mandatory                 | \$2,105                    | \$2,168                    | \$63                         | 3.0%                        |
| TRCA Operating Levy: Category 2 Non-Mandatory             | -                          | -                          | -                            | -                           |
| TRCA Capital Levy: Category 1 Mandatory                   | \$7,123                    | \$7,493                    | \$370                        | 5.2%                        |
| TRCA Capital Levy: Category 2 Non-Mandatory               | \$10,927                   | \$11,037                   | \$110                        | 1.0%                        |
| <b>Toronto &amp; Region Conservation Authority (TRCA)</b> | <b>\$20,154</b>            | <b>\$20,698</b>            | <b>\$544</b>                 | <b>2.7%</b>                 |
| CVC Operating Levy: Category 1 Mandatory                  | \$7,958                    | \$8,117                    | \$160                        | 2.0%                        |
| CVC Operating Levy: Category 2 Non-Mandatory              | \$1,883                    | \$1,943                    | \$61                         | 3.2%                        |
| CVC Capital Levy: Category 1 Mandatory                    | \$6,759                    | \$7,390                    | \$632                        | 9.3%                        |
| CVC Capital Levy: Category 2 Non-Mandatory                | \$10,083                   | \$10,326                   | \$242                        | 2.4%                        |
| <b>Credit Valley Conservation (CVC)</b>                   | <b>\$26,682</b>            | <b>\$27,777</b>            | <b>\$1,094</b>               | <b>4.1%</b>                 |
| <b>Total CA Levy Increase</b>                             | <b>\$47,364</b>            | <b>\$49,019</b>            | <b>\$1,656</b>               | <b>3.5%</b>                 |
| <b>Utility Rate</b>                                       | <b>\$16,028</b>            | <b>\$16,028</b>            | -                            | <b>0.0%</b>                 |
| <b>Net Expenditure</b>                                    | <b>\$31,336</b>            | <b>\$32,991</b>            | <b>\$1,656</b>               | <b>5.3%</b>                 |

# Assessment Services

2024–2027 Business Plan  
and 2024 Budget

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# 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) | 2024   | 2025   | 2026   | 2027   |
|-------------------------|--------|--------|--------|--------|
| 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                              | 2022 Actuals | 2023 Approved Budget | 2024 Proposed Budget | \$ Change Over 2023 | % Change Over 2023 |
|--|--------------|----------------------|----------------------|---------------------|--------------------|
| 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>          |

## 2024 Operating Budget Pressures

| \$'000                                     | Total Expenditures | Total Revenue | Net Cost<br>2024 vs 2023 |           |
|--|--------------------|---------------|--------------------------|-----------|
| <b>2023 Revised Cost of Service</b>        | <b>19,683</b>      | <b>0</b>      | <b>19,683</b>            | <b>%</b>  |
| <b>Cost of Living/Inflation</b>            |                    |               |                          |           |
| None                                       | -                  | -             | -                        |           |
| <b>Other</b>                               |                    |               |                          |           |
| Other Services Contracted Out <sup>1</sup> | -                  | -             | -                        |           |
| <b>Base Budget Changes Subtotal</b>        | <b>-</b>           | <b>-</b>      | <b>-</b>                 |           |
| <b>Total 2024 Budget Change</b>            | <b>-</b>           | <b>-</b>      | <b>-</b>                 |           |
| <b>2024 Proposed Budget</b>                | <b>19,683</b>      | <b>19,683</b> | <b>0</b>                 | <b>0%</b> |

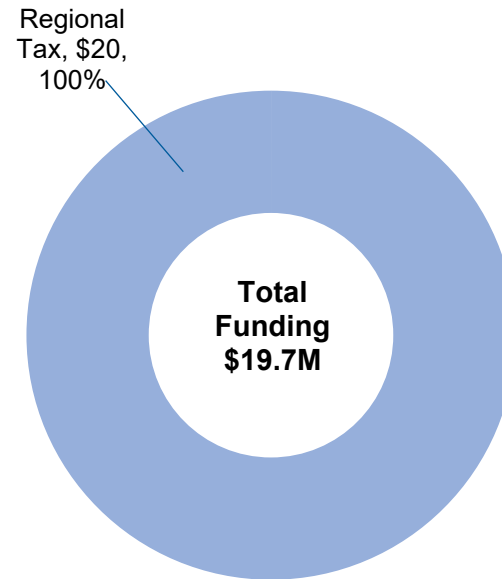
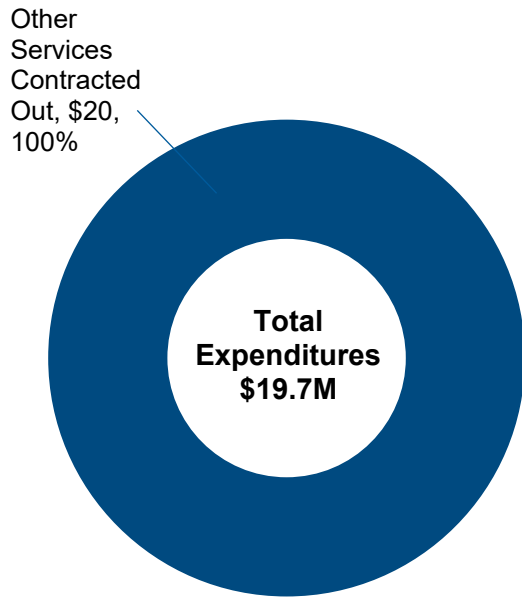
Note: May not add up due to rounding

### 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

## 2024 Total Expenditures & Funding Source (In \$M)



## 2024 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.



## 2025 - 2027 Operating Forecast

|                          | Budget |        |      | Forecast |      |        |      |        |      |
|--------------------------|--------|--------|------|----------|------|--------|------|--------|------|
|                          | 2023   | 2024   |      | 2025     |      | 2026   |      | 2027   |      |
|                          | \$'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 of Terms

2024–2027 Business Plan  
and 2024 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 un-planned 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.   |

| Term                               | Definition  |
|------------------------------------|---|
| 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. |
| Warranty Period                    | The period where a project remains open to ensure all services and conditions of the vendor contract have been met.                       |