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DATE: December 1, 2005

SUBJECT: **2006 REGIONAL CURRENT BUDGET**

FROM: Dan Labrecque, Treasurer and Commissioner of Finance

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### **RECOMMENDATION**

That the 2006 Current Budget be approved at a total value of \$1,189,796,679 as set out in Appendix I of the report of the Treasurer and Commissioner of Finance, dated December 1, 2005 and titled "2006 Regional Current Budget";

And further, that the appropriate by-law be brought forward in order to apportion the \$642,322,190 net levy funding required;

And further, that the Treasurer and Commissioner of Finance be authorized to carry out any necessary technical adjustments and present the necessary levy by-law to Council;

### **REPORT HIGHLIGHTS**

- Tax rate increase of 4.1 per cent is proposed for 2006 Police and Regional programs
- Average utility rate increase of 4.7 per cent is proposed for utility rate supported programs

### **DISCUSSION**

#### **1. 2006 Business Planning Process**

During 2005 the process began for developing the 2006 Budget. This process was based upon the updated Strategic Plan which Council adopted in May 2004 and continued with the updating of the Service Strategy Business Plans. In June 2005, Council approved a report establishing service reviews for the directly controlled regional programs.

On October 27, 2005 Regional Council began service reviews of all the directly controlled regional programs. As the service reviews were presented, Council approved motions on a program by program basis. The motions up to and including November 17, 2005 have been incorporated into the 2006 Current Budget presented in this report. In total \$2.1 million in service adjustments have been recognized to-date in the development of the budget recommendation.

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**Table 1 lists the major steps in the 2006 Business Planning Process**

1	Strategic Plan	May 2004
2	Service Strategy Business Plans	Mar-Apr 2005
3	EMT Budget Pressures Workshop	May
4	Service Review Process	May
5	Council Report - Budget Pressures	Jun
6	Development of program budgets/service options	Jun - Sep
7	CAO/Treasurer Reviews	Sep - Oct
8	Council Service Reviews	Oct - Dec
9	Staff incorporate service review direction	Oct - Dec
10	Executive Summary Presentation	Dec
11	<b>Council Budget Review</b>	<b>Dec - Jan 2006</b>

In late 2004, the 2006 Budget Pressures were estimated to be in the 4.0 to 6.0 per cent range with an assumption of 3.2 per cent assessment growth. In Spring 2005, we revised the estimated 2006 budget pressure to the 6.0 to 8.0 per cent range. The change in forecast at that time was primarily due to increased housing pressures expected from the new Social Housing Formula based on revised industry benchmarks, continued shortfalls in provincial funding, increased OMERS contributions, and continued soft downloading, most notably GTA Pooling estimates. Through internal reviews and implementation of efficiencies, staff was able to bring forward to the Service Review exercise a forecasted 2006 tax increase in the 5.6 per cent range.

Based on direction received from council to-date through the service review process, we have been able to reduce the tax rate impact by a further 1.5 per cent to a level of 4.1 per cent.

### 2. Budget Overview

The 2006 Proposed Current Budget totals almost \$1.2 billion. The total Property Tax Supported Budget is \$1,008.2 million and \$642.3 million in regards to the net Regional levy. This represents a \$46.4 million or 7.8 per cent increase over the revised 2005 net levy of \$595.9 million. Forty-five per cent, or \$20.9 million, of the increase is funded by a 3.5 per cent growth in the property assessment base. The balance of the budget increase, or \$25.5 million, translates into a 4.1 per cent proposed tax increase. This increase translates into a \$58 annual property tax increase to \$1,466 for an average single family home assessed at \$292,500, distributed as follows:

Police Services	1.2 per cent	\$17 per household
Other Regional Programs	2.9 per cent	\$41 per household

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Included in the 4.1 per cent proposed tax increase is the following service level enhancements:

Police:

- 30 additional front line officers;
- 9 Intelligence officers to investigate gangs and organized crime (grant funding requested);
- 8 civilian court package processors (final phase-in) which will result in an immediate increase of 11,260 additional front-line policing hours;
- 8 review office civilianization positions (final phase-in) which will provide an immediate increase of 14,144 additional front-line policing hours; and,
- 15 cadets representing the initial re-instatement of the cadet program.

Other Regional Programs:

- Second year implementation of three-year service improvement plan in Public Health; and,
- 860 new subsidized childcare spaces

### 3. Pressures by Program

The following is an outline of the key budget pressures behind the year-over-year changes to the net budget in each of the program areas:

#### Regional Controlled Tax Supported Programs:

**Roads** is up by \$2.3 million or 7.6 per cent primarily due to the increasing cost of road operations and maintenance. The increase in operations and maintenance costs are the result of higher contractor and materials costs as well as an increase in the number of winter events based on recent experience. The balance of the increase is due to normal salary and benefit increases for existing staff and increased traffic safety and study costs.

**Waste Management** is up by \$3.7 million or 5.8 per cent due to growth of tonnage, increase cost of materials and contracts as well as the normal salary and benefit increases for existing staff. Part of the increased expenditures are offset by additional revenue.

**Long Term Care** is up \$2.1 million or 11.1 per cent due to wage and benefit increases for existing staff. Draws from working fund reserves of \$3.9 million have been used to offset the cost of the Sheridan Villa Redevelopment projects (\$2.8 million) and the continued suspension of the preferred rate fees previously approved by Council (\$1.1 million).

**TransHelp** is up \$0.2 million or 2.3 per cent due to inflationary increases in operating costs including normal salary and benefit increases for existing staff, rising fuel, utility and insurance costs. An increase in the provincial gas tax rebate is being used to fund the addition of a medical social worker and part-time vehicle maintenance worker.

**Children's Services** is up \$0.5 million or 5.0 per cent due to an increase in the overall cost of providing child care services primarily consisting of normal salary and benefit increases. The Best Start program costs are 100 per cent funded by the province and therefore have no net budget impact on the Region.

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**Public Health** is maintained at a constant net levy level. An increase in the Provincial Public Health funding from 55 per cent to 65 per cent in 2006 has enabled staff to maintain the net budget at the same level for the third year, per their approved multi-year service improvement plan.

**Social Housing** is up \$5.8 million or 8.7 per cent mainly due to an increase in housing provider subsidies due to the New Social Housing Formula which is based on revised industry benchmarks plus the annualization of the costs of operating Peel Youth Village and Angela's Place. These two pressures have been partially offset by a reduction in the contribution to the Housing Capital Reserve.

**Heritage** is up \$0.1 million or 6.8 per cent primarily due to salary and benefit increases for existing staff.

**Ambulance and Emergency Programs** is up \$0.8 million or 3.2 per cent due to normal salary and benefit increases for existing staff and other inflationary pressures.

**Ontario Works** is up \$1.7 million or 3.7 per cent mainly due to an increase in caseload from 8,800 to 9,300 and normal inflationary costs.

**Non Program's** net revenue is down \$8.6 million or 51.6 per cent. This is primarily due to the \$4.0 million increase in reserve contributions required to fund the capital program as discussed in the companion report regarding the capital budget, a \$2.0 million reduction in reserve withdrawals related to waste and social services required to continue the orderly phase-in of previous tax rate management initiatives of Council, and a \$2.6 million reduction in supplementary tax revenue. More details on non program are included in a companion report entitled "2006 Property Tax Supported Operating Budget Estimates - Special Purpose Bodies and Non-Program".

**Internal Support** is up \$0.3 million or 1.3 per cent primarily due to the normal increase in salary and benefits for existing staff.

### Special Purpose Bodies:

Special Purpose Bodies are programs that are not under the direct control of the Region of Peel. These organizations consist of Boards, Authorities and Provincial Programs.

**Peel Regional Police** is up \$14.8 million or 7.0 per cent due to the impact of collective agreements (\$6.9 million), service delivery (\$6.8 million) and OMERS rate increase (\$1.1 million). An additional \$2.1 million in identified funding efficiencies was reinvested in enhanced policing services.

**Ontario Provincial Police** is up \$0.2 million or 2.9 per cent primarily due to wage and benefit pressures combined with the inflationary pressures associated with fuel and utilities. At the time of preparation of this report the budget process between the O.P.P. and the Town of Caledon has not concluded. It is anticipated that any variance from the estimate can be managed with the use of stabilization reserves.

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### **Other Special Purpose Bodies:**

The total 2006 Budget pressure for Special Purpose Bodies excluding Police is \$5.3 million and includes \$1.2 million for the Ontario Disability Support Program, \$2.9 million for Greater Toronto Area Pooling, \$0.2 million for Conservation Authorities and \$1.0 million for Assessment Services.

More detailed information regarding the non-police Special Purpose Bodies is elaborated in a companion report entitled "2006 Property Tax Supported Operating Budget Estimates - Special Purpose Bodies and Non-Program." On December 15, 2005 presentations are scheduled to provide Council with further information regarding police and conservation programs.

### **Utility Rate Support Programs:**

The Utility Rate Support Programs include Water and Wastewater.

**Water** has increased by \$8.4 million or 10 per cent due to growth, contract cost increases and increased reserve contributions required to support the capital program. The Ontario Clean Water Agency (OCWA) Contract Agreement increase is due to frontline and management staff for the membrane filtration plant and standby power generators and associated maintenance and asset management. The growth cost relates to new facilities becoming fully operational in 2006.

**Wastewater** has increase by \$5 million or 6.1 per cent as a result of increased hydro costs for new dewatering technology and provincially mandated ammonia removal, long term odour reduction strategies and a change in the disinfection process, partially offset by a reduction in reserve contributions.

The impact on rates in order to manage pressures and strategies of the 2006 Budget are included in a companion report from Mitch Zamojc, Commissioner of Public Works and Dan Labrecque, Treasurer and Commissioner of Finance, titled "Amendment of Water, Wastewater and Waste Management System Fees and Charges".

For more detailed information, please refer to:

#### **Appendix I - 2006 Current Budget Summary by Program**

This appendix provides a one-page summary of the 2006 Current Budget by program highlighting the year-over-year changes in both dollars and per cent.

#### **Appendix II - 2006 Current Budget Analysis**

This appendix consists of one-page for each program and provides additional analysis of the 2006 Current Budget looking at the program budgets from both an account and activity perspective.

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## 2006 REGIONAL CURRENT BUDGET

### 4. Staffing Changes

Included in the 2006 Budget is a net increase in Fulltime Equivalents (FTEs) of 228.0 or 4 per cent. The major FTE changes are set out below:

	Total Changes	Funded by Subsidy	Funded by Utility Rate	Funded by Capital	Funded by Tax
Police	90.0	-	-	-	90.0
Public Works	30.0	-	5.5	14.0	10.5
Public Health	79.0	79.0	-	-	-
Long Term Care	(31.0)	(31.0)	-	-	-
Children's Services	37.5	37.5	-	-	-
Ontario Works	12.0	12.0	-	-	-
Internal Support	6.0	-	-	-	6.0
Transhelp	2.5	-	-	-	2.5
Housing	2.0	2.0	-	-	-
Total	228.0	99.5	5.5	14.0	109.0

These FTEs are primarily required to implement the service level enhancements outlined earlier in the report. The reduction in Long Term Care is due to the redevelopment within Sheridan Villa.

### Appendix III - 2006 FTE Summary

This appendix provides a one-page summary of the 2006 proposed changes to FTEs categorized by program.

### 5. Tax Rate Management Initiatives

In developing the 2006 budget, consistent with past years, a strategic approach was taken that focused on dealing with the increased cost of service necessary to meet the needs of the community while at the same time proposing a fiscally responsible overall tax increase.

In order to strike this balance, the following tax rate management initiatives valued at \$14.6 million were applied:

- a) Based upon a review of the working funds, \$3.9 million of interest was identified and transferred to other reserves to assist with the transitional pressure in Long Term Care. These funds consisted of \$2.8 million for the Sheridan Villa Redevelopment and \$1.1 million for the continuation of the elimination of preferred rates in the Long Term Care facilities.
- b) Draws from reserves in the amount of \$8.8 million to phase-in previous Council decisions in Ontario Works and Waste.
- c) The cost of additional police officers has been phased equally over two years for a savings of \$1.9 million in 2006.

These tax rate management actions offset approximately 2.4 per cent of tax rate increase this year, however, they will be phased out over the next few years.

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### 6. Level of Risk Assumed in Budget

Budget preparation requires assumptions to be made based on best available information. We believe the proposed budget includes an appropriate level of risk but we also want to make Council aware of the following items.

**Energy Costs** – We have incorporated an increase in energy rates within the 2006 budget. However the energy market continues to be in a state of upheaval and the overall impact is therefore difficult to predict.

**Housing Benchmarks** - The budget assumes that there will be no appeal of new housing benchmarks from Housing providers.

**Police** - The 2006 budget does not include any allocation of grant revenue under the Safer Communities - 1,000 Officers Partnerships Grant Program. Police staff intend to report back once they have received notification from the Province of Ontario.

### 7. Service Options

All service options put forth in an effort to assist the management of the tax and utility rate impacts are included in the program level presentations brought to Council between October 27 and December 1, 2005.

As noted earlier, service options, valued at \$2.1 million adopted by Council up to and including November 17, 2005 have been incorporated into the 2006 Current Budget figures. Service Options adopted after this date will be added as an addendum to this report.

### 8. Forecast for 2007 and 2008:

In addition to looking at the impact on 2006, staff has forecast the tax increase for 2007 and 2008. The preliminary forecast for both years is in the 5 to 6 per cent range. The Police portion of this increase is expected to be 1.8 per cent in 2007 and 1.6 per cent in 2008. The forecast for the Region is more difficult to predict due to the impact of continued soft downloading.

## FINANCIAL IMPLICATIONS

The proposed budgeted levy requirement of \$642.3 million represents a \$46.4 million increase over the 2005 net levy requirement

	2006 Proposed Levy	2005 Revised Levy	2006 Levy Increase
Police	\$233.9	\$219.0	\$14.9
Rest of Peel	\$408.4	\$376.9	\$31.5
Total	\$642.3	\$595.9	\$46.4

As a result of assessment growth of 3.5 per cent, the Region will realize revenue growth of \$20.9 million in fiscal 2006. After factoring the impact of assessment growth the net impact of the proposed business plan is \$25.5 million. This represents an increase of 4.1 per cent or \$58 for the average household - \$17 for policing and \$41 for all other services.

The proposed utility rate supported budget reflects a total expenditure of \$181.6 million for an increase of 8.1 per cent over 2005.

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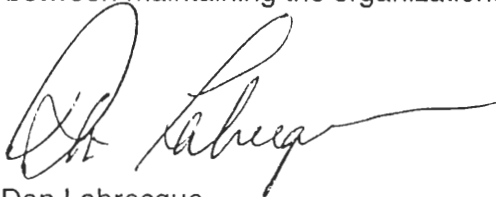
We are proposing subject to public consultation, an increase of 5.4 per cent in water and 4.0 per cent in wastewater rates be implemented on all bills rendered on or after April 1, 2006. This increase will ensure that sufficient funds are collected to cover the cost of the systems. The impact of the rate increase on the average residential consumer will be approximately \$15 and on the average small business \$32.

The new rates for water and wastewater will be \$4.9930 per ten cubic meters and \$5.590 per ten cubic meters respectively.

Both tax and utility rate proposals are within estimates previously provided to Council as part of the 2005 Budget process.

### CONCLUSION

The proposed 2006 operating budget for the Region of Peel represents an appropriate balance between maintaining the organizations fiscal strengths while minimizing the impact on our tax payers.



Dan Labrecque  
Treasurer and Commissioner of Finance

Approved for Submission:



D. Szwarc, Acting Chief Administrative Officer

Authored By: J. Darnley

c. Legislative Services

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## 2006 Budget Summary By Program (\$'000)

	Budget 2006			Budget 2005	Change from 2005		
	Total Expenditure	Revenues Grants	Other	Net Expenditure	Net Expenditure	\$	%
<b>PROPERTY TAX SUPPORTED</b>							
Roads	34,228	-	1,142	33,087	30,763	2,323	7.6
Waste Management	92,139	-	24,597	67,542	63,818	3,725	5.8
TransHelp	8,828	492	910	7,425	7,256	169	2.3
Children's Services	70,644	56,960	2,460	11,224	10,694	530	5.0
Public Health	61,172	42,191	731	18,250	18,250	-	0.0
Long Term Care	60,357	24,592	14,459	21,307	19,178	2,129	11.1
Housing Policy and Program	102,595	28,678	936	72,981	67,161	5,820	8.7
Heritage	1,379	51	130	1,197	1,121	76	6.8
Regional Planning	3,231	-	208	3,023	3,023	-	0.0
Ambulance and Emergency Programs	36,316	9,985	257	26,075	25,273	801	3.2
Non Program/Internal Support	40,691	-	48,790	(8,098)	(17,016)	8,917	(52.4)
<b>Region Directly Controlled Programs</b>	<b>511,580</b>	<b>162,950</b>	<b>94,619</b>	<b>254,012</b>	<b>229,521</b>	<b>24,491</b>	<b>10.7</b>
Ontario Works	130,910	83,600	750	46,560	44,899	1,661	3.7
<b>Region Controlled Programs</b>	<b>642,491</b>	<b>246,550</b>	<b>95,368</b>	<b>300,572</b>	<b>274,419</b>	<b>26,152</b>	<b>9.5</b>
Peel Regional Police	249,377	-	22,954	226,423	211,641	14,782	7.0
Ontario Provincial Police	7,714	-	190	7,524	7,311	213	2.9
<b>Total Policing</b>	<b>257,092</b>	<b>-</b>	<b>23,144</b>	<b>233,948</b>	<b>218,952</b>	<b>14,995</b>	<b>6.8</b>
Conservation Authorities	2,703	-	-	2,703	2,501	202	8.1
Assessment Services	13,906	-	-	13,906	12,934	972	7.5
GO Transit	-	-	-	-	-	-	-
<b>Region Financed External Organizations</b>	<b>273,701</b>	<b>-</b>	<b>23,144</b>	<b>250,557</b>	<b>234,387</b>	<b>16,169</b>	<b>6.9</b>
Ontario Disability Support Payment	28,993	-	-	28,993	27,778	1,215	4.4
Community Care Access Centre	1,000	800	-	200	200	-	0.0
Greater Toronto Area Pooling	62,001	-	-	62,001	59,115	2,885	4.9
<b>Total Property Tax Supported</b>	<b>1,008,185</b>	<b>247,350</b>	<b>118,513</b>	<b>642,322</b>	<b>595,900</b>	<b>46,422</b>	<b>7.8</b>
<b>UTILITY RATE SUPPORTED</b>							
Water	93,666	-	1,166	92,500	84,100	8,400	10.0
Wastewater	87,946	-	746	87,200	82,197	5,003	6.1
<b>Total Utility Rate Supported</b>	<b>181,612</b>	<b>-</b>	<b>1,912</b>	<b>179,700</b>	<b>166,297</b>	<b>13,403</b>	<b>8.1</b>
<b>TOTAL REGION</b>	<b>1,189,797</b>	<b>247,350</b>	<b>120,424</b>	<b>822,022</b>	<b>762,197</b>	<b>59,825</b>	<b>7.8</b>

## **APPENDIX II**

# **CURRENT BUDGET ANALYSIS BY PROGRAM**

**APPENDIX II**

**ROADS  
2006 CURRENT BUDGET**

2006 Current Budget Analysis

**1. Activity Analysis**

	<u>Budgeted Total Cost</u>	
	2006	Change 2005
Program Support	3,841,125	1,128,839
Winter Maintenance	7,243,963	386,920
Drainage Maintenance	1,077,561	50,919
Roadside Maintenance	1,759,141	217,719
Shoulder Maintenance	582,737	(31,413)
Surface Maintenance	1,273,038	(76,214)
Traffic Safety	4,414,831	381,254
Traffic Studies	<u>796,169</u>	<u>294,522</u>
Roads Operations and Traffic	20,988,565	2,352,546
Capital Financing	<u>13,239,600</u>	<u>(750,000)</u>
Total Program Cost	<u>\$ 34,228,165</u>	<u>\$ 1,602,546</u>

**3. Budgeted Total Cost/Unit**

	<u>Budgeted Total Cost/Unit</u>	
	2006	Change 2005
	2,510.54	755.02
	4,734.62	296.40
	704.29	39.80
	1,149.77	152.09
	380.87	(16.64)
	832.05	(41.25)
	2,885.51	274.78
	<u>520.37</u>	<u>195.68</u>
	13,718.02	1,655.88
	<u>8,653.33</u>	<u>(401.43)</u>
	<u>\$ 22,371.35</u>	<u>\$ 1,254.45</u>

**2. Account Analysis**

	<u>Budgeted Total &amp; Net Cost</u>	
	2006	Change 2005
Goods & Services	15,826,203	1,690,818
Salaries & Wages	4,862,362	565,728
Reserve Contributions	<u>13,539,600</u>	<u>(654,000)</u>
Total Program Cost	34,228,165	1,602,546
Contribution from Reserves	300,000	(750,000)
Fees, Charges & Other	<u>841,501</u>	<u>29,341</u>
Net Program Cost	<u>\$ 33,086,664</u>	<u>\$ 2,323,205</u>

<u>Budgeted Units of Service Single Lane Kilometres</u>	
2006	Change 2005
<u>1,530</u>	<u>(15)</u>

**WASTE MANAGEMENT  
2006 CURRENT BUDGET**

**2006 Current Budget Analysis**

**1. Activity Analysis**

	Budgeted Total Cost	
	2006	Change 2005
Waste Disposal	30,485,272	1,948,489
Waste Collection	38,730,331	4,397,765
CRC's and Depots	8,296,585	1,069,798
Waste Processing	14,746,951	6,169,778
Program Support	(119,689)	(982,689)
<b>Total Program Cost</b>	<b>\$ 92,139,450</b>	<b>\$ 12,603,141</b>

**3.**

Budgeted Total Cost/Unit	
2006	Change 2005
63.93	2.49
81.22	7.30
17.40	1.84
30.93	12.46
(0.25)	(2.11)
<b>\$ 193.23</b>	<b>\$ 21.98</b>

**2. Account Analysis**

	Budgeted Total & Net Cost	
	2006	Change 2005
Goods & Services	81,588,038	10,500,950
Salaries & Wages	9,938,475	2,414,791
Grant Payments	-	(312,600)
Capital Financing	612,937	-
<b>Total Program Cost</b>	<b>92,139,450</b>	<b>12,603,141</b>
Fees, Charges & Other	24,597,036	9,741,603
Contribution from Reserves	-	(863,000)
<b>Net Program Cost</b>	<b>\$ 67,542,414</b>	<b>\$ 3,724,538</b>

Budgeted Units of Service Total Managed Waste (tonnes)	
2006	Change 2005
476,841	12,363

APPENDIX II

TRANSHELP  
2006 CURRENT BUDGET

2006 Current Budget Analysis

1. Activity Analysis	Budgeted Total Cost		3.	Budgeted Total Cost/Unit	
	2006	Change 2005		2006	Change 2005
Admin Support and Building	2,749,309	532,861		11.70	2.27
Operations	6,078,285	(60,520)		25.87	(0.25)
Total Program Cost	<u>\$ 8,827,594</u>	<u>\$ 472,341</u>		<u>\$ 37.57</u>	<u>\$ 2.02</u>
2. Account Analysis	Budgeted Total & Net Cost			Budgeted Units of Service	
	2006	Change 2005		2006	Change 2005
Goods & Services	4,164,928	81,247	Bus Trips	130,960	-
Salaries & Wages	3,840,210	239,569	Taxi Trips	68,040	-
Capital Financing	<u>822,456</u>	<u>151,525</u>	Red Cross	<u>36,000</u>	-
Total Program Cost	8,827,594	472,341	Total Trips	<u>235,000</u>	-
Fees, Charges & Other	910,206	151,525			
Subsidies	<u>492,456</u>	<u>151,525</u>			
Net Program Cost	<u>\$ 7,424,932</u>	<u>\$ 169,291</u>			

**CHILDREN'S SERVICES  
2006 CURRENT BUDGET**

**2006 Current Budget Analysis**

1. Activity Analysis	Budgeted Total Cost		3.	Budgeted Total Cost/Unit	
		Change			Change
	2006	2005		2006	2005
Administration	6,911,662	1,794,823		19.41	4.71
Provincial Transfer	21,608,958	12,775,357		60.70	35.32
Special Needs	4,770,711	1,167,891		13.40	3.05
Early Years Fund	452,004	(7,245)		1.27	(0.05)
Early Literacy	290,080	(1,947)		0.81	(0.02)
Directly Operated Ctrs.	12,700,577	1,848,907		35.68	4.49
Purchase of Service	<u>23,910,378</u>	<u>6,746,597</u>		<u>67.16</u>	<u>17.84</u>
Total Program Cost	<u>\$ 70,644,370</u>	<u>\$ 24,324,383</u>		<u>198.44</u>	<u>65.34</u>
2. Account Analysis	Budgeted Total & Net Cost			Budgeted Units of Service	
		Change			Change
	2006	2005		2006	2005
Goods & Services	30,794,235	7,502,151	Brampton	124,000	4,000
Salaries & Wages	15,940,805	3,082,561	Caledon	19,000	1,000
Capital Financing	636,000	(139,000)	Mississauga	<u>213,000</u>	<u>3,000</u>
Grant Payments	<u>23,273,330</u>	<u>13,878,671</u>	Total Households	<u>356,000</u>	<u>8,000</u>
Total Program Cost	70,644,370	24,324,383			
Fees, Charges & Other	2,460,000	(148,798)			
Subsidies	<u>56,960,230</u>	<u>23,942,972</u>			
Net Program Cost	<u>\$ 11,224,140</u>	<u>\$ 530,209</u>			

**PUBLIC HEALTH  
2006 CURRENT BUDGET**

**2006 Current Budget Analysis**

**1. Activity Analysis**

	Budgeted Total Cost	
	Change	
	2006	2005
Health Admin	-	204
Environmental Health	9,753,491	1,001,750
Communicable Diseases	15,112,340	2,217,363
Family Health	17,277,036	3,121,468
Chronic Dis & Inj Prevention	19,028,784	4,500,809
Total Program Cost	<u>\$ 61,171,651</u>	<u>\$ 10,841,594</u>

**3.**

	Budgeted Total Cost/Unit	
	Change	
	2006	2005
	-	-
	8.69	0.75
	13.46	1.76
	15.38	2.53
	16.94	3.76
	<u>\$ 54.47</u>	<u>\$ 8.80</u>

**2. Account Analysis**

	Budgeted Total & Net Cost	
	Change	
	2006	2005
Goods & Services	17,483,829	3,951,330
Salaries & Wages	43,429,460	6,892,102
Capital Financing	258,362	(1,838)
Total Program Cost	61,171,651	10,841,594
Fees, Charges & Other	731,000	(497,617)
Subsidies	42,191,043	11,339,211
Net Program Cost	<u>\$ 18,249,608</u>	<u>\$ -</u>

	Budgeted Units of Service	
	Change	
	2006	2005
Brampton	407,000	13,000
Caledon	58,000	2,000
Mississauga	658,000	6,000
Total Population	<u>1,123,000</u>	<u>21,000</u>

LONG TERM CARE  
2006 CURRENT BUDGET

2006 Current Budget Analysis

1. Activity Analysis

	Budgeted Total Cost	
	2006	Change 2005
<b>LTC Facility Operation</b>		
Peel Manor	13,360,215	1,070,118
Sheridan Villa	12,929,402	(1,489,107)
Davis Centre	4,977,521	215,060
Malton Village	11,578,673	645,546
Tall Pines	11,633,739	645,519
Operations Total	54,479,550	1,087,136
Financial Costs	4,372,948	(996,032)
Total LTC Program	58,852,498	91,104
Community Programs	1,504,566	16,384
Total Program Cost	<u>\$ 60,357,064</u>	<u>\$ 107,488</u>

3.

	Budgeted Total Cost/Unit	
	2006	Change 2005
Peel Manor	213.19	17.08
Sheridan Villa	330.40	101.24
Davis Centre	219.67	9.49
Malton Village	204.40	(278.11)
Tall Pines	205.37	(279.57)
Operations Total	229.14	25.00
Financial Costs	18.39	(2.14)
Total LTC Program	247.54	22.86

2. Account Analysis

	Budgeted Total & Net Cost	
	2006	Change 2005
Goods & Services	10,787,235	42,350
Salaries & Wages	45,014,541	802,280
Capital Financing	4,555,288	(737,142)
Total Program Cost	60,357,064	107,488
Fees, Charges & Other	14,458,585	(1,767,909)
Subsidies	24,591,666	(253,428)
Net Program Cost	<u>\$ 21,306,813</u>	<u>\$ 2,128,825</u>

	Budgeted Units of Service Number of Resident Days	
	2006	Change 2005
Peel Manor	62,667	-
Sheridan Villa	39,132	(23,785)
Davis Centre	22,659	-
Malton Village	56,648	-
Tall Pines	56,648	-
Total Days	<u>237,754</u>	<u>(23,785)</u>

**HOUSING POLICY AND PROGRAMS  
2006 CURRENT BUDGET**

**2006 Current Budget Analysis**

**1. Activity Analysis**

	Budgeted Total Cost	
	2006	Change 2005
Policy and Program	6,344,320	1,597,780
Office of the Commissioner	1,009,718	99,174
Housing Finance	2,214,043	933,840
Social Housing Funding		
& Payments	<u>93,026,665</u>	<u>4,611,858</u>
Total Program Cost	<u>\$ 102,594,746</u>	<u>\$ 7,242,652</u>

**3.**

	Budgeted Total Cost/Unit	
	2006	Change 2005
	17.82	4.18
	2.84	0.22
	6.22	2.54
	<u>261.31</u>	<u>7.24</u>
	<u>\$ 288.19</u>	<u>\$ 14.18</u>

**2. Account Analysis**

	Budgeted Total & Net Cost	
	2006	Change 2005
Goods & Services	4,948,027	1,742,707
Salaries & Wages	5,755,629	873,887
Reserve Contribution	9,480,700	-
Grant Payments	<u>82,410,390</u>	<u>4,626,058</u>
Total Program Cost	102,594,746	7,242,652
Federal Funding	24,225,569	813,224
Provincial Funding	4,452,784	37,977
Fees, Charges & Other	<u>935,592</u>	<u>571,583</u>
Net Program Cost	<u>\$ 72,980,801</u>	<u>\$ 5,819,868</u>

	Budgeted Units of Service	
	2006	Change 2005
Brampton	124,000	4,000
Caledon	19,000	1,000
Mississauga	<u>213,000</u>	<u>3,000</u>
Total Households	<u>356,000</u>	<u>8,000</u>

**HERITAGE  
2006 CURRENT BUDGET**

**2006 Current Budget Analysis**

**1. Activity Analysis**

	Budgeted Total Cost	
	2006	Change 2005
Heritage Admin.	275,786	21,889
Archives	293,518	21,528
Art Gallery	400,755	35,927
Museum	302,073	15,160
Heritage Properties	106,621	(4,492)
<b>Total Program Cost</b>	<b>\$ 1,378,753</b>	<b>\$ 90,012</b>

**3.**

	Budgeted Total Cost/Unit	
	2006	Change 2005
	0.77	0.04
	0.82	0.04
	1.13	0.08
	0.85	0.03
	0.30	(0.02)
<b>Total Program Cost</b>	<b>\$ 3.87</b>	<b>\$ 0.17</b>

**2. Account Analysis**

	Budgeted Total & Net Cost	
	2006	Change 2005
Goods & Services	453,955	(2,918)
Salaries & Wages	672,446	104,742
Capital Financing	252,352	(11,812)
<b>Total Program Cost</b>	<b>1,378,753</b>	<b>90,012</b>
Fees, Charges & Other	130,121	(1,349)
Subsidies	51,359	15,000
<b>Net Program Cost</b>	<b>\$ 1,197,273</b>	<b>\$ 76,361</b>

	Budgeted Units of Service	
	2006	Change 2005
Brampton	124,000	4,000
Caledon	19,000	1,000
Mississauga	213,000	3,000
<b>Total Households</b>	<b>356,000</b>	<b>8,000</b>

**REGIONAL PLANNING  
2006 CURRENT BUDGET**

**2006 Current Budget Analysis**

**1. Activity Analysis**

	Budgeted Total Cost	
	2006	Change 2005
Administration	231,005	52,514
Planning, Policy and Research	1,457,708	(60,561)
Greenlands Securement	71,000	71,000
Devlp. Planning Services	875,194	74,275
Transportation Planning	596,421	(36,228)
<b>Total Program Cost</b>	<b>\$ 3,231,328</b>	<b>\$ 101,000</b>

**3.**

	Budgeted Total Cost/Unit	
	2006	Change 2005
	0.65	0.14
	4.09	(0.27)
	0.20	0.20
	2.46	0.16
	1.68	(0.14)
<b>Total</b>	<b>\$ 9.08</b>	<b>\$ 0.09</b>

**2. Account Analysis**

	Budgeted Total & Net Cost	
	2006	Change 2005
Goods & Services	(729,476)	(121,476)
Salaries & Wages	3,726,204	222,476
Capital Financing	234,600	-
<b>Total Program Cost</b>	<b>3,231,328</b>	<b>101,000</b>
Contribution from Reserves	71,000	71,000
Fees, Charges & Other	137,100	30,000
<b>Net Program Cost</b>	<b>\$ 3,023,228</b>	<b>\$ -</b>

**Budgeted Units of Service  
Total Households**

	Budgeted Units of Service Total Households	
	2006	Change 2005
Brampton	124,000	4,000
Caledon	19,000	1,000
Mississauga	213,000	3,000
<b>Total Households</b>	<b>356,000</b>	<b>8,000</b>

AMBULANCE AND EMERGENCY PROGRAMS  
2006 CURRENT BUDGET

2006 Current Budget Analysis

1. Activity Analysis

	Budgeted Total Cost	
	2006	Change 2005
<b><u>Ambulance</u></b>		
Operations	34,367,679	(425,249)
<b><u>Emergency</u></b>		
Fire Co-ordination	6,037	63
Emergency Management Program	317,030	(2,413)
9-1-1 Emerg. Number Service	<u>1,625,553</u>	<u>34,293</u>
Total Program Cost	<u>\$36,316,299</u>	<u>\$ (393,306)</u>

3.

	Budgeted Total Cost/Unit	
	2006	Change 2005
Operations	150.88	(9.45)
Fire Co-ordination	N/A	N/A
Emergency Management Program	N/A	N/A
9-1-1 Emerg. Number Service	4.58	(0.13)

2. Account Analysis

	Budgeted Total & Net Cost	
	2006	Change 2005
Goods & Services	8,085,380	(786,962)
Salaries & Wages	27,236,419	1,143,656
Capital Financing	<u>994,500</u>	<u>(750,000)</u>
Total Program Cost	36,316,299	(393,306)
Subsidies	9,984,700	-
Fees, Charges & Other	<u>257,000</u>	<u>(1,194,768)</u>
Net Program Cost	<u>\$26,074,599</u>	<u>\$ 801,462</u>

Amb. Service Hours  
9-1-1 Calls

	Budgeted Units of Service	
	2006	Change 2005
Amb. Service Hours	227,761	10,761
9-1-1 Calls	355,000	17,000

**NON-PROGRAM  
2006 CURRENT BUDGET**

**2006 Current Budget Analysis**

**1. Activity Analysis**

	<u>Budgeted Net Cost</u>	
	2006	Change 2005
Capital Financing	10,525,000	2,858,671
Tax Overhead Allocation	12,724,725	(2,390)
Other	<u>205,153</u>	<u>(3,741)</u>
Total Cost	23,454,878	2,852,540
Revenue	<u>31,553,324</u>	<u>(5,785,257)</u>
Net Non Program Cost	<u>\$ (8,098,446)</u>	<u>\$ 8,637,797</u>

**3.**

	<u>Budgeted Total Cost/Unit</u>	
	2006	Change 2005
	29.56	7.53
	35.74	(0.83)
	<u>0.58</u>	<u>(0.02)</u>
	65.88	6.68
	<u>88.63</u>	<u>(18.66)</u>
	<u>\$ (22.75)</u>	<u>\$ 25.34</u>

**2. Account Analysis**

	<u>Budgeted Total &amp; Net Cost</u>	
	2006	Change 2005
Capital Financing Reserves	10,525,000	2,858,671
Tax Overhead Allocation	12,724,725	(2,390)
Debenture Interest Expense	-	-
Other	<u>205,153</u>	<u>(3,741)</u>
Total Cost	23,454,878	2,852,540
Sinking Fund Debt Fee	-	-
Interest Income Earned	2,340,000	-
Interest Special Assessments	10,000	-
Fees, Charges & Other	15,153	5,153
Contributions from Reserve	12,700,000	(3,278,144)
Net Supplementary Taxes	6,905,734	(2,512,266)
Payment in Lieu of Taxes	<u>9,582,437</u>	<u>-</u>
Total Revenue	<u>31,553,324</u>	<u>(5,785,257)</u>
Net Non Program Cost	<u>\$ (8,098,446)</u>	<u>\$ 8,637,797</u>

Budgeted Units of Service

	<u>Budgeted Units of Service</u>	
	2006	Change 2005
Brampton	124,000	4,000
Caledon	19,000	1,000
Mississauga	<u>213,000</u>	<u>3,000</u>
Total Households	<u>356,000</u>	<u>8,000</u>

INTERNAL SUPPORT PROGRAMS  
2006 CURRENT BUDGET

2006 Current Budget Analysis

1. Activity Analysis

	Budgeted Net Cost	
	2006	Change 2005
Executive & Council	3,604,953	136,920
People, Information & Technology	4,786,525	-
Corporate Services	2,987,775	173,210
Finance	9,881,027	-
Public Works Services	-	-
Property & Facilities Asset Mgmt	(52,407)	(34,566)
Net Program Cost	21,207,873	275,564
Less Overhead Allocations to:		
Tax Non Program	12,724,725	(2,390)
Rate Non Program	8,483,148	(1,596)
	\$ -	\$ 279,550

3.

	Budgeted Net Cost/Unit	
	2006	Change 2005
	10.13	0.16
	13.45	(0.30)
	8.39	0.30
	27.75	(0.65)
	-	-
	(0.15)	(0.10)
	\$ 59.57	\$ (0.59)

2. Account Analysis

	Budgeted Gross & Net Cost	
	2006	Change 2005
Goods & Services	38,448,106	1,243,916
Salaries & Wages	64,803,479	8,620,790
Grant Payments	360,000	360,000
Capital Financing	12,529,615	(1,091,520)
Gross Program Cost	116,141,200	9,133,186
Fees, Charges & Other	94,933,327	8,857,622
Net Program Cost	21,207,873	275,564
Less Overhead Allocations to:		
Tax Non Program	12,724,725	(2,390)
Rate Non Program	8,483,148	(1,596)
	\$ -	\$ 279,550

	Budgeted Units of Service	
	2006	Change 2005
Brampton	124,000	4,000
Caledon	19,000	1,000
Mississauga	213,000	3,000
Total Households	356,000	8,000

ONTARIO WORKS  
2006 CURRENT BUDGET

2006 Current Budget Analysis

1. Activity Analysis	Budgeted Total Cost		3.	Budgeted Total Cost/Unit	
	Change			Change	
	2006	2005		2006	2005
Ontario Works Program	98,900,001	2,514,972		277.81	0.84
Ontario Works Admin	<u>32,010,006</u>	<u>193,254</u>		<u>89.92</u>	<u>(1.51)</u>
Total Program Cost	<u>\$ 130,910,007</u>	<u>\$ 2,708,226</u>		<u>\$ 367.72</u>	<u>\$ (0.67)</u>
2. Account Analysis	Budgeted Total & Net Cost			Budgeted Units of Service	
	Change			Change	
	2006	2005		2006	2005
Goods & Services	12,368,806	142,583	Brampton	124,000	4,000
Salaries & Wages	27,644,372	1,029,944	Caledon	19,000	1,000
Grant Payments	90,699,829	1,513,699	Mississauga	<u>213,000</u>	<u>3,000</u>
Reserve Contributions	<u>197,000</u>	<u>22,000</u>	Total Households	<u>356,000</u>	<u>8,000</u>
Total Program Cost	130,910,007	2,708,226			
Fees, Charges & Other	749,788	(538,545)			
Subsidies	<u>83,600,308</u>	<u>1,585,397</u>			
Net Program Cost	<u>\$ 46,559,911</u>	<u>\$ 1,661,374</u>			

APPENDIX II

PEEL REGIONAL POLICE  
2006 CURRENT BUDGET

2006 Current Budget Analysis

1 Activity Analysis	Budgeted Total Cost		3	Net Program Cost/Unit	
	2006	Change 2005		2006	Change 2005
Emergency Call Response	103,625,246	6,053,797		\$212.60	\$10.27
Investigations	49,023,019	3,622,096			
Traffic Enforcement	8,330,640	277,585			
Court Services	9,391,710	327,004			
<b>Basic Policing Services</b>	170,370,615	10,280,482			
Community Partnership and Problem Solving	19,918,220	817,430			
Community Education	2,822,950	108,313	Brampton	407,000	13,000
<b>Community Policing</b>	22,741,170	925,743	Mississauga	658,000	6,000
<b>Police Info. &amp; Corporate Service</b>	37,343,649	7,462,876	Total Population	1,065,000	19,000
<b>Airport Division</b> (recoverable)	14,040,450	351,110			
<b>Corp. Overhead Airport</b>	(52,943)	(66,533)			
<b>VCOM Management</b> (recoverable)	447,380	35,860			
<b>Infrastructure Financing</b>	3,640,890	(3,837,530)			
<b>Police Services Board</b>	846,241	19,671			
Total Program Cost	\$249,377,452	\$ 15,171,679			
<b>2 Account Analysis</b>	Budgeted Total & Net Cost				
	2006	Change 2005			
Goods & Services	24,225,326	3,655,100			
Salaries & Wages	218,712,583	15,679,746			
Reserve Contributions	6,439,543	(4,163,167)			
Total Program Cost	249,377,452	15,171,679			
Fees, Charges & Other Revenue	7,279,347	2,697			
CPP Grant Revenue	-	-			
Airport GTAA Recovery	14,040,450	351,110			
VCOM Management Recovery	447,380	35,860			
Contribution from Reserves	-	-			
Tax Management Cash Flow	1,187,000	-			
Net Program Cost	\$226,423,275	\$ 14,782,012			

**ONTARIO PROVINCIAL POLICE  
2006 CURRENT BUDGET**

**2006 Current Budget Analysis**

<b>1 Activity Analysis</b>	<u>Budgeted Total Cost</u>		<b>3</b>	<u>Budgeted Total Cost/Unit</u>	
		Change			Change
	2006	2005		2006	2005
	<hr/>			<hr/>	
Policing of Caledon	7,714,482	213,482		406.03	(10.70)
Total Program Cost	<u>\$ 7,714,482</u>	<u>\$ 213,482</u>		<u>\$ 406.03</u>	<u>\$ (10.70)</u>
<b>2 Account Analysis</b>	<u>Budgeted Total &amp; Net Cost</u>			<u>Budgeted Units of Service</u>	
		Change			Change
	2006	2005		2006	2005
	<hr/>			<hr/>	
O.P.P. Contract Expense	6,758,674	196,855	Caledon	19,000	1,000
Capital Financing	386,360	-	Total Households	19,000	1,000
Corporate Finance	450	54		<hr/>	<hr/>
Facilities and Support	568,998	16,573		<hr/>	<hr/>
Total Program Cost	7,714,482	213,482			
Provincial Grant	190,000	-			
Net Program Cost	<u>\$ 7,524,482</u>	<u>\$ 213,482</u>			

CONSERVATION AUTHORITIES  
2006 CURRENT BUDGET

2006 Current Budget

1 Activity Analysis	Budgeted Total & Net Cost		3	Budgeted Total Cost/Unit	
	2006	Change 2005		2006	Change 2005
<b>General Levy Operating</b>					
Conservation Halton	234,737	35,876		0.66	0.09
Credit Valley Conservation Toronto and Region Conservation Authority	4,071,719	221,348		11.44	0.38
Capital Financing	1,207,200	50,700		3.39	0.07
Gross Program Cost	5,300,000	500,000		14.89	1.10
Overhead Water Allocation	10,813,656	807,924		30.38	1.64
Total and Net Program Cost	(8,110,242)	(605,943)		(22.78)	(1.22)
	<u>\$ 2,703,414</u>	<u>\$ 201,981</u>		<u>\$ 7.60</u>	<u>\$ 0.42</u>
<b>2 Account Analysis (not applicable)</b>				Budgeted Units of Service	
				2006	Change 2005
			Brampton	124,000	4,000
			Caledon	19,000	1,000
			Mississauga	213,000	3,000
			Total Households	<u>356,000</u>	<u>8,000</u>

**APPENDIX II**

**ASSESSMENT  
2006 CURRENT BUDGET**

**2006 Current Budget Analysis**

<b>1. Activity Analysis</b>	<u>Budgeted Total Cost</u>			<u>Budgeted Total Cost/Unit</u>	
	2006	Change from 2005		2006	Change from 2005
Assessment Services	<u>13,905,507</u>	<u>971,986</u>		<u>39.06</u>	<u>1.90</u>
Total Program Cost	<u>\$13,905,507</u>	<u>\$ 971,986</u>		<u>\$ 39.06</u>	<u>\$ 1.90</u>
<b>2. Account Analysis</b>	<u>Budgeted Total &amp; Net Cost</u>			<u>Budgeted Units of Service</u>	
	2006	Change from 2005		2006	Change from 2005
Goods & Services	<u>13,905,507</u>	<u>971,986</u>	Brampton	124,000	4,000
Total & Net Program Cost	<u>\$13,905,507</u>	<u>\$ 971,986</u>	Caledon	19,000	1,000
			Mississauga	<u>213,000</u>	<u>3,000</u>
			Total Households	<u>356,000</u>	<u>8,000</u>

**APPENDIX II**

**GO TRANSIT  
2006 CURRENT BUDGET**

**2006 Current Budget Analysis**

**1. Activity Analysis**

	<u>Budgeted Total Cost</u>	
	2006	Change 2005
GO Transit Cost	-	-
Total Program Cost	<u>\$ -</u>	<u>\$ -</u>

**3.**

	<u>Budgeted Total Cost/Unit</u>	
	2006	Change 2005
	-	-
	<u>\$ -</u>	<u>\$ -</u>

**2. Account Analysis**

	<u>Budgeted Total &amp; Net Cost</u>	
	2006	Change 2005
Goods & Services	-	-
Capital Financing	-	-
Total & Net Program Cost	<u>\$ -</u>	<u>\$ -</u>

	<u>Budgeted Units of Service</u>	
	2006	Change 2005

Brampton	124,000	4,000
Caledon	19,000	1,000
Mississauga	<u>213,000</u>	<u>3,000</u>
Total Households	<u>356,000</u>	<u>8,000</u>

ONTARIO DISABILITY SUPPORT PROGRAM  
2006 CURRENT BUDGET

2006 Current Budget Analysis

1. Activity Analysis	<u>Budgeted Total Cost</u>		3.	<u>Budgeted Total Cost/Unit</u>	
	Change			Change	
	2006	2005		2006	2005
ODSP	<u>28,993,000</u>	<u>1,215,000</u>		<u>81.44</u>	<u>1.62</u>
Total Program Cost	<u>\$ 28,993,000</u>	<u>\$ 1,215,000</u>		<u>\$ 81.44</u>	<u>\$ 1.62</u>

2. Account Analysis	<u>Budgeted Total &amp; Net Cost</u>			<u>Budgeted Units of Service</u>	
	Change			Change	
	2006	2005		2006	2005
Grant Payments	<u>28,993,000</u>	<u>1,215,000</u>	Brampton	124,000	4,000
Total & Net Program Cost	<u>\$ 28,993,000</u>	<u>\$ 1,215,000</u>	Caledon	19,000	1,000
			Mississauga	<u>213,000</u>	<u>3,000</u>
			Total Households	<u>356,000</u>	<u>8,000</u>

COMMUNITY CARE ACCESS CENTRE  
2006 CURRENT BUDGET

2006 Current Budget Analysis

1. Activity Analysis

	Budgeted Total Cost	
	2006	Change 2005
CCAC	1,000,000	800,000
Total Program Cost	<u>\$ 1,000,000</u>	<u>\$ 800,000</u>

3.

	Budgeted Total Cost/Unit	
	2006	Change 2005
	2.81	2.23
	<u>\$ 2.81</u>	<u>\$ 2.23</u>

2. Account Analysis

	Budgeted Total & Net Cost	
	2006	Change 2005
Total Program Cost	1,000,000	800,000
Subsidies	800,000	800,000
Net Program Cost	<u>\$ 200,000</u>	<u>\$ -</u>

Budgeted Units of Service

	Budgeted Units of Service	
	2006	Change 2005
Brampton	124,000	4,000
Caledon	19,000	1,000
Mississauga	213,000	3,000
Total Households	<u>356,000</u>	<u>8,000</u>

GTA POOLING  
2006 CURRENT BUDGET

2006 Current Budget Analysis

1. Activity Analysis

	Budgeted Total Cost	
	2006	Change 2005
GTA Pooling	62,000,575	2,885,249
Total Program Cost	<u>\$ 62,000,575</u>	<u>\$ 2,885,249</u>

3.

	Budgeted Total Cost/Unit	
	2006	Change 2005
	174.16	4.29
	<u>\$ 174.16</u>	<u>\$ 4.29</u>

2. Account Analysis

	Budgeted Total & Net Cost	
	2006	Change 2005
Internal Charges	575	249
Grants & Transfer Paymts	62,000,000	2,885,000
Total & Net Program Cost	<u>\$ 62,000,575</u>	<u>\$ 2,885,249</u>

	Budgeted Units of Service	
	2006	Change 2005
Brampton	124,000	4,000
Caledon	19,000	1,000
Mississauga	213,000	3,000
Total Households	<u>356,000</u>	<u>8,000</u>

**WATER**  
**2006 CURRENT BUDGET**

**2006 Current Budget Analysis**

**1. Activity Analysis**

	Budgeted Total Cost	
	2006	Change from 2005
Program Support	17,160,347	1,722,227
Operations	8,594,634	449,041
Treatment Plant	22,298,239	1,154,344
Capital Financing	28,921,962	2,966,174
Non Program	16,690,462	1,717,058
Total Program Cost	<u>\$ 93,665,644</u>	<u>\$ 8,008,844</u>

	Budgeted Total Cost/Unit	
	2006	Change from 2005
	0.09	0.00
	0.04	(0.00)
	0.11	(0.01)
	0.14	0.00
	0.08	0.00
	<u>\$ 0.46</u>	<u>\$ (0.00)</u>

**2. Account Analysis**

	Budgeted Total & Net Cost	
	2006	Change from 2005
Goods & Services	47,671,609	2,973,563
Salaries & Wages	14,285,354	1,179,607
Reserve Contributions	31,708,681	3,855,674
Total Program Cost	93,665,644	8,008,844
Fees, Charges & Other	1,165,644	(391,156)
Net Operating Budget	92,500,000	8,400,000
Water User Revenue	92,500,000	8,400,000
Net Program Cost	<u>\$ -</u>	<u>\$ -</u>

Budgeted Units of Service	
Cubic Metre (m <sup>3</sup> ) Treated	
2006	Change from 2005
<u>200,524,000</u>	<u>17,431,000</u>

**APPENDIX II**

**WASTEWATER  
2006 CURRENT BUDGET**

**2006 Current Budget Analysis**

**1. Activity Analysis**

	Budgeted Total Cost	
	2006	Change 2005
Program Support	4,295,449	483,705
Operations	3,886,117	175,235
Treatment Plant	28,309,399	5,579,839
By-law Enforcement	3,243,009	(189,212)
Capital Financing	42,652,675	(1,652,542)
Non Program	5,559,454	756,957
Total Program Cost	<u>\$ 87,946,103</u>	<u>\$ 5,153,982</u>

**3.**

Budgeted Total Cost/Unit	
2006	Change 2005
0.02	-
0.02	-
0.14	0.03
0.02	-
0.20	(0.02)
0.03	0.01
<u>\$ 0.43</u>	<u>\$ 0.02</u>

**2. Account Analysis**

	Budgeted Total & Net Cost	
	2006	Change 2005
Goods & Services	41,707,062	5,909,603
Salaries & Wages	2,691,366	246,921
Reserve Contributions	43,547,675	(1,002,542)
Total Program Cost	87,946,103	5,153,982
Fees, Charges & Other	746,103	150,982
Net Operating Budget	87,200,000	5,003,000
Wastewater Toronto Agreement	279,000	-
Qualitative Surcharge Billings	3,000,000	(1,500,000)
Wastewater User Revenue	83,921,000	6,503,000
Net Program Cost	<u>\$ -</u>	<u>\$ -</u>

Budgeted Units of Service Cubic Metre (m <sup>3</sup> ) Treated	
2006	Change 2005
<u>208,804,000</u>	<u>6,046,000</u>

**Council Approved Positions for Years:  
2005 / Proposed 2006 Positions**

<b>PROGRAM</b>	<b>2005 Totals</b>	<b>2006 New Requests</b>	<b>2006 Proposed Positions</b>
Roads	67.50	(0.50)	67.00
Waste Management	130.50	10.50	141.00
Regional Planning	42.00	0.00	42.00
TransHelp	53.50	2.50	56.00
Children's Services	185.50	37.50	223.00
Ontario Works	339.50	12.00	351.50
Long Term Care	647.45	(31.00)	616.45
Public Health	547.80	79.00	626.80
Housing Policy and Program	71.50	2.00	73.50
Heritage	8.50	0.00	8.50
Ambulance and Emer. Prog.	321.00	0.00	321.00
<b>Subtotal</b>	<b>2,414.75</b>	<b>112.00</b>	<b>2,526.75</b>
Executive and Council	10.00	0.00	10.00
People, Info. and Tech.	134.00	0.00	134.00
Corporate Services	118.50	1.00	119.50
Finance Services	222.40	1.00	223.40
Public Works Services	230.50	14.00	244.50
Property and Facilities Asset Mgm	90.00	4.00	94.00
<b>Internal Support</b>	<b>805.40</b>	<b>20.00</b>	<b>825.40</b>
<b>Total Property Tax Supported</b>	<b>3,220.15</b>	<b>132.00</b>	<b>3,352.15</b>
Water	136.50	4.50	141.00
Wastewater	82.00	1.50	83.50
<b>Total Utility Rate Supported</b>	<b>218.50</b>	<b>6.00</b>	<b>224.50</b>
Peel Regional Police	2,313.00	90.00	2,403.00
<b>Total Region of Peel</b>	<b>5,751.65</b>	<b>228.00</b>	<b>5,979.65</b>

**2006 Proposed Summary**

- A decrease of 0.5 FTE in **Roads** for:
  - 0.5 FTE to downgrade a Support Services Clerk's position to part time (-0.5)
  
- An increase of 10.5 FTE in **Waste Management** for:
  - 1.0 FTE for a Customer Service Coordinator to manage day after collection areas with roll out of region wide organics, single stream recycling and 3 bag limit programs (+1.0)
  - 1.0 FTE for a Customer Service Team Leader to address significant program growth and enhancement related to the Region wide new 4 day a week curb side collection schedule in Mississauga and Brampton. (+1.0)
  - 1.0 FTE for a Coordinator to assist in the development and implementation of policies and procedures related to waste collection by-law (+1.0)
  - 1.0 FTE for a Field Clerk to PIWMF Operations.(+1.0)
  - 0.5 FTE for a part time labourer for organic operations (+0.5)
  - 1.0 FTE for a Compost Facility operators for Chinguacousy curing Ops.(+1.0)
  - 2.0 FTE for Compost Facility operators for PIWMF (+2.0)
  - 2.0 FTE for a Sub-Forepersons for PIWMF (+2.0)
  - 1.0 FTE for a CRC Haulage Operator for PIWMF (+1.0)
  
- **Transhelp** is requesting an increase of 2.5 FTE for:
  - 1.0 FTE for a Social Analyst to deal with client social needs (+1.0)
  - 1.0 FTE for an Admin. Assistant to assist management to focus more on client needs (+1.0)
  - 0.5 for a vehicle maintenance staff to deal with increase in fleet. (+.05)
  
- An increase of 37.5 FTE in **Children's Services** resulting from the Best Start 100% funding for:
  - 14.0 FTE to address increase in childcare program delivery due to previously announced Federal/Provincial Childcare Initiatives (+14.0)
  - 9.5 FTE to continue five pilot projects which are currently being evaluated. There will be a report to Council in the fall of 2005. (+9.5)
  - 14.0 FTE for the Best Start programs (+14.0)
  
- An increase of 12.0 FTE in **Ontario Works** for
  - 4.0 FTE for 2 Program Co-ordinators and 2 Program Assistants for Open the Door. These positions are fully funded by HRDSC. (+4.0)
  - 6.0 FTE for a supervisor, an Employment Services Work, a Facilitator, an Employment Solution Representative, a Control Clerk and a Support Clerk for "Jobs Now". These positions are fully funded externally (Province and WCG) (+6.0)
  - 2.0 FTE for 2 Employment Services Worker for employment resources centre at Peel Youth Village which are fully funded by HRSDC.(+2.0)
  
- A decrease of 31.0 FTE in **Long Term Care** as a result:
  - 31.0 FTE reduction of staff at Sheridan Villa due to Renovations in 2006 that will reduce capacity down to 142 Beds from 236 Beds in 2004. (-31.0)

- An increase of 79.0 FTE in **Public Health** for:
  - 64.0 FTE in order to accelerate the plan of “Setting Direction for Peel Health 2005-2007” which received Council approval in April 2004. The increased cost share ratio from the province will cover the costs of the accelerated plan having no net increase to the Region. (+64.0)
  - 1.0 FTE for Water Safety legislative requirements (+1.0)
  - 14.0 FTE population driven (+14.0)
  
- A increase of 2.0 FTE in **Housing Policy and Program** for:
  - 1.0 FTE for a new Manager for Housing Initiatives and Development to handle (a) the co-ordination of the affordable housing program within the region, (b) the Housing Department’s responsibilities under the homelessness initiatives and (c) other housing initiatives and programs (SCPI, RRAP). This position will be fully funded by administration fees received from the province under the affordable housing program. (+1.0)
  - 1.0 FTE for a Financial Officer: Changes in the Regulations following devolution, as well as the large percentage of Service Manager Appeals that are granted, have added a significant workload onto the Financial Officers. This workload has been estimated to be more than 3,600 hours (equivalent to 2 FTE). (+1.0)

Proposed increases for **Internal Support** are:

**Corporate Services:** a net increase of 1.0 FTE

Corporate Services Administration:

- FTE moved Project Specialist to Communication Services (-1.0)

Communications:

- 1.0 FTE Web Project Specialist from Administration (+1.0)

Legal Services:

- 1.0 FTE Litigation Law Clerk (+1.0)

**Finance Services** – An increase of 1.0 FTE

Internal Audit

- 1.0 FTE for an Internal Audit’s budget includes a staffing increase of one Manager level position in 2006. A detailed business case has been submitted to the Treasurer and Commissioner of Finance. (+1.0)

**Public Works Services** – increase of 14.0 FTE for:

- 1.0 FTE for a Project Manager for York-Peel Capital Projects (+1.0)
- 1.0 FTE for a Supervisor of Accounting for the Business Unit (+1.0)
- 1.0 FTE for a Financial Analyst for the Business Unit (+1.0)

## APPENDIX III

- 4.0 FTE for a Financial Clerks for the Business Unit (+4.0)
- 1.0 FTE for a contract Technical Analyst to provide technical support to the existing project manager and to assume responsibility for the background work required in Hydrogeology section of engineering and construction division (+1.0)
- 1.0 FTE for a Field Clerk to support new service level requirement in the Inspection area of Engineering & Construction (+1.0)
- 1.0 FTE for a Construction Inspector to provide inspection services for the in house capital Road Projects (+1.0)
- 1.0 FTE for a Project Manager for the Project Planning and Studies area (+1.0)
- 1.0 FTE for a Construction Inspector to provide inspection services for the increased level of capital Water & Wastewater Projects (+1.0)
- 1.0 FTE for a Supervisor to supervise Construction Inspectors. the Inspection area is split into two sections, Development & Capital (+1.0)
- 1.0 FTE for a Project Manager in Design & Construction of Capital Works (+1.0)
- 1.0 FTE for a Technical Analyst to improve current training programs for Fleet Regulatory Affairs (+1.0)
- 1.0 FTE for a Supervisor to implement operational performance improvement strategies(+1.0)
- 1.0 FTE transferred from Customer Service to the Water Program (-1.0)
- 1.0 FTE transferred from the after hours centre to the Water Program (-1.0)
- 1.0 FTE transferred from PW Resource Centre to the Water Program (-1.0)
- 1.0 FTE from Human Resources Long Term Disability position held by HR returned to Public Works (+1.0)

**Property and Facility Assets Management** – an increase of 4.0 FTE for:

### Residential Property Management

- 1.0 FTE for an additional Resident Services Representative (RSR) (+1.0)
- 2.0 FTE for Residential Property Management Admin Support positions to allow eight (8) Property Managers to more frequently attend sites, deal with site and staff issues in a timely manner, allow the Property Managers to work on consistency and review of existing polices and procedures, expedite the signing of invoices as Admin support would investigate budget and PO status, review weekly Super schedule and ensure coverage is balanced among the 52 bargaining staff. Costs to be fully recovered from Peel Living. (+2.0)

### Maintenance

- 1.0 FTE for a Preventative Maintenance Coordinator needed to coordinate workload such as arranging repetitive work i.e. elevator, generator HVAC inspections and vendor reports, obtain pricing from vendors, assist in preparing scopes of work. Eighty percent of cost to be recovered from Peel Living. (+1.0)

The **Utility Rate supported program** proposes increases as follows:

A net increase of 4.5 FTE in **Water** for:

- 1.0 FTE for a Technical Analyst to adequately meet Regulatory, Compliance and Reporting needs and to resolve water quality complaints and inquiries (+1.0)
- 0.5 FTE for a full time Foreperson (Inspector) position to be split 50:50 between Water & Wastewater

### APPENDIX III

- for site supervision of accelerated capital works programs (+0.5)
- 1.0 FTE for a Technical analyst for Water Conservation Administration(+1.0)
- 1.0 FTE for Plant Operator (+1.0)
- 0.5 FTE for a crewperson for Victoria Yard Utilities to address additional flushing of watermains to maintain (+0.5) Chlorine residuals at the extremities of mains as a result of changes in Legislation. One FTE to be split 50:50 between Water & Wastewater Programs (+0.5)
- 0.5 FTE for a Foreperson for utilities to be split 50:50 between Water and Wastewater programs (+0.5)
- 3.0 FTE for vacant contract positions in Treatment division no longer required (-3.0)
- 3.0 FTE vacant positions from the after hours centre and Resource Centre position transferred to Water Program, Promotion & Education section (+3.0)

An increase of 1.5 FTE in **Wastewater** for:

- 0.5 FTE for a full time Foreperson (Inspector) position to be split 50:50 between Water & Wastewater for site supervision of accelerated capital works programs (+0.5)
  - 0.5 FTE for a crewperson for Victoria Yard Utilities to address additional flushing of watermains to maintain chlorine residuals at the extremities of mains as a result of changes in Legislation .One FTE to be split 50:50 between Water & Wastewater Programs (+0.5)
  - 0.5 FTE for a Foreperson for utilities to be split 50:50 between Water and Wastewater programs (+0.05)
- The **Peel Regional Police** complement increased by 90 FTE as approved by the Police Services Board on September 30, 2005. The increase consists of 40 uniform officer 35 civilians and 15 Cadets.