



Draft

2021 Budget Highlights

(Budget Book 1 of 3)

November 2020



City of
Peterborough

To: **Members of the Finance Committee**

From: **Richard Freymond**
Commissioner of Corporate and Legislative Services

Meeting Date: **November 23, 2020**

Subject: **Report CLSFS20-054**
2021 Draft Budget

Purpose

A report to provide the 2021 Draft Operating and Capital Budget for consideration.

Recommendation

That Council approve the recommendation outlined in Report CLSFS20-054 dated November 23, 2020, of the Commissioner of Corporate and Legislative Services, as follows:

That the recommendations contained in Appendix A of report CLSFS20-054 of the Commissioner of Corporate and Legislative Services be moved for the purpose of discussion during detailed budget reviews by the Finance Committee starting November 23, 2020.

Budget and Financial Implications

The 2021 Draft Budget meets Council's direction provided at its meeting of July 13, 2020 respecting the tax-payers ability to pay an additional 3% tax increase. Gross expenditures have increased 1.6%, whereas net tax levy requirements have increased 3.1%.

The 2021 Capital Budget includes \$70.7 million of capital work. The Budget uses all of the available capital levy, tax supported debenture financing and Federal Gas Tax to finance the work.

Altogether, the proposed tax increase is 2.87% for the average taxpayer based on an estimated 2020 median assessed value of \$260,000. For the median single-family dwelling (not on water), the all-inclusive increase means a \$118.69 annual increase.

Further details are provided through three budget books.

Background

A. The 2021 Budget in Brief

The 2021 Draft Budget presented, meets Council's direction provided at its meeting of July 13, 2020 respecting the tax-payers ability to pay an additional 3% tax increase all-inclusive guideline, as directed by Council through report CLSFS20-028 dated July 13, 2020, for a residential property assessed at \$260,000. The term "all-inclusive tax" means the municipal, education and storm and sanitary sewer surcharge amounts payable.

Due to the COVID-19 restrictions, the 2020 re-assessment was postponed. Direction was given to the City by the Province to use the 2016 assessment 2020 destination values for the 2021 taxation year. It is expected, but not confirmed, that the re-assessment originally due January 1, 2020 will be carried out in 2021. The phase-in program would then start in the 2022 taxation year.

The 2021 Budget is based on the phased-in property assessments as of January 1, 2016, updated for actual growth, and assessment adjustments. Taxable assessment for 2021 is estimated to remain flat over the 2020 budget level

As directed by Council through the 2021 Budget Guidelines report, the Tax Ratio Reduction Program continues in 2021, being the last year, for Industrial property owners. The Commercial Class reached the goal of 1.5 of the residential rate in 2020. The Multi-Residential class tax ratio remains at the 2010 rate.

B. Process, Challenges, Documents and Meeting Schedule

2021 Budget Process

Corporate Services staff prepared and distributed budget packages to departments in early April 2020 who, in turn, submitted their initial 2021 proposed budgets in May.

The material was compiled, and a two-tiered review approach was completed. The first review was done with individual Department Commissioners and Financial Services staff. The second was a review by the CAO, the Commissioner of Corporate and Legislative Services, Manager of Financial Services, Budget Analyst and individual Department Commissioners.

Similar to the 2020 Budget, the City faced significant budget pressures for 2021 as a result of the continued impacts of the COVID pandemic, including reductions in revenues and increasing operating costs and reduced capital funding.

In September, the CAO and all the Commissioners completed a final review of the submissions and Corporate and Legislative Services staff prepared the 2021 Draft Budget.

Community Consultation

The City consults with the community throughout the budget process – at the beginning when setting the guideline through drop-in style sessions and a budget survey, when the draft budget is released, and before Council considers approving the budget. As shown in Chart 1, there are 2 community engagement opportunities remaining.

Chart 1
2021 Budget Community Engagement Opportunities

| Date | Engagement opportunity |
|---------------------------|---|
| Monday, November 16, 2020 | Public meeting to hear from the community on the draft 2021 Budget |
| Monday, December 14, 2020 | Council considers final approval of the 2021 Budget, opportunity for public delegations |

2021 Operating Budget

When the Guideline Report CLFS20-028 was approved in July 2020, Council provided direction on a number of topics and asked staff to report back on how they were addressed in the budget. The following commentary provides a summary of how each was handled:

That staff be directed to prepare the Draft 2021 Operating and Capital Budgets that:

- a) Is reflective of the comments made at the Finance Committee at its meeting of July 13, 2020 respecting the tax-payers ability to pay an additional 3%

Action Completed: Staff committed to bringing forward a draft budget that reflected an All-inclusive rate increase of less than 3.0%. the Draft Budget being presented this evening reflects an increase of 2.87%.

- i) That the detailed draft Budget include a list of all services the City provides and whether these services are mandatory or non-mandated services, and

Action Completed: The work was done by KPMG and the findings are presented under Report CLSFS20-057 dated November 2, 2020.

- ii) That staff be directed to search for all potential cost savings.

Action Completed: A rigorous review of all potential cost savings have been completed. Many individual Divisional Budget line accounts have been reduced or held to prior year amounts. Overall, gross expenditures have increased by 1.6%.

b) That the revised Tax Ratio Reduction Program continues for the 2021 Budget for the final year, and reflects reductions:

- i) to the Industrial Class Tax Ratios but not the Multi-residential Class, and
- ii) at the reduced rate established through the 2016 Budget process;

Action Completed: The tax ratio for the Industrial Class has been reduced to 1.5%.

c) That the increase in the Police Services portion of the draft 2021 Operating Budget reflect no more than the estimated Operating portion of Net Tax Levy increase (estimated to be 2.18%), and any increase in the net Police Services budget beyond the estimated Operating Portion of the Net Tax Levy increase be addressed by Council as part of the detailed 2021 Budget deliberations to occur in November of 2020.

Action Completed: The increase for Police Services included in the 2021 Draft Budget is 2.18%.

d) That in response to Federal or Provincial announcements such as stimulus Funding becoming available as part of the COVID-19 pandemic recovery plan, staff be directed to provide a further Report at a later date in 2020 seeking up to an additional 0.5% All-Inclusive increase to provide the local funding share, if required.

Action Completed: As of the Report date, no staff Report has been submitted, as the Province has opted to provide financial relief to municipalities through the COVID Safe Restart Operating funds - Phase 1 and 2.

e) That, similar to the COPHI dividend payment, the annual earnings from Investing the proceeds resulting from the sale of assets of PDI be directed towards enhancing Capital financing, and not be used for purposes of reduction in the net tax levy.

Action Completed: funding in the amount of \$1.5 M, representing the proceeds on investment from the Sale of Assets of PDI have been included in the Draft 2021 Budget.

And further:

That staff report back on potential 2021 budget savings regarding:

a) The KPMG Social Services Division Review - efficiencies and savings

Action Completed: The staff Report CSSS20-015 providing an update on the efficiencies and savings in the Social Services Division is being presented at the November 23, 2020 Finance Committee Meeting.

b) That the following agencies have a 0% increase - PKED, Peterborough Humane Society, DBIA, Peterborough Family Health Team, and Greater Peterborough Innovation Cluster

Action Completed: No increases have been included for the 5 organizations listed.

- c) Community organizations and groups have a 0% increase

Action Completed: No increases have been included for Community organizations.

- d) No capital funding for the Canoe Museum

Action Completed: No increase has been included for the Canoe Museum.

- e) No new staff positions unless they are self-liquidating

Action Completed: Apart from staff resources to begin preparations for the 2022 municipal election and the Climate Change Coordinator position, no staff positions have been added unless they are self-liquidating.

- f) Potential savings from the transit budget.

Action Completed: All budgeted activities and programs for Transit have been critically reviewed.

Of all City services, Transit is one of the hardest hit by COVID-19 due to reduced capacity on buses and additional cleaning required. The 2021 transit budget was developed based on estimated fare revenues from a base year of 2019 with appropriate adjustments to account for service changes approved by Council, such as the implementation of Selwyn Transit service. Revenue forecasts do not include any assumptions related to the impact of ongoing COVID-19 response measures.

A fare Increase of 10%, as fares have been not been increased since 2013, equating to an estimated increase in revenue of \$160,000 has been included in the draft budget.

To achieve additional savings, levels of service would need to be decreased (eg. elimination of all service on statutory holidays or service on weekends).

Staff was also asked to report back on the impact of providing free rider service to those under the age of 12. The estimated loss in revenue in providing this benefit is \$31,000 for 2021.

And Lastly:

That staff provide a report on potential revenue generation in the event user fees were increased by 5-10%.

Action Completed: All user fees and charges have been increased by 5-10% and in some instances by even a greater percentage. The only exceptions to this are fees that are indexed annually by an inflationary factor, such as building permit fees, and further increases, beyond inflationary increases are not warranted, or, the fee rate is controlled by provincial legislation, such as Provincial Offences Act fines and cannot be increased.

The financial impact of the additional revenue generated by the increases in user fees are being mitigated by lower revenue projections as a result of the 2021 COVID pandemic impacts.

Further details of each are explained in the Budget Overview and throughout the Divisional areas of the budget.

In some cases, items may be referred to as ‘below the line’, meaning that those items, although noted in the budget documents are not actually included in the Draft Budget. The items are summarized starting on page 265 of the Highlights Book. Should any Council member wish to include any of the items in the 2021 Budget, a specific motion would be required. Council will then further need to decide which expenditures elsewhere in the budget could be reduced or add the amount to the 2021 Net Tax Levy Requirement. In previous years, these items may have been included by allocating funds from the 2021 General Contingency line, however, at a reduced amount of \$391,777, staff would suggest the Contingency amount is already too low at approximately half of what it has been in prior years and would caution reducing the amount further.

2021 Capital Budget

The 2021 Capital Budget includes 125 projects with a total cost of \$70.7 million.

During 2020, Council approved several pre-commitments of the 2021 and 2022 budgets as shown in Chart 2.

| | Project name | Report Reference | Development Charges | Capital Levy Reserve | Tax Supported Debt/Capital Levy | Total 2021 Commitment | Total 2022 Commitment |
|---|---|----------------------------|---------------------|----------------------|---------------------------------|-----------------------|-----------------------|
| 1 | Enterprise Software Modernization | CLSFS19-056 | | | \$ 1,000,000 | \$ 1,000,000 | |
| 2 | Bethune Street Diversion (Shared & City Funded) | CLSFS19-056 & IPSENG20-007 | \$ 1,900,000 | | \$ 3,615,600 | \$ 5,515,600 | |
| 3 | Peterborough Organics Project & Low Carbon Economy Fund Application Results | IPSES19-010 | | | | \$ 1,700,000 | \$ 1,769,414 |
| 4 | Moorecraig Road & Roper Drive | IPSENG20-017 | | | \$ 600,000 | \$ 600,000 | |
| 5 | Naval Association Property Acquisition | CLSFS20-034 | | \$ 200,000 | | \$ 200,000 | |
| 6 | Simcoe Street Parking Garage Rehabilitation | 2021 Budget Request | | | | \$ - | \$ 1,500,000 |
| 7 | Simcoe Street Culvert at Parking Garage | 2021 Budget Request | | | | \$ - | \$ 1,500,000 |
| 8 | Total | | \$ 1,900,000 | \$ 200,000 | \$ 5,215,600 | \$ 9,015,600 | \$ 1,769,414 |

When preparing the Draft 2021 Capital Budget, the requested capital program from Departments far exceeded the available funds. As in prior years, the program was reduced to come in within the funding available. This exercise continues to grow in complexity given the pressure to move projects forward and the reduction of the capital

financing. Projects are deferred to future years and the costs are indexed by a range of 3% - 6% per year to reflect the inflationary costs of construction.

In 2012, through Report CPFS12-011 Debt Management and Capital Financing Plan, Council adopted a series of recommendations that created opportunities to add additional capital financing into the annual budget. The combination of recommendations in the report were intended to:

- Accelerate the pace capital construction can occur that otherwise may not be able to occur;
- Allow the City to gain some ground on its backlog of capital projects;
- Allow the City to take advantage of the attractive interest rates presently available in the marketplace; and
- Not completely rely on increased debt but also provide for continuing increases in base capital levy.

Recommendations c) and d) from the Report were central to the plan:

- c) That the annual draft operating budget include a 5% increase in the capital levy provision as a means of providing more capital levy to support the capital budget requirements.
- d) That, to phase-in the new maximum debt limit, the total annual amount of new tax-supported debt charges and any increase in the capital levy provision be limited so that the impact on the residential all-inclusive tax increase does not exceed 1% per year.

A 1% increase annually over 10 years was intended to create a base budget provision for tax-supported debt servicing costs that could, in theory, repurpose 10-year debt issued over and over again as the debt matured, without increasing the tax rate. From years 2013 through 2017, Council supported a 1% increase in the All-inclusive tax rate, 0.5% in 2018 and 0.0% in 2019 to 2021.

Casino Gaming Reserve

One source of revenue that is a key component of the Capital Budget is the Casino Gaming Reserve. 2021 will be the Casino's third full year of operations, however operations are expected to be significantly impacted as a result of the Provincial restrictions from the COVID-19 pandemic. It is unknown when the Casino will be able to return to pre-pandemic operations and revenue levels, and as a result all Casino Gaming Revenues will be transferred to reserve in 2021 to finance project funding commitments previously approved.

Dividends from City of Peterborough Holdings Inc. (CoPHI)

Another key revenue source for Capital is the dividends from CoPHI. The budget includes \$5.2 million (2020 - \$5.9 million) in dividend payments in 2021 from CoPHI. The 2021 budgeted amount has been reduced to reflect the sale of Peterborough Distribution Inc. (PDI). The \$0.7 million reduction has been offset by an estimated \$1.5

million of additional revenues earned from the proceeds of the sale as directed by Council on July 27 through the following motion:

- e) That, similar to the COPHI dividend payment, the annual earnings from Investing the proceeds resulting from the sale of assets of PDI be directed towards enhancing Capital financing, and not be used for purposes of reduction in the net tax levy.

Amount for Stormwater Protection Used to Increase Tax Supported Debt

For budget years 2018 – 2020, an amount for Stormwater Protection has been included in the Draft Budget for Council's consideration. The annual amount of \$620,000 was meant to be an incremental increase, that over a 10-year period, would provide an additional cumulative base amount of \$6,200,000 for stormwater related costs. The amount was initially based on staff Report USEC17-001 and subsequently amended by Council through Report USEC17-026. The intended purpose of identifying a separate fee was to be more transparent about the cost of maintaining the City's stormwater system, to identify a distinct stormwater funding arrangement and to better prepare the City to respond to future funding opportunities within the area of stormwater protection/rehabilitation. Specific activities include maintenance of catch basins, stormwater sewers, non-winter street cleaning and new work required to maintain the existing stormwater ponds, and to improve the quality of stormwater entering creeks and rivers. Ultimately, Council chose to keep the annual \$620,000 charge, but do so as part of the net tax levy requirement.

To date, a cumulative amount of \$1,860,000 has been included in the net tax levy requirement. For 2021, in recognition of the favourable interest costs to borrow funds and the critical need for additional capital financing; staff are recommending on a one-time basis, reallocation of the \$620,000 to increase the provision of tax supported debt.

The practical implication of redirecting the funds is that the 10-year plan of building a base budget for stormwater protection of \$6,200,000 will now take at least 11 years to complete.

Documents

The 2021 Draft Budget is presented in **three books** with the layout of the books as follows:

Book 1 – 2021 Budget Highlights

The 2021 Draft Budget Highlights Book provides a summary of the Operating and Capital Budgets and explains the key factors and implications of the proposed budget. The book also contains information on Long Term Debt and Reserves, Property Taxation, including Assessment, Tax Rate and Tax Policy, a detailed section on Staffing, and a Glossary of Common Acronyms used throughout the Budget.

It is recommended that the **Budget Highlights (Book #1)** be used by the Budget Committee during its review of the 2021 Draft Budget.

Book 2 – 2021 Operating Budget

The 2021 Operating Budget document (Book #2) contains departmental financial summaries plus financial and narrative information by division and/or activity. The text pages set out the purpose and highlights for each activity.

The 2021 preliminary actual numbers shown in the document are unaudited estimates provided by departments earlier in 2020 and may change pending final year-end adjusting entries or updated information.

User Fee Schedules are included for all departments and will be included in a User Fee By-law that will be approved following budget deliberations.

Book 3 – 2021 Capital Budget and 2022 – 2030 Subsequent Years Capital Forecast

The Capital Forecast document provides summaries of Capital projects by department and division and provides one detailed narrative page and financial page to support each project. Due to the legislative requirements of the Public Sector Accounting Board (PSAB), capital projects are split into two types, “Tangible Capital Assets” and “Other”. “Other” projects are typically studies or smaller maintenance type expenditures on City facilities that are below the thresholds identified for the tangible capital assets.

2021 Budget Committee and Council Schedule

The proposed timetable to review the 2021 Draft Budget is set out below:

| | |
|-------------------|--|
| November 2, 2020 | 2021 Draft Budget presented to Finance Committee by Staff. |
| November 16, 2020 | Public Meeting of Finance Committee to receive input on the 2021 Draft Budget. |
| November 17, 2020 | Meeting of Finance Committee to receive delegations from Outside Boards and Agencies on the 2021 Draft Budget |
| November 23, 2020 | Finance Committee reviews 2021 Draft Budget November 23 – November 26 as required. |
| December 14, 2020 | Council considers all of the recommendations ultimately endorsed by the Finance Committee and adopts a 2021 Budget as amended. |

C. Recommendations

The recommendations needed to implement the 2021 Budget are presented in Appendix A.

Summary

The 2021 Draft Budget documents are provided as a basis for the budget deliberations. It is recommended that the 2021 Highlights Book be the guiding document for the Finance Committee review. Budget Books 2 and 3 (Operating and Capital Books respectively) are reference material for ensuring a complete understanding of the 2021 proposed financial plan.

Submitted by

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Attachment:

Appendix A – Operating and Capital Budget Recommendations

Appendix A

2021 Operating and Capital Draft Budget Recommendations

That the following recommendations be moved for the purpose of discussion:

- a) That the 2021 Draft Budget, and all estimated revenues and expenditures, fees, contributions to reserve and reserve funds, and proposed staffing levels referenced in the documents be adopted.
- b) That the user fees and charges as set out in Book 2 be adopted as part of 2021 Budget process.
- c) That any unused CAO Budget at the end of 2021 be transferred to the Organizational Development Reserve, subject to the overall year-end position. (Page 28)
- d) That any unused Peterborough Technology Services Budget, at the end of 2021, be transferred to the Electronic Data Processing (EDP) Reserve, subject to the overall year-end position and that, if actual 2021 costs exceed the 2021 Budget, funds may be drawn from the EDP Reserve. (Page 49)
- e) That any unused Building Inspection Budget at the end of 2021 be transferred to the Building Division Reserve and that, if actual building inspection costs exceed the 2021 Budget, funds may be drawn from the Building Division Reserve. (Page 72)
- f) That any excess Airport development review fees at the end of 2021 be transferred to the Airport Development Review Reserve for future Airport Development related expenditures and that, if the 2021 Airport development review costs exceed the review fees, funds may be drawn from the Airport Development Review Reserve. (Page 73)
- g) That any 2021 Engineering Overhead surplus be transferred to the Engineering Design and Inspection Reserve, subject to the overall year-end position and that if actual 2021 Engineering costs exceed the Budget, funds may be drawn from the Engineering Design and Inspection Reserve. (Page 89)
- h) That any unused portion of the 2021 Winter Control Budget that may exist at year-end be transferred to the Winter Control Reserve, subject to the overall year-end position, and that if actual 2021 Winter Control costs exceed the 2021 Budget, funds may be drawn from the Winter Control Reserve. (Page 89)
- i) That \$1,500,000 in 2022 Capital funding be pre-committed for the Simcoe Street Culvert at Parking Garage project. (page 97)
- j) That any unused Parking Budget, at the end of 2021, be transferred to the Parking Reserve, subject to the overall year-end position and that, if the actual

2021 Parking costs exceed the 2021 Budget, funds may be drawn from the Parking Reserve. (Page 110)

- k) That any unused Traffic Signal Maintenance Budget at the end of 2021, be transferred to the Traffic Signal Reserve, subject to the overall year-end position and that if the actual 2021 Traffic Signal Maintenance costs exceed the 2021 Budget, funds may be drawn from the Traffic Signal Reserve. (Page 111)
- l) That \$1,500,000 in 2022 Capital funding be pre-committed for the Simcoe Street Parking Garage Rehabilitation project. (page 116)
- m) That any surplus funds at the end of 2021 for Market Hall be transferred to the Market Hall Capital Reserve for unanticipated maintenance expenses or small capital improvements. (Page 140)
- n) That any unused Community Development Program net budget at the end of 2021 be transferred to the Social Services Community Social Plan Joint Reserve for future program development, subject to the overall year-end position and that, if actual 2020 Community Development Program costs exceed the 2020 Budget, funds may be drawn from the Reserve. (Page 140)
- o) That any surplus funds at the end of 2021 for Arenas be transferred to the Arena Equipment Reserve for future equipment purchases. (Page 152)
- p) That any surplus funds at the end of 2021 for the Marina be transferred to the Marina Reserve to be used for future capital improvements. (Page 156)
- q) That any surplus funds at the end of 2021 for Beavermead Campground be transferred to a Beavermead Campground Reserve for future capital improvements. (Page 156)
- r) That any surplus funds at the end of 2021 for the Peterborough Sport and Wellness Centre be transferred to the PSWC Capital Conservation Reserve for future capital improvements. (Page 157)
- s) That any unused Homelessness net budget at the end of 2021 be transferred to the General Assistance Reserve, to be used for future investment in homelessness prevention programs, subject to the overall year-end position and that, if actual 2021 Homelessness costs exceed the 2021 Budget, funds may be drawn from the Reserve. (Page 177)
- t) That any remaining unused Social Services net budget at the end of 2021 be transferred to the General Assistance Reserve, subject to the overall year-end position and that, if actual 2021 Social Services costs exceed the 2020 Budget, funds may be drawn from the Reserve. (Page 177)
- u) That any surplus in the 2021 Housing Operating Budget at the end of 2021 be transferred to the Housing Reserve, subject to the overall year end position and

that, if actual 2021 Housing costs exceed the 2021 Budget, funds may be drawn from the Housing Reserve. (Page 177)

- v) That any surplus in the 2021 Housing Choice Rent Supplement Program at the end of 2021 be transferred to the Housing Choice Rent Supplement Reserve, subject to the overall year-end position and that, if actual 2021 Rent Supplement costs exceed the 2021 Budget, funds may be drawn from the Rent Supplement Reserve. (Page 177)
- w) That any adjustment to the City's 2021 requirement for the Municipal Property Assessment Corporation (MPAC), be netted against the City's 2021 General Contingency provision. (Page 185)
- x) That any unused portion of the 2021 tax write off account balance that may exist at year-end be transferred to the Allowance for Doubtful Accounts Reserve, subject to overall year-end position and that, if actual 2021 tax write-off costs exceed the 2021 Budget, funds may be drawn from the Allowance for Doubtful Accounts Reserve. (Page 189)
- y) That any unused Employee Benefits Budget at the end of 2021 be transferred to the Employee Benefits Reserve, subject to the overall year-end position, and that, if actual 2021 employee benefits exceed the 2021 Budget, funds may be drawn from the Employee Benefits Reserve. (Page 189)
- z) That any unused Insurance Budget at the end of 2021 be transferred to the Insurance Reserve, subject to the overall year-end position and that. (Page 189)
- aa) That any adjustment to the City's 2021 requirement for the Insurance Budget, be netted against the City's 2021 General Contingency provision. (Page 189)
- bb) That any unused 2021 Contingency Budget at the end of 2021 be transferred to the Capital Levy Reserve to be used for Capital works subject to the overall 2021 year-end position. (Page 189)
- cc) That any unused Police Services Legal fees Budget at the end of 2021 be transferred to the Legal Fees Policing Reserve, subject to the overall year-end position and approval through the Treasurer, and that if the actual 2021 Police legal fees costs exceed the 2021 Budget, funds may be drawn from the Policing Legal Fees Reserve. (Page 192)
- dd) That any unused Police Services Budget at the end of 2021 be transferred to the Police Special Projects Reserve, subject to the overall year-end position and approval by City Council and that, if the actual 2021 Police Services costs exceed the 2021 Budget, funds may be drawn from the Police Special Projects Reserve. (Page 192)
- ee) That any adjustments to the City's portion of the 2021 Peterborough County/City Paramedics Services Budget be netted against the 2021 General Contingency provision. (Page 201)

- ff) That any unused Peterborough County/City Paramedics Services (PCCP) Budget at the end of 2021 be transferred to the PCCP Reserve, subject to the overall year-end position and that, if the actual 2021 PCCP costs exceed the 2021 Budget, funds may be drawn from the PCCP Reserve. (Page 200)
- gg) That any adjustments to the City's portion of ORCA's 2021 Budget, based on the final approved ORCA Budget, be netted against the City's 2021 General Contingency provision. (Page 202)
- hh) That the 2021 budget request, representing the levy required by the Downtown Business Improvement Area of the Corporation of the City of Peterborough during the year 2021 totalling \$327,933, be approved. (Page 211)
- ii) That the 2021 budget request, representing all sums required by the Village Business Improvement Area of the Corporation of the City of Peterborough during the year 2021 totalling \$17,728, be approved. (Page 212)
- jj) That any excess Casino Gaming revenues at the end of 2021, that exceed the capital funding requirements to be funded from the Casino Gaming Reserve:
 - i) remain in the reserve, to a maximum of \$1.0 million, to be used to finance in-year Capital requirements or as otherwise directed by Council and that
 - ii) amounts beyond the \$1 million will be used for Capital works in the 2021 Capital Budget. (Page 215)
- ll) That any net surplus funds, after the disposition of the recommendations in this report, from 2021 operations in excess of \$100,000 be transferred to the Capital Levy Reserve to be used for Capital works. (Page 215)
- mm) That the revised Tax Ratio Reduction Program continues for the 2021 Draft Budget and reflects reductions:
 - i) To the Industrial Class Tax Ratios but not the Commercial and Multi-residential Class Tax Ratios, and
 - ii) at the reduced rate established through the 2016 Budget process. (Page 230)
- nn) That a by-law be passed to establish the 2021 tax ratios for each property class as set out in the 2021 Operating Budget. (Page 231)
- oo) That the 2021 tax rate for farmland awaiting development subclasses be 75% of the residential rate. (Page 231)



Budget Highlights

Table of Contents

2021 Budget

Table of Contents

| | |
|---|-----------|
| Part 1: 2021 Draft Budget Overview..... | 1 |
| 2021 Operating Budget (Revenues and Gross Expenditures) | 2 |
| Factors Impacting Operating Revenues..... | 3 |
| Gross Expenditures versus Net Expenditures..... | 5 |
| Factors Impacting Net Expenditures..... | 5 |
| Vacant and Excess Land Sub-classes..... | 6 |
| Tax Ratio Reduction Program continues for 2021 | 6 |
| Effect of assessment growth on the All-inclusive Tax increase..... | 7 |
| Median residential assessment: \$260,000..... | 7 |
| Residential education rate assumed to decrease by 4.0% | 7 |
| Sewer surcharge rate increases to 102.92% | 7 |
| Budget Guideline – 2.87% All-inclusive increase for median residential property ... | 7 |
| How 2.87% All-inclusive rate increase relates to the \$4.2 million increase in the Net Tax Levy Requirement..... | 8 |
| What does 1% mean? | 8 |
| Comparative All Inclusive Tax and Sewer Surcharge Rates and Levies for Median Single-Family Dwelling | 9 |
| Factors impacting 2.87% increase in the tax levy requirement | 10 |
| Tax Levy Requirement Change Factors..... | 11 |
| What a Residential Taxpayer Pays | 14 |
| 2021 Capital Expenditures and Financing by Source..... | 19 |
| 20 Largest 2021 Capital Projects | 20 |
| Climate Emergency | 22 |
| Part 2: 2021 Operating and Capital Budget Review | 23 |
| Organization Chart | 24 |
| City Council - Operating Budget..... | 25 |
| Chief Administrative Officer Departmental Summary – Operating Budget..... | 26 |
| Communication Services - Operating Budget..... | 29 |
| Fire Services - Operating Budget..... | 32 |
| Fire Services – Capital Budget | 34 |
| Emergency and Risk Management – Operating Budget..... | 36 |
| Corporate and Legislative Services Departmental Summary - Operating Budget. | 38 |
| Corporate and Legislative Services Departmental Summary - Capital Budget | 39 |
| Office of the City Clerk | 41 |

2021 Budget

Table of Contents

| | |
|--|-----|
| Financial Services..... | 42 |
| Facilities Management..... | 43 |
| Facilities and Planning Initiatives | 46 |
| Facilities and Planning Initiatives - Capital..... | 47 |
| Human Resources | 48 |
| Information Technology - Operating | 49 |
| Information Technology - Capital | 50 |
| Legal Services | 52 |
| Corporate and Legislative Services - Capital | 53 |
| Corporate and Legislative Services – Other Capital | 55 |
| Infrastructure and Planning Services Departmental Summary – Operating Budget..... | 57 |
| Infrastructure and Planning Services Departmental Summary – Operating Budget continued | 58 |
| Infrastructure and Planning Services Departmental Summary – Capital Budget .. | 59 |
| Infrastructure Planning Administration – Other Capital | 63 |
| Planning and Development and Real Estate – Operating Budget..... | 64 |
| Planning and Development and Real Estate – Capital Budget | 65 |
| Planning and Development and Real Estate - Growth Areas – Capital Budget.... | 68 |
| Planning and Development and Real Estate - Industrial Parks – Capital Budget . | 70 |
| Airport - Operating Budget..... | 73 |
| Airport – Capital Budget..... | 74 |
| Engineering, Construction and Public Works - Operating Budget..... | 88 |
| Engineering, Construction and Public Works - Capital Budget - Arterial Streets .. | 90 |
| Engineering, Construction and Public Works - Capital - Sanitary Sewers | 100 |
| Public Works - Capital Budget | 104 |
| Transportation – Operating Budget..... | 107 |
| Parking..... | 110 |
| Traffic..... | 111 |
| Transportation Planning..... | 111 |
| Traffic and Transportation – Capital Budget | 117 |
| Transportation Planning – Capital Budget | 119 |
| Transportation Planning – Other Capital Budget | 120 |
| Environmental Services - Waste Management – Operating Budget..... | 126 |
| Environmental Services - Waste Management - Capital Budget | 129 |
| Environmental Services - Waste Management – Other Capital Budget..... | 131 |
| Community Services Departmental Summary - Operating Budget | 134 |
| Community Services Departmental Summary – Capital Budget | 135 |
| Community Services Departmental Summary – Other Capital Budget Summary | 136 |
| Community Services Administration - Operating Budget | 137 |

2021 Budget

Table of Contents

| | |
|--|------------|
| Arts, Culture and Heritage - Operating Budget | 141 |
| Downtown Heritage Conservation District Study | 144 |
| Museum – Capital Budget..... | 146 |
| Library – Capital Budget | 148 |
| Arenas - Operating Budget | 151 |
| Arenas – Capital Budget..... | 153 |
| Social Services – Operating Budget | 160 |
| Social Services – Capital Budget | 178 |
| Capital Financing Costs | 180 |
| Property Taxation Costs (\$3.1 million)..... | 183 |
| Other Expenditures | 186 |
| Transfers To Organizations For Provision Of Services Summary – Operating Budget..... | 190 |
| Peterborough Police Services - Operating Budget | 191 |
| Fairhaven..... | 196 |
| Peterborough County/City Paramedics Service (PCCP)..... | 199 |
| Otonabee Region Conservation Authority (ORCA)..... | 201 |
| Peterborough Public Health Operating Budget | 203 |
| Peterborough Humane Society | 206 |
| Peterborough Family Health Team | 208 |
| Business Improvement Areas | 210 |
| Corporate Revenues Summary | 213 |
| Operating and Capital expenditures funded from Sewer Surcharge..... | 216 |
| Part 3: 2021 Property Taxation | 228 |
| Vacant and Excess Land Sub-classes..... | 231 |
| Taxable Assessment..... | 232 |
| Re-assessment Four Year Cycle | 232 |
| 2020 - 2021 Taxable CVA by Class and Sub-class..... | 234 |
| Tax Ratios and Tax Rates | 236 |
| Tax Rate Impact of Tax Ratio Change..... | 238 |
| Weighted Taxable Assessment | 239 |
| Municipal Tax Rate Calculation | 241 |
| 2020 - 2021 Municipal Tax Rates | 242 |
| Education Tax Rates..... | 243 |
| Part 4: Other Sections..... | 246 |
| Conversion of 2021 Draft Operating Budget to Full Accrual..... | 247 |
| Staffing..... | 248 |

2021 Budget

Table of Contents

| | |
|---|------------|
| Proposed Full Time Positions in 2021 Budget | 248 |
| Total Staff Complement | 249 |
| Staffing Complement and Dollars | 250 |
| Impact of Requested New Full-Time Permanent Positions..... | 254 |
| New Full-time Permanent Positions Proposed in the Operating Budget..... | 255 |
| Federal Gas Tax Program | 263 |
| Development Charges Reserve Funds..... | 266 |
| Development Charge Rates..... | 267 |
| Long Term Debt..... | 270 |
| Reserves and Reserve Funds | 281 |
| Part 5: Glossary of Budget Terms and Acronyms | 287 |
| Budget Terms..... | 288 |
| Acronyms Used in Budget Documents..... | 294 |



Budget Highlights

Part 1: 2021 Draft Budget Overview

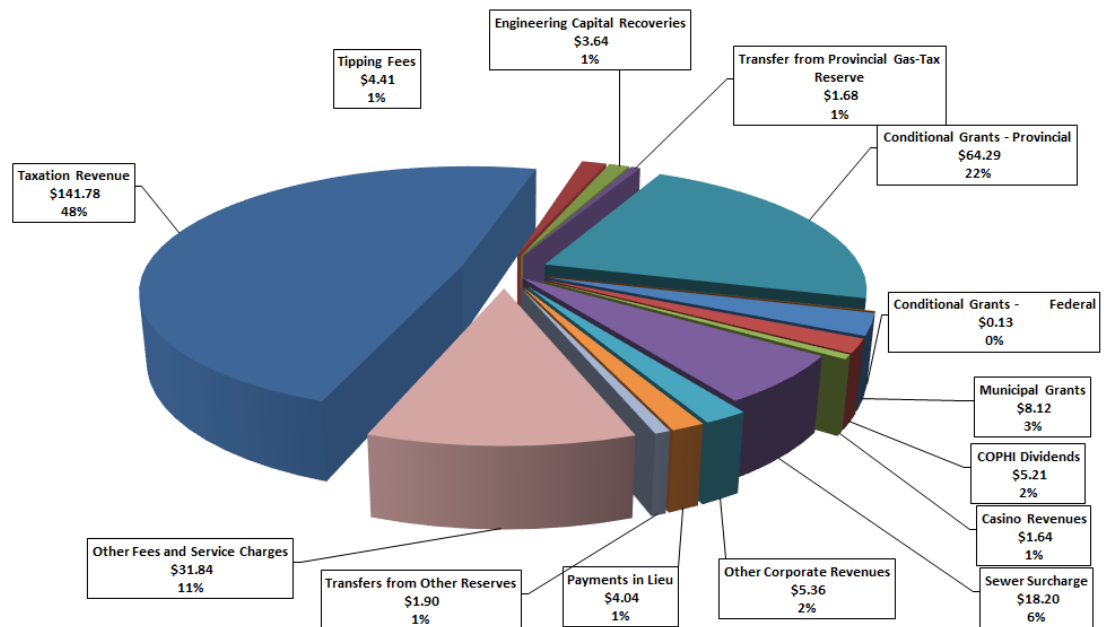
2021 Operating Budget (Revenues and Gross Expenditures)

The 2021 Operating Budget provides a listing of the Operating Revenues and Gross Operating Expenditures. The following chart illustrates the Revenues by Type and Gross Operating Expenditures by Department.

| CITY OF PETERBOROUGH | | | | | | |
|---|------------------|-------------------------------|--------------------------|-------------|--------------|------------------|
| 2021 Operating Budget | | | | | | |
| | 2020 Approved | 2020 Preliminary Actual | 2021 Requested Budget | % Change | \$ Change | % of Total |
| Operating Revenues | | | | | | |
| Taxation Revenue | 137,577,008 | 137,577,008 | 141,777,232 | 3.1% | 4,200,226 | 48.5% |
| Conditional Grants - Provincial | 64,671,830 | 76,632,339 | 64,203,562 | -0.8% | -378,268 | 22.0% |
| Conditional Grants - Federal | 134,700 | 134,388 | 128,700 | -4.5% | -6,000 | 0.0% |
| Municipal Grants | 8,067,958 | 7,984,829 | 8,116,076 | 0.8% | 48,117 | 2.8% |
| COPHI Dividends | 5,908,000 | 5,908,000 | 5,208,000 | -11.8% | -700,000 | 1.8% |
| Sewer Surcharge | 17,486,988 | 17,181,033 | 18,105,483 | 4.1% | 708,485 | 6.2% |
| Other Corporate Revenues | 4,653,753 | 4,653,253 | 5,355,330 | 15.1% | 701,577 | 1.8% |
| Tipping Fees | 3,407,606 | 3,200,000 | 4,407,253 | 28.0% | 909,587 | 1.5% |
| Transfer from Provincial Gas-Tax Reserve | 1,897,420 | 1,897,420 | 1,680,000 | -11.5% | -217,420 | 0.6% |
| Engineering Capital Recoveries | 3,957,844 | 3,859,247 | 3,637,402 | -8.1% | -320,487 | 1.2% |
| Payments in Lieu | 3,558,050 | 3,558,050 | 4,039,029 | 13.5% | 480,979 | 1.4% |
| Transfers from Other Reserves | 1,798,571 | 1,700,483 | 1,904,952 | 5.9% | 108,381 | 0.7% |
| Casino Revenue | 2,300,000 | 1,750,000 | 1,640,000 | -28.7% | -660,000 | 0.6% |
| Other Fees and Service Charges | 32,038,237 | 22,000,555 | 31,857,524 | -0.8% | -180,643 | 10.9% |
| | 287,548,059 | 288,46,613 | 292,240,613 | 1.6% | 4,692,543 | 100.0% |
| Gross Operating Expenditures | | | | | | |
| City Council | 677,167 | 677,572 | 689,437 | 1.8% | 12,270 | 0.2% |
| Chief Administrative Officer (including Fire) | 19,702,333 | 19,622,941 | 20,074,759 | 1.9% | 372,426 | 6.9% |
| Corporate and Legislative Services | 12,176,303 | 12,170,678 | 12,536,5 | 3.0% | 360,201 | 4.3% |
| Infrastructure and Planning Services | 77,484,285 | 80,330,083 | 80,664,670 | 4.1% | 3,180,385 | 27.6% |
| Community Services | 105,034,261 | 103,660,586 | 104,749,692 | -0.3% | -284,589 | 35.8% |
| Other Financial Services | 34,786,462 | 33,725,289 | 35,438,888 | 1.9% | 652,406 | 12.1% |
| Transfers to Organizations | 37,687,217 | 37,859,484 | 38,086,661 | 1.1% | 389,444 | 13.0% |
| | 287,548,059 | 288,046,612 | 292,240,613 | 1.6% | 4,692,544 | 100.0% |
| 2020 Surplus (Deficit) | 0 | 0 | 0 | | | |

Factors Impacting Operating Revenues

2021 Budget Operating Revenues \$292.2 (Million)

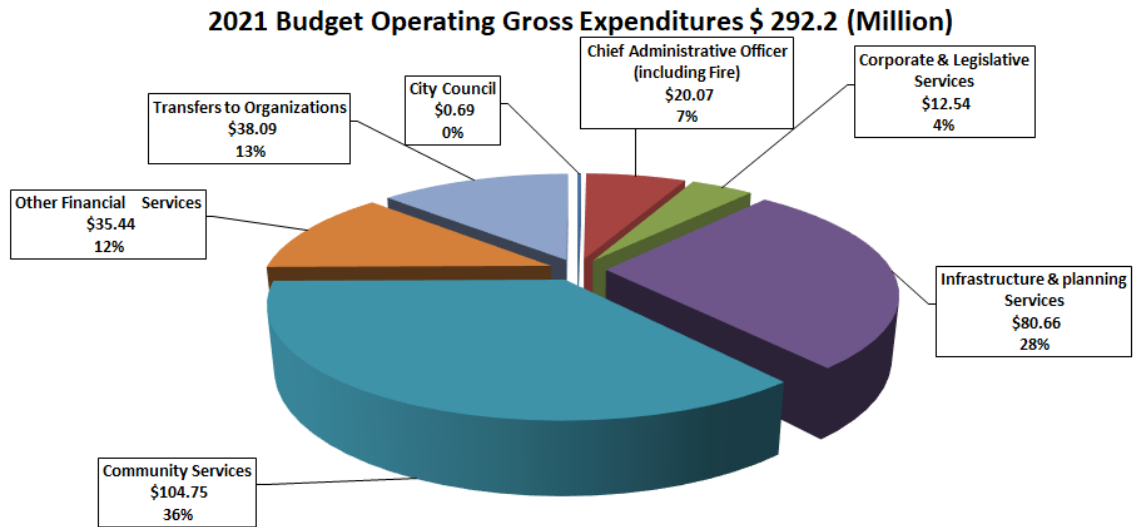


Gross Revenues for 2021 have increased \$4.6 million over the 2020 gross revenues. The key factors are:

Sewer Surcharge – is expected to increase 3.8% as the 2021 budget is based on 102.92% (2020 – 101.09%) of water revenues. Both the sewer surcharge rate and the water rates have increased in 2021.

Casino Gaming Revenues – 2020 Casino revenues have been significantly impacted by the closure of the Casino due to COVID-19 restrictions. For the 2021 budget a reduced amount of \$1.6 million (2019 \$3.2 Million) has been used to reflect the continued uncertainty due to COVID-19. It should be noted that to mitigate the revenue risk and to let the Casino Reserve stabilize, there are no Casino Reserve funded projects in 2021.

Other Fees and Service Charges – overall are projected to increase, in areas such as, Transit, Landfill, Recreation, PSWC and City Clerks. When Council was discussing the 2021 Guideline through Report CLSFS20-028 dated July 13, 2020, a motion was made to review the potential for user fees to increase 5 or 10%. Staff have reviewed the fees and are recommending that many be increased, which has assisted in keeping the net tax levy at a reasonable amount, even with increased operating budgetary pressures.

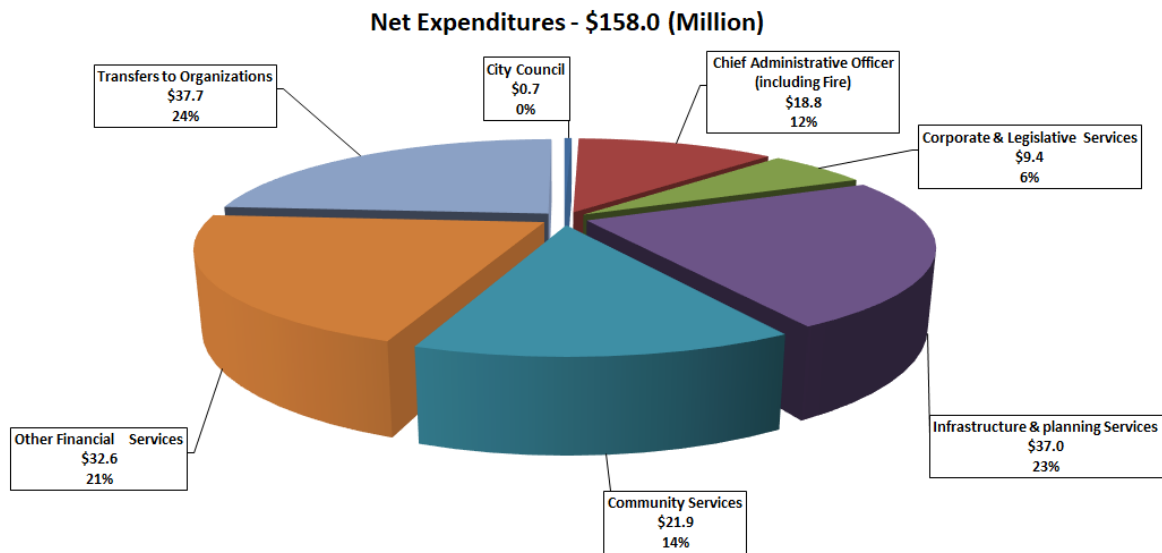


Gross Expenditures for 2021 have increased \$4.6 million over the 2020 gross expenditures. The key factors are:

- Personnel - \$2.2 million
- Public Works materials - \$0.3 million
- Insurance costs - \$0.3 million
- IT data processing costs - \$0.3 million
- Transfers to Other Organizations - \$0.6 million
- Tax Supported debt costs – \$0.7 million

Gross Expenditures versus Net Expenditures

Gross expenditures, less direct revenues of \$134.2 million, such as conditional grants and user fees, result in net expenditure requirements for 2021 of \$158.0 million as shown in the following chart.



Factors Impacting Net Expenditures

The 2021 net expenditures have increased \$4.0 million or 2.6%. Some of the key factors impacting gross expenditures have offsetting revenues which means they do not impact net expenditures. As an example, the Museum's gross expenditures have increased \$17,300, but fee revenue and other recoveries have increased by \$5,800 resulting in a net expenditure increase of \$11,500.

The key factors impacting the 2021 Net Expenditures from the 2020 level are:

- Recycling services - \$0.3 million
- Insurance costs - \$0.3 million
- IT data processing costs - \$0.3 million
- Winter Control - \$0.3 million
- Transfers to Other Organizations - \$0.6 million
- Tax Supported debt costs – \$0.7 million
- Property taxation costs - \$0.30 million

COVID-19 Pandemic Impacts

The 2021 budget has been developed taking into consideration impacts of the COVID-19 pandemic. Some areas of operations have budgeted for normal operations throughout 2021 and some have reduced revenues or increased expenses as recovery to pre-pandemic levels are not expected. The 2020 Preliminary Actuals included in the Operating schedules reflect the impacts of the pandemic on City operations. The City has submitted an application for Phase II funding under the Province of Ontario's Safe Restart Program. The Preliminary Actuals assume that the City will be successful. If the City is unsuccessful, a secondary plan utilizing some reserve funds will have to be presented to Council when the 2020 year-end is presented in the spring of 2021.

Net Requirement

Net tax levy requirement equals \$141.8 million – up by 3.1%
Corporate revenues for 2021, such as Supplementary taxes, Investment interest, Payments in Lieu and City of Peterborough Holdings Inc.'s return on investment, total \$16.3 million and are deducted from the \$158.0 million net departmental expenditures to derive the \$141.8 million net tax levy requirements for 2021. The net tax levy requirements have increased by 3.1% or \$4.2 million compared to 2020.

Vacant and Excess Land Sub-classes

Council, at its September 28, 2020 meeting, adopted Report CLSFS20-042 Elimination of Vacant and Excess Land Subclass Reduction. With the approval of that report properties in the Commercial and Industrial subclasses of Vacant and Excess Land will no longer have a reduced tax rate ratio. For the 2021 budget year all Commercial and Industrial Classes will have a Tax Ratio of 1.50. By eliminating the discounted tax ratio for the vacant and excess land subclasses the All-inclusive rate was reduced by 0.16%. In other words, if the reduction to Commercial and Industrial subclasses was not eliminated, the All-inclusive residential tax and sewer levy increase would be 3.03% as opposed to 2.87%.

Tax Ratio Reduction Program continues for 2021

As directed by Council through the 2021 Budget Guidelines report, the Tax Ratio Reduction Program continues for 2021 Industrial property owners. The multi-residential tax ratio remains at the 2011 rate.

That decision, in effect, has added a 0.07% component to the 2021 residential All-inclusive rate and without any other impacts This is the final year of the program as Industrial and Commercial tax ratios will be at 1.5% of the residential rate.

Effect of assessment growth on the All-inclusive Tax increase

Due to the COVID-19 restrictions, the 2020 re-assessment was postponed. Direction was given to the City by the Province to use the 2016 assessment 2020 destination values for the 2021 taxation year. It is expected, but not confirmed, that the re-assessment originally due January 1, 2020 will be carried out in 2021. The phase-in program would then start in the 2022 taxation year.

The 2021 Budget is based on the phased-in property assessments as of January 1, 2016, updated for actual growth, and assessment adjustments. Taxable assessment for 2021 is estimated to remain flat over the 2020 budget level. As mentioned above, there is no phase-in of reassessment in 2021 and real growth is expected to be minimal.

Median residential assessment: \$260,000

2020 property assessments are being used for the 2021 Draft Budget, the median residential assessment for a single-family dwelling (not on water) will remain the same as the 2020 budget value of \$260,000.

Residential education rate assumed to decrease by 4.0%

The education rate for all property classes continues to be regulated by the Province. For the 2021 Draft Budget, it has been assumed that the rate will decrease by 4.0%, the same decrease experienced in the previous year.

Sewer surcharge rate increases to 102.92%

The Draft 2021 Budget assumes a sewer surcharge rate of 102.92%, an increase of 1.81% over the 2020 rate of 101.09%.

The combination of the sewer surcharge rate and water rate increases result in the median assessed house experiencing a \$18.74 (3.8%) increase in their sewer surcharge annual amount payable over the 2020 level.

Budget Guideline – 2.87% All-inclusive increase for median residential property

When the real assessment growth, the 3.6% proposed municipal residential tax rate increase, the 4.0% reduction in the education rate, the 3.8% increase to the sewer surcharge and storm water protection funding are all considered, the median single family dwelling will see an All-inclusive 2.87% (\$118.69) annual increase (\$9.89 monthly) in municipal, education, storm and sewer surcharge payable.

How 2.87% All-inclusive rate increase relates to the \$4.2 million increase in the Net Tax Levy Requirement

The 2.87% All-inclusive rate increase is a reference to the increase that a typical homeowner would see on their 2021 tax and water bills for municipal services. Staff would suggest that it is the increase on their municipal tax and sewer surcharge component of the water bills that ratepayers want to hear about and understand, as that is what directly affects them.

The \$4.2 million Net Tax Levy Requirement increase is the additional amount that will be raised from taxation over the previous year.

What does 1% mean?

Both the All-inclusive Tax increase and the Net Tax Levy Requirement are within the control of Council.

For 2021, a 1.0% change in the All-inclusive Tax Rate (combined Municipal and Education Tax on Assessment plus Storm and Sewer Surcharge) equates to approximately \$1.7 million in tax supported expenditures. That is, to lower the 2021 proposed 2.87% increase to 1.87%, \$1.7 million in net tax levy funded expenditures would have to be eliminated.

Chart 2 summarizes the residential tax and sewer rates and resulting levies.

Part 1
2021 Draft Budget Overview

Chart 2

Comparative All Inclusive Tax and Sewer Surcharge Rates and Levies for Median Single-Family Dwelling

| Comparative All Inclusive Tax and Sewer Surcharge Rates and Levies For Median Single Family Dwelling (Not on Waterfront) | | | | | |
|---|---|-------------|-------------|----------------------------------|---------|
| Ref C1 | Description C2 | 2020 C3 | 2021 C4 | Change from 2020 Amount C5 | % C6 |
| 1.01 | Gross Expenditures | 287,548,089 | 292,240,813 | 4,692,544 | 1.6% |
| 1.02 | Amount raised from taxation | 137,577,006 | 141,776,380 | 4,199,874 | 3.1% |
| 1.03 | Effect of tax ratio plan on change in all-inclusive rate | | | | 0.1% |
| 1.04 | Effect of 2021 Real Assessment Growth on change in all-inclusive rate | | | | 0.0% |
| 2.00 | <u>Residential Tax Rates</u> | | | | |
| 2.01 | Municipal | 1.2486790% | 1.2833600% | 0.0346810% | 3.6% |
| 2.02 | Education (estimate) | 0.1545800% | 0.1483780% | -0.0062020% | -4.1% |
| 2.03 | Total | 1.4032590% | 1.4416000% | 0.0383410% | 2.7% |
| 3.00 | <u>Average Annual Water Rates</u> | 481.96 | 491.60 | 9.64 | 2.0% |
| 4.00 | Sewer Surcharge Effective Rate | 101.09% | 102.52% | 1.43% | 1.8% |
| | <u>Levies / Collected</u> | | | | |
| 5.00 | Water Revenues | 17,100,000 | 17,442,000 | 342,000 | 2.0% |
| 5.01 | Sewer Surcharge | 16,584,900 | 17,233,300 | 638,400 | 3.8% |
| 6.00 | Estimated Median Assessed Value - SFD Not on Waterfront | 260,000 | 260,000 | 0 | 0.0% |
| 7.00 | <u>Residential Tax Levy on Assessment</u> | | | | |
| 7.01 | Municipal | 3,246.57 | 3,362.59 | 116.02 | 3.6% |
| 7.02 | Education | 401.86 | 385.78 | -16.07 | -4.1% |
| 7.03 | Total | 3,648.43 | 3,748.37 | 99.95 | 2.7% |
| 7.04 | Per Month | 304.04 | 312.36 | 8.33 | 2.7% |
| 8.00 | Sewer Surcharge Payable | 487.21 | 505.95 | 18.74 | 3.8% |
| 8.01 | Per Month | 40.60 | 42.16 | 1.56 | 3.8% |
| 9.00 | Stormwater Protection Surcharge payable | 0.00 | 0.00 | 0.00 | N/A |
| 9.01 | Per Month | 0.00 | 0.00 | 0.00 | N/A |
| 10.00 | Total Municipal Tax, Sewer and Stormwater | 3,733.78 | 3,868.54 | 134.76 | 3.6% |
| 10.01 | Per Month | 311.15 | 322.38 | 11.23 | 3.6% |
| 11.00 | Combined Mun and Ed Tax Plus Sewer Surcharge & Stormwater | 4,135.64 | 4,254.32 | 118.69 | 2.87% |
| 11.01 | Per Month | 344.64 | 354.53 | 9.89 | 2.87% |
| Notes | | | | | |
| 1 The tax levies shown are for the median single family dwelling unit (not on waterfront) assessed at \$ 260,000 for 2020 and \$ 260,000 for 2021. Individual tax levies and percentage changes will vary depending on actual assessed values each year. | | | | | |
| 2 A \$1,743,711 change in net tax levy for 2021 equates to a 1% change in the Combined Municipal and Education Tax on Assessment plus Sewer Surcharge. For example, to lower the 2021 proposed 2.5% increase to 1.5%, \$1,743,711 net tax levy funded expenditures would have to be eliminated. | | | | | |

Factors impacting 2.87% increase in the tax levy requirement

Table 1 lists the major areas reflected in the Draft Budget that have impacted the 2021 tax levy requirement.

The Supplementary Notes on pages 12 and 13 provide additional commentary on key impacts.

Part 1
2021 Draft Budget Overview

Tax Levy Requirement Change Factors

Table 1
2021 Budget: Tax Levy Requirement Change Factors

| Ref | Description | Total | 2021 Impact on Net Tax Requirement |
|--|---|--------------------|------------------------------------|
| C1 | C2 | C3 | C4 |
| 1.00 | 2020 Net Tax Levy Requirement | 137,577,006 | |
| <i>Legislated or Council Approved Additions/Enhancements or Required to Maintain Levels of Service</i> | | | |
| 2.00 | <u>Personnel costs (contract provisions, annualization of 2020 hires)</u> | | |
| 2.01 | Employee groups step & inflation (Excl. Impact of Employment Services closure) | 1,976,714 | 1.44% |
| | | 1,976,714 | 1.40% |
| 3.00 | <u>Service Level Enhancements Approved by Council</u> | | |
| 3.01 | Capital Financing - Increase in Capital Financing Corp Fin | 987,000 | 0.72% |
| 3.02 | Stormwater Protection Fee Corp Fin | - | 0.00% |
| | | 987,000 | 0 |
| 4.00 | <u>Inflationary Factors / Other Increased Costs</u> | | |
| 4.01 | Information Technology related costs CLS All | 287,600 | 0.21% |
| 4.02 | Waste Mgmt Site Operator costs (City Net Share) IPS WM | 166,450 | 0.12% |
| 4.03 | Transit Materials & Contractual Services IPS Transit | 213,858 | 0.16% |
| 4.04 | Insurance costs Corp All | 262,093 | 0.19% |
| 4.05 | Public Works Materials IPS PW | 344,500 | 0.25% |
| 4.06 | Property Tax costs (CARP, Brownfields & Tax-Write-offs) CLS Tax | 395,000 | 0.29% |
| | | 1,669,601 | 1.20% |
| 5.00 | <u>Decreased revenues</u> | | |
| 5.01 | POA Revenues (City Share) CLS POA | 30,300 | 0.06% |
| 5.02 | Recycling Revenues IPS WM | 200,000 | 0.15% |
| 5.03 | Investment Revenues CLS corp | 700,000 | 0.51% |
| | | 980,800 | 0.70% |
| 6.00 | <u>Increased Revenues or Decreased Expenditures offsetting Budgetary pressures</u> | | |
| 6.01 | Transit Revenues IPS Transit | -268,460 | -0.20% |
| 6.02 | Waste Management Tipping Fees IPS Landfill | -454,794 | -0.33% |
| 6.03 | Recreation Revenue CS Rec | -63,900 | -0.04% |
| 6.04 | Other User fees All | -475,600 | -0.35% |
| 6.04 | Recycling Provincial Grant IPS WM | -90,000 | -0.07% |
| 6.05 | Corporate Sponsorship Revenues CAO Comm | -162,500 | -0.12% |
| 6.06 | Discretionary Benefits CS SS | -100,000 | -0.07% |
| 6.07 | Fuel costs Corp All | -470,115 | -0.34% |
| | | (2,075,369) | -1.51% |
| 7.00 | <u>Outside Agencies</u> | | |
| 7.01 | All Outside Agencies SA | 561,000 | 0.41% |
| | | 561,000 | 0.41% |
| 8.00 | Subtotal Tax Levy Change Requirement Factors | 4,099,747 | 2.98% |
| 9.00 | General Inflation & Other Tax Levy Change Requirement Factors | 100,128 | 0.07% |
| 10.00 | 2021 Net Tax Levy Requirement | 141,776,880 | 3.05% |

Tax Levy Requirement Change Factors - Supplementary Notes

Personnel costs

Total personnel costs for 2021 will amount to \$80.4 million for 873.3 FTE's (full-time equivalents) and represents 27.5% of the total \$292.3 million gross expenditures.

Personnel costs rose for a number of reasons including the estimated impact of contract settlements, grid step movements, the annualization of new 2020 hires and some proposed new hires. Offsetting this increase in compensation costs is the staffing reductions in Social Services.

Capital Financing – Tax Supported Debt Costs

Line 4.01 & 4.02 – Through a one-time reallocation of the \$.62 million Stormwater Protection Fee and incremental tax supported debt costs from debt maturing, a total of \$0.987 Million has been added to the tax supported debt costs for the capital program.

Inflationary Factors/Other Increased Costs

Line 5.01 – IT related costs are increasing - as the City invests in new electronic tools, operating costs increase, but additional staff efficiencies and better service delivery result.

Lines 5.02 – Processing and contract costs continue to put pressure on the Landfill and Recycling budgets.

Line 5.04 – Insurance cost inflation pressures are anticipated to continue in 2021 and are adding 0.30 million to the 2021 budget.

Decreasing revenues

Line 6.03 – Investment revenues will be negatively impacted by decreasing interest rates.

Increased Revenues or Decreased Expenditures offsetting budgetary pressures

Line 7.02 – Landfill Tipping Fees have been increased for 2021.

Line 7.04 – Users Fees have been reviewed and increased where applicable to follow the direction of the 2021 budget guideline.

Line 7.07 – Vehicle fuel costs have been adjusted to reflect current and forecasted gasoline and diesel prices.

Other factors affecting the 2021 tax levy requirement

The other impacts shown will be discussed in the 2021 Operating and Capital Budget (by Department) section of the Highlights Book.

Year-End Transfers

Throughout the Operating Budget, there are many ongoing recommendations that Council traditionally approves to transfer any unused portion of a certain budget to a specific reserve. The funds in the reserve might be for future capital works or to draw on and bring into operating in a year where operating costs exceed the budget. These transfers are dependent on the City's overall year-end financial position. These are listed in Part 2 of this Highlights Book, in their appropriate section.

What a Residential Taxpayer Pays

The following chart shows what a residential taxpayer would pay for various municipal services based on a property assessed at \$260,000.

Part 1 2021 Draft Budget Overview

What a Residential Taxpayer Pays

What a Residential Tax Payer Pays for Various Municipal Services For the Year 2021 Based on a Residential property assessed at \$260,000

| Service, Program, Transfers | Net Requirement Before Indirect Revenues | Allocated Indirect Revenue | Net tax Levy | Residential Municipal Tax Rate | Tax levy | % of Total |
|---|--|----------------------------------|--------------------|--------------------------------------|-----------------|----------------|
| City Council | | | | | | |
| City Council | 689,437 | 71,284 | 618,588 | 0.005643% | 14.67 | 0.44% |
| | 689,437 | 71,284 | 618,588 | 0.005643% | 14.67 | 0.44% |
| Chief Administrative Officer | | | | | | |
| Office of Chief Administrative Officer | 533,762 | 55,188 | 478,911 | 0.004369% | 11.36 | 0.34% |
| Fire Services | 17,154,274 | 1,773,647 | 15,391,445 | 0.140402% | 365.05 | 10.86% |
| Emergency Management | 471,015 | 48,700 | 422,612 | 0.003855% | 10.02 | 0.30% |
| Communications | 1,266,904 | 130,990 | 1,136,713 | 0.010369% | 26.96 | 0.80% |
| | 19,425,955 | 2,008,525 | 17,429,681 | 0.158995% | 413.39 | 12.29% |
| Corporate and Legislative Services | | | | | | |
| City Clerk | 726,319 | 75,097 | 651,680 | 0.005945% | 15.46 | 0.46% |
| Financial Services | 2,039,461 | 210,868 | 1,829,879 | 0.016692% | 43.40 | 1.29% |
| Facilities Management | 1,198,118 | 123,878 | 1,074,996 | 0.009806% | 25.50 | 0.76% |
| Human Resources | 1,159,242 | 119,859 | 1,040,115 | 0.009488% | 24.67 | 0.73% |
| Corporate Information Services | 3,360,033 | 347,407 | 3,014,745 | 0.027501% | 71.50 | 2.13% |
| Facilities and Planning Initiatives | 142,964 | 14,782 | 128,273 | 0.001170% | 3.04 | 0.09% |
| Legal Services | 326,989 | 33,809 | 293,387 | 0.002676% | 6.96 | 0.21% |
| | 8,953,126 | 925,698 | 8,033,074 | 0.073278% | 191 | 5.67% |
| Infrastructure Planning Services | | | | | | |
| Office of Infrastructure & Planning Services | 276,844 | 28,624 | 248,395 | 0.002266% | 5.89 | 0.18% |
| Planning | 1,793,234 | 185,409 | 1,608,956 | 0.014677% | 38.16 | 1.13% |
| Peterborough Airport | 2,278,035 | 235,535 | 2,043,937 | 0.018645% | 48.48 | 1.44% |
| Building Inspection and Protective Services | 634,839 | 65,639 | 569,601 | 0.005196% | 13.51 | 0.40% |
| Engineering, Construction and Public Works | 12,023,617 | 1,243,168 | 10,788,031 | 0.098409% | 255.86 | 7.61% |
| Infrastructure Management | 1,407,299 | 145,506 | 1,262,680 | 0.011518% | 29.95 | 0.89% |
| Transportation | 11,815,393 | 1,221,639 | 10,601,205 | 0.096705% | 251.43 | 7.48% |
| Environmental Services | 6,740,749 | 696,952 | 6,048,048 | 0.055171% | 143.44 | 4.21% |
| | 36,970,010 | 3,822,473 | 33,170,853 | 0.302588% | 786.73 | 23.40% |
| Community Services | | | | | | |
| Community Service Administration | 2,001,627 | 206,956 | 1,795,933 | 0.016383% | 42.59 | 1.27% |
| Recreation | 1,097,278 | 113,452 | 984,518 | 0.008981% | 23.35 | 0.69% |
| Arts, Culture and Heritage | 5,093,026 | 526,588 | 4,569,650 | 0.041685% | 108.38 | 3.22% |
| Arenas | 2,176,701 | 225,058 | 1,953,016 | 0.017816% | 46.32 | 1.38% |
| Social Services | 11,545,304 | 1,193,714 | 10,358,871 | 0.094495% | 245.69 | 7.31% |
| | 21,913,936 | 2,265,767 | 19,661,989 | 0.179358% | 466.33 | 13.87% |
| Capital Levy, Debt & Financial Summary | | | | | | |
| Capital Financing Costs | 27,834,751 | 2,877,943 | 24,974,362 | 0.227818% | 592.33 | 17.62% |
| Property Taxation Costs | 2,513,020 | 259,831 | 2,254,774 | 0.020568% | 53.48 | 1.59% |
| Other Expenditures | 1,236,340 | 127,830 | 1,109,290 | 0.010119% | 26.31 | 0.78% |
| Contingency Provision | 391,777 | 40,507 | 351,517 | 0.003207% | 8.34 | 0.25% |
| | 31,975,888 | 3,306,111 | 28,689,943 | 0.261712% | 680.45 | 20.24% |
| Transfers to Organizations For Provision of Services | | | | | | |
| Police Services | 26,966,980 | 2,788,221 | 24,195,766 | 0.220716% | 573.86 | 17.07% |
| Fairhaven | 1,905,862 | 197,055 | 1,710,010 | 0.015599% | 40.56 | 1.21% |
| Peterborough County/City Paramedics Service | 5,391,148 | 557,412 | 4,837,136 | 0.044125% | 114.72 | 3.41% |
| Otonabee Region Conservation Authority | 816,029 | 84,372 | 732,171 | 0.006679% | 17.37 | 0.52% |
| Primary Health Care Services Peterborough | 21,220 | 2,194 | 19,039 | 0.000174% | 0.45 | 0.01% |
| Peterborough Public Health | 1,330,450 | 137,560 | 1,193,729 | 0.010889% | 28.31 | 0.84% |
| Peterborough & Kawartha Economic Development | 999,778 | 103,371 | 897,038 | 0.008183% | 21.28 | 0.63% |
| Humane Society | 365,194 | 37,759 | 327,666 | 0.002989% | 7.77 | 0.23% |
| Greater Peterborough Innovation Cluster | 140,000 | 14,475 | 125,613 | 0.001146% | 2.98 | 0.09% |
| DBIA | 150,000 | 15,509 | 134,586 | 0.001228% | 3.19 | 0.09% |
| | 38,086,661 | 3,937,927 | 34,172,753 | 0.311727% | 810.49 | 24.10% |
| Total Net Expenditures | 158,015,013 | 16,337,784 | 141,776,880 | 1.293302% | 3,362.58 | 100.00% |

Notes

1. Net Tax Levy equals gross expenditures less all sources of direct revenues that may apply. For example, Transportation gross expenditures less transportation revenues equals net transportation tax levy.

2. Residential Municipal Tax Rate shown is expressed as a percentage that when multiplied by CVA and divided by 100 equals the tax levy shown for each service. As example, the tax rate for Council is 0.005643% and the resulting tax levy for a house assessed at \$260,000 is 14.67 (0.0005643 X \$260,000/100 = 14.67). Some totals and subtotals may not add exactly due to rounding differences.

3. Tax Levy shows what the taxpayer with the shown CVA pays in 2021 for the services.

2021 Capital Budget: \$70.7 million

There are 125 capital projects that make up the 2021 Capital Budget cost of \$70.7 million. When future projects are included, the number of projects contained in the 2021 budget is 324.

Capital Projects are identified as either a “Tangible Capital Asset (TCA) Project” or as an “Other Capital Project”. The segregation gives direction to staff on how to appropriately account for the projects in the City’s books and is an indicator of how they will be presented in the City’s audited financial statement.

TCA’s are defined as:

“...real or personal property that have a physical substance that:

- Are used in the production or supply of goods and services, rental to others, administrative purposes or for the development and construction of other tangible capital assets.
- Have an estimated life of greater than one year; and
- Are used on a continuing basis.

The Capital Budget includes the following information for each project: project details, justification, effects on future Operating Budgets, and accessibility considerations, if applicable.

Pre-Commitments of 2021 Budget

During 2020 Council approved the pre-commitments of the 2021 capital budget totaling \$9,015,600, as shown in the following table. These approved amounts are included in the 2021 budget.

Pre-Commitments of 2022 Budget

During 2020 Council approved a pre-commitment of the 2022 budget for the Peterborough Organics project of \$1,769,414.

Included in the Draft 2021 Budget are requests to pre-commit the 2022 budget for the projects listed below. Staff are recommending these pre-commitments to ensure these on-going projects are able to move forward without interruption:

- Simcoe Street Culvert at Parking Garage (Page 97)
- Simcoe Street Parking Garage Rehabilitation (Page 117)

Pre-Commitments of 2021 and 2022 Budget

| | Project name | Report Reference | Development Charges | Capital Levy Reserve | Tax Supported Debt/Capital Levy | Total 2021 Commitment | Total 2022 Commitment |
|---|---|----------------------------|---------------------|----------------------|---------------------------------|-----------------------|-----------------------|
| 1 | Enterprise Software Modernization | CLSFS19-056 | | | \$ 1,000,000 | \$ 1,000,000 | |
| 2 | Bethune Street Diversion (Shared & City Funded) | CLSFS19-056 & IPSENG20-007 | \$ 1,900,000 | | \$ 3,615,600 | \$ 5,515,600 | |
| 3 | Peterborough Organics Project & Low Carbon Economy Fund Application Results | IPSES19-010 | | | | \$ 1,700,000 | \$ 1,769,414 |
| 4 | Moorecraig Road & Roper Drive | IPSENG20-017 | | | \$ 600,000 | \$ 600,000 | |
| 5 | Naval Association Property Acquisition | CLSFS20-034 | | \$ 200,000 | | \$ 200,000 | |
| 6 | Simcoe Street Parking Garage Rehabilitation | 2021 Budget Request | | | | \$ - | \$ 1,500,000 |
| 7 | Simcoe Street Culvert at Parking Garage | 2021 Budget Request | | | | \$ - | \$ 1,500,000 |
| 8 | Total | | \$ 1,900,000 | \$ 200,000 | \$ 5,215,600 | \$ 9,015,600 | \$ 1,769,414 |

Capital Needs Outweigh Funds Available

In 2012, through Report CPFS12-011 Debt Management and Capital Financing Plan, Council adopted a series of recommendations that created opportunities to add additional capital financing into the annual budget, including:

- c) That, to phase-in the new maximum debt limit, the total annual amount of new tax-supported debt charges and any increase in the capital levy provision be limited so that the impact on the residential all-inclusive tax increase does not exceed 1% per year.

When preparing the Draft 2021 Capital Budget, the requested capital program from Departments far exceeded the available funds. As in prior years, the program was reduced to come in within the funding available. This exercise continues to grow in complexity given the pressure to move projects forward and the reduction of the capital financing plan from 1.0% in 2013 through 2017, 0.5% in 2018 and 0.0% in 2019, 2020 and 2021 for tax supported debt servicing costs.

In addition, reduced Casino revenues and Municipal Accommodation Tax (MAT) revenues due to COVID-19 put further pressures on the capital program as these funds would support capital projects. In an effort to retain required capital projects in the 2021 budget, additional Tax supported debt was added through the utilization of net requirement and the re-direction of Waste Water Protection Fee from the Waste Water Reserve Fund to tax supported debt. Staff also made difficult decisions in deferring projects from the 2021 budget.

Examples of projects where funding has been delayed include:

- Fire Station Relocations and Construction;
- Applegrove Avenue Reconstruction;
- Parkhill Road Reconstruction;
- Transit Garage Replacement Site Selection Study;
- Snow Storage Facility ECA and Compliance Improvements.

In looking forward to future years, capital pressures will continue to outweigh available funds. In the 2021 Draft Capital Budget, even if staff assumes that the current capital financing policy continues for future years, there is not sufficient financing to fund the requests for 2022-2025. For this reason, Council is cautioned not to assume a project will be completed in the future year as shown in this budget document. Council and staff will continue to work on what their priorities are for the capital program, available financing, and look for creative ways to address capital needs. Asset Management will play an increasing role in prioritizing capital projects.

Part 1
2021 Draft Budget Overview

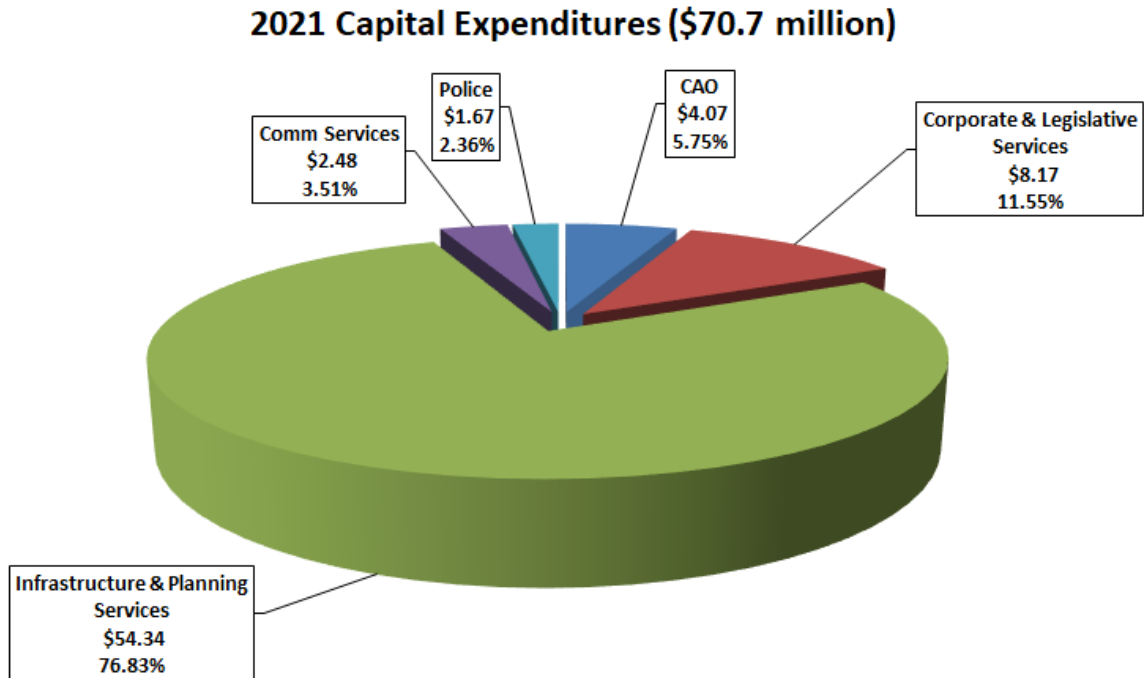
2021 Capital Budget Summary: \$70.5 million

Combined Tangible & Other Capital Budget Summary
2021-2030 & Subsequent Years

| | | | | | | | | | | | 2022 | | 2023 | | 2024 & After | |
|---|-----|---------------|-------------------|-------------|---------|----------|---------------|---------|----------|----------|-----------|-----------|-----------|-----------|--------------|-------------|
| Project Description | Ref | Project Total | Approved Pre-2021 | Total Costs | Rev | Net Cost | 2021 Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Combined Tangible and Other Capital Program Summary | | | | | | | | | | | | | | | | |
| CAO | | 34,290.0 | 2,340.4 | 4,068.2 | | 4,068.2 | 75.0 | | 3,500.0 | 493.2 | 8,457.0 | 8,457.0 | 962.0 | 962.0 | 18,462.4 | 18,462.4 |
| Corporate and Legislative Services | | 173,977.4 | 18,294.7 | 8,173.5 | 125.6 | 8,047.9 | 2,678.0 | | 2,796.8 | 2,373.3 | 8,309.7 | 8,309.7 | 11,224.6 | 11,224.6 | 127,975.0 | 127,975.0 |
| Community Services | | 148,441.3 | 15,236.5 | 2,479.3 | 933.0 | 1,546.3 | 600.3 | 231.0 | | 715.0 | 28,503.5 | 27,448.8 | 32,292.8 | 28,201.1 | 69,929.2 | 61,340.1 |
| Infrastructure and Planning Services | | 1,325,876.3 | 204,227.2 | 54,340.9 | 7,745.1 | 46,595.7 | 4,638.0 | 934.5 | 23,724.5 | 17,400.6 | 100,655.1 | 87,048.8 | 103,425.2 | 87,609.2 | 889,227.4 | 809,586.6 |
| Police Services | | 2,315.7 | 177.5 | 1,670.7 | | 1,670.7 | 1,500.0 | 63.8 | | 107.0 | 27.5 | 27.5 | | | 440.0 | 440.0 |
| Total | | 1,684,900.8 | 240,276.3 | 70,732.6 | 8,803.8 | 61,928.6 | 9,589.3 | 1,229.3 | 30,021.1 | 21,089.1 | 145,959.3 | 131,291.8 | 147,904.6 | 127,996.8 | 1,080,033.0 | 1,017,801.0 |

The “2021 Capital Financing Supplementary Information” section of this Highlights Book provides more information about Capital Levy, Tax Supported Debt, Reserve and Reserve Funds, and Development Charge revenue.

2021 Capital Expenditures and Financing by Source



Part 1
2021 Draft Budget Overview

20 Largest 2021 Capital Projects

The \$46.1 million in these top 20 projects represents 65.4% of the total \$70.5 million Capital Budget.

| Ref | Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|-----|--|---------|---------------|-------------------|------------|---------|----------|----------|---------|---------|---------|---------|---------|---------|---------|--------------|----------|
| | | | | | Total Cost | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| 1 | Pavement Preservation Program | 5-10.01 | 59,450.8 | 4,100.0 | 4,500.8 | | 4,500.8 | | | | 4,500.8 | 4,850.0 | 4,850.0 | 5,050.0 | 5,050.0 | 40,950.0 | 40,950.0 |
| 2 | Peterborough Landfill Site | 5-20.01 | 21,314.5 | 11,604.5 | 4,240.0 | 2,120.0 | 2,120.0 | | | | 2,120.0 | 475.0 | 237.5 | 1,545.0 | 772.5 | 3,450.0 | 1,725.0 |
| 3 | Extension of Crawford Dr to Harper Road | 5-8.01 | 14,500.0 | 10,500.0 | 4,000.0 | | 4,000.0 | | | 3,520.8 | 479.2 | | | | | | |
| 4 | Bethune Street Diversion Shared Funding | 5-5.01 | 48,267.6 | 44,077.0 | 3,615.6 | | 3,615.6 | | | 2,079.5 | 1,536.1 | 190.0 | 190.0 | 190.0 | 190.0 | 195.0 | 195.0 |
| 5 | Fire Station Relocations and Construction | 2-2.01 | 25,000.0 | 200.0 | 3,500.0 | | 3,500.0 | | | 3,500.0 | | 7,300.0 | 7,300.0 | | | 14,000.0 | 14,000.0 |
| 6 | Cleantech Commons | 5-3.01 | 11,773.7 | 8,473.7 | 3,300.0 | | 3,300.0 | | | 3,300.0 | | | | | | | |
| 7 | Downtown Flood Mitigation Project (Water St./Simcoe St.) | 5-5.02 | 49,500.0 | | 3,000.0 | 3,000.0 | | | | | | | | 7,750.0 | 4,650.0 | 38,750.0 | 23,250.0 |
| 8 | Evinrude Roof & HVAC Replacement | 3-1.02 | 28,980.0 | 2,495.0 | 2,065.0 | | 2,065.0 | 70.0 | | 1,205.0 | 790.0 | 1,035.0 | 1,035.0 | 2,645.0 | 2,645.0 | 20,740.0 | 20,740.0 |
| 9 | Conventional Bus Replacement | 5-16.01 | 3,975.0 | 1,987.5 | 1,987.5 | 1,457.4 | 530.1 | | | 530.1 | | | | | | | |
| 10 | Bethune St Diversion City Funded | 5-5.03 | 12,235.8 | 3,585.8 | 1,900.0 | | 1,900.0 | | | 1,900.0 | | 1,980.0 | 1,980.0 | 1,500.0 | 1,500.0 | 3,270.0 | 3,270.0 |

Part 1
2021 Draft Budget Overview

| Ref | Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|-----|---|---------|---------------|-------------------|------------|---------|----------|----------|---------|----------|----------|----------|----------|----------|----------|--------------|-----------|
| | | | | | Total Cost | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| 11 | Peterborough Organics | 5-20.02 | 15,300.0 | 10,130.6 | 1,700.0 | | 1,700.0 | | | | 1,700.0 | 1,700.0 | 1,700.0 | 1,769.4 | 1,769.4 | | |
| 12 | Various Police Capital Projects 2021 | 5-1.01 | 1,543.2 | | 1,543.2 | | 1,543.2 | 1,500.0 | | | 43.2 | | | | | | |
| 13 | Sanitary Sewer (Refining, Renew & Repair - B-210) | 5-5.17 | 23,430.9 | 14,430.9 | 1,500.0 | | 1,500.0 | | | | 1,500.0 | 1,500.0 | 1,500.0 | 1,500.0 | 1,500.0 | 4,500.0 | 4,500.0 |
| 14 | Simcoe Street Panung Garage Rehabilitation | 5-15.01 | 3,760.0 | 760.0 | 1,500.0 | | 1,500.0 | | | 1,500.0 | | 1,500.0 | 1,500.0 | | | | |
| 15 | Simcoe Street Culvert at Parking Garage | 5-9.01 | 3,000.0 | | 1,500.0 | | 1,500.0 | | | 1,500.0 | | 1,500.0 | 1,500.0 | | | | |
| 16 | CCTV Inspection of Pipes (A-230) | 5-5.18 | 13,315.4 | 7,165.4 | 1,350.0 | | 1,350.0 | | | | 1,350.0 | 1,350.0 | 1,350.0 | 1,150.0 | 1,150.0 | 2,300.0 | 2,300.0 |
| 17 | Transit Garage Replacement Site Selection Study | 5-16.02 | 47,659.0 | 1,900.0 | 1,300.0 | | 1,300.0 | | | 1,300.0 | | 12,860.0 | 3,663.5 | 15,000.0 | 4,005.0 | 16,599.0 | 4,431.9 |
| 18 | Sidewalk Reconstruction | 5-14.01 | 16,328.8 | | 1,272.9 | | 1,272.9 | | | 1,272.9 | | 1,311.2 | 1,311.2 | 1,352.9 | 1,352.9 | 12,391.8 | 12,391.8 |
| 19 | Property Acquisitions and Improvements | 5-1.01 | 12,000.0 | | 1,200.0 | | 1,200.0 | 830.0 | | | 370.0 | 1,200.0 | 1,200.0 | 1,200.0 | 1,200.0 | 8,400.0 | 8,400.0 |
| 20 | Incentives For Affordable Housing | 5-7.01 | 11,986.0 | 7,084.0 | 1,173.0 | 833.0 | 340.0 | | 105.6 | | 234.4 | 1,208.0 | 340.0 | 1,243.0 | 340.0 | 1,278.0 | 340.0 |
| | Total | | 423,320.8 | 128,494.4 | 46,148.1 | 7,410.4 | 38,737.6 | 2,400.0 | 105.6 | 21,608.3 | 14,623.7 | 39,959.2 | 29,647.2 | 41,895.3 | 26,124.8 | 166,823.8 | 136,493.7 |

Climate Emergency

The City of Peterborough is committed to developing and upholding policies and practices which demonstrate Environmental Stewardship, meaning the responsible use and protection of the natural environment through conservation and sustainable practices.

On Monday, September 23, 2019, The City of Peterborough declared a climate emergency that included directing staff to work with the Peterborough Environmental Advisory Committee to report on opportunities to:

- Greatly accelerate timelines for our existing actions to reduce the effects of climate change;
- Add new actions and proposals to reduce greatly our GHG emissions;
- Identify the budgetary implications of proposed actions, including opportunities to engage all other levels of government and private sources, to combat climate change;
- Incorporate a climate change lens into all city actions and policies recognizing the need to achieve a target of 45% GHG emission reduction by 2030 and net zero by 2050;
- Engage and educate the general public regarding this crisis to support the city's efforts to meet these goals

The goal is to have an integrated portfolio of policies, projects and programs to reduce greenhouse gas emissions (mitigation) and those focused on coping with the impacts of the natural climate (adaptation).

Under the umbrella of Environmental Stewardship, the City makes noticeable investment in addressing the impacts of Climate Change. Each year, City Council approves projects that focus on Climate Mitigation measures and Climate Adaptation. A list of proposed projects included in the Draft 2021 budget demonstrating the City's commitment to Environmental Stewardship is included in the discussion of each division's budget in Part 2 of this Highlights Book. The highlighted projects address Climate Mitigation and/or Climate Adaptation in some aspect such as use of new technologies to reduce energy consumption or infrastructure improvements to increase resiliency when intense weather events occur.



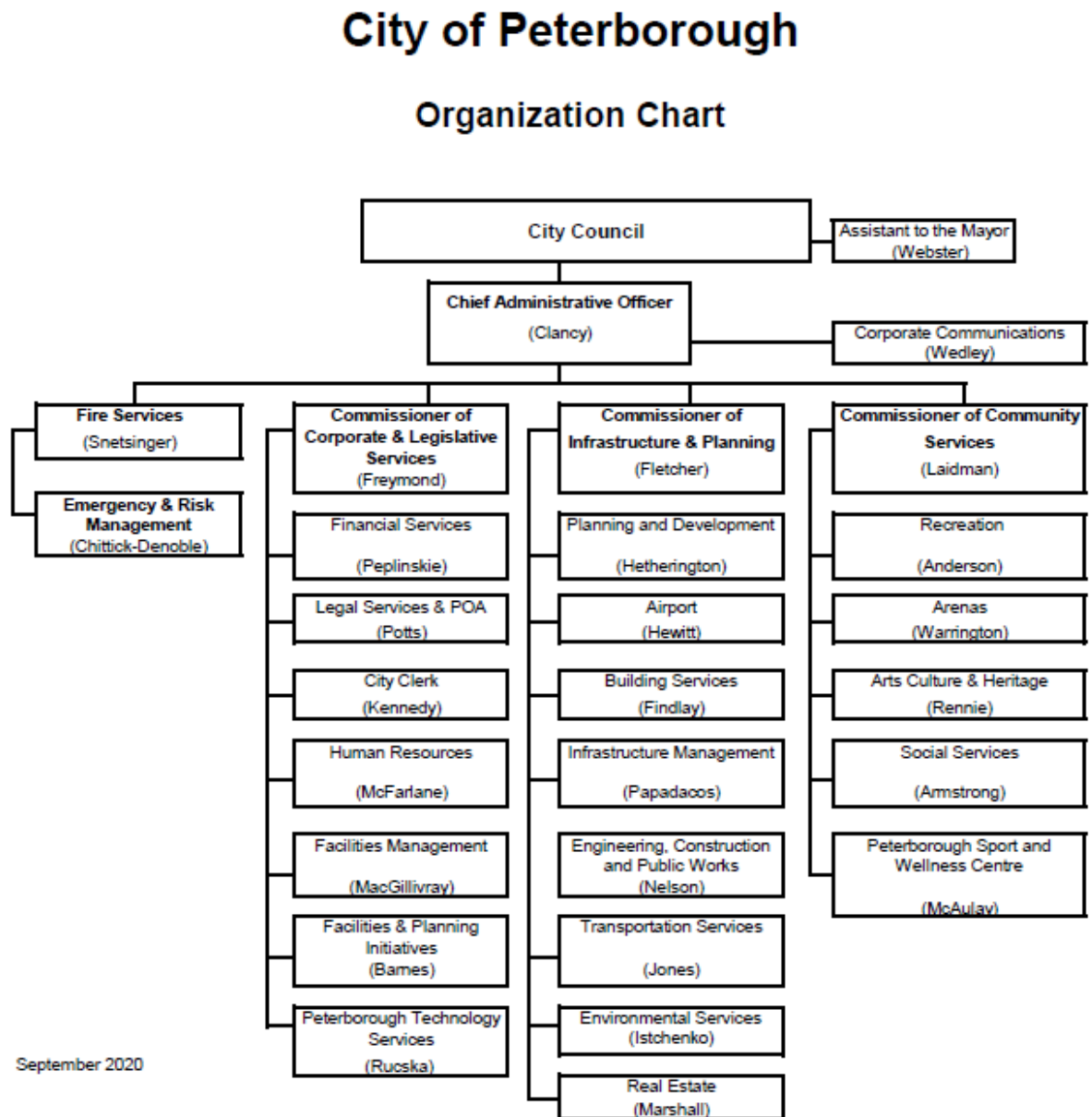
Budget Highlights

Part 2: 2021 Operating and Capital Budget Review

(by Department)

Organization Chart

The following organization chart shows each department and the division within each.



City Council - Operating Budget

The City of Peterborough operates on the Council-Chief Administrative Officer system of municipal government. The Council is comprised of a Mayor and ten Councillors who, for 2021, will hold regular General Committee and Council meetings on a four-week cycle.

The budget includes remuneration for the Mayor and Members of Council, plus a position for an Assistant to the Mayor. Council Remuneration is based on the policy adopted by Council on March 6, 2017, based on a Council motion made when discussing Report CPCLK17-003 dated February 27, 2017 of the Director of Corporate Services. The motions read as follows:

- b) That the current level of Council compensation be maintained with annual increases the lesser of either the CPI or staff increases; and,
- c) That Council compensation automatically be reviewed the second year of each term with any recommendations approved by Council to take effect the following term.

For purposes of the 2021 Draft Budget, remuneration for the Mayor is estimated to be \$86,384 and for each Councillor, \$33,839.

| CITY OF PETERBOROUGH | | | | | |
|-----------------------------|---------------|-------------------------|------------------|------------------------------|-----------------------------|
| 2021 Operating Budget | | | | | |
| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| City Council Expenditure | | | | | |
| Mayor's Office and Council | 677,167 | 677,572 | 689,437 | 1.8% | 12,270 |
| Net Requirement | 677,167 | 677,572 | 689,437 | 1.8% | 12,270 |

Part 2
2021 Operating and Capital (by Department)

Chief Administrative Officer Departmental Summary – Operating Budget

The office is responsible for the co-ordination, administration, and direction of all affairs of the corporation, including direct responsibility for Fire Services, Emergency Management and Corporate Communications.

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|--|-------------------|-------------------------|-------------------|------------------------------|-----------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Chief Administrative Officer | | | | | |
| Expenditures | | | | | |
| Office of Chief Administrative Officer | 533,001 | 525,905 | 533,762 | 0.1% | 762 |
| Communication Services | 938,096 | 935,996 | 953,404 | 1.6% | 15,308 |
| Fire Services | 17,735,669 | 17,707,775 | 18,085,978 | 2.0% | 350,309 |
| Emergency Management | 495,567 | 453,265 | 501,615 | 1.2% | 6,048 |
| | 19,702,333 | 19,622,941 | 20,074,759 | 1.9% | 372,426 |
| Revenues | | | | | |
| Communication Services | 196,587 | 193,000 | 321,500 | 63.5% | 124,913 |
| Fire Services | 892,294 | 892,294 | 931,704 | 4.4% | 39,410 |
| Emergency Management | 30,600 | 30,600 | 30,600 | 0.0% | 0 |
| | 1,119,481 | 1,115,894 | 1,283,804 | 14.7% | 164,323 |
| Net Requirements | | | | | |
| Office of Chief Administrative Officer | 533,001 | 525,905 | 533,762 | 0.1% | 762 |
| Communication Services | 741,509 | 742,996 | 631,904 | -14.8% | -109,605 |
| Fire Services | 16,843,375 | 16,815,481 | 17,154,274 | 1.8% | 310,899 |
| Emergency Management | 464,967 | 422,665 | 471,015 | 1.3% | 6,048 |
| | 18,582,852 | 18,507,047 | 18,790,955 | 1.1% | 208,103 |

Part 2
2021 Operating and Capital (by Department)

Chief Administrative Officer Departmental Summary – Capital Budget

Tangible Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|------------------------|-----|---------------|-------------------|-------------|-----|----------|----------|---------|---------|-------|---------|---------|-------|-------|--------------|----------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| CAO Summary | | | | | | | | | | | | | | | | |
| Communication Services | 2-1 | 227.0 | 177.0 | | | | | | | | 25.0 | 25.0 | 25.0 | 25.0 | | |
| Fire Services | 2-2 | 33,098.6 | 1,274.0 | 3,993.2 | | 3,993.2 | | | 3,500.0 | 493.2 | 8,432.0 | 8,432.0 | 937.0 | 937.0 | 18,462.4 | 18,462.4 |
| Total | | 33,325.6 | 1,451.0 | 3,993.2 | | 3,993.2 | | | 3,500.0 | 493.2 | 8,457.0 | 8,457.0 | 962.0 | 962.0 | 18,462.4 | 18,462.4 |

Other Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|------------------------|-----|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|-------|-----|-------|-----|--------------|-----|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| CAO Summary | | | | | | | | | | | | | | | | |
| Communication Services | 2-1 | 964.4 | 889.4 | 75.0 | | 75.0 | 75.0 | | | | | | | | | |
| Total | | 964.4 | 889.4 | 75.0 | | 75.0 | 75.0 | | | | | | | | | |

Part 2
2021 Operating and Capital (by Department)

Office of the Chief Administrative Officer

The Chief Administrative Office is comprised of the Chief Administrative Officer, an Administrative Assistant, a Communications Services Division, and a Corporate Policy Coordinator.

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|---|---------------|-------------------------|------------------|-------------------------------|--------------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Office of Chief Administrative Officer | | | | | |
| Expenditures | | | | | |
| Office of Chief Administrative Officer | 533,001 | 525,905 | 533,762 | 0.1% | 762 |
| Net Requirements | 533,001 | 525,905 | 533,762 | 0.1% | 762 |

Recommendation

That any unused CAO Budget at the end of 2021 be transferred to the Organizational Development Reserve, subject to the overall year-end position.

Part 2
2021 Operating and Capital (by Department)

Communication Services - Operating Budget

Communications Services guides, supports, and coordinates communication activities, corporate customer service initiatives, accessibility compliance, and the City's corporate sponsorship program. In the fall of 2020 and throughout 2021, Corporate Sponsorship staff are working with the Recreation Division and Public Works to launch new sponsorship opportunities associated with outdoor sports fields and ball diamonds that will expand the City's inventory of sponsorship assets which will result in additional revenues for the Division.

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|-------------------------------|---------------|-------------------------|------------------|------------------------------|-----------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Communication Services | | | | | |
| Expenditures | | | | | |
| Communication Services | 394,550 | 394,888 | 403,447 | 2.3% | 8,897 |
| Corporate Sponsorship | 295,626 | 294,607 | 299,441 | 1.3% | 3,815 |
| Accessibility | 247,921 | 246,501 | 250,516 | 1.0% | 2,595 |
| | 938,096 | 935,996 | 953,404 | 1.6% | 15,308 |
| Revenues | | | | | |
| Corporate Sponsorship | 196,587 | 193,000 | 321,500 | 63.5% | 124,913 |
| | 196,587 | 193,000 | 321,500 | 63.5% | 124,913 |
| Net Requirements | | | | | |
| Communication Services | 394,550 | 394,888 | 403,447 | 2.3% | 8,897 |
| Corporate Sponsorship | 99,039 | 101,607 | -22,059 | -122.3% | -121,098 |
| Accessibility | 247,921 | 246,501 | 250,516 | 1.0% | 2,595 |
| | 741,509 | 742,996 | 631,904 | -14.8% | -109,605 |

Part 2
2021 Operating and Capital (by Department)

Communication Services - Capital Budget

Tangible Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | | |
|-------------------------------|--------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|-------|------|-------|------|--------------|-----|--|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net | |
| CAO Communication Services | | | | | | | | | | | | | | | | | |
| City Branding | 2-1.01 | 227.0 | 177.0 | | | | | | | | 25.0 | 25.0 | 25.0 | 25.0 | | | |
| Total | | 227.0 | 177.0 | | | | | | | | 25.0 | 25.0 | 25.0 | 25.0 | | | |

Part 2
2021 Operating and Capital (by Department)

Communication Services – Other Capital Budget

Other Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | | |
|---------------------------------|--------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|-------|-----|-------|-----|--------------|-----|--|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net | |
| CAO Communication Services | | | | | | | | | | | | | | | | | |
| Accessible Documents Compliance | 2-1.02 | 50.0 | | 50.0 | | 50.0 | 50.0 | | | | | | | | | | |
| Accessibility Improvements | 2-1.03 | 914.4 | 889.4 | 25.0 | | 25.0 | 25.0 | | | | | | | | | | |
| Total | | 964.4 | 889.4 | 75.0 | | 75.0 | 75.0 | | | | | | | | | | |

An aspect of the following Communication Services project addresses Climate Mitigation.

Climate Mitigation

2-1.02 Communication Accessible Documents Compliance

Fire Services - Operating Budget

There are three stations throughout the City as well as a non-staffed station at the Airport.

Personnel are involved in suppression and rescue, prevention, public education, administration, communications, training, and emergency management.

The Service will continue to provide fire and emergency dispatch/communication services to all eight neighbouring municipalities within Peterborough County as well as the seven Fire Departments within the County of Northumberland.

Personnel costs for the 102.6 staff in the Division represent 85% of gross expenditures.

The dispatch/communication services contract with the County of Peterborough approved by Council in April 2019 with Report CAOFS19-003, is for a five-year term from April 1, 2019 to March 31, 2024 and allows for an annual increase of 9.8% in fees paid to the City.

The dispatch/communication services contract with Northumberland County concludes at the end of 2020. It is anticipated the contract will extend for another five-year term. Discussions with Northumberland are ongoing as of the printing of the budget.

Fire hydrant charges to the City of Peterborough by the PUC remain at \$650,000 for 2021; however, the actual costs incurred by the PUC to provide this service continue to exceed this amount.

The approval of Report CAOFS19-002 in September 2019 established a Technician Level Hazmat Program which is operated by Fire Services and is fully funded by the Province.

Part 2
2021 Operating and Capital (by Department)

Fire Services – Operating Budget

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|-------------------------------------|---------------|-------------------------|------------------|-------------------------------|--------------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Fire Services | | | | | |
| Expenditures | | | | | |
| Fire Administration and Suppression | 17,085,669 | 17,057,775 | 17,435,978 | 2.1% | 350,309 |
| Fire Hydrants | 650,000 | 650,000 | 650,000 | 0.0% | 0 |
| | 17,735,669 | 17,707,775 | 18,085,978 | 2.0% | 350,309 |
| Revenues | | | | | |
| Fire Administration and Suppression | 892,294 | 892,294 | 931,704 | 4.4% | 39,410 |
| | 892,294 | 892,294 | 931,704 | 4.4% | 39,410 |
| Net Requirements | | | | | |
| Fire Administration and Suppression | 16,193,375 | 16,165,481 | 16,504,274 | 1.9% | 310,899 |
| Fire Hydrants | 650,000 | 650,000 | 650,000 | 0.0% | 0 |
| | 16,843,375 | 16,815,481 | 17,154,274 | 1.8% | 310,899 |

Fire Services – Capital Budget

City of Peterborough
Tangible Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | 2022 | | 2023 | | 2024 & After | | |
|--|--------|---------------|-------------------|-------------|-----|----------|----------|---------|---------|-------|---------|---------|-------|--------------|----------|----------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| CAO Fire Services | | | | | | | | | | | | | | | | |
| Fire Station Relocations and Construction | 2-2.01 | 25,000.0 | 200.0 | 3,500.0 | | 3,500.0 | | | 3,500.0 | | 7,300.0 | 7,300.0 | | | 14,000.0 | 14,000.0 |
| Fire Fighter Equipment and Personal Protective Equipment (PPE) | 2-2.02 | 2,297.6 | 424.0 | 253.2 | | 253.2 | | | 253.2 | | 384.0 | 384.0 | 174.0 | 174.0 | 1,062.4 | 1,062.4 |
| Fire Apparatus Replacement/Additions | 2-2.03 | 5,801.0 | 650.0 | 240.0 | | 240.0 | | | 240.0 | | 748.0 | 748.0 | 763.0 | 763.0 | 3,400.0 | 3,400.0 |
| Total | | 33,098.6 | 1,274.0 | 3,993.2 | | 3,993.2 | | | 3,500.0 | 493.2 | 8,432.0 | 8,432.0 | 937.0 | 937.0 | 18,462.4 | 18,462.4 |

Fire Station Relocations/Construction

In 2020, Council approved Report CAO20-004 that identified three possible locations for Fire Station #2 with similar response times and coverage areas. A more detailed review of these locations and public consultation is currently taking place.

The expenditures in 2021 and 2022 represent the estimated construction cost to replace the 53-year old Fire Station #2. Development of Fire Station #4 is projected in the future annual capital budget for consideration weighing budget priorities and development progress.

Fire Fighting Equipment and Personal Protective Equipment (PPE) Program

This program allows for the replacement of decommissioned PPE to ensure firefighters are suitably equipped to remain in-service when their primary set of PPE has been taken out of service for cleaning and/or repairs. Supplying the additional set of required PPE to each firefighter is mandated by the Ministry of Labour.

Part 2
2021 Operating and Capital (by Department)

Fire Apparatus Replacement/Additions

The expenditure in 2021 is to replace a support unit and a technical rescue retrofit. The ongoing replacement of apparatus will lower maintenance costs in future years.

An aspect of the following Fire Services projects addresses Climate Adaptation and Mitigation.



Climate Mitigation

2-2.03 Fire Services Fire Apparatus Replacement/Additions

Climate Adaptation

2-2.01 Fire Services Fire Station Relocations and Construction

Emergency and Risk Management – Operating Budget

The Emergency and Risk Management Division is responsible for plans, procedures, training, and education to ensure the coordination of response and recovery efforts among government, the private sector and non-government organizations during emergencies. This is a legislated requirement under the **Emergency Management and Civil Protection Act**. This includes preparation and planning to safeguard the health, safety and welfare of citizens, the protection of property and the environment and the provision of effective and timely incident response and recovery.

The Division is also responsible for the corporate insurance and risk management program, including property, equipment and vehicle insurance, risk management training and programs, and the management of incident reports and handling of claims brought against the City. Insurance broker services were awarded through an RFP in the Fall of 2019 for the five-year period January 1, 2020 through December 31, 2024. The 2021 insurance premiums increased by approximately 20% over 2020. This increase is primarily a result of hardened worldwide market conditions due to a number of catastrophic natural disasters in the past several years.

The **Emergency Management and Civil Protection Act** states that municipalities must establish emergency management programs that include mitigation,

prevention, preparedness, and response and recovery activities to promote disaster resilient communities. The City's Emergency Management approach involves incident management roles and responsibilities, and coordination with internal departments and external agencies. This program was led by the Division after Council declared a state of emergency in March 2020 due to the COVID-19 pandemic.

The Emergency Response Plan and training will continue to integrate the Provincial Incident Management System (IMS) principles and framework. Training and plans will be IMS focused.

The Division also oversees the Business Continuity and Labour Disruption Contingency Planning.

The Provincial Nuclear Emergency Response Plan designates the City as a host community for Durham Region residents in the event of significant nuclear incident at the Darlington or Pickering Nuclear Generating Stations.

Part 2
2021 Operating and Capital (by Department)

| CITY OF PETERBOROUGH | | | | | |
|--------------------------------------|---------------|-------------------------|------------------|------------------------------|-----------------------------|
| 2021 Operating Budget | | | | | |
| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Emergency and Risk Management | | | | | |
| Expenditures | | | | | |
| Emergency and Risk Management | 495,567 | 453,265 | 501,615 | 1.2% | 6,048 |
| | 495,567 | 453,265 | 501,615 | 1.2% | 6,048 |
| Revenues | | | | | |
| Emergency and Risk Management | 30,600 | 30,600 | 30,600 | 0.0% | 0 |
| | 30,600 | 30,600 | 30,600 | 0.0% | 0 |
| Net Requirements | | | | | |
| Emergency and Risk Management | 464,967 | 422,665 | 471,015 | 1.3% | 6,048 |
| | 464,967 | 422,665 | 471,015 | 1.3% | 6,048 |

Corporate and Legislative Services Departmental Summary - Operating Budget

This Department facilitates coordinated and effective delivery of services provided by the Clerk's Office, Financial Services, Facilities Management, Facilities and Planning Initiatives, Human Resources, Corporate Information Services and Legal Services.

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|---|-------------------|-------------------------|-------------------|-------------------------------|--------------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Corporate and Legislative Services | | | | | |
| Expenditures | | | | | |
| City Clerk | 1,114,264 | 1,096,174 | 1,229,027 | 10.3% | 114,762 |
| Financial Services | 2,248,465 | 2,380,640 | 2,291,841 | 1.9% | 43,376 |
| Facilities Management | 1,888,048 | 1,811,888 | 1,972,582 | 4.5% | 84,534 |
| Facilities and Planning Initiatives | 142,584 | 140,734 | 142,964 | 0.3% | 381 |
| Human Resources | 1,135,191 | 1,141,394 | 1,159,242 | 2.1% | 24,051 |
| Information Technology | 3,641,017 | 3,610,731 | 3,622,715 | -0.5% | -18,303 |
| Legal Services | 2,006,735 | 1,989,117 | 2,118,134 | 5.6% | 111,399 |
| | 12,176,303 | 12,170,678 | 12,536,504 | 3.0% | 360,201 |
| Revenues | | | | | |
| City Clerk | 387,073 | 268,298 | 502,707 | 29.9% | 115,634 |
| Financial Services | 267,305 | 352,701 | 252,380 | -5.6% | -14,926 |
| Facilities Management | 743,994 | 723,474 | 774,463 | 4.1% | 30,469 |
| Information Technology | 355,529 | 231,158 | 262,682 | -26.1% | -92,847 |
| Legal Services | 1,827,657 | 1,620,172 | 1,791,145 | -2.0% | -36,512 |
| | 3,581,558 | 3,195,803 | 3,583,377 | 0.1% | 1,819 |
| Net Requirements | | | | | |
| City Clerk | 727,191 | 827,876 | 726,319 | -0.1% | -872 |
| Financial Services | 1,981,160 | 2,027,939 | 2,039,461 | 2.9% | 58,302 |
| Facilities Management | 1,144,053 | 1,088,414 | 1,198,118 | 4.7% | 54,065 |
| Facilities and Planning Initiatives | 142,584 | 140,734 | 142,964 | 0.3% | 381 |
| Human Resources | 1,135,191 | 1,141,394 | 1,159,242 | 2.1% | 24,051 |
| Information Technology | 3,285,488 | 3,379,573 | 3,360,033 | 2.3% | 74,544 |
| Legal Services | 179,078 | 368,945 | 326,989 | 82.6% | 147,911 |
| | 8,594,745 | 8,974,875 | 8,953,127 | 4.2% | 358,383 |

Corporate and Legislative Services Departmental Summary - Capital Budget

City of Peterborough Tangible Capital Budget Summary 2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | | |
|--|-----|---------------|-------------------|-------------|-------|----------|----------|---------|---------|---------|---------|---------|----------|----------|--------------|-----------|--|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net | |
| Corporate and Legislative Services Summary | | | | | | | | | | | | | | | | | |
| Facilities Management | 3-1 | 114,629.4 | 3,605.0 | 3,619.4 | | 3,619.4 | 680.0 | | 1,555.0 | 1,384.4 | 3,740.0 | 3,740.0 | 7,415.0 | 7,415.0 | 96,250.0 | 96,250.0 | |
| Facilities and Planning Initiatives | 3-2 | 20,522.6 | 1,732.6 | 320.0 | | 320.0 | | | 320.0 | | 1,025.0 | 1,025.0 | 1,010.0 | 1,010.0 | 16,435.0 | 16,435.0 | |
| Information Technology | 3-3 | 18,189.9 | 150.0 | 1,559.9 | 125.6 | 1,434.3 | 645.4 | | | 788.9 | 1,980.0 | 1,980.0 | 1,775.0 | 1,775.0 | 12,725.0 | 12,725.0 | |
| Other | 3-4 | 11,593.6 | 9,694.6 | 1,599.0 | | 1,599.0 | 477.4 | | 921.6 | 200.0 | 300.0 | 300.0 | | | | | |
| Total | | 164,935.4 | 15,182.2 | 7,098.3 | 125.6 | 6,972.7 | 1,802.8 | | 2,796.6 | 2,373.3 | 7,045.0 | 7,045.0 | 10,200.0 | 10,200.0 | 125,410.0 | 125,410.0 | |

Part 2
2021 Operating and Capital (by Department)

Corporate and Legislative Services Summary – Other Capital

City of Peterborough
Other Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|--|-----|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|---------|---------|---------|---------|--------------|---------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Corporate and Legislative Services Summary | | | | | | | | | | | | | | | | |
| Facilities Management | 3-1 | 1,100.0 | 250.0 | 400.0 | | 400.0 | 400.0 | | | | 250.0 | 250.0 | 50.0 | 50.0 | 150.0 | 150.0 |
| Other | 3-4 | 7,941.9 | 2,862.6 | 675.2 | | 675.2 | 675.2 | | | | 1,014.7 | 1,014.7 | 974.5 | 974.5 | 2,415.0 | 2,415.0 |
| Total | | 9,041.9 | 3,112.6 | 1,075.2 | | 1,075.2 | 1,075.2 | | | | 1,264.7 | 1,264.7 | 1,024.5 | 1,024.5 | 2,565.0 | 2,565.0 |

Part 2

2021 Operating and Capital (by Department)

Office of the City Clerk

The Division completes agenda preparation and distribution, and minute taking, for all meetings of Council and Standing Committees along with some local boards and advisory committees. The Division also coordinates responses to all freedom of information requests, corporate records management, licenses, permits and road closures, insurance claims and elections. Although the next municipal election will not take place until 2022 preparations will begin in 2021. Election expenses are funded from the Election Reserve.

| CITY OF PETERBOROUGH | | | | | |
|---------------------------------|---------------|-------------------------|------------------|-------------------------------|--------------------------------|
| 2021 Operating Budget | | | | | |
| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Office of the City Clerk | | | | | |
| Expenditures | | | | | |
| City Clerk - Administration | 1,114,264 | 1,096,174 | 1,099,088 | -1.4% | -15,176 |
| Election Expenses | | | 129,938 | 0.0% | 129,938 |
| | 1,114,264 | 1,096,174 | 1,229,027 | 10.3% | 114,762 |
| Revenues | | | | | |
| City Clerk - Administration | 387,073 | 268,298 | 372,769 | -3.7% | -14,304 |
| Election Expenses | | | 129,938 | 0.0% | 129,938 |
| | 387,073 | 268,298 | 502,707 | 29.9% | 115,634 |
| Net Requirements | | | | | |
| City Clerk - Administration | 727,191 | 827,876 | 726,319 | -0.1% | -872 |
| | 727,191 | 827,876 | 726,319 | -0.1% | -872 |

Part 2
2021 Operating and Capital (by Department)

Financial Services

The Division fulfills the statutory duties of the Treasurer; provides financial advice to Council and other Departments; provides accounting, payroll, purchasing and central stores, accounts payable, accounts receivable and collections services to all Departments; administers the property taxation revenue function, coordinates and prepares the Corporation's operating and capital budget and prepares the Financial Statements for submission to the Province.

| CITY OF PETERBOROUGH | | | | | |
|---------------------------|---------------|-------------------------|------------------|------------------------------|-----------------------------|
| 2021 Operating Budget | | | | | |
| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Financial Services | | | | | |
| Expenditures | | | | | |
| Financial Services | 2,248,465 | 2,380,640 | 2,291,841 | 1.9% | 43,376 |
| | 2,248,465 | 2,380,640 | 2,291,841 | 1.9% | 43,376 |
| Revenues | | | | | |
| Financial Services | 267,305 | 352,701 | 252,380 | -5.6% | -14,926 |
| | 267,305 | 352,701 | 252,380 | -5.6% | -14,926 |
| Net Requirements | | | | | |
| Financial Services | 1,981,160 | 2,027,939 | 2,039,461 | 2.9% | 58,302 |
| | 1,981,160 | 2,027,939 | 2,039,461 | 2.9% | 58,302 |

Part 2
2021 Operating and Capital (by Department)

Facilities Management

The Division provides day-to-day maintenance and preventative maintenance of all City facilities, including residential and commercial rental properties, Queen Alexandra Community Centre, and Millennium Park Boathouse. The Division also manages capital renovation and rehabilitation projects. It is anticipated that the Urban Park project will be operational in the fall of 2021.

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|--|------------------|-------------------------|------------------|-------------------------------|--------------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Facilities Management | | | | | |
| Expenditures | | | | | |
| Millennium Park Boathouse | 10,030 | 10,000 | 10,200 | 2.0% | 200 |
| City, Police and Community Services Properties | 1,431,453 | 1,430,698 | 1,455,380 | 1.7% | 23,917 |
| Rental Properties | 294,434 | 278,303 | 314,121 | 6.7% | 19,687 |
| Queen Alex | 92,887 | 92,887 | 94,745 | 2.0% | 1,858 |
| Urban Park | 59,254 | | 98,135 | 65.6% | 38,871 |
| | 1,888,048 | 1,811,888 | 1,972,582 | 4.5% | 84,534 |
| Revenues | | | | | |
| Millennium Park Boathouse | 10,030 | 10,000 | 10,200 | 2.0% | 200 |
| City, Police and Community Services Properties | 68,656 | 58,666 | 69,600 | 1.4% | 934 |
| Rental Properties | 572,441 | 561,921 | 599,918 | 4.8% | 27,477 |
| Queen Alex | 92,887 | 92,887 | 94,745 | 2.0% | 1,858 |
| | 743,994 | 723,474 | 774,463 | 4.1% | 30,469 |
| Net Requirements | | | | | |
| City, Police and Community Services Properties | 1,362,796 | 1,372,032 | 1,385,780 | 1.7% | 22,984 |
| Rental Properties | -278,007 | -283,618 | -285,797 | 2.8% | -7,790 |
| Urban Park | 59,254 | | 98,135 | 65.6% | 38,871 |
| | 1,144,053 | 1,088,414 | 1,198,118 | 4.7% | 54,065 |

Part 2
2021 Operating and Capital (by Department)

Tangible Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|---|--------|---------------|-------------------|-------------|-----|----------|----------|---------|---------|---------|---------|---------|---------|---------|--------------|----------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Corporate and Legislative Services Facilities Management | | | | | | | | | | | | | | | | |
| City Buildings - Facilities Management | 3-1.01 | 8,335.0 | 710.0 | 185.0 | | 185.0 | 20.0 | | | 165.0 | | | 450.0 | 450.0 | 6,990.0 | 6,990.0 |
| City Buildings - Community Services | 3-1.02 | 28,980.0 | 2,495.0 | 2,065.0 | | 2,065.0 | 70.0 | | 1,205.0 | 790.0 | 1,035.0 | 1,035.0 | 2,645.0 | 2,645.0 | 20,740.0 | 20,740.0 |
| City Buildings - IPS | 3-1.03 | 5,604.4 | 400.0 | 799.4 | | 799.4 | 370.0 | | | 429.4 | 980.0 | 980.0 | 200.0 | 200.0 | 3,225.0 | 3,225.0 |
| City Buildings - Fire Services | 3-1.04 | 3,710.0 | | 570.0 | | 570.0 | 220.0 | | 350.0 | | 1,225.0 | 1,225.0 | 120.0 | 120.0 | 1,795.0 | 1,795.0 |
| New Peterborough Police Station | 3-1.05 | 68,000.0 | | | | | | | | | 500.0 | 500.0 | 4,000.0 | 4,000.0 | 63,500.0 | 63,500.0 |
| Total | | 114,629.4 | 3,605.0 | 3,619.4 | | 3,619.4 | 680.0 | | 1,555.0 | 1,384.4 | 3,740.0 | 3,740.0 | 7,415.0 | 7,415.0 | 96,250.0 | 96,250.0 |

The Capital Budget for the Facilities Management Division includes capital projects for numerous departments/divisions. The 2021 budget includes \$700,000 for Phase 2 of the roof replacement at the Evinrude Centre, \$700,000 for the replacement of the refrigeration condensing units at the Peterborough Memorial Centre and Kinsmen Arena, \$250,000 for replacement of the Gallery Lighting at the Art Gallery of Peterborough, \$429,400 for the WWTP Administration Building HVAC Upgrades and \$570,000 for various upgrades to Fire Station #1.

New Police Station

Council approved Report CLSFM19-004 for the Peterborough Police Service Facility Space Needs Study Update and Presentation. Council deferred the report to the Facility Space Needs Study Steering Committee to work together with the Police Services Board to make a recommendation to Council on the suggested next steps. Under the proposed schedule this project will be "shovel ready" by the fall of 2024 with the facility opening in summer/fall 2027.

Part 2
2021 Operating and Capital (by Department)

Other Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|---|--------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|-------|-------|-------|------|--------------|-------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Corporate and Legislative Services Facilities Management | | | | | | | | | | | | | | | | |
| Security Upgrades to Various CoP Facilities | 3-1.06 | 350.0 | | 150.0 | | 150.0 | 150.0 | | | | 200.0 | 200.0 | | | | |
| Building Condition Audits for all City Facilities | 3-1.07 | 500.0 | 250.0 | 250.0 | | 250.0 | 250.0 | | | | | | | | | |
| Facility Room Name & Numbers Signs | 3-1.08 | 250.0 | | | | | | | | | 50.0 | 50.0 | 50.0 | 50.0 | 150.0 | 150.0 |
| Total | | 1,100.0 | 250.0 | 400.0 | | 400.0 | 400.0 | | | | 250.0 | 250.0 | 50.0 | 50.0 | 150.0 | 150.0 |

Security Upgrades to Various CoP Facilities

This project will include installing swipe card security access to all City facilities and bringing all facilities in-line with the current security protocols.

An aspect of the following projects addresses Climate Mitigation.

Climate Mitigation

| | | |
|--------|-----------------------|---|
| 3-1.01 | Facilities Management | Evinrude Centre - Roof & HVAC Replacement |
| 3-1.02 | Facilities Management | PSWC - Changeroom/Dectron/Heating Plant Replacement |

Part 2
2021 Operating and Capital (by Department)

Facilities and Planning Initiatives

The Division provides project development and implementation to various departments within the City to support larger capital/planning projects as required. Partnerships for shared recreation facilities with others, such as the Board(s) of Education, Fleming College and Trent University are managed by this division.

| CITY OF PETERBOROUGH | | | | | |
|--|---------------|-------------------------|------------------|------------------------------|-----------------------------|
| 2021 Operating Budget | | | | | |
| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Facilities and Planning Initiatives | | | | | |
| Expenditures | | | | | |
| Facilities and Planning Initiatives | 142,584 | 140,734 | 142,964 | 0.3% | 381 |
| | 142,584 | 140,734 | 142,964 | 0.3% | 381 |
| Net Requirements | | | | | |
| Facilities and Planning Initiatives | 142,584 | 140,734 | 142,964 | 0.3% | 381 |
| | 142,584 | 140,734 | 142,964 | 0.3% | 381 |

Part 2
2021 Operating and Capital (by Department)

Facilities and Planning Initiatives - Capital

City of Peterborough
Tangible Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|---|--------|---------------|-------------------|-------------|-----|----------|----------|---------|-------|-------|---------|---------|---------|---------|--------------|----------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Corporate and Legislative Services Facilities and Planning Initiatives | | | | | | | | | | | | | | | | |
| Wading Pool Conversions/New Splash Pads | 3-2.01 | 3,790.0 | 800.0 | 320.0 | | 320.0 | | | 320.0 | | 375.0 | 375.0 | 360.0 | 360.0 | 1,935.0 | 1,935.0 |
| Park Washroom Replacement Bldgs | 3-2.02 | 1,582.6 | 932.6 | | | | | | | | 650.0 | 650.0 | | | | |
| Construction of a New Washroom Building at Trent Ball Diamond | 3-2.03 | 650.0 | | | | | | | | | | | 650.0 | 650.0 | | |
| Development of New Ball Diamonds and Field House | 3-2.04 | 14,500.0 | | | | | | | | | | | | | 14,500.0 | 14,500.0 |
| Total | | 20,522.6 | 1,732.6 | 320.0 | | 320.0 | | | 320.0 | | 1,025.0 | 1,025.0 | 1,010.0 | 1,010.0 | 16,435.0 | 16,435.0 |

In 2021 this Division will oversee the construction completion of the New Athletic Facility in partnership with the Peterborough Victoria Northumberland and Clarington Catholic District School Board, the Brock Mission Men's Shelter and continue with the development of the Fire Station #2 Relocation project and the New Arena and Aquatics Complex. The Division will also continue project management for the design and construction of a new splashpad as part of the ten-year strategic for plan for Outdoor Water Play Facilities.

Part 2
2021 Operating and Capital (by Department)

Human Resources

The Division provides various human resources programs including labour relations, wellness and safety, recruitment, corporate training, performance review process and employee compensation and benefits.

| CITY OF PETERBOROUGH | | | | | |
|-------------------------|---------------|-------------------------|------------------|------------------------------|-----------------------------|
| 2021 Operating Budget | | | | | |
| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Human Resources | | | | | |
| Expenditures | | | | | |
| Human Resources | 1,135,191 | 1,141,394 | 1,159,242 | 2.1% | 24,051 |
| | 1,135,191 | 1,141,394 | 1,159,242 | 2.1% | 24,051 |
| Net Requirements | | | | | |
| Human Resources | 1,135,191 | 1,141,394 | 1,159,242 | 2.1% | 24,051 |
| | 1,135,191 | 1,141,394 | 1,159,242 | 2.1% | 24,051 |

Part 2
2021 Operating and Capital (by Department)

Information Technology - Operating

The Division is responsible for the delivery of Information Technology resources to all City departments. This includes desktop office automation resources, access to corporate applications on various technical platforms across both local and wide area networks, and links to various external resources.

The decrease of 26% in revenues is a result of reduced contributions from reserves in 2021.

An amount of \$62,060 (2020 - \$113,750) has been transferred from Reserve to cushion cost impacts in the 2021 budget. Gross expenditures are \$5.3 million with approximately \$5.0 million of this amount being the City's portion of Peterborough Technology Services costs

incurred to provide employees and equipment to support the City's technology needs. Approximately \$1.7 million of total costs incurred are charged out directly to City Departments where there is a need to allocate specific charges due to the sharing of costs either with the Province or the County or the activity receives a fee for the service. The net \$3.6 million residing in Corporate and Legislative Services represents the non-allocated charges.

Recommendation

That any unused Peterborough Technology Services Budget, at the end of 2021, be transferred to the Information Technology (IT) Reserve, subject to the overall year-end position and that if actual 2021 costs exceed the 2021 budget, funds may be drawn from the IT reserve.

| CITY OF PETERBOROUGH | | | | | |
|-------------------------------|---------------|-------------------------|------------------|------------------------------|-----------------------------|
| 2021 Operating Budget | | | | | |
| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Information Technology | | | | | |
| Expenditures | | | | | |
| Information Technology | 3,641,017 | 3,610,731 | 3,622,715 | -0.5% | -18,303 |
| | 3,641,017 | 3,610,731 | 3,622,715 | -0.5% | -18,303 |
| Revenues | | | | | |
| Information Technology | 355,529 | 231,158 | 262,682 | -26.1% | -92,847 |
| | 355,529 | 231,158 | 262,682 | -26.1% | -92,847 |
| Net Requirements | | | | | |
| Information Technology | 3,285,488 | 3,379,573 | 3,360,033 | 2.3% | 74,544 |
| | 3,285,488 | 3,379,573 | 3,360,033 | 2.3% | 74,544 |

Part 2
2021 Operating and Capital (by Department)

Information Technology - Capital

Tangible Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|--|--------|---------------|-------------------|-------------|-------|----------|----------|---------|-----|-------|---------|---------|---------|---------|--------------|----------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Corporate and Legislative Services Information Technology | | | | | | | | | | | | | | | | |
| City Departmental Projects | 3-3.01 | 9,052.7 | | 647.7 | 125.6 | 522.1 | 345.4 | | | 176.8 | 1,005.0 | 1,005.0 | 800.0 | 800.0 | 6,600.0 | 6,600.0 |
| Peterborough Technology Services - City Capital | 3-3.02 | 5,301.1 | | 351.1 | | 351.1 | | | | 351.1 | 450.0 | 450.0 | 500.0 | 500.0 | 4,000.0 | 4,000.0 |
| Next Generation 9-1-1 | 3-3.03 | 1,000.0 | 150.0 | 300.0 | | 300.0 | 300.0 | | | | 300.0 | 300.0 | 250.0 | 250.0 | | |
| City Technology Projects and Capital Improvements | 3-3.04 | 2,836.0 | | 261.0 | | 261.0 | | | | 261.0 | 225.0 | 225.0 | 225.0 | 225.0 | 2,125.0 | 2,125.0 |
| Total | | 18,189.9 | 150.0 | 1,559.9 | 125.6 | 1,434.3 | 645.4 | | | 788.9 | 1,980.0 | 1,980.0 | 1,775.0 | 1,775.0 | 12,725.0 | 12,725.0 |

City Departmental Projects

This project includes various technology initiatives for which business units have requested IT resources for assistance. These requests are for either implementation of new software that will improve efficiencies or for major upgrades to existing business systems.

Peterborough Technology Services – City Capital Expenditures

Peterborough Technology Services is the Information Technology (IT) department that is jointly operated by the City of Peterborough and the Peterborough Utilities Group. One of the many benefits of having a shared IT department are opportunities to share costs. This capital account is used for hardware, software, labour, and miscellaneous costs that are shared between the City and the Peterborough Utilities and the amounts shown represent the City's portion. An example would be capital costs associated with the UNIX server, which hosts corporate applications for both organizations.

Next Generation 9-1-1

The Canadian Radio-Television and Telecommunications Commission (CRTC) passed Telecom Regulatory Policy CRTC 2017-182 in 2017 that will change the delivery of 9-1-1 services introducing NG9-1-1 (Next Generation 9-1-1). The budget provides high level estimates to explore options that may be available from a technology perspective and position the City to adopt the new technology when it becomes available. CRTC is phasing in NG9-1-1 with the next phase scheduled for full completion by June 2023.

City Technology Projects and Capital Improvements

This project involves replacing core IT equipment such as hardware, software, server replacements and Notebook computers. These items are either coming to the end-of-life or are required for additional capacity.

Part 2
2021 Operating and Capital (by Department)

Legal Services

The Legal Services Division provides legal services to the Corporation, including City Council, staff and certain related boards and agencies. The Division provides general and specific legal advice and represents the Corporation before various levels of courts and administrative tribunals

The Provincial Offences Office provides administration and court services for the processing of offences under the **Provincial Offences Act**. Net revenues are divided between the City and the County of Peterborough, based on weighted assessment. The County share for 2021 is 55.1% (2020 - 54.8%) and the City's share is 44.9% (2020 - 45.2%). The budgeted POA revenue for 2021 of \$1,791,145 (2020 - \$1,827,657) is comprised of gross fines of \$2,170,000 (2020 - \$2,350,000) less the County's share of net POA revenues of \$378,855 (2020 - \$522,343). Gross fines revenue has been reduced for 2021 to more closely align anticipated revenues with prior actual revenues realized.

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|--------------------------------|------------------|-------------------------|------------------|------------------------------|-----------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Legal Services | | | | | |
| Expenditures | | | | | |
| Office of the Solicitor | 609,916 | 640,976 | 635,711 | 4.2% | 25,795 |
| Provincial Offences Act Office | 1,396,819 | 1,348,141 | 1,482,423 | 6.1% | 85,604 |
| | 2,006,735 | 1,989,117 | 2,118,134 | 5.6% | 111,399 |
| Revenues | | | | | |
| Provincial Offences Act Office | 1,827,657 | 1,620,172 | 1,791,145 | -2.0% | -36,512 |
| | 1,827,657 | 1,620,172 | 1,791,145 | -2.0% | -36,512 |
| Net Requirements | | | | | |
| Office of the Solicitor | 609,916 | 640,976 | 635,711 | 4.2% | 25,795 |
| Provincial Offences Act Office | -430,838 | -272,031 | -308,722 | 28.3% | 122,116 |
| | 179,078 | 368,945 | 326,989 | 82.6% | 147,911 |

Part 2
2021 Operating and Capital (by Department)

Corporate and Legislative Services - Capital

Tangible Capital Budget Summary

2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|---|--------|---------------|-------------------|-------------|-----|----------|----------|---------|-------|-------|-------|-------|-------|-----|--------------|-----|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Corporate and Legislative Services Other | | | | | | | | | | | | | | | | |
| Enterprise Software Modernization | 3-4.01 | 10,694.6 | 9,694.6 | 1,000.0 | | 1,000.0 | 78.4 | | 921.6 | | | | | | | |
| Expanded Use of SAP | 3-4.02 | 699.0 | | 399.0 | | 399.0 | 399.0 | | | | 300.0 | 300.0 | | | | |
| Naval Association Property Acquisition | 3-4.03 | 200.0 | | 200.0 | | 200.0 | | | | 200.0 | | | | | | |
| Total | | 11,593.6 | 9,694.6 | 1,599.0 | | 1,599.0 | 477.4 | | 921.6 | 200.0 | 300.0 | 300.0 | | | | |

Enterprise Software Modernization

Through the approval of the 2020 Budget, Council pre-committed \$1 million of 2021 funding for this project for 2021, which includes:

- Enterprise Resource Planning Software. Phase One of the SAP implementation was completed in June 2020. Work on Phases Two and Three will continue through 2021.
- Property Taxation Software - the current product meets today's legislative requirements but does not include the electronic customer service offerings that are

expected in today's business environment. Implementation of a new solution is planned for late 2021.

Expanded Use of SAP

This project includes an upgrade of SAP and implementation of SAP Budgeting Solution in 2021. It is necessary to upgrade software applications on a regular basis to ensure the technology remains current. Implementing the SAP Budgeting Solution will have the budget and actual financial balances in one software application allowing for some efficiencies when working with both data sets.

Naval Association Property Acquisition

Council approved Report CLSFS20-034 dated July 20, 2020 which recommended that the 2021 budget include a pre-commitment of \$200,000 to complete the funding required for the purchase of the Peterborough Naval Association property at 24 Whitla Street.

Part 2
2021 Operating and Capital (by Department)

Corporate and Legislative Services – Other Capital

Other Capital Budget Summary

2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | | |
|--|--------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|---------|---------|-------|-------|--------------|---------|--|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net | |
| Corporate and Legislative Services Other | | | | | | | | | | | | | | | | | |
| Humane Society - New Animal Care Centre Capital Campaign | 3-4.04 | 1,686.0 | 1,386.0 | 300.0 | | 300.0 | 300.0 | | | | | | | | | | |
| Fairhaven Capital Funding | 3-4.05 | 1,377.3 | 645.6 | 234.3 | | 234.3 | 234.3 | | | | 243.8 | 243.8 | 253.6 | 253.6 | | | |
| Eastern Ont. Cell Gap and Capacity Extension | 3-4.06 | 563.7 | 140.9 | 140.9 | | 140.9 | 140.9 | | | | 140.9 | 140.9 | 140.9 | 140.9 | | | |
| Canadian Canoe Museum - Capital Build | 3-4.07 | 4,000.0 | 500.0 | | | | | | | | 580.0 | 580.0 | 580.0 | 580.0 | 2,340.0 | 2,340.0 | |
| Development Charge Study Update | 3-4.08 | 315.0 | 190.0 | | | | | | | | 50.0 | 50.0 | | | 75.0 | 75.0 | |
| Total | | 7,941.9 | 2,862.6 | 675.2 | | 675.2 | 675.2 | | | | 1,014.7 | 1,014.7 | 974.5 | 974.5 | 2,415.0 | 2,415.0 | |

Peterborough Humane Society - New Animal Care Centre Capital Campaign

Based on Report OCS16-002 dated May 30, 2016, and a presentation by the Humane Society, Council committed to support the capital campaign over five annual instalments as follows:

- A \$1.5 million capital campaign contribution to be paid in five annual instalments over a five-year period from 2017 to 2021.
- Payment of the Development Charges in the amount of approximately \$186,000, were made in two annual installments of approximately \$93,000 commencing in 2017.

Fairhaven Capital Funding

As part of Report CPFS12-062 dated September 4, 2012, Council resolved that beginning with 2013, subsequent draft Capital Budgets should include a provision for on-going capital funding for Fairhaven. The current provision is \$234,300.

Eastern Ontario Cell Gap and Capacity Extension

This is a project by the Eastern Ontario Regional Network (EORN) to fix the “holes” in the Eastern Ontario Broadband project and address increasing usage of the network. On May 13, 2019 Council approved the recommendation in Report CLSFS19-020 for a municipal contribution to this project, which will be \$140,900 over four years for a total of \$563,700.

Canadian Canoe Museum - Capital Build

Based on Report CSD17-030 - Canadian Canoe Museum Funding Request and Pre-Commitment of Future Capital Budgets, Council approved a total of \$4.0 million in capital funding for the Canadian Canoe Museum for its proposed new facility, with the City contributions paid in increments over eight years, beginning in 2019. Commencement of construction has been delayed, as such the 2020 and 2021 provisions have been deferred to 2022 with future years funding shifted out accordingly.

Infrastructure and Planning Services Departmental Summary – Operating Budget

| CITY OF PETERBOROUGH | | | | | |
|---|-------------------|-------------------------|-------------------|-------------------------------|--------------------------------|
| 2021 Operating Budget | | | | | |
| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Infrastructure and Planning Services | | | | | |
| Expenditures | | | | | |
| Office of IPS Commissioner | 408,481 | 408,636 | 411,083 | 0.6% | 2,603 |
| Planning and Development and Real Estate | 2,220,736 | 2,196,155 | 2,314,700 | 4.2% | 93,963 |
| Building Services | 2,686,013 | 2,644,283 | 2,825,607 | 5.2% | 139,594 |
| Airport | 3,376,968 | 3,377,192 | 3,355,630 | -0.6% | -21,339 |
| Infrastructure Management | 2,738,295 | 2,618,481 | 2,719,836 | -0.7% | -18,459 |
| Engineering, Construction and Public Works | 15,476,430 | 16,058,368 | 15,856,193 | 2.5% | 379,764 |
| Transportation | 21,915,543 | 25,060,330 | 22,768,859 | 3.9% | 853,316 |
| Environmental Services | 28,661,820 | 27,966,638 | 30,412,763 | 6.1% | 1,750,943 |
| | 77,484,285 | 80,330,083 | 80,664,670 | 4.1% | 3,180,385 |
| Revenues | | | | | |
| Office of IPS Commissioner | 132,832 | 134,301 | 134,239 | 1.1% | 1,407 |
| Planning and Development and Real Estate | 484,869 | 478,047 | 521,466 | 7.5% | 36,597 |
| Building Services | 2,218,946 | 2,227,107 | 2,190,768 | -1.3% | -28,178 |
| Airport | 1,044,475 | 1,000,225 | 1,077,595 | 3.2% | 33,120 |
| Infrastructure Management | 1,486,587 | 1,399,622 | 1,312,537 | -11.7% | -174,050 |
| Engineering, Construction and Public Works | 3,856,574 | 3,895,612 | 3,832,576 | -0.6% | -23,998 |
| Transportation | 10,849,033 | 10,337,657 | 10,953,466 | 1.0% | 104,433 |
| Environmental Services | 21,919,117 | 20,538,574 | 23,672,013 | 8.0% | 1,752,897 |
| | 41,992,432 | 40,011,145 | 43,694,660 | 4.1% | 1,702,228 |

Part 2

2021 Operating and Capital (by Department)

Infrastructure and Planning Services Departmental Summary – Operating Budget continued

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|--|-------------------|-------------------------------|---------------------|-------------------------------|--------------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Net Requirements | | | | | |
| Office of IPS Commissioner | 275,649 | 274,335 | 276,844 | 0.4% | 1,196 |
| Planning and Development and Real Estate | 1,735,867 | 1,718,108 | 1,793,234 | 3.3% | 57,366 |
| Building Services | 467,068 | 417,176 | 634,839 | 35.9% | 167,771 |
| Airport | 2,332,493 | 2,376,967 | 2,278,035 | -2.3% | -54,459 |
| Infrastructure Management | 1,251,708 | 1,218,859 | 1,407,299 | 12.4% | 155,590 |
| Engineering, Construction and Public Works | 11,619,856 | 12,162,756 | 12,023,617 | 3.5% | 403,761 |
| Transportation | 11,066,510 | 14,722,673 | 11,815,393 | 6.8% | 748,884 |
| Environmental Services | 6,742,703 | 7,428,064 | 6,740,749 | 0.0% | -1,953 |
| | 35,491,854 | 40,318,938 | 36,970,010 | 4.2% | 1,478,157 |

Part 2
2021 Operating and Capital (by Department)

Infrastructure and Planning Services Departmental Summary – Capital Budget

Tangible Capital Budget Summary 2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | | |
|--|------|---------------|-------------------|-------------|---------|----------|----------|---------|---------|---------|----------|----------|----------|----------|--------------|-----------|--|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net | |
| Infrastructure and Planning Services Summary | | | | | | | | | | | | | | | | | |
| Planning | 5-1 | 17,516.7 | 2,410.0 | 1,427.3 | | 1,427.3 | 920.2 | | 137.0 | 370.0 | 3,754.5 | 3,754.5 | 1,525.0 | 1,525.0 | 8,400.0 | 8,400.0 | |
| Growth Areas | 5-2 | 6,387.2 | 2,900.0 | 800.0 | | 800.0 | | 800.0 | | | 645.0 | 645.0 | | | 2,042.2 | 1,722.2 | |
| Industrial Parks | 5-3 | 12,523.7 | 8,973.7 | 3,550.0 | | 3,550.0 | 250.0 | | 3,300.0 | | | | | | | | |
| Airport | 5-4 | 35,275.3 | 5,000.3 | 445.0 | | 445.0 | 395.0 | | 50.0 | | 10,685.0 | 10,685.0 | 5,345.0 | 5,345.0 | 13,800.0 | 13,800.0 | |
| Flood Reduction Master Plan Projects | 5-5 | 342,168.4 | 50,817.8 | 8,515.6 | 3,000.0 | 5,515.6 | | | 3,979.5 | 1,536.1 | 2,195.0 | 2,195.0 | 10,115.0 | 7,015.0 | 270,525.0 | 255,025.0 | |
| Geomatics/Mapping | 5-6 | 2,425.6 | 1,480.6 | 50.0 | | 50.0 | 50.0 | | | | 200.0 | 200.0 | 105.0 | 105.0 | 590.0 | 590.0 | |
| Infrastructure Planning Adm | 5-7 | 585.0 | | 65.0 | | 65.0 | | | | 65.0 | 65.0 | 65.0 | 65.0 | 65.0 | 390.0 | 390.0 | |
| Arterial Streets | 5-8 | 354,064.5 | 31,459.0 | 5,812.5 | 112.5 | 5,700.0 | 90.0 | | 4,630.8 | 979.2 | 9,840.0 | 9,750.0 | 20,559.0 | 20,385.0 | 286,394.0 | 267,739.8 | |
| Bridges | 5-9 | 42,721.2 | 2,951.2 | 1,700.0 | | 1,700.0 | | | 1,700.0 | | 7,300.0 | 7,300.0 | 1,250.0 | 1,250.0 | 29,520.0 | 29,520.0 | |
| Collector and Local Streets | 5-10 | 102,086.8 | 8,616.0 | 5,545.8 | | 5,545.8 | 100.0 | | 375.0 | 5,070.8 | 10,525.0 | 10,525.0 | 10,000.0 | 10,000.0 | 67,400.0 | 66,400.0 | |
| Sidewalks | 5-11 | 11,630.0 | 1,000.0 | 400.0 | | 400.0 | 50.0 | | 350.0 | | 1,480.0 | 1,480.0 | 1,450.0 | 1,450.0 | 7,300.0 | 7,300.0 | |
| Sanitary Sewers | 5-12 | 25,400.0 | 2,400.0 | 1,225.0 | | 1,225.0 | | | 814.2 | 410.8 | 7,775.0 | 7,775.0 | 2,450.0 | 2,450.0 | 11,550.0 | 11,550.0 | |
| Storm Sewers | 5-13 | 18,185.0 | 3,350.0 | 1,375.0 | | 1,375.0 | | | 1,375.0 | | 1,405.0 | 1,405.0 | 1,580.0 | 1,580.0 | 10,475.0 | 10,475.0 | |
| Public Works | 5-14 | 37,420.4 | 1,644.9 | 2,613.7 | | 2,613.7 | 250.0 | | 1,272.9 | 1,090.8 | 3,334.2 | 3,334.2 | 3,215.2 | 3,215.2 | 26,612.4 | 26,612.4 | |
| Parking | 5-15 | 5,591.3 | 965.0 | 1,670.3 | | 1,670.3 | | | 1,500.0 | 170.3 | 1,615.8 | 1,615.8 | 121.6 | 121.6 | 1,218.7 | 1,218.7 | |
| Transit | 5-16 | 112,607.3 | 9,216.5 | 4,742.1 | 2,512.6 | 2,229.4 | 264.9 | 134.5 | 1,830.1 | | 17,750.6 | 5,471.3 | 15,374.6 | 4,105.0 | 65,523.6 | 53,081.9 | |
| Traffic and Transportation | 5-17 | 12,070.3 | 2,196.2 | 789.1 | | 789.1 | 653.9 | | | 135.2 | 2,506.9 | 1,506.9 | 2,180.5 | 1,680.5 | 4,397.7 | 4,397.7 | |
| Transportation Planning | 5-18 | 900.0 | 150.0 | | | | | | | | 750.0 | 750.0 | | | | | |
| Environmental Services | 5-19 | 57,598.9 | 2,100.0 | 2,210.0 | | 2,210.0 | | | 2,210.0 | | 10,070.0 | 10,070.0 | 19,040.0 | 19,040.0 | 24,178.9 | 24,178.9 | |

Part 2
 2021 Operating and Capital (by Department)

Infrastructure and Planning Services Departmental Summary - Capital Budget continued

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|---------------------|------|--------------------|-------------------|-----------------|----------------|-----------------|----------------|--------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|------------------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Waste Management | 5-20 | 36,614.5 | 21,735.1 | 5,940.0 | 2,120.0 | 3,820.0 | | | | 3,820.0 | 2,175.0 | 1,937.5 | 3,314.4 | 2,541.9 | 3,450.0 | 1,725.0 |
| Total | | 1,233,772.1 | 159,366.2 | 48,876.3 | 7,745.1 | 41,131.1 | 3,023.9 | 934.5 | 23,524.5 | 13,648.1 | 94,072.0 | 80,465.1 | 97,690.2 | 81,874.2 | 833,767.4 | 784,126.6 |

Part 2
2021 Operating and Capital (by Department)

Infrastructure and Planning Services Capital – Summary

City of Peterborough
Other Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | | |
|--|------|---------------|-------------------|-------------|-----|----------|----------|---------|-------|---------|---------|---------|---------|---------|--------------|----------|--|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net | |
| Infrastructure and Planning Services Summary | | | | | | | | | | | | | | | | | |
| Planning | 5-1 | 10,796.5 | 5,300.0 | 162.8 | | 162.8 | 162.8 | | | | 1,133.7 | 1,133.7 | 1,400.0 | 1,400.0 | 2,800.0 | 2,800.0 | |
| Growth Areas | 5-2 | 400.0 | 225.0 | | | | | | | | 125.0 | 125.0 | | | 50.0 | 50.0 | |
| Industrial Parks | 5-3 | 806.4 | 694.4 | 112.0 | | 112.0 | 112.0 | | | | | | | | | | |
| Airport | 5-4 | 1,453.9 | 953.9 | 100.0 | | 100.0 | 100.0 | | | | 300.0 | 300.0 | 100.0 | 100.0 | | | |
| Flood Reduction Master Plan Projects | 5-5 | 42,944.3 | 26,379.3 | 2,990.0 | | 2,990.0 | | | | 2,990.0 | 3,085.0 | 3,085.0 | 2,835.0 | 2,835.0 | 7,655.0 | 7,655.0 | |
| Geomatics/Mapping | 5-6 | 1,534.2 | 629.2 | 150.0 | | 150.0 | 150.0 | | | | 340.0 | 340.0 | 100.0 | 100.0 | 315.0 | 315.0 | |
| Infrastructure Planning Adm | 5-7 | 7,204.4 | 3,924.4 | 980.0 | | 980.0 | 300.0 | | 200.0 | 480.0 | 800.0 | 800.0 | 350.0 | 350.0 | 1,150.0 | 1,150.0 | |
| Bridges | 5-9 | 330.0 | 90.0 | | | | | | | | 50.0 | 50.0 | | | 190.0 | 190.0 | |
| Public Works | 5-14 | 7,500.3 | 300.3 | 400.0 | | 400.0 | 400.0 | | | | 500.0 | 500.0 | 700.0 | 700.0 | 5,600.0 | 5,600.0 | |
| Transit | 5-16 | 260.0 | | 260.0 | | 260.0 | | | | 260.0 | | | | | | | |
| Transportation Planning | 5-18 | 109.8 | 72.5 | 37.3 | | 37.3 | 37.3 | | | | | | | | | | |
| Environmental Services | 5-19 | 18,612.0 | 6,162.0 | 250.0 | | 250.0 | 250.0 | | | | 250.0 | 250.0 | 250.0 | 250.0 | 11,700.0 | 7,700.0 | |
| Administration | 5-21 | 162.5 | 130.0 | 32.5 | | 32.5 | | | | 32.5 | | | | | | | |
| Total | | 92,104.3 | 44,861.0 | 5,464.6 | | 5,464.6 | 1,512.1 | | 200.0 | 3,752.5 | 6,583.7 | 6,583.7 | 5,735.0 | 5,735.0 | 29,460.0 | 25,460.0 | |

Part 2
2021 Operating and Capital (by Department)

Office of the IPS Commissioner - Operating Budget

Infrastructure and Planning Services leads the planning for and delivery of essential infrastructure services that our citizens rely on every day, including roads, sidewalks, transit, parking facilities, airport, storm water facilities, sanitary systems, waste water treatment, waste management and recycling, building permits and land use applications.

| CITY OF PETERBOROUGH | | | | | |
|--|---------------|-------------------------|------------------|------------------------------|-----------------------------|
| 2021 Operating Budget | | | | | |
| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Office of the Infrastructure and Planning Services Commissioner | | | | | |
| Expenditures | | | | | |
| Office of the Infrastructure and Planning Services Commissioner | 408,481 | 408,636 | 411,083 | 0.6% | 2,603 |
| | 408,481 | 408,636 | 411,083 | 0.6% | 2,603 |
| Revenues | | | | | |
| Office of the Infrastructure and Planning Services Commissioner | 132,832 | 134,301 | 134,239 | 1.1% | 1,407 |
| | 132,832 | 134,301 | 134,239 | 1.1% | 1,407 |
| Net Requirements | | | | | |
| Office of the Infrastructure and Planning Services Commissioner | 275,649 | 274,335 | 276,844 | 0.4% | 1,196 |
| | 275,649 | 274,335 | 276,844 | 0.4% | 1,196 |

Infrastructure Planning Administration – Other Capital

City of Peterborough Other Capital Budget Summary 2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | | |
|---|---------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|-------|-----|-------|-----|--------------|-----|--|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net | |
| Infrastructure and Planning Services Administration | | | | | | | | | | | | | | | | | |
| Development Client Service Enhancement Project | 5-21.01 | 162.5 | 130.0 | 32.5 | | 32.5 | | | | 32.5 | | | | | | | |
| Total | | 162.5 | 130.0 | 32.5 | | 32.5 | | | | 32.5 | | | | | | | |

Part 2
2021 Operating and Capital (by Department)

Planning and Development and Real Estate – Operating Budget

The Division includes the administration and processing of subdivision plans, site plans, zoning and Official Plan amendments, Official Plan as well as Committee of Adjustment requests. Staff research and monitor community planning and development opportunities administer municipal planning activities and the development of the City's industrial parks.

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|---|---------------|-------------------------|------------------|------------------------------|-----------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Planning and Development and Real Estate | | | | | |
| Expenditures | | | | | |
| Planning Administration | 2,220,736 | 2,196,155 | 2,314,700 | 4.2% | 93,963 |
| | 2,220,736 | 2,196,155 | 2,314,700 | 4.2% | 93,963 |
| Revenues | | | | | |
| Planning Administration | 484,869 | 478,047 | 521,466 | 7.5% | 36,597 |
| | 484,869 | 478,047 | 521,466 | 7.5% | 36,597 |
| Net Requirements | | | | | |
| Planning Administration | 1,735,867 | 1,718,108 | 1,793,234 | 3.3% | 57,366 |
| | 1,735,867 | 1,718,108 | 1,793,234 | 3.3% | 57,366 |

Planning and Development and Real Estate – Capital Budget

City of Peterborough Tangible Capital Budget Summary 2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|---|--------|---------------|-------------------|-------------|-----|----------|----------|---------|-------|-------|---------|---------|---------|---------|--------------|---------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Infrastructure and Planning Services | | | | | | | | | | | | | | | | |
| Planning | | | | | | | | | | | | | | | | |
| Property Acquisitions and Improvements | 5-1.01 | 12,000.0 | | 1,200.0 | | 1,200.0 | 830.0 | | | 370.0 | 1,200.0 | 1,200.0 | 1,200.0 | 1,200.0 | 8,400.0 | 8,400.0 |
| Parkland Development Assist | 5-1.02 | 681.8 | 375.0 | 152.3 | | 152.3 | 15.2 | | 137.0 | | 154.5 | 154.5 | | | | |
| Central Area Master Plan Implementation Phase | 5-1.03 | 2,435.0 | 1,635.0 | 75.0 | | 75.0 | 75.0 | | | | 400.0 | 400.0 | 325.0 | 325.0 | | |
| Otonabee River Trail - Del Crary Park to Little Lake Cemetery | 5-1.04 | 2,400.0 | 400.0 | | | | | | | | 2,000.0 | 2,000.0 | | | | |
| Total | | 17,516.7 | 2,410.0 | 1,427.3 | | 1,427.3 | 920.2 | | 137.0 | 370.0 | 3,754.5 | 3,754.5 | 1,525.0 | 1,525.0 | 8,400.0 | 8,400.0 |

Property Acquisitions

Property acquisitions support strategic municipal acquisitions or implement public policy directions of the City. Examples of property acquisitions may be to support Airport Development, to support downtown vitality, employment land opportunities or to support City Business/Service needs.

Commencing in 2015, the project also included an annual \$100,000 allocation to reflect the commitment made, through Report PLPD13-056, for the purchase of the Naval Association property in 2023. Report CLSFS20-034 dated July 20, 2020 recommended a pre-commitment of \$200,000 in 2021 Budget to complete the funding required for the purchase of the Peterborough Naval Association property at 24 Whitla Street. This has been included in a separate project.

Parkland Development Assist

Parkland Development Assistance is a program that began in 2013 and provided developers the opportunity to design and construct parks within their subdivisions to be ready for public use, upon first occupancies, within any given phase of development. The delivery of the Program was modified in 2019, with the City taking the lead role in the delivery of the parks. Community Services shall take the lead in managing the neighbourhood consultation and Planning will develop park needs/designs. Public works will then deliver the final product and manage the construction of the facility based on guidance provided by Community Services.

Part 2
2021 Operating and Capital (by Department)

Planning and Development and Real Estate – Other Capital Budget

Other Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|---|--------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|---------|---------|---------|---------|--------------|---------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Infrastructure and Planning Services Planning | | | | | | | | | | | | | | | | |
| Zoning By-law Update | 5-1.05 | 496.5 | 200.0 | 112.8 | | 112.8 | 112.8 | | | | 183.7 | 183.7 | | | | |
| Secondary Plans | 5-1.06 | 1,000.0 | 100.0 | 50.0 | | 50.0 | 50.0 | | | | 250.0 | 250.0 | 200.0 | 200.0 | 400.0 | 400.0 |
| Central Area CIP Implementation | 5-1.07 | 9,300.0 | 5,000.0 | | | | | | | | 700.0 | 700.0 | 1,200.0 | 1,200.0 | 2,400.0 | 2,400.0 |
| Total | | 10,796.5 | 5,300.0 | 162.8 | | 162.8 | 162.8 | | | | 1,133.7 | 1,133.7 | 1,400.0 | 1,400.0 | 2,800.0 | 2,800.0 |

Zoning By-law Update

With the approval of the new Official Plan anticipated for the first quarter of 2021, the Zoning By-law must also be updated to implement the new policy direction for the municipality. This update will include a review of the By-law and recommend changes and additions based on an operational review, as well as the new policy direction of the Official Plan.

Part 2
2021 Operating and Capital (by Department)

Planning and Development and Real Estate - Growth Areas – Capital Budget

Tangible Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|--|--------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|-------|-------|-------|-----|--------------|---------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Infrastructure and Planning Services Growth Areas | | | | | | | | | | | | | | | | |
| Lily Lake - Centralized Stormwater Mgm't Facilities | 5-2.01 | 4,243.2 | 1,400.0 | 800.0 | | 800.0 | | 800.0 | | | 645.0 | 645.0 | | | 1,398.2 | 1,398.2 |
| Jackson (Loggerhead Marsh) – Centralized Stormwater Facilities | 5-2.02 | 2,144.0 | 1,500.0 | | | | | | | | | | | | 644.0 | 324.0 |
| Total | | 6,387.2 | 2,900.0 | 800.0 | | 800.0 | | 800.0 | | | 645.0 | 645.0 | | | 2,042.2 | 1,722.2 |

Lily Lake – Centralized Stormwater Facilities

Construction of the subdivision development began in 2019 and will continue through 2021. The 2021 budget includes \$800,000 for the required stormwater management facilities necessary to support this development.

Part 2
2021 Operating and Capital (by Department)

Other Capital Budget Summary

2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|---|--------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|-------|-------|-------|-----|--------------|------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Infrastructure and Planning Services Growth Areas | | | | | | | | | | | | | | | | |
| Liflock Planning Studies | 5-2.03 | 150.0 | 100.0 | | | | | | | | 50.0 | 50.0 | | | | |
| Carnegie West Growth Area – Planning Studies | 5-2.04 | 100.0 | 75.0 | | | | | | | | 25.0 | 25.0 | | | | |
| Coldsprings Growth Area - Planning Studies | 5-2.05 | 150.0 | 50.0 | | | | | | | | 50.0 | 50.0 | | | 50.0 | 50.0 |
| Total | | 400.0 | 225.0 | | | | | | | | 125.0 | 125.0 | | | 50.0 | 50.0 |

An aspect of the following Planning - Growth Area project addresses Climate Adaptation.

Climate Adaptation

5-2.01 Growth Areas Lily Lake - Centralized Stormwater Mgm't Facilities

Part 2
2021 Operating and Capital (by Department)

Planning and Development and Real Estate - Industrial Parks – Capital Budget

City of Peterborough
Tangible Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | | |
|--------------------------------------|--------|---------------|-------------------|-------------|-----|----------|----------|---------|---------|-------|-------|-----|-------|-----|--------------|-----|--|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net | |
| Infrastructure and Planning Services | | | | | | | | | | | | | | | | | |
| Industrial Parks | | | | | | | | | | | | | | | | | |
| Cleantech Commons | 5-3.01 | 11,773.7 | 8,473.7 | 3,300.0 | | 3,300.0 | | | 3,300.0 | | | | | | | | |
| Major Dennett Industrial Park | 5-3.02 | 750.0 | 500.0 | 250.0 | | 250.0 | 250.0 | | | | | | | | | | |
| Total | | 12,523.7 | 8,973.7 | 3,550.0 | | 3,550.0 | 250.0 | | 3,300.0 | | | | | | | | |

Cleantech Commons

Trent University has reserved approximately 85 acres along the north side of Pioneer Road for the establishment of a science-based research park which will require ongoing municipal investment to ensure that adequate municipal services are in place to support future employment growth. There are two distinct components to the project. An external servicing program commenced construction and is being handled by IPS under a separate budget. The second component is an internal site servicing program to ensure a supply of serviced building lots as demand warrants. Internal site servicing costs will be recovered over time through ground lease payments from investors who will construct buildings on the land.

In May 2020 with the approval of IPSENG20-028, Council approved the pre-commitment of \$2.3 million of the \$3.3 million total 2021 capital budget of this project for the internal servicing of Cleantech Commons research park.

Major Bennett Industrial Park

Major Bennett Industrial Park is nearing full build-out and this project ensures the remaining lands are developable and made ready for sale. This project implements a previously approved fish habitat compensation project and includes a grading plan, necessary before the property can be sold and developed.

Part 2
2021 Operating and Capital (by Department)

City of Peterborough
Other Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | | |
|--------------------------------------|--------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|-------|-----|-------|-----|--------------|-----|--|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net | |
| Infrastructure and Planning Services | | | | | | | | | | | | | | | | | |
| Industrial Parks | | | | | | | | | | | | | | | | | |
| Cleantech Commons | 5-3.03 | 806.4 | 694.4 | 112.0 | | 112.0 | 112.0 | | | | | | | | | | |
| Total | | 806.4 | 694.4 | 112.0 | | 112.0 | 112.0 | | | | | | | | | | |

Cleantech Commons - Business Plan Implementation

The City has made significant investments in serviced employment land at Cleantech Commons. This allocation represents the City's contribution to the Executive Director position for Cleantech Commons and funding for other contractual services related to the design, construction, marketing, and start-up operations of Cleantech Commons.

An aspect of the following Planning – Industrial Parks project addresses Climate Adaptation.

| | | |
|---------------------------|------------------|-------------------|
| Climate Adaptation | | |
| 5-3.01 | Industrial Parks | Cleantech Commons |

Part 2
2021 Operating and Capital (by Department)

Building Services – Operating Budget

The Building Division is responsible for ensuring compliance with the Ontario Building Code and various City by-laws. Services include the administration, enforcement, education, and dispersal of information to the public regarding the Building Code, Zoning, Minimum Property Standards, Development Charges, Parks Levy, Signs and Fences.

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|--------------------------|---------------|-------------------------|------------------|------------------------------|-----------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Building Services | | | | | |
| Expenditures | | | | | |
| Building Inspection | 2,060,659 | 2,068,821 | 2,081,768 | 1.0% | 21,109 |
| By-law Enforcement | 625,354 | 575,462 | 743,839 | 18.9% | 118,485 |
| | 2,686,013 | 2,644,283 | 2,825,607 | 5.2% | 139,594 |
| Revenues | | | | | |
| Building Inspection | 2,060,660 | 2,068,821 | 2,081,768 | 1.0% | 21,109 |
| By-law Enforcement | 158,286 | 158,286 | 109,000 | -31.1% | -49,286 |
| | 2,218,946 | 2,227,107 | 2,190,768 | -1.3% | -28,178 |
| Net Requirements | | | | | |
| By-law Enforcement | 467,068 | 417,176 | 634,839 | 35.9% | 167,771 |
| | 467,068 | 417,176 | 634,839 | 35.9% | 167,771 |

Total building activity for 2020 yielded lower results due to COVID-19. Recovery growth in 2021 and a predicted increase in the inventory of residential building lots and start of larger scale construction that was delayed in 2020 may lead to growth and increased building activity in the residential sector over the coming years. The 2021 budget includes an inflationary adjustment to the permit fee schedule to ensure that revenues keep pace with inflationary costs.

The enforcement activity includes two new permanent positions as approved by Council through Report IPSBD20-003 dated July 20, 2020.

Recommendation - That any unused Building Inspection Budget at the end of 2021 be transferred to the Building Division Reserve and that, if actual building inspection costs exceed the 2021 Budget, funds may be drawn from the Building Division Reserve.

Part 2
2021 Operating and Capital (by Department)

Airport - Operating Budget

This Division operates the Peterborough Airport as an aviation industrial park, a service to area businesses, a community gateway for the public, tourism, business, and general aviation.

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|-----------------------------|------------------|-------------------------|------------------|------------------------------|-----------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Peterborough Airport | | | | | |
| Expenditures | | | | | |
| Peterborough Airport | 3,376,968 | 3,377,192 | 3,355,630 | -0.6% | -21,339 |
| Revenues | | | | | |
| Peterborough Airport | 1,044,475 | 1,000,225 | 1,077,595 | 3.2% | 33,120 |
| Net Requirements | 2,332,493 | 2,376,967 | 2,278,035 | -2.3% | -54,459 |

Loomex Property Management has completed eight of eleven years of their Airport Management Operations Contract. The Contract guarantees firm pricing and includes supplying, maintaining, and replacing equipment within the contract amount. This ensures predictability in operating expenses for the next three years.

The revenues reflect an increase due to leases, tiedowns and servicing cost recovery. Property taxes are paid to Cavan Monaghan Township and are recovered from tenants.

In 2021, the focus will continue to be on marketing the airport facility for industrial/commercial uses, private hangars and charter and scheduled flights.

Recommendation

That any excess Airport development review fees at the end of 2021 be transferred to the Airport Development Review Reserve for future Airport Development related expenditures and that, if the 2021 Airport development review costs exceed the review fees, funds may be drawn from the Airport Development Review Reserve.

Part 2
2021 Operating and Capital (by Department)

Airport – Capital Budget

City of Peterborough
Tangible Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|--|--------|---------------|-------------------|-------------|-----|----------|----------|---------|------|-------|----------|----------|---------|---------|--------------|----------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Infrastructure and Planning Services | | | | | | | | | | | | | | | | |
| Airport | | | | | | | | | | | | | | | | |
| Commercial and General Aviation Lot Prep | 5-4.01 | 1,925.0 | 350.0 | 225.0 | | 225.0 | 225.0 | | | | 225.0 | 225.0 | 225.0 | 225.0 | 900.0 | 900.0 |
| Emergency Access Road Development | 5-4.02 | 70.0 | | 70.0 | | 70.0 | 70.0 | | | | | | | | | |
| Airport Land Development | 5-4.03 | 60.0 | | 60.0 | | 60.0 | 60.0 | | | | | | | | | |
| Internal Road Development | 5-4.04 | 350.0 | 300.0 | 50.0 | | 50.0 | | | 50.0 | | | | | | | |
| Airport LED Lighting | 5-4.05 | 260.0 | | 40.0 | | 40.0 | 40.0 | | | | 100.0 | 100.0 | 120.0 | 120.0 | | |
| Airport Water & Sewer Upgrade | 5-4.06 | 14,675.3 | 3,875.3 | | | | | | | | 7,400.0 | 7,400.0 | | | 3,400.0 | 3,400.0 |
| Industrial Park East of Airport Rd North Development | 5-4.07 | 12,400.0 | | | | | | | | | 2,400.0 | 2,400.0 | 5,000.0 | 5,000.0 | 5,000.0 | 5,000.0 |
| Aircraft Run-up Area | 5-4.08 | 325.0 | 25.0 | | | | | | | | 300.0 | 300.0 | | | | |
| General Aviation Expansion | 5-4.09 | 400.0 | 300.0 | | | | | | | | 100.0 | 100.0 | | | | |
| Meeting Regulatory Change | 5-4.10 | 250.0 | 150.0 | | | | | | | | 100.0 | 100.0 | | | | |
| Bravo Taxiway Extension | 5-4.11 | 4,530.0 | | | | | | | | | 30.0 | 30.0 | | | 4,500.0 | 4,500.0 |
| Ecological Study for Future Development | 5-4.12 | 30.0 | | | | | | | | | 30.0 | 30.0 | | | | |
| Total | | 35,275.3 | 5,000.3 | 445.0 | | 445.0 | 395.0 | | 50.0 | | 10,685.0 | 10,685.0 | 5,345.0 | 5,345.0 | 13,800.0 | 13,800.0 |

Commercial and General Aviation Lot Prep

The Airport has approximately 30 acres of serviced land for industrial/commercial use and a further 3 acres for general aviation hangars. These parcels of land will be leased according to user requirements.

At the time of building construction, there are specific requirements for new tenant building lots that are the responsibility of the Airport and that cannot be reasonably anticipated as a component of the lot development. Such items include isolated soil remediation costs under the

building pads, minor water and sewer extensions, hydro, transformers, drainage adjustments or other property details.

Emergency Access Road Development

An area off the west end of the main runway on Airport property cannot be accessed by emergency vehicles if required. This project will be completed in 2021 and will consist of construction of a gravel service road, to access the area directly west of the main runway.

An aspect of the following Airport project addresses Climate Mitigation.

| |
|---------------------------|
| Climate Mitigation |
|---------------------------|

| |
|-------------------|
| 5-4.05 Airport |
|-------------------|

| |
|----------------------|
| Airport LED Lighting |
|----------------------|

Part 2
2021 Operating and Capital (by Department)

City of Peterborough
Other Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | | |
|---|--------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|-------|-------|-------|-------|--------------|-----|--|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net | |
| Infrastructure and Planning Services Airport | | | | | | | | | | | | | | | | | |
| Obstacle Limitation Surface Tree Cutting | 5-4.13 | 853.9 | 553.9 | 100.0 | | 100.0 | 100.0 | | | | 100.0 | 100.0 | 100.0 | 100.0 | | | |
| Federal Zoning Process | 5-4.14 | 600.0 | 400.0 | | | | | | | | 200.0 | 200.0 | | | | | |
| Total | | 1,453.9 | 953.9 | 100.0 | | 100.0 | 100.0 | | | | 300.0 | 300.0 | 100.0 | 100.0 | | | |

Obstacle Limitation Surface Tree Cutting

The Airport is required through Transport Canada regulations to maintain the Obstacle Limitation Surface which is an obstacle free area around the runways for safety of aircraft arriving and departing. There are properties with trees nearing the protected surface which will require extensive tree cutting. These trees are located on City owned land on the south side of the Airport, and on properties covered by obstacle protection easements and agreements surrounding the runways.

Part 2

2021 Operating and Capital (by Department)

Infrastructure Management

To coordinate and manage the programs focused on ensuring longevity and sustainability of the City's infrastructure such as road, storm and sanitary infrastructure, the City's internal Geographic Information System (GIS) technology and mapping services, the City's urban forest infrastructure as well as the long-term Corporate Asset Management Plan and Corporate Sustainability and Climate Change Programs.

The 2021 Budget includes the \$426,000 contribution to the Climate Change reserve that Council approved during the 2020 Budget less the funding for a full-time Climate Change Coordinator. The budget also reflects the loss of revenue from the completion of the FCM funding (\$62,500) for the Senior Watershed Project Manager position.

| CITY OF PETERBOROUGH | | | | | |
|----------------------------------|---------------|-------------------------|------------------|-------------------------------|--------------------------------|
| 2021 Operating Budget | | | | | |
| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Infrastructure Management | | | | | |
| Expenditures | | | | | |
| Infrastructure Management | 1,888,928 | 1,838,147 | 1,864,941 | -1.3% | -23,987 |
| Geomatics / Mapping | 849,367 | 780,334 | 854,894 | 0.7% | 5,528 |
| | 2,738,295 | 2,618,481 | 2,719,836 | -0.7% | -18,459 |
| Revenues | | | | | |
| Infrastructure Management | 1,422,327 | 1,399,622 | 1,312,537 | -7.7% | -109,790 |
| Geomatics / Mapping | 64,260 | | | -100.0% | -64,260 |
| | 1,486,587 | 1,399,622 | 1,312,537 | -11.7% | -174,050 |
| Net Requirements | | | | | |
| Infrastructure Management | 466,602 | 438,525 | 552,404 | 18.4% | 85,803 |
| Geomatics / Mapping | 785,107 | 780,334 | 854,894 | 8.9% | 69,788 |
| | 1,251,708 | 1,218,859 | 1,407,299 | 12.4% | 155,590 |

Part 2
2021 Operating and Capital (by Department)

Infrastructure Management – Flood Reduction Master Plan Capital

Tangible Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | | |
|--|--------|---------------|-------------------|-------------|---------|----------|----------|---------|---------|---------|---------|---------|---------|---------|--------------|----------|--|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net | |
| Infrastructure and Planning Services Flood Reduction Master Plan Projects | | | | | | | | | | | | | | | | | |
| Bethune Street Diversion Shared Funding | 5-5.01 | 48,267.6 | 44,077.0 | 3,615.6 | | 3,615.6 | | | 2,079.5 | 1,536.1 | 190.0 | 190.0 | 190.0 | 190.0 | 195.0 | 195.0 | |
| Downtown Flood Mitigation Project (Water St./Simcoe St.) | 5-5.02 | 49,500.0 | | 3,000.0 | 3,000.0 | | | | | | | | 7,750.0 | 4,650.0 | 38,750.0 | 23,250.0 | |
| Bethune St Diversion City Funded | 5-5.03 | 12,235.8 | 3,585.8 | 1,900.0 | | 1,900.0 | | | 1,900.0 | | 1,980.0 | 1,980.0 | 1,500.0 | 1,500.0 | 3,270.0 | 3,270.0 | |
| IIMP Infrastructure Information | 5-5.04 | 150.0 | 50.0 | | | | | | | | 25.0 | 25.0 | 25.0 | 25.0 | 50.0 | 50.0 | |
| Charlotte St Upgrades - SE Jackson 100 yr pipe | 5-5.05 | 900.0 | | | | | | | | | | | 450.0 | 450.0 | 450.0 | 450.0 | |
| Curtis Creek Watershed Improvements | 5-5.06 | 27,860.0 | 1,730.0 | | | | | | | | | | 200.0 | 200.0 | 25,930.0 | 25,930.0 | |
| South-East Jackson Watershed Upgrades | 5-5.07 | 76,700.0 | | | | | | | | | | | | | 76,700.0 | 76,700.0 | |
| Byersville Watershed Improvements | 5-5.08 | 40,820.0 | | | | | | | | | | | | | 40,820.0 | 40,820.0 | |
| Brookdale Watershed Improvements | 5-5.09 | 32,025.0 | 975.0 | | | | | | | | | | | | 31,050.0 | 31,050.0 | |
| North-East Jackson Watershed Improvements | 5-5.10 | 27,100.0 | 400.0 | | | | | | | | | | | | 26,700.0 | 26,700.0 | |
| Meade Watershed Improvements | 5-5.11 | 9,390.0 | | | | | | | | | | | | | 9,390.0 | 9,390.0 | |
| Riverview Watershed Improvements | 5-5.12 | 9,260.0 | | | | | | | | | | | | | 9,260.0 | 9,260.0 | |
| Thompson Watershed Improvements | 5-5.13 | 4,380.0 | | | | | | | | | | | | | 4,380.0 | 4,380.0 | |

Infrastructure Management – Flood Reduction Master Plan Capital (continued)

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|--|--------|------------------|-------------------|----------------|----------------|----------------|----------|---------|----------------|----------------|----------------|----------------|-----------------|----------------|------------------|------------------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Byersville - Clonsilla Parkway Storm Basin | 5-5.14 | 3,000.0 | | | | | | | | | | | | | 3,000.0 | 3,000.0 |
| South-West Jackson Watershed Improvements | 5-5.15 | 490.0 | | | | | | | | | | | | | 490.0 | 490.0 |
| North-West Jackson Watershed Improvements | 5-5.16 | 90.0 | | | | | | | | | | | | | 90.0 | 90.0 |
| Total | | 342,168.4 | 50,817.8 | 8,515.6 | 3,000.0 | 5,515.6 | | | 3,979.5 | 1,536.1 | 2,195.0 | 2,195.0 | 10,115.0 | 7,015.0 | 270,525.0 | 255,025.0 |

Bethune Street Diversion

Council, at its meeting of September 8, 2015 in considering Report CPFS15-044, authorized the signing of the Small Communities Fund contribution agreement for the receipt of grant funding from the federal and provincial governments and the combining of the Jackson Creek Flow Diversion, Bethune Street - Dalhousie Street to Dublin Street and Bethune Trunk Sewer individual projects into one project.

The project improves the road condition along an arterial street and recognizes that the CNR removed its tracks from the street in 1990 and that a formal rehabilitation is required. In conjunction with the roadworks, the existing Bethune Street sanitary trunk sewer identified in the Area Specific DC Bylaw, will be upgraded and Jackson Creek

Diversion flood reduction measures, approved by Council in 2014, will be undertaken.

Bethune Street Diversion - Shared Funding

This project is the shared portion of the overall project. The total project is approximately \$29.1 million with cost shared one-third between each of the federal, provincial, and municipal governments. The combined federal and provincial funding is provided up to a maximum of \$15.9 million. The remaining \$14 million is the City's cost. Works eligible for the shared funding such as piped infrastructure, roads, etc. are covered under this project.

Report IPSENG20-007, approved by Council in May 2020, pre-committed \$3,615,500 in the 2021 Capital Budget for this project.

Bethune Street Diversion – City Funded

Works ineligible for the shared funding such as overhead, land acquisition, enhanced pedestrian/cycle facilities, etc., are covered under this project. The \$1,900,000 in the 2021 Capital Budget was pre-committed with the approval of the 2020 Budget.

Downtown Flood Mitigation Project (Simcoe Street / Water Street)

This project addresses several priorities to protect the community as outlined in the Flood Reduction Master Plan, the Sanitary Sewer Inflow & Infiltration Master Plan and Climate Adaptation priorities. The project installs 100-yr storm sewer infrastructure along Simcoe Street and Water Street with an outlet to the Otonabee River, eliminates significant cross-connections between the storm and sanitary sewer systems to reduce inflows at the Wastewater Treatment Plant, and replaces an aging sanitary force main along Simcoe Street.

Infrastructure Management – Flood Reduction Master Plan Other Capital

City of Peterborough
Other Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|--|--------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|---------|---------|---------|---------|---------|--------------|---------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Infrastructure and Planning Services Flood Reduction Master Plan Projects | | | | | | | | | | | | | | | | |
| Sanitary Sewer (Relining, Renew & Repair - B-210) | 5-5.17 | 23,430.9 | 14,430.9 | 1,500.0 | | 1,500.0 | | | | 1,500.0 | 1,500.0 | 1,500.0 | 1,500.0 | 1,500.0 | 4,500.0 | 4,500.0 |
| CCTV Inspection of Pipes (A-230) | 5-5.18 | 13,315.4 | 7,165.4 | 1,350.0 | | 1,350.0 | | | | 1,350.0 | 1,350.0 | 1,350.0 | 1,150.0 | 1,150.0 | 2,300.0 | 2,300.0 |
| Flow & Rainfall Monitoring | 5-5.19 | 1,080.0 | 420.0 | 110.0 | | 110.0 | | | | 110.0 | 110.0 | 110.0 | 110.0 | 110.0 | 330.0 | 330.0 |
| C-240/210 Flood Reduction Subsidy Program | 5-5.20 | 4,968.0 | 4,263.0 | 30.0 | | 30.0 | | | | 30.0 | 75.0 | 75.0 | 75.0 | 75.0 | 525.0 | 525.0 |
| Rain Event Miscellaneous Projects | 5-5.21 | 150.0 | 100.0 | | | | | | | | 50.0 | 50.0 | | | | |
| Total | | 42,944.3 | 26,379.3 | 2,990.0 | | 2,990.0 | | | | 2,990.0 | 3,085.0 | 3,085.0 | 2,835.0 | 2,835.0 | 7,655.0 | 7,655.0 |

Sanitary/Storm Sewer Projects (Relining, Renew and Repair)

This initiative will lead to a reduction in storm and rainwater infiltration into the sanitary sewer system. This will result in a reduction in the unnecessary treatment of storm water at the Wastewater Treatment Plant, restore some capacity into the existing sanitary sewer system to support current and future development, and reduce the frequency of sewer backups. As CCTV inspections are completed, projects are identified and are funded from this account. Also, continued monitoring of potentially “excessively wet” areas will lead to specific projects. This program will extend the useful life of both storm and sanitary sewers.

CCTV Inspection of Pipes

The sanitary sewer system is now on a six-year cycle of regular inspections and storm sewers are now being completed. Problem areas are identified during inspections. Based on these CCTV inspections, a remedial plan to address problems identified is developed and implemented.

An aspect of the following Flood Reduction Master Plan projects addresses Climate Adaptation and Mitigation.

| Climate Adaptation | | |
|--|---|--|
| 5-5.02 | Flood Reduction Master Plan Projects | Downtown Flood Mitigation Project (Water St./Simcoe St.) |
| 5-5.18 | Flood Reduction Master Plan Projects | CCTV Inspection of Pipes (A-230) |
| 5-5.19 | Flood Reduction Master Plan Projects | Flow & Rainfall Monitoring |
| Climate Adaptation and Climate Mitigation | | |
| 5-5.17 | Flood Reduction Master Plan Projects | Sanitary Sewer (Relining, Renew & Repair - B-210) |
| 5-5.20 | Flood Reduction Master Plan Projects | C-240/210 Flood Reduction Subsidy Program |

Infrastructure Management - Geomatics/Mapping – Capital Budget

City of Peterborough
Tangible Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|---|--------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|-------|-------|-------|-------|--------------|-------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Infrastructure and Planning Services Geomatics/Mapping | | | | | | | | | | | | | | | | |
| Vertical / Horizontal Control Monuments | 5-6.01 | 885.0 | 135.0 | 50.0 | | 50.0 | 50.0 | | | | 55.0 | 55.0 | 55.0 | 55.0 | 590.0 | 590.0 |
| ESRI Stabilization | 5-6.02 | 1,390.6 | 1,295.6 | | | | | | | | 95.0 | 95.0 | | | | |
| Smart System Expansion and Artificial Intelligence | 5-6.03 | 150.0 | 50.0 | | | | | | | | 50.0 | 50.0 | 50.0 | 50.0 | | |
| Total | | 2,425.6 | 1,480.6 | 50.0 | | 50.0 | 50.0 | | | | 200.0 | 200.0 | 105.0 | 105.0 | 590.0 | 590.0 |

Infrastructure Management - Geomatics/Mapping – Other Capital Budget

City of Peterborough
Other Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|---|--------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|-------|-------|-------|-------|--------------|-------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Infrastructure and Planning Services Geomatics/Mapping | | | | | | | | | | | | | | | | |
| Corporate GIS Development Tool | 5-6.04 | 1,534.2 | 629.2 | 150.0 | | 150.0 | 150.0 | | | | 340.0 | 340.0 | 100.0 | 100.0 | 315.0 | 315.0 |
| Total | | 1,534.2 | 629.2 | 150.0 | | 150.0 | 150.0 | | | | 340.0 | 340.0 | 100.0 | 100.0 | 315.0 | 315.0 |

Corporate GIS Development Tool

This project will build on the existing GIS data models required to support corporate applications, evolving technology and new data regulations (NG-911, Parcel and Ownership changes, Sewer integrations and Road segmentations).

An aspect of the following Geomatics/Mapping projects addresses Climate Mitigation.

| | | |
|---------------------------|-------------------|---|
| Climate Mitigation | | |
| 5-6.01 | Geomatics/Mapping | Vertical / Horizontal Control Monuments |
| 5-6.04 | Geomatics/Mapping | Corporate GIS Development Tool |

Infrastructure Management – Administration

City of Peterborough
Tangible Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|---|--------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|-------|------|-------|------|--------------|-------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Infrastructure and Planning Services Infrastructure Planning Adm | | | | | | | | | | | | | | | | |
| Sustainability Projects | 5-7.01 | 585.0 | | 65.0 | | 65.0 | | | | 65.0 | 65.0 | 65.0 | 65.0 | 65.0 | 390.0 | 390.0 |
| Total | | 585.0 | | 65.0 | | 65.0 | | | | 65.0 | 65.0 | 65.0 | 65.0 | 65.0 | 390.0 | 390.0 |

Sustainability Projects

This capital budget will provide start up funding to leverage external grants needed to implement corporate sustainability projects (energy conservation, water conservation, implement/pilot green technology, sustainable infrastructure). A Sustainability Reserve Fund has been created using rebates, incentives, and revenue from projects such as the Kinsmen Rooftop Solar Project.

Part 2
2021 Operating and Capital (by Department)

City of Peterborough
Other Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | | |
|---|--------|---------------|-------------------|-------------|-----|----------|----------|---------|-------|-------|-------|-------|-------|-------|--------------|---------|--|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net | |
| Infrastructure and Planning Services | | | | | | | | | | | | | | | | | |
| Infrastructure Planning Adm | | | | | | | | | | | | | | | | | |
| Wastewater Collection System Servicing Study | 5-7.02 | 400.0 | | 400.0 | | 400.0 | | | 200.0 | 200.0 | | | | | | | |
| Emerald Ash Borer (EAB) Management Plan | 5-7.03 | 3,698.9 | 2,648.9 | 300.0 | | 300.0 | 300.0 | | | | 450.0 | 450.0 | 200.0 | 200.0 | 100.0 | 100.0 | |
| Climate Change Action Plan | 5-7.04 | 1,600.5 | 100.5 | 150.0 | | 150.0 | | | | 150.0 | 150.0 | 150.0 | 150.0 | 150.0 | 1,050.0 | 1,050.0 | |
| Sanitary Sewer River Crossings | 5-7.05 | 100.0 | | 100.0 | | 100.0 | | | | 100.0 | | | | | | | |
| Watershed Planning Study - Places to Grow Act | 5-7.06 | 530.0 | 500.0 | 30.0 | | 30.0 | | | | 30.0 | | | | | | | |
| Asset Management Project | 5-7.07 | 875.0 | 875.0 | | | | | | | | 200.0 | 200.0 | | | | | |
| Total | | 7,204.4 | 3,924.4 | 980.0 | | 980.0 | 300.0 | | 200.0 | 480.0 | 800.0 | 800.0 | 350.0 | 350.0 | 1,150.0 | 1,150.0 | |

Emerald Ash Borer (EAB) Management Plan

Council, at its meeting of April 30, 2018 in considering Report USDIR18-005, adopted the revised Emerald Ash Borer Management Plan which involves identification of EAB infested areas, selected tree removals (with subsequent replacements) and treatments. The EAB has not been confirmed to be widespread throughout the City. Tree inventories have been collected and insect traps have been deployed across the City. Removal of dead or dying Ash trees will now be required in larger numbers in future years to avoid any potential risks. 2020/2021 is projected to be the peak of the EAB infestation and the biannual treatment cycle will likely require to be doubled up to protect past investments as previously projected.



Emerald Ash Borer

Wastewater Collection System Servicing Study

The City is in the process of updating the Official Plan, which will incorporate higher growth forecasts and a focus on intensification as required in the Provincial Growth Plan. An intensification allowance for sanitary infrastructure was identified in the DC Background Study and this study will look at the long-term infrastructure required to facilitate that intensification. In addition, new growth areas have been approved such as Cleantech Commons, the Liftlock Secondary Plan area, and the Lily Lake Secondary Plan area which need to be considered in a holistic fashion to provide a sustainable wastewater collection system to inform strategic investments for municipal infrastructure, increase system resilience in the face of climate change and meet present and future capacity requirements.

Climate Change Action Plan

This capital project will be used to implement projects, enhance, and leverage external funding for climate change projects, and fund the Climate Change Action Plan implementation.

An aspect of the following Infrastructure Management projects address Climate Adaptation.

| Climate Adaptation | | |
|---------------------------|--------------------------------|---|
| 5-7.05 | Infrastructure Planning Adm | Sanitary Sewer River Crossings |
| 5-7.01 | Infrastructure Planning Adm | Sustainability Projects |
| 5-7.02 | Infrastructure Planning Adm | Wastewater Collection System Servicing Study |
| 5-7.03 | Infrastructure Planning Adm | Emerald Ash Borer (EAB) Management Plan |
| 5-7.04 | Infrastructure Planning Adm | Climate Change Action Plan |
| 5-7.06 | Infrastructure Planning Adm | Watershed Planning Study - Places to Grow Act |

Part 2
2021 Operating and Capital (by Department)

Engineering, Construction and Public Works - Operating Budget

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|---|---------------|-------------------------|------------------|------------------------------|-----------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Engineering, Construction and Public Works | | | | | |
| Expenditures | | | | | |
| Engineering and Construction | 3,574,184 | 3,561,788 | 3,532,300 | -1.2% | -41,884 |
| PW Fleet | 608,641 | 630,426 | 632,120 | 3.9% | 23,479 |
| PW Yard | 935,129 | 939,574 | 847,077 | -9.4% | -88,052 |
| PW Winter Control | 3,964,092 | 4,226,025 | 4,223,689 | 6.5% | 259,597 |
| PW Surface Services | 2,279,914 | 2,570,964 | 2,346,475 | 2.9% | 66,561 |
| PW Underground Services | 423,077 | 424,560 | 432,656 | 2.3% | 9,579 |
| PW Parks and Forestry | 3,691,393 | 3,705,031 | 3,841,877 | 4.1% | 150,483 |
| | 15,476,430 | 16,058,368 | 15,856,193 | 2.5% | 379,764 |
| Revenues | | | | | |
| Engineering and Construction | 1,857,327 | 1,869,652 | 1,888,824 | 1.7% | 31,496 |
| PW Fleet | 608,640 | 630,426 | 632,120 | 3.9% | 23,479 |
| PW Yard | 935,129 | 939,574 | 847,077 | -9.4% | -88,052 |
| PW Winter Control | 1,200 | 1,200 | 1,200 | 0.0% | 0 |
| PW Underground Services | 423,077 | 424,560 | 432,656 | 2.3% | 9,579 |
| PW Parks and Forestry | 31,200 | 30,200 | 30,700 | -1.6% | -500 |
| | 3,856,574 | 3,895,612 | 3,832,576 | -0.6% | -23,998 |
| Net Requirements | | | | | |
| Engineering and Construction | 1,716,857 | 1,692,136 | 1,643,477 | -4.3% | -73,380 |
| PW Winter Control | 3,962,892 | 4,224,825 | 4,222,489 | 6.6% | 259,597 |
| PW Surface Services | 2,279,914 | 2,570,964 | 2,346,475 | 2.9% | 66,561 |
| PW Parks and Forestry | 3,660,193 | 3,674,831 | 3,811,177 | 4.1% | 150,983 |
| | 11,619,856 | 12,162,756 | 12,023,617 | 3.5% | 403,761 |

Part 2
2021 Operating and Capital (by Department)

The Engineering and Construction Section of the Division co-ordinates and manages the maintenance, rehabilitation and development of the City's road and related infrastructure, sidewalks, streetlight infrastructure, conveyance sewer system and stormwater management facilities as well as provides inspection reviews of development construction activities.

Recommendation

That any 2021 Engineering Overhead surplus be transferred to the Engineering Design and Inspection Reserve, subject to the overall year end position and that if actual 2021 Engineering costs exceed the Budget, funds may be drawn from the Engineering Design and Inspection Reserve.

Public Works is responsible for delivering a wide range of services including winter control, pavement maintenance and cleaning, and parks and forestry maintenance. Staff provide fleet repair and maintenance services seven days a week on a 24-hour basis for all client groups. Emergency repairs are made on demand to ensure the performance of fleet units for essential services.

Solid waste collection, while it is performed by Public Works staff, is shown in the budget under the Environmental Services Division to better reflect its funding from the Waste Management Reserve Fund.

Administrative costs are funded through other activities based on an overhead percentage charged on direct Public Works labour incurred. These activities include Public

Works activities, other City divisions' activities, as well as work performed for outside customers.

Equipment costs are charged directly to activities as utilized by applying an hourly rate. These are, in effect, internal rental rates, which offset the repair, maintenance and replacement costs of the equipment.

Traditionally, surplus funds for the Winter Control activity have been transferred to a Winter Control Reserve to be used in a year when the City experiences severe weather events. The balance of the reserve is \$478,000 and represents approximately 11.3% of the 2021 budgeted winter control expense of \$4.2 million.

Net Requirement for the Division is budgeted to increase 3.5% and are primarily the result of market increases in material costs, and internal equipment costs at Public Works.

Recommendation

That any unused portion of the 2021 Winter Control Budget that may exist at year-end be transferred to the Winter Control Reserve, subject to the overall year-end position and, that if actual 2021 Winter Control costs exceed the 2021 Budget, funds may be drawn from the Winter Control Reserve.

Part 2

2021 Operating and Capital (by Department)

Engineering, Construction and Public Works - Capital Budget - Arterial Streets

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | | |
|--|--------|---------------|-------------------|-------------|-------|----------|----------|---------|---------|-------|---------|---------|---------|---------|--------------|----------|--|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net | |
| Infrastructure and Planning Services | | | | | | | | | | | | | | | | | |
| Arterial Streets | | | | | | | | | | | | | | | | | |
| Extension of Crawford Dr to Harper Road | 5-8.01 | 14,500.0 | 10,500.0 | 4,000.0 | | 4,000.0 | | | 3,520.8 | 479.2 | | | | | | | |
| Water St North Urbanization - Nassau Mills Rd to Woodland Dr | 5-8.02 | 9,550.0 | 1,950.0 | 1,000.0 | | 1,000.0 | | | 1,000.0 | | | | | | 6,600.0 | 6,600.0 | |
| Lansdowne St Rehabilitation - Park St to Otonabee River | 5-8.03 | 7,850.0 | 350.0 | 500.0 | | 500.0 | | | | 500.0 | 4,000.0 | 4,000.0 | 3,000.0 | 3,000.0 | | | |
| Chemong - Parkhill to PWay ROW | 5-8.04 | 37,540.0 | 8,540.0 | 200.0 | | 200.0 | 90.0 | | 110.0 | | 1,800.0 | 1,800.0 | 9,000.0 | 9,000.0 | 18,000.0 | 18,000.0 | |
| Lily Lake Area Development Network Improvements | 5-8.05 | 3,362.5 | | 112.5 | 112.5 | | | | | | 250.0 | 250.0 | 3,000.0 | 3,000.0 | | | |
| Parkhill Rd Reconstruction - George St to Aylmer St | 5-8.06 | 3,100.0 | | | | | | | | | 3,100.0 | 3,100.0 | | | | | |
| Television Road Signals - Burnham Meadows | 5-8.07 | 760.0 | 70.0 | | | | | | | | 690.0 | 600.0 | | | | | |
| Future High Use Arterial Road | 5-8.08 | 77,071.0 | 3,839.0 | | | | | | | | | | 4,759.0 | 4,759.0 | 68,473.0 | 68,473.0 | |
| Armour Rd- Nassau Mills Road South to Rotary Trail | 5-8.09 | 21,900.0 | 900.0 | | | | | | | | | | 500.0 | 500.0 | 20,500.0 | 18,000.0 | |
| University Rd - Upgrade Arterial | 5-8.10 | 8,600.0 | | | | | | | | | | | 300.0 | 128.0 | 8,300.0 | 3,488.0 | |
| Television Rd - Lansdowne to Parkhill Rd | 5-8.11 | 40,150.0 | 400.0 | | | | | | | | | | | | 39,750.0 | 39,750.0 | |
| River Road - Hwy7/115 to Lansdowne Street | 5-8.12 | 20,560.0 | 60.0 | | | | | | | | | | | | 20,500.0 | 20,500.0 | |
| Sherbrooke St-Glenforest to W | 5-8.13 | 20,750.0 | 3,250.0 | | | | | | | | | | | | 17,500.0 | 17,500.0 | |

Part 2
2021 Operating and Capital (by Department)

Engineering, Construction and Public Works - Capital Budget - Arterial Streets

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|--|--------|------------------|-------------------|----------------|--------------|----------------|-------------|---------|----------------|--------------|----------------|----------------|-----------------|-----------------|------------------|------------------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Brealey Drive – Sherbrooke Street to Parkhill Road | 5-8.14 | 13,700.0 | | | | | | | | | | | | | 13,700.0 | 13,700.0 |
| Brealey - Lansdowne to Sherbrooke Street | 5-8.15 | 14,300.0 | 800.0 | | | | | | | | | | | | 13,500.0 | 13,500.0 |
| Ashburnham - McFarlane to Parkhill | 5-8.16 | 13,250.0 | | | | | | | | | | | | | 13,250.0 | 8,833.3 |
| Liftlock Development Road Network Improvements | 5-8.17 | 9,250.0 | | | | | | | | | | | | | 9,250.0 | 9,250.0 |
| Maria St - Walker Ave to Television Rd | 5-8.18 | 8,250.0 | | | | | | | | | | | | | 8,250.0 | 8,250.0 |
| Carnegie Planning Area - E/W Arterial | 5-8.19 | 7,500.0 | | | | | | | | | | | | | 7,500.0 | 2,500.0 |
| Pioneer Road Upgrades CleanTech to Cty Rd 4 | 5-8.20 | 7,000.0 | | | | | | | | | | | | | 7,000.0 | 7,000.0 |
| Lansdowne West - Spillsbury to Clonsilla | 5-8.21 | 7,000.0 | 800.0 | | | | | | | | | | | | 6,200.0 | 6,200.0 |
| Carnegie Ave Urbanization - Cumberland Rd to North | 5-8.22 | 5,250.0 | | | | | | | | | | | | | 5,250.0 | 5,250.0 |
| Carnegie Planning Area N/S Arterial | 5-8.23 | 2,871.0 | | | | | | | | | | | | | 2,871.0 | 947.4 |
| Total | | 354,064.5 | 31,459.0 | 5,812.5 | 112.5 | 5,700.0 | 90.0 | | 4,630.8 | 979.2 | 9,840.0 | 9,750.0 | 20,559.0 | 20,385.0 | 286,394.0 | 267,739.8 |

Extension of Crawford Drive to Harper Road

Included in the project scope is the closure of Crawford Drive west of the Harper Road Intersection and a new connection from Crawford Drive to Harper Road northwest of the development lands.

The 2021 funding request results from added expenses related to ensuring protection of the Natural Heritage features in Harper Park and surrounding area, managing soil contamination, and addressing redesign of projects to mitigate stormwater impacts to adjacent property.

Water Street North Urbanization - Nassau Mills Road to Woodland Drive

This project will involve pavement, curb and gutter, sidewalk(s), storm sewers and turning lanes at Woodland Drive. This project will facilitate development and traffic signals and improve the road condition and level of service along the north/south arterial street to an urban cross section in support of new development in the City's north end. The 2021 allocation is intended to pay the City's share of intersection improvements at Water Street and Woodland Drive.

Lansdowne Street Rehabilitation – Park St. to Otonabee River

The project involves replacing some of the sanitary sewers and pavement structure, as well as addressing some flood mitigation and improvements to the storm sewers. The project will also look at roadway tapers and intersection improvements.

Chemong Road – Parkhill to Parkway

Major reconstruction to widen this road to five lanes of traffic, by the introduction of a centre turn lane, was identified in the Transportation Master Plan. This work is necessitated by an increase in traffic volumes and access to commercial properties.

The project cost will be more accurately defined during completion of the detailed design. It is also anticipated that flood reduction measures will be required, and sanitary sewer upgrades, to address the bottleneck issue within the existing system. The 2021 funding is for easements and property acquisitions and design development.

Lily Lake Area Development Network Improvements

This project will involve the construction of centralized stormwater management facilities to support growth in the Lily Lake Growth Area.

An aspect of the following Arterial Streets project addresses Climate Mitigation.

| | | |
|---------------------------|------------------|---|
| Climate Mitigation | | |
| 5-8.03 | Arterial Streets | Lansdowne St Rehabilitation - Park St to Otonabee River |

Part 2

2021 Operating and Capital (by Department)

Engineering, Construction and Public Works - Capital Budget – Collector and Local Streets

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|--|---------|---------------|-------------------|-------------|-----|----------|----------|---------|-------|---------|----------|----------|----------|----------|--------------|----------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Infrastructure and Planning Services | | | | | | | | | | | | | | | | |
| Collector and Local Streets | | | | | | | | | | | | | | | | |
| Pavement Preservation Program | 5-10.01 | 58,450.8 | 4,100.0 | 4,500.8 | | 4,500.8 | | | | 4,500.8 | 4,850.0 | 4,850.0 | 5,050.0 | 5,050.0 | 40,950.0 | 40,950.0 |
| Moorecraig Road and Roper Drive Reconstruction | 5-10.02 | 2,560.0 | 1,990.0 | 570.0 | | 570.0 | | | | 570.0 | | | | | | |
| LED Decorative Street Lighting Retrofit | 5-10.03 | 750.0 | | 375.0 | | 375.0 | | | 375.0 | | 375.0 | 375.0 | | | | |
| Street Light Infrastructure Program | 5-10.04 | 1,450.0 | | 100.0 | | 100.0 | 100.0 | | | | 100.0 | 100.0 | 150.0 | 150.0 | 1,100.0 | 1,100.0 |
| Charlotte St. Aylmer to Park | 5-10.05 | 6,910.0 | 960.0 | | | | | | | | 1,500.0 | 1,500.0 | 1,700.0 | 1,700.0 | 2,750.0 | 2,750.0 |
| Charlotte Street Renewal- Aylmer to Water | 5-10.06 | 7,600.0 | | | | | | | | | 1,500.0 | 1,500.0 | 2,000.0 | 2,000.0 | 4,100.0 | 4,100.0 |
| Briarhill Road Reconstruction | 5-10.07 | 1,100.0 | | | | | | | | | 1,100.0 | 1,100.0 | | | | |
| Roads Surface Pavement Program | 5-10.08 | 10,000.0 | 1,000.0 | | | | | | | | 1,000.0 | 1,000.0 | 1,000.0 | 1,000.0 | 7,000.0 | 7,000.0 |
| Rail Crossing Removals | 5-10.09 | 900.0 | | | | | | | | | 100.0 | 100.0 | 100.0 | 100.0 | 700.0 | 700.0 |
| Webber & Rye Urbanization | 5-10.10 | 7,900.0 | 500.0 | | | | | | | | | | | | 7,400.0 | 7,400.0 |
| Victoria Ave Reconstruction | 5-10.11 | 3,066.0 | 66.0 | | | | | | | | | | | | 3,000.0 | 2,000.0 |
| Simons Subdivision Road Rehabilitation | 5-10.12 | 400.0 | | | | | | | | | | | | | 400.0 | 400.0 |
| Total | | 102,086.8 | 8,616.0 | 5,545.8 | | 5,545.8 | 100.0 | | 375.0 | 5,070.8 | 10,525.0 | 10,525.0 | 10,000.0 | 10,000.0 | 67,400.0 | 66,400.0 |

Pavement Preservation Program

The Roads Needs Study included detailed pavement condition reports for each road and identified the Pavement Preservation Program. A Pavement Condition Index (PCI) was created for each road section based on the field data collected. Based on the PCI and Pavement Deterioration Models, various pavement management categories are assigned to each road section to determine the overall best maintenance and rehabilitation planning scenario.

In general, this program involves roads where the sub surface components are in relatively good condition and the intention is to extend the lifecycle of the road assembly. This program involves the following activities and extends the life of the road and associated surface features:

- adjustment of road structures
- repairs to preserve alignment of road surface with curbs/gutters
- pavement resurfacing and crack sealing

Moorecraig Road and Roper Drive Reconstruction

The reconstruction of Moorecraig Road was initiated in 2017 as a road re-surfacing project. Following

neighbourhood meetings and design, the project's scope was adjusted to include a portion of Roper Drive and costs have increased for Moorecraig Road. It was also identified that Roper Drive requires stormwater outlet works. Re-constructing Moorecraig without addressing the stormwater issues on the section of Roper Drive would adversely affect private properties. To minimize construction pricing, the Roper Drive reconstruction was combined with the planned Moorecraig Road works.

Report IPSENG20-017 approved by Council in May 2020, pre-committed \$600,000 of the 2021 budget for this project.

LED Decorative Street Lighting Retrofit

The LED retrofit project is being implemented with the aid of the Local Authority Service (LAS). This project will advance the remaining 3,000 decorative light fixtures the City owns and operates to further realize ongoing operational savings for the City's streetlight network.

An aspect of the following Collector and Local Streets projects addresses Climate Mitigation and Adaptation.

Climate Mitigation

| | | |
|---------|-----------------------------|---|
| 5-10.03 | Collector and Local Streets | LED Decorative Street Lighting Retrofit |
|---------|-----------------------------|---|

Climate Adaptation

| | | |
|---------|-----------------------------|--|
| 5-10.02 | Collector and Local Streets | Moorecraig Road and Roper Drive Reconstruction |
|---------|-----------------------------|--|

Part 2
2021 Operating and Capital (by Department)

Engineering, Construction and Public Works - Capital - Bridges

City of Peterborough
Tangible Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|---|--------|---------------|-------------------|-------------|-----|----------|----------|---------|---------|-------|---------|---------|---------|---------|--------------|----------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Infrastructure and Planning Services | | | | | | | | | | | | | | | | |
| Bridges | | | | | | | | | | | | | | | | |
| Simcoe Street Culvert at Parking Garage | 5-9.01 | 3,000.0 | | 1,500.0 | | 1,500.0 | | | 1,500.0 | | 1,500.0 | 1,500.0 | | | | |
| Television Road Bridge over South Meade Creek | 5-9.02 | 6,000.0 | | 200.0 | | 200.0 | | | 200.0 | | 5,800.0 | 5,800.0 | | | | |
| OSIM Bridge Preventative Maintenance Program | 5-9.03 | 12,351.2 | 2,351.2 | | | | | | | | | | 1,250.0 | 1,250.0 | 8,750.0 | 8,750.0 |
| Nassau Mills Bridge over Otonabee River | 5-9.04 | 11,820.0 | 300.0 | | | | | | | | | | | | 11,520.0 | 11,520.0 |
| Nassau Mills Bridge over Trent Severn | 5-9.05 | 9,550.0 | 300.0 | | | | | | | | | | | | 9,250.0 | 9,250.0 |
| Total | | 42,721.2 | 2,951.2 | 1,700.0 | | 1,700.0 | | | 1,700.0 | | 7,300.0 | 7,300.0 | 1,250.0 | 1,250.0 | 29,520.0 | 29,520.0 |

Simcoe Street Culvert at Parking Garage

The Jackson Creek Culvert under the Simcoe Street Parking garage is one of the structures in most need as identified by the 2018 OSIM Report. The structure is difficult to access creating poor constructability conditions for the rehabilitation work. The opportunity to coordinate

the work with the Simcoe Street Parking garage rehabilitation will provide for the required access.

Recommendation

That \$1,500,000 in 2022 Capital funding be pre-committed for the Simcoe Street Culvert at Parking Garage project.

Part 2
2021 Operating and Capital (by Department)

Engineering, Construction and Public Works – Other Capital - Bridges

Other Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|---|--------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|-------|------|-------|-----|--------------|-------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Infrastructure and Planning Services Bridges | | | | | | | | | | | | | | | | |
| OSIM Bridge Inspection Program | 5-9.06 | 330.0 | 90.0 | | | | | | | | 50.0 | 50.0 | | | 190.0 | 190.0 |
| Total | | 330.0 | 90.0 | | | | | | | | 50.0 | 50.0 | | | 190.0 | 190.0 |

An aspect of the following Bridges projects addresses Climate Adaptation.

| Climate Adaptation | | |
|---------------------------|---------|---|
| 5-9.01 | Bridges | Simcoe Street Culvert at Parking Garage |
| 5-9.02 | Bridges | Television Road Bridge over South Meade Creek |

Part 2

2021 Operating and Capital (by Department)

Engineering, Construction and Public Works - Capital - Sidewalks

City of Peterborough
Tangible Capital Budget Summary
 2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|---|---------|---------------|-------------------|-------------|-----|----------|----------|---------|-------|-------|---------|---------|---------|---------|--------------|---------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Infrastructure and Planning Services | | | | | | | | | | | | | | | | |
| Sidewalks | | | | | | | | | | | | | | | | |
| Crawford Trail Extension Project - Monaghan Rd to Townsend Rd | 5-11.01 | 3,250.0 | 1,000.0 | 350.0 | | 350.0 | | | 350.0 | | 750.0 | 750.0 | 750.0 | 750.0 | 400.0 | 400.0 |
| Citywide Trail Rehabilitation | 5-11.02 | 1,100.0 | | 50.0 | | 50.0 | 50.0 | | | | 300.0 | 300.0 | 300.0 | 300.0 | 450.0 | 450.0 |
| Various new Sidewalk installations | 5-11.03 | 4,030.0 | | | | | | | | | 430.0 | 430.0 | 400.0 | 400.0 | 3,200.0 | 3,200.0 |
| Various New Multi-Use Trails | 5-11.04 | 3,250.0 | | | | | | | | | | | | | 3,250.0 | 3,250.0 |
| Total | | 11,630.0 | 1,000.0 | 400.0 | | 400.0 | 50.0 | | 350.0 | | 1,480.0 | 1,480.0 | 1,450.0 | 1,450.0 | 7,300.0 | 7,300.0 |

Crawford Trail Extension Project – Monaghan Rd to Townsend Rd

Council approved the creation of this project through Report USTR18-004. The trail project converts an old rail line to a formal multi-use trail constructed from Monaghan Road to Townsend Street. The project costs have escalated substantially since the approved report. This project will increase the budget for the additional expenditures required to construct the trail.

An aspect of the following Sidewalks projects addresses Climate Mitigation.

Climate Mitigation

5-11.01 Sidewalks

Crawford Trail Extension Project - Monaghan Rd to Townsend Rd

Part 2
2021 Operating and Capital (by Department)

Engineering, Construction and Public Works - Capital - Sanitary Sewers

City of Peterborough
Tangible Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|--|---------|---------------|-------------------|-------------|-----|----------|----------|---------|-------|-------|---------|---------|---------|---------|--------------|----------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Infrastructure and Planning Services | | | | | | | | | | | | | | | | |
| Sanitary Sewers | | | | | | | | | | | | | | | | |
| Sanitary Sewer Rehabilitation | 5-12.01 | 9,000.0 | 1,500.0 | 750.0 | | 750.0 | | | 564.2 | 185.8 | 750.0 | 750.0 | 750.0 | 750.0 | 5,250.0 | 5,250.0 |
| Eastern Trunk Sewer | 5-12.02 | 6,000.0 | | 250.0 | | 250.0 | | | 250.0 | | 1,250.0 | 1,250.0 | 1,500.0 | 1,500.0 | 3,000.0 | 3,000.0 |
| Armour Road Sanitary Twinning | 5-12.03 | 2,950.0 | | 125.0 | | 125.0 | | | | 125.0 | 2,825.0 | 2,825.0 | | | | |
| Sanitary Sewer Master Plan Implementation | 5-12.04 | 4,500.0 | 750.0 | 100.0 | | 100.0 | | | | 100.0 | 150.0 | 150.0 | 200.0 | 200.0 | 3,300.0 | 3,300.0 |
| Applegrove Avenue Reconstruction - Chemong Road to | 5-12.05 | 2,850.0 | 150.0 | | | | | | | | 2,700.0 | 2,700.0 | | | | |
| Lock 19 Manhole Installation | 5-12.06 | 100.0 | | | | | | | | | 100.0 | 100.0 | | | | |
| Total | | 25,400.0 | 2,400.0 | 1,225.0 | | 1,225.0 | | | 814.2 | 410.8 | 7,775.0 | 7,775.0 | 2,450.0 | 2,450.0 | 11,550.0 | 11,550.0 |

Sanitary Sewer Rehabilitation

In general, the sanitary sewer rehabilitation program will be allocated to sewers that require attention as a result of inspection information collected. The project is also directly connected to the roads resurfacing program whereby underground infrastructure is repaired prior to any road surface works. The project improves the overall condition of the City's sanitary sewer infrastructure thereby resulting in improved sewage flows.

Eastern Trunk Sewer

At its meeting of September 10, 2018, report IPSPD18-023 was approved by Council which endorsed the Draft Plan of Subdivision presented by the Developer that requires this project for servicing of the lands. Completion of this project permits growth within the Liftlock Growth Area.

Armour Road Sanitary Twinning

The intent of the project is to reduce the likelihood of sewage backup into basements by installing a second sanitary sewer pipe in this location. This will provide additional capacity to effectively address the sewer systems backup potential. The project will also address road resurfacing and stormwater management improvements in the area.

An aspect of the following Sanitary Sewers projects addresses Climate Mitigation and Climate Adaptation.

| | | |
|--|-----------------|---|
| Climate Adaptation | | |
| 5-12.03 | Sanitary Sewers | Armour Road Sanitary Twinning |
| Climate Adaptation and Climate Mitigation | | |
| 5-12.01 | Sanitary Sewers | Sanitary Sewer Rehabilitation |
| 5-12.04 | Sanitary Sewers | Sanitary Sewer Master Plan Implementation |

Part 2
2021 Operating and Capital (by Department)

Engineering, Construction and Public Works - Capital - Storm Sewers

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|---|---------|---------------|-------------------|-------------|-----|----------|----------|---------|---------|-------|---------|---------|---------|---------|--------------|----------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Infrastructure and Planning Services | | | | | | | | | | | | | | | | |
| Storm Sewers | | | | | | | | | | | | | | | | |
| City Wide Stormwater Quality Master Plan Implementation | 5-13.01 | 12,020.0 | 2,350.0 | 875.0 | | 875.0 | | | 875.0 | | 890.0 | 890.0 | 930.0 | 930.0 | 6,975.0 | 6,975.0 |
| Storm Sewer Rehabilitation Program | 5-13.02 | 6,000.0 | 1,000.0 | 500.0 | | 500.0 | | | 500.0 | | 500.0 | 500.0 | 500.0 | 500.0 | 3,500.0 | 3,500.0 |
| Roger Neilson Way Storm Sewer Rehab | 5-13.03 | 165.0 | | | | | | | | | 15.0 | 15.0 | 150.0 | 150.0 | | |
| Total | | 18,185.0 | 3,350.0 | 1,375.0 | | 1,375.0 | | | 1,375.0 | | 1,405.0 | 1,405.0 | 1,580.0 | 1,580.0 | 10,475.0 | 10,475.0 |

City Wide Storm Water Quality Master Plan Implementation

This project presents an opportunity to manage stormwater quality discharges potentially impacting our creeks and rivers. The City is mandated to complete specified work by the Ministry of the Environment and Climate Change (MOECC) related to existing stormwater facilities throughout the City. The Stormwater Quality EA Management Master Plan was developed as part of the overall evaluation and solution to the existing and potential

concerns within the City.

Storm Sewer Rehabilitation Program

The storm sewer rehabilitation program will be allocated to sewers that require attention as a result of inspection information collected. The project is also directly connected to the roads resurfacing program whereby underground infrastructure requires repairs prior to any road surface works.

Part 2

2021 Operating and Capital (by Department)

An aspect of the following Storm Sewers projects addresses Climate Adaptation.

| Climate Adaptation | | |
|--------------------|--------------|---|
| 5-13.01 | Storm Sewers | City Wide Stormwater Quality Master Plan Implementation |
| 5-13.02 | Storm Sewers | Storm Sewer Rehabilitation Program |

Part 2
2021 Operating and Capital (by Department)

Public Works - Capital Budget

City of Peterborough
Tangible Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|--|---------|---------------|-------------------|-------------|-----|----------|----------|---------|---------|---------|---------|---------|---------|---------|--------------|----------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Infrastructure and Planning Services | | | | | | | | | | | | | | | | |
| Public Works | | | | | | | | | | | | | | | | |
| Sidewalk Reconstruction | 5-14.01 | 16,328.8 | | 1,272.9 | | 1,272.9 | | | 1,272.9 | | 1,311.2 | 1,311.2 | 1,352.9 | 1,352.9 | 12,391.8 | 12,391.8 |
| 2021 Fleet Replacement and Enhancement | 5-14.02 | 20,041.6 | 1,594.9 | 1,090.8 | | 1,090.8 | | | | 1,090.8 | 1,273.0 | 1,273.0 | 1,862.3 | 1,862.3 | 14,220.6 | 14,220.6 |
| Municipal Snow Storage Facility ECA and Compliance | 5-14.03 | 1,050.0 | 50.0 | 250.0 | | 250.0 | 250.0 | | | | 750.0 | 750.0 | | | | |
| Total | | 37,420.4 | 1,644.9 | 2,613.7 | | 2,613.7 | 250.0 | | 1,272.9 | 1,090.8 | 3,334.2 | 3,334.2 | 3,215.2 | 3,215.2 | 26,612.4 | 26,612.4 |

Sidewalk Reconstruction

The municipal sidewalk inventory totals 400 kilometers. Sidewalks typically have a 50-year life cycle. Life cycle costing provides a base line performance measure to verify if replacement schedules and funding are sufficient to meet the established life cycle. The recommended budget provides funds to replace approximately 3,800 linear meters of sidewalk or about 1% of the existing inventory.

2021 Fleet Replacement and Enhancement

The following vehicles and equipment are scheduled for replacement in 2021 at a total estimated cost of \$1.9 million: 9 Light Duty Units, 2 Tractor Loaders and 2 Specialized Units

Municipal Snow Storage Facility

It is anticipated that this will be a multi year project that will result in an ECA for the snow storage facility operations and maintenance. Minor modifications to the current snow storage facility will be accommodated. In conjunction with

this project, there will be a managed forest plan for the Kennedy Rd woodlot located adjacent to the snow dump location. The intention is to improve and prolong the life of the woodlot area

.

Part 2
2021 Operating and Capital (by Department)

Other Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|---|---------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|-------|-------|-------|-------|--------------|---------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Infrastructure and Planning Services | | | | | | | | | | | | | | | | |
| Public Works | | | | | | | | | | | | | | | | |
| Urban Forest Management - Strategic Plan Implementation | 5-14.04 | 7,500.3 | 300.3 | 400.0 | | 400.0 | 400.0 | | | | 500.0 | 500.0 | 700.0 | 700.0 | 5,600.0 | 5,600.0 |
| Total | | 7,500.3 | 300.3 | 400.0 | | 400.0 | 400.0 | | | | 500.0 | 500.0 | 700.0 | 700.0 | 5,600.0 | 5,600.0 |

Urban Forest Management - Strategic Plan Implementation

The Urban Forest Strategic Plan for the City was updated in 2016 through Report USDIR16-007. A work program has been created to develop and implement the Urban Forest Strategic Plan. The 2021 budget includes funds for the implementation of the Strategic Plan, to plant trees and for staff/contractual services costs.

An aspect of the following Public Works projects addresses Climate Mitigation and Adaptation.

| | | |
|---------------------------|--------------|---|
| Climate Mitigation | | |
| 5-14.02 | Public Works | 2021 Fleet Replacement and Enhancement |
| 5-14.03 | Public Works | Municipal Snow Storage Facility ECA and Compliance Improvements |
| Climate Adaptation | | |
| 5-14.04 | Public Works | Urban Forest Management - Strategic Plan Implementation |

Part 2
2021 Operating and Capital (by Department)

Transportation – Operating Budget

The Division is responsible for transportation planning, the operation of the transit system, on and off-street municipal parking, the King Street and Simcoe Street parking garages, operation and maintenance of traffic signals, signs and pavement markings, parking by-law enforcement and adult crossing guards. The Transportation Planning activity implements the various recommendations in the Transportation Plan including the cycling network, sidewalk policies and priorities and community outreach programs such as Shifting Gears.

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|---|---------------|-------------------------|------------------|-------------------------------|--------------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Transportation | | | | | |
| Expenditures | | | | | |
| Public Transit Operations | 16,781,165 | 20,186,998 | 17,512,039 | 4.4% | 730,875 |
| Parking, Traffic, Transportation Planning | 5,134,378 | 4,873,332 | 5,256,819 | 2.4% | 122,441 |
| | 21,915,543 | 25,060,330 | 22,768,859 | 3.9% | 853,316 |
| Revenues | | | | | |
| Public Transit Operations | 7,925,533 | 8,516,067 | 7,910,160 | -0.2% | -15,373 |
| Parking, Traffic, Transportation Planning | 2,923,500 | 1,821,590 | 3,043,305 | 4.1% | 119,805 |
| | 10,849,033 | 10,337,657 | 10,953,466 | 1.0% | 104,433 |
| Net Requirements | | | | | |
| Public Transit Operations | 8,855,632 | 11,670,931 | 9,601,879 | 8.4% | 746,247 |
| Parking, Traffic, Transportation Planning | 2,210,878 | 3,051,742 | 2,213,514 | 0.1% | 2,636 |
| | 11,066,510 | 14,722,673 | 11,815,393 | 6.8% | 748,884 |

Public Transit Operations

Transit operates the conventional public transit system, which is designed to provide service within 450 m of 90% of the residents of the City, as well as a parallel specialized transit service for people with disabilities. The 2021 budget includes the cost and revenue for the Transit service to Selwyn Township. Additionally, the COVID 19 pandemic has created increased costs for 2021 due to the Personal Protective Equipment required to ensure safe operations and the requirement for distancing between riders, resulting in less passengers allowed on each bus. The distancing requirement means some routes require additional buses and drivers to deliver the service.

Ridership levels in 2020 dropped significantly due to the impacts of the COVID-19 pandemic. Post Secondary ridership was impacted by closure on Fleming and Trent campuses in March 2020 and the move to online course delivery in the Fall of 2020. Post Secondary ridership is expected to recover to within 85% of pre-pandemic levels by the end of 2021, a more gradual return is expected for other transit customers. A 10% fare increase has been included to reflect Council direction during the budget guideline deliberations. Overall fare revenue is expected to return to 2019 levels.

In 2018, a Transit Route Review and Long-Term Growth Strategy was launched. Completion of the study was put on hold during the pandemic response, and is expected to be completed in early 2021, with recommendations for a permanent Transit network. The Transit Network Redesign



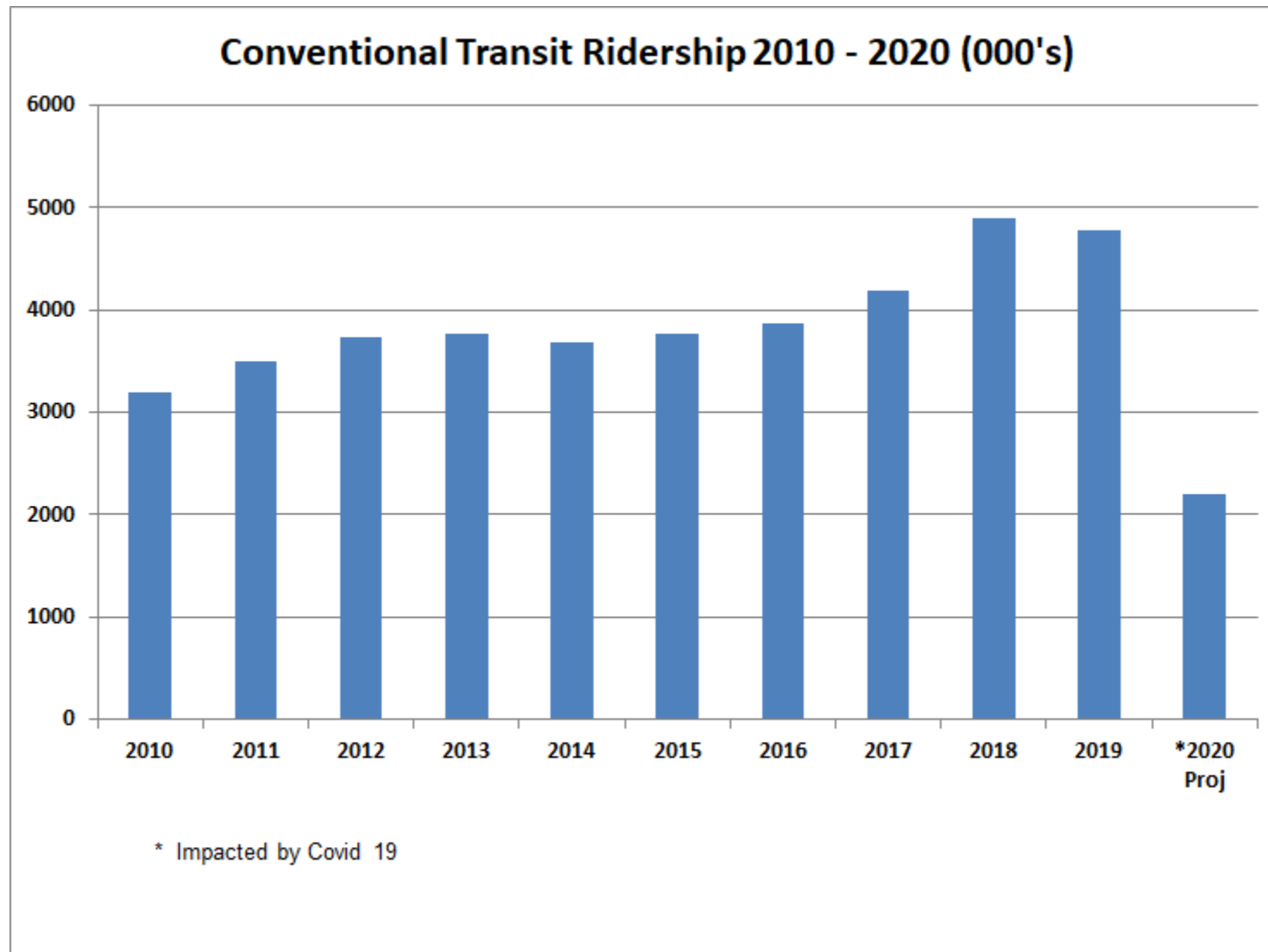
implemented in June 2020 as part of the COVID-19 response is anticipated to remain in service during part of 2021, with adjustments to reflect changing ridership trends.

Implementation of the Transit ITS Program will be fully operational by spring 2021, allowing for real time information on bus schedules and stop arrival times to be available over the web, smartphones, and at the main terminal.

Work will continue in 2021 to advance the new Transit Garage project and complete the necessary EA study and design work to prepare for future funding applications under the ICIP program.

Transit service to Selwyn Township was also delayed due to COVID-19 and service is expected to launch in 2021 under a cost recovery service delivery model.

Part 2
2021 Operating and Capital (by Department)



Provincial Gas Tax

In October 2004, the Province of Ontario announced the Gas Tax Rebate Program, which provides 2 cents/litre of gas tax to assist in funding improvements to service delivery that supports transit ridership growth. The program generates funds for public transportation, which is subject to change annually based on annual sales of gasoline. The total allocation is based on 70% transit ridership and 30% municipal population. Public transportation ridership will include the totals of both conventional and specialized public transportation services. Under the program, it is estimated the City will receive \$1.9 million in 2020. The funds are placed in a Provincial Gas Tax Reserve Fund and then transferred from the reserve fund to finance authorized expenditures.

The authorized expenditures include:

- Public transportation capital expenditures that promote increased transit ridership and are above a municipality's baseline spending.
- Public transportation operating expenditures that are above a municipality's baseline spending.
- Capital expenditures that provide improvements to transit security and passenger safety and are above a municipality's baseline spending.
- Major bus refurbishment on any fully accessible, or to be made fully accessible, public transportation vehicle.

Provincial gas tax funds cannot be used to offset expenditures in other municipal departments.

For 2021, an amount of \$1.68 million will be drawn from the Provincial Gas Tax Reserve Fund to offset expected costs.

Parking

Parking revenue was significantly lower than forecast in 2020 due to the COVID-19 response. Collection of parking revenue at on street meters and lots was suspended from March to August, and enforcement focused on only critical infractions only, impacting fine revenue accordingly. Parking revenue for 2021 is expected to recover to pre-pandemic levels, as continued loosening of provincial restrictions and the gradual return of downtown employment and shopping activity resumes. An \$0.25 increase in hourly parking rates and a 10% increase monthly passes has been incorporated in the budget.

Recommendation

That any unused Parking Budget, at the end of 2021, be transferred to the Parking Reserve, subject to the overall year-end position and that, if the actual 2021 Parking costs exceed the 2021 Budget, funds may be drawn from the Parking Reserve.

Traffic

The City operates 130 signalized intersections, of which 13 are signalized pedestrian crossings. Approximately 2-3 new traffic signals are planned for installation in 2021 as part of City projects or improvements to support development. Implementation of a new central signal system software, replacement of a number of traffic signal controllers to provide enhanced functionality and co-ordination, and implementation of enhanced field equipment to pilot a Smart Signal System in one test corridor will be undertaken in 2021.

A Traffic Calming Study was conducted in 2020 and will provide a new Traffic Calming Policy and recommendations for 2021 implementation of traffic calming measures in 5 neighbourhoods across the City.

Recommendation

That any unused Traffic Signal Maintenance Budget at the end of 2021 be transferred to the Traffic Signal Reserve, subject to the overall year-end position and that, if the actual 2021 Traffic Signal Maintenance costs exceed the 2021 Budget, funds may be drawn from the Traffic Signal Reserve.

Transportation Planning

The Transportation Planning group was established following the reorganization in 2018, which consolidated the long-range transportation planning and development review functions in Transportation with the existing Transportation Demand Management (TDM) program.

Transportation Demand Management programs have been growing as infrastructure and service improvements are made for walking, cycling and transit.

The program budget includes \$60,000 in funding for GreenUP to deliver TDM programs such as Shifting Gears, Cycling Skills Training Courses and Active School Travel.

The Division works with the Engineering, Construction and Public Works Division, Infrastructure Manufacturing Division, and the Planning Division to implement and prioritize new trails, cycling facilities and sidewalk construction.

Part 2
2021 Operating and Capital (by Department)

Transit - Capital Budget

Tangible Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|--|---------|---------------|-------------------|-------------|---------|----------|----------|---------|---------|-------|----------|---------|----------|---------|--------------|----------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Infrastructure and Planning Services Transit | | | | | | | | | | | | | | | | |
| Conventional Bus Replacement | 5-16.01 | 3,975.0 | 1,987.5 | 1,987.5 | 1,457.4 | 530.1 | | | 530.1 | | | | | | | |
| Transit Garage Replacement Site Selection Study | 5-16.02 | 47,659.0 | 1,900.0 | 1,300.0 | | 1,300.0 | | | 1,300.0 | | 12,860.0 | 3,653.5 | 15,000.0 | 4,005.0 | 16,599.0 | 4,431.9 |
| Conventional Bus Refurbishment | 5-16.03 | 1,240.0 | 620.0 | 620.0 | 516.6 | 103.4 | 103.4 | | | | | | | | | |
| New Specialized Transit Vehicles | 5-16.04 | 360.0 | | 360.0 | 264.0 | 96.0 | 8.3 | 87.7 | | | | | | | | |
| Accessible Transit Stops | 5-16.05 | 796.9 | | 199.2 | 146.0 | 53.2 | 53.2 | | | | 199.2 | 53.2 | 199.2 | 53.2 | 199.2 | 53.2 |
| Transit Stop Shelters | 5-16.06 | 701.4 | | 175.4 | 128.5 | 46.8 | | 46.8 | | | 175.4 | 46.8 | 175.4 | 46.8 | 175.4 | 46.8 |
| Transit Supervision and Customer Service Vehicle | 5-16.07 | 175.0 | 75.0 | 100.0 | | 100.0 | 100.0 | | | | | | | | | |
| New Transit Buses | 5-16.08 | 7,950.0 | 4,134.0 | | | | | | | | 3,816.0 | 1,017.7 | | | | |
| Phase 2 - Transit ITS Program | 5-16.09 | 700.0 | | | | | | | | | 700.0 | 700.0 | | | | |
| Downtown Transportation Hub and Route Review | 5-16.10 | 49,050.0 | 500.0 | | | | | | | | | | | | 48,550.0 | 48,550.0 |
| Total | | 112,607.3 | 9,216.5 | 4,742.1 | 2,512.6 | 2,229.4 | 264.9 | 134.5 | 1,830.1 | | 17,750.6 | 5,471.3 | 15,374.6 | 4,105.0 | 65,523.6 | 53,081.9 |

Conventional Bus Replacement

The replacement of buses in the Conventional Bus Fleet was included as one of 5 projects submitted as part of the City's 1st funding intake in May 2019 and will be used to purchase up to 6 new Low-Emission diesel Conventional Transit buses over the 2020-2022 period.

Transit Garage Replacement Site Selection Study

The current Transit Garage at the Townsend Street Yard only has capacity to store 42 buses inside. With a current conventional fleet of 55 buses, 13 conventional buses require outside overnight parking. Funds requested for 2021 will be used for property purchase and site preparation activities for the new garage site most of which are not eligible expenses for the Federal-Provincial Infrastructure program.

Conventional Bus Refurbishment

In 2008, the City purchased 13 conventional buses, which are reaching their mid-life age, requiring a higher level of maintenance. A bus refurbishment program targeting these mid-life vehicles can extend their life from 16 years to 18 or 20 years and will reduce ongoing maintenance costs.

The refurbishment of a number of buses in the Conventional Bus Fleet was included as one of 5 projects submitted as part of the City's 1st funding intake for the ICIP – Transit Stream which was approved in January 2020. Funding will be used to upgrade up to 8 existing buses including passenger and operator seating, enhanced passenger safety systems, and replacement of heating and cooling systems as required.

New Specialized Transit Vehicles

The City has a fleet of 11 specialized buses, eight of which are typically in service during peak periods. Demand for Specialized Transit service continues to grow in the community as our population grows and ages. The expansion of this Fleet is required to improve service levels and flexibility. The expansion of the Specialized Vehicle Fleet was approved in June 2020 as one of the projects to be funded through the 1st funding intake for the ICIP – Transit Stream. Up to 2 new Specialized buses will be purchased in 2021.

Accessible Transit Stops

The conventional transit system is currently supported by over 620 public transit stops. Many transit stops continue to pose barriers such as full height curbs, steps, and grass boulevards. Under this project public transit stops are reconstructed to be fully accessible and compliant with AODA Transportation and Built Environment standards.

A program of further transit stop accessibility upgrades will be included as part of the City's 2nd funding intake of the Investing in Canada Infrastructure Program for Transit, and upgrades can be prioritized based on the reconfigured route system after the Transit Route Study is complete and a permanent route system is established. Requested funding for 2021 will provide the 26.7% municipal contribution towards this program.

Transit Stop Shelters

The program consists of construction of concrete pads and new shelters to accommodate various levels of passenger demand. Shelters are glass design with domed roof complete with interior seating benches and some have solar lighting and provide advertising opportunities.

A program of further transit stop and shelter upgrades will be included as part of the City's 2nd funding intake of the Investing in Canada Infrastructure Program for Transit, to support the reconfiguration of Transit Routes and shelter locations can be prioritized based on the reconfigured route system. Requested funding in 2021, will provide the City's 26.7% contribution towards this program.

Part 2
2021 Operating and Capital (by Department)

Transit – Other Capital

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | | |
|--------------------------------------|---------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|-------|-----|-------|-----|--------------|-----|--|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net | |
| Infrastructure and Planning Services | | | | | | | | | | | | | | | | | |
| Transit | | | | | | | | | | | | | | | | | |
| Alternative Fuel Study for Transit | 5-16.11 | 250.0 | | 250.0 | | 250.0 | | | | 250.0 | | | | | | | |
| Total | | 250.0 | | 250.0 | | 250.0 | | | | 250.0 | | | | | | | |

Alternative Fuel Study for Transit

A study to consider the use of alternative fuel source(s) for the transit fleet is proposed to confirm an understanding of the full life cycle cost comparison to procure, operate, maintain, and provide the infrastructure and facilities to support a fleet of transit buses powered by electricity, Hydrogen, Compressed Natural Gas, or a hybrid power source. The conclusions of this study will provide the information to support a recommendation on the types of buses to purchase in the future and the infrastructure necessary to support any potential conversion of the transit fleet. The study will also provide information on any requirements to incorporate into the new transit storage garage, which is being planned and designed under a separate project.

An aspect of the following Transit projects addresses Climate Mitigation.

| | | |
|---------------------------|---------|---|
| Climate Mitigation | | |
| 5-16.01 | Transit | Conventional Bus Replacement |
| 5-16.02 | Transit | Transit Garage Replacement Site Selection Study |
| 5-16.03 | Transit | Conventional Bus Refurbishment |
| 5-16.04 | Transit | New Specialized Transit Vehicles |
| 5-16.05 | Transit | Accessible Transit Stops |
| 5-16.11 | Transit | Alternative Fuel Study for Transit |

Part 2
2021 Operating and Capital (by Department)

Parking - Capital Budget

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | | |
|---|---------|---------------|-------------------|-------------|-----|----------|----------|---------|---------|-------|---------|---------|-------|-------|--------------|---------|--|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net | |
| Infrastructure and Planning Services | | | | | | | | | | | | | | | | | |
| Parking | | | | | | | | | | | | | | | | | |
| Simcoe Street Parking Garage Rehabilitation | 5-15.01 | 3,760.0 | 760.0 | 1,500.0 | | 1,500.0 | | | 1,500.0 | | 1,500.0 | 1,500.0 | | | | | |
| Parking Equipment Purchases | 5-15.02 | 1,831.3 | 205.0 | 170.3 | | 170.3 | | | | 170.3 | 115.8 | 115.8 | 121.6 | 121.6 | 1,218.7 | 1,218.7 | |
| Total | | 5,591.3 | 965.0 | 1,670.3 | | 1,670.3 | | | 1,500.0 | 170.3 | 1,615.8 | 1,615.8 | 121.6 | 121.6 | 1,218.7 | 1,218.7 | |

Simcoe Street Parking Garage Rehabilitation

Approved funding from 2019 was used to complete some additional safety enhancements approved in Report IPSTR18-021; the completion of detailed condition assessments on the current garage; and the completion of detailed design and preparation of contract drawings and tender documents for full rehabilitation. Funding for the rehabilitation work was deferred to 2021 to allow this project to be co-ordinated with work on the Jackson Creek culvert under the parking garage in order to realize cost savings and minimize disruption to parking customers.

Recommendation

That \$1,500,000 in 2022 Capital funding be pre-committed for the Simcoe Street Parking Garage Rehabilitation project.

Parking Equipment Purchases

In November 2017, in considering Report USTR17-018, Council approved a Strategic Downtown Parking Management Study to guide parking operations for the next ten years. Investments in new parking equipment at surface lots and in the parking garages were included in the study recommendations. Funds requested in 2021 will be used to upgrade signage and technology in the garages to improve wayfinding, customer service, and parking management.

Part 2
2021 Operating and Capital (by Department)

Traffic and Transportation – Capital Budget

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|---|---------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|---------|---------|---------|---------|--------------|---------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Infrastructure and Planning Services | | | | | | | | | | | | | | | | |
| Traffic and Transportation | | | | | | | | | | | | | | | | |
| Traffic Signal Controller Replacement Program | 5-17.01 | 2,997.3 | 1,177.4 | 250.0 | | 250.0 | 250.0 | | | | 748.2 | 748.2 | 521.7 | 521.7 | 300.0 | 300.0 |
| Traffic Calming Program | 5-17.02 | 2,336.2 | | 200.0 | | 200.0 | 200.0 | | | | 206.0 | 206.0 | 212.2 | 212.2 | 1,718.0 | 1,718.0 |
| Traffic Signal Infrastructure | 5-17.03 | 2,622.6 | 523.3 | 163.9 | | 163.9 | 28.7 | | | 135.2 | 168.8 | 168.8 | 173.9 | 173.9 | 1,592.7 | 1,592.7 |
| Intersection Pedestrian Safety Enhancements | 5-17.04 | 646.8 | 203.0 | 106.1 | | 106.1 | 106.1 | | | | 109.3 | 109.3 | 112.6 | 112.6 | 115.9 | 115.9 |
| Traffic Improvements | 5-17.05 | 995.2 | 110.7 | 69.1 | | 69.1 | 69.1 | | | | 71.1 | 71.1 | 73.3 | 73.3 | 671.0 | 671.0 |
| Smart Signal Implementation | 5-17.06 | 2,000.0 | | | | | | | | | 1,000.0 | | 1,000.0 | 500.0 | | |
| Traffic Signal Uninterrupted Power Supply Equipment | 5-17.07 | 400.1 | 146.8 | | | | | | | | 166.4 | 166.4 | 86.9 | 86.9 | | |
| New Traffic Control and Street Name Signs | 5-17.08 | 72.1 | 35.0 | | | | | | | | 37.1 | 37.1 | | | | |
| Total | | 12,070.3 | 2,196.2 | 789.1 | | 789.1 | 653.9 | | | 135.2 | 2,506.9 | 1,506.9 | 2,180.5 | 1,680.5 | 4,397.7 | 4,397.7 |

Traffic Signal Controller Replacement Program

Council, in approving Report USDIR18-002, established funding for a series of Transportation studies and improvements including the development of a Signal System Update Program. This multi-year program is to replace the City's aging on-street traffic signal controller equipment.

Traffic Calming Program

This project will focus on funding the implementation of traffic calming infrastructure in 5 neighbourhoods, one in each Ward of the City. Following completion of the Traffic Calming Study and pilot projects in each Ward, an annual funding program will be established to accommodate future Traffic Calming requests that emerge throughout the year via requests from the public, City Council, and staff. Traffic Calming Infrastructure includes projects such as the installation of curb extensions, narrowing of roadways, restricting traffic turning movements, speed cushions, signs, pedestrian refuge islands, median islands, mini traffic circles and driver feedback signs.

Traffic Signal Infrastructure Improvements

This is a multi-year program to replace aged traffic signal equipment to meet minimum standards and control increasing maintenance costs. The condition of existing traffic signal infrastructure has reached high need for replacement. This program includes the replacement of poles, signal heads, pedestrian push buttons, detection equipment and mast arms. Each year intersections are identified for improvement, based on condition ratings and work programs and available funding.

Part 2
2021 Operating and Capital (by Department)

Transportation Planning – Capital Budget

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|--------------------------------------|---------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|-------|-----|-------|-----|--------------|-----|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Infrastructure and Planning Services | | | | | | | | | | | | | | | | |
| Transportation Planning | | | | | | | | | | | | | | | | |
| King Street Cycling Project | 5-18.01 | 900.0 | 150.0 | | | | | | | | 750.0 | | | | | |
| Total | | 900.0 | 150.0 | | | | | | | | 750.0 | | | | | |

King Street Cycling Project

As a follow up to Report USDIR17-004 Streetscape and Public Realm for Charlotte Street from Aylmer Street to Park Street, Council recommended that a King Street cycling lane concept design study be included in the 2018 Capital Budget. Council, at their meeting on January 28, 2019 adopted a motion to change the recommended design for Charlotte Street to include cycling lanes as part of the reconstruction, with lane configuration to be determined during detailed design. The revision to the Charlotte Street project design may impact the priority of the King Street project, and as such this project will be deferred pending completion of the Cycling Network Update study. The cycling infrastructure options, and concept design will be developed as part of the Cycling Network Update study with implementation anticipated for 2022.

Part 2
2021 Operating and Capital (by Department)

Transportation Planning – Other Capital Budget

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|--------------------------------------|---------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|-------|-----|-------|-----|--------------|-----|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Infrastructure and Planning Services | | | | | | | | | | | | | | | | |
| Transportation Planning | | | | | | | | | | | | | | | | |
| Transportation Planning Projects | 5-18.02 | 109.8 | 72.5 | 37.3 | | 37.3 | 37.3 | | | | | | | | | |
| Total | | 109.8 | 72.5 | 37.3 | | 37.3 | 37.3 | | | | | | | | | |

An aspect of the following Transportation Planning project addresses Climate Mitigation.

| | | |
|---------------------------|-------------------------|----------------------------------|
| Climate Mitigation | | |
| 5-18.02 | Transportation Planning | Transportation Planning Projects |

Part 2
2021 Operating and Capital (by Department)

Environmental Services

The Division operates and maintains a Class 4 Wastewater Treatment Plant, 13 sewage pumping stations, storm and sanitary sewer collection systems and an accredited laboratory. The Division also manages the collection, processing and disposal programs/services for garbage, recyclables, green waste, large articles, hazardous waste, and electronic waste. It also manages the Peterborough County/City Waste Management Facility, the Material Recycling Facility, the Household Hazardous Waste Depot, and the Harper Road Composting Facility and is developing a new Source Separated Organics Program. The Division operates and maintains the Centennial Fountain in Little Lake and the environmental management of contaminated sites.

| CITY OF PETERBOROUGH | | | | | |
|-------------------------------|---------------|-------------------------|------------------|-------------------------------|--------------------------------|
| 2021 Operating Budget | | | | | |
| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Environmental Services | | | | | |
| Expenditures | | | | | |
| Environmental Protection | 15,966,135 | 15,513,227 | 16,898,208 | 5.8% | 932,072 |
| Waste Management | 12,695,684 | 12,453,411 | 13,514,555 | 6.4% | 818,871 |
| | 28,661,820 | 27,966,638 | 30,412,763 | 6.1% | 1,750,943 |
| Revenues | | | | | |
| Environmental Protection | 15,857,769 | 15,396,774 | 16,799,715 | 5.9% | 941,946 |
| Waste Management | 6,061,348 | 5,141,800 | 6,872,299 | 13.4% | 810,951 |
| | 21,919,117 | 20,538,574 | 23,672,013 | 8.0% | 1,752,897 |
| Net Requirements | | | | | |
| Environmental Protection | 108,366 | 116,453 | 98,493 | -9.1% | -9,873 |
| Waste Management | 6,634,336 | 7,311,611 | 6,642,256 | 0.1% | 7,920 |
| | 6,742,703 | 7,428,064 | 6,740,749 | 0.0% | -1,953 |

Part 2
2021 Operating and Capital (by Department)

Environmental Services – Environmental Protection Operating

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|---------------------------------------|---------------|-------------------------|------------------|-------------------------------|--------------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Environmental Protection | | | | | |
| Expenditures | | | | | |
| Wastewater Treatment | 12,668,964 | 12,235,000 | 13,537,955 | 6.9% | 868,991 |
| Storm Water Collection | 615,388 | 648,300 | 674,734 | 9.6% | 59,345 |
| Pumping Stations | 191,284 | 191,468 | 204,597 | 7.0% | 13,313 |
| Sanitary Sewer Waste Water Collection | 1,685,796 | 1,642,000 | 1,673,712 | -0.7% | -12,084 |
| Environmental Monitoring Program | 474,032 | 465,702 | 481,222 | 1.5% | 7,190 |
| Centennial Fountain | 108,366 | 108,453 | 98,493 | -9.1% | -9,873 |
| Cavan Monaghan Treatment Plant | 222,304 | 222,304 | 227,495 | 2.3% | 5,191 |
| | 15,966,135 | 15,513,227 | 16,898,208 | 5.8% | 932,072 |
| Revenues | | | | | |
| Wastewater Treatment | 12,668,964 | 12,235,000 | 13,537,955 | 6.9% | 868,991 |
| Storm Water Collection | 615,388 | 648,300 | 674,734 | 9.6% | 59,345 |
| Pumping Stations | 191,284 | 191,468 | 204,597 | 7.0% | 13,313 |
| Sanitary Sewer Waste Water Collection | 1,685,796 | 1,634,000 | 1,673,712 | -0.7% | -12,084 |
| Environmental Monitoring Program | 474,032 | 465,702 | 481,222 | 1.5% | 7,190 |
| Cavan Monaghan Treatment Plant | 222,305 | 222,304 | 227,495 | 2.3% | 5,190 |
| | 15,857,769 | 15,396,774 | 16,799,715 | 5.9% | 941,946 |
| Net Requirements | | | | | |
| Sanitary Sewer Waste Water Collection | 0 | 8,000 | 0 | 0.0% | 0 |
| Centennial Fountain | 108,366 | 108,453 | 98,493 | -9.1% | -9,873 |
| | 108,366 | 116,453 | 98,493 | -9.1% | -9,873 |

The majority of Environmental Protection expenditures are funded from the sewer surcharge, which is collected by the PUC on water bills. The revenue from “extra strength” surcharge agreements, and hauled sewage from surrounding counties, will continue to offset operating costs. The draft 2021 Budget assumes a sewer surcharge rate of 102.92% (2020 – 101.09%), an increase of 1.81% over 2020.

Average Daily Flows at Wastewater Treatment Plant

2013-2020

| Description | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 (est.) |
|---------------------------------------|--------|--------|--------|--------|--------|--------|-------------|
| Average Daily Flows (M ³) | 44,251 | 39,404 | 37,930 | 44,340 | 40,915 | 40,971 | 42,000 |
| Million Gallons per Day | 9.73 | 8.67 | 8.35 | 9.75 | 9.00 | 9.20 | 9.35 |

The above data reflects the fact that flows to the Plant will fluctuate depending on weather conditions as well as inflow and infiltration. Continued enhancements and maintenance to the sanitary sewer system will help reduce the overall unwanted flows to the plant and delay future costly expansions. A comprehensive preventative maintenance program on the sanitary sewer trunk mains will continue to provide safe and reliable conveyance of wastewater to the Plant for treatment. Regular Storm Sewer and catch basin cleaning will improve surface water drainage to reduce flooding on city streets.

The 2021 Budget includes two new Sample Technician positions, funded through incremental Environmental Program revenues

Since January 1, 2017, the City has been operating the Millbrook Wastewater Treatment Plant and undertaken certain activities related to the Township sanitary collection system all under contract to the Peterborough Utilities Commission.



Part 2
2021 Operating and Capital (by Department)

Environmental Services - Capital Budget

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|--|---------|---------------|-------------------|-------------|-----|----------|----------|---------|---------|-------|----------|----------|----------|----------|--------------|----------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Infrastructure and Planning Services | | | | | | | | | | | | | | | | |
| Environmental Services | | | | | | | | | | | | | | | | |
| WWTP Equipment Upgrades and Replacement | 5-19.01 | 27,948.9 | 850.0 | 910.0 | | 910.0 | | | 910.0 | | 970.0 | 970.0 | 1,040.0 | 1,040.0 | 24,178.9 | 24,178.9 |
| Replace Digester #1 and 2 | 5-19.02 | 15,500.0 | 500.0 | 900.0 | | 900.0 | | | 900.0 | | 4,100.0 | 4,100.0 | 10,000.0 | 10,000.0 | | |
| WWTP Electrical Sub Station Replacement | 5-19.03 | 3,400.0 | | 400.0 | | 400.0 | | | 400.0 | | | | 3,000.0 | 3,000.0 | | |
| Effluent Disinfection revitalization and expansion | 5-19.04 | 10,750.0 | 750.0 | | | | | | | | 5,000.0 | 5,000.0 | 5,000.0 | 5,000.0 | | |
| Total | | 57,598.9 | 2,100.0 | 2,210.0 | | 2,210.0 | | | 2,210.0 | | 10,070.0 | 10,070.0 | 19,040.0 | 19,040.0 | 24,178.9 | 24,178.9 |

An aspect of the following Environmental Services project addresses Climate Mitigation.

Climate Mitigation

5-19.03 Environmental Services WWTP Electrical Sub Station Replacement

Wastewater Treatment Plant (WWTP) Equipment Upgrades and Replacement

The request continues the on-going preventative maintenance program at the Waste Water Treatment Plant to ensure long term reliable, economical operation. Examples include major valves, pumps, storage, and capacity improvement.

Replace Digesters

Digesters 1 and 2 are well beyond their life expectancy. Replacement is required to avoid failure of this equipment. Replacing these two digesters with a single digester makes for much more efficient operations. This project will also involve installation of a second heat exchanger which will provide redundancy in the system to mitigate risks of equipment failure.

WWTP Electrical Substation Replacement

The electrical sub station at the WWTP is at the end of life. Many parts of the original installation fail to meet current code requirements. Coupled with the fact that the co generation grounding pad needs repair, this project has become a priority. The 2021 budget will include the development of design, drawings, and tender package.

Part 2
2021 Operating and Capital (by Department)

Environmental Services - Waste Management – Operating Budget

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|---|-------------------|-------------------------|-------------------|-------------------------------|--------------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Waste Management | | | | | |
| Expenditures | | | | | |
| Waste Disposal and Reduction - Administration | 1,167,462 | 1,164,900 | 1,173,931 | 0.6% | 6,469 |
| Landfill Operation | 4,089,425 | 3,917,450 | 4,685,858 | 14.6% | 596,432 |
| Solid Waste Collection | 1,734,396 | 1,743,522 | 1,756,332 | 1.3% | 21,936 |
| Compost Site Operation | 410,211 | 410,180 | 417,941 | 1.9% | 7,730 |
| Electronics Recycling | 87,580 | 92,600 | 94,053 | 7.4% | 6,473 |
| Hazardous Waste Collection | 366,872 | 382,800 | 390,445 | 6.4% | 23,573 |
| Large Article Pick-up | 23,167 | 23,350 | 23,945 | 3.4% | 777 |
| Green Waste Collection | 618,365 | 620,569 | 624,734 | 1.0% | 6,369 |
| Recycling Services | 4,198,205 | 4,098,040 | 4,347,318 | 3.6% | 149,111 |
| | 12,695,684 | 12,453,411 | 13,514,555 | 6.4% | 818,871 |
| Revenues | | | | | |
| Waste Disposal and Reduction - Administration | 12,982 | 12,900 | 13,000 | 0.1% | 18 |
| Landfill Operation | 3,828,166 | 3,523,000 | 4,755,253 | 24.2% | 927,087 |
| Compost Site Operation | 91,500 | 90,000 | 108,700 | 18.8% | 17,200 |
| Electronics Recycling | 48,900 | 48,500 | 49,000 | 0.2% | 100 |
| Hazardous Waste Collection | 167,000 | 165,000 | 150,000 | -10.2% | -17,000 |
| Large Article Pick-up | 11,400 | 11,400 | 15,400 | 35.1% | 4,000 |
| Recycling Services | 1,901,400 | 1,291,000 | 1,780,946 | -6.3% | -120,454 |
| | 6,061,348 | 5,141,800 | 6,872,299 | 13.4% | 810,951 |
| Net Requirements | | | | | |
| Waste Disposal and Reduction - Administration | 1,154,480 | 1,152,000 | 1,160,931 | 0.6% | 6,451 |
| Landfill Operation | 261,259 | 394,450 | -69,395 | -126.6% | -330,655 |
| Solid Waste Collection | 1,734,396 | 1,743,522 | 1,756,332 | 1.3% | 21,936 |
| Compost Site Operation | 318,711 | 320,180 | 309,241 | -3.0% | -9,470 |
| Electronics Recycling | 38,680 | 44,100 | 45,053 | 16.5% | 6,373 |
| Hazardous Waste Collection | 199,872 | 217,800 | 240,445 | 20.3% | 40,573 |
| Large Article Pick-up | 11,767 | 11,950 | 8,545 | -27.4% | -3,223 |
| Green Waste Collection | 618,365 | 620,569 | 624,734 | 1.0% | 6,369 |
| Recycling Services | 2,296,805 | 2,807,040 | 2,566,370 | 11.7% | 269,565 |
| | 6,634,336 | 7,311,611 | 6,642,256 | 0.1% | 7,920 |

Part 2
2021 Operating and Capital (by Department)

Budget pressures will come from a significant decline in selling prices for recyclable material, increased property taxes associated with the landfill, and an ongoing need to clarify with residents the proper sorting of recyclables in the blue box.

The current composting facility at Harper Road is slated to close as of January 1, 2022, and permission to extend in support of a replacement operation will be required.

Peterborough County/City Waste Management Facility

On July 1, 2002, the City and the County signed an agreement whereby the County became an equal partner in the ownership and operation of the Peterborough County/City Waste Management Facility (the Bensfort site). Under the terms of the ownership agreement with the County, all expenditures (operating and capital), and revenues are shared on a 50:50 basis.

Projected tipping fees for 2021 are budgeted at \$3.2 million (2020 - \$3.5 million).

The County will contribute \$2.4 million (2020 - \$2.2) towards the gross costs of the landfill operation and receive approximately \$2.3 million (2020 - \$1.7) in revenues for a net cost to the County of \$0.1 million (2020 - \$0.5).

The 2021 contribution to the Waste Management Reserve Fund is \$660,000, the same as 2020. In addition, the City will contribute \$227,000 to a Landfill Closure and Post-Closure Reserve, the same as in 2020.

New, more challenging diversion opportunities continue to be investigated, including organics, reuse, carpeting, and textiles.

Waste Management Program – Long-term Projections

Each year at budget time, staff projects the ten-year revenues and expenditures that affect the Waste Management Reserve Fund as shown on the following charts.

Part 2

~~2021 Operating and Capital (by Department)~~

Waste Management Program - Operating Revenue and Expenditure Projections (2021 to 2030)

| Waste Management Program Revenues & Expenditures 2021 to 2028 | | | | | | | | | |
|--|--|----------|--------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------------|
| Ref C1 | Description C2 | Comments | Total 2021 to 2030 C3 | 2021 Projected C4 | 2022 Projected C5 | 2023 Projected C6 | 2024 Projected C7 | 2025 Projected C8 | 2026 - 2030 Projected C9 |
| 1 | OPERATING BUDGET | | | | | | | | |
| 2 | <u>Net Expenditures (Excluding Tipping Fees)</u> | | | | | | | | |
| 3 | Net Sharable Landfill Operation (excluding Tipping fees) | | 51,445,862 | 4,698,462 | 4,792,400 | 4,888,200 | 4,986,000 | 5,085,700 | 26,995,100 |
| 4 | Administration | | 2,999,131 | 273,931 | 279,400 | 285,000 | 290,700 | 296,500 | 1,573,600 |
| 5 | Solid Waste Collection | | 19,231,532 | 1,756,332 | 1,791,500 | 1,827,300 | 1,863,800 | 1,901,100 | 10,091,500 |
| 6 | Household Hazardous Waste | | 2,632,945 | 240,445 | 245,300 | 250,200 | 255,200 | 260,300 | 1,381,500 |
| 7 | Waste Electronic and Electrical Equipment | | 493,653 | 45,053 | 46,000 | 46,900 | 47,800 | 48,800 | 259,100 |
| 8 | Recycling Services | | 23,991,688 | 2,191,088 | 2,234,900 | 2,279,600 | 2,325,200 | 2,371,700 | 12,589,200 |
| 9 | Composting Site | | 3,385,741 | 309,241 | 315,400 | 321,700 | 328,100 | 334,700 | 1,776,600 |
| 10 | Large Article Pickup | | 94,045 | 8,545 | 8,700 | 8,900 | 9,100 | 9,300 | 49,500 |
| 11 | Green Waste Collection | | 6,840,334 | 624,734 | 637,200 | 649,900 | 662,900 | 676,200 | 3,589,400 |
| 12 | Contribution to Closure & Post Closure Reserve | | 2,270,000 | 227,000 | 227,000 | 227,000 | 227,000 | 227,000 | 1,135,000 |
| 13 | Contribution to WMRF | | 6,600,000 | 660,000 | 660,000 | 660,000 | 660,000 | 660,000 | 3,300,000 |
| 14 | Sub-total - Net Expenditures (Excluding Tipping Fees) | | 119,984,931 | 11,034,831 | 11,237,800 | 11,444,700 | 11,655,800 | 11,871,300 | 62,740,500 |
| 15 | County Share of Landfill Operations (50%) | | 25,722,931 | 2,349,231 | 2,396,200 | 2,444,100 | 2,493,000 | 2,542,850 | 13,497,550 |
| 16 | City ONLY - Waste Water Reserve Recovery / GHG Credit / County Admin fee | | 2,354,900 | 215,000 | 219,300 | 223,700 | 228,200 | 232,800 | 1,235,900 |
| 17 | Subtotal | | 91,907,100 | 8,470,600 | 8,622,300 | 8,776,900 | 8,934,600 | 9,095,650 | 48,007,050 |
| | <u>Tipping Fees Revenues</u> | | | | | | | | |
| 18 | City | | 22,039,627 | 2,203,627 | 2,204,000 | 2,204,000 | 2,204,000 | 2,204,000 | 11,020,000 |
| 19 | County | | 22,039,627 | 2,203,627 | 2,204,000 | 2,204,000 | 2,204,000 | 2,204,000 | 11,020,000 |
| 20 | Total Tipping Fee Revenues | | 44,079,253 | 4,407,253 | 4,408,000 | 4,408,000 | 4,408,000 | 4,408,000 | 22,040,000 |
| | | | | | | | | | |
| 21 | Net Waste Management Tax Levy Requirement | | 69,867,401 | 6,266,972 | 6,418,256 | 6,572,862 | 6,730,611 | 6,891,689 | 36,987,011 |
| 22 | Increase/(Decrease) in Garbage Tax Rates | | | | 1.40% | 1.40% | 1.40% | 1.40% | 1.36% |
| 23 | Total Net City Revenues | | 91,907,028 | 8,470,599 | 8,622,256 | 8,776,862 | 8,934,611 | 9,095,689 | 48,007,011 |
| | <i>Rounding differences</i> | | | -1 | -44 | -38 | 11 | 39 | -39 |

Part 2
2021 Operating and Capital (by Department)

Environmental Services - Waste Management - Capital Budget

Waste Management Program Capital Expenditures and WMRF Projected Balances (2021 to 2030)

| Waste Management Program Revenues & Expenditures 2021 to 2028 | | | | | | | | | |
|--|---|----------|--------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------------|
| Ref C1 | Description C2 | Comments | Total 2021 to 2030 C3 | 2021 Projected C4 | 2022 Projected C5 | 2023 Projected C6 | 2024 Projected C7 | 2025 Projected C8 | 2026 - 2030 Projected C9 |
| 24 | <u>Capital Expenditures</u> | | | | | | | | |
| 25 | <u>Capital expenditures to be incurred from projects approved previously</u> | | 2,097,000 | 2,097,000 | - | - | - | - | - |
| 26 | <u>Projects appearing in 2021 & after capital documents (Net City Costs)</u> | | | | | | | | |
| 27 | Peterborough Landfill Site | | 4,855,000 | 2,120,000.0 | 237,500.0 | 772,500.0 | 1,000,000.0 | 0.0 | 725,000.0 |
| 28 | Peterborough Organics | | 5,169,400 | 1,700,000 | 1,700,000 | 1,769,400 | | | - |
| 29 | | | 0 | | | | | | - |
| 30 | | | | | | | | | |
| 31 | Total City Capital Expenditure | | 12,121,400 | 5,917,000 | 1,937,500 | 2,541,900 | 1,000,000 | 0 | 725,000 |
| 32 | | | | | | | | | |
| 33 | <u>WMRF Projected Cash Flow</u> | | | | | | | | |
| 34 | Beginning Surplus (Deficit) | | 5,373,881 | 5,373,881 | 116,881 | -1,160,619 | -3,042,519 | -3,382,519 | -2,722,519 |
| 35 | Contribution From Operations | | 6,600,000 | 660,000 | 660,000 | 660,000 | 660,000 | 660,000 | 3,300,000 |
| 36 | Issuance of Debt | | 0 | | | | | | 0 |
| 37 | Required Capital Outlay | | -12,121,400 | -5,917,000 | -1,937,500 | -2,541,900 | -1,000,000 | 0 | -725,000 |
| 38 | Ending Surplus (Deficit) | | -147,519 | 116,881 | -1,160,619 | -3,042,519 | -3,382,519 | -2,722,519 | -147,519 |

Part 2
2021 Operating and Capital (by Department)

The following table provides the details of the projects included in line 25 of the table on the previous page.

| <u>Capital Expenditures</u> | | <u>Projects approved prior to 2021 not completed yet; Draws required from WMRF in 2021 and after</u> | | |
|------------------------------------|-------------------------------------|---|--|------------------|
| Proj. Ref. | <u>Project</u> | | | Amount |
| 102-15-469 | Public Space Recycling | | | 15,000 |
| 102-17-774 | PIP East - Fill program | | | 756,000 |
| 102-18-469 | Source Separated Organics - USD Res | | | 985,000 |
| 102-15-468 | Peterborough Landfill Site | | | 250,000 |
| 102-19-079 | MRF Renovation | | | 66,000 |
| 20-062 | Smart System Expansion | | | 25,000 |
| | Total | | | 2,097,000 |

Waste Management Tax Rate for Exempt Properties

Properties that are exempt from property tax except for their portion of the Waste Management costs are taxed at a rate that is associated with only the Waste Management costs. This rate is calculated in the same manner as regular property taxes, except limited to total Waste Management costs. The Waste Management rate for 2021 is calculated to be 0.0563500% (0.059373% in 2020).

Part 2
2021 Operating and Capital (by Department)

Environmental Services - Waste Management – Other Capital Budget

City of Peterborough
Other Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|--|---------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|-------|-------|-------|-------|--------------|---------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Infrastructure and Planning Services | | | | | | | | | | | | | | | | |
| Environmental Services | | | | | | | | | | | | | | | | |
| Environmental remediation contingency fund | 5-19.05 | 1,250.0 | | 250.0 | | 250.0 | 250.0 | | | | 250.0 | 250.0 | 250.0 | 250.0 | 500.0 | 500.0 |
| Nelson Landfill Monitoring Program | 5-19.06 | 8,237.0 | 2,237.0 | | | | | | | | | | | | 6,000.0 | 2,000.0 |
| Harper Road Landfill | 5-19.07 | 9,125.0 | 3,925.0 | | | | | | | | | | | | 5,200.0 | 5,200.0 |
| Total | | 18,612.0 | 6,162.0 | 250.0 | | 250.0 | 250.0 | | | | 250.0 | 250.0 | 250.0 | 250.0 | 11,700.0 | 7,700.0 |

Environmental Remediation Contingency Fund

The Environmental Remediation contingency will support emergent City of Peterborough environmental contamination characterization and remediation requirements. Environmental Services division is relied upon as a City resource for decisions on land acquisition and management. Investigations to support these decisions require stable funding. Delays in these decisions could result in increased remediation requirements, liabilities or MECP binding orders.

Part 2
2021 Operating and Capital (by Department)

City of Peterborough
Tangible Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | | |
|--------------------------------------|---------|---------------|-------------------|-------------|---------|----------|----------|---------|-----|---------|---------|---------|---------|---------|--------------|---------|--|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net | |
| Infrastructure and Planning Services | | | | | | | | | | | | | | | | | |
| Waste Management | | | | | | | | | | | | | | | | | |
| Peterborough Landfill Site | 5-20.01 | 21,314.5 | 11,604.5 | 4,240.0 | 2,120.0 | 2,120.0 | | | | 2,120.0 | 475.0 | 237.5 | 1,545.0 | 772.5 | 3,450.0 | 1,725.0 | |
| Peterborough Organics | 5-20.02 | 15,300.0 | 10,130.6 | 1,700.0 | | 1,700.0 | | | | 1,700.0 | 1,700.0 | 1,700.0 | 1,769.4 | 1,769.4 | | | |
| Total | | 36,614.5 | 21,735.1 | 5,940.0 | 2,120.0 | 3,820.0 | | | | 3,820.0 | 2,175.0 | 1,937.5 | 3,314.4 | 2,541.9 | 3,450.0 | 1,725.0 | |

Peterborough Landfill Site

The City and County entered into an agreement on July 1, 2002, to jointly own and operate the Peterborough County/City Waste Management Facility and share all costs and revenues on a 50-50 basis. Cell 2 of the North Fill Area is expected to be capped in 2021, with Cell 3 continuing to receive waste for approximately three to four more years. Cell 4 design and construction began in 2020. The 2021 budget includes funding for expanding landfill gas collection system, Cell 4 design and construction costs, hauling soil off-site and public drop-off concrete and bin rehabilitation.

Peterborough Organics

The Resource Recovery and Circular Economy Act, 2016 will mandate resource recovery of food and organic waste through a landfill ban forcing the implementation of an Organics Program in Peterborough by 2023. The diversion of organics from the landfill to a processing facility will extend the landfill life and create a valuable product. In September 2019, the City received a Federal Grant for 40% funding to support the costs of implementing an organics program and engineered compost facility. The project is ramping up to initiate design and approvals with a 2023 program implementation target.

In considering Report IPS 19-010, Council approved establishing a \$15.3M project budget, including a pre-commitment of Capital funding of \$1.7 million in 2021 and \$1,769,414 in 2022.

An aspect of the following Waste Management projects addresses Climate Mitigation.

| Climate Mitigation | | |
|---------------------------|------------------|----------------------------|
| 5-20.01 | Waste Management | Peterborough Landfill Site |
| 5-20.02 | Waste Management | Peterborough Organics |

Part 2
2021 Operating and Capital (by Department)

Community Services Departmental Summary - Operating Budget

The Community Services Department includes the following: Arenas, Arts, Culture and Heritage (which includes the Art Gallery of Peterborough, Heritage Preservation Office, Peterborough Museum and Archives, Peterborough Public Library and Market Hall), Recreation (which includes the Marina and Beavermead Campground), the Peterborough Sport and Wellness Centre, Social Services, and the Community Grants program.

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|----------------------------------|--------------------|-------------------------|--------------------|-------------------------------|--------------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Community Services | | | | | |
| Expenditures | | | | | |
| Community Service Administration | 2,147,597 | 2,076,973 | 2,169,148 | 1.0% | 21,551 |
| Arts, Culture and Heritage | 5,961,761 | 5,539,413 | 6,010,189 | 0.8% | 48,428 |
| Arenas | 6,408,594 | 5,917,693 | 6,215,051 | -3.0% | -193,543 |
| Recreation | 5,027,074 | 3,617,872 | 5,151,225 | 2.5% | 124,150 |
| Social Services | 85,491,255 | 86,508,635 | 85,204,079 | -0.3% | -287,176 |
| | 105,036,281 | 103,660,586 | 104,749,692 | -0.3% | -286,589 |
| Revenues | | | | | |
| Community Service Administration | 244,596 | 214,399 | 248,621 | 1.6% | 4,025 |
| Arts, Culture and Heritage | 1,047,905 | 689,521 | 917,163 | -12.5% | -130,742 |
| Arenas | 4,029,794 | 2,607,858 | 4,038,351 | 0.2% | 8,557 |
| Recreation | 3,905,423 | 1,821,826 | 4,053,946 | 3.8% | 148,523 |
| Social Services | 74,015,690 | 75,138,470 | 73,577,674 | -0.6% | -438,015 |
| | 83,243,408 | 80,472,075 | 82,835,755 | -0.5% | -407,653 |
| Net Requirements | | | | | |
| Community Service Administration | 1,903,001 | 1,862,574 | 1,920,527 | 0.9% | 17,526 |
| Arts, Culture and Heritage | 4,913,856 | 4,849,892 | 5,093,026 | 3.6% | 179,171 |
| Arenas | 2,378,800 | 3,309,835 | 2,176,701 | -8.5% | -202,099 |
| Recreation | 1,121,651 | 1,796,046 | 1,097,278 | -2.2% | -24,373 |
| Social Services | 11,475,565 | 11,370,165 | 11,626,404 | 1.3% | 150,839 |
| | 21,792,873 | 23,188,511 | 21,913,937 | 0.6% | 121,064 |

Community Services Departmental Summary – Capital Budget

City of Peterborough Tangible Capital Budget Summary 2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|----------------------------|-----|---------------|-------------------|-------------|------|----------|----------|---------|-----|-------|----------|----------|----------|----------|--------------|----------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Community Services Summary | | | | | | | | | | | | | | | | |
| Museum | 6-1 | 750.8 | | 70.0 | | 70.0 | 70.0 | | | | 130.0 | 130.0 | | | 550.8 | 550.8 |
| Library | 6-2 | 5,577.9 | 50.0 | 531.0 | | 531.0 | | 125.5 | | 405.5 | 540.8 | 540.8 | 552.7 | 552.7 | 3,903.4 | 3,903.4 |
| Art Gallery | 6-3 | 18,875.0 | 140.0 | | | | | | | | 135.0 | 135.0 | 6,550.0 | 3,550.0 | 12,050.0 | 10,050.0 |
| Arenas | 6-4 | 88,208.5 | 4,527.5 | 250.0 | | 250.0 | 250.0 | | | | 21,370.0 | 21,370.0 | 21,265.0 | 21,265.0 | 40,796.0 | 38,796.0 |
| Recreation | 6-5 | 9,672.0 | 1,055.0 | 80.0 | 80.0 | | | | | | 4,304.0 | 4,200.0 | 2,186.0 | 2,080.0 | 2,047.0 | 1,366.0 |
| Total | | 123,084.2 | 5,772.5 | 931.0 | 80.0 | 851.0 | 320.0 | 125.5 | | 405.5 | 26,479.8 | 26,375.8 | 30,553.7 | 27,447.7 | 59,347.2 | 54,666.2 |

Community Services Departmental Summary – Other Capital Budget Summary

City of Peterborough Other Capital Budget Summary 2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|----------------------------|-----|---------------|-------------------|-------------|-------|----------|----------|---------|-----|-------|---------|---------|---------|-------|--------------|---------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Community Services Summary | | | | | | | | | | | | | | | | |
| Museum | 6-1 | 50.0 | | | | | | | | | | | | | 50.0 | 50.0 |
| Art Gallery | 6-3 | 625.5 | 39.4 | 20.3 | | 20.3 | 20.3 | | | | 20.7 | 20.7 | 21.1 | 21.1 | 524.0 | 524.0 |
| Recreation | 6-5 | 575.0 | 100.0 | 75.0 | | 75.0 | | | | 75.0 | 75.0 | 75.0 | 75.0 | 75.0 | 250.0 | 250.0 |
| Arts Culture and Heritage | 6-6 | 4,970.6 | 790.6 | 280.0 | 20.0 | 260.0 | 260.0 | | | | 570.0 | 570.0 | 250.0 | 250.0 | 3,080.0 | 3,080.0 |
| Social Services | 6-7 | 19,136.0 | 8,534.0 | 1,173.0 | 833.0 | 340.0 | | 105.6 | | 234.4 | 1,358.0 | 407.4 | 1,393.0 | 407.4 | 6,678.0 | 2,769.9 |
| Total | | 25,357.1 | 9,464.0 | 1,548.3 | 853.0 | 695.3 | 280.3 | 105.6 | | 309.4 | 2,023.7 | 1,073.0 | 1,739.1 | 753.5 | 10,582.0 | 6,673.9 |

Part 2
2021 Operating and Capital (by Department)

Community Services Administration - Operating Budget

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|--|------------------|-------------------------|------------------|-------------------------------|--------------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Community | | | | | |
| Expenditures | | | | | |
| Office of Community Services Commissioner | 407,945 | 408,519 | 420,887 | 3.2% | 12,923 |
| Community Project Grants | 20,050 | 19,200 | 20,050 | 0.0% | 0 |
| Community Investment Grants | 209,500 | 209,500 | 209,500 | 0.0% | 0 |
| Artspace | 36,200 | 36,200 | 36,200 | 0.0% | 0 |
| Peterborough Aides Resource Network | 7,310 | 7,310 | 7,310 | 0.0% | 0 |
| Community Care Peterborough | 27,710 | 27,710 | 27,710 | 0.0% | 0 |
| Peterborough Music Fest | 119,340 | 119,340 | 119,340 | 0.0% | 0 |
| Little Lake Musicfest | 40,000 | 40,000 | 40,000 | 0.0% | 0 |
| Ptbo Folk Festival | 21,450 | 21,450 | 21,450 | 0.0% | 0 |
| Native Learning Program | 3,130 | 3,130 | 3,130 | 0.0% | 0 |
| Community Race Relations Committee | 27,610 | 27,610 | 27,610 | 0.0% | 0 |
| Showplace | 139,510 | 139,510 | 139,510 | 0.0% | 0 |
| Canadian Canoe Museum | 108,362 | 108,362 | 108,362 | 0.0% | 0 |
| Peterborough Lions Club | 27,710 | 27,710 | 27,710 | 0.0% | 0 |
| Peterborough Green Up | 197,089 | 197,089 | 197,089 | 0.0% | 0 |
| Ptbo Agriculture Society | 81,360 | 81,360 | 81,360 | 0.0% | 0 |
| Community Service Grant to Hutchison House | 43,344 | 43,344 | 43,344 | 0.0% | 0 |
| Community Service Grant to Kawartha Food Share | 33,260 | 33,260 | 33,260 | 0.0% | 0 |
| New Canadian Centre | 48,170 | 48,170 | 48,170 | 0.0% | 0 |
| Market Hall | 79,150 | 79,150 | 79,150 | 0.0% | 0 |
| Drug Strategy | 32,660 | 32,660 | 32,660 | 0.0% | 0 |
| Peterborough Architectural Conservation Advisory Committee | 17,772 | 17,772 | 17,772 | 0.0% | 0 |
| Community Development Program | 418,965 | 348,617 | 427,594 | 2.1% | 8,629 |
| | 2,147,597 | 2,076,973 | 2,169,148 | 1.0% | 21,551 |
| Revenues | | | | | |
| Peterborough Green Up - WWRF | 47,930 | 47,930 | 47,930 | 0.0% | 0 |
| Community Development Program | 196,666 | 166,469 | 200,691 | 2.0% | 4,025 |
| | 244,596 | 214,399 | 248,621 | 1.6% | 4,025 |

Part 2
2021 Operating and Capital (by Department)

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|--|------------------|-------------------------|------------------|-------------------------------|--------------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Net Requirements | | | | | |
| Office of Community Services Commissioner | 407,945 | 408,519 | 420,867 | 3.2% | 12,923 |
| Community Project Grants | 20,050 | 19,200 | 20,050 | 0.0% | 0 |
| Community Investment Grants | 209,500 | 209,500 | 209,500 | 0.0% | 0 |
| Artspace | 36,200 | 36,200 | 36,200 | 0.0% | 0 |
| Peterborough Aides Resource Network | 7,310 | 7,310 | 7,310 | 0.0% | 0 |
| Community Care Peterborough | 27,710 | 27,710 | 27,710 | 0.0% | 0 |
| Peterborough Music Fest | 119,340 | 119,340 | 119,340 | 0.0% | 0 |
| Little Lake Musicfest | 40,000 | 40,000 | 40,000 | 0.0% | 0 |
| Ptbo Folk Festival | 21,450 | 21,450 | 21,450 | 0.0% | 0 |
| Native Learning Program | 3,130 | 3,130 | 3,130 | 0.0% | 0 |
| Community Race Relations Committee | 27,610 | 27,610 | 27,610 | 0.0% | 0 |
| Showplace | 139,510 | 139,510 | 139,510 | 0.0% | 0 |
| Canadian Canoe Museum | 108,362 | 108,362 | 108,362 | 0.0% | 0 |
| Peterborough Lions Club | 27,710 | 27,710 | 27,710 | 0.0% | 0 |
| Peterborough Green Up | 149,159 | 149,159 | 149,159 | 0.0% | 0 |
| Ptbo Agriculture Society | 81,360 | 81,360 | 81,360 | 0.0% | 0 |
| Community Service Grant to Hutchison House | 43,344 | 43,344 | 43,344 | 0.0% | 0 |
| Community Service Grant to Kawartha Food Share | 33,260 | 33,260 | 33,260 | 0.0% | 0 |
| New Canadian Centre | 48,170 | 48,170 | 48,170 | 0.0% | 0 |
| Market Hall | 79,150 | 79,150 | 79,150 | 0.0% | 0 |
| Drug Strategy | 32,660 | 32,660 | 32,660 | 0.0% | 0 |
| Peterborough Architectural Conservation Advisory Committee | 17,772 | 17,772 | 17,772 | 0.0% | 0 |
| Community Development Program | 222,299 | 182,148 | 226,903 | 2.1% | 4,604 |
| | 1,903,001 | 1,862,574 | 1,920,527 | 0.9% | 17,526 |

Community Project and Investment Grants

The Community Services Department administers and coordinates the City's Community Grants program, in support of local non-profit, community-based organizations that provide direct programs, services, or activities that enhance the quality of life for Peterborough residents in the areas of social services and health, arts, culture, heritage, recreation, or the environment.

The Community Project Grant program, budgeted at \$20,050, provides grants ranging from \$250 to \$1,000 to informal not-for-profit organizations located within the geographic boundaries of the City. Annual applications are reviewed through a competitive process by a staff Grant Review Committee, which recommends funding awards for Council approval.

The Community Investment Grant Program, budgeted at \$209,500, provides grants ranging from \$1,000 up to \$15,000 as matching funds to incorporated, not-for-profit organizations that are located within the geographic boundaries of the City. There is an annual competitive application process in which eligible organizations can apply for funding. Applications are reviewed by a Council-appointed Grant Review Committee, which recommends funding awards for Council approval.

Community Service Grants

The City's Community Services Grant program was created in 2006 to bring together all of the local charities and not-for-profit organizations that are currently receiving City funding through transfers, operating grants or designated as Municipal Capital Facilities. This program focuses on organizations providing services that are typically provided by the municipality, on behalf of the municipality. Typically, funding levels exceed \$15,000 and should not exceed more than 25% of the organization's annual budget. The unique funding arrangement is often supported with a formal service agreement. In the past, the budget for this program has received increases for inflation, however for 2021, there has been no service level increase included in the budget due to budget constraints.

Community Development Program

As part of the larger Social Services Division transformation, the Community Development Program has been moved to the management and budget of the Commissioner's Office as its community-based programming offers a better alignment with the overall Community Services Department. This realignment will be effective for January 2021.

The Community Development Program continues to support improved access and awareness of services in both the City and County.

Recommendations

That any surplus funds at the end of 2021 for Market Hall be transferred to the Market Hall Capital Reserve for unanticipated maintenance expenses or small capital improvements.

That any unused Community Development Program net budget at the end of 2021 be transferred to the Social Services Community Social Plan Joint Reserve for future program development, subject to the overall year end position and that, if actual 2021 Community Development costs exceed the 2021 Budget, funds may be drawn from the Reserve.



Part 2
2021 Operating and Capital (by Department)

Arts, Culture and Heritage - Operating Budget

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|---|------------------|-------------------------|------------------|-------------------------------|--------------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Arts, Culture and Heritage | | | | | |
| Expenditures | | | | | |
| Arts, Culture and Heritage Administration | 239,987 | 204,143 | 247,139 | 3.0% | 7,152 |
| Heritage Preservation Office | 517,479 | 483,019 | 530,246 | 2.5% | 12,768 |
| PACAC | 26,700 | 13,700 | 21,700 | -18.7% | -5,000 |
| Museum | 933,433 | 910,065 | 950,394 | 1.8% | 16,961 |
| Art Gallery | 960,101 | 845,226 | 928,010 | -3.3% | -32,091 |
| Library | 3,284,062 | 3,083,260 | 3,332,701 | 1.5% | 48,639 |
| | 5,961,761 | 5,539,413 | 6,010,189 | 0.8% | 48,428 |
| Revenues | | | | | |
| Arts, Culture and Heritage Administration | 43,118 | | | -100.0% | -43,118 |
| Heritage Preservation Office | 14,400 | 13,305 | 12,000 | -16.7% | -2,400 |
| PACAC | 26,700 | 17,500 | 21,700 | -18.7% | -5,000 |
| Museum | 252,033 | 196,603 | 259,953 | 3.1% | 7,920 |
| Art Gallery | 399,798 | 251,342 | 362,104 | -9.4% | -37,694 |
| Library | 311,856 | 210,771 | 261,406 | -16.2% | -50,450 |
| | 1,047,905 | 689,521 | 917,163 | -12.5% | -130,742 |
| Net Requirements | | | | | |
| Arts, Culture and Heritage Administration | 196,869 | 204,143 | 247,139 | 25.5% | 50,270 |
| Heritage Preservation Office | 503,079 | 469,714 | 518,246 | 3.0% | 15,168 |
| PACAC | | -3,800 | | 0.0% | 0 |
| Museum | 681,400 | 713,462 | 690,441 | 1.3% | 9,041 |
| Art Gallery | 560,303 | 593,884 | 565,906 | 1.0% | 5,603 |
| Library | 2,972,206 | 2,872,489 | 3,071,295 | 3.3% | 99,089 |
| | 4,913,856 | 4,849,892 | 5,093,026 | 3.6% | 179,171 |

The Arts, Culture and Heritage Division is responsible for the provision of arts, culture, heritage, the Municipal Cultural Plan, cultural facilities, services, and resources.

Arts Culture and Heritage Administration

In 2021, the Arts Culture and Heritage Administration includes a proposed refresh for the Public Art Policy and Process, education, and awareness of the City's Public Art program, strategic goals and direction for Arts, Culture and Heritage Committee and the launch of a Poet Laureate Program in partnership with EC3 which was delayed in 2020. As well as undertaking a review of the Municipal Cultural Plan objectives. The increase in net requirement and decrease in revenues in the 2021 budget are largely due to the decrease in contribution from the Capital Fund.

Heritage Preservation Office

The Heritage Preservation Office (HPO) is responsible for the Heritage Property Tax Relief Program (HPTRP) heritage designation, archaeological investigations, supporting PACAC, Doors Open and preserving the City's built heritage. The HPO advises Council and liaises with staff on issues relating to built heritage, designations, and the Heritage Register. The Heritage Property Tax Relief Program includes a 3% increase in net requirement for 2021 to permit acceptance of new properties into the program.

Peterborough Architectural Conservation Advisory Committee (PACAC)

Pursuant to the Ontario Heritage Act, PACAC advises Council on heritage matters. It encourages an appreciation of local heritage and celebrates participation in its preservation. The 2021 budget includes a \$5,000 decrease in revenues and expenses as a Federal grant received in 2020 is not expected in 2021.

Peterborough Museum & Archives

As an integral part of the collective memory of the community, the Peterborough Museum and Archives preserves, presents, and promotes the heritage and culture of Peterborough and area, and also provides other significant heritage programs for the education and enjoyment of both visitors and residents.

Art Gallery

The Art Gallery of Peterborough (AGP), incorporated in 1974, is a Registered Charity Public Art Gallery dedicated to exhibiting and collecting contemporary Canadian visual works of art. Exhibitions are supported by talks, tours, publications, and education programs. Funds are generated from memberships, government grants, donations, sponsorships, fundraising, Gallery Shop, education programs, and touring exhibits.

Library

The Peterborough Public Library's 2021 budget includes minimal increases for operating costs. The most notable change is the resulting consolidation of all library technology related expenses into one dedicated line item. The Library is budgeting a loss in revenue for 2021 mainly due to a decrease in use of reserves. The Library Foundation was dissolved in 2020 halting further fundraising activity until staff are able to take it on.

Part 2
2021 Operating and Capital (by Department)

Arts Culture and Heritage – Capital Budget

City of Peterborough
Other Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|---|--------|---------------|-------------------|-------------|------|----------|----------|---------|-----|-------|-------|-------|-------|-------|--------------|---------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Community Services | | | | | | | | | | | | | | | | |
| Arts Culture and Heritage | | | | | | | | | | | | | | | | |
| Downtown Heritage Conservation District Study | 6-6.01 | 100.0 | | 100.0 | | 100.0 | 100.0 | | | | | | | | | |
| Public Art | 6-6.02 | 2,266.8 | 446.8 | 100.0 | 20.0 | 80.0 | 80.0 | | | | 100.0 | 100.0 | 100.0 | 100.0 | 1,520.0 | 1,520.0 |
| Municipal Cultural Plan | 6-6.03 | 2,313.8 | 343.8 | 80.0 | | 80.0 | 80.0 | | | | 230.0 | 230.0 | 100.0 | 100.0 | 1,560.0 | 1,560.0 |
| Places of Faith Adaptive Reuse Study | 6-6.04 | 120.0 | | | | | | | | | 120.0 | 120.0 | | | | |
| Heritage Neighbourhood Study | 6-6.05 | 170.0 | | | | | | | | | 120.0 | 120.0 | 50.0 | 50.0 | | |
| Total | | 4,970.6 | 790.6 | 280.0 | 20.0 | 260.0 | 260.0 | | | | 570.0 | 570.0 | 250.0 | 250.0 | 3,080.0 | 3,080.0 |

Downtown Heritage Conservation District Study

While the City has designated individual buildings in the core area, the creation of a Heritage Conservation District Study will provide clear guidance on a broad scale for appropriate development and intensification while protecting valuable heritage resources.

An aspect of the following Arts, Culture and Heritage project addresses Climate Mitigation.

| |
|---------------------------|
| Climate Mitigation |
|---------------------------|

| |
|-------------------------------------|
| 6-6.01 Arts Culture and Heritage |
|-------------------------------------|

| |
|---|
| Downtown Heritage Conservation District Study |
|---|

Part 2
2021 Operating and Capital (by Department)

City of Peterborough
Tangible Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | | |
|-------------------------------------|--------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|-------|-------|-------|-----|--------------|-------|--|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net | |
| Community Services Museum | | | | | | | | | | | | | | | | | |
| Museum - Signage | 6-1.01 | 200.0 | | 70.0 | | 70.0 | 70.0 | | | | 130.0 | 130.0 | | | | | |
| Museum - Exhibition Renewal Project | 6-1.02 | 550.8 | | | | | | | | | | | | | 550.8 | 550.8 | |
| Total | | 750.8 | | 70.0 | | 70.0 | 70.0 | | | | 130.0 | 130.0 | | | 550.8 | 550.8 | |

An aspect of the following Museum project addresses Climate Adaptation.

| | | |
|---------------------------|--------|------------------|
| Climate Adaptation | | |
| 6-1.01 | Museum | Museum - Signage |

Part 2
2021 Operating and Capital (by Department)

Museum – Other Capital Budget

City of Peterborough
Other Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|---------------------------|--------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|-------|-----|-------|-----|--------------|------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Community Services Museum | | | | | | | | | | | | | | | | |
| Museum - Strategic Plan | 6-1.03 | 50.0 | | | | | | | | | | | | | 50.0 | 50.0 |
| Total | | 50.0 | | | | | | | | | | | | | 50.0 | 50.0 |

Library – Capital Budget

City of Peterborough
Tangible Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|------------------------------|--------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|-------|-------|-------|-------|--------------|---------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Community Services Library | | | | | | | | | | | | | | | | |
| 2021 Collection Acquisitions | 6-2.01 | 5,263.6 | | 481.0 | | 481.0 | | 85.0 | | 396.0 | 490.6 | 490.6 | 500.4 | 500.4 | 3,791.6 | 3,791.6 |
| Book Kiosk | 6-2.02 | 314.3 | 50.0 | 50.0 | | 50.0 | | 40.5 | | 9.5 | 50.2 | 50.2 | 52.3 | 52.3 | 111.8 | 111.8 |
| Total | | 5,577.9 | 50.0 | 531.0 | | 531.0 | | 125.5 | | 405.5 | 540.8 | 540.8 | 552.7 | 552.7 | 3,903.4 | 3,903.4 |

Collections Acquisition

An annual amount is provided to replace the Library's collection. Collection growth and expansion is managed through the purchase of electronic resources and the downloadable collection. Circulation statistics have shown a marked increase and demonstrate a growing use of the electronic collection.

Part 2
2021 Operating and Capital (by Department)

Art Gallery – Capital Budget

City of Peterborough
Tangible Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|--|--------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|-------|-------|---------|---------|--------------|----------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Community Services | | | | | | | | | | | | | | | | |
| Art Gallery | | | | | | | | | | | | | | | | |
| Art Gallery of Peterborough (AGP) Facility | 6-3.01 | 18,840.0 | 140.0 | | | | | | | | 100.0 | 100.0 | 6,550.0 | 3,550.0 | 12,050.0 | 10,050.0 |
| AGP Strategic Plan | 6-3.02 | 35.0 | | | | | | | | | 35.0 | 35.0 | | | | |
| Total | | 18,875.0 | 140.0 | | | | | | | | 135.0 | 135.0 | 6,550.0 | 3,550.0 | 12,050.0 | 10,050.0 |

Part 2
2021 Operating and Capital (by Department)

Art Gallery – Capital Budget - Other

City of Peterborough
Other Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|-----------------------------------|--------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|-------|------|-------|------|--------------|-------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Community Services Art Gallery | | | | | | | | | | | | | | | | |
| AGP Publications | 6-3.03 | 625.5 | 39.4 | 20.3 | | 20.3 | 20.3 | | | | 20.7 | 20.7 | 21.1 | 21.1 | 524.0 | 524.0 |
| Total | | 625.5 | 39.4 | 20.3 | | 20.3 | 20.3 | | | | 20.7 | 20.7 | 21.1 | 21.1 | 524.0 | 524.0 |

An aspect of the following Art Gallery project addresses Climate Mitigation.

| | | |
|---------------------------|-------------|--|
| Climate Mitigation | | |
| 6-3.01 | Art Gallery | Art Gallery of Peterborough (AGP) Facility |

Part 2
2021 Operating and Capital (by Department)

Arenas - Operating Budget

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|---|------------------|-------------------------|------------------|-------------------------------|--------------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Arenas | | | | | |
| Expenditures | | | | | |
| Northcrest Arena | 240,104 | 237,906 | 29,550 | -87.7% | -210,554 |
| Kinsmen Arena | 1,028,452 | 936,174 | 1,140,671 | 10.9% | 112,218 |
| Evinrude Centre | 1,533,898 | 1,377,004 | 1,500,435 | -2.2% | -33,462 |
| Memorial Centre | 2,658,998 | 2,419,467 | 2,597,253 | -2.3% | -61,745 |
| | 5,461,452 | 4,970,551 | 5,267,909 | -3.5% | -193,543 |
| Revenues | | | | | |
| Northcrest Arena | 130,967 | 79,507 | 0 | -100.0% | -130,967 |
| Kinsmen Arena | 806,595 | 462,843 | 839,187 | 4.0% | 32,592 |
| Evinrude Centre | 1,187,425 | 789,246 | 1,245,622 | 4.9% | 58,197 |
| Memorial Centre | 1,904,807 | 1,276,263 | 1,953,541 | 2.6% | 48,734 |
| | 4,029,794 | 2,607,858 | 4,038,351 | 0.2% | 8,557 |
| Net Revenues Before Debt Charges | | | | | |
| Northcrest Arena | 109,137 | 158,399 | 29,550 | -72.9% | -79,587 |
| Kinsmen Arena | 221,857 | 473,331 | 301,484 | 35.9% | 79,627 |
| Evinrude Centre | 348,473 | 587,759 | 254,813 | -26.5% | -91,660 |
| Memorial Centre | 754,191 | 1,143,204 | 643,712 | -14.6% | -110,479 |
| | 1,431,658 | 2,362,693 | 1,229,559 | -14.1% | -202,099 |
| Arena Debt Charges | | | | | |
| Memorial Centre | 947,142 | 947,142 | 947,142 | 0.0% | 0 |
| Total Debt Charges | 947,142 | 947,142 | 947,142 | 0.0% | 0 |
| Net Requirement | 2,378,800 | 3,309,835 | 2,176,701 | -8.50% | -202,099 |

Part 2
2021 Operating and Capital (by Department)

The Arena Division provides a wide range of programming and events that appeal to all members of the community and encourages tourist visits. The Division strives to efficiently manage all facilities and maximize use by providing affordable and attractive facilities that staff and the community can be proud of, resulting in an increase of event organizers choosing Peterborough for their events.

Major operating budget variances for arena facilities in 2021 include substantial increases for contractual snow removal services, notably for Kinsmen Arena and Morrow Park. A large increase in the utilities expense for Kinsmen Arena for 2021 due to the requirement to exchange the summer floor and ice schedules with Evinrude Centre to accommodate the roof project taking place in 2021 through to 2023.

Northcrest Arena officially ceased operations as a municipal facility in May 2020, with demolition planned beyond 2021 to prepare the site for alternate use. Minimal expenses for utilities and contractual services to monitor the facility for fire and safety purposes through to demolition are included in the 2021 budget.

Recommendation

That any surplus funds at the end of 2021 for Arenas be transferred to the Arena Equipment Reserve for future equipment purchases.

Part 2
2021 Operating and Capital (by Department)

Arenas – Capital Budget

City of Peterborough
Tangible Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|--------------------------------------|--------|---------------|-------------------|-------------|-----|-----------|----------|---------|-----|-------|----------|----------|----------|----------|--------------|----------|
| | | | | Total Costs | Rev | Net Coast | Cap Levy | Dev Chg | Dcb | Other | Total | Net | Total | Net | Total | Net |
| Community Services Arenas | | | | | | | | | | | | | | | | |
| Facility Upgrades-Memorial Centre | 6-4.01 | 1,343.5 | 147.5 | 250.0 | | 250.0 | 250.0 | | | | 100.0 | 100.0 | 25.0 | 25.0 | 821.0 | 821.0 |
| New Arena and Aquatics Complex | 6-4.02 | 73,000.0 | 3,500.0 | | | | | | | | 20,000.0 | 20,000.0 | 20,000.0 | 20,000.0 | 29,500.0 | 27,500.0 |
| Improvements to Morrow Park | 6-4.03 | 10,180.0 | 680.0 | | | | | | | | 500.0 | 500.0 | 1,000.0 | 1,000.0 | 8,000.0 | 8,000.0 |
| Evinrude Banquet Facilities Upgrade | 6-4.04 | 625.0 | 125.0 | | | | | | | | 500.0 | 500.0 | | | | |
| Facility Upgrade-Community Arenas | 6-4.05 | 1,665.0 | 75.0 | | | | | | | | 50.0 | 50.0 | | | 1,540.0 | 1,540.0 |
| Ice Resurfacers-All Arenas | 6-4.06 | 1,260.0 | | | | | | | | | 180.0 | 180.0 | 180.0 | 180.0 | 900.0 | 900.0 |
| Equipment Replacement-Arena Division | 6-4.07 | 135.0 | | | | | | | | | 40.0 | 40.0 | 60.0 | 60.0 | 35.0 | 35.0 |
| Total | | 88,208.5 | 4,527.5 | 250.0 | | 250.0 | 250.0 | | | | 21,370.0 | 21,370.0 | 21,265.0 | 21,265.0 | 40,796.0 | 38,796.0 |

Facility Upgrades – Memorial Centre

Performing regular upgrades will assist to maintain the quality and efficiency of the arena facility. The 2021 capital budget includes refurbishment of event services equipment-scoreboard, reinforcement of the structure to align with current architectural standards, replacement of the structural support hoist system and replacement of electrical services to the unit.

New Arena Facility

A replacement facility for Northcrest Arena is recommended to contain a twin pad facility, team training centre, indoor track, multipurpose rooms built to a LEED Certified standard. Additional phases include an aquatic centre and third ice pad. In 2020 a multi-level government funding application was unsuccessful. Council Report CSD20-005 addresses options to re-evaluate the project and move it forward to 2021.

Capital resources for this project are essential in order to plan, develop and construct a replacement facility for Northcrest Arena. The project is planned for phased construction. This project is eligible for development charges that address community growth needs; however, the balance of funding must be secured through other sources, including funding programs and sponsorships.

Part 2
2021 Operating and Capital (by Department)

Recreation - Operating Budget

| CITY OF PETERBOROUGH | | | | | |
|--|---------------|-------------------------|------------------|-------------------------------|--------------------------------|
| 2021 Operating Budget | | | | | |
| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Recreation Facilities and Programs | | | | | |
| Expenditures | | | | | |
| Recreation Facilities and Program Delivery | 2,221,779 | 1,442,226 | 2,263,007 | 1.9% | 41,229 |
| Peterborough Sport and Wellness Centre | 2,805,296 | 2,175,646 | 2,888,218 | 3.0% | 82,922 |
| | 5,027,074 | 3,617,872 | 5,151,225 | 2.5% | 124,150 |
| Revenues | | | | | |
| Recreation Facilities and Program Delivery | 1,091,815 | 225,027 | 1,145,713 | 4.9% | 53,898 |
| Peterborough Sport and Wellness Centre | 2,813,608 | 1,596,799 | 2,908,234 | 3.4% | 94,626 |
| | 3,905,423 | 1,821,826 | 4,053,946 | 3.8% | 148,523 |
| Net Requirements | | | | | |
| Recreation Facilities and Program Delivery | 1,129,964 | 1,217,199 | 1,117,294 | -1.1% | -12,669 |
| Peterborough Sport and Wellness Centre | -8,312 | 578,847 | -20,016 | 140.8% | -11,704 |
| | 1,121,651 | 1,796,046 | 1,097,278 | -2.2% | -24,373 |

This activity includes the cost of providing the necessary staff and resources for the planning, supervision, promotion/marketing, and evaluation of a variety of recreation services and the operation of various recreation facilities, including community development and assistance activities, outdoor facilities, direct delivery programs and special event projects.



Marina, Recreation and Beavermead

The Peterborough Marina operation includes a 92-slip marina operating over a six-month period, receiving 900-1,000 boats annually.

Through Report CSRS19-009 dated October 9, 2019, Council approved the extension of the operating agreement with ORCA for the operation of the Beavermead Campgrounds for an additional five-year term (2020 – 2024). Ongoing operational costs for the campground, including operational deficits, are the responsibility of ORCA, removing the financial risk to the City. As per the Operating Agreement, ORCA is required to pay an annual rental amount to the City plus a

revenue sharing arrangement. This arrangement has proven to be the most lucrative campground operating model that the City has experienced.

For 2021 budget, Instructional Sport net revenue has increased by \$28,600 by adding a skateboard and Scooter program and a percentage of Arena program revenue.

Recommendation

That any surplus funds at the end of 2021 for the Marina be transferred to the Marina Reserve to be used for future capital improvements.

Recommendation

That any surplus funds at the end of 2021 for Beavermead Campground be transferred to a Beavermead Campground Reserve for future capital improvements.

Peterborough Sport and Wellness Centre

The Peterborough Sport and Wellness Centre (PSWC) is a leisure recreational complex that offers community recreational programs and services, lifestyle, and wellness fitness programs. The facility includes leisure and therapy pools; exercise studio; fitness centre; three gymnasiums; child minding room and three meeting rooms. The PSWC serves the City of Peterborough and surrounding community in addition to the full-time student body at Sutherland Campus, in partnership with Fleming College.

Of the \$2.9 million gross budget, \$0.8 million, or 28% is funded by Fleming College, as part of the partnership agreement with the City of Peterborough.

In 2021, Peterborough Sport and Wellness Centre will continue to adjust the delivery model as a result of the COVID-19 changes in operations. Changes include enhanced cleaning services, focus on membership growth and engagement and adaptation of our program model, including Summer Day Camps.

Recommendation

That any surplus funds at the end of 2021 for the Peterborough Sport and Wellness Centre be transferred to the PSWC Capital Conservation Reserve for future capital improvements.

Recreation – Capital Budget

City of Peterborough
Tangible Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|---|--------|---------------|-------------------|-------------|------|----------|----------|---------|-----|-------|---------|---------|---------|---------|--------------|---------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Community Services Recreation | | | | | | | | | | | | | | | | |
| Parks and Open Space Strategy | 6-5.01 | 1,126.0 | 155.0 | 80.0 | 80.0 | | | | | | 104.0 | | 106.0 | | 681.0 | |
| Del Crary Park Upgrade | 6-5.02 | 6,550.0 | 100.0 | | | | | | | | 3,700.0 | 3,700.0 | 2,000.0 | 2,000.0 | 750.0 | 750.0 |
| Beavermead Campground Park Implementation | 6-5.03 | 1,996.0 | 800.0 | | | | | | | | 500.0 | 500.0 | 80.0 | 80.0 | 616.0 | 616.0 |
| Total | | 9,672.0 | 1,055.0 | 80.0 | 80.0 | | | | | | 4,304.0 | 4,200.0 | 2,186.0 | 2,080.0 | 2,047.0 | 1,366.0 |

Parks and Open Space Strategy

On February 3, 2020 Council approved the recommendations of Report CSRS20-003, adopting the Assessment of Parks and Open Spaces Document and the Park Development Standards Document as planning tools to shape policies and influence priorities related to municipal parks and open space.

The resources of this budget will support the long-term recommendations of the Parks and Open Space Study, in line with the standards and priorities identified within the Parks and Open Spaces Document and the Park Development Standards Document. In 2021, the focus will be on improving amenities in Dominion Park, Hamilton Park, and Glenn Pagett Park.

Part 2
2021 Operating and Capital (by Department)

Recreation – Other Capital Budget

City of Peterborough
Other Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|-------------------------------|--------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|-------|------|-------|------|--------------|-------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Community Services Recreation | | | | | | | | | | | | | | | | |
| Sports Tourism Sponsorship | 6-5.04 | 575.0 | 100.0 | 75.0 | | 75.0 | | | | 75.0 | 75.0 | 75.0 | 75.0 | 75.0 | 250.0 | 250.0 |
| Total | | 575.0 | 100.0 | 75.0 | | 75.0 | | | | 75.0 | 75.0 | 75.0 | 75.0 | 75.0 | 250.0 | 250.0 |

Part 2
2021 Operating and Capital (by Department)

Social Services – Operating Budget

The Social Services Division provides the personnel, corporate administration and other client program and support costs to deliver financial assistance, life stabilization, homelessness, and housing as well as children's services programs in the City and County of Peterborough.

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|--------------------------------|---------------|-------------------------|------------------|-------------------------------|--------------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Social Services | | | | | |
| Expenditures | | | | | |
| Social Assistance | 44,558,721 | 46,293,115 | 44,912,151 | 0.8% | 353,430 |
| Children's Services | 18,920,538 | 18,220,313 | 18,666,053 | -1.3% | -254,485 |
| Housing & Homelessness | 22,011,995 | 21,995,207 | 21,625,875 | -1.8% | -386,121 |
| | 85,491,255 | 86,508,635 | 85,204,079 | -0.3% | -287,176 |
| Revenues - County Contribution | | | | | |
| Social Assistance | 836,515 | 825,785 | 832,249 | -0.5% | -4,266 |
| Children's Services | 681,204 | 655,630 | 768,441 | 12.8% | 87,237 |
| Housing & Homelessness | 6,090,874 | 6,091,645 | 6,053,495 | -0.6% | -37,379 |
| | 7,608,593 | 7,573,060 | 7,654,185 | 0.6% | 45,592 |
| Revenues - Provincial & Other | | | | | |
| Social Assistance | 39,311,847 | 41,099,169 | 39,766,318 | 1.2% | 454,471 |
| Children's Services | 16,741,502 | 16,110,947 | 16,264,366 | -2.9% | -477,136 |
| Housing & Homelessness | 10,353,748 | 10,355,294 | 9,892,805 | -4.5% | -460,943 |
| | 66,407,097 | 67,565,410 | 65,923,489 | -0.7% | -483,607 |
| Net Requirements | | | | | |
| Social Assistance | 4,410,359 | 4,368,161 | 4,313,584 | -2.2% | -96,775 |
| Children's Services | 1,497,832 | 1,453,736 | 1,633,246 | 9.0% | 135,413 |
| Housing & Homelessness | 5,567,373 | 5,548,268 | 5,679,574 | 2.0% | 112,201 |
| | 11,475,565 | 11,370,165 | 11,626,404 | 1.3% | 150,839 |

Part 2
2021 Operating and Capital (by Department)

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|--|-------------------|-------------------------|-------------------|------------------------------|-----------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Social Assistance | | | | | |
| Expenditures | | | | | |
| Ontario Works Administration | 11,773,638 | 11,780,638 | 10,223,452 | -13.2% | -1,550,186 |
| Ontario Works Mandatory Benefits | 30,751,218 | 31,798,371 | 32,814,912 | 6.7% | 2,063,694 |
| Discretionary Benefits | 1,752,179 | 2,432,420 | 1,663,787 | -5.0% | -88,392 |
| Poverty Reduction Initiatives | 141,686 | 141,686 | 70,000 | -50.6% | -71,686 |
| Homemakers and Nurses | 140,000 | 140,000 | 140,000 | 0.0% | 0 |
| | 44,558,721 | 46,293,115 | 44,912,151 | 0.8% | 353,430 |
| Revenues - County Contribution | | | | | |
| Ontario Works Administration | 772,762 | 762,032 | 780,683 | 1.0% | 7,921 |
| Discretionary Benefits | 34,666 | 34,666 | 34,666 | 0.0% | 0 |
| Poverty Reduction Initiatives | 24,087 | 24,087 | 11,900 | -50.6% | -12,187 |
| Homemakers and Nurses | 5,000 | 5,000 | 5,000 | 0.0% | 0 |
| | 836,515 | 825,785 | 832,249 | -0.5% | -4,266 |
| Revenues - Provincial & Other | | | | | |
| Ontario Works Administration | 7,291,099 | 7,291,099 | 5,631,200 | -22.8% | -1,659,899 |
| Ontario Works Mandatory Benefits | 30,751,218 | 31,798,371 | 32,814,912 | 6.7% | -2,063,694 |
| Discretionary Benefits | 1,157,530 | 1,897,699 | 1,208,206 | 4.4% | 50,676 |
| Homemakers and Nurses | 112,000 | 112,000 | 112,000 | 0.0% | 0 |
| | 39,311,847 | 41,099,169 | 39,766,318 | 1.2% | 454,471 |
| Net Requirements | | | | | |
| Ontario Works Administration | 3,709,777 | 3,727,507 | 3,811,569 | 2.7% | 101,792 |
| Discretionary Benefits | 559,983 | 500,055 | 420,915 | -24.8% | -139,068 |
| Poverty Reduction Initiatives | 117,599 | 117,599 | 58,100 | -50.6% | -59,499 |
| Homemakers and Nurses | 23,000 | 23,000 | 23,000 | 0.0% | 0 |
| | 4,410,359 | 4,368,161 | 4,313,584 | -2.2% | -96,775 |

Part 2
2021 Operating and Capital (by Department)

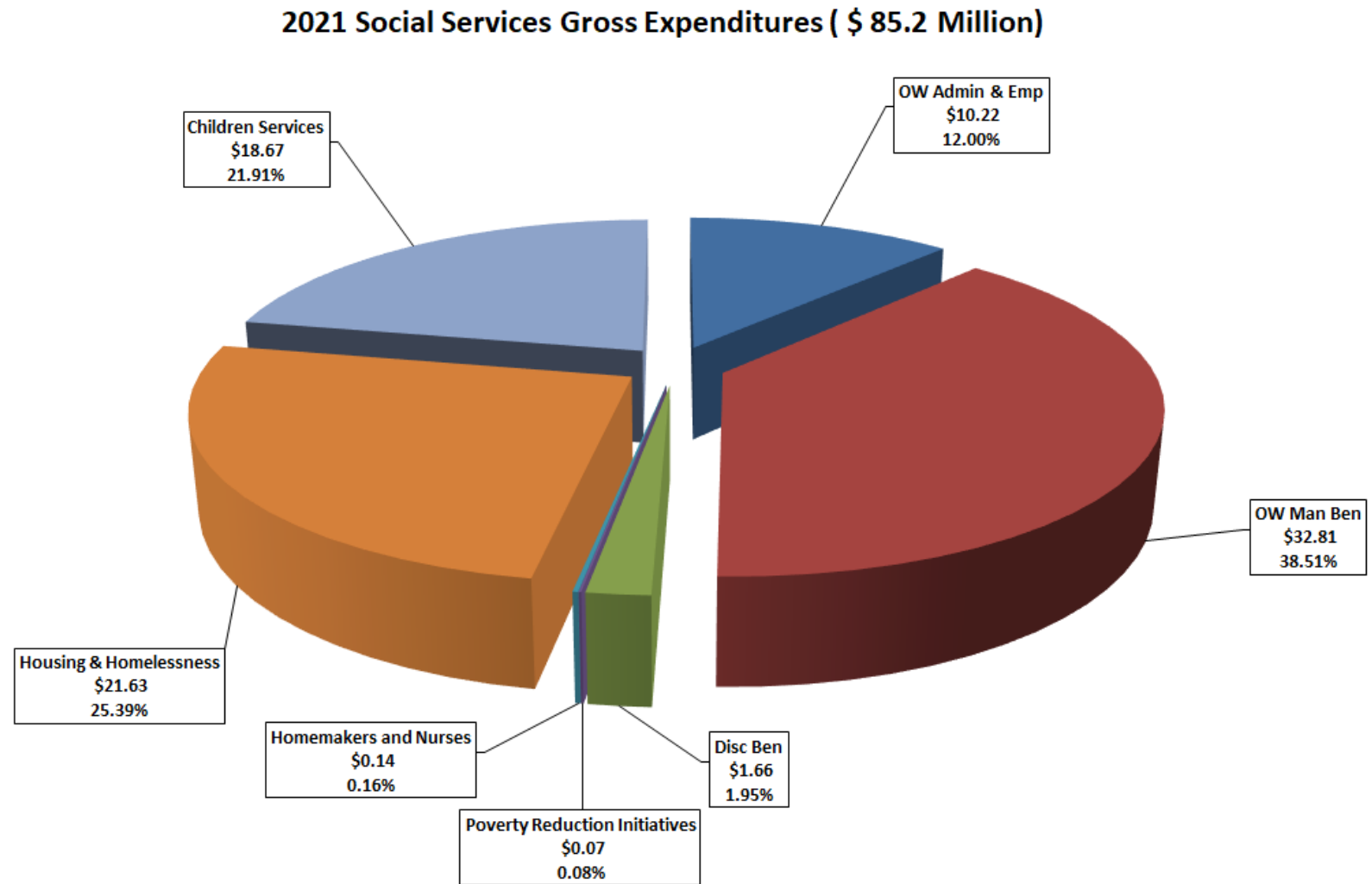
| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|--|-------------------|-------------------------|-------------------|-------------------------------|--------------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Children's Services | | | | | |
| Expenditures | | | | | |
| Children's Services Administration | 662,243 | 662,243 | 617,119 | -6.8% | -45,124 |
| CS - Core Funding | 11,989,670 | 11,682,670 | 11,875,606 | -1.0% | -114,064 |
| Early Learning Child Care | 792,960 | 792,960 | 787,023 | -0.7% | -5,938 |
| Expansion Funding | 2,113,281 | 2,015,105 | 1,967,834 | -8.9% | -145,447 |
| EarlyON Child and Family Centres | 1,236,657 | 1,262,727 | 1,262,727 | 2.1% | 26,070 |
| Directly Operated Child Care | 2,125,727 | 1,804,608 | 2,155,744 | 1.4% | 30,016 |
| | 18,920,538 | 18,220,313 | 18,666,053 | -1.3% | -254,485 |
| Revenues - County Contribution | | | | | |
| Children's Services Administration | 51,360 | 51,360 | 98,739 | 92.2% | 47,379 |
| CS - Core Funding | 338,075 | 338,075 | 348,981 | 3.2% | 10,906 |
| Early Learning Child Care | 0 | 0 | 10,738 | 0.0% | 10,738 |
| Expansion Funding | 114,771 | 114,771 | 129,438 | 12.8% | 14,667 |
| Directly Operated Child Care | 176,998 | 151,424 | 180,545 | 2.0% | 3,547 |
| | 681,204 | 655,630 | 768,441 | 12.8% | 87,237 |
| Revenues - Provincial & Other | | | | | |
| Children's Services Administration | 501,554 | 501,554 | 308,560 | -38.5% | -192,994 |
| CS - Core Funding | 10,899,104 | 10,592,104 | 10,785,041 | -1.0% | -114,063 |
| Early Learning Child Care | 792,960 | 792,960 | 753,312 | -5.0% | -39,648 |
| Expansion Funding | 1,743,634 | 1,645,458 | 1,563,185 | -10.3% | -180,449 |
| EarlyON Child and Family Centres | 1,236,657 | 1,262,727 | 1,262,727 | 2.1% | 26,070 |
| Directly Operated Child Care | 1,567,593 | 1,316,144 | 1,591,541 | 1.5% | 23,948 |
| | 16,741,502 | 16,110,947 | 16,264,366 | -2.9% | -477,136 |
| Net Requirements | | | | | |
| Children's Services Administration | 109,329 | 109,329 | 209,820 | 91.9% | 100,491 |
| CS - Core Funding | 752,491 | 752,491 | 741,584 | -1.4% | -10,907 |
| Early Learning Child Care | 0 | 0 | 22,973 | 0.0% | 22,972 |
| Expansion Funding | 254,876 | 254,876 | 275,211 | 8.0% | 20,335 |
| Directly Operated Child Care | 381,137 | 337,040 | 383,658 | 0.7% | 2,521 |
| | 1,497,832 | 1,453,736 | 1,633,246 | 9.0% | 135,413 |

Part 2
2021 Operating and Capital (by Department)

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|--|-------------------|-------------------------|-------------------|------------------------------|-----------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Housing & Homelessness | | | | | |
| Expenditures | | | | | |
| Housing Administration | 892,640 | 872,433 | 974,168 | 9.1% | 81,528 |
| Peterborough Housing Corporation | 3,804,000 | 3,804,000 | 3,804,000 | 0.0% | 0 |
| Rent Supplement Programs | 2,153,250 | 2,153,250 | 2,203,250 | 2.3% | 50,000 |
| Non Profit and Native Housing Providers | 7,165,000 | 7,165,000 | 7,015,000 | -2.1% | -150,000 |
| Housing Resource Centre | 314,000 | 314,000 | 314,000 | 0.0% | 0 |
| Homelessness | 4,432,681 | 4,433,344 | 4,788,621 | 8.0% | 355,940 |
| Home for Good | 983,236 | 983,236 | 983,236 | 0.0% | 0 |
| Housing Access Peterborough | 147,824 | 148,363 | 74,479 | -49.6% | -73,345 |
| Special Program Funding - DOOR | 250,000 | 250,000 | 250,000 | 0.0% | 0 |
| Special Program Funding - IAH | 1,869,365 | 1,871,581 | 1,219,121 | -34.8% | -650,244 |
| | 22,011,995 | 21,995,207 | 21,625,875 | -1.8% | -386,121 |
| Revenues - County Contribution | | | | | |
| Housing Administration | 479,577 | 480,052 | 527,400 | 10.0% | 47,823 |
| Peterborough Housing Corporation | 1,635,742 | 1,635,742 | 1,644,696 | 0.5% | 8,954 |
| Rent Supplement Programs | 870,126 | 870,126 | 874,890 | 0.5% | 4,764 |
| Non Profit and Native Housing Providers | 2,644,100 | 2,644,100 | 2,584,207 | -2.3% | -59,893 |
| Housing Resource Centre | 172,072 | 172,072 | 173,014 | 0.5% | 942 |
| Homelessness | 208,250 | 208,250 | 208,250 | 0.0% | 0 |
| Housing Access Peterborough | 81,007 | 81,303 | 41,038 | -49.3% | -39,969 |
| | 6,090,874 | 6,091,645 | 6,053,495 | -0.6% | -37,379 |
| Revenues - Provincial & Other | | | | | |
| Housing Administration | 17,500 | 16,830 | 17,000 | -2.9% | -500 |
| Peterborough Housing Corporation | 819,070 | 819,070 | 819,070 | 0.0% | 0 |
| Rent Supplement Programs | 565,428 | 565,428 | 615,428 | 8.8% | 50,000 |
| Non Profit and Native Housing Providers | 2,340,000 | 2,340,000 | 2,324,969 | -0.6% | -15,031 |
| Homelessness | 3,509,149 | 3,509,149 | 3,663,935 | 4.4% | 154,786 |
| Home for Good | 983,236 | 983,236 | 983,236 | 0.0% | 0 |
| Special Program Funding - DOOR | 250,000 | 250,000 | 250,000 | 0.0% | 0 |
| Special Program Funding - IAH | 1,869,365 | 1,871,581 | 1,219,167 | -34.8% | -650,198 |
| | 10,353,748 | 10,355,294 | 9,892,805 | -4.5% | -460,943 |

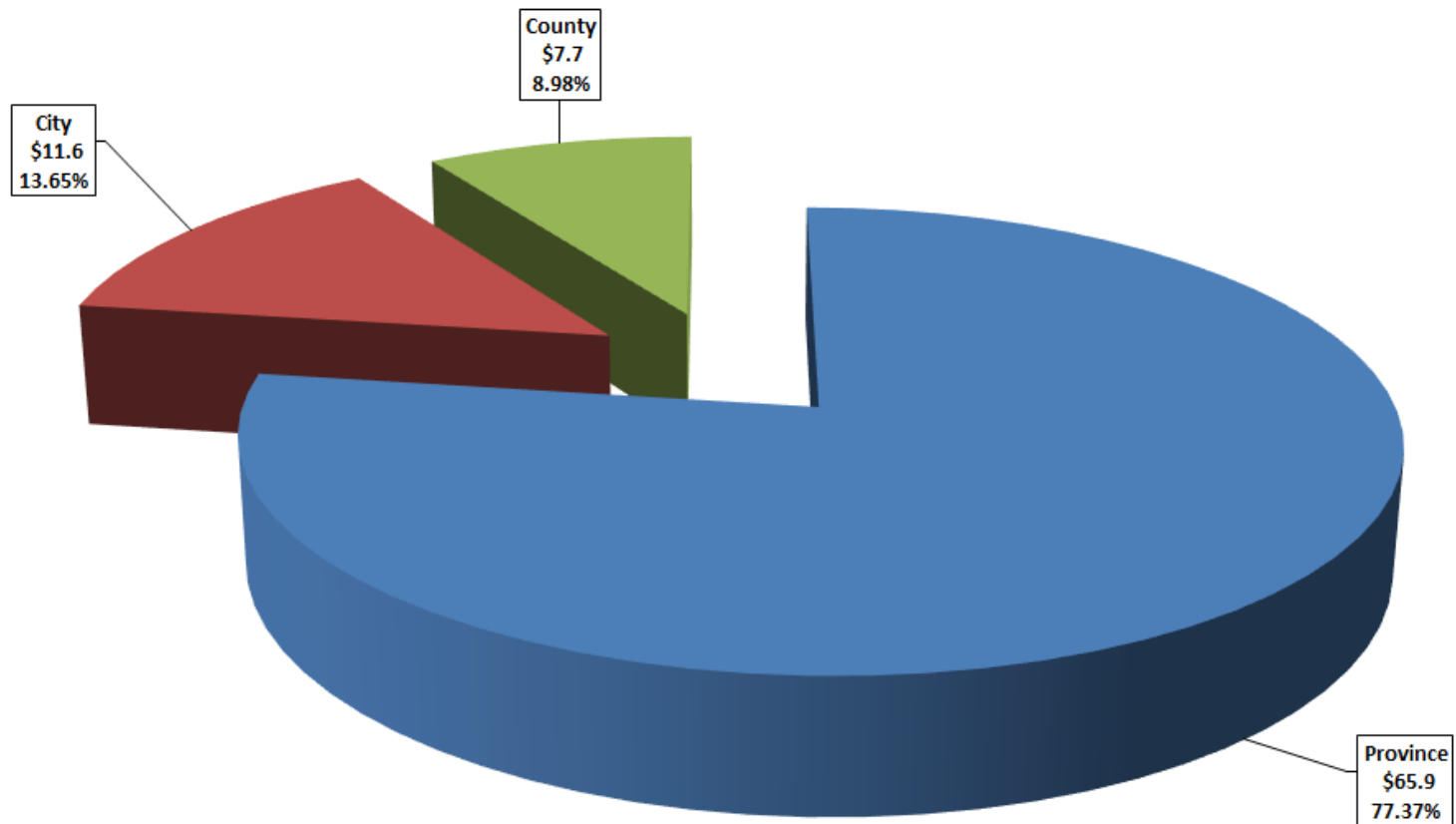
Part 2
2021 Operating and Capital (by Department)

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|---|------------------|-------------------------|------------------|------------------------------|-----------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Net Requirements | | | | | |
| Housing Administration | 395,563 | 375,551 | 429,768 | 8.6% | 34,205 |
| Peterborough Housing Corporation | 1,349,188 | 1,349,188 | 1,340,234 | -0.7% | -8,954 |
| Rent Supplement Programs | 717,696 | 717,696 | 712,932 | -0.7% | -4,764 |
| Non Profit and Native Housing Providers | 2,180,900 | 2,180,900 | 2,105,824 | -3.4% | -75,076 |
| Housing Resource Centre | 141,928 | 141,928 | 140,986 | -0.7% | -942 |
| Homelessness | 715,282 | 715,945 | 916,436 | 28.1% | 201,154 |
| Housing Access Peterborough | 66,817 | 67,060 | 33,441 | -50.0% | -33,376 |
| Special Program Funding - IAH | 0 | 0 | -46 | 0.0% | -47 |
| | 5,567,373 | 5,548,268 | 5,679,574 | 2.0% | 112,201 |



Social Services Gross expenditures are funded from a number of sources as set out in the following graph.

How Social Services 2021 Budget is Funded (\$ 85.2 Million)



Social Services Costs allocated based on formulas set out in the Consolidated Municipal Services Management Agreement

The Municipal Costs are allocated to the City and County based on formulas that are set out in the Consolidated Municipal Services Management Agreement between the City and the County. The current agreement expires December 31, 2024. The following chart provides the key cost sharing ratios used in the 2021 budget that are based on the agreement currently in effect

Summary of Sharing Ratios Used to allocate City and County Net Social Services Costs

| Summary of Sharing Ratios Used to Allocate City and County Net Social Services Costs | | | | | | | | |
|--|--|--|-------------------------------------|---------------------------------------|---------------|-------------------------------------|---------------------------------------|---------------|
| Ref C1 | Program Allocated & Basis C2 | Description C3 | 2020 Budget | | | 2021 Budget | | |
| | | | City C4 | County C5 | Total C6 | City C4 | County C5 | Total C6 |
| 1 | Ontario Works (OW) Budgeted OW Caseloads | OW and Employment Assistance Administration | 2,845 83% | 583 17% | 3,428 100% | 3,072 83% | 629 17% | 3,701 100% |
| 2 | Ontario Works Actual Costs | Mandatory Benefits Discretionary Benefits | Actual Costs for City Clients | Actual Costs for County Clients | | Actual Costs for City Clients | Actual Costs for County Clients | |
| 3 | Child Care Expenses Budgeted Formal Child Care Spaces. | Child Care Administration Directly Operated Child Care Municipal Portion of Core Child Care Services | 2,727 69% | 1,213 31% | 3,940 100% | 2,748 68% | 1,266 32% | 4,014 100% |
| 4 | Housing & Homelessness Housing - Previous Year Weighted Assessment Homelessness - County contribution capped at \$204,000, requesting \$208,250 fo 2020 | Housing Administration Rent Supplements Peterborough Housing Corporation Non Profit and native Housing Providers Housing Resource Centre Housing Access Peterborough Municipal contribution of Homelessness budget | 45.2% | 54.8% | 100% | 44.9% | 55.1% | 100% |
| 5 | Homemakers Homemakers - Actual costs | | Actual Costs for City Clients | Actual Costs for County Clients | | Actual Costs for City Clients | Actual Costs for County Clients | |

Social Services

In 2021, the Social Services Division will continue to work on several existing and new initiatives. Some of the significant items that will have or may have budget implications are the following:

- The modernization of the Employment and Social Assistance Programs announced by the provincial government in November 2018.
- Peterborough is one of three prototype regions for the transformation of Employment Services in Ontario. Beginning January 1, 2021, Ontario Works (OW) staff will no longer be responsible for employment services to clients but instead will provide life stabilization for clients so that they can be ready to move towards employment.
- The transformation of Employment Services has led to a restructuring of the Social Services Division
- Administrative funding changes in Children's Services in 2021 and 2022.
- Implementation of the year 2 priorities from the Early Years and Child Care Plan.
- Addressing ongoing pressures on existing systems, including emergency shelters (continuous high volumes), affordable housing, and childcare (available spaces, attraction and retention of qualified staff, service reviews etc.).
- Implementation of recommendations from the review of Social Services by KPMG.

- Continuing to support clients and agencies providing services to clients through the COVID-19 pandemic.

KPMG Social Services Division Review

Report CSSS20-015 provides an overview of actions taken as a result of the 2019 KPMG analysis. KPMG's review included an assessment of the Division's services from the perspective of (i) the rationale for the City's involvement; and (ii) the City's current service levels; a comparison of selected financial indicators to comparable service managers; and process mapping of selected Division processes, the purpose of which was to identify opportunities for operational efficiencies and enhancements.

KPMG identified between \$4.9 and \$5.3 million in potential annual cost savings. There were two potential categories of action to achieve these savings. The first are Service-focused Strategies which involve an assessment of the City's involvement in the delivery of services that are either (1) discretionary; or (2) operated at a service level that is above standard. Elimination of discretionary services and service level exceedances could result in \$1,420,000 in annual City levy savings. Major cost areas identified for savings include directly operated childcare centres (\$358,000), non-mandatory services for low income households (\$118,000), discretionary benefits (\$703,000), and service level exceedance of social housing (\$242,000). The 2021 Draft Budget includes savings related to two of the above items. Total City savings include \$142,568 in the discretionary benefits through the Social Assistance budget and \$59,499 in savings in the services for low income households.

The second category of action is process-focused strategies which involve initiatives related to addressing inefficiencies. It was estimated these initiatives could result in potential annual cost savings of between \$250,000 and \$600,000 per year.

Due mostly to the elimination of delivery of Employment Services, the Division completed restructuring. Modernization initiatives were also applied. These savings were \$307,125 and were as a result of the digitization of social services records and other structural efficiencies based on integrating services. Staff continue to seek further opportunities to streamline business processes.

Ontario Works

Ontario Works (OW) Administration covers the costs of Social Assistance and supports staffing, office space, supplies and services, and programs to prepare clients for referrals to local employment services.

In February 2019, the Province announced its plans to transform employment services in Ontario. Effective January 1, 2021 Ontario Works Employment Activities will be delivered through the Service System Manager's (SSM) programs. Fleming College is the Employment SSM in the Peterborough, Muskoka, Kawartha Lakes and Northumberland region. This reduced the OW Administration budget by \$1.6 million dollars, all 100% provincially funded.

With the change in employment service delivery, the Province also announced that the focus of case management moving forward will be Life Stabilization. As of January 1, 2021, the role of OW will shift to intensive

work with individuals who are most distant from the labour force and have multiple barriers to employment.

To better service clients under this new service model, the Social Services Division has gone through an extensive review, resulting in an integrated, modern service delivery model that focuses on person-centered services.

In 2019, 2020 and again in 2021, the province is freezing the Program Delivery Funding to municipalities for OW to 2018 actual expenditures. In 2022, the province is planning to release a new funding model to support OW administration.

As modernization of Social Assistance continues, we will see further changes to how clients receive service. In early January 2022, some applications for Social Assistance in the City and County can be completed online.

Ontario Works Mandatory Benefits

Ontario Works Mandatory Benefits are paid to clients if they meet eligibility requirements. These benefits include but are not limited to, shelter, basic allowance, temporary care, diabetic and surgical supplies, medical transportation, pregnancy and nutritional allowance, and special diet. Mandatory Benefits are funded 100% by the Province.

The COVID-19 pandemic has increased caseloads in both the City and County. Due to the instability of employment opportunities and the anticipated ending of available Federal government supports, such as the CERB, the budgeted average caseload for both the City and County has been set at 3,701, up from the 2020 budget of 3,428. The City/County cost share of municipal expenses will remain at 83%/17%. This cost share applies to OW Administration.

Part 2
2021 Operating and Capital (by Department)

The following Chart provides supporting calculations for the OW benefits.

City and County OW 2021 caseload and cost per case

| Ref | Description | City | County | Total |
|-----|---|---------------------|--------------------|--------------|
| 1 | 2020 Budgeted Case Load | 2,845 | 583 | 3,428 |
| 2 | Allocation of Total | 83% | 17% | 100% |
| 3 | 2020 Projected Actual Case Load | 3,011 | 617 | 3,628 |
| 4 | 2021 Budgeted Case Load | 3,072 | 629 | 3,701 |
| 5 | Allocation of Total | 83% | 17% | 100% |
| 6 | 2021 Case Load Change Over 2020 Budgeted | 227 | 46 | 273 |
| 7 | 2021 Case Load Increase/(Decrease) Over 2020 Budgeted as % | 7.9% | 7.9% | 7.9% |
| 8 | 2021 Case Load Decrease Over 2020 Projected Actual | 61 | 12 | 73 |
| 9 | 2021 Case Load Decrease Over 2020 Projected Actual as % | 2.0% | 2.0% | 2.0% |
| 10 | 2020 Budgeted Average Monthly Cost Per Case | \$730.05 | \$730.05 | |
| 11 | 2020 Year to Date Actual Average Monthly Cost per Case June 2020 | \$725.93 | \$725.93 | |
| 12 | 2021 Budgeted Average Monthly Cost Per Case | \$733.27 | \$733.27 | |
| 13 | 2021 \$ change over 2020 Budgeted | \$3.22 | \$3.22 | |
| 14 | 2021 % change over 2020 Budgeted | 0.4% | 0.4% | |
| 15 | Total net cost based on caseload | \$27,029,707 | \$5,536,205 | |
| 16 | Provincial Subsidy at 100.0% | \$27,029,707 | \$5,536,205 | |
| 17 | Net Cost | \$0 | \$0 | |

Discretionary Benefits

The provincial funding for Discretionary Benefits caps the total eligible amount for all discretionary benefits at \$10 per OW and ODSP case per month. Any costs above the \$10 per case per month is covered 100% by the Municipality. For 2021, \$142,568 of City 100% funding was removed from the City's Discretionary Benefit budget. That, combined with a budgeted increase of \$42,568 of provincial funding due to the estimated caseload increase, decreased the total gross expenditures for City clients to \$1,395,128 from \$1,495,128 in 2020. This decrease is in line with the recommendations of the KPMG audit.

Children's Services

The City is the local Service System Manager for Children's Services in the City and County. As such, the Division plans, manages, and oversees many provincial programs. The provincial programs include fee subsidy, special needs resourcing, expansion plan, EarlyON Child and Family Centres, Canada-Ontario Early Learning Child Care, Licensed Home Child Care Base Funding, and other funding programs to financially support local licensed childcare agencies, and capacity building.

Children's Services is also mandated to develop five-year service plans for the community. In October 2019, Council approved the Early Years and Child Care Plan which will guide and support the delivery of services over the next five years. In 2021, staff will implement year two priorities.

In 2019, the Province announced changes to the funding of

some Child Care programs. As of January 1, 2020, CMSMs began to cost-share Expansion Plan operating funding at a rate of 80/20 provincial/municipal, from 100% Provincial. This supported expanded spaces in the City and County. There is no change to the budget for this program in 2021.

Over the next two years, Child Care administration funding will also be changing. On January 1, 2021, CMSMs will be asked to cost share administration funding at the rate of 50/50. This affects the Children's Services Administration, Expansion Plan administration, Canada-Ontario Early Learning Child Care administration and Wage Enhancement administration. This was previously funded at 100% provincial. Administration funding for the EarlyON program will remain at 100% provincial funding. On January 1, 2022, a further reduction of administration funding has been announced resulting a reduction of allowable administration funding from 10% to 5%. Anything over 5% will require 100% municipal funds. These funding reductions are not the result of reduced administrative work. All programs and requirements continue with the same requirements.

The management of EarlyON Child and Family Centres was transferred to municipalities on January 1, 2018. There are no funding changes anticipated at this time for the EarlyON program.

Municipal Child Care Programs are budgeted to increase parental fees by 2% for 2021.

Part 2

2021 Operating and Capital (by Department)

Cost sharing with the County on the municipal costs are determined by the licensed childcare spaces in the City and the County. For 2021, the cost share is 68% City, and 32% County, a change from 2020 of 69% City and 31% County.

COVID-19 has affected instability in the Child Care sector in 2020 as a result of closures, opening Emergency Child Care Centres, re-openings and new Health and Safety protocols. This is expected to continue in 2021.

Housing and Homelessness

In the summer of 2018, Housing Services joined the Social Services Division as a result of the City's Departmental Restructuring. This move has created opportunities to collaboratively plan and integrate.

The City of Peterborough is the provincially designated Consolidated Municipal Service Manager (CMSM) responsible for the 10-year Housing and Homelessness Plan. The Plan guides the delivery of housing and homelessness services, including:

- a portfolio of approximately 2,000 social housing units in the City and County
- management, administration, and program compliance of 16 independent non-profit providers and Peterborough Housing Corporation (PHC)
- management, collaborative planning, administration, and program compliance for homelessness programs
- working toward ending homelessness through a coordinated and collaborative community-wide system response, and

- ensuring access to Social Housing using a centralized wait list.

Social Services leads and supports the work of the Housing and Homelessness Plan Steering Committee, which manages the Plan as well as the annual Housing and Homelessness Plan Progress Reports.

Funding

Housing and Homelessness services are funded by the Province with the balance cost shared between the City and County. The Consolidated Municipal Service Manager Agreement uses the previous year's weighted average current value assessment to calculate the City-County proportionate housing share. In 2021, the County's share is 55.1% and the City's share is 44.9%.

Homelessness programs are funded through the provincial Community Homelessness Prevention Initiative (CHPI) and enhanced with municipal contributions. The Home For Good program is 100% provincially funded with no further municipal contribution. Funding for both programs was confirmed by the province until March 31, 2022.

Affordable and Social Housing

Senior government funding is used to construct affordable rental housing, and assist low-income households through rent supplements, loans, and grants.

Two new funding programs for Affordable and Social Housing are available in 2020: the Ontario Priorities Housing Initiative and the Canada-Ontario Community

Housing Initiative. Service Managers have discretion to allocate Ontario Priorities Housing Initiative funding to any or all the following activities: building new below-market rental housing, rent supplements, homeownership loans and renovation assistance.

The province has directed Service Managers who have Urban Native Housing Providers in their social housing portfolios to prioritize their COCHI allocations to repair and renewal funding for those homes to ensure their long-term sustainability.

Of the 2,000 social housing units, about 80% are rent-geared-to-income and 20% are market-rent units. In July 2020, the wait list for rent-geared-to-income housing was brought inhouse. As of October 2020, 1,500 households were on the wait list for rent-geared-to-income housing. Since July 1, 2020, there have been 336 new or reactivated applications, 67 cancelled applications and 18 individuals and families housed.

A significant portion of the Housing and Homelessness budget is used to pay for Social Housing Subsidies which are prescribed by provincially legislated formulas. The Housing and Homelessness work currently focuses on: Ending Chronic Homelessness and Building Housing.

Rent Supplements

Rent supplements are an important part of supporting residents to retain housing. There are rent supplements in both the Housing and Homelessness programs, which are funded with municipal and provincial funds.

The following charts provide an in-depth look at the various rent supplement programs currently in place, the funding source for each and the potential program capacity.

Part 2
2021 Operating and Capital (by Department)

Housing Rent Supplements - \$2.7 million

| Housing Rent Supplements | | | | Budget | | | Program Description |
|--|------|------|------|----------|-------------|-------------|--|
| Name of Program | 2019 | 2020 | 2021 | | 2020 | 2021 | |
| Housing Choice Rent Supplement | 238 | 250 | 260 | Province | \$400,000 | \$350,000 | Fully Portable: can be used in situ/can be transferred |
| | | | | City | \$202,416 | \$201,072 | Flat Rate - average \$250/month |
| | | | | County | \$245,406 | \$246,750 | Must be eligible to be on the Centralized Waiting List |
| | | | | Reserve | \$77,178 | \$127,178 | Selection by Housing Resource Centre prioritized by need |
| | | | | Total | \$925,000 | \$925,000 | Does not count towards Service Level Standard |
| Commercial Rent Supplement (PHC Rent Supplement) | 165 | 165 | 165 | Province | \$0 | \$0 | Fixed - rent supplements for specific units |
| | | | | City | \$515,280 | \$515,280 | Rent Geared to Income level assistance |
| | | | | County | \$624,720 | \$624,720 | Must be eligible to be on the Centralized Waiting List |
| | | | | Reserve | \$0 | \$0 | Federal funding for this program expires in 2025 |
| | | | | Total | \$1,140,000 | \$1,140,000 | Counts toward Service Level Standard |
| Strong Communities Rent Supplement | 65 | 60 | 60 | Province | \$488,250 | \$488,250 | Fixed - rent supplements for specific units |
| | | | | City | \$0 | \$0 | Rent Geared to Income level assistance |
| | | | | County | \$0 | \$0 | Must be eligible to be on the Centralized Waiting List |
| | | | | Reserve | \$0 | \$0 | Expires in 2023 |
| | | | | Total | \$488,250 | \$488,250 | Does not count toward Service Level Standard |
| Investment in Affordable Housing 2014 Extension - Rent Supplement | 40 | 40 | 40 | Province | \$120,000 | \$120,000 | Fixed - rent supplements for specific units |
| | | | | City | \$0 | \$0 | Rent Geared to Income level assistance |
| | | | | County | \$0 | \$0 | Must be eligible to be on the Centralized Waiting List |
| | | | | Reserve | \$0 | \$0 | Expires in 2025 |
| | | | | Total | \$120,000 | \$120,000 | Does not count toward Service Level Standard |
| TOTALS | 508 | 515 | 525 | | \$2,673,250 | \$2,673,250 | Approximately 105 households will be affected by the expiry of the expiry of the Strong Communities Rent Supplement Program and Investment in Affordable Housing Program in 2023 and 2025. |

Part 2
2021 Operating and Capital (by Department)

Homelessness Rent Supplements - \$0.2 million

| Homelessness Rent Supplements Name of Program | Number of Households | | | Budget | | | Program Description |
|--|----------------------|------|------|----------|-----------|----------|---|
| | 2019 | 2020 | 2021 | | 2020 | 2021 | |
| Home For Good - Youth | 8 | 8 | 8 | Province | \$360,000 | \$36,000 | Fully Portable: rent supplement goes with the individual no matter where they are living |
| | | | | City | \$0 | \$0 | Bridge between Shelter Allowance and rent amount |
| | | | | County | \$0 | \$0 | For youth experiencing homelessness |
| | | | | Reserve | \$0 | \$0 | Selection through By-Name Priority List |
| | | | | Total | \$36,000 | \$36,000 | |
| Home For Good - Chronic (Home Program) | 8 | 8 | 8 | Province | \$20,000 | \$20,000 | Rent supplement attached to the unit/house. |
| | | | | City | \$0 | \$0 | Bridge between Shelter Allowance and rent amount |
| | | | | County | \$0 | \$0 | For adults who have experienced 180 days+ of homelessness in last 12 months |
| | | | | Reserve | \$0 | \$0 | Selection through the By-Name Priority List |
| | | | | Total | \$20,000 | \$20,000 | |
| Home For Good - Brock Mission/Chronic (currently used for people that are chronically homeless, but will eventually be used for the 15 units at Brock) | 8 | 8 | 8 | Province | \$28,800 | \$28,800 | Rent supplements attached to the units for Single Room occupancy units at Brock Mission (when building opens) |
| | | | | City | \$0 | \$0 | Bridge between Shelter Allowance and rent amount |
| | | | | County | \$0 | \$0 | For adults who have experienced 180 days+ of homelessness in last 12 months |
| | | | | Reserve | \$0 | \$0 | Selection through the By-Name Priority List |
| | | | | Total | \$28,800 | \$28,800 | |
| General/Youth Rent Supplement (Municipal) | 8 | 8 | 8 | Province | \$0 | \$0 | Portable - attached to individual |
| | | | | City | \$20,000 | \$20,000 | |
| | | | | County | \$0 | \$0 | Selection through the By-Name Priority List |
| | | | | Reserve | \$0 | \$0 | Annualized funding - no set program/funding expiry |
| | | | | Total | \$20,000 | \$20,000 | |

Part 2
2021 Operating and Capital (by Department)

| Homelessness Rent Supplements | Number of Households | | | Budget | | Program Description |
|--|----------------------|------|------|----------|-----------|---------------------|
| Name of Program | 2019 | 2020 | 2021 | | 2020 | 2021 |
| General Rent Supplement (Municipal) | 8 | 8 | 8 | Province | \$0 | \$0 |
| | | | | City | \$20,750 | \$20,750 |
| | | | | County | \$4,250 | \$4,250 |
| | | | | Reserve | \$0 | \$0 |
| | | | | Total | \$25,000 | \$25,000 |
| Housing Now (CHPI) | 8 | 8 | 8 | Province | \$25,000 | \$25,000 |
| | | | | City | \$0 | \$0 |
| | | | | County | \$0 | \$0 |
| | | | | Reserve | \$0 | \$0 |
| | | | | Total | \$25,000 | \$25,000 |
| TOTALS | 40 | 40 | 40 | | \$154,800 | \$154,800 |

Homelessness

Built for Zero Peterborough

In November 2018, Peterborough joined the Built for Zero Canada movement. Along with over 30 communities across Canada, the goal is to end chronic homelessness, which is the first step in ending all forms of homelessness. The keys to this approach are:

- A Housing First Orientation – recognizing and acknowledging that for anyone to be successful

in any life goals that they choose, they must be housed first.

- Investing in System change --- restructuring our system to a Coordinated Access System (CAS) – a system that supports those who are homeless. A CAS system is focused on the specific needs of each individual and what they need to be successful in housing. It uses a Common Assessment Tool to understand the level of need, adds them to the By Name Priority

Part 2
2021 Operating and Capital (by Department)

List, and then matches them to designated supports and services.

- Data Driven Change – providing evidence to make decisions based on what the data tells us is happening in our community. The City obtained a quality By Name Priority List in September 2019 which provides real time data.

Emergency Shelters

Shelter usage remains high at the emergency shelters with the depth of need experienced by individuals accessing the system increasing. Council Report CSSS20-014 details ongoing and COVID-19 related pressures and recommended additional funding to support increasing demands for shelter services and to address the complexities of people accessing services.

Social Services Reserve

The Social Services General Assistance Reserve continues to fund projects and deal with system pressures, especially in Homelessness. The unknown continued pressures due to COVID and related provincial funding could result in the need to use the reserve to support the system. There are no planned draws from the Social Services Reserve in the 2021 budget. The estimated balance at the end of 2021 is \$4,509,045.

Overall – Net City/County Share

Overall, the County's net share of the Social Services operating budget has decreased by \$94,465 or -1.2% and

the City's net share has increased \$126,299 or 1.1%.

Recommendations

That any unused Homelessness net budget at the end of 2021 be transferred to the General Assistance Reserve, to be used for future investment in homelessness prevention programs, subject to the overall year end position and that, if actual 2021 Homelessness costs exceed the 2021 Budget, funds may be drawn from the Reserve.

That any remaining unused Social Services net budget at the end of 2021 be transferred to the General Assistance Reserve, subject to the overall year end position and that, if actual 2021 Social Services costs exceed the 2021 Budget, funds may be drawn from the Reserve.

That any surplus in the 2021 Housing Operating Budget at the end of 2021 be transferred to the Housing Reserve, subject to the overall year end position and that, if actual 2021 Housing costs exceed the 2021 Budget, funds may be drawn from the Housing Reserve.

That any surplus in the 2021 Housing Choice Rent Supplement Program at the end of 2021 be transferred to the Housing Choice Rent Supplement Reserve, subject to the overall year-end position and that, if actual 2021 Rent Supplement costs exceed the 2021 Budget, funds may be drawn from the Rent Supplement Reserve.

Social Services – Capital Budget

City of Peterborough
Other Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | |
|---------------------------------------|--------|---------------|-------------------|-------------|-------|----------|----------|---------|-----|-------|---------|-------|---------|-------|--------------|---------|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net |
| Community Services Social Services | | | | | | | | | | | | | | | | |
| Incentives For Affordable Housing | 6-7.01 | 11,986.0 | 7,084.0 | 1,173.0 | 833.0 | 340.0 | | 105.6 | | 234.4 | 1,208.0 | 340.0 | 1,243.0 | 340.0 | 1,278.0 | 340.0 |
| Housing - Capital Repairs | 6-7.02 | 5,675.0 | 975.0 | | | | | | | | 150.0 | 67.4 | 150.0 | 67.4 | 4,400.0 | 1,979.9 |
| Building Condition Assessments (BCA) | 6-7.03 | 1,475.0 | 475.0 | | | | | | | | | | | | 1,000.0 | 450.0 |
| Total | | 19,136.0 | 8,534.0 | 1,173.0 | 833.0 | 340.0 | | 105.6 | | 234.4 | 1,358.0 | 407.4 | 1,393.0 | 407.4 | 6,678.0 | 2,769.9 |

Incentives for Affordable Housing

To stimulate the production of affordable housing the City provides support in various forms such as development charge rebates, municipal tax savings, land contributions

and building fee discounts for developers. In July 2020, Council approved the Review of the 10-year Housing and Homelessness Plan, including target to achieve 2,680 new affordable housing units, 580 supportive housing units as well as 796 affordable homeownership units by 2029.

Part 2
2021 Operating and Capital (by Department)

Financial Services Other Financial Summary – Operating Budget

The Capital Financing Costs and other financial section sets out a number of corporate-type expenses that are not attributable to any particular Department, but which, for the most part, are administered by the Corporate and Legislative Services Department.

| CITY OF PETERBOROUGH | | | | | |
|--|-------------------|-------------------------|-------------------|-------------------------------|--------------------------------|
| 2021 Operating Budget | | | | | |
| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Financial Services Other Financial Summary - Operating Budget | | | | | |
| Financial Services - Other Financial | | | | | |
| Capital Financing Costs | | | | | |
| Tax Supported Capital Financing Costs | 18,432,151 | 18,432,151 | 19,486,751 | 5.7% | 1,054,600 |
| Non-Tax Supported Financing Costs | 10,708,000 | 10,158,000 | 10,848,000 | 1.3% | 140,000 |
| Waste Water Reserve Revenue | -2,500,000 | -2,500,000 | -2,500,000 | 0.0% | 0 |
| Net Capital Financing Charges | 26,640,151 | 26,090,151 | 27,834,751 | 4.5% | 1,194,600 |
| Property Taxation Costs | 2,813,396 | 2,755,020 | 3,148,020 | 11.9% | 334,624 |
| Other Expenditures | 1,010,108 | 1,010,118 | 1,236,340 | 22.4% | 226,232 |
| Contingency | 862,827 | 500,000 | 391,777 | -54.6% | -471,050 |
| Total Net Expenditures | 31,326,482 | 30,355,289 | 32,610,888 | 4.1% | 1,284,406 |

Part 2
2021 Operating and Capital (by Department)

Capital Financing Costs

| CITY OF PETERBOROUGH | | | | | |
|--|-------------------|-------------------------|-------------------|------------------------------|-----------------------------|
| 2021 Operating Budget | | | | | |
| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Capital Financing Costs | | | | | |
| Capital Levy | 3,381,480 | 3,381,480 | 3,449,080 | 2.0% | 67,600 |
| Transfer to FRMP Reserve from Capital Levy | 1,320,000 | 1,320,000 | 1,320,000 | 0.0% | 0 |
| Transfer to Waste Water Reserve Fund | 1,860,000 | 1,860,000 | 1,860,000 | 0.0% | 0 |
| Tax Supported Capital Financing | 6,561,480 | 6,561,480 | 6,629,080 | 1. % | 67,600 |
| Tax Supported Debt Charges | 11,670,671 | 11,870,671 | 12,857,671 | 8.3% | 987,000 |
| Total Gross Tax Supported Capital Financing Costs | 18,432,151 | 18,432,151 | 19,486,751 | 5.72% | 1,054,600 |
| Non Tax Supported Capital Financing Costs | | | | | |
| COPHI Dividend | 5,908,000 | 5,908,000 | 5,208,000 | -11.8% | -700,000 |
| Transfer to Casino Gaming Reserve | 2,300,000 | 1,750,000 | 1,640,000 | -26.7% | -650,000 |
| PDI Investment | 0 | 0 | 1,500,000 | 0.0% | 1,500,000 |
| Transfer to FRMP Reserve from Sewer Surcharge Revenue | 2,500,000 | 2,500,000 | 2,500,000 | 0.0% | 0 |
| Total Non Tax Supported Capital Financing Costs | 10,708,000 | 10,158,000 | 10,848,000 | 1.3% | 140,000 |
| Total Gross Capital Financing Costs | 29,140,151 | 28,590,151 | 30,334,751 | 4.1 % | 1,194,600 |
| Revenue | | | | | |
| Waste Water Reserve Revenue | 2,500,000 | 2,500,000 | 2,500,000 | 0.0% | 0 |
| | 2,500,000 | 2,500,000 | 2,500,000 | 0. % | 0 |
| | | | | | |
| Total Net Capital Financing Costs | 26,640,151 | 26,090,151 | 27,834,751 | 4.5% | 1,194,600 |

Capital Levy

The \$3.45 million Capital Levy provision, increased by \$0.67 million from 2020, represents the amount of money raised in the 2021 Operating Budget to directly finance the 2021 Capital projects. Additional details are provided in the 2021 Capital Financing Supplementary Information section of the Highlights Book.

Transfers to Reserves and Reserve Funds

A \$1.3 million portion of the 2021 regular Capital Levy is being transferred to the Capital Levy supported Flood Reduction Master Plan Reserve (FRMP) to fund specific FRMP Capital projects as identified in the 2021 Capital Budget.

A \$1.9 million amount raised through the tax levy is being transferred to the Waste Water Reserve Fund to fund stormwater Capital projects as identified in the 2021 Capital Budget. This represents the \$20,000 allocation for 2018, 2019 and 2020.

For 2021, staff are recommending a one-time reallocation of the \$.62 million to tax supported debt. This equates to approximately \$ 7.1 Million in tax supported debt to support the Capital Budget.

Tax Supported Debt Charges

The \$12.8 million amount for 2021 for Tax Supported Debt Charges represents principal and interest to be paid on tax supported debt that has been issued, or that may be

issued during 2021 from current or previous years' approvals. Tax Supported Debt Charges exclude debt service payments recoverable from other non-tax sources such as Development Charges, Court House lease payments, Arena user fees and the Waste Water Reserve Fund.

The Capital Financing Plan, approved by Council on April 23, 2012 based on Report CPFS12-011, dated April 4, 2012, was intended to leverage the relatively low cost of borrowing to address the need to move forward with much needed capital works. For 2021, the increase for additional capital financing approved by Council through the 2021 Budget Guideline Report CLSFS20-028 was 0%. However, with the reallocation of the Storm Water funding, some leveraging can still occur while still applying \$.62 million of the debt financing to Storm Water.

COPHI Dividend

This dividend is used to bolster the annual capital levy provision. For the 2021 budget, the amount is estimated at \$5.208 million. It is less than 2020 due to a reduction from PDI.

2021 will be the Casino's third full year of operations however operations are expected to be significantly impacted by the COVID-19 pandemic. Revenue is estimated at \$1.6 million. However, an amount of \$4 million had been budgeted for 2019. This will be transferred to a Casino Gaming Reserve and used to fund future capital projects.

Proceeds from PDI Investment

During 2020 the sale of PDI assets to Hydro One was finalized and a committee of staff and council members was formed to review investment options for the proceeds.

The 2021 budget includes \$1.5 million of the proceeds to fund a portion of the capital budget.

Part 2

2021 Operating and Capital (by Department)

Property Taxation Costs (\$3.1 million)

| CITY OF PETERBOROUGH | | | | | |
|--------------------------------|------------------|-------------------------|------------------|------------------------------|-----------------------------|
| 2021 Operating Budget | | | | | |
| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Property Taxation Costs | | | | | |
| Expenditures | | | | | |
| Central Area Revitalization | 75,000 | 65,000 | 430,000 | 473.3% | 355,000 |
| Brownfields Tax Assistance CIP | 260,000 | 276,000 | 205,000 | -21.2% | -55,000 |
| Mun. Property Assessment Corp | 962,020 | 962,020 | 962,020 | 0.0% | 0 |
| Age 55 - 64 Tax Cr Municipal | 15,000 | 15,000 | 16,000 | 6.7% | 1,000 |
| Charitable Rebates | 318,000 | 318,000 | 315,000 | -0.9% | -3,000 |
| General Tax Write-offs | 1,005,000 | 1,005,000 | 1,100,000 | 9.5% | 95,000 |
| SP Tax Credit | 12,000 | 9,000 | 10,000 | -16.7% | -2,000 |
| Senior Citizens Tax Credit | 110,000 | 105,000 | 110,000 | 0.0% | 0 |
| City owned Properties | 56,376 | | | -100.0% | -56,376 |
| | 2,813,396 | 2,755,020 | 3,148,020 | 11.9% | 334,624 |

Central Area Community Improvement Plans (CIP)

The purpose of the Central Area CIP is to provide financial incentives to stimulate private sector investment and revitalization of the Central Area. The CIP contains grant programs meant to help improve the appearance and the structure of commercial buildings, encourage the conversion of upper floor space for residential use, and stimulate the environmental clean-up and redevelopment of older, abandoned industrial and commercial sites that may be contaminated.

The 2021 Budget provision of \$635,000 includes the following incentives:

| | |
|--|------------------|
| Central Area Revitalization Grant | \$430,000 |
| Brownfields Tax Assistance Program | \$164,000 |
| Brownfields Rehabilitation Grant Program | \$41,000 |
| Total | \$635,000 |

This has increased significantly in 2021 due to previous approvals which will be in a position to receive their incentive in 2021.

Municipal Property Assessment Corporation

The provision for the Municipal Property Assessment Corporation (MPAC) is \$962,020 for 2021. MPAC is responsible for assessing all property in Ontario and operates under the authority of the **Municipal Property Assessment Corporation Act**.

Tax Credit for Low Income Seniors and People with Disabilities

Through three separate programs, this activity provides \$136,000 (2020 - \$137,000) in funding to protect low-income seniors and low-income people with disabilities from tax increases. The program was amended in 2017 through Report CPFS17-002 and is now based on a \$400 flat rate. Any homeowner who was receiving a higher amount under the previous program was grandfathered at the higher amount.

Tax Remissions

A General Tax write-off provision in the amount of \$1.1 million for City owned properties provides for municipal tax losses due to assessment appeals and tax reductions and cancellations that may occur under various sections of the **Municipal Act, 2001**. Subject to the overall year-end position, any surplus or deficit budget at the end of the year is netted to a reserve for tax write-offs, which is projected to have an unallocated balance for municipal taxes of \$423,500 at December 31, 2020.

Rebates to Registered Charities

City By-law 98-122 established a tax rebate for registered charities program that was made mandatory under the provisions of the Municipal Act as part of the assessment/tax reforms implemented in 1998. To qualify for mandatory relief, the charity had to be a registered charity as defined in Subsection 248 (1) of the Income Tax Act (Canada) that has a registration number issued by the Canada Customs and Revenue Agency.

In 2005, through Report FAFS05-040 dated November 7, 2005, Council opted to increase the rebate from 40% to 100% effective for the taxation year 2006 and onwards.

With the approval of the 2020, Budget, Council approved a change to this program. Beginning in 2020 the charitable rebate will decrease by 5% per year for 5 years so that by 2024 the rebate will be the lesser of 75% of taxes payable or \$50,000.

The 2021 Budget includes a decrease to the rebate to the lesser of 90% of taxes payable or \$50,000 for a total rebate of \$315,000.

Recommendation

That any adjustment to the City's 2021 requirement for the Municipal Property Assessment Corporation (MPAC), be netted against the City's 2021 General Contingency provision.

Part 2
2021 Operating and Capital (by Department)

Other Expenditures

| CITY OF PETERBOROUGH | | | | | |
|---|------------------|-------------------------|------------------|------------------------------|-----------------------------|
| 2021 Operating Budget | | | | | |
| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Other Expenditures | | | | | |
| Expenditures | | | | | |
| Contribution to Sick Leave Reserve | 40,000 | 40,000 | 40,000 | 0.0% | 0 |
| OIA in Kind Service | 27,500 | 27,500 | 27,500 | 0.0% | 0 |
| Police - Noise Control | 25,000 | 25,000 | 25,000 | 0.0% | 0 |
| Auditing Fees | 87,900 | 87,900 | 89,660 | 2.0% | 1,760 |
| Credit Rating and Debt Service Expenses | 30,000 | 30,000 | 30,000 | 0.0% | 0 |
| Insurance and Risk Management | 771,218 | 771,218 | 861,280 | 11.7% | 90,062 |
| Postage | 22,000 | 22,000 | 25,000 | 13.6% | 3,000 |
| Bank Service Charges | 1,000 | 1,000 | 1,000 | 0.0% | 0 |
| Policing Costs for Little Lake Music Fest | 16,000 | 16,000 | 16,000 | 0.0% | 0 |
| Contribution to (from) Doctors Recruitment Incentive Reserve Fund | 100,000 | 100,000 | 100,000 | 0.0% | 0 |
| Police Board Honorarium | 20,490 | 20,500 | 20,900 | 2.0% | 410 |
| Contribution to MAT Reserve | 405,000 | 360,000 | 154,500 | -61.9% | -250,500 |
| MAT Transfer to PKE | 405,000 | 360,000 | 154,500 | -61.9% | -250,500 |
| Contingency | 862,827 | 500,000 | 391,777 | -54.6% | -471,050 |
| | 2,813,935 | 2,361,118 | 1,937,117 | -31.2% | -876,818 |
| Revenues | | | | | |
| Insurance and Risk Management | 131,000 | 131,000 | | -100.0% | -131,000 |
| Municipal Accommodation Tax (MAT) | 810,000 | 720,000 | 309,000 | -61.9% | -501,000 |
| | 941,000 | 851,000 | 309,000 | -67.2% | -632,000 |
| NET REQUIREMENT | 1,872,935 | 1,510,118 | 1,628,117 | -13.1% | -244,818 |

Employee Benefit Costs

An annual amount of \$40,000 is contributed to the Sick Leave Reserve to pay for vested sick leave benefits; however, there are additional unfunded post-employment benefits such as retirement benefits, life insurance, worker's compensation and vacation pay entitlements. While there is no legislation requiring the City to fund these liabilities, the City has established an Employee Benefits Reserve to begin to address the issue. The balance in the Reserve is estimated to be \$2.4 million at the end of 2020.

Insurance and Risk Management

The \$861,280 insurance provision includes \$500,000 for estimated deductible payments: \$361,280 for premium payments for corporate coverage and broker fees. Any surplus or deficit budget at the end of the year is netted to an Insurance Reserve, which is estimated to have an uncommitted balance of \$1.4 million at December 31, 2020.

Contribution to Doctors Recruitment Incentive Reserve

The current balance in reserve fund is estimated to be \$50,000 at the end of 2020. A provision of \$100,000 is included in the draft budget to fulfill future expected commitments.

Municipal Accommodation Tax

With Council's approval of Report CLSFS19-016 dated April 25, 2019, Municipal Accommodation Tax (MAT) of 4% on the purchase price of transient accommodation was adopted. By-law 19-063 establishing MAT came into effect within the City of Peterborough on October 1, 2019.

Half of the net revenues from the MAT are transferred to PKED, as the legislation requires the MAT to be shared with an "eligible tourism entity". The City's portion of the funds are transferred to a reserve to be used for funding tourism related projects and events.

COVID-19 has impacted accommodation revenues and MAT and it is unknown at this time when these will return to pre-pandemic levels, as a result the budget for MAT has been reduced for 2021 and only a limited amount of MAT reserve funds have been allocated to a capital project. For 2021, it is estimated that the City will receive \$309,000 in MAT revenue, of which \$154,000 will be transferred to PKED and the remaining \$154,000 will be transferred to the MAT reserve for future use.

Part 2

2021 Operating and Capital (by Department)

**2021 Capital Projects to be funded from Municipal
Accommodation Tax Reserve Fund**

| Project Description | Ref | Project total | Approved Pre-2020 | 2021 | | | | | | | |
|----------------------------|--------|------------------|----------------------|----------------|------------|-------------|-----------------|------------|------------|------------|----------------------------|
| | | | | Total Costs | Rev | Net Cost | Capital Levy | Dev Chg | Deb | Other | Municipal Accom. Tax |
| Sports Tourism Sponsorship | 6-5.04 | 575.0 | 25.0 | 75.0 | | 75.0 | | | | | 75.0 |
| | | | | | | | | | | | |
| Total | | 575.0 | 25.0 | 75.0 | 0.0 | 75.0 | 0.0 | 0.0 | 0.0 | 0.0 | 75.0 |

Contingency Provision

The contingency provision of \$391,777 is included for legal, personnel and other contingency items.

At the end of each year, if there is an unused portion of the contingency budget, subject to overall year end position, the surplus budget is transferred to the capital levy reserve to be used to help fund the capital works program in the following year.

Recommendations

That any unused portion of the 2021 tax write off account balance that may exist at year-end be transferred to the Allowance for Doubtful Accounts Reserve, subject to overall year end position and that, if actual 2021 tax write-off costs exceed the 2021 Budget, funds may be drawn from the Allowance for Doubtful Accounts Reserve.

That any unused Employee Benefits Budget at the end of 2021 be transferred to the Employee Benefits Reserve, subject to the overall year-end position, and that, if actual 2021 employee benefits exceed the 2021 Budget, funds may be drawn from the Employee Benefits Reserve.

That any unused Insurance Budget at the end of 2021 be transferred to the Insurance Reserve, subject to the overall year-end.

That any adjustment to the City's 2021 requirement for the Insurance Budget, be netted against the City's 2021 General Contingency provision.

That any unused 2021 Contingency Budget at the end of 2021 be transferred to the Capital Levy Reserve to be used for Capital works subject to the overall 2021 year-end position.

Transfers To Organizations For Provision Of Services Summary – Operating Budget

| CITY OF PETERBOROUGH | | | | | |
|--|-------------------|-------------------------|-------------------|------------------------------|-----------------------------|
| 2021 Operating Budget | | | | | |
| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Transfers to Organizations for Provision of Services Summary - Operating Budget | | | | | |
| Transfers to Organizations for Provision of Services | | | | | |
| Police Services | 26,391,642 | 26,430,38 | 26,966,980 | 2.2% | -575,338 |
| Fairhaven | 2,029,074 | 2,029,074 | 1,905,862 | -6.1% | -123,212 |
| Peterborough County/City Paramedics Service | 5,289,345 | 5,289,345 | 5,391,148 | 1.9% | 101,803 |
| Otonabee Region Conservation Authority | 808,633 | 808,633 | 816,029 | 0.9% | 7,396 |
| Peterborough Public Health | 1,330,450 | 1,435,501 | 1,330,400 | 0.0% | 0 |
| Peterborough and the Kawartha Economic Development | 999,778 | 999,778 | 999,778 | 0.0% | 0 |
| Peterborough Humane Society | 365,194 | 365,194 | 355,194 | 0.0% | 0 |
| Peterborough Family Health Team | 21,220 | 21,220 | 21,220 | 0.0% | 0 |
| Greater Peterborough Innovation Cluster | 140,000 | 140,000 | 140,000 | 0.0% | 0 |
| DBIA | 150,000 | 150,000 | 150,000 | 0.0% | 0 |
| | 37,525,336 | 37,697,583 | 38,086,661 | 1.5% | 561,325 |
| | | | | | |



Peterborough Police Services - Operating Budget

In accordance with the **Police Services Act**, the Peterborough Police Service has a separate budget process, which includes submission to, and approval by, the Police Services Board. In accordance with Section 39 (1) of the **Police Services Act**:

39. (1) The board shall submit operating and capital estimates to the municipal council that will show, separately, the amounts that will be required,

- (a) to maintain the police force and provide it with equipment and facilities; and**
- (b) to pay the expenses of the board's operation other than the remuneration of board members**

The Police Board expenses of \$294,519 do not include remuneration for members of the Police Services Board.

Subsections 3 and 4 of Section 39 stipulate that:

39. (3) Upon reviewing the estimates, the council shall establish an overall budget for the board for the purposes described in clauses (1) (a) and (b) and, in doing so, the council is not bound to adopt the estimates submitted by the board.

(4) In establishing an overall budget for the board, the council does not have the authority to approve or disapprove specific items in the estimates.

2021 Guideline for Police Services

The 2021 Guideline Report included recommendation (d) which read as follows:

That the increase in the Police Services portion of the draft 2021 Operating Budget reflect no more than the estimated Operating portion of Net Tax Levy increase (estimated to be 2.18%), and any increase in the net Police Services budget beyond the estimated Operating Portion of the Net Tax Levy increase be addressed by Council as part of the detailed 2021 Budget deliberations.

The PSB request of 2.43% or \$641,508 is above the Budget Guideline by 0.25% or approximately \$66,000. The draft budget includes a 2.18% increase in the operating budget of the PSB.

Recommendations

That any unused Police Services Legal fees Budget at the end of 2021 be transferred to the Legal Fees Policing Reserve, subject to the overall year-end position and approval through the Treasurer, and that if the actual 2021 Police legal fees costs exceed the 2021 Budget, funds may be drawn from the Policing Legal Fees Reserve.

That any unused Police Services Budget at the end of 2021 be transferred to the Police Special Projects Reserve, subject to the overall year-end position and approval by City Council and that, if the actual 2021 Police Services costs exceed the 2021 Budget, funds may be drawn from the Police Special Projects Reserve.

Part 2
2021 Operating and Capital (by Department)

CITY OF PETERBOROUGH

2021 Operating Budget

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|--|---------------|-------------------------|------------------|-------------------------------|--------------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Police Services | | | | | |
| Expenditures | | | | | |
| Police Executive | 863,394 | 863,393 | 737,859 | -14.5% | -125,534 |
| Police Operations | 16,900,437 | 16,842,248 | 16,936,568 | 0.2% | 36,131 |
| Administrative Support | 6,883,881 | 6,862,192 | 7,407,516 | 7.6% | 523,634 |
| Investigative Services | 5,700,052 | 5,700,049 | 6,019,965 | 5.6% | 319,913 |
| | 30,347,765 | 30,267,882 | 31,101,909 | 2.5% | 754,144 |
| Police Services Revenue | 4,346,594 | 4,197,594 | 4,363,277 | 0.4% | 16,684 |
| Net Police Services Expenditure | 26,001,171 | 26,070,288 | 26,738,631 | 2.8% | 737,460 |
| Police Board | | | | | |
| Police Board Expenses | 390,471 | 360,550 | 294,519 | -24.6% | -95,952 |
| | | | | | |
| Total Gross Police Services | 30,738,236 | 30,628,432 | 31,396,428 | 2.1% | 658,192 |
| Total Revenue Police Services | 4,346,594 | 4,197,594 | 4,363,277 | 0.4% | 16,684 |
| Net Cost Police Services Submitted | 26,391,642 | 26,430,838 | 27,033,150 | 2.4% | 641,508 |
| Difference - PSB Ask and Provision within Guideline | 0 | | -66,170 | 0.0% | -66,170 |
| Net Cost Police Services | 26,391,642 | 26,430,838 | 26,966,980 | 2.2% | 575,338 |

Part 2
2021 Operating and Capital (by Department)

Peterborough Police Services – Capital Budget

City of Peterborough
Tangible Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | | |
|--|--------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|-------|-----|-------|-----|--------------|-----|--|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net | |
| Police Services Peterborough Police Service | | | | | | | | | | | | | | | | | |
| Various Police Capital Projects 2021 | 2-1.01 | 1,543.2 | | 1,543.2 | | 1,543.2 | 1,500.0 | | | 43.2 | | | | | | | |
| Total | | 1,543.2 | | 1,543.2 | | 1,543.2 | 1,500.0 | | | 43.2 | | | | | | | |

Various Police Capital Projects

The Police Capital Budget includes \$597,900 for vehicle replacement, \$839,413 for various IT system and security improvements, and \$105,900 for various other equipment.

Part 2
2021 Operating and Capital (by Department)

City of Peterborough
Other Capital Budget Summary
2021-2030 & Subsequent Years

| Project Description | Ref | Project Total | Approved Pre-2021 | 2021 | | | | | | | 2022 | | 2023 | | 2024 & After | | |
|--|--------|---------------|-------------------|-------------|-----|----------|----------|---------|-----|-------|-------|------|-------|-----|--------------|-------|--|
| | | | | Total Costs | Rev | Net Cost | Cap Levy | Dev Chg | Deb | Other | Total | Net | Total | Net | Total | Net | |
| Police Services Peterborough Police Service | | | | | | | | | | | | | | | | | |
| Police Comprehensive Staffing Study | 8-1.02 | 100.0 | | 100.0 | | 100.0 | | 50.0 | | 50.0 | | | | | | | |
| Police Service Strategic Plan | 8-1.03 | 672.5 | 177.5 | 27.5 | | 27.5 | | 13.8 | | 13.8 | 27.5 | 27.5 | | | 440.0 | 440.0 | |
| Total | | 772.5 | 177.5 | 127.5 | | 127.5 | | 63.8 | | 63.8 | 27.5 | 27.5 | | | 440.0 | 440.0 | |

Police Comprehensive Staffing Study

The Police Comprehensive Staffing Study was identified as a goal in the 2020-23 Strategic Plan. The study will review our current staffing to determine the appropriate civilian and uniform levels.

Police Services Strategic Plan

The Business Plan is mandated by Section 30 of the Adequacy and Effectiveness Regulation (O.Reg. 3/99) of the **Police Services Act**.

The business plan assists the Chief of Police as well as the Board in identifying levels of satisfaction, areas of concern and the future expectations of the public in the Policed communities. The process is fundamental in thinking about the staffing, resources, and organizational arrangements needed to meet present and future demands of the Police Service.

Funds in 2021 will be used for the Police Services Strategic Agenda, 2024 – 2027.

Part 2
2021 Operating and Capital (by Department)



Fairhaven

| CITY OF PETERBOROUGH | | | | | |
|------------------------|---------------|-------------------------|------------------|------------------------------|-----------------------------|
| 2021 Operating Budget | | | | | |
| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Fairhaven | | | | | |
| Expenditures | | | | | |
| Other Transfers | 2,029,074 | 2,029,074 | 1,905,862 | -6.1% | -123,212 |
| | 2,029,074 | 2,029,074 | 1,905,862 | -6.1% | -123,212 |
| NET REQUIREMENT | 2,029,074 | 2,029,074 | 1,905,862 | -6.1% | -123,212 |
| | | | | | |

Part 2
2021 Operating and Capital (by Department)

The following chart shows the amount of the total \$2,140,151 support for Fairhaven for 2021.

| | 2020 Approved | 2021 Requested | % Change | \$ Change |
|------------------------------------|------------------|-------------------|-------------|--------------|
| Fairhaven Request | | | | |
| Debt Servicing | \$ 679,074 | \$ 355,862 | -47.6% | \$(323,212) |
| Operating Support | \$ 1,350,000 | \$ 1,550,000 | 14.8% | \$ 200,000 |
| Included in Draft Operating Budget | \$ 2,029,074 | \$ 1,905,862 | -6.1% | \$(123,212) |
| Capital Project | \$ 225,191 | \$ 234,289 | 4.0% | \$ 9,098 |
| Total Support for Fairhaven | \$ 2,254,265 | \$ 2,140,151 | -5.1% | \$(114,114) |

Debt Servicing - \$355,862

On December 13, 1999, Council agreed to provide long-term funding support for the Fairhaven Home Rebuild project and resolved.

“that the Peterborough City Council include in its capital budget for the next 20 years up to \$700,000 per year, subject to the confirmation of final cost through a competitive tender process, to be put toward the capital cost of rebuilding Fairhaven Home.”

At the time, the \$700,000 annual amount was to be a maximum amount that, when combined with the County's \$350,000 annual contribution, and the contribution from the Province through a \$10.35 per bed-per day subsidy, would

be used by the Home to meet annual mortgage payments. The mortgage of \$24.5 million was amortized over twenty-years and taken out by the Home when construction was complete. Under the terms of the Ministry of Health's funding formula for such "Category D" rebuild projects, the provincial contribution of 50% of the cost of the facility is to be paid over 20 years as a \$10.35 per bed-per day subsidy. This provincial subsidy amounts to \$956,000 annually and is allocated toward the debt repayment. The balance of the debt repayment is paid for through operating revenues, operating surpluses (reserve transition fund), and the City/County financing commitment. The City's commitment expires in mid 2021.

Operating Support - \$1,550,000

Fairhaven continues to face numerous budgetary pressures in 2021. As a result, Fairhaven has requested increased operational funding from the City in the amount of \$1,550,000 (2020 - \$1,350,000), or a 14.8% increase.

Fairhaven Capital Funding - \$234,289

Fairhaven has limited revenue sources and the Ministry of Health and Long-Term Care does not provide funding for capital projects, equipment, or the building. As part of report CPFS12-062 dated September 4, 2012, Council resolved that beginning with the 2013 Capital Budget, an annual provision would be included in the Draft Capital Budget to support Fairhaven's on-going capital program.

The provision for 2021 is \$234,289 (2020 - \$225,191).

Part 2
2021 Operating and Capital (by Department)



Peterborough County/City Paramedics Service (PCCP)

The County of Peterborough is the delivery agent for both the City and the County. PCCP provides care, treatment, and transportation to the residents and visitors of Peterborough County, City, and surrounding areas.

The fundamental mission of the Peterborough County/City Paramedics is:

- To be available on a 24-hour basis to respond with optimum speed and efficiency to all emergencies;
- To provide emergency patient care to the public we serve. Emergency patient care includes the stabilization, treatment, and transportation of the acute and critically injured; and
- The transport of patients between health care facilities or to or from residences for admission, discharge and/or treatment.

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|--|------------------|-------------------------|------------------|-------------------------------|--------------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Peterborough County/City Paramedics Service | | | | | |
| Expenditures | | | | | |
| • Tier Transfers | 5,451,226 | 5,451,226 | 5,391,148 | -1.1% | -60,078 |
| | 5,451,226 | 5,451,226 | 5,391,148 | -1.1% | -60,078 |
| Revenues | | | | | |
| Contribution from Reserve | 161,881 | 161,881 | 0 | -100.0% | -161,881 |
| | 161,881 | 161,881 | 0 | -100.0% | -161,881 |
| NET REQUIREMENT | 5,289,345 | 5,289,345 | 5,391,148 | 1.9% | 101,803 |
| | | | | | |

Part 2
2021 Operating and Capital (by Department)

The City's portion of the PCCP expenses for 2021 has been budgeted at \$5.4 million or a 1.1% decrease over the 2020 funding request.

The cost share between the City and the County is based on population as per the 2016 census. The City's share is 58.62% (2020 – 58.62%).

The budget is a preliminary estimate until the County approved 2021 budget is received. Once the final 2021 budget is known, it is recommended that any adjustments to the City's portion of the PCCP budget be netted against the 2021 general contingency provision.

Recommendations

That any adjustments to the City's portion of the 2021 Peterborough County/City Paramedics Services Budget be netted against the 2020 General Contingency Provision.

That any unused Peterborough County/City Paramedics Services (PCCP) Budget at the end of 2021 be transferred to the PCCP Reserve, subject to the overall year-end position and that, if the actual 2020 PCCP costs exceed the 2021 Budget, funds may be drawn from the PCCP Reserve.

Part 2
2021 Operating and Capital (by Department)



Otonabee Region Conservation Authority (ORCA)

ORCA is a community-based environmental agency that protects, restores, and manages the natural resources within the Otonabee Region watershed. Otonabee Conservation works with its eight member municipalities to create a healthy, environmentally diverse watershed that improves the quality of life for residents, makes our area more appealing to visitors and new business, and helps to ensure a more vibrant regional economy.

| CITY OF PETERBOROUGH | | | | | |
|---|---------------|-------------------------|------------------|------------------------------|-----------------------------|
| 2021 Operating Budget | | | | | |
| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Otonabee Region Conservation Authority | | | | | |
| Expenditures | | | | | |
| Other Transfers | 808,633 | 808,633 | 816,029 | 0.9% | 7,396 |
| | 808,633 | 808,633 | 816,029 | 0.9% | 7,396 |
| NET REQUIREMENT | 808,633 | 808,633 | 816,029 | 0.9% | 7,396 |
| | | | | | |

Part 2
2021 Operating and Capital (by Department)

The 2021 budgeted contribution is \$816,029, which represents a 0.9% increase over the 2020 amount. The budgeted amount includes \$18,500 for Source Water Protection and \$18,505 for the City's portion of Special Capital Levy – Millbrook Dam.

Recommendation

That any adjustments to the City's portion of ORCA's 2021 Budget, based on the final approved ORCA Budget, be netted against the City's 2021 General Contingency provision.

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Peterborough Public Health Operating Budget

Peterborough Public Health (PPH) serves residents throughout the City and County of Peterborough and offers a wide range of programs and services ranging from healthy eating workshops, poverty reduction initiatives, and oral health clinics to controlling infectious disease outbreaks, water safety and sexual health clinic services.

| CITY OF PETERBOROUGH | | | | | |
|-----------------------------------|---------------|-------------------------|------------------|------------------------------|-----------------------------|
| 2021 Operating Budget | | | | | |
| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Peterborough Public Health | | | | | |
| Expenditures | | | | | |
| Other Transfers | 1,330,450 | 1,463,501 | 1,330,450 | 0.0% | 0 |
| | 1,330,450 | 1,463,501 | 1,330,450 | 0.0% | 0 |
| NET REQUIREMENT | 1,330,450 | 1,463,501 | 1,330,450 | 0.0% | 0 |
| | | | | | |

The local share of public health costs, after deducting the MOH contribution, is allocated to the City, County, Curve Lake First Nation and Hiawatha First Nation based on population. The City's budgeted contribution is \$1,330,450 for 2021 which is the same as 2020 budget.

Part 2
2021 Operating and Capital (by Department)



Peterborough and the Kawartha Economic Development (PKED) is the regional economic development organization contracted to provide a variety of economic development services for the City and County of Peterborough.

| CITY OF PETERBOROUGH | | | | | |
|---|---------------|-------------------------|------------------|-------------------------------|--------------------------------|
| 2021 Operating Budget | | | | | |
| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Peterborough and the Kawartha Economic Development | | | | | |
| Expenditures | | | | | |
| • Other Transfers | 999,778 | 999,778 | 999,778 | 0.0% | 0 |
| | 999,778 | 999,778 | 999,778 | 0.0% | 0 |
| NET REQUIREMENT | 999,778 | 999,778 | 999,778 | 0.0% | 0 |
| | | | | | |

Part 2
2021 Operating and Capital (by Department)

Report CAO19-014, dated December 2, 2019, approved an agreement between the City, County of Peterborough, and the Greater Peterborough Area Economic Development Corporation (operating as PKED) for the four-year period January 1, 2020 to December 31, 2023.

The agreement will obligate the City and County to participate in the funding of the Greater Peterborough Area Economic Development Corporation over the four-year period. The 2021 recommended funding is \$999,778, which is the same as the 2020 budgeted contribution.

Peterborough Humane Society



Through Reports OCS14-006 dated July 28, 2014 and OCS16-002, dated May 30, 2016, the City and Peterborough Humane Society (PHS) entered into an agreement for the provision of services to December 31, 2021, at the same annual cost. PHS provides animal control services including enforcement of the City's animal control by-law and provincial legislation. PHS also operates the City's Pound and issues dog and cat licenses.

In addition to providing services to the City, the PHS is an affiliate member of the Ontario Society for the Prevention of Cruelty to Animals ("OSPCA"), mandated to prevent cruelty to animals, including domestic, livestock/farm, working animals, zoos, and wildlife. The PHS advocates responsible pet ownership through education, in addition to operating a shelter and fundraising activities.

This role is separate and apart from that of the PHS's contractual arrangements with the City, but it allows the City to benefit from the expertise and training of the OSPCA officers who enforce the City's by-laws and the highest standards of animal care that are set out in the **OSPCA Act**.

The City pays an all-inclusive price for the services and the property taxes at the PHS's facility and PHS retains Pound fees; destruction and disposal fees; dog and cat license fees and 50% of fine revenue collected.

Based on Report OCS16-002, dated May 30, 2016, the City made a commitment to support the PHS relocation project with a total of \$1.7 million towards the construction costs over the five-year period 2017 to 2021.

Part 2
2021 Operating and Capital (by Department)

| CITY OF PETERBOROUGH | | | | | |
|------------------------------------|---------------|-------------------------|------------------|-------------------------------|--------------------------------|
| 2021 Operating Budget | | | | | |
| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Peterborough Humane Society | | | | | |
| Expenditures | | | | | |
| Other Transfers | 365,194 | 365,194 | 365,194 | 0.0% | 0 |
| | 365,194 | 365,194 | 365,194 | 0.0% | 0 |
| NET REQUIREMENT | 365,194 | 365,194 | 365,194 | 0.0% | 0 |
| | | | | | |

Part 2
2021 Operating and Capital (by Department)



Peterborough Family Health Team

Peterborough Family Health Team (previously Primary Health Care Services of Peterborough) is a non-profit organization that was created in 2005 with a mission to increase access to primary care through recruitment and retention of new health providers and to meet community health needs. There are now over 80 physicians and over 50 allied health professionals (nurse practitioners, mental health clinicians, registered dietitians, pharmacists, occupational therapists, and registered nurses) in the Family Health Team.

| CITY OF PETERBOROUGH | | | | | |
|--|---------------|-------------------------|------------------|-------------------------------|--------------------------------|
| 2021 Operating Budget | | | | | |
| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Peterborough Family Health Team | | | | | |
| Expenditures | | | | | |
| • Inter Transfers | 21,220 | 21,220 | 21,220 | 0.0% | 0 |
| | 21,220 | 21,220 | 21,220 | 0.0% | 0 |
| NET REQUIREMENT | 21,220 | 21,220 | 21,220 | 0.0% | 0 |
| | | | | | |

Annual net costs are allocated to the City and County in proportion to their permanent population, as established by official census statistics. This City's share remains unchanged from 2020 at 58.62% of the Doctor Recruitment Program, or \$21,220.

Part 2
2021 Operating and Capital (by Department)

Greater Peterborough Innovation Cluster

To provide funds to the Greater Peterborough Innovation Cluster (GPIC) for the City's share of operating requirements. 2021 is the third year of a three-year funding agreement with GPIC. The funding agreement is for \$140,000 in each of the years 2019, 2020 and 2021.

| CITY OF PETERBOROUGH | | | | | |
|--|----------------|-------------------------|------------------|------------------------------|-----------------------------|
| 2021 Operating Budget | | | | | |
| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Greater Peterborough Innovation Cluster | | | | | |
| Expenditures | | | | | |
| Other Transfers | 140,000 | 140,000 | 140,000 | 0.0% | 0 |
| | 140,000 | 140,000 | 140,000 | 0.0% | 0 |
| Revenues | | | | | |
| | 0 | | 0 | 0.0% | 0 |
| NET REQUIREMENT | 140,000 | 140,000 | 140,000 | 0.0% | 0 |
| | | | | | |

Business Improvement Areas

The City has two Business Improvement Areas: The Peterborough Downtown Business Improvement Area and the Village Business Improvement Area. Both were created for the improvement, beautification and maintenance of municipally owned land, buildings, and structures in the area, beyond that provided at the expense of the City, and for the promotion of the area as a business and shopping area.

Section 205 of the **Municipal Act, 2001** states the following regarding budgets submitted by Business Improvement Areas:

- (1) A board of management shall prepare a proposed budget for each fiscal year by the date and in the form required by the municipality and shall hold one or more

meetings of the members of the improvement area for discussion of the proposed budget.

- (2) A board of management shall submit the budget to council by the date and in the form required by the municipality and the municipality may approve it in whole or in part but may not add expenditures to it.

There is no net impact to the City in approving the Levy submitted on behalf of the BIAs as the amounts levied are raised annually by a special charge upon the rateable properties in each of the business areas.

Through Report CAO17-008 dated September 5, 2017, Council adopted By-law 17-095 being a by-law to implement and update local policies to guide the operation and conduct of existing and new business improvement areas for the benefit of their members and the residents of Peterborough.



Peterborough Downtown Business Improvement Area (DBIA)

The Peterborough DBIA was designated by the City in 1981. The boundaries are north to Murray Street, west to Bethune Street, south to Dalhousie Street, east to the Hunter Street Bridge. The DBIA represents over 400 businesses in the Downtown core.

The budget submitted by the DBIA reflects a 0% increase over 2020. This budget was approved and ratified by members at their Annual General Meeting on June 24, 2020.

| Budget | 2020 | 2021 |
|---------------|-------------|-------------|
| Levy | \$ 327,933 | \$327,933 |

Recommendation

That the 2021 Budget request, representing the levy required by the Downtown Business Improvement Area of the Corporation of the City of Peterborough during the year 2021 totalling \$327,933, be approved.

City Contributions to the DBIA

In addition to collecting the levy from members of the DBIA, the City's 2021 Operating Budget includes three additional amounts that support the activities of the DBIA.

In-kind Services Budget is used to support events by helping to pay for road closures, paid-duty policing, and park rentals.

The Public Works budget includes an allocation of \$96,400 for Street Cleaning within the DBIA.

On February 13, 2017, in consideration of Report OCS17-003 – OMB Appeal – 1400 Crawford Drive, Council committed to make an additional financial contribution towards the DBIA in the amount of \$150,000 for a term of 20 years.

The following chart summarizes where these may be found in the Highlights Budget book:

| Department/ Division Budget | Page Ref. | Description | 2020 | 2021 |
|--|----------------------|-----------------------|-------------------|-------------------|
| Public Works | 88 | Street Cleaning | \$ 96,400 | \$ 96,400 |
| Other Expenditures | 186 | DBIA In-kind Services | \$ 27,500 | \$ 27,500 |
| DBIA | 190 | DBIA Funding | \$ 150,000 | \$ 150,000 |
| Total | | | \$ 273,900 | \$ 273,900 |

Part 2
2021 Operating and Capital (by Department)

The Village Business Improvement Area (VBIA)

The 2021 budget includes \$17,728 for the VBIA, a 0% increase from 2020.

| Budget | 2020 | 2021 |
|-------------------|------------------|------------------|
| Operating | \$ 11,608 | \$ 11,608 |
| Capital | \$ 6,120 | \$ 6,120 |
| Total Levy | \$ 17,728 | \$ 17,728 |

Recommendation

That the 2021 budget for The Village Business Improvement Area of the Corporation of the City of Peterborough during the year 2021 of \$17,728, be approved.

Part 2
2021 Operating and Capital (by Department)

Corporate Revenues Summary

| Description | 2020 Approved | 2020 Preliminary Actual | 2021 Recommended | Variances 2020 - 2021 Budget | |
|-----------------------------------|---------------|-------------------------|------------------|-------------------------------|--------------------------------|
| | | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Corporate Revenues Summary | | | | | |
| Corporate Revenue | | | | | |
| Mun Levy - Rail Right-of-Way | 5,800 | 5,800 | 6,300 | 8.6% | 500 |
| Exempt Garbage Levy | 196,453 | 196,453 | 223,455 | 13.7% | 27,002 |
| Municipal Supplementary Taxes | 950,000 | 950,000 | 950,000 | 0.0% | 0 |
| Penalties and int on taxes | 725,000 | 725,000 | 700,000 | -3.4% | -25,000 |
| Interest Earned | 2,500,000 | 2,500,000 | 1,800,000 | -28.0% | -700,000 |
| | 4,377,253 | 4,377,253 | 3,679,755 | -15.9% | -697,498 |
| Payment in Lieu of Taxes | | | | | |
| Payments in Lieu - General | 3,558,050 | 3,558,050 | 4,039,029 | 13.5% | 480,979 |
| | 3,558,050 | 3,558,050 | 4,039,029 | 13.5% | 480,979 |
| Other Corporate Revenue | | | | | |
| Provincial grant | 0 | 6,278,506 | 0 | 0.0% | 0 |
| PDI Investment Income | 0 | | 1,500,000 | 0.0% | 1,500,000 |
| COPHI Dividends | 5,908,000 | 5,908,000 | 5,208,000 | -11.8% | -700,000 |
| Casino Revenue | 2,300,000 | 1,750,000 | 1,640,000 | -28.7% | -660,000 |
| Unclassified revenue | 1,000 | 1,000 | 1,000 | 0.0% | 0 |
| US Bank Revenue | 170,000 | 170,000 | 170,000 | 0.0% | 0 |
| Surplus | 100,000 | 100,000 | 0 | -100.0% | -100,000 |
| | 8,479,000 | 14,207,506 | 8,519,000 | 0.5% | 40,000 |
| | 16,414,303 | 22,142,809 | 16,237,784 | -1.1% | -176,519 |

Supplementary Tax Revenues

For 2021, the budget for Supplementary Tax Revenues has remained at \$950,000. Building activity in 2020 yielded lower than budgeted revenues due to impacts of the pandemic and it is expected that some of those amounts will be realized in 2021.

Penalties and Interest on Taxes

Property tax arrears as of December 31, 2019, were 2.1%, down from 2.7% as of December 31, 2018. As Collections efforts are improving, the 2021 budget for penalties and interest charges has decreased to \$700,000 (2020 - \$725,000).

Interest Earned

The 2021 Budget decreased to \$1.8 million, from \$2.5 million based on a decline in investment rates due to the COVID-19 pandemic impact on the economy.

Payments in Lieu

The 2021 payment in lieu estimates of \$4.04 million reflect an overall increase from 2020 levels which is largely the result of changes in assessment by MPAC for a new building at the Wastewater Treatment Plant.

PDI Investment Income

The sale of PDI assets to Hydro One was finalized August 1, 2020. To date proceeds of \$59.7 million have been received to date. The 2021 budget includes \$1.5 million of investment income from the investment of the proceeds.

COPHI Dividends



The \$5.2 million represents the dividend payments expected from the Peterborough Utilities Group of Companies.

It is expected that the overall return on investment will continue to increase approximately 2% per annum. The 2021 dividend revenues from CoPHI, are assumed to be \$5.2 million. This is \$700,000 less than 2020 as the \$700,000 was from PDI which has been sold to Hydro One.

Casino Gaming Revenues

The 2021 budget includes an amount of \$1.64 million of Casino Revenues. Provincial restrictions due to the pandemic have limited the operations of the Casino and its revenues. It is unknown when the Casino will be able to return to pre-pandemic operations and revenue levels, and as a result, all Casino Gaming Revenues will be transferred to the reserve in 2021 and used to fund future projects.

In the event that Casino Revenues exceed budget the following recommendations will be required.

2020 Surplus Carried Forward as 2021 Revenue

The 2021 Budget has been prepared assuming a surplus from 2020 operations of \$0 (2020 - \$100,000). This assumption is based on the COVID-19 impacts experienced during 2020

Recommendation

That any excess Casino Gaming revenues at the end of 2021, that exceed the capital funding requirements to be funded from the Casino Gaming Reserve:

- i) remain in the reserve, to a maximum of \$1.0 million, to be used to finance in-year Capital requirements or as otherwise directed by Council and that**
- ii) amounts beyond the \$1 million will be used for Capital works in the 2021 Capital Budget.**

Recommendation

That any net surplus funds, after the disposition of the recommendations in this report, from 2021 operations in excess of \$100,000 be transferred to the Capital Levy Reserve to be used for Capital works

Sewer Surcharge

Operating and Capital expenditures funded from Sewer Surcharge

All of the Environmental Protection operating expenses, except the Little Lake Fountain, plus Public Works Sanitary Sewer maintenance costs, are funded through Sewer Surcharge Revenues. All of the Environmental Protection Capital works, plus Wastewater Related Capital works, are funded either through contributions from the Waste Water Reserve Fund or through Development Charges.

On February 13, 2017, in consideration of Report USEC17-001 Water Resource Protection, Council resolved the following:

- d) That, related to an increased need to maintain the City's sanitary sewer system:
 - i) Council recognize the need to, over time, increase the annual sanitary sewer funding by an additional \$3.5 million, subject to annual budget discussions; and
 - ii) In the first year, being 2018, an additional amount up to \$350,000 be included in the "All Inclusive" budget, subject to budget discussions and final budget approval.

Based upon the above resolutions of Council, staff have included an amount of 0.22% in the 'all-inclusive' rate to accommodate a 1.81% increase in the Sewer Surcharge rate from 101.09% of the Water Rate to 102.92%:

\$18.2 million Sewer Surcharge to be raised

The 102.92% Sewer Surcharge Rate, coupled with increased water rates and some growth, means the City will raise \$18.2 million in sewer surcharge revenues in 2021 (2020 - \$17.5 million). The amount of sewer surcharge that can be transferred into the Waste Water Reserve Fund to finance Capital works will be \$6.58 million.

Average Sewer Surcharge payable increases by \$18.74 (3.8%)

When the estimated 2.0% water rate increase for 2021 is considered along with the 102.92% sewer surcharge rate, the average house will experience an increase of \$18.74 or 3.8% in their sewer surcharge annual amount payable over the 2020 level. The rates and levies are summarized in the following Chart.

Part 2
2021 Operating and Capital (by Department)

Comparative All Inclusive Tax and Sewer Surcharge Rates & Levies

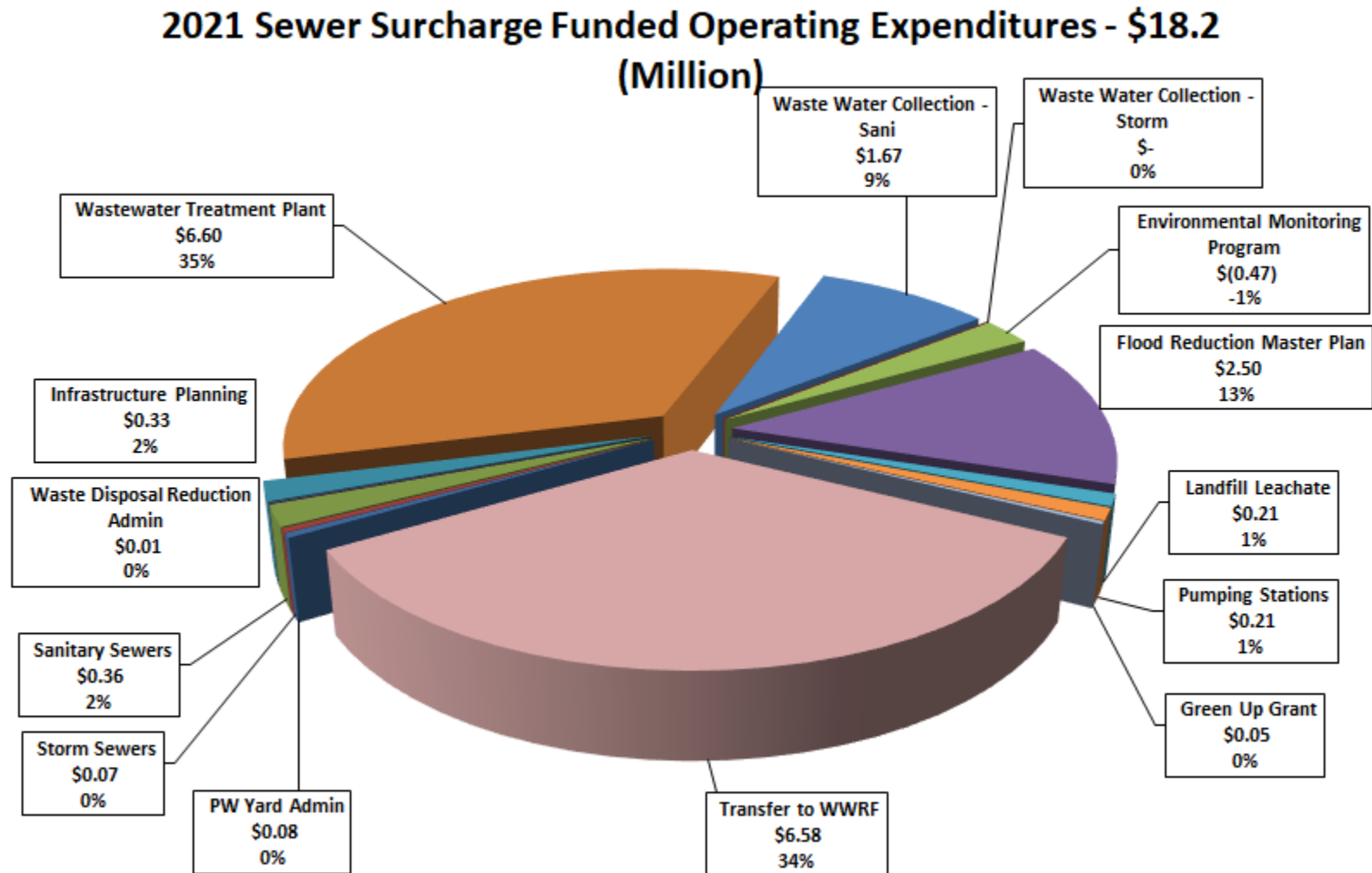
For years 2020 and 2021

Compares All-Inclusive Tax and Sewer Surcharge Rates and Levies

For Median Single Family Dwelling (Not on Water)

| Ref C1 | Description C2 | 2020 C3 | 2021 C4 | Change from 2020 | |
|-----------|--------------------------------|------------|------------|------------------|------|
| | | | | Amount | % |
| | | | | C5 | C6 |
| 1.0 | Average annual Water Rates | 481.96 | 491.60 | 9.64 | 2.0% |
| 2.0 | Sewer Surcharge Effective Rate | 101.09% | 102.92% | 1.8% | 1.8% |
| 3.0 | Sewer Surcharge Payable | 487.21 | 505.95 | 18.74 | 3.8% |

Sewer Surcharge Funded Operating Expenditures



Part 2
2021 Operating and Capital (by Department)

Other Fees and Service Charges Summary - 2020-2021

User fees shown here are reflected throughout Departmental Budgets and reduce net tax levy requirements.

| | Activity Ref | 2020 Approved | 2020 Preliminary | 2021 Recommended | % Change | \$ Change |
|---|-----------------|------------------|---------------------|---------------------|--------------|----------------|
| Chief Administrative Officer | | | | | | |
| Corporate Sponsorship | 10040 | 196,587 | 193,000 | 321,500 | 63.5% | 124,913 |
| Communication Services | | 196,587 | 193,000 | 321,500 | 63.5% | 124,913 |
| Fire - Administration | 10020 | 715,294 | 715,294 | 754,004 | 5.4% | 38,710 |
| Fire Services | | 715,294 | 715,294 | 754,004 | 5.4% | 38,710 |
| Chief Administrative Officer | | 911,881 | 908,294 | 1,075,504 | 17.9% | 163,623 |
| Corporate and Legislative Services | | | | | | |
| City Clerk - Administration | 10290 | 337,030 | 218,255 | 350,790 | 4.1% | 13,760 |
| City Clerk | | 337,030 | 218,255 | 350,790 | 4.1% | 13,760 |
| Taxation | 10165 | 259,975 | 221,000 | 244,903 | -5.8% | -15,073 |
| Financial Services - Program Management | 10170 | 7,330 | 7,330 | 7,477 | 2.0% | 147 |
| Financial Services | | 267,305 | 228,330 | 252,380 | -5.6% | -14,926 |
| Market Hall | 10085 | 23,500 | 23,500 | 23,970 | 2.0% | 470 |
| Millennium Park Boathouse | 10090 | 10,000 | 10,000 | 10,200 | 2.0% | 200 |
| Court House | 10095 | 634,556 | 634,556 | 661,880 | 4.3% | 27,323 |
| Rental Property Management | 10100 | 190,520 | 180,000 | 214,883 | 12.8% | 24,363 |
| Queen Alex | 10105 | 92,887 | 92,887 | 94,745 | 2.0% | 1,858 |
| Rental Property, 249 Simcoe Street | 10110 | 68,666 | 58,666 | 69,600 | 1.4% | 934 |
| Facilities Management | | 1,020,130 | 999,609 | 1,075,278 | 5.4% | 55,148 |

Part 2
2021 Operating and Capital (by Department)

| | Activity Ref | 2020 Approved | 2020 Preliminary | 2021 Recommended | % Change | \$ Change |
|---|-----------------|------------------|---------------------|---------------------|--------------|----------------|
| Information Technology | 10055 | 117,408 | 117,408 | 124,557 | 6.1% | 7,149 |
| Information Technology | | 117,408 | 117,408 | 124,557 | 6.1% | 7,149 |
| Legal Administration | 10300 | 36,400 | 36,400 | 21,650 | -40.5% | -14,750 |
| Office of POA | 10310 | 1,827,657 | 1,620,172 | 1,791,145 | -2.0% | -36,512 |
| Legal Services | | 1,864,057 | 1,656,572 | 1,812,795 | -2.8% | -51,262 |
| Corporate and Legislative Services | | 3,605,930 | 3,220,174 | 3,615,799 | 0.3% | 9,869 |
| Infrastructure and Planning Services | | | | | | |
| Planning Administration | 11120 | 188,700 | 163,700 | 223,800 | 18.6% | 35,100 |
| Planning and Development and Real Estate | | 188,700 | 163,700 | 223,800 | 18.6% | 35,100 |
| Building Inspection | 11135 | 2,153,250 | 1,812,000 | 2,112,000 | -1.9% | -41,250 |
| By-law Enforcement | 11140 | 102,500 | 102,500 | 109,000 | 6.3% | 6,500 |
| Building Services | | 2,255,750 | 1,914,500 | 2,221,000 | -1.5% | -34,750 |
| Airport | 11125 | 1,039,475 | 995,225 | 1,063,595 | 2.3% | 24,120 |
| Airport Development Review | 11130 | 5,000 | 5,000 | 14,000 | 180.0% | 9,000 |
| Airport | | 1,044,475 | 1,000,225 | 1,077,595 | 3.2% | 33,120 |
| Infrastructure Management | 10745 | 162,512 | 162,512 | 219,072 | 34.8% | 56,560 |
| Infrastructure Management | | 162,512 | 162,512 | 219,072 | 34.8% | 56,560 |
| Engineering | 10760 | 13,624 | 13,624 | 13,840 | 1.6% | 216 |

Part 2
2021 Operating and Capital (by Department)

| | Activity Ref | 2020 Approved | 2020 Preliminary | 2021 Recommended | % Change | \$ Change |
|---|-----------------|------------------|---------------------|---------------------|--------------|----------------|
| Winter Control - Roads | 10785 | 1,200 | 1,200 | 1,200 | 0.0% | 0 |
| Sanitary Sewer | 10820 | 2,000 | 2,000 | 2,000 | 0.0% | 0 |
| Parks Maintenance | 10832 | 2,500 | 2,500 | 2,500 | 0.0% | 0 |
| Forestry | 10833 | 3,000 | 3,000 | 3,000 | 0.0% | 0 |
| Horticulture | 10834 | 1,000 | 0 | 500 | -50.0% | -500 |
| Recoverables (no GST) | 10845 | 518,081 | 520,924 | 474,459 | -8.4% | -43,622 |
| Recoverables (with GST) | 10850 | 76,517 | 76,650 | 78,018 | 2.0% | 1,501 |
| Other Agencies Fleet | 10860 | 253,714 | 275,423 | 277,122 | 9.2% | 23,408 |
| External Vehicles | 10875 | 4,927 | 5,003 | 4,998 | 1.4% | 71 |
| Engineering, Construction and Public Works | | 876,563 | 900,324 | 857,637 | -2.2% | -18,926 |
| Parking-Administration | 10880 | 700,000 | 396,100 | 660,000 | -5.7% | -40,000 |
| Parking-Simcoe St. Parking Garage | 10885 | 288,600 | 175,070 | 273,600 | -5.2% | -15,000 |
| Parking-King St. Parking Garage | 10890 | 540,000 | 315,780 | 584,150 | 8.2% | 44,150 |
| Parking-Parking Lots | 10895 | 474,000 | 385,040 | 507,307 | 7.0% | 33,307 |
| Parking-Street Meters | 10900 | 642,000 | 273,100 | 735,620 | 14.6% | 93,620 |
| Traffic-Administration | 10905 | 2,900 | 500 | 2,900 | 0.0% | 0 |
| Transit-Recoverables | 10945 | 46,500 | 7,500 | 11,500 | -75.3% | -35,000 |
| Transit-Conventional Transit Operation | 10950 | 5,790,000 | 2,674,260 | 6,067,220 | 4.8% | 277,220 |
| Transit-Handivan | 10955 | 142,000 | 70,650 | 151,440 | 6.6% | 9,440 |
| Transportation | | 8,626,000 | 4,298,000 | 8,993,738 | 4.3% | 367,738 |
| Landfill Operation | 10980 | 148,000 | 143,000 | 143,000 | -3.4% | -5,000 |
| Compost Site Operation | 10985 | 56,500 | 55,000 | 57,000 | 0.9% | 500 |
| Hazardous Waste Collection | 10995 | 5,000 | 5,000 | 5,000 | 0.0% | 0 |
| Large Article Pick-up | 11000 | 11,400 | 11,400 | 15,400 | 35.1% | 4,000 |

Part 2
2021 Operating and Capital (by Department)

| | Activity Ref | 2020 Approved | 2020 Preliminary | 2021 Recommended | % Change | \$ Change |
|---|-----------------|-------------------|---------------------|---------------------|-------------|----------------|
| Recycling Collection | 11010 | 21,400 | 21,000 | 18,946 | -11.5% | -2,454 |
| Recycling Processing | 11015 | 1,090,000 | 490,000 | 892,000 | -18.2% | -198,000 |
| WWTP | 11020 | 336,050 | 235,000 | 352,840 | 5.0% | 16,790 |
| Waste Water Collection - Storm | 11025 | 615,388 | 648,300 | 674,734 | 9.6% | 59,345 |
| Effluent Monitoring | 11035 | 795,600 | 699,600 | 953,600 | 19.9% | 158,000 |
| Cavan Monaghan Treatment Plant | 11055 | 222,305 | 222,304 | 227,495 | 2.3% | 5,190 |
| Environmental Services | | 3,301,643 | 2,530,604 | 3,340,014 | 1.2% | 38,372 |
| Infrastructure and Planning Services | | 16,455,642 | 10,969,865 | 16,932,856 | 2.9% | 477,214 |
| Peterborough Sport and Wellness Centre | | | | | | |
| Ptbo Sport & Wellness Centre | 10465 | 2,813,608 | 1,596,799 | 2,908,234 | 3.4% | 94,626 |
| Marina | 10480 | 427,046 | 130,077 | 422,745 | -1.0% | -4,301 |
| Recreation Administration | 10485 | 0 | | 7,818 | 0.0% | 7,818 |
| Beavermead | 10490 | 28,700 | 19,500 | 28,700 | 0.0% | 0 |
| Instructional Sports | 10510 | 260,471 | 25,108 | 292,756 | 12.4% | 32,285 |
| Sport Field Permitting | 10520 | 361,898 | 36,642 | 379,994 | 5.0% | 18,096 |
| Downtown Youth Space | 10535 | 500 | 500 | 500 | 0.0% | 0 |
| Recreation | | 3,892,223 | 1,808,626 | 4,040,746 | 3.8% | 148,523 |
| Heritage Property Tax Credit | 10330 | 4,400 | 4,400 | 2,000 | -54.5% | -2,400 |
| PACAC | 10335 | 21,700 | 17,500 | 21,700 | 0.0% | 0 |
| Museum - Administration | 10345 | 22,100 | 18,327 | 27,920 | 26.3% | 5,820 |
| Sales Desk | 10350 | 16,800 | 10,600 | 16,800 | 0.0% | 0 |

Part 2
2021 Operating and Capital (by Department)

| | Activity Ref | 2020 Approved | 2020 Preliminary | 2021 Recommended | % Change | \$ Change |
|--|-----------------|------------------|---------------------|---------------------|---------------|----------------|
| Programs | 10355 | 140,500 | 94,250 | 142,600 | 1.5% | 2,100 |
| Public Support | 40005 | 6,000 | | 6,000 | 0.0% | 0 |
| Private Support | 40010 | 165,756 | 63,300 | 138,100 | -16.7% | -27,656 |
| AGP SHOP | 40030 | 69,500 | 25,000 | 52,000 | -25.2% | -17,500 |
| Main Library | 60005 | 176,050 | 74,965 | 127,600 | -27.5% | -48,450 |
| Arts, Culture and Heritage | | 622,806 | 308,342 | 534,720 | -14.1% | -88,086 |
| Morrow Park | 10375 | 209,721 | 143,333 | 215,433 | 2.7% | 5,712 |
| Memorial Centre-Administration | 10380 | 1,139,586 | 741,117 | 1,165,008 | 2.2% | 25,422 |
| Memorial Centre-Events | 10390 | 500,000 | 351,813 | 517,500 | 3.5% | 17,500 |
| Memorial Centre-Food & Beverage Services | 10400 | 55,500 | 40,000 | 55,600 | 0.2% | 100 |
| Evinrude Centre-Administration | 10410 | 1,127,425 | 746,816 | 1,185,622 | 5.2% | 58,197 |
| Evinrude Centre-Canteens & Lounge | 10420 | 60,000 | 42,430 | 60,000 | 0.0% | 0 |
| Kinsmen Arena-Administration | 10425 | 800,095 | 461,343 | 832,687 | 4.1% | 32,592 |
| Kinsmen Arena-Canteens | 10430 | 6,500 | 1,500 | 6,500 | 0.0% | 0 |
| Northcrest Arena-Administration | 10435 | 129,867 | 78,507 | 0 | -100.0% | -129,867 |
| Northcrest Arena-Canteens | 10440 | 1,100 | 1,000 | 0 | -100.0% | -1,100 |
| Arenas | | 4,029,794 | 2,607,858 | 4,038,351 | 0.2% | 8,557 |
| Child Serv. Core Funding | 10545 | 708,000 | 401,000 | 508,000 | -28.2% | -200,000 |
| Pbo Day Care | 10565 | 441,696 | 441,696 | 451,964 | 2.3% | 10,268 |
| Pearson DC | 10570 | 411,703 | 390,000 | 420,120 | 2.0% | 8,417 |
| School Age Care | 10575 | 487,171 | 266,308 | 496,608 | 1.9% | 9,437 |
| City - Mandatory Benefits | 10590 | 285,000 | 158,000 | 210,000 | -26.3% | -75,000 |
| County - Mandatory Benefits | 10595 | 65,000 | 36,500 | 37,000 | -43.1% | -28,000 |
| 100 % Municipal City Costs | 10610 | 5,000 | 5,000 | 5,000 | 0.0% | 0 |

Part 2
2021 Operating and Capital (By Department)

| | Activity Ref | 2020 Approved | 2020 Preliminary | 2021 Recommended | % Change | \$ Change |
|--------------------------------|-----------------|------------------|---------------------|---------------------|-------------|--------------|
| 100 % Municipal County Costs | 10615 | 1,500 | 1,500 | 1,500 | 0.0% | 0 |
| Rent Choice | 10705 | 0 | 0 | 110,000 | 0.0% | 110,000 |
| Home Ownership Program | 10720 | 75,000 | 75,000 | 75,000 | 0.0% | 0 |
| Social Services | | 2,480,070 | 1,775,004 | 2,317,192 | -6.6% | -162,878 |
| Community Services | | 11,024,893 | 6,499,831 | 10,931,009 | -0.9% | -93,884 |
| Community Development Program | | | | | | |
| Community Development Program | 10635 | 10,000 | 15,000 | 10,000 | 0.0% | 0 |
| Social Services | | 10,000 | 15,000 | 10,000 | 0.0% | 0 |
| Community Development Program | | 10,000 | 15,000 | 10,000 | 0.0% | 0 |
| Total Fees and Service Charges | | 32,008,345 | 21,613,164 | 32,565,168 | 1.7% | 556,822 |

Climate Mitigation and Adaptation Project Summary

The chart below summarizes all of the projects included in the 2021 budget that address climate mitigation and/or adaptation in some way. These projects have been identified throughout Part 2 of this book within each division.

2021 TCA and Other Projects Climate Mitigation and Adaptation Project Summary

| <u>Ref#</u> | <u>Division</u> | <u>Project Title</u> |
|---------------------------|-----------------------------|---|
| Climate Mitigation | | |
| | Facilities Management | Transit Garage - Replace HVAC Equipment |
| | Facilities Management | Kinsmen Arena - Replace Refrigeration Condenser |
| | Facilities Management | Memorial Centre - Replace Refrigeration Condenser |
| | Facilities Management | Art Gallery - Upgrade Gallery Lighting |
| | Facilities Management | Evinrude Centre - Replace Parking Lot Lights w/LED |
| 2-1.02 | Communication Services | Accessible Documents Compliance |
| 2-2.03 | Fire Services | Fire Apparatus Replacement/Additions |
| 3-1.01 | Facilities Management | Evinrude Centre - Roof & HVAC Replacement |
| 3-1.02 | Facilities Management | PSWC - Changeroom/Dectron/Heating Plant Replacement |
| 5-4.05 | Airport | Airport LED Lighting |
| 5-6.01 | Geomatics/Mapping | Vertical / Horizontal Control Monuments |
| 5-6.04 | Geomatics/Mapping | Corporate GIS Development Tool |
| 5-10.03 | Collector and Local Streets | LED Decorative Street Lighting Retrofit |
| 5-11.01 | Sidewalks | Crawford Trail Extension Project - Monaghan Rd to Townsend Rd |
| 5-14.02 | Public Works | 2021 Fleet Replacement and Enhancement |
| 5-14.03 | Public Works | Municipal Snow Storage Facility ECA and Compliance Improvements |

Part 2

2021 Operating and Capital (By Department)

| | | |
|---------------------------|--------------------------------------|--|
| 5-16.01 | Transit | Conventional Bus Replacement |
| 5-16.02 | Transit | Transit Garage Replacement Site Selection Study |
| 5-16.03 | Transit | Conventional Bus Refurbishment |
| 5-16.04 | Transit | New Specialized Transit Vehicles |
| 5-16.05 | Transit | Accessible Transit Stops |
| 5-16.11 | Transit | Alternative Fuel Study for Transit |
| 5-18.02 | Transportation Planning | Transportation Planning Projects |
| 5-19.03 | Environmental Services | WWTP Electrical Sub Station Replacement |
| 5-20.01 | Waste Management | Peterborough Landfill Site |
| 5-20.02 | Waste Management | Peterborough Organics |
| 6-6.01 | Arts Culture and Heritage | Downtown Heritage Conservation District Study |
| Climate Adaptation | | |
| 2-2.01 | Fire Services | Fire Station Relocations and Construction |
| 5-2.01 | Growth Areas | Lily Lake - Centralized Stormwater Mgmt Facilities |
| 5-3.01 | Industrial Parks | Cleantech Commons |
| 5-5.02 | Flood Reduction Master Plan Projects | Downtown Flood Mitigation Project (Water St./Simcoe St.) |
| 5-5.18 | Flood Reduction Master Plan Projects | CCTV Inspection of Pipes (A-230) |
| 5-5.19 | Flood Reduction Master Plan Projects | Flow & Rainfall Monitoring |
| 5-7.05 | Infrastructure Planning Adm | Sanitary Sewer River Crossings |
| 5-8.03 | Arterial Streets | Lansdowne St Rehabilitation - Park St to Otonabee River |
| 5-9.01 | Bridges | Simcoe Street Culvert at Parking Garage |
| 5-9.02 | Bridges | Television Road Bridge over South Meade Creek |
| 5-10.02 | Collector and Local Streets | Moorecraig Road and Roper Drive Reconstruction |
| 5-12.03 | Sanitary Sewers | Armour Road Sanitary Twinning |
| 5-13.01 | Storm Sewers | City Wide Stormwater Quality Master Plan Implementation |
| 5-13.02 | Storm Sewers | Storm Sewer Rehabilitation Program |

Part 2
2021 Operating and Capital (By Department)

5-14.04 Public Works

6-1.01 Museum

Climate Adaptation and Climate Mitigation

5-5.17 Flood Reduction Master Plan Projects

5-5.20 Flood Reduction Master Plan Projects

5-7.01 Infrastructure Planning Adm

5-7.02 Infrastructure Planning Adm

5-7.03 Infrastructure Planning Adm

5-7.04 Infrastructure Planning Adm

5-7.06 Infrastructure Planning Adm

5-12.01 Sanitary Sewers

5-12.04 Sanitary Sewers

Urban Forest Management - Strategic Plan Implementation

Museum - Signage

Sanitary Sewer (Relining, Renew & Repair - B-210)

C-240/210 Flood Reduction Subsidy Program

Sustainability Projects

Wastewater Collection System Servicing Study

Emerald Ash Borer (EAB) Management Plan

Climate Change Action Plan

Watershed Planning Study - Places to Grow Act

Sanitary Sewer Rehabilitation

Sanitary Sewer Master Plan Implementation



Budget Highlights

Part 3: 2021 Property Taxation

Part 3
2021 Property Taxation

Taxation Revenue Summary

The amount of taxation revenue, included in the 2021 Budget, to fund the net expenditures from all City activities, less corporate revenues, is \$141.8 million. The following charts show the tax levy by class of property.

| Description | 2020 Approved | 2021 Recommended | Variances 2020 - 2021 | |
|--|--------------------|--------------------|-------------------------------|--------------------------------|
| | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Tax Levy | | | | |
| <u>Residential</u> | | | | |
| Residential | 95,506,447 | 98,380,559 | 3.0% | 2,874,112 |
| Multiresidential | 14,676,235 | 15,085,473 | 2.8% | 409,238 |
| New Multi-residential | 1,131,635 | 1,209,809 | 6.9% | 78,174 |
| | 111,314,317 | 114,675,841 | 3.0% | 3,361,524 |
| <u>Commercial Industrial & Business</u> | | | | |
| <u>Commercial</u> | | | | |
| Commercial Class | 17,723,320 | 17,773,089 | 0.3% | 49,769 |
| Commercial Class New Construction | 5,350,234 | 5,833,277 | 9.0% | 483,043 |
| Commercial Class Vacant Units | 214,031 | 308,513 | 44.1% | 94,482 |
| Commercial Class Vacant Units New Construction | 34,328 | 50,888 | 48.2% | 16,560 |
| Commercial Class, Vacant Land | 173,451 | 310,127 | 78.8% | 136,676 |
| Commercial Class, Vacant Land New Construction | 0 | 0 | 0.0% | 0 |
| | 23,495,364 | 24,275,894 | 3.3% | 780,530 |
| <u>Industrial</u> | | | | |
| Industrial Class | 2,105,827 | 2,031,934 | -3.5% | -73,893 |
| Industrial Class New Construction | 230,801 | 254,182 | 10.1% | 23,381 |
| Industrial Tax Vacant Units | 44,977 | 64,919 | 44.3% | 19,942 |
| Industrial Tax Vacant Units New Construction | 2,113 | 3,220 | 52.4% | 1,107 |
| Industrial Class, Vacant Land | 75,053 | 150,203 | 100.1% | 75,150 |
| Industrial Class, Vacant Land New Construction | 0 | 0 | 0.0% | 0 |
| | 2,458,771 | 2,504,458 | 1.9% | 45,687 |
| <u>Other</u> | | | | |
| Pipeline | 283,814 | 296,427 | 4.4% | 12,613 |
| Farm Property | 24,124 | 23,622 | -2.1% | -502 |
| Farm Land Awaiting Development | 0 | 0 | 0.0% | 0 |
| Managed Forest | 616 | 638 | 3.6% | 22 |
| | 308,554 | 320,687 | 5.90% | 12,133 |
| Total Levied By Tax Rate | 137,577,006 | 141,776,880 | 3.1% | 4,199,874 |

Tax Policy

Tax Ratios and Tax Rates

Tax ratios are applied to current value assessment to determine weighted value assessment that is, in turn, used to calculate municipal tax rates.

Tax ratios have a direct bearing on the tax rate calculations and ultimately determine the relationship that industrial, commercial, and multi-residential municipal tax rates have to the residential tax rate.

The Tax Ratio Reductions Program (TRRP) does not impact tax levy requirements. It does, however, shift the tax burden from one property tax class to another.

Council, at its April 14, 2009 meeting, adopted an eight year tax ratio reduction plan, through Report CPFPRS09-005 (Tax Policy), whereby the Multi-residential, Commercial, and Industrial tax ratios would be reduced by a set amount in each of the years 2010 through 2017 so that by 2017, the tax ratio for all three classes would be 1.5. Reducing the tax ratios for these classes means the tax burden shifts away from these classes to the residential to assist in attracting business.

The program was implemented in 2010. For 2011 - 2014, Council continued with the program for the Commercial and Industrial Classes but did not reduce the tax ratio for the Multi-residential class. In 2015, the TRRP was deferred for one year by holding the Tax Ratios for all tax classes at the 2014 level in order to provide relief for the Residential Tax Class. In 2016 - 2019 the program was reinstated, albeit at one-half of the annual reduction that was originally included in the program.

On July 27, 2020, Council approved Report CLSFS20-028, 2021 Budget Guidelines which included the following recommendation:

Recommendation

- i. **That the revised Tax Ratio Reduction Program continues for the 2021 Budget and reflects reductions: to the Industrial Class Tax Ratios but not the Multi-residential Class, and**
- ii. **at the reduced rate established through the 2016 Budget process.**

The Commercial Class achieved the goal of a tax rate of 1.5% of the residential class in 2020, the Industrial Class will achieve the 1.5% of residential rate in 2021 which will bring the program to its conclusion for those classes.

City is required to pass a 2021 tax ratio by-law

Section 308 of the **Municipal Act, 2001** requires single tier municipalities to pass a by-law to establish the tax ratios for each property class, no later than April 30 of each year.

Recommendation

That a by-law be passed to establish the 2021 tax ratios for each property class as set out in the 2021 Operating Budget.

Farmland Awaiting Development

Section 313 of the **Municipal Act, 2001**, requires municipalities to establish a percentage reduction for farmland awaiting development. The minimum reduction is 25% of the residential rate. While there are presently no properties in the City of Peterborough in this category, a higher percentage reduction has been gradually phased in for several years. In 2015, the reduction percentage reached the maximum 75%. Staff recommends that the percentage remain unchanged for 2021.

Recommendation

That the 2021 tax rate for farmland awaiting development subclass be 75% of the residential rate.

Other Tax Policies to be Considered

The following recommendations essentially maintain the status quo in a number of tax policy areas as has been the practice for several years.

Vacant and Excess Land Sub-classes

Council, at its September 28, 2020 meeting, adopted Report CLSFS20-042 Elimination of Vacant and Excess Land Subclass Reduction. With approval of this report, properties in the Commercial and Industrial subclasses of Vacant and Excess Land will no longer have a reduced tax rate ratio. For the 2021 budget year all Commercial and Industrial Classes will have a Tax Ratio of 1.50. At the time of the Draft Budget Provincial approval is still pending but it is anticipated that approval will be attained.

Taxable Assessment

To establish a property's assessed value, MPAC analyzes property sales throughout the City. This method is called Current Value Assessment (CVA).

In addition to sales, they look at the key features of each property. Five major factors usually account for 85% of the value:

- location;
- lot dimensions;
- living area;
- age of the property, adjusted for any major renovations or additions; and
- quality of construction.

Other features that may affect value include number of bathrooms, fireplaces, garages, pools, whether properties have water frontage, and so on.

Re-assessment Four Year Cycle

As part of the 2007 Ontario Budget, the Liberal government announced plans to improve the property tax system to make it “fair, predictable and sustainable”. These plans included a four-year reassessment cycle.

This phase-in program is administered by MPAC as it provides the applicable phased-in assessed values to municipalities each year in the assessment rolls.

This phase-in program applies to all property classes and all properties within each class that have experienced an assessment increase. All increases are subject to the phase-in regardless of the amount. Due to the COVID-19 restrictions, the 2020 re-assessment was postponed. Direction was given to the City by the Province to use the 2016 assessment 2020 destination values for the 2021 taxation year. It is expected, but not confirmed, that the re-assessment originally due January 1, 2020 will be carried out in 2021. The phase-in program would then start in the 2022 taxation year.

An example helps illustrate. A residential property, where the January 1, 2016 value was \$320,000 and the January 1, 2020 destination value has increased to \$360,000, experienced an overall value increase of \$40,000, or 20%. Under the phase-in program, the final destination value of \$360,000 is not attained until year four. For the 2021 taxation year, the 2020 destination value is carried over and used for the 2021 taxation year.

The following chart shows the affect of this sample assessment phase-in.

Sample Phase-in for a Property where the Assessment is increasing from \$320,000 to \$360,000

Part 3
2021 Property Taxation

| Taxation Year | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Valuation Date | January 1, 2012 | January 1, 2016 | January 1, 2016 | January 1, 2016 | January 1, 2016 | January 1, 2016 |
| CVA | \$320,000 | \$360,000 | \$360,000 | \$360,000 | \$360,000 | \$360,000 |
| Phase-in | 0 | 25.00% | 50.00% | 75.00% | 100.00% | 100.00% |
| CVA for Taxation | \$320,000 | \$330,000 | \$340,000 | \$350,000 | \$360,000 | \$360,000 |

Properties that experience a decrease in value between the two-reassessment years have received their full decrease in 2017 that carries forward through to, and including, 2021.

Taxable assessment for 2021 – estimated -0.6% increase

The 2021 Budget is based on the phased-in property assessments as of January 1, 2016, updated for actual growth, and assessment adjustments. Taxable assessment for 2021 is estimated to remain flat over the 2020 budget level. As mentioned above, there is no phase-in of reassessment in 2021 and real growth is expected to be minimal

Median residential assessment for budget purposes – estimated 0.0% increase

As 2020 property assessments are being used for the 2021 Draft Budget, the median residential assessment for a single-family dwelling (not on water) will remain the same as the 2020 budget value of \$260,000.

Part 3
2021 Property Taxation

The following chart reflects the 2021 taxable assessment by class and subclass and the 2021 budgeted amounts.

2020 - 2021 Taxable CVA by Class and Sub-class

| Description | 2020 Approved | 2021 Recommended | Variances 2020 - 2021 | |
|--|----------------------|----------------------|-------------------------------|--------------------------------|
| | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Current Value Assessment | | | | |
| <u>Residential</u> | | | | |
| Residential (Taxable) | 7,648,598,760 | 7,606,928,529 | -0.5% | -41,670,231 |
| Multiresidential | 603,602,600 | 599,026,600 | -0.8% | -4,576,000 |
| New Multi-residential | 90,626,539 | 93,544,200 | 3.2% | 2,917,661 |
| Subtotal Residential | 8,342,827,899 | 8,299,499,329 | -0.5% | -43,328,570 |
| <u>Commercial</u> | | | | |
| Commercial Class | 946,243,482 | 916,160,790 | -3.2% | -30,082,692 |
| Commercial Class New Construction | 285,647,600 | 300,691,652 | 5.3% | 15,044,052 |
| Commercial Class Vacant Units | 16,324,390 | 15,903,112 | -2.6% | -421,278 |
| Commercial Class Vacant Units New Construction | 2,618,200 | 2,623,148 | 0.2% | 4,948 |
| Commercial Class, Vacant Land | 13,229,301 | 15,986,301 | 20.8% | 2,757,000 |
| Commercial Class, Vacant Land New Construction | 0 | 0 | 0.0% | 0 |
| Subtotal Commercial | 1,264,062,973 | 1,251,365,003 | -1.0% | -12,697,970 |
| <u>Industrial</u> | | | | |
| Industrial Class | 107,512,671 | 104,741,411 | -2.6% | -2,771,260 |
| Industrial Class New Construction | 11,783,500 | 13,102,500 | 11.2% | 1,319,000 |
| Industrial Tax Vacant Units | 3,532,747 | 3,346,447 | -5.3% | -186,300 |
| Industrial Tax Vacant Units New Construction | 166,000 | 166,000 | 0.0% | 0 |
| Industrial Class, Vacant Land | 5,895,100 | 7,742,600 | 31.3% | 1,847,500 |
| Industrial Class, Vacant Land New Construction | 0 | 0 | 0.0% | 0 |
| Subtotal Industrial | 128,890,018 | 129,098,958 | 0.2% | 208,940 |
| <u>Other</u> | | | | |
| Pipeline | 17,888,000 | 18,041,000 | 0.9% | 153,000 |
| Farm Property | 7,727,700 | 7,305,800 | -5.5% | -421,900 |
| Farm Land Awaiting Development | 0 | 0 | 0.0% | 0 |
| Managed Forest | 197,400 | 197,400 | 0.0% | 0 |
| Subtotal Other | 25,813,100 | 25,544,200 | -1.0% | -268,900 |
| Grand Total | 9,761,593,990 | 9,705,507,490 | -0.6% | -56,086,500 |

CVA growth 2010-2021

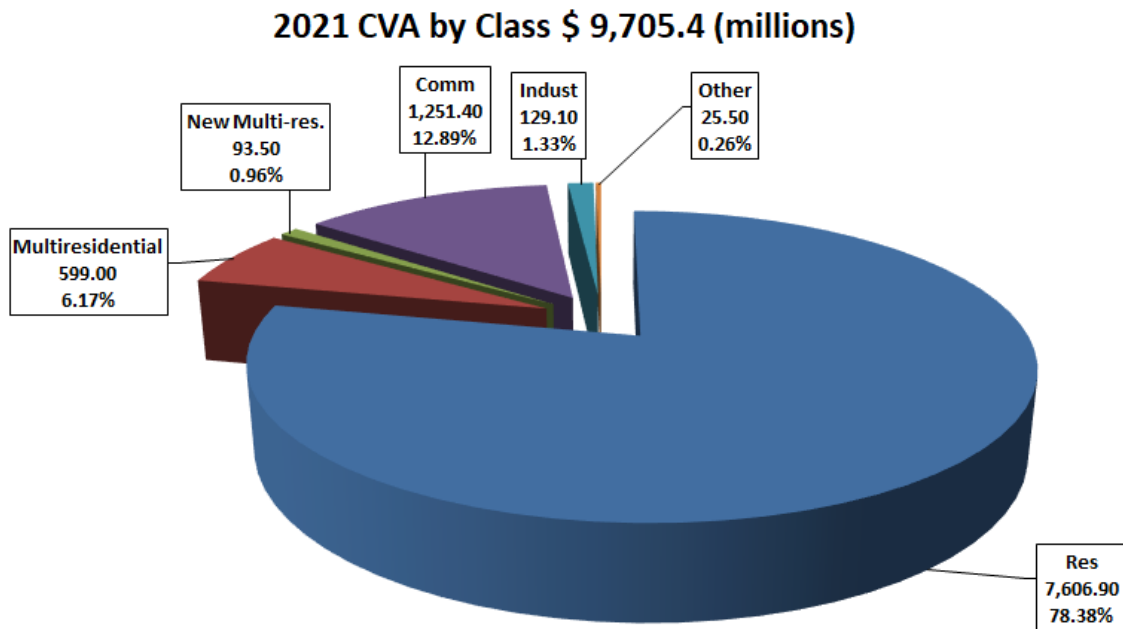
The chart below shows the total taxable assessment changes for the years 2012 through to 2021.



Part 3

2021 Property Taxation

The following chart shows the relative breakdown of the total \$9. billion 2021 taxable assessment by type.



Tax Ratios and Tax Rates

Tax ratios are applied to current value assessment to determine weighted value assessment that is, in turn, used to calculate municipal tax rates.

Tax ratios have a direct bearing on the tax rate calculations and ultimately determine the relationship that industrial, commercial, and multi-residential municipal tax rates have to the residential tax rate.

Part 3
2021 Property Taxation

The 2021 Draft Budget reflects the tax ratios shown below.

Tax Ratios – 2020 - 2021

| Description | 2020 Approved | 2021 Recommended | Variances 2020 - 2021 | |
|--|---------------|------------------|-------------------------------|--------------------------------|
| | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Tax Ratios | | | | |
| <u>Residential</u> | | | | |
| Residential | 1.000000 | 1.000000 | 0.0% | 0.0000000 |
| Multiresidential | 1.947210 | 1.947210 | 0.0% | 0.0000000 |
| New Multi-residential | 1.000000 | 1.000000 | 0.0% | 0.0000000 |
| <u>Commercial</u> | | | | |
| Commercial Class | 1.500000 | 1.500000 | 0.0% | 0.0000000 |
| Commercial Class New Construction | 1.500000 | 1.500000 | 0.0% | 0.0000000 |
| Commercial Class Vacant Units | 1.050000 | 1.500000 | 42.9% | 0.4500000 |
| Commercial Class Vacant Units New Construction | 1.050000 | 1.500000 | 42.9% | 0.4500000 |
| Commercial Class, Vacant Land | 1.050000 | 1.500000 | 42.9% | 0.4500000 |
| Commercial Class, Vacant Land New Construction | 1.050000 | 1.500000 | 42.9% | 0.4500000 |
| <u>Industrial</u> | | | | |
| Industrial Class | 1.568600 | 1.500000 | -4.4% | (0.0686000) |
| Industrial Class New Construction | 1.568600 | 1.500000 | -4.4% | (0.0686000) |
| Industrial Tax Vacant Units | 1.019590 | 1.500000 | 47.1% | 0.4804100 |
| Industrial Tax Vacant Units New Construction | 1.019590 | 1.500000 | 47.1% | 0.4804100 |
| Industrial Class, Vacant Land | 1.019590 | 1.500000 | 47.1% | 0.4804100 |
| Industrial Class, Vacant Land New Construction | 1.019590 | 1.500000 | 47.1% | 0.4804100 |
| <u>Other</u> | | | | |
| Pipeline | 1.270600 | 1.270600 | 0.0% | 0.0000000 |
| Farm Property | 0.250000 | 0.250000 | 0.0% | 0.0000000 |
| Farm Land Awaiting Development | 0.750000 | 0.750000 | 0.0% | 0.0000000 |
| Managed Forest | 0.250000 | 0.250000 | 0.0% | 0.0000000 |

2021 Vacant and Excess Land Tax Ratio

The implementation of Report CLSFS20-042, Elimination of the Vacant and Excess Land Subclass Tax Ratio Reduction, effects the municipal tax rates within each assessment class. While this does not impact the tax levy requirement, it does impact the All-inclusive residential tax and sewer levy increase proposed in the 2021 Draft Budget. By moving the tax ratio in Commercial and Industrial subclasses to 1.5 the All-inclusive rate was reduced by 0.16%. In other words, if the reduction to Commercial and Industrial subclasses was not eliminated, the All-inclusive residential tax and sewer levy increase would be 3.03% as opposed to 2.87%.

2021 Tax Ratio Reduction Plan

Continuing the Tax Ratio Reduction Program does not impact tax levy requirements. If, however, the recommended ratio reductions were not applied, they would alter the municipal tax rates for each class and ultimately impact the 2.87% All-inclusive

Part 3

2021 Property Taxation

residential tax and sewer levy increase proposed in the 2021 Draft Budget by 0.07%. In other words, if the 2021 tax ratios reduction program were not applied, the All-inclusive residential tax and sewer levy increase would be 2.80% as opposed to 2.87%.

Tax Rate Impact of Tax Ratio Change

The following chart shows the 2021 tax rates as presented in the 2021 Draft Budget compared to what the 202 rates would be if the Tax Ratio Reduction Plan was not implemented.

| Description | 2021 As presented | | | 2021 with no Ratio Changes | | |
|--|-------------------|----------------------------|-----------------------------|----------------------------|----------------------------|-----------------------------|
| | 2021 Recommended | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ | 2021 Tax Rate | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| <u>Municipal Tax Rates</u> | | | | | | |
| Residential | 1.2933050% | 3.6% | 0.0446260% | 1.2922610% | 3.5% | 0.0435820% |
| Multiresidential | 2.5183360% | 3.6% | 0.0668960% | 2.5163040% | 3.5% | 0.0648640% |
| New Multi-residential | 1.2933050% | 3.6% | 0.0446260% | 1.2922610% | 3.5% | 0.0435820% |
| <u>Commercial</u> | | | | | | |
| Commercial Class | 1.9399580% | 3.6% | 0.0669390% | 1.9383920% | 3.5% | 0.0653730% |
| Commercial Class New Construction | 1.9399580% | 3.6% | 0.0669390% | 1.9383920% | 3.5% | 0.0653730% |
| Commercial Class Vacant Units | 1.9399580% | 48.0% | 0.6288450% | 1.9383920% | 47.8% | 0.6272790% |
| Commercial Class Vacant Units New Construction | 1.9399580% | 48.0% | 0.6288450% | 1.9383920% | 47.8% | 0.6272790% |
| Commercial Class, Vacant Land | 1.9399580% | 48.0% | 0.6288450% | 1.9383920% | 47.8% | 0.6272790% |
| Commercial Class, Vacant Land New Construction | 1.9399580% | 48.0% | 0.6288450% | 1.9383920% | 47.8% | 0.6272790% |
| <u>Industrial</u> | | | | | | |
| Industrial Class | 1.9399580% | -1.0% | -0.0187200% | 2.0270410% | 3.5% | 0.0683630% |
| Industrial Class New Construction | 1.9399580% | -1.0% | -0.0187200% | 2.0270410% | 3.5% | 0.0683630% |
| Industrial Tax Vacant Units | 1.9399580% | 52.4% | 0.6668170% | 2.0270410% | 59.2% | 0.7539000% |
| Industrial Tax Vacant Units New Construction | 1.9399580% | 52.4% | 0.6668170% | 2.0270410% | 59.2% | 0.7539000% |
| Industrial Class, Vacant Land | 1.9399580% | 52.4% | 0.6668170% | 2.0270410% | 59.2% | 0.7539000% |
| Industrial Class, Vacant Land New Construction | 1.9399580% | 52.4% | 0.6668170% | 2.0270410% | 59.2% | 0.7539000% |
| <u>Other</u> | | | | | | |
| Pipeline | 1.6432730% | 3.6% | 0.0567010% | 1.6419470% | 3.5% | 0.0553750% |
| Farm Property | 0.3233260% | 3.6% | 0.0111560% | 0.3230650% | 3.5% | 0.0108950% |
| Farm Land Awaiting Development | 0.9699790% | 3.6% | 0.0334700% | 0.9691960% | 3.5% | 0.0326870% |
| Managed Forest | 0.3233260% | 3.6% | 0.0111560% | 0.3230650% | 3.5% | 0.0108950% |

Part 3
2021 Property Taxation

Weighted Taxable Assessment

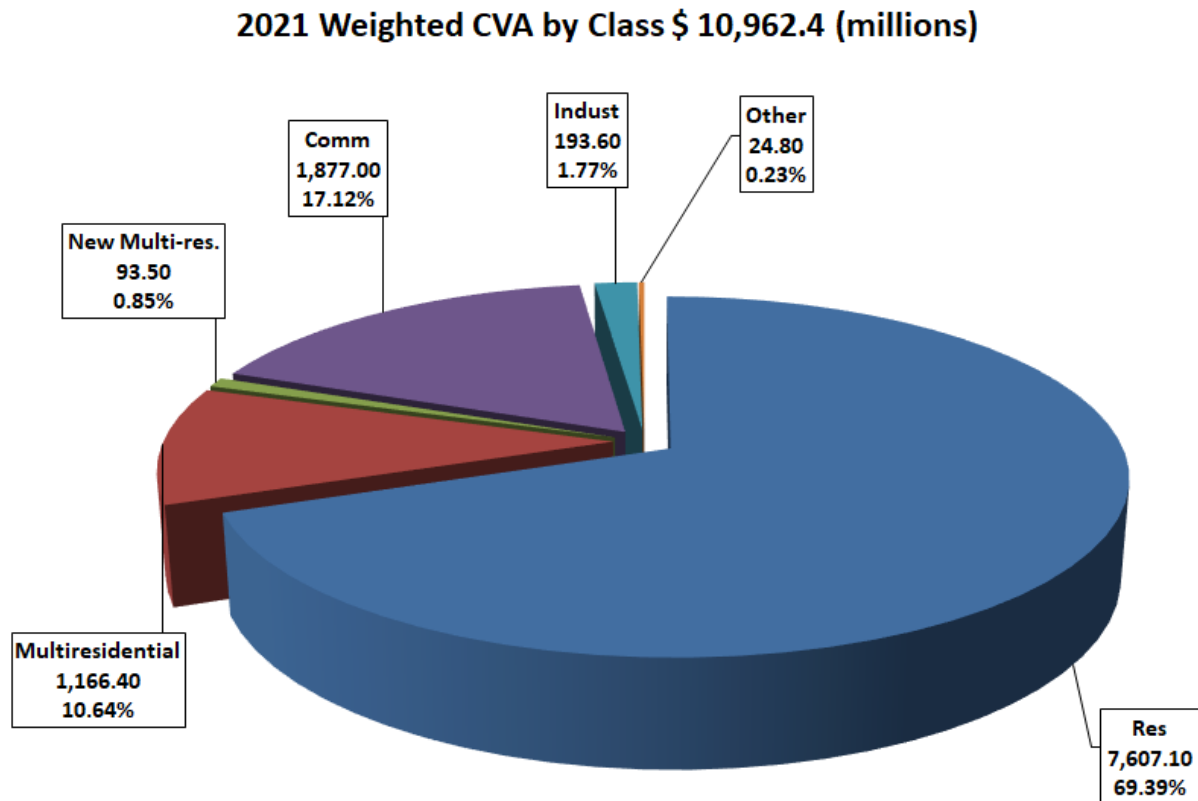
Current Value Assessment, multiplied by the applicable tax ratios, generates Weighted Taxable Assessment, as shown on the following chart that is ultimately used to calculate tax rates for each property class.

Weighted Taxable Assessment 2020- 2021

| Description | 2020 Approved | 2021 Recommended | Variances 2020 - 2021 | |
|--|-----------------------|-----------------------|-------------------------------|--------------------------------|
| | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Weighted Current Value Assessment | | | | |
| <u>Residential</u> | | | | |
| Residential | 7,648,598,760 | 7,606,928,529 | -0.5% | -41,670,231 |
| Multiresidential | 1,175,341,019 | 1,166,430,586 | -0.8% | -8,910,433 |
| New Multi- residential | 90,626,539 | 93,544,200 | 3.2% | 2,917,661 |
| Subtotal Residential | 8,914,566,318 | 8,866,903,315 | -0.5% | -47,663,003 |
| <u>Commercial</u> | | | | |
| Commercial Class | 1,419,365,223 | 1,374,241,185 | -3.2% | -45,124,038 |
| Commercial Class New Construction | 428,471,400 | 451,037,478 | 5.3% | 22,566,078 |
| Commercial Class Vacant Units | 17,140,610 | 23,854,668 | 39.2% | 6,714,058 |
| Commercial Class Vacant Units New Construction | 2,749,110 | 3,934,722 | 43.1% | 1,185,612 |
| Commercial Class, Vacant Land | 13,890,766 | 23,979,452 | 72.6% | 10,088,686 |
| Commercial Class, Vacant Land New Construction | 0 | 0 | 0.0% | 0 |
| Subtotal Commercial | 1,881,617,109 | 1,877,047,505 | -0.2% | -4,569,604 |
| <u>Industrial</u> | | | | |
| Industrial Class | 168,644,376 | 157,112,117 | -6.8% | -11,532,259 |
| Industrial Class New Construction | 18,483,598 | 19,653,750 | 6.3% | 1,170,152 |
| Industrial Tax Vacant Units | 3,601,954 | 5,019,671 | 39.4% | 1,417,717 |
| Industrial Tax Vacant Units New Construction | 169,252 | 249,000 | 47.1% | 79,748 |
| Industrial Class, Vacant Land | 6,010,585 | 11,613,900 | 93.2% | 5,603,315 |
| Industrial Class, Vacant Land New Construction | 0 | 0 | 0.0% | 0 |
| Subtotal Industrial | 196,909,765 | 193,648,438 | -1.7% | -3,261,327 |
| <u>Other</u> | | | | |
| Pipeline | 22,728,493 | 22,922,895 | 0.9% | 194,402 |
| Farm Property | 1,931,925 | 1,826,450 | -5.5% | -105,475 |
| Farm Land Awaiting Development | 0 | 0 | 0.0% | 0 |
| Managed Forest | 49,350 | 49,350 | 0.0% | 0 |
| Subtotal Other | 24,709,768 | 24,798,695 | 0.4% | 88,927 |
| Grand Total | 11,017,802,960 | 10,962,397,953 | -0.5% | -55,405,007 |

Part 3
2021 Property Taxation

The 2021 Weighted Taxable Assessment by class is shown in the chart below.



Municipal Tax Rate Calculation

The 2021 Residential Municipal Tax Rate is calculated by dividing the total net tax levy requirements for the year (\$141.8 million) by the total Taxable Weighted Assessment (\$10.962 billion). The residential tax rate is then multiplied by each of the other classes' applicable tax ratios to determine the tax rates for the other classes.

For example, the 1.293302% Residential tax rate for 2021 is calculated as follows:

A - Total 2021 net tax levy = \$141,776,880

B - Total Weighted Taxable Assessment = \$10,962,397,953

C - Residential tax rate = 1.293302% ($\$141,776,880 / \$10,962,397,953 \times 100$)

The tax rates for the other classes are then calculated by multiplying the residential tax rate by the ratio for the class and subclass. As an example, the 2.51833100% Multi-residential rate for 2021 is calculated by multiplying the 1.293302% Residential tax rate times the 1.947210 Multi-residential tax ratio.

Part 3
2021 Property Taxation

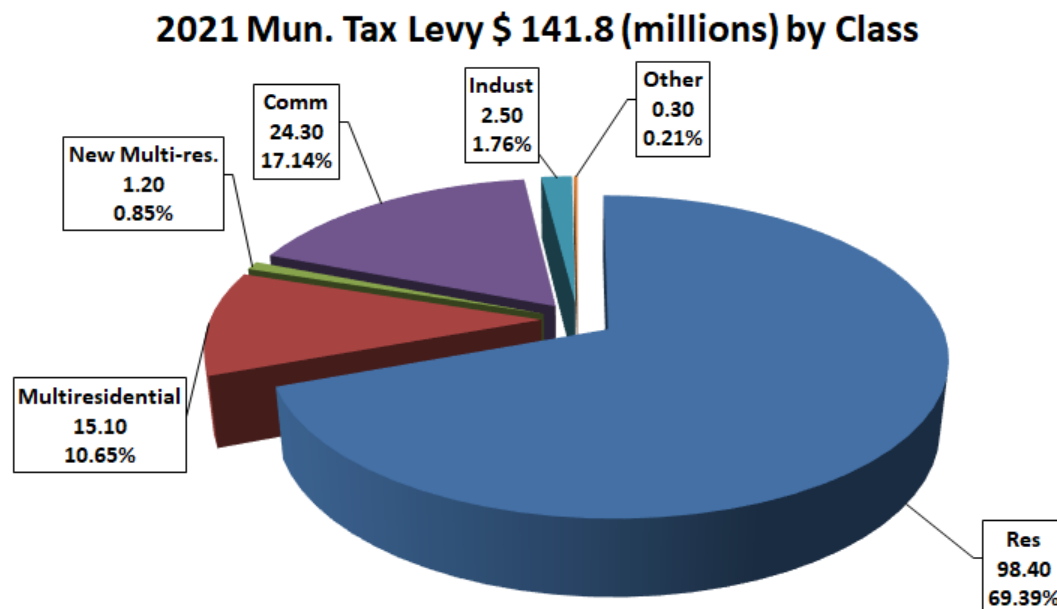
The resulting 2020 and 2021 tax rates for each class are shown in following table.

2020 - 2021 Municipal Tax Rates

| Description | 2020 Approved | 2021 Recommended | Variances 2020 - 2021 | |
|--|---------------|------------------|-------------------------------|--------------------------------|
| | | | Over (Under) 2020 Budget % | Over (Under) 2020 Budget \$ |
| Municipal Tax Rates | | | | |
| <u>Residential</u> | | | | |
| Residential | 1.2486790% | 1.2933020% | 3.6% | 0.044623% |
| Multiresidential | 2.4314400% | 2.5183310% | 3.6% | 0.086891% |
| New Multi-residential | 1.2486790% | 1.2933020% | 3.6% | 0.044623% |
| <u>Commercial</u> | | | | |
| Commercial Class | 1.8730190% | 1.9399530% | 3.6% | 0.066934% |
| Commercial Class New Construction | 1.8730190% | 1.9399530% | 3.6% | 0.066934% |
| Commercial Class Vacant Units | 1.3111130% | 1.9399530% | 48.0% | 0.628840% |
| Commercial Class Vacant Units New Construction | 1.3111130% | 1.9399530% | 48.0% | 0.628840% |
| Commercial Class, Vacant Land | 1.3111130% | 1.9399530% | 48.0% | 0.628840% |
| Commercial Class, Vacant Land New Construction | 1.3111130% | 1.9399530% | 48.0% | 0.628840% |
| <u>Industrial</u> | | | | |
| Industrial Class | 1.9586780% | 1.9399530% | -1.0% | -0.018725% |
| Industrial Class New Construction | 1.9586780% | 1.9399530% | -1.0% | -0.018725% |
| Industrial Tax Vacant Units | 1.2731410% | 1.9399530% | 52.4% | 0.666812% |
| Industrial Tax Vacant Units New Construction | 1.2731410% | 1.9399530% | 52.4% | 0.666812% |
| Industrial Class, Vacant Land | 1.2731410% | 1.9399530% | 52.4% | 0.666812% |
| Industrial Class, Vacant Land New Construction | 1.2731410% | 1.9399530% | 52.4% | 0.666812% |
| <u>Other</u> | | | | |
| Pipeline | 1.5865720% | 1.6432700% | 3.6% | 0.056698% |
| Farm Property | 0.3121700% | 0.3233260% | 3.6% | 0.011156% |
| Farm Land Awaiting Development | 0.9365090% | 0.9699770% | 3.6% | 0.033468% |
| Managed Forest | 0.3121700% | 0.3233260% | 3.6% | 0.011156% |

Municipal Tax Levy by Class

The combination of CVA, tax ratios, weighted assessment, and tax rates results in municipal taxes levied by class as depicted in the following chart.



Education Tax Rates

Residential, Multi-residential and Farm

Since 1998, a uniform education tax rate has been established by the Province to be levied against Residential, Multi-residential and Farm property, regardless of its location in Ontario. In reassessment years, the Province has adjusted the uniform residential/farm education rate to achieve a province-wide revenue neutral tax yield from these classes. Each municipality is affected differently depending on how market values in their area have increased or decreased relative to province-wide market change averages.

While Council is not involved in the decision, the 2021 education rates do impact the total tax on assessment City taxpayers will pay in 2021. The 2.87% increase in the all-inclusive tax levy, reflected in the 2021 Draft Budget, is impacted by the education rate. For the 2021 Draft Budget, it has been assumed that there will be a 4.0% decrease in the residential education tax rates established for 2020, from 0.154560% to 0.1483780%.

Business Education Property Tax Rates

When the Province first assumed responsibility for establishing education tax rates in 1998, each municipality had different Business Education Tax (BET) Rates depending

on their 1997 education tax levels that had been set by the individual school boards. As a result, there are a wide range of BET rates throughout the province.

Business representatives across the province criticized high BET rates as being unfair and being a barrier to economic competitiveness stating they put many regions of the province at a disadvantage compared to others.

In the 2007 Ontario budget, the Province announced a plan to reduce the BET rates each year to achieve a target rate in 2014. The original target rate (applied in 2007 and 2008) was 1.60%, the target in 2014 was 1.22%. The target rate has been moved down over time to offset average assessment appreciation. The BET reduction program did in fact reduce rates from 2008 – 2012, however, the 2012 budget ‘froze’ the ceiling rates, which are being adjusted on a revenue neutral basis only.

Estimated 2021 Business Education Rates

The City’s 2021 BET rates will not be announced by the Province until early 2021. For purposes of the 2020 Draft Budget, the Business Education rates have been assumed to remain at 2020 rates.

The following table shows the 2020 and 2021 Municipal and Education Tax Rates including all of the above assumptions.

Part 3
2021 Property Taxation

2020 and 2021 Municipal and Education Tax Rates

| Class | 2020 Tax rates | | | 2021 Tax rates | | | % Change in rate | | |
|--|-----------------------------|------------|------------|--|------------|------------|------------------|-----------|--------|
| | Taxes as approved by By-law | | | Tax rates as per 2021 Budget MPAC Assess | | | | | |
| | Municipal | Education | Total | Municipal | Education | Total | Municipal | Education | Total |
| <u>Residential</u> | | | | | | | | | |
| Residential | 1.2486790% | 0.1545600% | 1.4032390% | 1.2933020% | 0.1483780% | 1.4416800% | 3.57% | -4.00% | 2.74% |
| Multiresidential | 2.4314400% | 0.1545600% | 2.5860000% | 2.5183310% | 0.1483780% | 2.6667090% | 3.57% | -4.00% | 3.12% |
| New Multi-residential | 1.2486790% | 0.1545600% | 1.4032390% | 1.2933020% | 0.1483780% | 1.4416800% | 3.57% | -4.00% | 2.74% |
| <u>Commercial</u> | | | | | | | | | |
| Commercial Class | 1.8730190% | 1.2500000% | 3.1230190% | 1.9399530% | 1.2500000% | 3.1899530% | 3.57% | 0.00% | 2.14% |
| Commercial Class New Construction | 1.8730190% | 0.9800000% | 2.8530190% | 1.9399530% | 0.9800000% | 2.9199530% | 3.57% | 0.00% | 2.35% |
| Commercial Class Vacant Units | 1.3111130% | 1.2500000% | 2.5611130% | 1.9399530% | 1.2500000% | 3.1899530% | 47.96% | 0.00% | 24.55% |
| Commercial Class Vacant Units New Construction | 1.3111130% | 0.9800000% | 2.2911130% | 1.9399530% | 0.9800000% | 2.9199530% | 47.96% | 0.00% | 27.45% |
| Commercial Class, Vacant Land | 1.3111130% | 1.2500000% | 2.5611130% | 1.9399530% | 1.2500000% | 3.1899530% | 47.96% | 0.00% | 24.55% |
| Commercial Class, Vacant Land New Construction | 1.3111130% | 0.9800000% | 2.2911130% | 1.9399530% | 0.9800000% | 2.9199530% | 47.96% | 0.00% | 27.45% |
| <u>Industrial</u> | | | | | | | | | |
| Industrial Class | 1.9586780% | 1.2500000% | 3.2086780% | 1.9399530% | 1.2500000% | 3.1899530% | -0.96% | 0.00% | -0.58% |
| Industrial Class New Construction | 1.9586780% | 0.9800000% | 2.9386780% | 1.9399530% | 0.9800000% | 2.9199530% | -0.96% | 0.00% | -0.64% |
| Industrial Tax Vacant Units | 1.2731410% | 1.2500000% | 2.5231410% | 1.9399530% | 1.2500000% | 3.1899530% | 52.38% | 0.00% | 26.43% |
| Industrial Tax Vacant Units New Construction | 1.2731410% | 0.9800000% | 2.2531410% | 1.9399530% | 0.9800000% | 2.9199530% | 52.38% | 0.00% | 29.59% |
| Industrial Class, Vacant Land | 1.2731410% | 1.2500000% | 2.5231410% | 1.9399530% | 1.2500000% | 3.1899530% | 52.38% | 0.00% | 26.43% |
| Industrial Class, Vacant Land New Construction | 1.2731410% | 0.9800000% | 2.2531410% | 1.9399530% | 0.9800000% | 2.9199530% | 52.38% | 0.00% | 29.59% |
| <u>Other</u> | | | | | | | | | |
| Pipeline | 1.5865720% | 0.9800000% | 2.5665720% | 1.6432700% | 0.9800000% | 2.6232700% | 3.57% | 0.00% | 2.21% |
| Farm Property | 0.3121700% | 0.0382500% | 0.3504200% | 0.3233260% | 0.0382500% | 0.3615760% | 3.57% | 0.00% | 3.18% |
| Farm Land Awaiting Development | 0.9365090% | 0.1147500% | 1.0512590% | 0.9699770% | 0.1147500% | 1.0847270% | 3.57% | 0.00% | 3.18% |
| Managed Forest | 0.3121700% | 0.0382500% | 0.3504200% | 0.3233260% | 0.0382500% | 0.3615760% | 3.57% | 0.00% | 3.18% |

Note 1: 2021 Education Rates are estimates only. Actual rates will not be known until published by the Province.



Budget Highlights

Part 4: Other Sections

Part 4
2021 Other Sections

Conversion of 2020 Draft Budget to Full Accrual

| Ref | Description | Budgeted Items Levied | | | | | | | Unlevied Expenses | | | | 2021 Full Accrual Budget |
|---|---|-----------------------|--------------------|------------------------------|--------------------------------|---------------------|-------------------------|-------------------------------------|---------------------|----------------------------|---------------------------------|--------------------------|--------------------------|
| | | 2021 Operating Budget | 2021 Other Capital | 2021 Tangible Capital Assets | Net Transfers To/From Reserves | Debt Principal | Tangible Capital Assets | Subtotal 2021 Budgeted Items Levied | Amortization | Interest on Long Term Debt | Landfill Closure & Post Closure | Employee Future Benefits | |
| C1 | C2 | C3 | C4 | C5 | C7 | C8 | C9 | C10 | C11 | C12 | C13 | C14 | C15 |
| SUMMARY OF GROSS REVENUES & EXPENSES | | | | | | | | | | | | | |
| 1 | REVENUES | | | | | | | | | | | | |
| 2 | Tax Levy and Other Revenue | | | | | | | | | | | | |
| 3 | Tax | 142,956,987 | | | | | | 142,956,987 | | | | | 142,956,987 |
| 4 | Payments in Lieu | 4,039,029 | | | | | | 4,039,029 | | | | | 4,039,029 |
| 5 | City of Pibo Holdings | 5,208,000 | | | | | | 5,208,000 | | | | | 5,208,000 |
| 6 | Other | 5,811,000 | | | | | | 5,811,000 | | | | | 5,811,000 |
| 7 | Direct Revenue | 132,841,237 | | | 1,384,360 | (308,097) | | 133,917,500 | | | | | 133,917,500 |
| 8 | | 280,868,263 | - | - | 1,384,360 | (308,097) | | 281,832,616 | - | - | - | - | 281,832,616 |
| 9 | EXPENSES | | | | | | | | | | | | |
| 10 | City Council | 688,149 | | | (1,290) | | | 686,859 | | | | | 686,859 |
| 11 | Chief Administrative Officer (Including Fire) | 19,356,159 | 75,000 | 3,993,200 | (718,600) | (174,292) | (3,993,200) | 18,538,267 | | (1,200) | | (62,000) | 18,475,067 |
| 12 | Corporate and Legislative Services | 8,778,294 | 1,075,200 | 7,098,300 | (3,758,210) | (712,983) | (7,098,300) | 5,382,301 | | (8,000) | | (110,000) | 5,264,301 |
| 13 | Infrastructure and Planning Services | 67,845,730 | 5,464,600 | 931,000 | (12,818,940) | (8,330,968) | (931,000) | 52,160,422 | | 17,000 | 192,000 | | 52,369,422 |
| 14 | Community Services | 104,564,613 | 1,548,300 | 48,876,300 | (185,079) | (2,979,825) | (48,876,300) | 102,948,009 | | (19,000) | | | 102,929,009 |
| 15 | Financial Services - Other Financial * | 19,319,776 | | | (6,004,712) | | | 13,315,064 | | | | | 13,315,064 |
| 16 | Transfers to Organizations For Provision of Services ** | 38,157,020 | 127,500 | 1,543,200 | 70,359 | (1,096,182) | (1,543,200) | 37,256,697 | | (29,000) | | 120,000 | 37,347,697 |
| 17 | Amortization | | | | | | | | 27,650,000 | | | | 27,650,000 |
| 18 | | 268,708,741 | 8,280,800 | 82,442,000 | (23,418,472) | (13,288,260) | (82,442,000) | 230,287,818 | 27,650,000 | (40,200) | 192,000 | (62,000) | 268,037,418 |
| 19 | Government Grants and Other Revenues Related to Capital | | 647,300 | 14,280,700 | | | | 14,808,000 | | | | | 14,808,000 |
| 20 | Financing and Transfers | | | | | | | | | | | | |
| 21 | Transfer to (From) Capital | 10,114,400 | (3,417,600) | (6,696,800) | | | | - | | | | | - |
| 22 | Transfer to (From) Reserves | 22,032,112 | (4,125,700) | (11,663,400) | (6,243,012) | | | - | | | | | - |
| 23 | Long term debt issued | | (200,000) | (29,821,100) | | 30,021,100 | | - | | | | | - |
| 24 | | 32,146,512 | (7,743,300) | (48,181,300) | (6,243,012) | 30,021,100 | - | - | - | - | - | - | - |
| 25 | Change in Municipal Equity - Surplus (Deficit) | - | - | - | 31,043,844 | (17,032,847) | 82,442,000 | 78,462,897 | (27,650,000) | 40,200 | (192,000) | 62,000 | 48,783,097 |

Staffing

Proposed Full Time Positions in 2021 Budget

There are 2.0 new full-time positions and a contract position to move to full-time requested in the 2021 Draft Budget. The two Sample Technicians are funded through revenues the positions will generate. The Climate Change Co-ordinator position will be funded through the Climate Change Reserve. There are 15.0 full-time positions that have been or are proposed to be eliminated through internal realignment or transition away from providing services. This results in a net decrease of 13.0 FTE as set out in the following chart.

| Proposed Full time Position Changes in the 2021 Budget | | | | |
|--|---|-------|----------|---------------|
| Ref | Position | Group | OP / CAP | Net FTE |
| C1 | C2 | C3 | C4 | C5 |
| 1.00 | Requested new full-time permanent | | | |
| 1.01 | Sample Technicians | 126 | OP | 2.00 |
| 1.02 | Climate Change Co-ord | 126 | OP | 1.00 |
| | Subtotal | | | 3.00 |
| 2.00 | Contract positions to full time | | | |
| 2.01 | Climate Change Co-ord | 126 | OP | -1.00 |
| | Subtotal | | | -1.00 |
| 3.00 | Existing Full Time Positions Eliminated | | | |
| 3.01 | Employment Services Discontinuance | 126 | OP | -14.00 |
| 3.02 | Employment Services Discontinuance | NU | OP | -1.00 |
| | Subtotal | | | -15.00 |
| 4.00 | Total Change | | | -13.00 |

Part 4
2021 Other Sections

Total Staff Complement

The total staff complement includes the 719.68 full-time equivalents (FTE) and 153.63 part-time FTEs. The following chart shows the split by employee group and the gross expenditure totals.

| Group | 2020 | | | | | | | 2021 | | | | | | | % change | \$ change |
|---------|-----------|------------|-----------|-----------|--------|------------|------------|-----------|------------|-----------|-----------|--------|------------|------------|-----------|-----------|
| | Full time | | Part-time | | Total | | Total | Full time | | Part-time | | Total | | Total | Including | Including |
| | FTE | Amount | FTE | Amount | FTE | Amount | Inc Ben | FTE | Amount | FTE | Amount | FTE | Amount | Inc Ben. | Benefits | Benefits |
| C1 | C2 | C3 | C4 | C5 | C6 | C7 | C8 | C9 | C10 | C11 | C12 | C13 | C14 | C15 | C16 | C17 |
| L 126 | 235.28 | 14,916,742 | 32.31 | 1,625,778 | 267.59 | 16,542,520 | 21,009,243 | 223.68 | 14,467,673 | 30.20 | 1,551,122 | 253.88 | 16,018,795 | 20,356,447 | -3.11% | -652,796 |
| L504 | 148.49 | 10,279,353 | 24.91 | 1,138,813 | 173.40 | 11,418,166 | 14,267,824 | 148.49 | 10,487,521 | 24.13 | 1,121,373 | 172.62 | 11,608,894 | 14,498,654 | 1.62% | 230,750 |
| Fire | 98.00 | 11,315,989 | 0.00 | 0 | 98.00 | 11,315,989 | 14,450,164 | 98.00 | 11,448,667 | 0.00 | 0 | 98.00 | 11,448,667 | 14,678,318 | 1.58% | 228,154 |
| Non Ur | 138.34 | 14,093,283 | 1.77 | 147,864 | 140.11 | 14,241,147 | 18,331,478 | 137.51 | 14,365,309 | 1.67 | 138,435 | 139.18 | 14,503,744 | 18,675,618 | 1.88% | 344,140 |
| ATU | 96.00 | 6,140,833 | 15.87 | 785,005 | 111.87 | 6,925,838 | 8,752,003 | 96.00 | 6,283,926 | 15.87 | 795,210 | 111.87 | 7,079,136 | 8,901,356 | 1.71% | 149,353 |
| Library | 16.00 | 1,096,173 | 15.93 | 681,755 | 31.93 | 1,777,928 | 2,163,993 | 16.00 | 1,114,295 | 15.93 | 666,848 | 31.93 | 1,781,143 | 2,170,974 | 0.32% | 6,981 |
| Other | 0.00 | 0 | 67.31 | 2,100,110 | 67.31 | 2,100,110 | 2,269,771 | 0.00 | 0 | 65.83 | 2,095,894 | 65.83 | 2,095,894 | 2,260,231 | -0.42% | -9,540 |
| Sub Tot | 732.11 | 57,842,373 | 158.10 | 6,479,325 | 890.21 | 64,321,698 | 81,244,536 | 719.68 | 58,167,391 | 153.63 | 6,368,882 | 873.31 | 64,536,273 | 81,541,578 | 0.37% | 297,042 |
| Council | 0 | 417,556 | 0.00 | 0 | 0.00 | 417,556 | 460,330 | 0.00 | 423,610 | 0.00 | 0 | | 423,610 | 466,989 | 1.45% | 6,659 |
| Total | 732.11 | 58,259,929 | 158.10 | 6,479,325 | 890.21 | 64,739,254 | 81,704,866 | 719.68 | 58,591,001 | 153.63 | 6,368,882 | 873.31 | 64,959,883 | 82,008,567 | 0.37% | 303,701 |

Staffing Complement and Dollars

Total staff complement is 873.31 FTE - \$82.0 million

The 2021 Budget reflects a complement of 719.68 full-time equivalents and 156.63 part-time equivalents. The dollar value of direct compensation related to the complement is \$58.6 million for full-time and \$6.4 million for part-time positions for a total straight salary cost amounting to \$65.0 million. This represents a \$.2 million (0.34%) increase over the 2020 levels. The increase covers 2021 requested additions and reductions, regular grid steps, the annualized impact of any 2020 hires and a provision for salary and wage settlements.

Benefit costs to increase by \$0.8 million to \$17.1 million

Benefit costs are expected to be \$17.1 million in 2021 and are up by \$0.2 million over the 2020 levels. Benefit costs include a number of legislated benefits such as Canada Pension Plan Premiums, Employment Insurance Premiums, and OMERS Premiums plus a number of negotiated benefits such as extended health, life insurance, and dental coverage. Benefit costs are charged out to departments by applying a benefit overhead rate on labour which has remained unchanged from 2018 at 29% for full time labour and 10% for part time labour.

The following chart shows the OMERS contribution rates for the past five years.

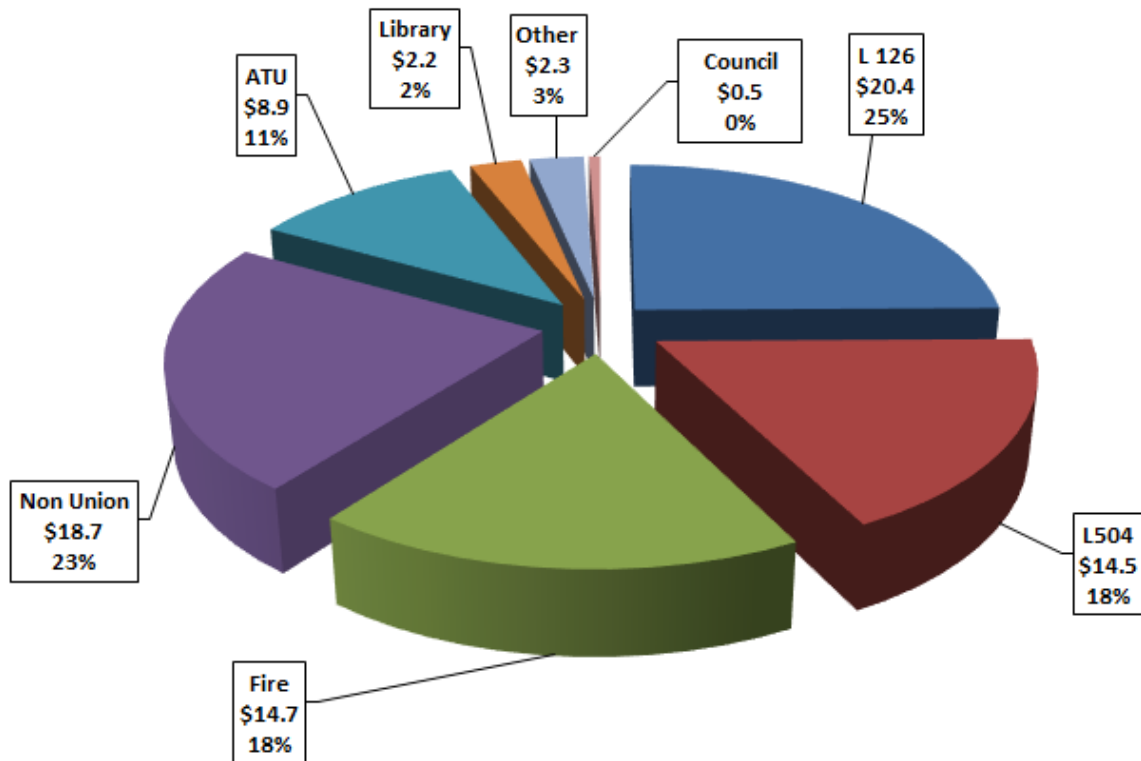
| | YMPE | NRA 65 Up to YMPE | Over YMPE | NRA 60 Up to YMPE | Over YMPE | RPP Max |
|--------|--------|-------------------|-----------|-------------------|-----------|---------|
| 2021 * | 60,000 | 9.00% | 14.60% | 9.20% | 15.80% | 172,045 |
| 2020 | 58,700 | 9.00% | 14.60% | 9.20% | 15.80% | 168,317 |
| 2019 | 57,400 | 9.00% | 14.60% | 9.20% | 15.80% | 172,698 |
| 2018 | 55,900 | 9.00% | 14.60% | 9.20% | 15.80% | 175,223 |
| 2017 | 55,300 | 9.00% | 14.60% | 9.20% | 15.80% | 170,797 |

* Estimate until OMERS final rates are published

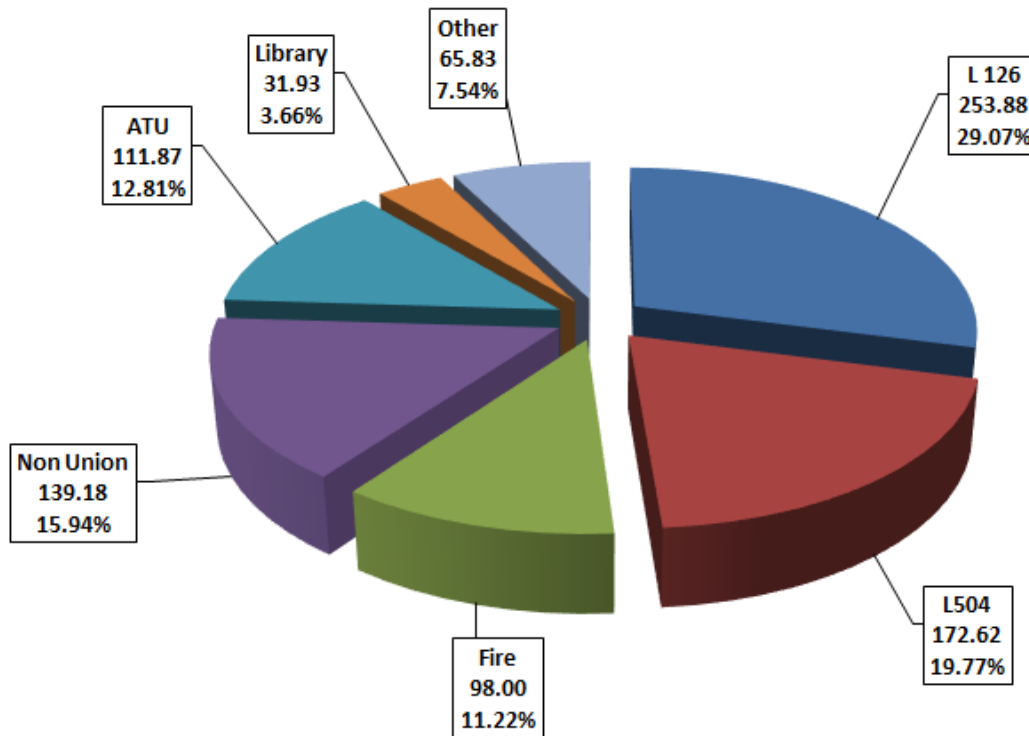
Total compensation to be \$82.0 million in 2021 - up \$.3 million or 0.37%

When the 29% benefit rate in effect for 2021 for full-time salaries, and the 10% benefit rate for part-time salaries are added, the total gross compensation for 2021 is \$82.0 million. The \$82.0 million represents 28.05% of the City's total \$292.3 million gross expenditures and is a \$.3 million (0.37%) increase over the \$81.7 million total compensation reflected in the 2020 budget.

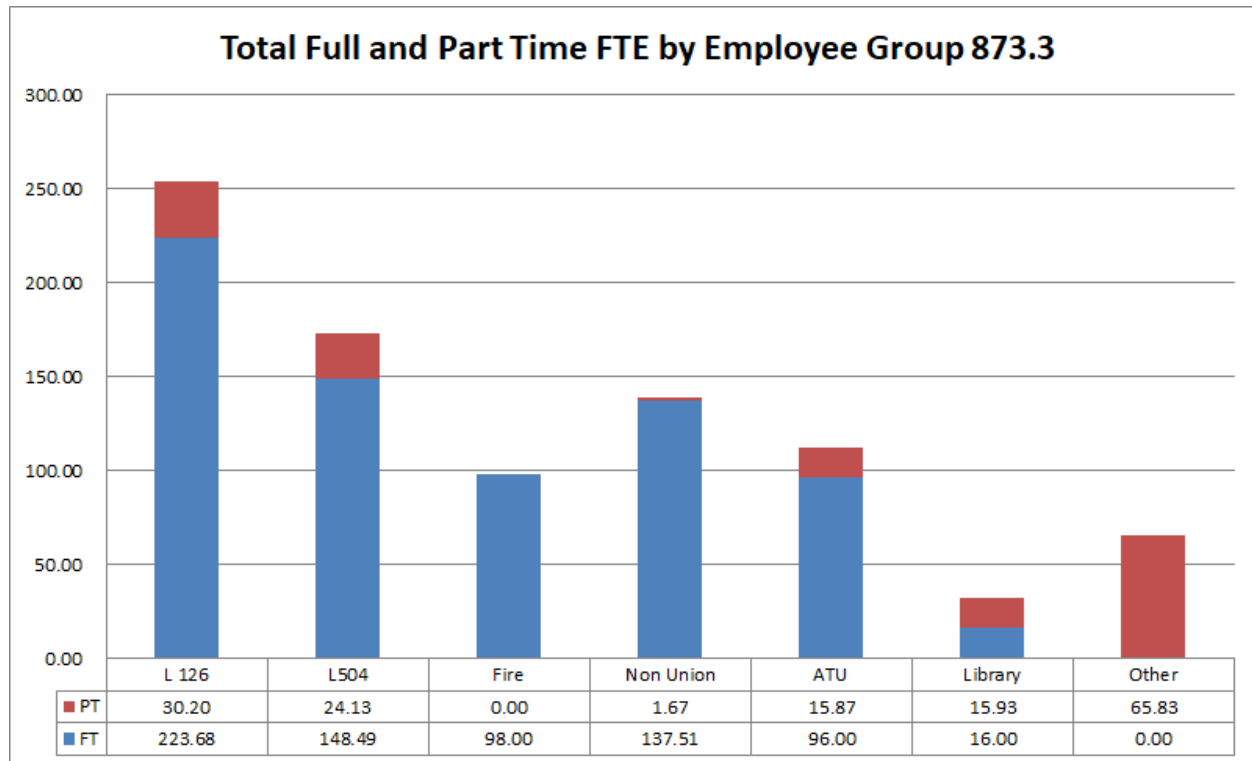
**2021 Allocation of Total Compensation by Employee
Group \$ 82. Million**



2021 Allocation of FTE by Employee Group 873.3



Part 4
2021 Other Sections



Impact of Requested New Full-Time Permanent Positions

The following chart lists the full-time permanent positions that are proposed to be added in the 2021 Budget. For the position, Columns 8 through 15 show salaries and benefits, offsetting revenues, if any, and the net tax levy impact. The net tax levy impact for full-time permanent positions is -\$68,979.

| Annualized impact if in 2021 operating budget for whole year | | | | | | | | | | | | | | | |
|--|----------------------------|------|------|--------|--------------------------|--------------------|----------|-----------|----------|--------|---------|--|---------|----------------------------|--------------------------|
| Ref | Position and comments | Dept | FTE | FT/ PT | Employee Group (Union) | Gross expenditures | | | Revenues | | | | | Net Tax Levy | |
| | | | | | | Salary | Benefits | Gross Exp | Subsidy | County | Other | Specify | Total | Annual Net Tax Levy Impact | 2021 Net tax Levy Impact |
| C1 | C2 | C3 | C4 | C7 | C9 | C10 | C11 | C12 | C13 | C14 | C15 | C16 | C17 | C18 | C19 |
| 1.0 | Sample Technician | IPS | 2.00 | FT | L126 | 109,319 | 31,702 | 141,021 | | | 210,000 | Increased revenue from agreements under the sewer use by-law and hauled waste programs | 210,000 | (68,979) | (68,979) |
| 2.00 | Climate Change Coordinator | IPS | 1.00 | FT | L126 | 41,428 | 12,014 | 53,442 | | | 53,442 | Climate change reserve | 53,442 | - | - |

**New Full-time Permanent Positions Proposed in the Operating Budget
(2.0 FTE)**

- **Sample Technicians**

Staff in the City of Peterborough Environmental Monitoring Program have gradually taken on more work with various sampling and monitoring needs throughout the City. To achieve, this Sewer Use Bylaw enforcement activities (industrial sampling, inspections, education and outreach) have been reduced. With a foreseeable increase in environmental monitoring work, additional staff will allow a return to former levels of Sewer Use Bylaw activities and continued support of other environmental projects.

- **Climate Change Coordinator**

City Council adopted the Greater Peterborough Area Climate Change Action Plan (CCAP) on December 12, 2016 with a goal of reducing both Corporate and Community greenhouse gas (GHG) emissions by 30% by 2031. On January 28, 2019, Council passed a climate change mitigation motion to explore short-term actions, associated costs/funding opportunities and plans for embedding sustainability into daily operations and asset planning. At the meeting of September 23, 2019, Council passed a motion declaring a climate change emergency within the City requesting acceleration of existing actions and the implications of adopting a more aggressive GHG reduction target of 45% by 2030. At the meeting of March 30, 2020, Council adopted a motion that included that permanent staffing resources required to significantly advance and sustain the Corporate and Community actions related to the CCAP be presented in the 2021 Budget. This position is required to coordinate actions within the CCAP across City Departments and with partner organizations in the community, liaise with organizations that provide support to municipalities in developing and implementing climate mitigation and adaptation policies and procedures, and compile data and reports to track and monitor progress on actions towards Corporate and Community targets.

As part of the 2021 budget, Council approved the creation of the Climate Change Reserve with an annual contribution from the tax levy of \$.426 million. This position is funded from that reserve.

Impact of Elimination of Existing Permanent Full-Time Position

The following chart lists the permanent full-time positions to be eliminated in the 2021 budget.

| Ref | | | | | Annualized impact if in 2021 operating budget for whole year | | | | | | | |
|-----|----------------------------------|------|--------|--------------------------|--|----------|------------|----------|--------|------------|---------------------------------------|--------------------------|
| | Position and comments | Dept | FTE | Employee Group (Union) | Gross expenditures | | | Revenues | | | | |
| | | | | | Salary | Benefits | Gross Exp | Subsidy | County | Other | Specify | 2021 Net tax Levy Impact |
| C1 | C2 | C3 | C4 | C7 | C8 | C9 | C10 | C11 | C12 | C13 | C14 | C15 |
| 1.0 | Children's Services Case Manager | CS | -1.00 | 126 | -60,594 | -17,572 | -78,166 | | | -78,166 | Provincial Employment Service Funding | - |
| 2.0 | File Clerk | CS | -1.00 | 126 | -40,486 | -11,741 | -52,227 | | | -52,227 | | - |
| 3.0 | Supervisors | CS | -2.00 | 126 | -159,482 | -46,250 | -205,732 | | | -205,732 | | - |
| 4.0 | Program Payment Clerks | CS | -6.00 | 126 | -346,410 | -100,459 | -446,869 | | | -446,869 | | - |
| 5.0 | Employment Counsellors | CS | -4.00 | 126 | -248,528 | -72,073 | -320,601 | | | -320,601 | | - |
| 6.0 | Program Manager | CS | -1.00 | NU | -108,422 | -31,442 | -139,864 | | | -139,864 | | - |
| | | | -15.00 | | -963,922 | -279,537 | -1,243,460 | 0 | 0 | -1,243,460 | | - |

Part 4
2021 Other Sections

Requests Not Included In the 2021 Draft Budget

Requests not included in the 2021 Draft Budget have been sorted by those items that are personnel related, and all 'others'.

| Budget Form 13 (a) | | | | | | | | | | | | | |
|--|--|------|--------------|-----------------|-------------|--------|--------------------------|--|---------------|---------------|---------------|---------------|---|
| 'Below the Line' Operating Budget Items Not Currently Included in Budget | | | | | | | | | | | | | |
| Ref | Position and comments | Dept | FTE | Job Code Number | Step Number | FT/ PT | Employee Group (Union) | Annualized impact if in 2021 operating budget for whole year | | | | | Net Tax Levy Annual Net Tax Levy Impact |
| | | | | | | | | Gross expenditures | | | | Total | |
| C1 | C2 | C3 | C4 | C5 | C6 | | C8 | C9 | C10 | C11 | C14 | C16 | C17 |
| 1.0 | Art Gallery | | | | | | | | | | | | |
| | We are requesting that the hours and funds allocated to the PT Visitor Service position (currently vacant) be reallocated to the (currently PT, 24 hours) position of Communications & Volunteer Coordinator creating a FT position. Given the ongoing impact of the pandemic and shift in our operations, more support is needed for our online communications and activities in both the short term and long term projection. Having the Communication & Volunteer Coordinator at FT hours will be an essential element in our ability to succeed as it is connected to and supports a number of revenue generating functions including: membership recruitment & renewal, donations, fundraising events, and program registration. We request that the City grant to the AGP support an increase to include the cost of this valuable position. | | | | | | | | | | | | |
| | Visitor Service reception | C S | -0.68 | 6204 | 1 | PT | L126 | (28,377) | (2,838) | (31,215) | | - | (31,215) |
| | Communications Volunteer Co- | C S | 0.32 | 6018 | 2 | FT | L126 | 20,815 | 14,577 | 35,392 | | - | 35,392 |
| | Subtotal | | -0.36 | | | | | (7,562) | 11,739 | 4,177 | - | - | 4,177 |
| 2.0 | Building Inspection | | | | | | | | | | | | |
| | Part 9 Small Projects Inspector -the position will be between House and Small Buildings Inspector and the Permit Technicians. Will take responsibility for predominate plans review and some inspection of misc Part 9 projects such as additions, complex renovations and larger accessory structures. | | | | | | | | | | | | |
| | Part 9 Small Projects Inspector | IPS | 1.000 | 6016 | 1 | FT | L126 | 59,056 | 17,126 | 76,182 | 76,182 | 76,182 | |
| | Subtotal | | 0.637 | | | | | 59,056 | 17,126 | 76,182 | 76,182 | 76,182 | - |
| 3.0 | Engineering | | | | | | | | | | | | |
| | The proposed staff will design or oversee construction work for capital projects and development projects to ensure installed infrastructure meets City specifications and will not become a tax burden in the future. Delivery of the Capital program has been strained due to staff resources available to design and oversee the works or even project manage consultants. Design and inspection funds are included in each Capital Project to allow for the implementation of the project. | | | | | | | | | | | | |
| | Technologist / Inspector | IPS | 1.00 | 6010 | 1 | FT | L126 | 68,549 | 19,879 | 88,428 | 88,428 | 88,428 | - |
| | Subtotal | | 1.000 | | | | | 68,549 | 19,879 | 88,428 | 88,428 | 88,428 | - |

Part 4
2021 Other Sections

| Budget Form 13 (a) | | | | | | | | | | | | | |
|--|---|------|-------|-----------------|-------------|-------|--------------------------|--|--------|---------|-----|-----|----------------------------|
| Below the Line Operating Budget Items Not Currently Included in Budget | | | | | | | | | | | | | |
| Ref | Position and comments | Dept | FTE | Job Code Number | Step Number | T/ PT | Employee Group (Union) | Annualized impact if in 2021 operating budget for whole year | | | | | Net Tax Levy |
| | | | | | | | | Gross expenditures | | | | | Annual Net Tax Levy Impact |
| C1 | C2 | C3 | C4 | C5 | C6 | | C8 | C9 | C10 | C11 | C14 | C16 | C17 |
| 4.0 | Public Works | | | | | | | | | | | | |
| | Fleet Technician - Increased work demands for Transit Fleet maintenance ie. Community bus route and increase in fleet size and use etc | | | | | | | | | | | | |
| | SAP Administrator - Additional data entry and administration of SAP, Fleet and A/P, A/R processing etc | | | | | | | | | | | | |
| | Utility Arborist - Regulatory requirements for working in proximity to Hydro lines. Utilities require a certified Utility Arborist on site | | | | | | | | | | | | |
| | Fleet Technician | IPS | 1.00 | | | FT | L 504 | 71,126 | 20,627 | 91,753 | | - | 91,753 |
| | SAP Administrator | IPS | 1.00 | | | FT | L126 | 53,155 | 15,415 | 68,570 | | - | 68,570 |
| | Utility Arborist | IPS | 2.00 | | | FT | L126 | 142,252 | 41,253 | 183,505 | | - | 183,505 |
| | Subtotal | | 4.000 | | | | | 266,533 | 77,295 | 343,828 | - | - | 343,828 |
| 5.0 | Other "Below the Line" Items | | | | | | | | | | | | |
| | DBIA | | | | | | | | | | | | |
| | Due to increasing contractor costs, the DBIA is requesting an increase of \$37,100 to their Streetscape budget in order to preserve the current level of service to the Downtown. | | | | | | | | | | | | |
| | Streetscape | DBIA | | | | | | | | 37,100 | | - | 37,100 |
| | | | | | | | | | | | | - | - |
| | Subtotal | | 0.000 | | | | 0 | - | | 37,100 | - | - | 37,100 |

Part 4
2021 Other Sections

| Budget Form 13 (b) | | | | | | | | | | |
|---|-----------|---|------|--|----------------------|---------------|--------------|----------------|----------------|-----------------|
| 'Below the Line' Capital Budget Items Not Currently Included in 2021 Budget | | | | | | | | | | |
| Division: Engineering | | | | | | | | | | |
| Ref | Project # | Capital Project Description and Comments | Dept | Total Cost of of Project (if multi-year) | 2021 | | | | | |
| | | | | | Total Expenditure | Revenues | | | | |
| C1 | C2 | C3 | C4 | C5 | C6 | Subsidy C7 | Other C10 | Specify C11 | TS Debt C12 | Cap Levy C13 |
| | | Annual Road Resurfacing Program to address the City's "roads in most need". The proposed allocation for 2021 could not be accommodated within the budget targets and funding available. During internal staff review, the item was moved below. Staff has provided a separate report on this program, to accompany the budget review process. | | | | | | | | |
| 1.0 | 19-074 | Road Surface Pavement Program | IPS | 10,000,000 | 1,000,000 | | | | 1,000,000 | 0 |
| | | | | | | | | | | 0 |
| | | Total all items below the line | | | 1,000,000 | 0 | 0 | | 1,000,000 | 0 |

2019 Capital Financing Supplementary Information

Capital Levy is the amount of money raised through taxation that appears in the 2021 Operating Budget that is transferred over to the Capital fund to be used to help pay for Capital projects.

The following chart provides the detailed calculations starting with the opening balances of each type of capital financing, the changes to each, and the 2021 ending balances.

Part 4
2021 Other Sections

| | | 2020 | | 2021 | |
|-------------------------|--|--------------|-------------------------|--------------|-------------------------|
| Ref | Description | Capital Levy | TS Debt – Carrying Chgs | Capital Levy | TS Debt – Carrying Chgs |
| Opening balances | | | | | |
| 1 | COPHI Dividend Capital Financing – Previous Yr | \$5,784,000 | | \$5,908,000 | |
| 2 | Investment of PDI Sale Proceeds | | | \$0 | |
| 3 | Casino Reserve for Capital financing - Previous Yr. | \$4,000,000 | | \$2,300,000 | |
| 4 | Storm Water Protection Capital Financing Previous Yr. | \$1,240,000 | | \$1,860,000 | |
| 5 | Capital Levy Financed Flood Reduction Master Plan - Previous Yr | \$1,750,000 | | \$1,320,000 | |
| 6 | Capital Levy Capital Financing | \$3,751,480 | \$11,786,711 | \$3,381,480 | \$11,870,671 |
| 7 | Capital Financing (Base) from previous year | \$16,525,480 | \$11,786,711 | \$14,769,480 | \$11,870,671 |
| Changes | | | | | |
| 8 | COPHI Dividends - Increase in year | 124,000 | | -700,000 | |
| 9 | Investment of PDI Sale Proceeds - Increase in the year | | | 1,500,000 | |
| 10 | Casino Reserve contribution change | -1,700,000 | | -660,000 | |
| 11 | Additional Storm Water Protection Capital Financing | 620,000 | | 0 | 620,000 |
| 12 | Flood Reduction Master Plan adjustment | -430,000 | | 0 | |
| 13 | Effect on Capital Levy from Flood Reduction Master Plan adjustment | -370,000 | | 0 | |
| 14 | Changes to Capital Levy & TS Debt Carrying Charges | 0 | 83,960 | 67,600 | 367,000 |
| 15 | Add: Increase in Capital Levy / Debt Financing as directed through new Capital Financing Plan CPFS12-011 – Max is 1% of All-inclusive tax increase | 0 | 0 | | 0 |
| 16 | Total Changes to Capital Levy / Tax Supported Debt changes | -1,756,000 | 83,960 | 207,600 | 987,000 |
| Closing balances | | | | | |
| 17 | COPHI Dividend Capital Financing | \$5,908,000 | | \$5,208,000 | |
| 18 | Investment of PDI Sale Proceeds | | | \$1,500,000 | |
| 19 | Casino Reserve for Capital financing | \$2,300,000 | | \$1,640,000 | |
| 20 | Storm Water Protection Capital Financing | \$1,860,000 | | \$1,860,000 | |
| 21 | Capital Levy Financed Flood Reduction Master Plan | \$1,320,000 | | \$1,320,000 | |
| 22 | Capital Levy Capital Financing | \$3,381,480 | | \$3,449,080 | |
| 23 | Total Capital Financing | \$14,769,480 | \$11,870,671 | \$14,977,080 | \$12,857,671 |

2020 Capital Financing Calculations

Lines 1-7 Opening Balances - Base starting Points

The starting points for each of the Capital financing calculations from the previous year.

Line 8 – Utilities Dividend

At its meeting held March 27, 2000, based on Report FAFS00-005 dated March 20, 2000, Council resolved that the tax supported debt and Capital Levy provision be increased by the estimated total revenues to be received in each year from the restructured Peterborough Utilities Commission companies.

The Sale of PDI assets to Hydro One will impact the dividends available to the City from COHPI in 2021. More than offsetting this decrease will be a new stream of revenues generated by the investment of the sale proceeds of PDI (see Line 9).

Line 9 – Investment of PDI Sale Proceeds

Investment of the PDI sale proceeds is budgeted to generate \$1.5 million in interest to support the capital program

Line 10 Casino Gaming Reserve

The COVID 19 restrictions had a significant negative impact on 2020 Casino Gaming Reserve. There is considerable uncertainty regarding the ability of Casino revenues to recover in 2021. A 2021 budget of \$1.7 million is down 0.6 million from the 2020 budget and in-line with current estimates of 2020 actuals revenues. The Casino revenues are contributed in their entirety to the Casino Gaming Reserve to be used to fund capital projects.

Line 11 Storm Water Protection

In order to provide additional Tax Supported Debt (Line 14) for the 2021 Capital Program staff is recommending a one-time deferment of one year of the 10-year phase in of Storm Water Protection capital funding. This has been included in the 2021 Budget. The 2021 Storm Water protection funding will remain at the 2020 amount of \$1.9 million raised through the tax levy and will be transferred to the Waste Water Reserve Fund to fund applicable Capital projects as identified in the 2021 Capital Budget.

Line 12 – Flood Reduction Master Plan Capital Levy

In 2019, \$1.75 million of the potential \$2.5 million capital levy traditionally set aside for Flood Reduction Master Plan (FRMP) projects was utilized for FRMP Capital projects. The 2020 budget included a \$ 0.43 million reduction of the transfer from Capital levy which resulted in a 2020 Flood Reduction Master Plan contribution of \$1.32 million. It is recommended that this amount be held constraint for 2021 resulting in a \$1.32 Flood Reduction Master Plan Capital Levy request.

Line 14 – Increased Capital Financing

Tax Supported Debt Charges have increased \$0.987 million in the 2021 budget. The increase is supported through an allocation of Net Tax Revenues and through the one-time re-direction of Storm Water Protection Funding (Line 11).

Lines 16 - 21 – Closing Balances - 2021 Capital Financing

The amount that has been raised in the Operating Budget and transferred to either the Capital fund through Capital Levy, or the amount that will go towards tax supported debt principal and interest payments.

Federal Gas Tax Program

During 2005, the federal government announced that municipalities would receive some funding as part of the Federal Gas Tax (FGT) Program. The fund is a permanent source of financing for municipal infrastructure. Given that the funding is predictable, long-term, and stable, it is able to help address the massive, province-wide infrastructure deficit. Each provincial allocation is based on respective populations relative to the national population. Each municipal share within each province is based on the respective population of the municipality to the provincial population. In Ontario, the program is administered by the Association of Municipalities of Ontario (AMO).

The federal government announced that, starting in 2014, the Gas Tax Fund would be indexed at 2% per year in \$100 million increments. The indexing formula increases the actual payment when the calculation passes the next \$100 million threshold. The benefit of indexing will next affect municipal governments in 2021 and 2023.

At the May 20, 2014 Council meeting, based on recommendations outlined in Report CPFS14-007 dated May 12, 2014, Council authorized the execution of a 10-year Municipal Funding Agreement extending to 2023. The new agreement took effect on April 1, 2014. The new agreement now allows municipalities to invest in 17 eligible categories including local roads

Part 4

2021 Other Sections

and bridges (including active transportation), short-sea shipping, short-line rail, regional and local airports, broadband connectivity, public transit, drinking water, wastewater, solid waste, community energy systems, brownfields redevelopment, sport, recreation, culture, tourism, disaster mitigation and capacity building.

There is now more flexibility as category restrictions have been removed and municipalities can “bank” or carry over funding for up to five years. Outcomes are now focused on community benefits and not just environmental outputs. Allocations for 2019-2023 are based on the 2016 Census.

Asset management is a key component of the agreement. Canada has stated that municipalities will have to show progress and outcomes of Asset Management planning over the life of the new agreement.

Another key component is incrementality. Funds received are not intended to replace or displace existing sources of funding for tangible capital assets. The City must demonstrate that the average annual investments over the life of the agreement (2014-2023) exceed the base amount of \$38,219,096 (2000-2004 average). The average actual capital spending over the life of the agreement is currently \$53,344,028, which exceeds the base amount and meets the incrementality criteria of the Gas Tax agreement.

The City’s allocation for the years 2019 - 2023 is set out in the following chart.

Federal Gas Tax Allocations

| Description Col 1 | Stats Canada Census Col 2 | Federal Gas Tax Allocation | | | | | |
|---------------------------------|------------------------------------|----------------------------|-------------------------|--------------------------|--------------------------|--------------------------|-----------------------|
| | | Year 1 2019 Col 8 | Year 2 2020 Col 9 | Year 3 2021 Col 10 | Year 4 2022 Col 11 | Year 5 2023 Col 12 | 5 year Total Col 8 |
| Budget year availability | | | | | | | |
| Available for Budget year 2019 | 2016 | 4,916,411.38 | | | | | 4,916,411.38 |
| Additional one-time top-up | | 5,013,212.93 | | | | | 5,013,212.93 |
| Additional Surplus Admin Funds | | 93,368.46 | | | | | 93,368.46 |
| Available for Budget year 2020 | 2016 | | 4,916,411.38 | | | | 4,916,411.38 |
| Available for Budget year 2021 | 2016 | | | 5,139,884.63 | | | 5,139,884.63 |
| Available for Budget year 2022 | 2016 | | | | 5,139,884.63 | | 5,139,884.63 |
| Available for Budget year 2023 | 2016 | | | | | 5,363,357.87 | 5,363,357.87 |

Part 4
2021 Other Sections

For 2021, staff have estimated an allocation of \$5.3 million for the Draft Capital Budget. This allocation will assist in funding the following capital projects:

2021 Capital projects to be funded from Federal Gas Tax Reserve Fund (000's)

| Project Description | Ref | Project total | Approved Pre-2021 | Total Costs | 2021 | | | | | |
|--|---------|-----------------|----------------------|----------------|------------|----------------|--------------|----------------|-------------------|--------------------|
| | | | | | Rev | Net Costs | Dev Chg | Deb | Other Reserves | Federal Gas tax |
| Evinrude Centre Roof & HVAC Replacement | 3-1.01 | 3,600.0 | 2,200.0 | 700.0 | | 700.0 | | | | 700.0 |
| Extension of Crawford Dr to Harper Road | 5-8.01 | 14,500.0 | 10,500.0 | 4,000.0 | | 4,000.0 | 500.0 | 3,020.9 | | 479.1 |
| Moorecraig Road and Roper Drive Reconstruction | 5-10.02 | 2,560.0 | 1,990.0 | 570.0 | | 570.0 | | | 300.0 | 270.0 |
| Pavement Preservation Program | 5-10.01 | 59,450.8 | 4,100.0 | 4,500.8 | | 4,500.8 | | | 650.0 | 3,850.8 |
| | | | | | | | | | | |
| Total | | 80,110.8 | 18,790.0 | 9,770.8 | 0.0 | 9,770.8 | 500.0 | 3,020.9 | 950.0 | 5,299.9 |

Development Charges Reserve Funds

Development Charges are levied in accordance with various Development Charge by-laws that were approved in August 2017 and November 2019, all of which establish various Development Charge rates.

The 2021 Capital program assumes \$1.3 million will be drawn from various Development Charge (DC) Reserve Funds to fund growth related Capital projects to be undertaken during 2021 and \$5.8 million to be funded from DC funded debentures.

The current rate for the Growth Areas is in effect until July 31, 2022. The City-wide rates are in effect until December 31, 2024. On September 18, 2020 the remaining amendments that were made by Bill 108, the More Homes, More Choice Act 2019, to the Development Charges Act and Planning Act were proclaimed. In addition, new regulation under the Planning Act and technical changes to regulations under the Planning Act, Development Charges Act and Building Code Act finalized the framework for development charges, community benefits charges (CBC) and parkland. The City will have two years to transition to the new regime. The regulation softened the changes to development charges whereby many soft services still fall under development charges as opposed to the community benefit charges.

The 2020 rates are set out on Schedule 1 on the following page. Indexing as of January 1, 2021 have not been received.

DC commitments as of December 31, 2019 exceed current balances by \$15.3 million.

The 2019 Development Charges Continuity Schedules 2 and 2A, detail the activity for 2019. The \$13.8 million balance as of December 31, 2019, and outstanding budgeted commitments of \$29.1 million leave a shortfall of \$15.3 million in the fund.

In addition to the \$15.3 million, there is \$29.6 million in existing debt payments on growth related capital works already completed; however, future DCs collected will service the debt payments in future years.

Many of the sub-reserves are overdrawn as the work must proceed in advance of the development. They will be replenished as growth actually occurs and development charges are collected.

Development Charge Rates

| Schedule 1 City of Peterborough Development Charge Rates - January 1, 2020 - December 31, 2020 | | | | |
|---|----------------------------|----------------------------------|-----------------|-----------------|
| Planning Area | | Residential Charge Per Unit | | |
| | | Residential A - | Residential B - | Residential C - |
| | | Total Charge | Total Charge | Total Charge |
| C1 | C2 | C7 | C12 | C18 |
| | City-Wide Dev. Area | \$30,477 | \$19,259 | \$17,263 |
| | Growth Areas | | | |
| 1. | Jackson | \$33,784 | \$22,108 | \$19,202 |
| 2. | Carnegie East | \$36,450 | \$24,409 | \$20,766 |
| 3. | Carnegie West | \$34,819 | \$23,002 | \$19,809 |
| 4. | Lily Lake | \$37,789 | \$25,561 | \$21,549 |
| 5. | Chemong East | \$38,274 | \$25,981 | \$21,835 |
| 6. | Chemong West | \$41,400 | \$28,676 | \$23,666 |
| 7. | Liflock | \$38,309 | \$26,011 | \$21,855 |
| 8. | Coldsprings | \$34,426 | \$22,664 | \$19,578 |
| | Average | \$36,192 | \$24,186 | \$20,614 |
| Non-Residential Development Charge | | | | |
| All Areas of The City | | Non-Residential Charge (\$/sq.m) | | |
| Total City-Wide Uniform Charge | | \$127.64 | | |

Development Charges Reserve Funds – Statement of Continuity as of December 31, 2019

| Schedule 2 | | | | | | | | | | | | | | | |
|---|-------------|-----------------------------|-------------------------|---------------|----------------------------|--------------------------|-----------------------|----------------------------------|----------------|------------------------|--|---|------------------------------|---------------------------------------|--|
| City of Peterborough | | | | | | | | | | | | | | | |
| Development Charge Reserve Funds | | | | | | | | | | | | | | | |
| Statement of Continuity | | | | | | | | | | | | | | | |
| For The Year Ended December 31, 2019 | | | | | | | | | | | | | | | |
| Description C1 | Total C2 | General Government C3 | Police Service C4 | Transit C5 | Indoor Recreation C6 | Library Service C7 | Fire Service C8 | Park Dev and Facilities C9 | Parking C10 | Public Works C11 | City Wide Engineering Roads C12 | City Wide Engineering WWTP C13 | Affordable Housing C14 | Growth Areas ⁽¹⁾ C15 | |
| 1 Balance - January 1, 2019 | 14,015,925 | -259,730 | 4,788 | 317,604 | 1,059,339 | 792,861 | 113,973 | 935,901 | 1,242,444 | -1,037,764 | 15,505,334 | -2,476,076 | 169,490 | -2,352,239 | |
| 2 Revenue for the year 2019 | | | | | | | | | | | | | | | |
| 3 Development Charges | 4,598,357 | 18,441 | 5 | 68,533 | 384,117 | 148,919 | 126,245 | 215,499 | 87,378 | 66,927 | 2,650,720 | 182,476 | 40,185 | 608,912 | |
| 4 Debenture Proceeds | | | | | | | | | | | | | | | |
| 5 Received/Receivable | | | | | | | | | | | | | | | |
| 6 Interest Earned | 249,253 | -4,859 | 63 | 5,799 | 22,143 | 11,205 | 3,479 | 16,351 | 22,956 | -20,279 | 285,227 | -46,647 | 3,365 | -49,549 | |
| 7 | 4,847,610 | 13,582 | 68 | 74,332 | 406,260 | 160,124 | 129,724 | 231,850 | 110,334 | 46,648 | 2,935,948 | 135,829 | 43,550 | 559,364 | |
| Transfers for the year 2019 | | | | | | | | | | | | | | | |
| 8 Transferred to the Capital Fund | -1,964,514 | -105,154 | -7,280 | -33,648 | -73,283 | -77,400 | -816 | -395,458 | | -261,072 | -776,764 | | | -233,638 | |
| 9 Transferred from the Capital Fund | | | | | | | | | | | | | | | |
| 10 Current Year Debt Principal and Interest | -3,109,397 | | | -55,765 | | -295,292 | | -74,868 | | -208,218 | -1,051,857 | -525,337 | | -898,061 | |
| 11 Amounts allocated (To) From Other Services | | | | | | | | | | | | | | | |
| 12 Subtotal net transfers | -5,073,911 | -105,154 | -7,280 | -89,413 | -73,283 | -372,692 | -816 | -470,326 | | -469,290 | -1,828,621 | -525,337 | | -1,131,699 | |
| 13 Balance - December 31, 2019 | 13,789,624 | -351,302 | -2,424 | 302,523 | 1,392,316 | 580,293 | 242,881 | 697,424 | 1,352,778 | -1,460,406 | 16,612,661 | -2,865,584 | 213,040 | -2,924,575 | |
| 14 Less Future Capital Works | | | | | | | | | | | | | | | |
| | -29,112,871 | -56,328 | | -1,273,000 | -2,270,263 | | -68,024 | -326,559 | | | -21,461,204 | | -419,146 | -3,238,347 | |
| 15 Current Balance less Future Capital Works | | | | | | | | | | | | | | | |
| | -15,323,247 | -407,630 | -2,424 | -970,477 | -877,947 | 580,293 | 174,857 | 370,865 | 1,352,778 | -1,460,406 | -4,848,543 | -2,865,584 | -206,106 | -6,162,922 | |

Part 4
2021 Other Sections

Schedule 2 A

City of Peterborough
Growth Areas Development Charge Reserve Funds
Statement of Continuity
For The Year Ended December 31, 2019

| Description C1 | Jackson Growth Area C2 | Carnegie East Growth Area C3 | Carnegie West Growth Area C4 | Chemong East Growth Area C5 | Chemong West Growth Area C6 | Liftlock Growth Area C7 | Coldspring Growth Area C8 | Lily Lake Growth Area C9 | City Wide Growth Area C10 | Total Growth Area C11 |
|---|------------------------------|------------------------------------|------------------------------------|-----------------------------------|-----------------------------------|-------------------------------|---------------------------------|--------------------------------|---------------------------------|-----------------------------|
| 1 Balance - January 1, 2019 | 1,751,861 | -1,851,742 | -7,587 | 2,225,460 | -1,590,689 | 15,188 | 25,235 | -3,121,547 | 201,581 | -2,352,239 |
| 2 Revenue for the year 2019 | | | | | | | | | | |
| 3 Development Charges | 3,754 | -806 | | 598,382 | | 7,582 | | | | 608,912 |
| 4 Debenture Proceeds | | | | | | | | | | |
| 5 Received/Receivable | | | | | | | | | | |
| 6 Interest Earned | 28,495 | -32,708 | -134 | 39,042 | -29,435 | 324 | 446 | -59,139 | 3,560 | -49,549 |
| 7 | 32,249 | -33,514 | -134 | 637,424 | -29,435 | 7,906 | 446 | -59,139 | 3,560 | 559,364 |
| Transfers for the year 2019 | | | | | | | | | | |
| 8 Transferred to the Capital Fund | -63,621 | -43,492 | -22,866 | -44,648 | -44,652 | | | -14,359 | | -233,638 |
| 9 Transferred from the Capital Fund | | | | | | | | | | |
| 10 Current Year Debt Principal and Interest | -244,762 | | | -90,326 | -141,278 | | | -421,696 | | -898,061 |
| 11 Amounts allocated (To) From Other Services | | | | | | | | | | |
| 12 Subtotal net transfers | -308,383 | -43,492 | -22,866 | -134,973 | -185,930 | | | -436,055 | | -1,131,699 |
| 13 Balance - December 31, 2019 | 1,475,727 | -1,928,748 | -30,587 | 2,727,911 | -1,806,054 | 23,094 | 25,681 | -3,616,741 | 205,141 | -2,924,575 |
| 14 Less Future Capital Works | -384,290 | -420,684 | -290,950 | -426,098 | -594,287 | -150,000 | -173,000 | -650,000 | -149,039 | -3,238,347 |
| 15 Current Balance less Future Capital Works | 1,091,438 | -2,349,432 | -321,537 | 2,301,813 | -2,400,341 | -126,906 | -147,319 | -4,266,741 | 56,103 | -6,162,922 |

Long Term Debt

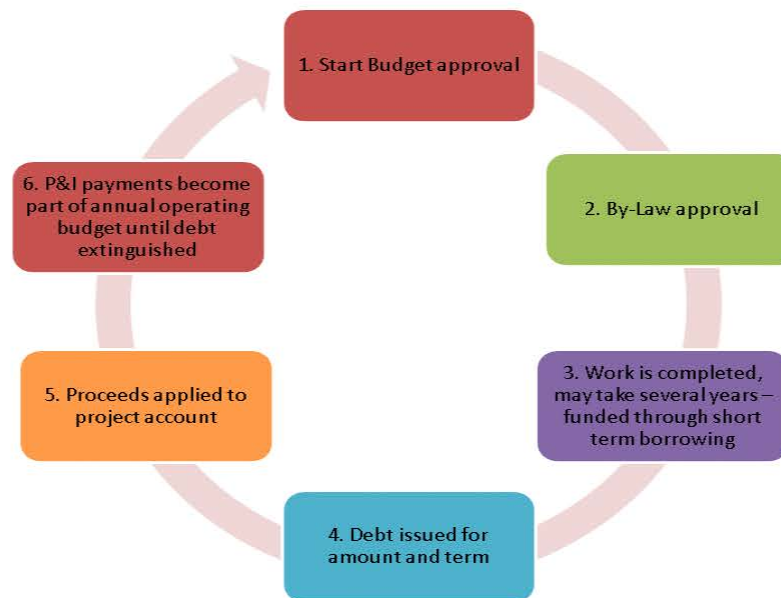
Long term debt plays an integral part in financing the City's capital works, and related principal and interest payments affect the Operating Budget directly.

There are two basic types of long-term debt. One is debt that has been issued and is outstanding and the second is debt that has been approved in previous years' budgets but is not yet issued.

Debt Approval Cycle

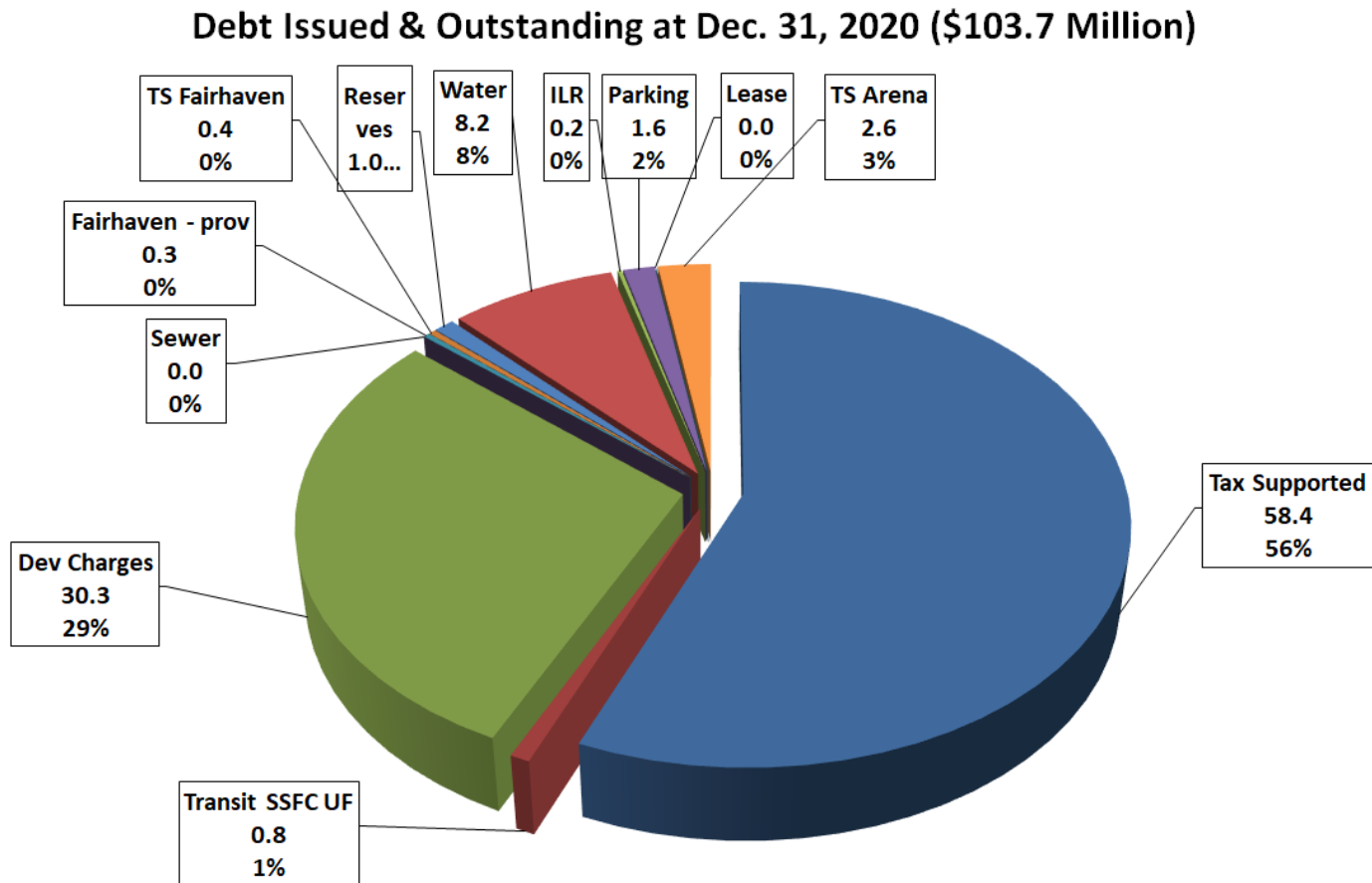
Debt includes long-term debt and certain lease obligations of the City and its local boards. As stipulated in the **Municipal Act, 2001**, long-term debt can only be used to finance capital assets. The City issues debt that is repaid from a variety of sources including water, wastewater and parking user rates, development charges, provincial/federal gas tax, user fees, property taxation and local improvements.

The following graph gives a high-level overview of how debt is typically incurred through the capital budget process.



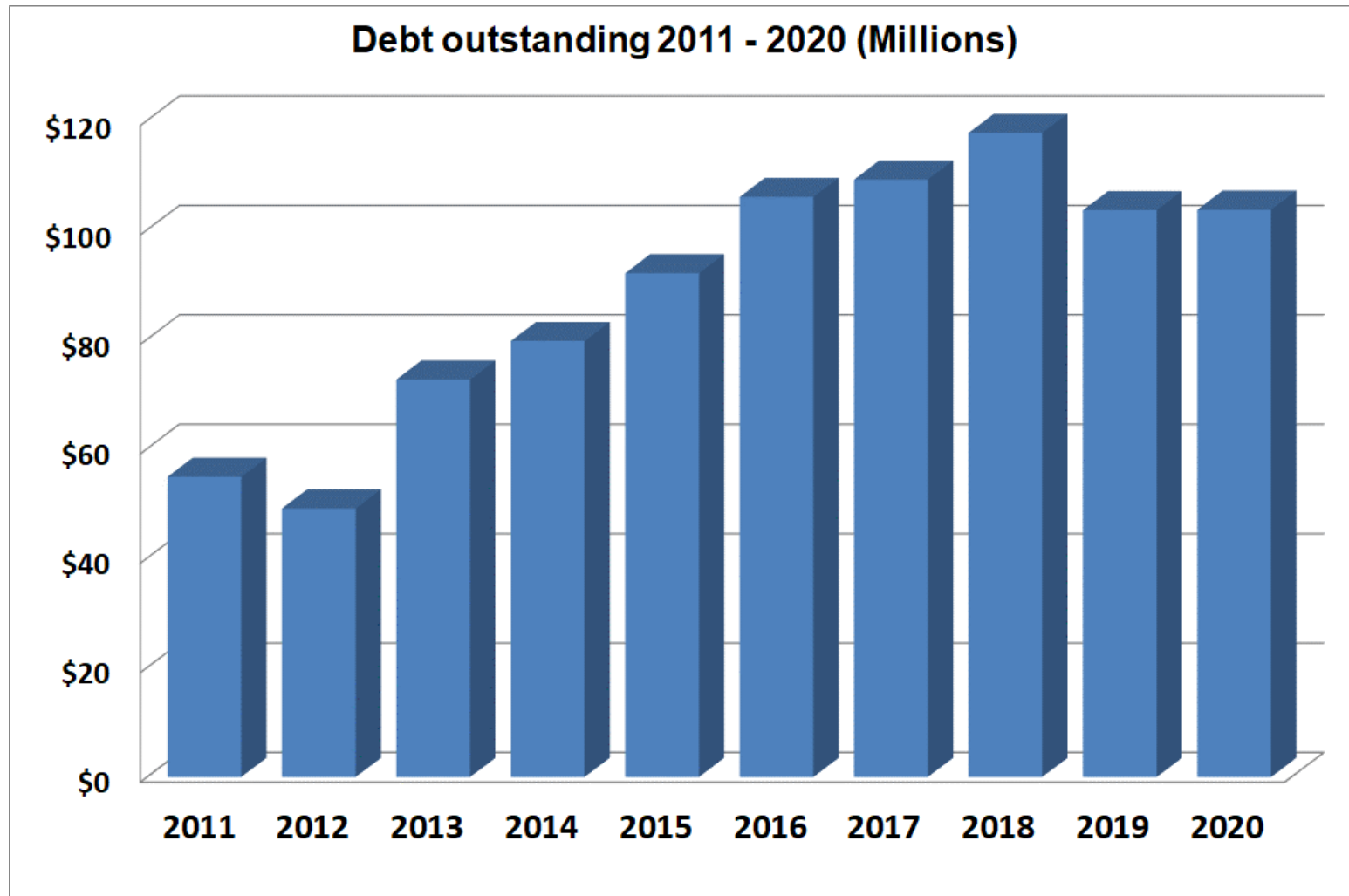
Debt Issued and Outstanding - December 31, 2020

This is the debt issued and for which the City is locked into paying principal and interest repayments until maturity. The debt to be recovered from general tax revenues is called “tax supported”. The numbers shown represent outstanding principal only and do not include any interest cost.



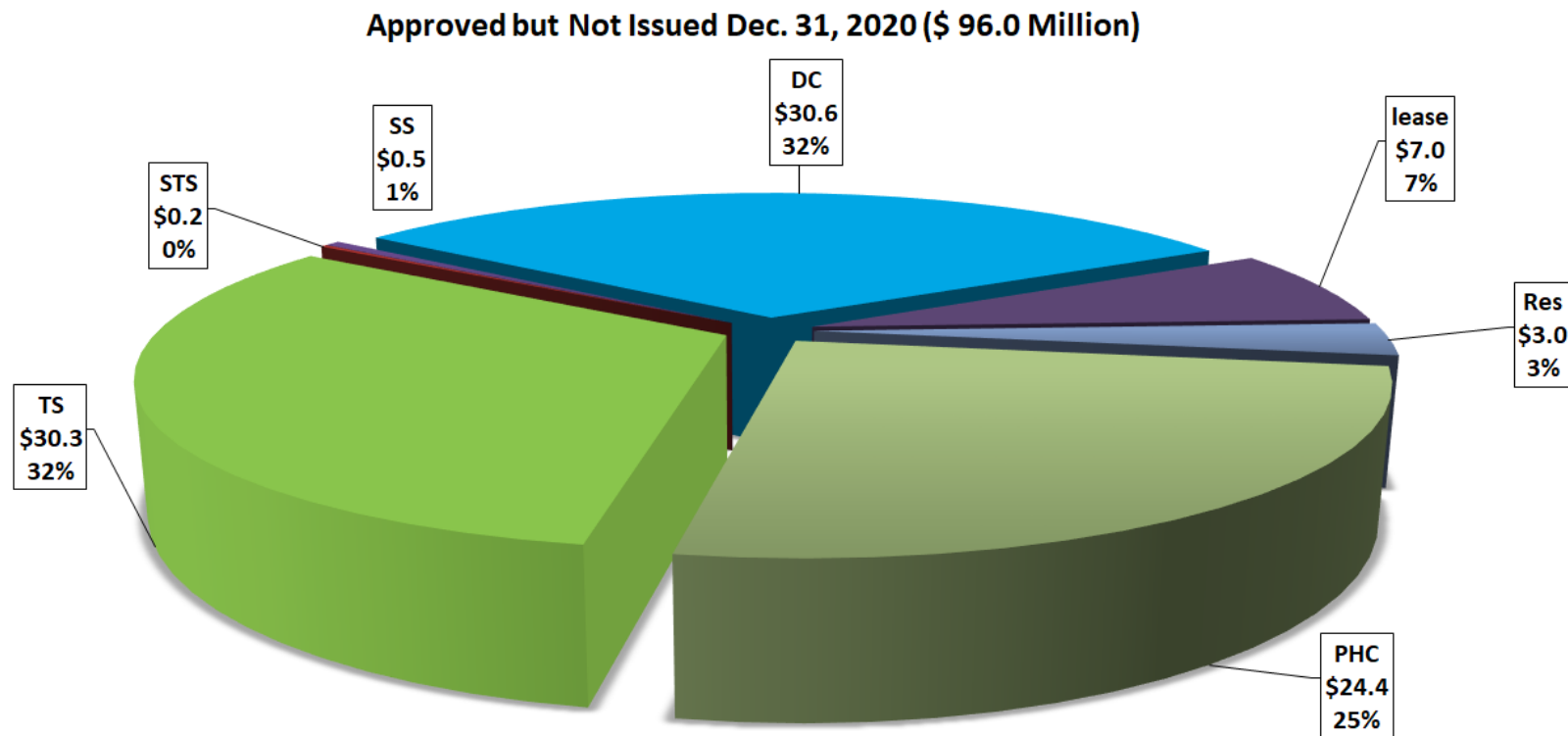
Historical Debt Outstanding 2011 to 2020

The level of debt issued and outstanding is tracked on the following graph.



Debt Approved but not Issued – December 31, 2020

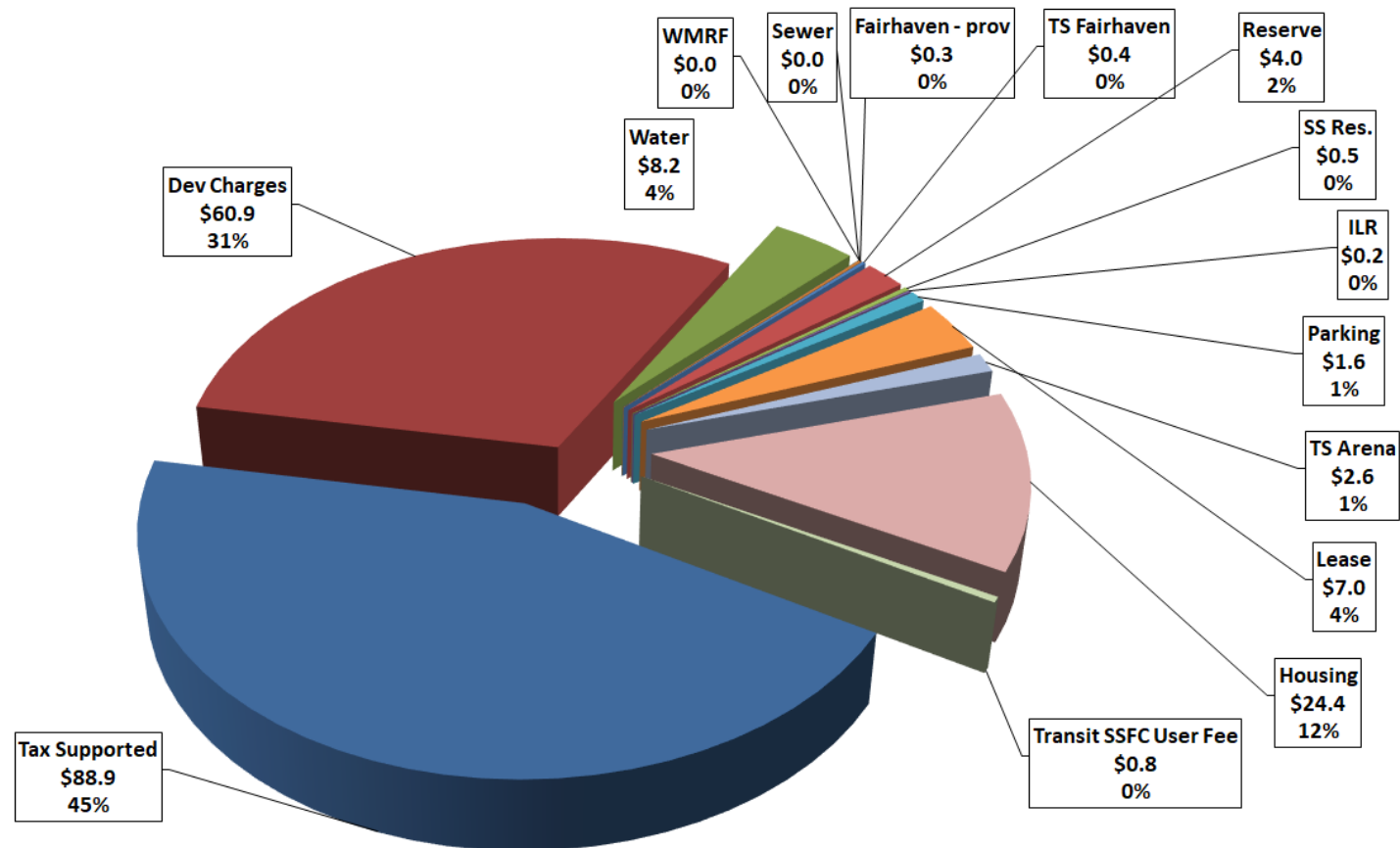
In addition to debt issued and outstanding, \$96.0 million debenture financing has been approved in previous years' budgets or through Reports to Council but has not yet been issued. Reasons may be that the project has not been fully completed or the project has been delayed.



Debt Issued and approved plus approved but not issued

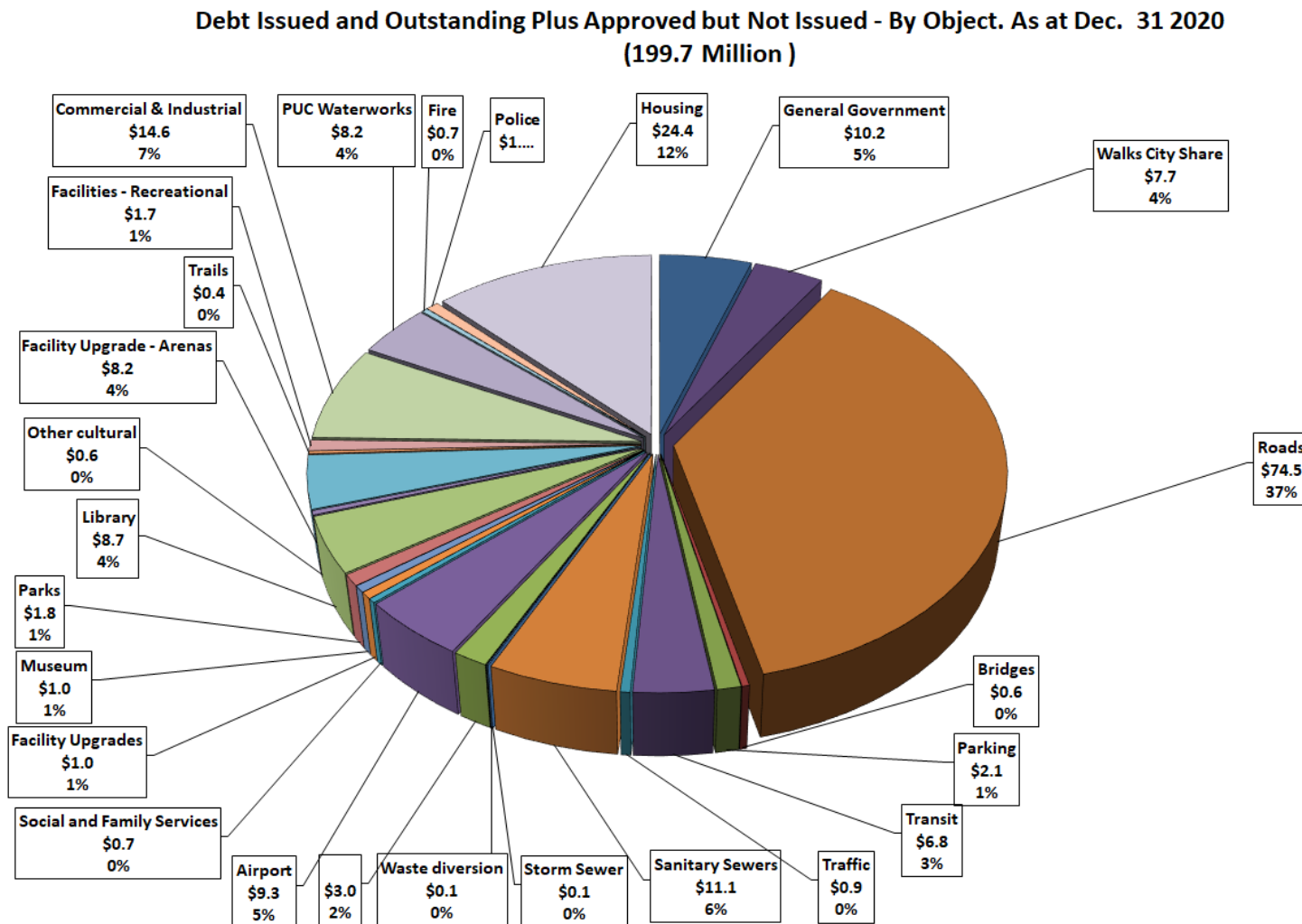
When both “Issued and Approved” and “Approved But Not Issued” types of debt are added together, the total debt load on the municipality is \$199.7 million. The graph indicates how the debt servicing costs are being paid for:

Debt Issued & Outstanding Plus Approved but Not Issued at December 31, 2020 (\$199.7 Million)



Part 4
2021 Other Sections

The next graph takes the same \$199.7 million “Issued and Approved” and “Approved But Not Issued” and presents the breakdown by project type, where the money was spent. As shown, the largest single area of debt is Roads, followed by Housing, Sanitary Sewers and Commercial and Industrial.



Level of debt

Provincial guidelines

Each year the Province calculates the City's Annual Debt Repayment Limit. The Province stipulates that a municipality may not commit more than 25% of its total own-purpose revenues (Net Revenues) to service debt and other long-term obligations without obtaining prior approval from the Ontario Municipal Board.

For 2020, the Province has calculated the City's annual debt repayment using the 2018 Financial Information Return as reported to the Province. 25% of 218.9 million of net revenues equates to a 2020 Debt repayment limit of \$54.7 million. Of this amount, the City is using \$18.6 million. These amounts include principal and interest repayments on debt issued and outstanding, debt issued by local boards (excluding COPHI), lease obligations and loan guarantees. This leaves an additional capacity, according to the Province, of \$36.1 million. According to provincial legislation, the City is using 57.5% of its annual debt repayment ($\$18.6 \text{ million} / \$54.7 \text{ million} = 34.0\%$) or 8.4% ($\$18.6 \text{ million} / \$218.9 \text{ million} = 8.4\%$) of its own-purpose revenues.

Debt Management Policy – City Policy

In place of the provincial guideline, the City has its own, more stringent Debt Management Policy.

The policy approved as part of report CPFS12-011 dated April 4, 2012, removed the requirement that “the amount of new tax-supported debt approved in any budget year will be limited to the amount of tax supported principal retired in the previous year plus any accumulated unused balance from previous years”.

It established a new threshold with an annual debt repayment limit that parallels the provincial calculation based on O. Reg 403/02 with the following criteria:

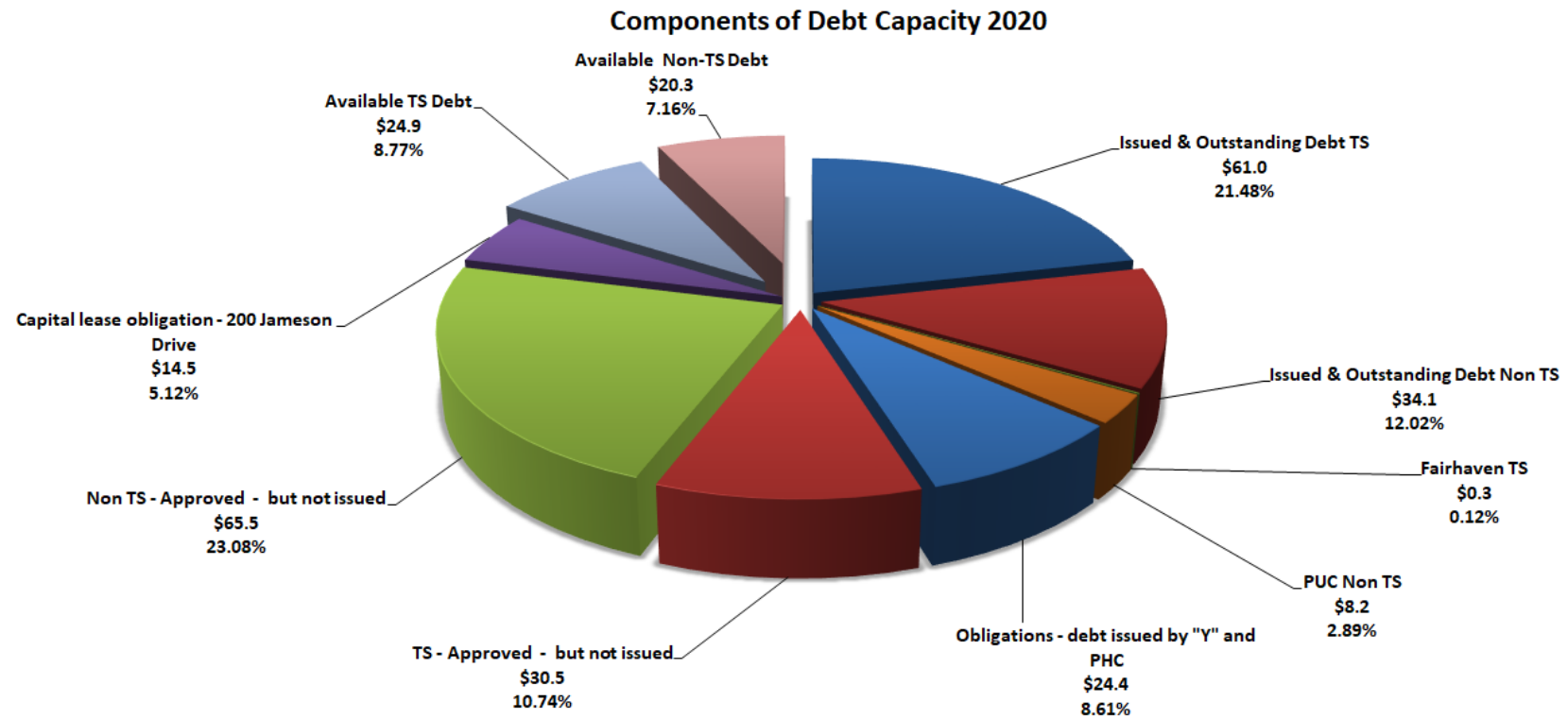
- That the maximum current year annual debt repayment is based on 15% of the City's consolidated own-purpose revenues (Net Revenues), inclusive of the tax-supported current year debt payment, which is limited to 8% of the corporation's own purpose revenues.
- That, in addition to the debt charges for the current year, provision is made for any:

- Debenture financing approved through by-law but for which no debt has yet been issued,
- Debenture financing approved through the Capital Budget, but for which no by-law has yet been established,
- Outstanding financial commitments beyond the normal course of business,
- Loan guarantees and significant lease obligations,

Any debt issued by, or on behalf of, the City's local boards (excluding COPHI) including mortgages, debentures, or demand loans.

Remaining Debt Capacity at December 31, 2020

Based on the capital financing policy, the debt capacity available at December 31, 2020, is \$24.9 million of tax-supported (TS) debt, and \$20.3 million of non tax-supported (Non TS) debt for a total of \$45.2 million. To derive at these amounts, assumptions are made with respect to the term (TS = 10 years, Non TS = 15 years) of the debt and the expected interest rates available in the marketplace.



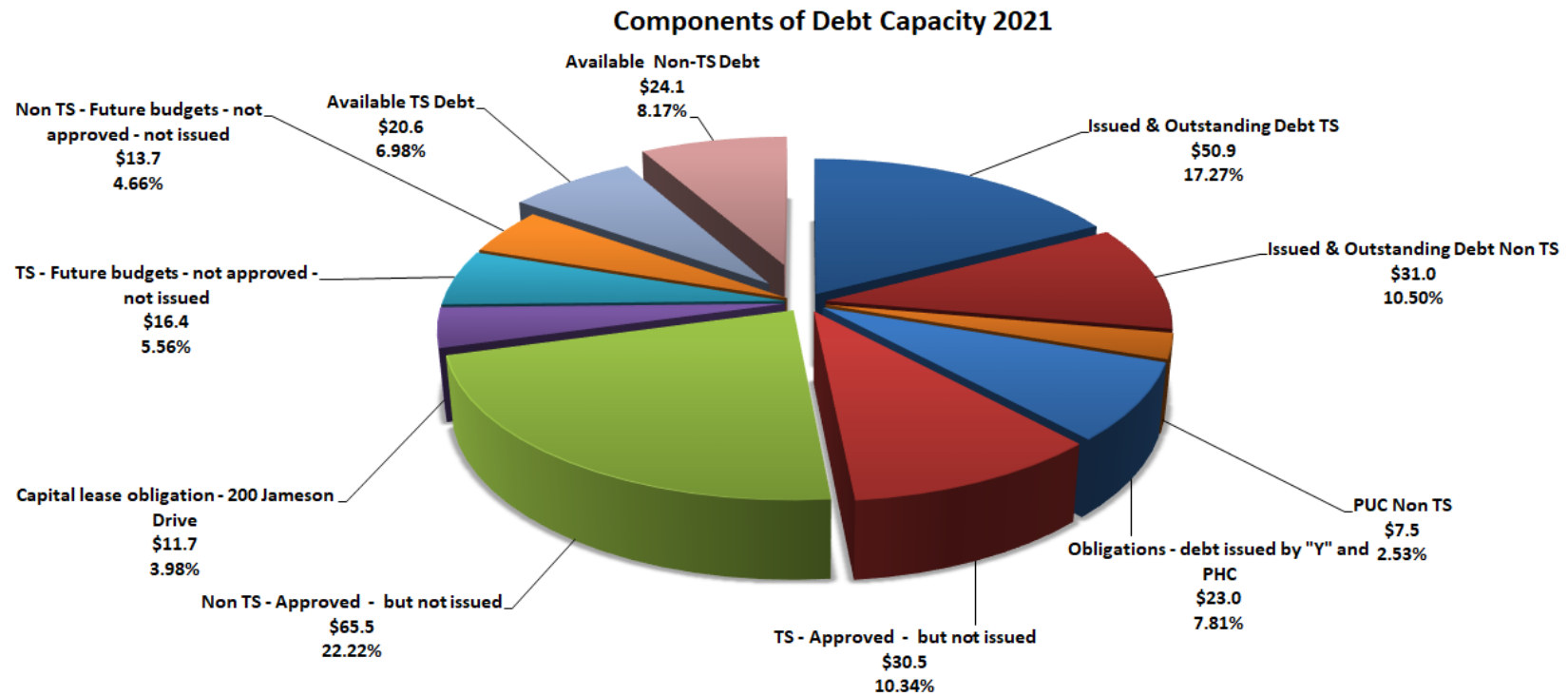
Remaining Debt Capacity at December 31, 2021

Assuming the draft 2021 Capital Budget is approved 'as is', and the 2021 payments of debt principal are paid as per the normal course of business throughout the year, the TS debt capacity available at December 31, 2021, becomes \$20.6 million and the Non TS debt capacity available becomes \$24.1 million for a total of \$44.7 million as shown on the following graph. The decrease in capacity from 2020 is a factor of the debt extinguished in the year, new debt requested in 2021 capital budget, increasing revenues and the mix of the terms of debt outstanding (10 Year vs. 15 Year). As debt capacity is determined by debt servicing costs, principal and interest payments on short term debt (10 Year) are higher than debt amortized over a longer period of time (15 Years).

How quickly the remaining debt capacity is exhausted will continue to be subject to Council's direction through Report CPFS12-011 dated April 4, 2012 as follows:

"That, to phase-in the new maximum debt limit, the total annual amount of new tax-supported debt charges and any increase in the capital levy provision be limited so that the impact on the residential All-inclusive tax increase does not exceed 1% per year."

The increase in the All-inclusive rate in the draft 2021 operating budget related to TS debt was 0.10%. This increase is in compliance with the Finance Committee's direction as outlined in the Guideline Report CLFSF19-030.



Reserves and Reserve Funds

Reserve and Reserve Fund Balances (\$151.0 million at September 2020)

Reserves and Reserve Funds play a critical role in municipal budgeting and financial strength. The balances reflected in the schedule are at a specific point in time, September 2020, and amount to \$151.0 million.

Most of the fund balances are committed by legislation or specific resolutions of Council for very specific purposes and form an integral part of the City's long-term Capital financing plan.

The following chart provides details of the Reserve and Reserve Funds Balances and Commitments as of September 2020. The Chart excludes 2021 budgeted transfers to Reserves and planned 2021 expenditures from Reserves.

Part 4
2021 Other Sections

| Ref | Acct # | Description | Purpose of Reserve To assist in financing or fund... | --Type of Reserve and Balance at September, 2020-- | | | -----Commitments----- | | | Uncommitted Balance |
|-----|--------|--|--|--|--------------------------------|---------------------|------------------------|-----------------------------|--|------------------------|
| | | | | Obligatory Reserve Funds, Deferred Revenue | Discretionary Reserve Funds | General Reserves | Capital Commitments | Other Future Commitments | Needed for future capital budget planning | |
| 1 | | 2 | 3 | 4 \$ | 5 \$ | 6 \$ | 7 \$ | 8 \$ | 9 \$ | 10 \$ |
| | | Working funds | | | | | | | | |
| 1 | 300 | Working Funds | Operations in between revenue streams | | | 1,296,955 | - | - | | 1,296,955 |
| | | Contingencies | | | | | | | | |
| 2 | 342 | Strike Contingency | Costs necessary due to an employee strike | | | 120,000 | - | - | | 120,000 |
| 3 | 380 | Contingent Lease Liability | Americredit Lease commitment | | | 100,000 | - | - | | 100,000 |
| 4 | 382 | Future Assessment Loss | Extraordinary tax write-offs - Auditor recommended | | | 423,478 | - | (423,478) | | - |
| 5 | 323 | Capital Levy Reserve | In-year and future capital projects | | | 147,372 | (100,000) | (244,667) | 197,295 | - |
| 6 | | COVID-19 Reserve | COVID-19 costs and lost revenues | | | 1,872,327 | | (1,872,327) | | - |
| | | Replacement of equipment | | | | | | | | |
| 7 | 334 | Arena Equipment | Arena equipment | | | 7,815 | (7,800) | - | | 15 |
| 8 | 345 | Ptbo Sport & Wellness Centre Equipment | PSWC replacement equipment | | | 188,931 | (82,660) | - | (106,271) | - |
| 9 | 308 | Airport External Audit | | | 40,000 | | - | - | (40,000) | - |
| 10 | 400 | Public Works depreciation | Public works replacement vehicles and equipment | | 6,004,214 | | (3,665,702) | (78,501) | (2,260,011) | - |
| | | Sick leave | | | | | | | | |
| 11 | 302 | Sick Leave | Fire Services Sick Leave Liability | | | 2,299,907 | - | (2,803,300) | | (503,393) |
| | | Insurance | | | | | | | | |
| 12 | 340 | Insurance | Insurance costs below deductible or major issue | | | 1,400,196 | (366,471) | - | | 1,033,725 |
| | | Workplace Safety and Insurance Board (WSIB) | | | | | | | | |
| 13 | 329 | WSIB Reserve | Future WSIB liabilities - (City is Schedule II employer) | | | 2,457,233 | - | (6,055,500) | | (3,598,267) |
| | | Post-employment benefits | | | | | | | | |
| 14 | 337 | Employee Benefits Reserve | Future liabilities based on Actuarial review | | | 2,902,886 | - | (18,795,930) | | (15,893,044) |
| | | Parking revenues | | | | | | | | |
| 15 | 306 | Parking | Parking Capital Expenditures | | | 701,937 | (267,254) | - | (434,683) | - |
| | | Debenture repayment | | | | | | | | |
| 16 | 311 | Airport Debt Servicing | Annual debt payments are approx. \$1.4M / year | | | 28,029 | - | - | (28,029) | - |

Part 4
2021 Other Sections

| Ref | Acct # | Description | Purpose of Reserve To assist in financing or fund... | -Type of Reserve and Balance at September, 2020- | | | -Commitments- | | | Uncommitted Balance |
|-----|--------|---|---|--|--------------------------------|---------------------|------------------------|-----------------------------|--|------------------------|
| | | | | Obligatory Reserve Funds, Deferred Revenue | Discretionary Reserve Funds | General Reserves | Capital Commitments | Other Future Commitments | Needed for future capital budget planning | |
| 1 | | 2 | 3 | 4 \$ | 5 \$ | 6 \$ | 7 \$ | 8 \$ | 9 \$ | 10 \$ |
| | | Per Service Purpose: | | | | | | | | |
| | | General government | | | | | | | | |
| 17 | 301 | Facilities Maintenance | Maintenance of City Facilities | | | 258,928 | (93,900) | - | (165,028) | - |
| 18 | 303 | Casino Gaming | Casino Gaming | | | 5,047,707 | (6,714,000) | - | 1,666,293 | - |
| 19 | 383 | Climate Change Action Plan Reserve | Climate Change | | | 426,400 | 22,409 | - | (448,809) | - |
| 20 | 309 | PTS Telephone Reserve | Replacement | | | 150,000 | (150,000) | - | - | - |
| 21 | 314 | Elections Reserve | Annual Contr.for municipal election every 4th year | | | 522,445 | - | - | (522,445) | - |
| 22 | 318 | Information Technology | IT Capital Expenditures | | | 1,818,568 | (450,000) | (200,250) | (968,318) | - |
| 23 | 317 | PTS MS Office Licences | Software License Capital Expenditure | | | (25,444) | (205,400) | - | 230,844 | - |
| 24 | 350 | Pay Equity | Pay equity costs | | | 29,191 | - | - | - | 29,191 |
| 24 | 375 | Municipal Accomodation Tax Reserve (MAT) | Tourism promotion | | | 550,772 | (105,000) | - | - | 445,772 |
| 25 | 392 | Organizational Dev & Ben Res | In year organizational development issues | | | 352,004 | - | - | - | 352,004 |
| 26 | 399 | Accessibility Improvements | Accessibility Capital Expenditures | | | 80,681 | (140,327) | - | 59,646 | - |
| 27 | 396 | Sustainability | Sustainability Capital Expenditures | | | 247,908 | (11,123) | - | (236,785) | - |
| 28 | 328 | Court House - 70 Simcoe St | Court House Capital Expenditures | | | 711,219 | (35,000) | - | (676,219) | - |
| | | Protection services | | | | | | | | |
| 29 | 325 | Peterborough County/City Paramedics Service Reserve | Extraordinary In year cost | | | 1,082,554 | (47,000) | - | - | 1,035,554 |
| 30 | 330 | Fire Fighting & Safety Equip | Future Fire safety equipment | | | 438,565 | (211,367) | - | (227,198) | - |
| 31 | 331 | Fire Dispatch Reserve | Fire Dispatch Capital Expenditure | | | 231,409 | (117,530) | - | (113,879) | - |
| 32 | 404 | Fire Vehicle Equipment | Fire vehicles and equipment | | | 2,022,852 | (843,500) | - | (1,179,352) | - |
| | | Transportation services: | | | | | | | | |
| | | Roadways | | | | | | | | |
| 33 | 313 | Lily Lake Monitor Pgm Reserve | Unspent Provincial funding received | | | 23,854 | - | - | (23,854) | - |
| 34 | 346 | Infrastructure and Planning Services Dept Capital | IPS Capital Expenditures | | | 269,631 | (294,172) | - | - | (24,541) |
| 35 | 349 | Subdivision Engineering Fees | To match revenues with year of expenditure | | | 704,586 | (57,500) | - | - | 647,086 |
| 36 | 343 | Engineering Design & Inspection | To match revenues with year of expenditure | | | 2,063,039 | - | - | - | 2,063,039 |
| 37 | 352 | Decorative Streetlighting | Decorative Streetlighting Capital Expenditures | | | 13,765 | - | - | (13,765) | - |
| 38 | 353 | LED Street Light Debt Servicing | Decorative Streetlighting Capital Expenditures | | | 1,141,296 | - | - | (1,141,296) | - |
| 38 | 390 | Bridge Reserve | Bridge Capital Expenditures | | | 2,746,884 | (2,465,027) | - | (281,857) | - |
| 39 | 326 | Winter Control | Extraordinary winter season costs | | | 477,895 | - | - | - | 477,895 |
| 40 | 369 | Traffic Signals | Traffic Capital Expenditures | | | 802,870 | (667,664) | - | (135,206) | - |
| 41 | 363 | Devlpt Proj Signs (Traffic) | Traffic Signs Capital Expenditures | | | 177,914 | (68,454) | - | (109,460) | - |
| 40 | 315 | Rear Lane Reserve | Operating costs to maintain Lanes | | | 31,027 | - | - | - | 31,027 |
| 41 | 464 | Downtown Decorative Streetlighting Enhancement | Main Street Revitalization | | | - | - | - | - | - |
| 42 | 465 | OMCC - Cycling | Project Grant funding | | | 556,023 | (532,246) | - | - | 23,777 |
| | | Transit | | | | | | | | |
| 43 | 378 | Transit Capital | Transit Vehicles replacement | | | 1,948,121 | (1,808,044) | - | (140,077) | - |

Part 4
2021 Other Sections

| Ref | Acct # | Description | Purpose of Reserve To assist in financing or fund... | --Type of Reserve and Balance at September, 2020-- | | | Commitments | | | |
|-----|--------|--|---|--|--------------------------------|---------------------|------------------------|-----------------------------|--|------------------------|
| | | | | Obligatory Reserve Funds, Deferred Revenue | Discretionary Reserve Funds | General Reserves | Capital Commitments | Other Future Commitments | Needed for future capital budget planning | Uncommitted Balance |
| 1 | | 2 | 3 | 4 \$ | 5 \$ | 6 \$ | 7 \$ | 8 \$ | 9 \$ | 10 \$ |
| | | Air Transportation | | | | | | | | |
| 44 | 321 | Airport Development Review Reserve | Operating costs for Development review | | | 41,502 | - | - | (41,502) | - |
| 45 | 305 | Airport Capital Equipment | Airport Capital Expenditures | | | - | - | - | - | - |
| 46 | 307 | Airport Pavement | Airport Capital Expenditures | | | 300,000 | - | - | (300,000) | - |
| | | Environmental services: | | | | | | | | |
| | | Sanitary sewer system | | | | | | | | |
| 47 | 372 | FRMP - Res Sewer Surcharge | FRMP Capital Expenditures | | | 15,415,908 | (16,090,014) | 7,500,000 | (6,825,894) | - |
| 48 | 416 | Waste Water Reserve | Sanitary & Storm Sewer related Capital Expenditures | | 22,161,621 | | (18,939,584) | (2,402,069) | (849,968) | - |
| | | | FRMP Capital Expenditures | | | | | | | |
| | | Storm sewer system | | | | | | | | |
| 49 | 374 | FRMP - Res Capital Levy | FRMP Capital Expenditures | | | 13,307,763 | (13,320,894) | - | 13,131 | - |
| | | Waterworks system | | | | | | | | |
| | | Waste collection | | | | | | | | |
| | | Waste disposal | | | | | | | | |
| 50 | 406 | Waste Management | Waste Management Capital Expenditures | | | 5,703,881 | (4,375,815) | (500,000) | (828,066) | - |
| 51 | 408 | Landfill Closure | Closure & Post closure costs | | | 4,454,761 | - | (5,454,953) | | (1,000,192) |
| | | Health services | | | | | | | | |
| 52 | 373 | Peterborough Public Health | Available as City share for one-time expenditure | | | 103,528 | - | - | | 103,528 |
| | | Social and family services | | | | | | | | |
| 53 | 336 | General Assistance (Social Services) | Extraordinary GA costs due to incr caseload/cost | | | 5,156,769 | (416,044) | - | | 4,740,725 |
| 54 | 384 | SS Community Social Plan 50/50 Reserve | Shared with the County | | | 336,218 | (200,000) | - | | 136,218 |
| 55 | 385 | Social Services - Early Learning Child Development | Provincial Funds for Early Learning Program | | | 540,029 | - | - | | 540,029 |
| 56 | 420 | Fairhaven Home for the Aged | Fairhaven Debt financing | | | 249,421 | - | - | (249,421) | - |
| | | Social housing | | | | | | | | |
| 57 | 339 | Home Ownership Loan Fund | Housing incentive Program | | | 315,163 | - | (315,163) | | - |
| 58 | 341 | Kawartha & Otonabee Native Cap. Reserve | K & O Native Capital Expenditures | | | 1,120,782 | - | - | (1,120,782) | - |
| 59 | 351 | Investment Affordable Housing - Peterborough Renovat | Housing incentive Program | | | 349,936 | - | - | (349,936) | - |
| 60 | 354 | Social Housing | Extraordinary Social Housing costs | | | 2,407,021 | (364,100) | - | (2,042,921) | - |
| 61 | 364 | Social Housing-City/County | Extraordinary Social Housing costs | | | 702,509 | - | - | (702,509) | - |
| 62 | 365 | Social Housing-DOOR Funding | Provincial funding specific to DOOR program | | | 863,971 | - | - | (863,971) | - |
| 63 | 394 | Ptbo Housing Corp Capital Reserve | PHC capital Expenditures | | | 260,174 | - | - | (260,174) | - |
| 64 | 413 | Affordable Housing PropertyRes | Housing incentive Program | | 268,326 | | - | - | (268,326) | - |
| 65 | 381 | Rent Choice Supplement (Joint) | Housing incentive Program | | 17,178 | | - | - | (17,178) | - |
| 66 | 414 | Affordable Housing Partnership | Housing incentive Program | | 763,343 | | (167,812) | - | (595,531) | - |

Part 4
2021 Other Sections

| Ref | Acct # | Description | Purpose of Reserve To assist in financing or fund... | --Type of Reserve and Balance at September, 2020-- | | | --Commitments | | | |
|-----|--------|---|---|--|--------------------------------|---------------------|------------------------|-----------------------------|--|------------------------|
| | | | | Obligatory Reserve Funds, Deferred Revenue | Discretionary Reserve Funds | General Reserves | Capital Commitments | Other Future Commitments | Needed for future capital budget planning | Uncommitted Balance |
| 1 | | 2 | 3 | 4 \$ | 5 \$ | 6 \$ | 7 \$ | 8 \$ | 9 \$ | 10 \$ |
| 67 | 391 | Recreation and cultural services: Public Art Maintenance | Maintenance of Public Art | | 60,108 | | - | - | - | 60,108 |
| | | Recreation facilities - Golf Course, Marina, Ski Hill | | | | | | | | |
| | | Recreation facilities - Other | | | | | | | | |
| 68 | 318 | Museum Administration/Accession | Acquisition and care of artifacts/archival collection | | | 22,617 | - | - | | 22,617 |
| 69 | 322 | Cannabis Legalization Implementation | Cannabis Legalization Implementation | | | - | - | - | - | - |
| 70 | 324 | Museum Renovation | Museum Capital Expenditures | | | 217,248 | (35,000) | - | (182,248) | - |
| 71 | 332 | Evinrude Centre - Surcharges | Used to help fund Evinrude debt | | | 162,721 | - | - | (162,721) | - |
| 72 | 347 | Ptbo Sport & Wellness Centre Capital Conservation | PSWC Capital Expenditures | | | 114,054 | (3,675) | - | (110,379) | - |
| 73 | 370 | New Athletic Fields | New Athletic Fields Capital Expenditures | | | 618 | - | - | | 618 |
| 74 | 371 | Beavermead Reserve | Beavermead Capital Expenditures | | | 76,193 | - | - | | 76,193 |
| 75 | 387 | Artificial Turf | Artificial Turf Capital Expenditures | | | 375,000 | - | - | (375,000) | - |
| 76 | 388 | Market Hall Performing Arts | Market Hall Capital Expenditures | | | 904 | - | - | (604) | - |
| 77 | 389 | Sportfield Lights | Sportfield Lights Capital Expenditures | | | 175,000 | - | - | (175,000) | - |
| 78 | 393 | PACAC Reserve | PACAC Costs | | | 2,338 | - | - | (2,338) | - |
| 79 | 395 | Marina | Marina Capital Expenditures | | | 38,076 | - | - | (38,076) | - |
| 80 | 397 | General Recreation Reserve | Recreation Capital Expenditures | | | 10,325 | - | - | (10,325) | - |
| | | Planning and development | | | | | | | | |
| 81 | 362 | Control Monuments - New Subdivisions | Control Monuments Capital Expenditures | | | 3,495 | (25,452) | - | | (21,957) |
| 82 | 304 | Economic Development Initiatives Reserve | Economic Development Activities | | | 24,407 | - | - | | 24,407 |
| 83 | 310 | Industrial Land | Industrial Land Capital Expenditures | | | 138,380 | (55,404) | (233,298) | | (150,322) |
| 84 | 312 | Property Purchases | Property Purchases Capital Expenditures | | | 2,217,779 | (2,605,954) | - | | (388,175) |
| 85 | 327 | Loggerhead Marsh | Amounts committed to Loggerhead Marsh Developers | | | 449,994 | - | - | (449,994) | - |
| 86 | 333 | Site Plan Compliance (Plng) | To fulfil performance security issues | | | 21,529 | - | - | | 21,529 |
| 87 | 348 | Doctor Recruitment Incentive | Payments to recruit new Doctors | | | 2,125 | (40,000) | (128,125) | | (166,000) |
| 88 | 368 | Parkland Acquisition | Parkland Capital Expenditures | | | 139 | - | - | | 139 |
| | | Obligatory reserve funds / Deferred revenue: | | | | | | | | |
| | | Development Charges Act - Non-discounted services | | | | | | | | |
| 89 | 428 | Dev Chrgs - Police Protection | | (2,424) | | | - | - | | (2,424) |
| 90 | 436 | Dev Chrgs - Fire Protection | | 242,881 | | | (68,024) | - | | 174,857 |

Part 4
2021 Other Sections

| --Type of Reserve and Balance at September, 2020-- | | | | | | | | | | |
|--|--------|--|---|--|--------------------------------|---------------------|------------------------|-----------------------------|--|------------------------|
| Ref | Acct # | Description | Purpose of Reserve To assist in financing or fund... | --Type of Reserve and Balance at September, 2020-- | | | Commitments | | | |
| | | | | Obligatory Reserve Funds, Deferred Revenue | Discretionary Reserve Funds | General Reserves | Capital Commitments | Other Future Commitments | Needed for future capital budget planning | Uncommitted Balance |
| 1 | | 2 | 3 | 4 \$ | 5 \$ | 6 \$ | 7 \$ | 8 \$ | 9 \$ | 10 \$ |
| | | Development Charges Act - Discounted services | | | | | | | | |
| 91 | 424 | Dev Chrgs - General | | 1,421,647 | | | - | - | | 1,421,647 |
| 92 | 426 | Dev Chrgs - General Government | | (351,302) | | | (114,828) | - | | (466,130) |
| 93 | 430 | Dev Chrgs - Transit | | 247,303 | | | (1,775,500) | - | | (1,528,197) |
| 94 | 432 | Dev Chrgs - Indoor Recreation | | 1,392,316 | | | (609,763) | - | | 782,553 |
| 95 | 434 | Dev Chrgs - Library Board | | 290,377 | | | (124,200) | - | | 166,177 |
| 96 | 438 | Dev Chrgs - Eng Ser Roads & Related | | 15,578,865 | | | (27,883,204) | - | | (12,304,339) |
| 97 | 439 | Dev Chrgs - Eng Ser Sewage Treatment | | (3,372,785) | | | - | - | | (3,372,785) |
| 98 | 440 | Dev Chrgs - Park Dev & Facilities | | 624,004 | | | (2,222,059) | - | | (1,598,055) |
| 99 | 442 | Dev Chrgs - Parking | | 1,352,778 | | | - | - | | 1,352,778 |
| 100 | 444 | Dev Chrgs - Public Works | | (1,666,584) | | | - | - | | (1,666,584) |
| 101 | 446 | Dev Chrgs - Jackson | | 1,234,400 | | | (564,290) | - | | 670,110 |
| 102 | 448 | Dev Chrgs - Carnegie East | | (1,929,544) | | | (1,930,884) | - | | (3,860,428) |
| 103 | 450 | Dev Chrgs - Lily Lake | | (4,033,194) | | | (1,450,000) | - | | (5,483,194) |
| 104 | 452 | Dev Chrgs - Chemong East | | 1,737,570 | | | (1,355,098) | - | | 382,472 |
| 105 | 453 | Dev Chrgs - Chemong West | | (1,947,332) | | | (2,439,487) | - | | (4,386,819) |
| 106 | 454 | Dev Chrgs - Carnegie West | | (30,587) | | | (1,069,850) | - | | (1,100,437) |
| 107 | 456 | Dev Chrgs - Liftlock | | 23,094 | | | (750,000) | - | | (726,906) |
| 108 | 458 | Dev Chrgs - Coldspring | | 25,681 | | | (173,000) | - | | (147,319) |
| 109 | 460 | Dev Chrgs - City-Wide Dev Area | | 205,141 | | | (649,039) | - | | (443,898) |
| 110 | 462 | Dev Chrgs - Affordable Housing | | 213,040 | | | (521,566) | - | | (308,526) |
| | | Recreational land (the Planning Act) | | | | | | | | |
| 111 | 366 | New Subdivision Trees | | 39,411 | | | - | - | (39,411) | - |
| 112 | 412 | Parkland 5% in lieu | | 737,388 | | | (217,760) | - | | 519,628 |
| | | Building Code Act, 1992 (Section 2.23) | | | | | | | | |
| 113 | 344 | Building Division Reserve | | 1,035,337 | | | (274,609) | - | | 760,728 |
| | | Gasoline Tax - Province | | | | | | | | |
| 114 | 405 | Prov - Gas Tax Funds - Transit | | (1,390,097) | | | - | - | 1,390,097 | - |
| | | Gasoline Tax - Federal | | | | | | | | |
| 115 | 410 | Federal Gas Tax | | 15,632,129 | | | (15,487,232) | - | (144,897) | - |
| | | | | 27,309,513 | 29,364,790 | 94,331,808 | (135,804,873) | (32,007,561) | (22,722,508) | (39,528,831) |



Budget Highlights

Part 5: Glossary of Budget Terms and Acronyms

Budget Terms

Accrual Accounting

The City's sources of financing and expenditures are recorded using the accrual basis of accounting. This basis recognizes revenues as they become available and measurable and expenditures as they are incurred and measurable as the result of receipt of goods or services and the creation of a legal obligation to pay. This is also the basis for developing the City's budget.

Allowance

A provision for an expected loss or reduction in the value of an asset, in order to reduce the reported value of the asset to a value, which reflects its estimated realizable value. Examples of an allowance are: Allowance for Doubtful Accounts, and Allowance for Uncollectable Taxes.

Annualized

This is the amount required to bring a program or service allocation to a full year's expenditure cost or revenue realization. Most often referenced where new staff were approved in the previous year's budget and required only a partial year's salary and benefits, but in the following year a full year's budget allocation is required.

Approved Budget

The Council will consider the budget recommendations for approval as received from the Finance Committee. Following consideration of the recommendations received, Council, in formal session, will approve a budget for the fiscal year and pass the necessary bylaws to adopt the budget and set property tax rates for the fiscal year.

Association of Municipalities of Ontario (AMO)

AMO works with, and for, municipal governments. Traditional activities include inter-government relations and policy development, information gathering and disseminating on all issues affecting municipalities.

Assessment

A value established by the Municipal Property Assessment Corporation (MPAC) for real property for use as a basis for levying property taxes for municipal, and education purposes.

Assessment Cycle

The annual valuation date for property assessment is conducted by MPAC. Assessments used for the 2021 taxation year will be based on January 1, 2016 valuations.

Base Budget

The base budget reflects the prior years' approved budget allocation for programs and services with adjustments made to reflect one-time allocations, annualizations, salary and benefits increases, etc.

Budget

A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures for the provision of various municipal programs and services, approved by Council.

Budget Timetable

The schedule of key dates which the City follows in the preparation, review, presentation, and adoption of the budget.

Budget Documents

The official documents prepared by administration which presents the proposed budget for the fiscal year to City Council. The books outline the principal budget issues and highlights against the background of financial experience and presents recommendations made by senior administration for the consideration of the Finance Committee and Council. The City's Draft Budget includes three distinct documents, the 2021 Budget Highlights Book, and two supporting documents which are the 2021 Operating Budget, the 2021-2030 Capital Budget.

Capital Budget

A plan of proposed capital expenditures to be incurred in both current, and future, years along with the method of financing for each. Project expenditures are differentiated between those that result in Tangible Capital Assets being either purchased or constructed and those which do not – simply referred to as "Other Capital".

Capital Projects

Projects that result in the purchase or construction of capital assets. Typically, a capital project encompasses a purchase of land and/or the construction of a building or facility.

Consumer Price Index (CPI)

The measurement of price changes experienced by consumers in maintaining a constant standard of living. This index is developed and published on a monthly basis by Statistics Canada.

Construction Price Index

The measurement of price changes for construction materials experienced in maintaining a constant standard. This index is developed and published on a monthly basis by Statistics Canada.

Cost Driver

Factors that may significantly impact expenditures in a specific program or service. A good example is Ontario Works caseloads.

Current Taxes

Property taxes that are levied and payment is due within the fiscal year.

Debenture Debt

The payment of interest and repayment of principal to holders of the City's debt instruments, used to finance capital projects.

Debt Capacity

Each municipality's amount of annual debt repayment is limited to not more than 25% of its own source revenue fund revenues. This is prescribed by the **Municipal Act** and is subject to Regulation.

Department

A basic organizational unit of the City, which is functionally unique in its delivery of services. Commissioners of Departments report directly to the Chief Administrative Officer. They include Corporate and Legislative Services, Infrastructure and Planning Services, and Community Services.

Estimated Revenue

The amount of projected revenue to be collected during the fiscal year. The amount of revenue budgeted is the amount approved by Council.

Federation of Canadian Municipalities (FCM)

A national organization representing the interests of municipalities, FCM has been the national voice of municipal governments since 1901. It is dedicated to improving the quality of life in communities by promoting strong, effective, and accountable municipal government.

Full Time Equivalents (FTEs)

The measurement of staff resources based on a full-time workweek. It is useful for quantifying part-time staff. As an example, the City may use two individual part-time staff in an area, who work half of the hours worked by a full-time employee. Although they are two part-time employees, it is considered one FTE.

Fiscal Year

The twelve-month accounting period for recording of financial transactions. The City's fiscal year is January 1 to December 31.

Fund Balance

The balance sheet identifies the assets of that fund and the liabilities it owes. The difference between the fund's assets and liabilities equals the "fund balance." To the extent that assets exceed liabilities, represents the financial resources available to finance expenditures of the following fiscal period. A deficit fund balance can only be recovered by having revenues exceed expenditures in a following fiscal period.

Grant

A monetary contribution by one level of government to another, or one organization to another. Typically, the provincial and federal governments make these contributions to local governments. The City of Peterborough makes grants available

to various local cultural, sports and community organizations and for assistance to seniors and others.

Long-Term Debt

Long-term debt is used to finance capital projects, having a maturity term of more than one year. Debt repayment forms part of the annual operating budget.

Municipal Property Assessment Corporation (MPAC)

The entity responsible for the property assessment function in Ontario, in accordance with Provincial legislation passed in 1997.

Ontario Structure Inspection Manual (OSIM)

The Ontario Structure Inspection Manual is published by the Ministry of Transportation (O. Reg. 160/02, s. 2 (2)). It is the legislation under which the structural integrity, safety and condition of every bridge is to be determined through the performance of at least one inspection every two years under the direction of a professional engineer.

Operating Budget

The budget allocations to provide basic government programs and services in the current fiscal year. Expenses include such items as salaries and wages, materials and supplies, utilities, and insurance.

Operating (Revenue) Fund

The fund reflecting general activities of the City. The principal sources of revenue are property taxes, grants, and service charges. All line and staff departments are financed through this fund.

Payments in Lieu of Taxes (PILs)

The payment to municipalities by other governments of an amount equal to the tax for properties located within the municipality, which are exempt from taxation.

Requested Budget

The initial budget developed and submitted by departments for consideration by the Chief Administrative Officer and Financial Services team.

Recommended Budget

This is the budget as presented in the Draft Budget submitted to the Finance Committee as Administrations' proposed budget. The Finance Committee then begins its deliberation of the recommended budget followed by at least one public meeting to hear delegations on the budget. Upon conclusion of their deliberations, the Finance Committee will put forward a recommended budget for the Council's consideration and approval.

Reserves

Reserves are an allocation of accumulated net revenue. It has no reference to any specific asset and does not require the physical segregation of money or assets.

These are established by Council and may be expanded, based on recommendations from the Treasurer. Examples of the City's Reserves are Vehicle and Equipment Reserves, Insurance Reserve, and Social Services Reserve.

Reserve Fund

Assets segregated and restricted to meet the purpose of the reserve fund. They may be: **Obligatory** - created whenever a statute requires revenues received for special purposes to be segregated. e.g. Development Charges Reserve Fund or can be **Discretionary** - created whenever a municipal council wishes to earmark revenues to finance a future project for which it has authority to spend money.

Revenue

Funds that a government entity receives as income. It includes such items as property tax payments, fees for specific services, receipts from other governments, fines, grants, and interest income.

Sewer Surcharge

The dollar amount generated when the sewer surcharge rate is applied to eligible water charges. The City's Draft Budget quantifies the sewer surcharge payable for a typical single-family dwelling owner (\$505.95 for 2021) and also quantifies the total sewer surcharge collected for the City (\$18.2 million for 2021).

Sewer Surcharge Rate

The rate (101.09% for 2020 and 102.92% proposed for 2021) applied to eligible water charges as billed by the Peterborough Utilities Commission to raise sewer surcharge revenues to be used by the City to pay for operating and capital sanitary sewer works.

Taxable Assessment

The Current Value Assessment upon which the tax rates can be applied to generate the required annual tax levy as determined through the City's annual budget process.

Tax Burden

The amount of taxes each property class generates and is most often described as a percentage of the total tax collected. As an example, for 2021, the residential property class will generate \$98.0 million (69.1%) of the total \$141.7 million municipal tax levy.

Tax Levy

The tax levy represents the total amount of revenue to be raised by property taxes for operating and debt service purposes. The City of Peterborough is also responsible for levying taxes for School Boards and the local Business Improvement Areas.

Tax Rate

The rate levied on each real property according to the assessed property value as established by MPAC and the property class. Tax rates are often expressed as a percentage.

Tax Ratio

A number applied to total taxable current value assessment by class to determine weighted taxable assessment for the class. The total tax levy requirement is then divided by the total weighted taxable assessment to derive the tax rate for the residential class. The residential tax rate is then multiplied by each class' tax ratio to determine the tax rate for the class.

Tax Supported Debt (TS)

Tax supported refers to the portion of long-term debt that is funded from a draw against general property tax revenue.

Weighted Taxable Assessment

Weighted Taxable Assessment is the total of taxable assessment for each class multiplied by the class tax ratio. For 2021, total weighted taxable assessment is \$11.0 billion. Weighted Taxable Assessment is also used to allocate the cost of some joint services between the City and County of Peterborough such as Housing and Provincial Offences.

Acronyms Used in Budget Documents

| Abbreviation | Definition |
|--------------|--|
| AAC | Accessibility Advisory Committee |
| ACH | Arts Culture and Heritage |
| AGP | Art Gallery of Peterborough |
| AHAC | Affordable Housing Action Committee |
| AMO | Association of Municipalities of Ontario |
| AODA | Accessibility for Ontarians with Disabilities Act, 2005 |
| APRAC | Arenas Parks and Recreation Advisory Committee |
| BAS | Building Automation System |
| BET | Business Education Taxes |
| BCA | Building Condition Audit/Building Code Act |
| CALA | Canadian Association for Laboratory Accreditation |
| CAMP | Central Area Master Plan |
| CBCO | Certified Building Code Official |
| CCAP | Climate Change Action Plan |
| CCEYA | Child Care and Early Years Act |
| CCF | Central Composting Facility |
| CCP | Community Care Peterborough |
| CCRC | Community Counselling and Resource Centre |
| CCSF | Cultural Spaces Canada Fund (Department of Canadian Heritage) |
| CCTV | Closed Circuit Television |
| CDP | Community Development Program |
| CHPI | Community Homelessness Prevention Initiative |
| CIP | Community Improvement Plan |
| CMHC | Canadian Mortgage and Housing Corporation |
| CMOG | Community Museum Operating Grant (Ontario Ministry of Culture) |
| CMSM | Consolidated Municipal Service Manager |
| CNIB | Canadian National Institute for the Blind |
| CNR | Canadian National Railway |
| COPHI | City of Peterborough Holdings Inc. |
| CPI | Consumer Price Index |
| CPR | Canadian Pacific Railway |
| CRRC | Community Race Relations Committee |
| CRSP | Cardiovascular Rehabilitation Services Program |
| CRTC | Canadian Radio-television and Telecommunications Commission |
| CSD | Community Services Department |
| CSJ | Canada Summer Jobs (HRDC) |
| CSPT | Court Security Prisoner Transportation |
| CUPE | Canadian Union of Public Employees |
| CVA | Current Value Assessment |
| CVP | Consolidated Verification Process |

Part 5
Glossary of Budget Terms and Acronyms

| Abbreviation | Definition |
|---------------------|--|
| DAC | Data Analysis Coordinator |
| DBIA | Downtown Business Improvement Area |
| DC | Development Charges |
| DFO | Department of Fisheries and Oceans |
| DNA | Deoxyribonucleic Acid |
| DOOR | Delivering Opportunities for Ontario Renters |
| DYS | Downtown Youth Space |
| EA | Environmental Assessment |
| EAB | Emerald Ash Borer |
| EC3 | Electric City Culture Council |
| ECA | Environmental Compliance Approval |
| ECG | Emergency Control Group |
| EDP | Electronic Data Processing |
| EEF | Energy Emergency Fund |
| ELCC | Early Learning and Child Care |
| EMIS | Engineering Management Information Systems |
| EMP | Environmental Monitoring Program |
| EMS | Emergency Medical Services |
| EOC | Emergency Operations Centre |
| EPD | Environmental Protection Division |
| ERP | Enterprise Resource Planning |
| ESR | Environmental Study Report |
| ESS | Emergency Social Services |
| FDK | Full Day Kindergarten |
| FDM | Fire Dispatch Management |
| FGT | Federal Gas Tax |
| FME | Feature Manipulation Engine |
| FPPA | Fire Protection and Prevention Act |
| FRMP | Flood Reduction Master Plan |
| FRMPRCL | Flood Reduction Master Plan Reserve Capital Levy |
| FRMPRSS | Flood Reduction Master Plan Reserve Sewer Surcharge |
| FTE | Full Time Equivalent |
| FUSE | Fund for Utility Service Emergencies |
| G/M | Geomatics/Mapping formerly Land Information Division |
| GIS | Geographic Information Systems |
| GPAEDC | Greater Peterborough Area Economic Development Corporation |
| GPS | Global Positioning System |
| GTAA | Greater Toronto Airport Authority |
| HADD | Harmful Alteration Disruption and/or Destruction |
| HAP | Housing Access Peterborough |
| HCD | Heritage Conservation Districts |
| HNS | Heritage Neighbourhood Study |
| HPO | Heritage Preservation Office |

Part 5
Glossary of Budget Terms and Acronyms

| Abbreviation | Definition |
|---------------------|---|
| HPTRP | Heritage Property Tax Relief Program |
| HR | Human Resources |
| HRC | Housing Resource Centre |
| HRSDC | Human Resources and Skills Development Centre |
| HSP | Housing Stability Fund |
| HVAC | Heating, Ventilation and Air Conditioning |
| HWT | Hot Water Tank |
| IAH-E | Investment in Affordable Housing - Extension Program |
| ICON | Integrated Courts Offender Network |
| IIMP | Infrastructure Information Management Program |
| ILS | Integrated Library System |
| IMS | Incident Management System |
| IPS | Infrastructure and Planning Services |
| ISF | Infrastructure Stimulus Fund |
| IT | Information Technology |
| ITMS | Integrated Traffic Management System |
| JE | Job Evaluation |
| JK/SK | Junior Kindergarten/Senior Kindergarten |
| KLLIC | Kawartha Lakeshore Library Information Consortium |
| KTTC | Kawartha Trades and Technology Centre |
| KPRDSB | Kawartha Pineridge District School Board |
| LED | Light Emitting Diode (lamps) |
| LEED | Leadership in Energy and Environmental Design |
| LIS | Land Information Services |
| LLMP | Little Lake Master Plan |
| MAP | Museum Assistance Program (Department of Canadian Heritage) |
| MAP ECF | Museum Assistance Program Exhibition Circulation Fund |
| MBIP | Major Bennett Industrial Park |
| MCP | Municipal Cultural Plan |
| MCSS | Ministry of Community and Social Services |
| MCYS | Ministry of Children and Youth Services |
| MECP | Ministry of the Environment, Conservation and Parks |
| MHSW | Municipal Household and Special Waste |
| MMAH | Ministry of Municipal Affairs and Housing |
| MNR | Ministry of Natural Resources |
| MOECC | Ministry of the Environment and Climate Change |
| MOH | Ministry of Health |
| MOL | Ministry of Labour |
| MOU | Memorandum of Understanding |
| MPAC | Municipal Property Assessment Corporation |
| MRF | Material Recycling Facility |
| MTCS | Ministry of Tourism, Culture and Sport |
| MTCU | Ministry of Training, Colleges and Universities |

Part 5
Glossary of Budget Terms and Acronyms

| Abbreviation | Definition |
|---------------------|--|
| MTO | Ministry of Transportation Ontario |
| NASSCO | National Association of Sewer Service Companies |
| NCC | New Canadian Centre |
| NFA | North Fill Area (Landfill site) |
| NFP | Not For Profit (organizations) |
| NU | Non-Union |
| OBCA | Ontario Building Code Act |
| OBRP | Ontario Bus Replacement Program (replaced OTVP) |
| OCB | Ontario Child Benefit |
| OCIF | Ontario Community Infrastructure Fund |
| OCS | Office of the City Solicitor |
| ODA | Ontarians with Disabilities Act |
| ODRAP | Ontario Disaster Relief Assistance Program |
| ODSP | Ontario Disability Support Program |
| OEYCFC | Ontario Early Years Child and Family Centres |
| OHRC | Ontario Human Rights Commission |
| OHSA | Ontario Health and Safety Act |
| OLG | Ontario Lottery and Gaming Corporation |
| OLS | Obstacle Limitation Surface |
| OMERS | Ontario Municipal Employees Retirement System |
| OP | Official Plan |
| ORCA | Otonabee Region Conservation Authority |
| OSIM | Ontario Structure Inspection Manual |
| OTM | Ontario Traffic Manual |
| OTVP | Ontario Transit Vehicle Program (prior to OBRP) |
| OW | Ontario Works |
| PACAC | Peterborough Architectural Conservation Advisory Committee |
| PACP | Pipeline Assessment Certification Program |
| PB | Participatory Budgeting |
| PBAC | Peterborough Bicycle Advisory Committee |
| PCBs | Polychlorinated biphenyls |
| PCCP | Peterborough County City Paramedics |
| PCI | Pavement Condition Index |
| PCOA | Peterborough Council on Aging |
| PCSP | Peterborough Community Social Plan (overlap with CSP) |
| PDI | Peterborough Distribution Incorporated |
| PFS | Peterborough Fire Services |
| PHC | Peterborough Housing Corporation |
| PHCS | Primary Health Care Services |
| PHS | Peterborough Humane Society |
| PIC | Public Inquiry Centre |
| PIDC | Peterborough Industrial Development Corporation |
| PIL | Payment in Lieu |

Part 5
Glossary of Budget Terms and Acronyms

| Abbreviation | Definition |
|---------------------|---|
| PKED | Peterborough & Kawarthas Economic Development (acronym for official name is GPAEDC) |
| PKT | Peterborough Kawartha Tourism |
| PLC | Programmable Logic Controller |
| PMA | Peterborough Museum and Archives |
| PMC | Peterborough Memorial Centre |
| POA | Provincial Offences Act |
| PPE | Personal Protective Equipment |
| PPH | Peterborough Public Health |
| PPL | Peterborough Public Library |
| PRHC | Peterborough Regional Health Centre |
| PRLC | Peterborough Regional Liaison Committee |
| PSAB | Public Sector Accounting Board |
| PSF | Per Square Foot |
| PSWC | Peterborough Sport and Wellness Centre |
| PTIF | Public Transit Infrastructure Fund |
| PTS | Peterborough Technology Services |
| PUC | Peterborough Utilities Commission |
| PUI | Peterborough Utilities Incorporated |
| PUSI | Peterborough Utilities Services Incorporated |
| RFEOI | Request for Expression of Interest |
| RFP | Request for Proposals |
| RFPQ | Request for Pre-Qualification |
| RFQ | Request for Quotes |
| RFT | Request for Tenders |
| RGI | Rent-Geared-to-Income |
| RMS | Records Management System |
| ROW | Right of Way |
| SAC | Student Administrative Council |
| SAMS | Social Assistance Management Systems |
| SCADA | Supervisory Control and Data Acquisition |
| SCBA | Self Contained Breathing Apparatus |
| SDMT | Service Delivery Model Technology (replaced by SAMS) |
| SFA | South Fill Area (Landfill Site) |
| SFDNOW | Single Family Dwelling not on water |
| SHAIP | Social Housing Apartment Improvement Program |
| SHRA | Social Housing Reform Act 2000 |
| SHRRP | Social Housing Renovation and Retrofit Program |
| SS | Sewer Surcharge |
| SSRF | Sewer Surcharge Reserve Fund |
| STSCO | Student Transportation Services Central Ontario |
| SWM | Storm Water Management |
| TCA | Tangible Capital Asset |

Part 5
Glossary of Budget Terms and Acronyms

| Abbreviation | Definition |
|---------------------|--|
| TDM | Transportation Demand Management |
| TMP | Transportation Master Plan |
| TS | Tax Supported |
| TTY | Teletypewriter |
| UMA | UMA Consultants (Engineering) |
| UV | Ultraviolet |
| VBIA | Village Business Improvement Area |
| WCAG | Web Content Accessibility Guidelines |
| WMRF | Waste Management Reserve Fund |
| WSIB | Workplace Safety and Insurance Board |
| WWRF | Wastewater Reserve Fund (formerly Sewer Surcharge Reserve Fund) |
| WWTP | Wastewater Treatment Plant |
| YCW | Young Canada Works in Heritage Institutions (Canadian Museum Assoc.) |
| YES | Youth Emergency Shelter |