

Approved



# **2022 Budget Highlights**

**(Budget Book 1 of 3)**

**December 2021**

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**To:** Dear Reader

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

**Date:** March 31, 2021

**Re:** 2022 Approved Budget

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On December 13, 2021 Council approved the 2022 Budget including a net tax levy requirement of \$147.4, \$93.8 million in Capital expenses and an increase in the All-Inclusive Rate of 2.87%.

The Draft 2022 Budget included a net tax levy requirement of \$147.2 million, \$93.8 million in Capital expenses and an increase in the All-Inclusive Rate of 2.75%.

The 2022 Highlights, Operating and Capital Budget books have been updated by City staff for changes approved by Council to reflect the Approved 2022 Budget.

### **All-Inclusive Rate Per \$100,000 of Residential Assessment**

The 2022 Approved Budget includes an All-Inclusive Rate of 2.87% which is 0.12% more than the Draft Budget. The approved All-Inclusive Rate equals an annual increase of \$47.09 per \$100,000 of residential assessment, which is \$1.92 more than the draft All-Inclusive Rate.

### **Operating Budget**

The Draft Operating Budget included a net tax levy requirement of \$147,189,094 and the Approved Operating Budget includes \$147,400,030 in net tax levy requirement. The following chart summarizes the changes in the approved operating budget and the net tax levy requirement.

Ref	Description		Gross Cost
<b>1</b>	<b>Draft 2022 Net Tax Levy Requirement</b>		<b>\$ 147,189,094</b>
2	Add Fire positions	\$ 399,021	
3	Decrease Urban Park operating expenses for delayed opening	\$ (65,718)	
4	Downtown Business Improvement Area Streetscape below-the-line request	\$ 18,550	
5	Increase Doctor Recruitment funding	\$ 60,000	
6	Fund from reserve	\$ (60,000)	
7	Adjust Otonabee Region Conservation Authority funding to actual request	\$ (9,913)	
8	Adjust Peterborough Public Health funding to actual request	\$ (20,446)	
9	Decrease Municipal Property Assessment Corporation expense to actual	\$ (6,945)	
10	Decrease Peterborough County-City Paramedics funding to actual request	\$ (15,139)	
11	Increase Community Race Relations Committee funding	\$ 15,000	
12	Fund all adjustments to actual through Contingency	\$ 37,443	
13	Increase funding for Artist Grants	\$ 40,000	
14	From Reserve	\$ (40,000)	
15	Transfer of Capital Levy by deferring payment to EORN by 1 year	\$ (140,917)	
<b>16</b>	<b>Approved 2022 Net Tax Levy Requirement</b>		<b>\$ 147,400,030</b>

## Capital Budget

The Draft Capital Budget included \$93,846.8 million in expenses. The Approved Capital Budget includes \$93,755.9 million. The following chart includes a summary of the changes to the 2022 Capital Budget as approved by Council.

Ref	Project Ref.	Description	Total
<b>1</b>		<b>Draft 2022 Capital Program - cost</b>	<b>\$ 93,846,843</b>
2	3-4.04	Defer EORN pyament by 1 year	\$ (140,917)
3	5-5.12	Add Airport Master Plan project	\$ 50,000
4	6-6.02	Add to Public Art Program - General Committee November 1, 2021	\$ 20,000
<b>5</b>		<b>Approved 2022 Capital Program - cost</b>	<b>\$ 93,775,926</b>

## 2022 Budget Approved Recommendations

Appendix A to this memo is an excerpt from the Council Minutes of December 13, 2021 that includes all recommendations related to the 2022 Budget as approved by Council during the 2022 budget process.

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Richard Freymond  
Commissioner of Corporate and Legislative Services

Attachment

Appendix A – Excerpt from Council Minutes December 13, 2021



**Excerpt from the approved City of Peterborough Council Minutes  
December 13, 2021**

Peterborough Police Services 2022 Budget

Report CLSFS21-039

Moved by Councillor Pappas  
Seconded by Councillor Clarke

**That Council approve the recommendation outlined in Report CLSFS21-039, dated November 16, 2021, of the Commissioner of Corporate and Legislative Services as follows:**

**That the presentation and budget details presented to the November 16, 2021 Finance Committee by the Peterborough Police Services Board for the 2022 Budget be received for information.**

Carried

Peterborough County/City Paramedics Service 2022 Budget

Report CLSFS21-041

Moved by Councillor Pappas  
Seconded by Councillor Clarke

**That Council approve the recommendation outlined in Report CLSFS21-041, dated November 16, 2021, of the Commissioner of Corporate and Legislative Services as follows:**

**That the presentation and budget details presented to the November 16, 2021 Finance Committee by the Peterborough County/City Paramedics Service for the 2022 Budget, be received for information.**

Carried

2022 Budget for the Otonabee Region Conservation Authority

Report CLSFS21-042

Moved by Councillor Pappas  
Seconded by Councillor Clarke

**That Council approve the recommendation outlined in Report CLSFS21-042, dated November 16, 2021, of the Commissioner of Corporate and Legislative Services as follows:**

## Appendix A

**That the presentation and budget details presented to the November 16, 2021 Finance Committee by the Otonabee Region Conservation Authority for the 2022 Budget, be received for information.**

Carried

2022 Budget for Peterborough Public Health

Report CLSFS21-043

Moved by Councillor Pappas

Seconded by Councillor Clarke

**That Council approve the recommendation outlined in Report CLSFS21-043, dated November 16, 2021, of the Commissioner of Corporate and Legislative Services as follows:**

**That the presentation and budget details presented to the November 16, 2021 Finance Committee by the Peterborough Public Health for the 2022 Budget, be received for information.**

Carried

2022 Budget for the Peterborough and the Kawarthas Economic Development

Report CLSFS21-044

Moved by Councillor Pappas

Seconded by Councillor Clarke

**That Council approve the recommendation outlined in Report CLSFS21-044, dated November 16, 2021, of the Commissioner of Corporate and Legislative Services as follows:**

**That the presentation and budget details presented to the November 16, 2021 Finance Committee by the Peterborough and the Kawarthas Economic Development for the 2022 Budget, be received for information.**

Carried

2022 Budget and Proposed Five-Year Agreement with the Peterborough Humane Society

Report CLSFS21-045

Moved by Councillor Pappas

Seconded by Councillor Clarke

**That Council approve the recommendations outlined in Report CLSFS21-045, dated November 16, 2021, of the Commissioner of Corporate and Legislative Services as follows:**

## Appendix A

**a) That the presentation and budget details presented to the November 16, 2021 Finance Committee by the Peterborough Humane Society for the 2022 Budget, be received for information;**

**b) That the Mayor and City Clerk be authorized to execute an Agreement with the Peterborough Humane Society for a five-year term from January 1, 2022 to December 31, 2026 for the provision of animal control services for the City of Peterborough on terms acceptable to the Commissioner of Corporate and Legislative Services and in a form acceptable to the City Solicitor and substantially in the form attached as Appendix B to Report CLSFS21-045; and**

**c) That Council pass a new Animal By-law in the form attached as Appendix C.**

Carried

Peterborough Family Health Team 2022 Budget for the Physician Recruitment Program

Report CLSFS21-046

Moved by Councillor Pappas

Seconded by Councillor Clarke

**That Council approve the recommendation outlined in Report CLSFS21-046, dated November 16, 2021, of the Commissioner of Corporate and Legislative Services as follows:**

**That the presentation and budget details presented to the November 16, 2021 Finance Committee by the Peterborough Family Health Team for the Physician Recruitment Program, be received for information.**

Carried

Greater Peterborough Innovation Cluster

Report CLSFS21-047

Moved by Councillor Pappas

Seconded by Councillor Clarke

**That Council approve the recommendation outlined in Report CLSFS21-047, dated November 16, 2021, of the Commissioner of Corporate and Legislative Services as follows:**

**That the presentation and budget details presented to the November 16, 2021 Finance Committee by the Greater Peterborough Innovation Cluster for the 2022 Budget, be received for information.**

Carried

## Appendix A

### Downtown Business Improvement Area

Report CLSFS21-048

Moved by Councillor Pappas  
Seconded by Councillor Clarke

**That Council approve the recommendation outlined in Report CLSFS21-048, dated November 16, 2021, of the Commissioner of Corporate and Legislative Services as follows:**

**That the presentation and budget details presented to the November 16, 2021 Finance Committee by the Downtown Business Improvement Area for the 2022 Budget be received for information.**

Carried

### EORN Project Payment Deferral

Moved by Councillor Pappas  
Seconded by Councillor Clarke

**That the payment of \$140, 900 for the Eastern Ontario Regional Network (EORN) project be deferred for one year, to 2023 and,**

**That the \$140, 900 be used to reduce the net tax levy requirement.**

Carried

### Airport Master Plan Budget

Moved by Councillor Pappas  
Seconded by Councillor Clarke

**WHEREAS, The Peterborough Airport, for the City of Peterborough and Region, is the single most important economic development tool for the creation of well-paying jobs.**

**WHEREAS, An Airport Master Plan represents a blueprint for long-term development to provide a framework to guide future development at the Peterborough Airport. This will ensure a cost-effective aerospace opportunity with consideration for potential environmental and socioeconomic impacts while maintaining a land use planning model.**

**THEREFORE, be it resolved that an Airport Master Plan be developed with an interim report to Council in April and a final report presented to Council no later than August 2022, for this council's consideration, and that such a master plan addresses the key elements of :**

## Appendix A

**Inventory, Aviation Demand Forecasts, Facility Requirements, Alternatives, Recommended Development Concept, and Capital Improvement Program.**

**AND, the funding to develop this Master Plan be transferred from the Capital Levy Reserve in the amount of \$50, 000.**

Carried

Water and Wastewater Review Update

Report CAO21-004

Moved by Councillor Pappas  
Seconded by Councillor Clarke

**That Council approve the recommendation outlined in Report CAO21-004, dated November 22, 2021 of the Chief Administrative Officer as follows:**

**That Report CAO21-004, being a report to provide an update on the Water and Wastewater Review be received for information.**

Carried

Climate Change Action Plan Reserve

Moved by Councillor Pappas  
Seconded by Councillor Clarke

**That the annual budget provision for the Climate Change Action Plan Reserve be increased annually based on the CPI (all items Ontario) starting in August 2023.**

Carried

Pilot Project in 2022 for Transit Riders

Moved by Councillor Pappas  
Seconded by Councillor Clarke

**a) That the City of Peterborough launch a pilot project in 2022 that allows transit users 12 years of age and younger to ride Transit for free.**

**b) That up to the \$25,000 from the Climate Change Action Plan Capital Project (pg 88, Project 5-8.03) be transferred to the 2022 Transit Operations Budget to offset the reduced fare revenue from recommendation a**

**c) That staff report back to Council during the 2023 budget process to provide an update on preliminary results of the pilot project and recommendations on the next steps.**

## Appendix A

Carried

### Canada Community Build Fund

Moved by Councillor Pappas

Seconded by Councillor Clarke

**That as a matter of housekeeping, \$644,444 Canada Community Build Fund be reallocated to the 2022 Parkhill Rd Reconstruction – George St. to Rubidge St. (2022 Capital Budget Ref# 5-9.01) and corresponding amounts of Tax Supported Debt be allocated to the 2022 Chemong Road to Sunset Blvd (2022 Capital Budget Ref # 5-9.04).**

Carried

### Artist Grant Program

Moved by Councillor Pappas

Seconded by Councillor Clarke

**a) That \$40,000 be set aside from the 2021 contingency and transferred to the Public Art Reserve to fund the costs of an individual Arts grant program to be administered by EC3 in 2022.**

**b) That staff prepare a report for the 2023 budget on the outcome of the initial 2022 program and recommendations on whether it should become a permanent grant program**

**c) That an agreement be entered into with EC3 to operate the program in 2022 with the requirement that a full accounting of the usage of the funds, including who the funds were distributed to, be submitted to the Commissioner of Community Services by August 31, 2022.**

Carried

### Urban Park

Moved by Councillor Pappas

Seconded by Councillor Clarke

**That the 2022 budget provision for the Urban Park, found on page 150 of the 2022 Highlights Book, be reduced from \$130,337 to \$65,169 with the savings of \$65,168 to be used to reduce the City's 2022 net tax levy requirement.**

Carried

## Appendix A

### Community Race Relations Committee

Moved by Councillor Pappas

Seconded by Councillor Clarke

**“That the Community Race Relations Committee base budget found on page 137 of the 2022 Budget Highlights Book, be increased by \$15,000, from \$28,024 to \$43,024; and**

**a) that for the 2022 Budget year the increase be funded by a transfer from the City’s 2022 General Contingency provision; and**

**b) that the new base budget provision of \$43,024 be considered the permanent funding level for the Community Race Relations Committee in future draft operating budgets”.**

Carried

### Tax Credit for Low Income Seniors and People with Disabilities

Moved by Councillor Pappas

Seconded by Councillor Clarke

**That staff be directed for the 2023 Operating Budget to index the \$400 Tax Credit for Low Income Seniors and People with Disabilities by the August CPI (all Ontario) (page 184).**

Carried

### Doctor Recruitment

Moved by Councillor Pappas

Seconded by Councillor Clarke

**Whereas, as many as 8-10,000 Peterborough citizens are without a primary care physician and,**

**Whereas as many as 22 local physicians are contemplating retirement in the next few years and,**

**Whereas our doctor recruitment has been on a part time basis when the magnitude of the shortage requires a full time recruiter and,**

**Whereas it is recommended by our recruiter that a budget of \$1 per citizen would provide sufficient resources to address the Doctor shortage on our behalf.**

**It is moved that the budget provided to the Peterborough Family Health Team that is found on page 205 of the City’s 2022 Budget Highlights Book in the amount of \$21,200 be increased by \$60,000 for a total of \$81,220, and that the additional cost for 2022 be funded by a transfer from the Social Services reserve.**

## Appendix A

**And that the County of Peterborough be requested to also contribute at the same rate to the recruitment fund through their budget process.**

Carried

Systems Navigator - DBIA

Moved by Councillor Pappas

Seconded by Councillor Clarke

**a) That staff be directed to bring a report to Council on the merits of a System Navigator position no later than March of 2022**

**b) That Council earmark funding in an amount up to \$70,000 per year for a Systems Navigator position for a period of 3 years to be funded from the Social Services Reserve, pending approval of the staff report.**

Carried

DBIA Street Scape Budget

Moved by Councillor Pappas

Seconded by Councillor Clarke

**That the DBIA street scape budget be increased by the amount of \$18,000**

**That staff report to Council in 2023 on the financial status of the street scape budget**

Carried

2022 Draft Budget

Report CLSFS21-038

Funding for New Canadian Centre

Due to her previously declared interest, Councillor Akapo did not discuss or vote on the matter.

Moved by Councillor Parnell

Seconded by Councillor Pappas

**That the funding for new Canadian Centre be approved.**

For (10): Councillor Baldwin, Councillor Beamer, Councillor Clarke, Councillor Pappas, Councillor Parnell, Councillor Riel, Mayor Therrien, Councillor Vassiliadis, Councillor Wright, and Councillor Zippel

Carried (10 to 0)



Moved by Councillor Riel  
Seconded by Councillor Zippel

**That Council approve the recommendation outlined in Report CLSFS21-038 dated November 22, 2021, of the Commissioner of Corporate and Legislative Services, as follows:**

**That the recommendations contained in Appendix A of report CLSFS21-038 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 22, 2021.**

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

**a) That the 2022 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 2022 Budget process.**

**c) That any unused CAO Budget at the end of 2022 be transferred to the Organizational Development Reserve, subject to the overall year-end position. (Page 32)**

**d) That any unused Peterborough Technology Services Budget, at the end of 2022, be transferred to the Information Technology (IT) Reserve, subject to the overall year-end position and that, if actual 2022 costs exceed the 2022 Budget, funds may be drawn from the IT Reserve. (Page 53)**

**e) That any unused Building Inspection Budget at the end of 2022 be transferred to the Building Division Reserve and that, if actual building inspection costs exceed the 2022 Budget, funds may be drawn from the Building Division Reserve. (Page 75)**

**f) That any excess Airport development review fees at the end of 2022 be transferred to the Airport Development Review Reserve for future Airport Development related expenditures and that, if the 2022 Airport development review costs exceed the review fees, funds may be drawn from the Airport Development Review Reserve. (Page 76)**

**g) That any 2022 Engineering Overhead surplus be transferred to the Engineering Design and Inspection Reserve, subject to the overall year-end position and that if actual 2022 Engineering costs exceed the Budget, funds may be drawn from the Engineering Design and Inspection Reserve. (Page 91)**

**h) That any unused portion of the 2022 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 2022 Winter Control costs exceed the 2022 Budget, funds may be drawn from the Winter Control Reserve. (Page 91)**

**i) That pending approval of Capital Budget Reference 5-9.02 in the amount of \$1,200,000, the \$2,800,000 requirement in 2023 Capital funding be pre-committed for the Lansdowne Street Rehabilitation – Park St. to Otonabee River project. (Page 94)**

**j) That any unused Parking Budget, at the end of 2022, be transferred to the Parking Reserve, subject to the overall year-end position and that, if the actual 2022 Parking costs exceed the 2022 Budget, funds may be drawn from the Parking Reserve. (Page 111)**

**k) That any unused Traffic Signal Maintenance Budget at the end of 2022, be transferred to the Traffic Signal Reserve, subject to the overall year-end position and that if the actual 2022 Traffic Signal Maintenance costs exceed the 2022 Budget, funds may be drawn from the Traffic Signal Reserve. (Page 112)**

**l) That any surplus funds at the end of 2022 for Market Hall be transferred to the Market Hall Capital Reserve for unanticipated maintenance expenses or small capital improvements. (Page 140)**

**m) That any unused Community Development Program net budget at the end of 2022 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)**

**n) That any surplus funds at the end of 2022 for Arenas be transferred to the Arena Equipment Reserve for future equipment purchases. (Page 151)**

**o) That any surplus funds at the end of 2022 for the Marina be transferred to the Marina Reserve to be used for future capital improvements. (Page 154)**

**p) That any surplus funds at the end of 2022 for Beavermead Campground be transferred to a Beavermead Campground Reserve for future capital improvements. (Page 155)**

**q) That any surplus funds at the end of 2022 for the Peterborough Sport and Wellness Centre be transferred to the PSWC Capital Conservation Reserve for future capital improvements. (Page 155)**

**r) That any unused Homelessness net budget at the end of 2022 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 2022 Homelessness costs exceed the 2022 Budget, funds may be drawn from the Reserve. (Page 177)**

**s) That any remaining unused Social Services net budget at the end of 2022 be transferred to the General Assistance Reserve, subject to the overall year-end position and that, if actual 2022 Social Services costs exceed the 2022 Budget, funds may be drawn from the Reserve. (Page 177)**

**t) That any surplus in the 2022 Housing Operating Budget at the end of 2022 be transferred to the Housing Reserve, subject to the overall year end position and that, if actual 2022 Housing costs exceed the 2022 Budget, funds may be drawn from the Housing Reserve. (Page 177)**

**u) That any surplus in the 2022 Housing Choice Rent Supplement Program at the end of 2022 be transferred to the Housing Choice Rent Supplement Reserve, subject to the overall year-end position and that, if actual 2022 Rent Supplement costs exceed the 2022 Budget, funds may be drawn from the Rent Supplement Reserve. (Page 177)**

**v) That any adjustment to the City's 2022 requirement for the Municipal Property Assessment Corporation (MPAC), be netted against the City's 2022 General Contingency provision. (Page 185)**

**w) That any unused portion of the 2022 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 2022 tax write-off costs exceed the 2022 Budget, funds may be drawn from the Allowance for Doubtful Accounts Reserve. (Page 189)**

**x) That any unused Employee Benefits Budget at the end of 2022 be transferred to the Employee Benefits Reserve, subject to the overall year-end position, and that, if actual 2022 employee benefits exceed the 2022 Budget, funds may be drawn from the Employee Benefits Reserve. (Page 189)**

**y) That any unused Insurance Budget at the end of 2022 be transferred to the Insurance Reserve, subject to the overall year-end position. (Page 189)**

**z) That any adjustment to the City's 2022 requirement for the Insurance Budget, be netted against the City's 2022 General Contingency provision. (Page 189)**

**aa) That any unused 2022 Contingency Budget at the end of 2022 be transferred to the Capital Levy Reserve to be used for Capital works subject to the overall 2022 year-end position. (Page 189)**

**bb) That any unused Police Services Legal Fees Budget at the end of 2022 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 2022 Police legal fees costs exceed the 2022 Budget, funds may be drawn from the Policing Legal Fees Reserve. (Page 192)**

**cc) That any unused Police Services Budget at the end of 2022 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 2022 Police Services costs exceed the 2022 Budget, funds may be drawn from the Police Special Projects Reserve. (Page 192)**

**dd) That any adjustments to the City's portion of the 2022 Peterborough County/City Paramedics Services Budget be netted against the 2022 General Contingency provision. (Page 199)**

**ee) That any unused Peterborough County/City Paramedics Services (PCCP) Budget at the end of 2022 be transferred to the PCCP Reserve, subject to the overall year-end position and that, if the actual 2022 PCCP costs exceed the 2022 Budget, funds may be drawn from the PCCP Reserve. (Page 199)**

**ff) That any adjustments to the City's portion of ORCA's 2022 Budget be netted against the City's 2022 General Contingency provision. (Page 200)**

**gg) That any adjustments to the City's portion of Peterborough Public Health's 2022 Budget be netted against the City's 2022 General Contingency provision. (Page 201)**

**hh) That any adjustments to the City's cost for PHS services for 2022, based on the final approved animal control services agreement, be netted against the City's 2022 General Contingency provision. (Page 203)**

**ii) That the 2022 budget request, representing the levy required by the Downtown Business Improvement Area of the Corporation of the City of Peterborough during the year 2022 totalling \$334,492, be approved. (Page 208)**

**jj) That the 2022 budget request, representing all sums required by the Village Business Improvement Area of the Corporation of the City of Peterborough during the year 2022 totalling \$18,000, be approved. (Page 209)**

**kk) That any excess Casino Gaming revenues at the end of 2022, 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 2022 Capital Budget. (Page 212)**

**ll) That any net surplus funds, after the disposition of the recommendations in this report, from 2022 operations in excess of \$100,000 be transferred to the Capital Levy Reserve to be used for Capital works. (Page 212)**

**mm) That a by-law be passed to establish the 2022 tax ratios for each property class as set out in the 2022 Operating Budget. (Page 224)**

**nn) That the 2022 tax rate for farmland awaiting development subclasses be 75% of the residential rate. (Page 224)**

**For (7): Councillor Akapo, Councillor Baldwin, Councillor Clarke, Councillor Parnell, Councillor Riel, Mayor Therrien, and Councillor Zippel**

**Against (4): Councillor Beamer, Councillor Pappas, Councillor Vassiliadis and Councillor Wright**

**Carried (7 to 4)**

## Appendix A

### Fire Services Suppression Staffing - Presentation

Report CAOFS21-006

Moved by Councillor Zippel

Seconded by Councillor Clarke

**That Council approve the recommendations outlined in Report CAOFS21-006, dated November 22, 2021 of the Fire Chief as follows:**

**a) That Council add eight (8) firefighter FTEs and one Training Officer FTE to the 2022 budget to be hired starting March 1, 2022.**

**b) That Council receive the City of Peterborough Fire Services Staffing Review and Peer Comparison by Dillon Consulting, attached as Appendix A, and request that the Fire Chief bring staffing recommendations forward in future budget cycles to increase the complement of Firefighters in a phased in approach.**

For (6): Councillor Akapo, Councillor Baldwin, Councillor Clarke, Mayor Therrien, Councillor Wright, and Councillor Zippel

Against (5): Councillor Beamer, Councillor Parnell, Councillor Riel, Councillor Vassiliadis and Councillor Pappas

Carried (6 to 5)

### 2022 Draft Budget - Potential Service Level Reductions and Efficiencies

Report CLSFS21-050

Moved by Councillor Pappas

Seconded by Councillor Riel

Amended Recommendation:

**That Council approve the recommendation outlined in Report CLSFS21-050 dated November 22, 2021, of the Commissioner of Corporate and Legislative Services, as follows:**

At the meeting of November 23, 2021, Committee amended the recommendations as follows:

**a) That the potential service level reductions and efficiencies related to the Draft 2022 Operating Budget as noted in Report CLSFS21-050, be received for information;**

**b) That staff report to Council regarding the feasibility of implementing on street parking permits; and,**

At the meeting of December 13, 2021, Council amended item c) as follows:

**c)That staff report to Council on the option of implementing an apprentice program and on any opportunities for staff or outside agencies to share office space.**

For (11): Councillor Akapo, Councillor Baldwin, Councillor Beamer, Councillor Clarke, Councillor Pappas, Councillor Parnell, Councillor Riel, Mayor Therrien, Councillor Vassiliadis, Councillor Wright, and Councillor Zippel

Carried (11 to 0)

# 2022 Budget

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Budget Highlights

**Part 1: 2022 Budget Overview**

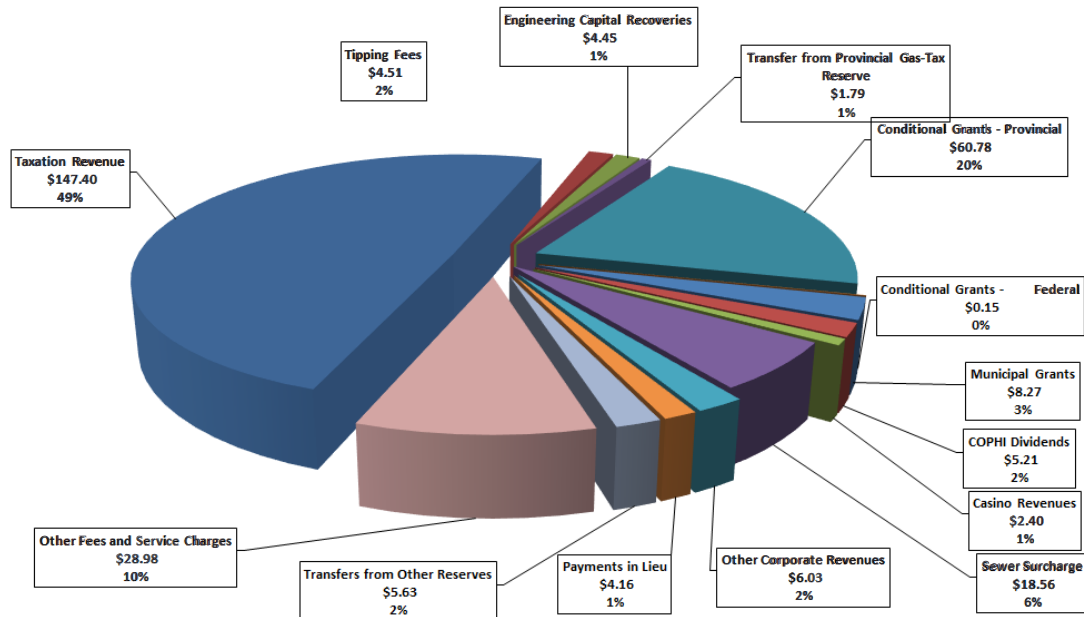
## 2022 Operating Budget (Revenues and Gross Expenditures)

The 2022 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.

<b>City of Peterborough</b>						
<b>2022 Operating Budget</b>						
	<b>2021 Approved</b>	<b>2021 Preliminary Actual</b>	<b>2022 Requested Budget</b>	<b>% Change</b>	<b>\$ Change</b>	<b>% of Total</b>
<b>Operating Revenues</b>						
Taxation Revenue	141,990,232	141,990,232	147,400,000	3.8%	5,409,798	49.4%
Conditional Grants - Provincial	64,193,268	66,420,866	60,780,699	-5.3%	-3,412,569	20.4%
Conditional Grants - Federal	128,700	224,587	148,600	15.5%	19,900	0.0%
Municipal Grants	8,115,442	8,116,640	8,271,790	1.9%	156,348	2.8%
COPHI Dividends	5,208,000	5,208,000	5,208,000	0.0%	0	1.7%
Sewer Surcharge	18,184,675	18,197,264	18,560,247	2.1%	375,571	6.2%
Other Corporate Revenues	8,664,330	5,176,805	6,009,265	6.4%	864,935	2.0%
Tipping Fees	4,407,253	4,350,000	4,507,253	2.3%	100,000	1.5%
Transfer from Provincial Gas-Tax Reserve	1,680,000	1,680,000	1,700,000	6.8%	110,000	0.6%
Engineering-Capital Recoveries	4,545,214	4,486,981	4,453,033	-2.0%	-92,181	1.5%
Payments in Lieu	4,038,029	4,038,029	4,160,200	3.0%	121,171	1.4%
Transfers from Other Reserves	4,216,647	3,904,542	5,632,318	33.6%	1,416,471	1.9%
Casino Revenue	1,640,000	800,000	2,400,000	46.3%	760,000	0.8%
Other Fees and Service Charges	27,974,068	18,226,041	28,980,720	3.6%	1,006,652	9.7%
	<b>281,887,068</b>	<b>282,820,787</b>	<b>288,822,166</b>	<b>2.2%</b>	<b>6,336,087</b>	<b>100.0%</b>
<b>Gross Operating Expenditures</b>						
City Council	683,502	682,501	708,124	2.1%	14,622	0.2%
Chief Administrative Officer (including Fire)	20,174,564	20,141,557	20,907,748	3.7%	753,184	7.0%
Corporate and Legislative Services	12,567,395	12,185,977	13,513,300	7.6%	955,905	4.5%
Infrastructure and Planning Services	80,487,967	79,794,030	83,357,207	3.6%	2,869,240	27.9%
Community Services	104,526,499	97,460,205	102,408,344	-2.0%	-2,124,165	34.3%
Other Financial Services	35,453,305	34,674,479	38,238,274	7.9%	2,784,969	12.8%
Transfers to Organizations	38,093,826	37,882,038	39,175,158	2.8%	1,081,332	13.1%
	<b>281,887,068</b>	<b>282,820,787</b>	<b>288,822,166</b>	<b>2.2%</b>	<b>6,336,087</b>	<b>100.0%</b>
2021 Surplus (Deficit)	0	0	0			

## Factors Impacting Operating Revenues

**2022 Budget Operating Revenues \$298.3 (Million)**



Gross Revenues for 2022 have increased \$6.3 million over the 2021 gross revenues. The key factors are:

**Sewer Surcharge** – is expected to increase 2% based on a 2% increase in the water rate. The sewer surcharge rate remains the same as in 2021.

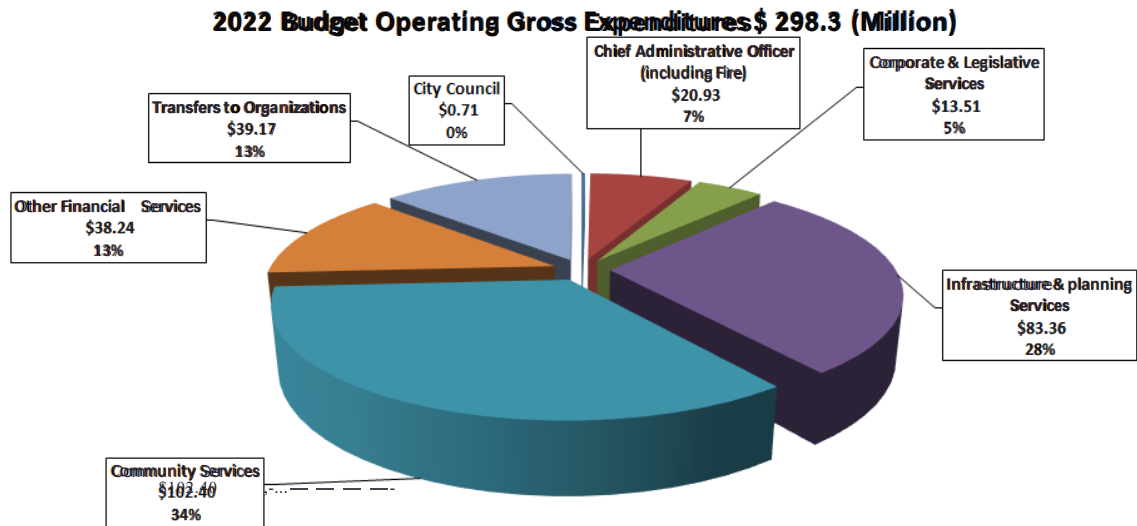
**Casino Gaming Revenues** – The 2020 and 2021 Casino revenues have been significantly impacted by the closure of the Casino due to COVID-19 restrictions. It is anticipated that in 2022 the Casino will begin to return to normal operations. The 2022 budget has been increased to \$2.4 million (2021 \$1.6 Million) to reflect this assumption. There is still risk associated with 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 new Casino Reserve funded projects in the 2022 Capital Budget.

Transfers from reserves have increased in the 2022 budget largely due to reserve revenues utilized to offset additional election expenses in 2022.

**Other Fees and Service Charges** – overall are projected to increase, in areas such as, Planning, Waste Management, Recreation, PSWC and City Clerks. 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.

Part 1  
2022 Budget Overview

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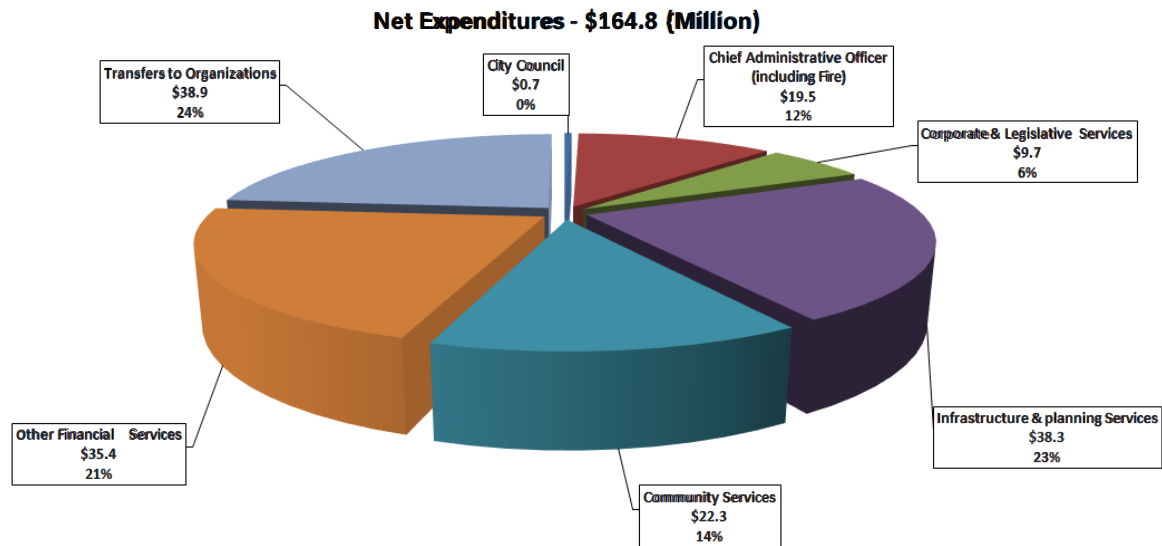


Gross Expenditures for 2022 have increased \$6.3 million over the 2021 gross expenditures. The key factors are:

- Personnel - \$2.7 million
- Tax Supported debt costs – \$1.2 million
- Transfers to Other Organizations - \$0.9 million
- Storm Water Protection fee - \$0.6 million
- Fuel costs - \$0.5 million
- IT data processing costs - \$0.4 million
- Insurance costs - \$0.2 million
- Landfill (City Portion) – \$0.2 million

## Gross Expenditures versus Net Expenditures

Gross expenditures, less direct revenues of \$133.5 million, such as conditional grants and user fees, result in net expenditure requirements for 2022 of \$164.8 million as shown in the following chart.



## Factors Impacting Net Expenditures

The 2022 net expenditures have increased \$6.6 million or 4.2%. 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 \$11,937, but fee revenue and other recoveries have increased by \$5,500 resulting in a net expenditure increase of \$6,437.

The key factors impacting the 2022 Net Expenditures from the 2021 level are:

- Insurance costs - \$0.1 million
- IT data processing costs - \$0.2 million
- Transfers to Other Organizations - \$0.9 million
- Tax Supported debt costs – \$1.2 million
- Storm water Protection fee - \$ 0.6 Million
- Property taxation costs - \$0.2 million

## **COVID-19 Pandemic Impacts**

The 2022 budget has been developed taking into consideration impacts of the COVID-19 pandemic. Some areas of operations have budgeted for normal operations throughout 2022 and some have reduced revenues or increased expenses as full recovery to pre-pandemic levels are not expected to be realized in 2022. The 2021 Preliminary Actuals included in the Operating schedules reflect the impacts of the pandemic on City operations.

## **Net Requirement**

Net tax levy requirement equals \$147.4 million – up by 3.8%  
Corporate revenues for 2022, such as Supplementary taxes, Investment interest, Payments in Lieu and City of Peterborough Holdings Inc.'s return on investment, total \$17.4 million and are deducted from the \$164.8 million net departmental expenditures to derive the \$147.4 million net tax levy requirements for 2022. The net tax levy requirements have increased by 3.8% or \$5.4 million compared to 2021.

## **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 both the 2021 and 2022 taxation year. It is expected, but not confirmed, that the re-assessment originally due January 1, 2020 will be carried out in 2022. The phase-in program would then start in the 2023 taxation year.

The 2022 Budget is based on the phased-in property assessments as of January 1, 2016, updated for actual growth, and assessment adjustments. Taxable assessment for 2022 is estimated to have minimal growth over the 2021 budget level. As mentioned above, there is no phase-in of reassessment in 2022 and real growth is expected to be minimal.

## **Residential education rate unchanged**

The education rate for all property classes continues to be regulated by the Province. For the 2022 Budget, it has been assumed that the rate will remain unchanged from the previous year.

## **Sewer surcharge rate remains at 102.92%**

For the 2022 Budget, the fifth year of the ten-year implementation of the Waste Water Protection sewer surcharge rate increase has been deferred to 2023 and the funding allocated to tax supported debt. The sewer surcharge rate will remain unchanged at 102.92%.



The combination of the sewer surcharge rate and water rate increases result in an increase of \$3.89 (2.0%) per \$100,000 of residential assessment in sewer surcharge annual amount payable over the 2021 level.

**Budget Guideline – 2.87% All-inclusive increase per \$100,000 of residential assessment**

When, for every \$100,000 of residential assessment, the real assessment growth, the 3.8% municipal residential tax rate increase, the 0.0% change in the education rate, the 2.0% increase to the sewer surcharge and storm water protection funding are all considered, there is an increase of the All-inclusive rate of 2.87% (\$47.09) annual increase (\$3.92 monthly) in municipal, education, storm and sewer surcharge payable.

**How 2.87% All-inclusive rate increase relates to the \$5.4 million increase in the Net Tax Levy Requirement**

The 2.87% All-inclusive rate increase is a reference to the increase seen for every \$100,000 of residential assessment for 2022 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 \$5.4 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 2022, 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 \$1.8 million in tax supported expenditures. That is, to lower the 2022 2.87% increase to 1.87%, \$1.8 million in net tax levy funded expenditures would have to be eliminated.

Part 1  
2022 Budget Overview

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

**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 Per \$100,000 of residential Assessment					
Ref C1	Description C2	2021 C3	2022 C4	Change from 2021	
				Amount C5	% C6
1.01	Gross Expenditures	291,987,058	298,322,155	6,335,097	2.2%
1.02	Amount raised from taxation	141,990,232	147,400,030	5,409,798	3.8%
1.03	Effect of tax ratio plan on change in all-inclusive rate				0.0%
1.04	Effect of 2022 Real Assessment Growth on change in all-inclusive rate				0.6%
2.00	<u>Residential Tax Rates</u>				
2.01	Municipal	1.2952480%	1.3384440%	0.0431960%	3.3%
2.02	Education (estimate)	0.1530000%	0.1530000%	0.0000000%	0.0%
2.03	Total	1.4482480%	1.4914440%	0.0431960%	3.0%
3.00	<u>Annual Water Rates</u>	189.08	192.86	3.78	2.0%
4.00	Sewer Surcharge Effective Rate	102.92%	102.92%	0.0%	0.0%
	<u>Levies / Collected</u>				
5.00	Water Revenues	18,416,100	18,784,400	368,300	2.0%
5.01	Sewer Surcharge	18,195,700	18,559,600	363,900	2.0%
6.00	Per \$100,000 dollars of Residential Assessment	100,000	100,000	0	0.0%
7.00	<u>Residential Tax Levy on Assessment</u>				
7.01	Municipal	1,295.25	1,338.44	43.19	3.3%
7.02	Education	153.00	153.00	0.00	0.0%
7.03	Total	1,448.25	1,491.44	43.19	3.0%
7.04	Per month	120.69	124.29	3.60	3.0%
8.00	Sewer Surcharge Payable	194.60	198.49	3.89	2.0%
8.01	Per Month	16.22	16.54	0.32	2.0%
9.00	Total Municipal Tax, Sewer and Stormwater	1,489.85	1,536.93	47.08	3.2%
9.01	Per Month	124.15	128.08	3.92	3.2%
10.00	Combined Mun and Ed Tax Plus Sewer Surcharge & Stormwater	1,642.85	1,689.93	47.08	2.87%
11.01	Per Month	136.90	140.83	3.92	2.87%
<b>Notes</b>					
1 The tax levies shown are per \$ 100,000 of assessment Individual tax levies and percentage changes will vary depending on actual assessed values each year.					
2 A \$1,809,236 change in net tax levy for 2022 equates to a 1% change in the Combined Municipal and Education Tax on Assessment plus Sewer Surcharge. For example, to lower the 2022 proposed 02.87% increase to 01.87%, \$1,809,236 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 Budget that have impacted the 2022 tax levy requirement.

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

## Tax Levy Requirement Change Factors

Table 1					
2022 Budget: Tax Levy Requirement Change Factors					
Ref	Description			Total	2022 Impact on Net Tax Requirement
C1	C2			C3	C4
1.00	2021 Net Tax Levy Requirement			141,990,232	
Legislated or Council Approved Additions/Enhancements or Required to Maintain Levels of Service					
2.00	Personnel costs (contract provisions, annualization of 2021 hires)				
2.01	Employee groups step & inflation			2,656,671	1.87%
				2,656,671	1.90%
3.00	Service Level Enhancements Approved by Council				
3.01	Capital Financing - Increase in Capital Financing	Corp	Fin	1,175,553	0.83%
3.02	Stormwater Protection Fee	Corp	Fin	620,000	0.44%
				1,795,553	0
4.00	Inflationary Factors / Other Increased Costs				
4.01	Information Technology related costs	CLS	All	412,300	0.29%
4.02	Transit Materials & Contractual Services	IPS	Transit	99,893	0.07%
4.03	Insurance costs	Corp	All	147,140	0.10%
4.04	Fuel costs	Corp	All	445,232	0.31%
4.05	Property Tax costs (CARP, Brownfields & Tax-Write-offs)	CLS	Tax	172,945	0.12%
				1,277,510	0.90%
5.00	Decreased revenues				
5.01	POA Revenues ( City Share)	CLS	POA	150,000	0.11%
				150,000	0.10%
6.00	Increased Revenues or Decreased Expenditures offsetting Budgetary pressures				
6.01	Recreation revenue	CS	Rec	-245,300	-0.17%
6.02	Investment revenues	Corp		-175,000	-0.12%
6.03	Recycling revenues	IPS	WM	-550,000	-0.39%
6.04	Other revenues and reserves			-974,800	-0.69%
6.05	Waste Management Tipping Fees (City Share)	IPS	Landfill	-50,000	-0.04%
				(1,995,100)	-1.41%
7.00	Outside Agencies				
7.01	All Outside Agencies		OSA	911,900	0.64%
				911,900	0.64%
8.00	Subtotal Tax Levy Change Requirement Factors			4,796,534	3.38%
9.00	General Inflation & Other Tax Levy Change Requirement Factors			613,264	0.43%
10.00	2022 Net Tax Levy Requirement			147,400,030	3.81%

## **Tax Levy Requirement Change Factors - Supplementary Notes**

### **Personnel costs**

Total personnel costs for 2022 amount to \$85.5 million for 898.55 FTE's (full-time equivalents) and represents 28.66% of the total \$298.3 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 2021 hires and some new hires.

### **Capital Financing – Tax Supported Debt Costs**

Line 3.01 & 3.02 – Through a one-time reallocation of the \$0.35 million Waste Water Protection Fee, annual increase of the Storm Water Protection fee and incremental tax supported debt costs from Debt Management Policy, a total of \$1.8 Million has been added to the tax supported debt costs for the capital program.

### **Inflationary Factors/Other Increased Costs**

Line 4.01 – 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 4.02 – Insurance cost inflation pressures are anticipated to continue in 2022 and are adding \$0.15 million to the 2022 budget.

Line 4.04 – Rising fuel costs will have an estimated \$0.4 impact on the 2022 budget.

### **Increased Revenues or Decreased Expenditures offsetting budgetary pressures**

Line 6.01 – Recreation revenues are expected to recover as COVID-19 restrictions are lifted.

Line 6.03 – Increasing recycling commodity prices will generate more revenues in the recycling program.

Line 6.04 – The review and increase of User Fees and the use of reserves have helped to mitigate the impact of cost pressures and one-time expenses.

### **Other factors affecting the 2022 tax levy requirement**

The other impacts shown will be discussed in the 2022 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 approved 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 for every \$100,000 of residential assessment.

Part 1  
2022 Budget Overview

## What a Residential Taxpayer Pays

<b>What a Residential Tax Payer Pays for Various Municipal Services</b> <b>For the Year 2022</b> <b>Based on \$100,000 of Residential property assessment</b>						
Service, Program, Transfers	Net Requirement Before Indirect Revenues	Allocated Indirect Revenue	Net tax Levy	Residential Municipal Tax Rate	Tax levy	% of Total
<b>City Council</b>						
City Council	708,124	74,923	633,201	0.005750%	5.75	0.43%
	708,124	74,923	633,201	0.005750%	5.75	0.43%
<b>Chief Administrative Officer</b>						
Office of Chief Administrative Officer	582,872	61,670	521,202	0.004733%	4.73	0.35%
Fire Services	17,828,968	1,886,383	15,942,585	0.144764%	144.76	10.82%
Emergency Management	502,325	53,148	449,177	0.004079%	4.08	0.30%
Communications	603,663	63,870	539,793	0.004902%	4.90	0.37%
	19,517,828	2,065,072	17,452,756	0.158477%	158.48	11.84%
<b>Corporate and Legislative Services</b>						
City Clerk	806,127	85,292	720,835	0.006545%	6.55	0.49%
Financial Services	2,096,363	221,804	1,874,559	0.017022%	17.02	1.27%
Facilities Management	1,117,062	118,190	998,872	0.009070%	9.07	0.68%
Human Resources	1,180,603	124,913	1,055,690	0.009586%	9.59	0.72%
Corporate Information Services	3,641,357	385,272	3,256,086	0.029566%	29.57	2.21%
Facilities and Planning Initiatives	146,033	15,451	130,582	0.001186%	1.19	0.09%
Legal Services	503,504	53,273	450,231	0.004088%	4.09	0.31%
	9,491,049	1,004,195	8,486,855	0.077064%	77	5.76%
<b>Infrastructure Planning Services</b>						
Office of Infrastructure & Planning Services	278,606	29,478	249,128	0.002262%	2.26	0.17%
Planning	1,992,584	210,824	1,781,760	0.016179%	16.18	1.21%
Peterborough Airport	2,303,864	243,759	2,060,105	0.018706%	18.71	1.40%
Building Inspection and Protective Services	651,316	68,912	582,404	0.005288%	5.29	0.40%
Engineering, Construction and Public Works	12,420,461	1,314,139	11,106,322	0.100849%	100.85	7.53%
Infrastructure Management	1,372,336	145,199	1,227,137	0.011143%	11.14	0.83%
Transportation	12,667,939	1,340,323	11,327,616	0.102859%	102.86	7.68%
Environmental Services	6,638,454	702,378	5,936,077	0.053902%	53.90	4.03%
	38,325,560	4,055,012	34,270,548	0.311189%	311.19	23.25%
<b>Community Services</b>						
Community Service Administration	2,079,070	219,975	1,859,095	0.016881%	16.88	1.26%
Recreation	1,049,419	111,033	938,386	0.008521%	8.52	0.64%
Arts, Culture and Heritage	5,229,613	553,316	4,676,297	0.042462%	42.46	3.17%
Arenas	2,217,292	234,599	1,982,693	0.018004%	18.00	1.35%
Social Services	11,674,133	1,235,174	10,438,959	0.094789%	94.79	7.08%
	22,249,527	2,354,097	19,895,430	0.180657%	180.66	13.50%
<b>Capital Levy, Debt &amp; Financial Summary</b>						
Capital Financing Costs	30,646,503	3,242,534	27,403,969	0.248838%	248.84	18.59%
Property Taxation Costs	3,305,055	349,689	2,955,366	0.026836%	26.84	2.00%
Other Expenditures	1,246,673	131,904	1,114,770	0.010122%	10.12	0.76%
Contingency Provision	387,443	40,993	346,450	0.003146%	3.15	0.24%
	35,585,674	3,765,120	31,820,554	0.288942%	288.94	21.59%
<b>Transfers to Organizations For Provision of Services</b>						
Police Services	27,975,484	2,959,929	25,015,556	0.227150%	227.15	16.97%
Fairhaven	1,600,000	169,287	1,430,713	0.012991%	12.99	0.97%
Peterborough County/City Paramedics Service	5,466,254	578,354	4,887,900	0.044384%	44.38	3.32%
Otonabee Region Conservation Authority	816,625	86,403	730,223	0.006631%	6.63	0.50%
Primary Health Care Services Peterborough	21,220	2,245	18,975	0.000172%	0.17	0.01%
Peterborough Public Health	1,330,450	140,767	1,189,683	0.010803%	10.80	0.81%
Peterborough & Kawartha Economic Development	1,014,775	107,368	907,407	0.008240%	8.24	0.62%
Humane Society	448,250	47,427	400,823	0.003640%	3.64	0.27%
Greater Peterborough Innovation Cluster	140,100	14,823	125,277	0.001138%	1.14	0.08%
DBIA	150,000	15,871	134,129	0.001218%	1.22	0.09%
	38,963,158	4,122,473	34,840,686	0.316366%	316.37	23.64%
<b>Total Net Expenditures</b>	164,840,920	17,440,890	147,400,030	1.338444%	1,338.44	100.00%
<b>Notes</b>						
1. 'Net Tax Levy' equals gross expenditures less all sources of direct revenues that my 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 0.005750% and the resulting tax levy for every \$100,000 of residential assessment is 5.75 (0.000575 X \$100,000 /100 = 5.75). 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 2022 for the services.						

## **2022 Capital Budget: \$93.8 million**

There are 133 capital projects that make up the 2022 Capital Budget cost of \$93.78 million. When future projects are included, the number of projects contained in the 2022 budget is 323.

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.

TCAs 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.

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2022 Budget Overview

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### Pre-Commitments of 2022 Budget

During 2020 and 2021, Council approved the pre-commitments of the 2022 capital budget totaling \$29,484,360, as shown in the following table. These approved amounts are included in the 2022 budget.

### Pre-Commitments of 2023 Budget

Included in the 2022 Budget are pre-commitments of the 2023 budget for the Lansdowne St. Rehabilitation – Park St. to Otonabee River project in the amount of \$2.8 million. Approval of this pre-commitment along with the 2022 request of \$1.2 million allow the Park Street to Lock Street portion of this project to be tendered and completed.

### Pre-Commitments of 2022 and Future Budgets

	Project name	Report Reference / Council Approval Date	Total 2022 Commitment	Total 2023 Commitment	Total 2024 Commitment	Total 2025 Commitment	Total 2026 Commitment	Total 2027 Commitment	Total 2028 Commitment
1	Eastern Ont. Cell Gap and Capacity Extension 3	CLSFS19-020	\$ 140,900	\$ 140,900	\$ -	\$ -	\$ -	\$ -	\$ -
2	Canadian Canoe Museum - Capital Build	CLSFS21-021	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
3	Source Separated Organics Program Implementation	IPSES19-010	\$ 1,700,000	\$ 1,769,414	\$ -	\$ -	\$ -	\$ -	\$ -
4	Simcoe Street Rehabilitation	2021 Budget Recommendation	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Simcoe Street Culvert at Parking Garage	2021 Budget Recommendation	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Lansdowne West - Spillsbury to Clonsilla project	Motion by Council Dec 14, 2020	\$ 1,200,000	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
7	Museum Signage	Motion by Council Dec 14, 2020	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	PSWC - Dectron/Heating Plant Replacement	CSD20-007	\$ 1,550,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9	Fire Station #2	CAOFS21-004	\$ 7,300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10	Louis Street Urban Park	CLFSM21-019	\$ 1,143,460	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	Naval Memorial Park Complex - Interior Renovations	CSRS21-002	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12	New Arena and Aquatics Complex	CSD21-009	\$ 12,500,000	\$ 25,000,000	\$ 24,000,000	\$ -	\$ -	\$ -	\$ -
13	<b>Sub-Total Prior Approved</b>		<b>\$ 29,484,360</b>	<b>\$ 32,410,314</b>	<b>\$ 24,500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>
14	Lansdowne St Rehabilitation - Park to Otonabee River	2022 Budget Request	\$ -	\$ 2,800,000	\$ -	\$ -	\$ -	\$ -	\$ -
15	<b>Sub-total Pre-Commitment Requests</b>		<b>\$ -</b>	<b>\$ 2,800,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
16	<b>Total</b>		<b>\$ 29,484,360</b>	<b>\$ 35,210,314</b>	<b>\$ 24,500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>
17	<b>Tax Supported</b>		<b>\$ 11,166,260</b>	<b>\$ 15,965,900</b>	<b>\$ 7,982,500</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>
18	<b>Non-Tax Supported</b>		<b>\$ 18,318,100</b>	<b>\$ 19,244,414</b>	<b>\$ 16,517,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



### **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 2022 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, 0.0% in 2019, 2020 and 2021 and a recommendation of 0.5% for the 2022 budget 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 2022 budget, additional Tax supported debt was added through the utilization of net requirement and the re-direction of Wastewater Protection Fee from the Waste Water Reserve Fund to tax supported debt. Staff also made difficult decisions in deferring projects from the 2022 budget.

Examples of projects where funding has been delayed include:

- Airport Water and Sewer Servicing
- Snow Storage Facility
- Chemong Road to Sunset Blvd.
- Armour Road Sanitary Twinning

In looking forward to future years, capital pressures will continue to outweigh available funds. In the 2022 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 2023-2026. 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  
2022 Budget Overview

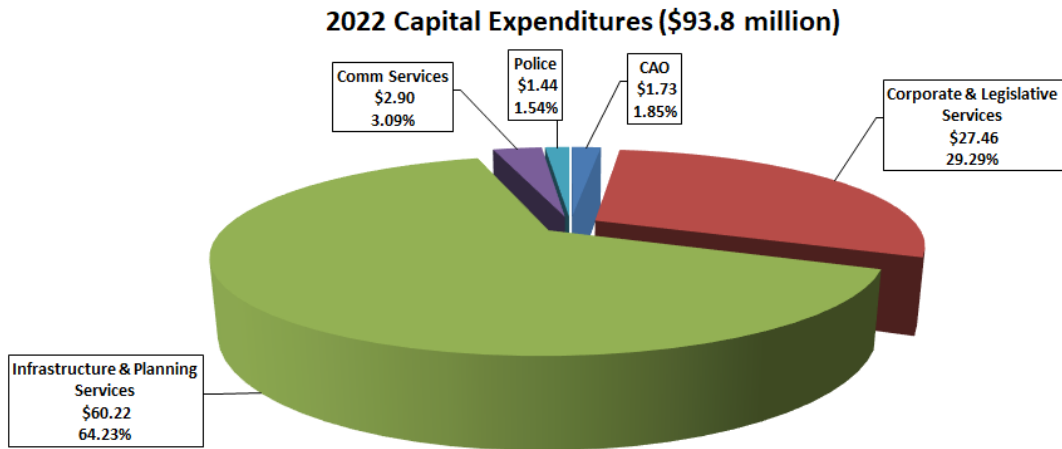
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**2022 Capital Budget Summary: \$93.8 million**

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After		
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net	
Combined Tangible and Other Capital Program Summary																	
CAO		9,888.0	1,715.8	1,727.2		1,727.2	300.0	65.0		1,362.2	1,359.0	1,359.0	2,074.8	2,074.8	3,011.2	3,011.2	
Corporate and Legislative Services		285,421.4	19,629.9	27,456.1	1,554.2	25,901.9	1,367.0	45.0	18,745.2	5,744.7	40,649.5	40,649.5	34,945.9	33,945.9	162,740.0	161,740.0	
Community Services		69,847.4	13,210.4	2,900.0	972.0	1,928.0	607.2	234.2	215.0	871.6	3,920.3	2,828.6	7,676.4	6,547.8	42,140.2	33,559.7	
Infrastructure and Planning Services		1,314,244.7	211,427.0	60,228.0	6,226.1	54,001.9	5,453.9	695.7	22,673.8	25,178.5	136,586.3	107,232.0	118,193.9	86,339.6	787,809.4	734,887.3	
Police Services		5,885.5	130.0	1,444.6		1,444.6	1,417.1	13.8		13.8	930.1	930.1	985.1	985.1	2,395.8	2,395.8	
Total		1,685,287.0	246,113.1	93,755.9	8,752.3	85,003.6	9,145.2	1,053.6	41,634.0	33,170.8	183,445.2	152,999.2	163,876.2	129,893.1	998,096.6	935,594.1	

The “2022 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.

## 2022 Capital Expenditures and Financing by Source



Part 1  
2022 Budget Overview

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## 20 Largest 2022 Capital Projects

The \$62.5 million in these top 20 projects represents 66.6% of the total \$93.8 million Capital Budget.

Ref	Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
					Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
1	New Arena and Aquatics Complex	3-2.01	90,000.0	3,500.0	12,500.0		12,500.0			8,500.0	4,000.0	25,000.0	25,000.0	24,000.0	23,000.0	25,000.0	24,000.0
2	Fire Station #2	3-2.02	11,000.0	3,700.0	7,300.0		7,300.0			7,200.0	100.0						
3	Septage Receiving Replacement	5-20.01	5,800.0		5,800.0		5,800.0				5,800.0						
4	Effluent Disinfection Revitalization and Expansion	5-20.02	10,750.0	750.0	5,000.0	5,000.0						5,000.0					
5	Peterborough Landfill Site	5-21.01	25,914.5	15,844.5	4,475.0	2,237.5	2,237.5				2,237.5	2,145.0		2,000.0		1,450.0	725.0
6	Pavement Preservation Program	5-10.01	50,550.0		4,450.0		4,450.0			450.0	4,000.0	5,150.0	5,150.0	5,250.0	5,250.0	35,700.0	35,700.0
7	Replace Digester #1 and 2	5-20.03	15,500.0	1,400.0	4,100.0	4,100.0						10,000.0					
8	Healthy Planet Arena Roof & HVAC Replacement	3-1.02	28,069.2	4,560.0	2,139.2	1,054.2	1,085.0			335.0	750.0	1,380.0	1,380.0	3,050.0	3,050.0	16,940.0	16,940.0
9	Source Separated Organics Program Implementation	5-21.02	15,300.0	11,830.6	1,700.0		1,700.0			1,126.9	573.1	1,769.4	1,769.4				

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2022 Budget Overview

Ref	Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
					Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
10	Parkhill Rd Reconstruction - George St to Rubidge St	5-9.01	3,100.0		1,550.0	900.0	650.0			5.6	644.4	1,550.0	650.0				
11	Simcoe Street Culvert at Parking Garage	5-11.01	3,000.0	1,500.0	1,500.0		1,500.0			1,400.0	100.0						
12	Transit Terminal Upgrades	5-16.01	1,500.0		1,500.0	1,099.5	400.5	137.2	263.3								
13	Simcoe Street Rehabilitation 2019	5-17.01	3,410.0	1,910.0	1,500.0		1,500.0			1,500.0							
14	Various Police Capital Projects 2022	8-1.01	5,288.0		1,417.1		1,417.1	1,417.1				930.1	930.1	985.1	985.1	1,955.8	1,955.8
15	CCTV Inspection of Pipes (A-230)	5-6.17	22,015.4	8,515.4	1,350.0		1,350.0				1,350.0	1,350.0	1,350.0	1,350.0	1,350.0	9,450.0	9,450.0
16	Sidewalk Reconstruction	5-15.01	15,056.3		1,311.2		1,311.2	749.7		561.5		1,352.9	1,352.9	1,393.5	1,393.5	10,998.7	10,998.7
17	Roads Surface Pavement Program 2022	5-10.02	9,300.0		1,300.0		1,300.0			364.4	935.6	1,000.0	1,000.0	1,000.0	1,000.0	6,000.0	6,000.0
18	2022 Fleet Replacement and Equipment	5-15.02	21,987.7	3,675.7	1,273.0		1,273.0				1,273.0	1,862.3	1,862.3	2,579.6	2,579.6	12,597.2	12,597.2
19	Incentives For Affordable Housing	6-7.01	11,986.0	8,257.0	1,208.0	868.0	340.0		108.7		231.3	1,243.0	340.0	1,278.0	340.0		
20	Lansdowne West - Spillsbury to Clonsilla	5-9.03	7,000.0	800.0	1,200.0		1,200.0			1,200.0		5,000.0	5,000.0				
	Total		356,527.1	66,243.2	62,573.4	15,259.2	47,314.2	2,304.0	372.0	22,643.4	21,994.9	64,732.7	45,784.7	42,886.2	38,948.2	120,091.7	118,366.7

## **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 projects included in the 2022 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 and is summarized beginning on page 23. 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.

## **Climate Change Action Plan Reserve**

As part of the 2020 budget review Council demonstrated a commitment to advancing Climate Adaptation and Mitigation efforts by including an allocation of \$426,400, which in 2020 equated to 0.25% of a 1% change in the all-inclusive tax rate. This funding

Part 1  
2022 Budget Overview

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represents an annual contribution to a reserve, built into the annual base operating budget. Expenditures will be recommended to Council as part of the annual budget review.

In March 2020, Report IPSIM20-003 – Climate Change Initiatives Update provided Council with an update on the various climate change initiatives completed and in progress. The report included recommendations to allocate funds from the Climate Change Reserve to new initiatives and provide a report on disbursing the remaining funds. At the March 30, 2020, meeting of Council, recommendations a) which proposed undertaking a study to Reduce Fossil Fuel Use in the City's Fleet and f), which proposed staff provide a future report on additional uses for the Climate Change Reserve were deferred due to uncertainty of the financial impacts arising from the COVID-19 pandemic. The pause on expenditure of the 2020 Climate Change Reserve allocation and the new allocation for 2021 resulted in \$852,800 in the reserve.

In June of 2021, staff provided Council with Report IPS21-019 which outlined a summary of various initiatives proposed to be funded by the Climate Change Reserve, as outlined in Table 1.

**Table 1: Summary of 2022 Budgeted and Committed Climate Change Reserve Funding**

Item	Climate Change Reserve Funding
Alternative Fuel Study for Transit	\$250,000
EV Charging Infrastructure for Fleet	\$282,800
GHG Reduction Pathway Feasibility Study (Buildings)	\$ 50,000
Sustainability Projects	\$ 65,000
Climate Change Action Plan	\$150,000
Climate Change Coordinator Position	\$ 55,000
<b>TOTAL</b>	<b>\$852,800</b>

For 2022, the Climate Change Reserve contribution of \$426,400 is intended to be used to advance corporate and community climate change initiatives.

- **Climate Change Action Plan capital budget.** These funds are used to leverage external grant opportunities for climate change projects and implementation of the priorities outlined in the Climate Change Action Plan. Some specific Climate Change Strategies targeted for 2022 are;

- Develop and implement Climate Change Resilience/Adaptation Strategy
- Green Economy Peterborough Hub: to support local businesses in implementing GHG reduction plans
- Improve data collection, measurement and reporting methodologies
- Examine the potential to expand solar Photo Voltaic (PV) use in the community).
- **Fire Station #2 – Net Zero Support.** Fire Station #2 is being funded to support the construction of a net zero energy building. This initiative is being supported with \$100,000 dollars from the Climate Change Reserve in support of Climate Change Action Plan – Strategy W2: Build new buildings to be more efficient and have a smaller environmental impact.
- **Sustainability Projects capital budget.** This funding supports corporate projects that promote energy conservation, water conservation, sustainable infrastructure and implement/pilot green technology (e.g., water refilling stations, solar PV installation, Electric Vehicle (EV) charging infrastructure, smart rain barrel/low-impact development technologies).
- **Staffing costs** (Climate Change Coordinator position)

**Table 2: Summary of Climate Change Reserve Funding**

Item	Climate Change Reserve Funding
Climate Change Action Plan Projects	\$204,978
Fire Station #2 – Net Zero Support	\$100,000
Sustainability Projects	\$ 65,000
Climate Change Coordinator Position	\$ 56,422
<b>TOTAL</b>	<b>\$426,400</b>

The specific projects accomplished in 2022 will be outlined for Council as part of the annual report on the Corporate GHG Emissions progress.

### **Climate Mitigation and Adaptation Project Summary**

The chart below summarizes all of the projects included in the 2022 budget that address climate adaptation and/or mitigation in some way. These projects have been identified throughout Part 2 of this book within each division.



**2022 TCA and Other Projects**  
**Climate Mitigation and Adaptation Project Summary**

<b><u>Ref#</u></b>	<b><u>Division</u></b>	<b><u>Project Title</u></b>
<b>Climate Mitigation</b>		
3-1.02	Facilities Management	Healthy Planet Arena - Replace Refrigeration Plant
2-2.01	Fire Services	Fire Apparatus Replacement/Additions
3-1.01	Facilities Management	Healthy Planet Arena - Roof & HVAC Replacement
3-1.02	Facilities Management	PSWC - Dectron/Heating Plant Replacement
3-1.03	Facilities Management	Transit Garage - Replace HVAC Equipment
5-5.05	Airport	Airport LED Lighting
5-7.04	Geomatics/Mapping	Corporate GIS Development Tool
5-10.04	Collector and Local Streets	LED Decorative Street Lighting Retrofit
5-15.01	Public Works	Sidewalk Reconstruction
5-15.02	Public Works	2022 Fleet Replacement and Equipment
5-15.03	Public Works	Municipal Snow Storage Facility ECA and Compliance Improvements
5-16.01	Transit	Transit Terminal Upgrades
5-16.02	Transit	Transit Garage Replacement
5-16.03	Transit	Accessible Transit Stops
5-16.04	Transit	On-Demand Transit Pilot
5-18.01	Traffic and Transportation	Smart Signal Implementation

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2022 Budget Overview

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5-18.05	Traffic and Transportation	Traffic Signal Uninterrupted Power Supply Equipment
5-19.01	Transportation Planning	TMP Implementation Projects
5-19.02	Transportation Planning	Transportation Planning Projects
5-21.01	Waste Management	Peterborough Landfill Site
5-21.02	Waste Management	Source Separated Organics Program Implementation
<b>Climate Adaptation</b>		
5-6.17	Flood Reduction Master Plan Projects	CCTV Inspection of Pipes (A-230)
5-6.19	Flood Reduction Master Plan Projects	Flow & Rainfall Monitoring
5-8.06	Infrastructure Management	Byersville Creek Floodplain Mapping
5-8.07	Infrastructure Management	Fleming Creek Floodplain Mapping
5-9.01	Arterial Streets	Parkhill Rd Reconstruction - George St to Rubidge St
5-9.02	Arterial Streets	Lansdowne St Rehabilitation - Park St to Otonabee River
5-9.04	Arterial Streets	Chemong Road to Sunset Blvd
5-11.01	Bridges	Simcoe Street Culvert at Parking Garage
5-11.02	Bridges	Television Road Bridge over South Meade Creek
5-14.01	Storm Sewers	City Wide Stormwater Quality Master Plan Implementation
5-14.02	Storm Sewers	Storm Sewer Rehabilitation Program
5-14.03	Storm Sewers	Roger Neilson Way Storm Sewer Rehab
5-15.04	Public Works	Urban Forest Management - Strategic Plan Implementation
6-1.01	Museum	Museum - Signage

**Climate Adaptation and Climate Mitigation**

3-1.05	Facilities Management	New Peterborough Police Station
3-2.01	Facilities and Planning Initiatives	New Arena and Aquatics Complex
3-2.02	Facilities and Planning Initiatives	Fire Station #2
5-1.01	Administration	Enforcement Services Review
5-6.18	Flood Reduction Master Plan Projects	Sanitary Sewer (Relining, Renew & Repair - B-210)
5-6.20	Flood Reduction Master Plan Projects	Flood Reduction Subsidy Program
5-8.01	Infrastructure Management	Sustainability Projects
5-8.02	Infrastructure Management	Emerald Ash Borer (EAB) Management Plan
5-8.03	Infrastructure Management	Climate Change Action Plan
5-8.04	Infrastructure Management	Tree Removal By-law Planting Program
5-8.05	Infrastructure Management	Nature Area Management
5-13.01	Sanitary Sewers	Sanitary Sewer Rehabilitation
5-13.03	Sanitary Sewers	Sanitary Sewer Master Plan Implementation
6-1.03	Museum	Museum - Reconciliation



## Budget Highlights

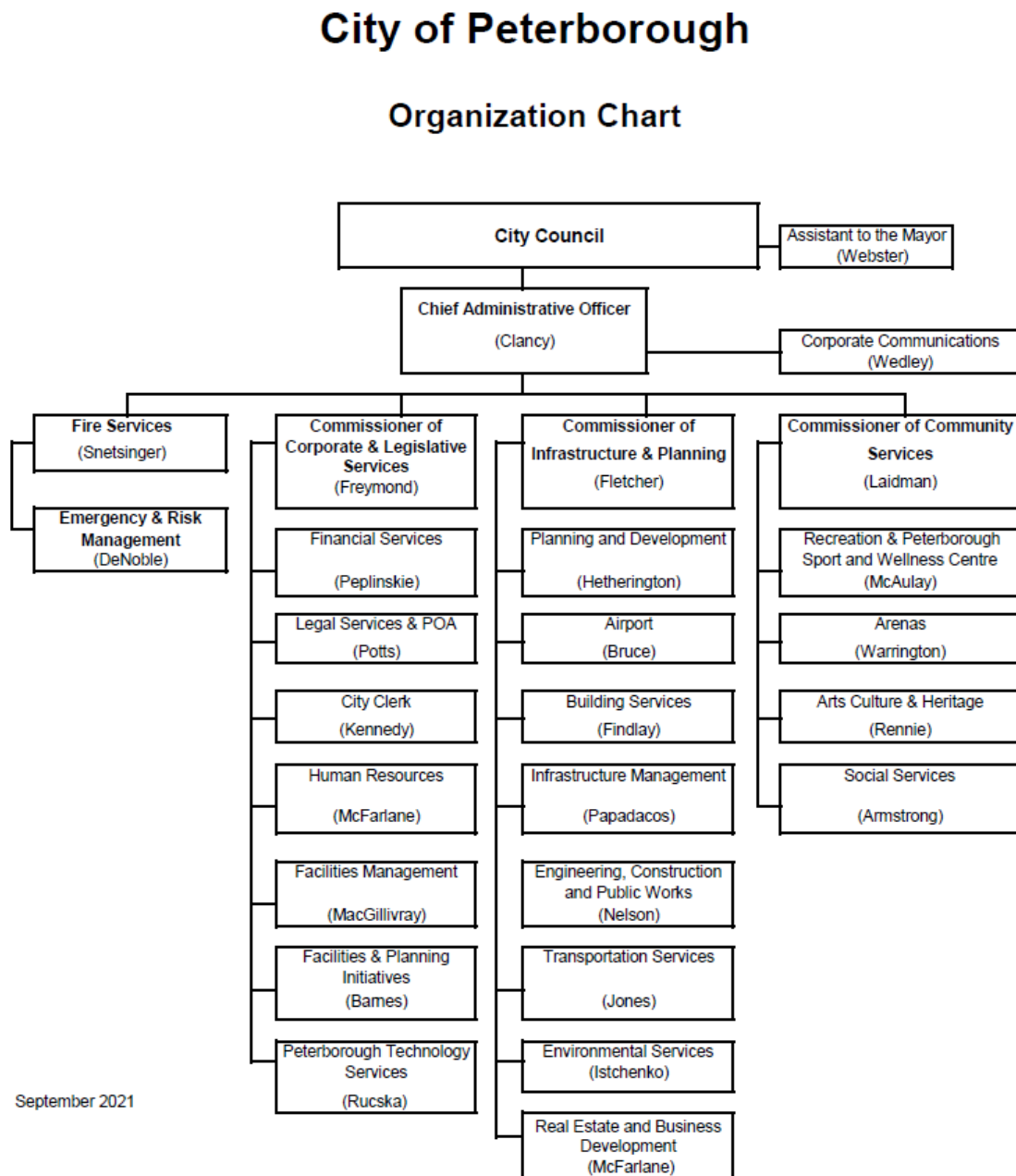
# **Part 2: 2022 Operating and Capital Budget Review**

(by Department)

## Organization Chart

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



## **City Council - Operating Budget**

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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 2022, 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 motions approved with Report CLSFS20-071 dated December 1, 2020. The motions read as follows:

- b) That the current level of Council compensation indexing be maintained annually with increases for the 2022-2026 term of Council the lesser of either the CPI or staff increases; and
- c) That as of December 2022, Councillor Compensation include certain Employee Benefits as outlined in Chart 1 of Report CLSFS20-071 and,
  - i) That the position of Councillor also receive an annual car/transportation allowance in the amount of 50% of the Mayor's car allowance;
  - ii) That the position of Councillor receive matching funds to a registered pension fund up to 9% of their base Council salary.

For the 2022 Budget, remuneration for the Mayor is estimated to be \$86,776 and for each Councillor, \$33,933.

Part 2  
2022 Operating and Capital (by Department)

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City of Peterborough					
2022 Operating Budget					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>City Council</b>					
<b>Expenditures</b>					
Mayor's Office and Council	693,502	682,501	708,124	2.1%	14,622
<b>Net Requirements</b>	693,502	682,501	708,124	2.1%	14,622

## 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.

City of Peterborough					
2022 Operating Budget					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Chief Administrative Officer</b>					
<b>Expenditures</b>					
Office of Chief Administrative Officer	574,152	571,652	582,872	1.5%	8,720
Communication Services	947,157	941,706	952,623	0.6%	5,466
Fire Services	18,153,688	18,147,431	18,859,328	3.9%	705,641
Emergency Management	499,567	480,768	532,925	6.7%	33,358
	<b>20,174,564</b>	<b>20,141,557</b>	<b>20,927,748</b>	<b>3.7%</b>	<b>753,184</b>
<b>Revenues</b>					
Communication Services	294,500	102,050	348,960	18.5%	54,460
Fire Services	931,554	931,554	1,030,360	10.6%	98,806
Emergency Management	30,600	30,600	30,600	0.0%	0
	<b>1,256,654</b>	<b>1,064,204</b>	<b>1,409,920</b>	<b>12.2%</b>	<b>153,266</b>
<b>Net Requirements</b>					
Office of Chief Administrative Officer	574,152	571,652	582,872	1.5%	8,720
Communication Services	652,657	839,656	603,663	-7.5%	-48,994
Fire Services	17,222,134	17,215,877	17,828,968	3.5%	606,835
Emergency Management	468,967	450,168	502,325	7.1%	33,358
	<b>18,917,910</b>	<b>19,077,353</b>	<b>19,517,828</b>	<b>3.2%</b>	<b>599,918</b>



Part 2  
2022 Operating and Capital (by Department)

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**Chief Administrative Officer Departmental Summary – Capital Budget**

**City of Peterborough**  
**Tangible Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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	25.0					
Fire Services	2-2	9,661.0	1,538.8	1,702.2		1,702.2	300.0	65.0		1,337.2	1,334.0	1,334.0	2,074.8	2,074.8	3,011.2	3,011.2	
Total		9,888.0	1,715.8	1,727.2		1,727.2	300.0	65.0		1,362.2	1,359.0	1,359.0	2,074.8	2,074.8	3,011.2	3,011.2	

Part 2  
2022 Operating and Capital (by Department)

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**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	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Office of Chief Administrative Officer</b>					
Expenditures					
Office of Chief Administrative Officer	574,152	571,652	582,872	1.5%	8,720
Net Requirements	574,152	571,652	582,872	1.5%	8,720

**Recommendation**

That any unused CAO Budget at the end of 2022 be transferred to the Organizational Development Reserve, subject to the overall year-end position.

Part 2  
2022 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. The corporate sponsorship program works to leverage investments in services and assets to generate alternative sources of revenue for the City, where there is a good fit for the City and its partners. For 2022, actual revenues from corporate sponsorship will be heavily dependent on the economic recovery that will influence market demand and values for corporate sponsorship opportunities.

Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Communication Services</b>					
<b>Expenditures</b>					
Communication Services	426,057	422,558	436,472	2.4%	10,414
Corporate Sponsorship	271,195	271,244	275,908	1.7%	4,713
Accessibility	249,905	247,904	240,243	-3.9%	-9,662
	<b>947,157</b>	<b>941,706</b>	<b>952,623</b>	<b>0.6%</b>	<b>5,466</b>
<b>Revenues</b>					
Corporate Sponsorship	294,500	102,050	348,960	18.5%	54,460
	<b>294,500</b>	<b>102,050</b>	<b>348,960</b>	<b>18.5%</b>	<b>54,460</b>
<b>Net Requirements</b>					
Communication Services	426,057	422,558	436,472	2.4%	10,414
Corporate Sponsorship	-23,305	169,194	-73,052	213.5%	-49,747
Accessibility	249,905	247,904	240,243	-3.9%	-9,662
	<b>652,657</b>	<b>839,656</b>	<b>603,663</b>	<b>-7.5%</b>	<b>-48,994</b>

Part 2  
2022 Operating and Capital (by Department)

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**Communication Services - Capital Budget**

The goal of Community Branding is to establish a theme or idea that the City and community can use consistently that captures our identity, supports consistency in communication, and instills pride in what makes Peterborough a compelling choice as a place to live, work and play. The implementation generally calls for the new brand to be implemented as assets are replaced through their normal replacement schedule. This project includes funds for one-time costs to implement the new brand.

**Tangible Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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	25.0				
Total		227.0	177.0	25.0		25.0				25.0	25.0	25.0				

### **Fire Services - Operating Budget**

Peterborough Fire Services (PFS) provide fire suppression and public fire and life safety services utilizing the three lines of defense as recognized by the Fire Protection and Prevention Act (FPPA). (i) Public Education, (ii) Fire Safety Standards and Enforcement and (iii) Fire and Emergency Response.

Approximately 85% of the PFS Operating Budget is applied to salaries and benefits. PFS staff includes a Fire Chief and Deputy Fire Chief, Manager of Staffing and Logistics, 1.6 Admin. Assistant - (CUPE L126), and 98 in Suppression and Support Services - (PPFFA L169). In 2022, PFS will continue to focus on succession planning as several staff members are eligible or scheduled to retire.

PFS provides fire and emergency dispatch/communication services to all eight neighbouring municipalities within

Peterborough County, and all seven Municipalities within Northumberland County. Any increased costs are offset by the associated revenues.

PFS continues to operate a Technical Level Hazmat Program. All related training and equipment costs are funded by the Province.

In a recent report by Dillion Consulting, it was recommended that there is a need to improve the depth of response for PFS to meet the N.F.P.A. 1710 standard. A phased in approach over a number of years is being recommended. The first step is to add 8 FTEs (which would provide 2 FTEs per shift) and 1 Trainer. Council approved this recommendation, and it is included in the 2022 Approved Budget. The full report from the consultant was provided to Finance Committee prior to the detailed reviews on November 22, 2021.

Part 2  
2022 Operating and Capital (by Department)

**Fire Services – Operating Budget**

City of Peterborough					
2022 Operating Budget					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Fire Services</b>					
<b>Expenditures</b>					
Fire Administration and Suppression	17,503,688	17,497,431	18,209,328	4.0%	705,641
Fire Hydrants	650,000	650,000	650,000	0.0%	0
	<b>18,153,688</b>	<b>18,147,431</b>	<b>18,859,328</b>	<b>3.9%</b>	<b>705,641</b>
<b>Revenues</b>					
Fire Administration and Suppression	931,554	931,554	1,030,360	10.6%	98,806
	<b>931,554</b>	<b>931,554</b>	<b>1,030,360</b>	<b>10.6%</b>	<b>98,806</b>
<b>Net Requirements</b>					
Fire Administration and Suppression	16,572,134	16,565,877	17,178,968	3.7%	606,835
Fire Hydrants	650,000	650,000	650,000	0.0%	0
	<b>17,222,134</b>	<b>17,215,877</b>	<b>17,828,968</b>	<b>3.5%</b>	<b>606,835</b>

Part 2  
2022 Operating and Capital (by Department)

**Fire Services – Capital Budget**

**City of Peterborough**  
**Tangible Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
CAO Fire Services																
Fire Apparatus Replacement/Additions	2-2.01	6,187.6	916.6	779.0		779.0				779.0	830.0	830.0	1,900.0	1,900.0	1,762.0	1,762.0
CAD Project	2-2.02	550.0		550.0		550.0	300.0			250.0						
Fire Fighter Equipment and Personal Protective Equipment (PPE)	2-2.03	2,923.4	622.2	373.2		373.2		65.0		308.2	504.0	504.0	174.8	174.8	1,249.2	1,249.2
Total		9,661.0	1,538.8	1,702.2		1,702.2	300.0	65.0		1,337.2	1,334.0	1,334.0	2,074.8	2,074.8	3,011.2	3,011.2

**Fire Apparatus Replacement/Additions**

The expenditure in 2022 is to replace a support unit and a rescue pumper. The ongoing replacement of apparatus will lower maintenance costs in future years.

**CAD Project**

Fire Data Management (FDM), the current vendor that supplies Computer Aided Dispatch software (CAD) to Peterborough Fire was purchased by CentralSquare who has announced that FDM/CAD will not be a go forward product. No new integrations or upgrades will be

developed for the FDM/CAD product, therefore transition to NG911 with this product will not be feasible for Peterborough Fire Services.

CentralSquare is transitioning FDM users to Enterprise CAD, and will offer all current integrations and supports that Peterborough Fire is currently utilizing with allied agencies and dispatch clients.

### **Fire Fighter 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.



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

<b>Climate Mitigation</b>		
2-2.01	Fire Services	Fire Apparatus Replacement/Additions



### **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 2022 insurance premiums are estimated to increase by approximately 10% over 2021. This increase is a result of hardened worldwide market conditions due to the number of catastrophic natural disasters over the past several years.

The Provincial **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 of 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  
2022 Operating and Capital (by Department)

Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Emergency and Risk Management</b>					
<b>Expenditures</b>					
Emergency and Risk Management	499,567	480,768	532,925	6.7%	33,358
	<b>499,567</b>	<b>480,768</b>	<b>532,925</b>	<b>6.7%</b>	<b>33,358</b>
<b>Revenues</b>					
Emergency and Risk Management	30,600	30,600	30,600	0.0%	0
	<b>30,600</b>	<b>30,600</b>	<b>30,600</b>	<b>0.0%</b>	<b>0</b>
<b>Net Requirements</b>					
Emergency and Risk Management	468,967	450,168	502,325	7.1%	33,358
	<b>468,967</b>	<b>450,168</b>	<b>502,325</b>	<b>7.1%</b>	<b>33,358</b>

## 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	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Corporate and Legislative Services</b>					
<b>Expenditures</b>					
City Clerk	1,249,925	1,200,128	1,794,031	43.5%	544,106
Financial Services	2,282,249	2,143,151	2,341,265	2.6%	59,017
Facilities Management	1,903,549	1,875,001	2,027,596	6.5%	124,047
Facilities and Planning Initiatives	143,379	142,979	146,033	1.9%	2,655
Human Resources	1,143,747	1,201,950	1,180,603	3.2%	36,856
Information Technology	3,498,107	3,500,673	3,741,449	7.0%	243,341
Legal Services	2,128,880	1,941,035	2,139,037	0.5%	10,157
	<b>12,349,835</b>	<b>12,004,916</b>	<b>13,370,014</b>	<b>8.3%</b>	<b>1,020,179</b>
<b>Revenues</b>					
City Clerk	501,589	424,920	987,904	97.0%	486,315
Financial Services	244,903	244,903	244,902	0.0%	-1
Facilities Management	779,005	749,375	910,534	16.9%	131,530
Information Technology	138,125	138,125	100,092	-27.5%	-38,033
Legal Services	1,786,017	1,379,709	1,635,532	-8.4%	-150,485
	<b>3,449,638</b>	<b>2,937,032</b>	<b>3,878,965</b>	<b>12.4%</b>	<b>429,327</b>
<b>Net Requirements</b>					
City Clerk	748,336	775,208	806,127	7.7%	57,791
Financial Services	2,037,346	1,898,248	2,096,363	2.9%	59,017
Facilities Management	1,124,545	1,125,626	1,117,062	-0.7%	-7,483
Facilities and Planning Initiatives	143,379	142,979	146,033	1.9%	2,655
Human Resources	1,143,747	1,201,950	1,180,603	3.2%	36,856
Information Technology	3,359,982	3,362,548	3,641,357	8.4%	281,374
Legal Services	342,863	561,326	503,504	46.9%	160,642
	<b>8,900,197</b>	<b>9,067,885</b>	<b>9,491,049</b>	<b>6.6%</b>	<b>590,852</b>

## Corporate and Legislative Services Departmental Summary - Capital Budget

### City of Peterborough Tangible Capital Budget Summary 2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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	116,093.6	7,186.6	5,052.0	1,054.2	3,997.8			2,822.8	1,175.0	8,355.0	8,355.0	5,745.0	5,745.0	89,755.0	89,755.0
Facilities and Planning Initiatives	3-2	144,235.0	9,742.6	20,522.4	500.0	20,022.4			15,922.4	4,100.0	28,025.0	28,025.0	26,860.0	25,860.0	59,085.0	58,085.0
Information Technology	3-3	14,638.0	450.0	1,038.0		1,038.0	768.3			269.7	1,775.0	1,775.0	1,325.0	1,325.0	10,050.0	10,050.0
Other	3-4	699.0	399.0								300.0	300.0				
Total		275,665.5	17,778.2	26,612.4	1,554.2	25,058.2	768.3		18,745.2	5,544.7	38,455.0	38,455.0	33,930.0	32,930.0	158,890.0	157,890.0

Part 2  
2022 Operating and Capital (by Department)

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**Corporate and Legislative Services Summary – Other Capital**

**City of Peterborough**  
**Other Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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	250.0		50.0		50.0	50.0				50.0	50.0	50.0	50.0	100.0	100.0
Other	3-4	6,255.9	1,851.8	793.7		793.7	548.7	45.0		200.0	894.5	894.5	715.9	715.9	2,000.0	2,000.0
Total		6,505.9	1,851.8	843.7		843.7	598.7	45.0		200.0	944.5	944.5	765.9	765.9	2,100.0	2,100.0

Part 2  
2022 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. Expenses for the municipal election to be held in the fall of 2022 are funded from the Election Reserve. Estimated revenues for 2022 are still below traditional levels due to the impact of COVID-19.

City of Peterborough					
2022 Operating Budget					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Office of the City Clerk</b>					
<b>Expenditures</b>					
City Clerk - Administration	1,121,105	1,053,808	1,148,775	2.5%	27,670
Election Expenses	128,820	146,320	645,255	400.9%	516,436
	<b>1,249,925</b>	<b>1,200,128</b>	<b>1,794,031</b>	<b>43.5%</b>	<b>544,106</b>
<b>Revenues</b>					
City Clerk - Administration	372,769	278,600	342,649	-8.1%	-30,120
Election Expenses	128,820	146,320	645,255	400.9%	516,435
	<b>501,589</b>	<b>424,920</b>	<b>987,904</b>	<b>97.0%</b>	<b>486,315</b>
<b>Net Requirements</b>					
City Clerk - Administration	748,336	775,208	806,126	7.7%	57,790
	<b>748,336</b>	<b>775,208</b>	<b>806,127</b>	<b>7.7%</b>	<b>57,791</b>

Part 2  
2022 Operating and Capital (by Department)

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### 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					
2022 Operating Budget					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Financial Services</b>					
<b>Expenditures</b>					
Financial Services	2,282,249	2,143,151	2,341,265	2.6%	59,017
	<b>2,282,249</b>	<b>2,143,151</b>	<b>2,341,265</b>	<b>2.6%</b>	<b>59,017</b>
<b>Revenues</b>					
Financial Services	244,903	244,903	244,902	0.0%	-1
	<b>244,903</b>	<b>244,903</b>	<b>244,902</b>	<b>0.0%</b>	<b>-1</b>
<b>Net Requirements</b>					
Financial Services	2,037,346	1,898,248	2,096,363	2.9%	59,017
	<b>2,037,346</b>	<b>1,898,248</b>	<b>2,096,363</b>	<b>2.9%</b>	<b>59,017</b>

Part 2  
2022 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 and is responsible for energy management for all City facilities.

Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Facilities Management</b>					
<b>Expenditures</b>					
Millennium Park Boathouse	10,200	10,200	10,404	2.0%	204
City, Police and Community Services Properties	1,452,253	1,397,381	1,534,756	5.7%	82,503
Rental Properties	346,351	372,675	386,218	11.5%	39,867
Queen Alex	94,745	94,745	96,218	1.6%	1,473
	<b>1,903,549</b>	<b>1,875,001</b>	<b>2,027,596</b>	<b>6.5%</b>	<b>124,047</b>
<b>Revenues</b>					
Millennium Park Boathouse	10,200	10,200	10,404	2.0%	204
City, Police and Community Services Properties	69,600	28,104	125,178	79.9%	55,578
Rental Properties	604,460	616,326	678,734	12.3%	74,275
Queen Alex	94,745	94,745	96,218	1.6%	1,473
	<b>779,005</b>	<b>749,375</b>	<b>910,534</b>	<b>16.9%</b>	<b>131,530</b>
<b>Net Requirements</b>					
City, Police and Community Services Properties	1,382,653	1,369,277	1,409,578	1.9%	26,925
Rental Properties	-258,109	-243,651	-292,516	13.3%	-34,408
	<b>1,124,545</b>	<b>1,125,626</b>	<b>1,117,062</b>	<b>-0.7%</b>	<b>-7,483</b>



Part 2  
2022 Operating and Capital (by Department)

**Tangible Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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	9,060.0	730.0	890.0		890.0			865.0	25.0	450.0	450.0	550.0	550.0	6,440.0	6,440.0	
City Buildings - Community Services	3-1.02	28,069.2	4,560.0	2,139.2	1,054.2	1,085.0			335.0	750.0	1,380.0	1,380.0	3,050.0	3,050.0	16,940.0	16,940.0	
City Buildings - IPS	3-1.03	5,899.4	1,199.4	800.0		800.0			400.0	400.0	675.0	675.0	145.0	145.0	3,080.0	3,080.0	
City Buildings - Fire Services	3-1.04	5,065.0	570.0	850.0		850.0			850.0		1,850.0	1,850.0			1,795.0	1,795.0	
New Peterborough Police Station	3-1.05	70,000.0	127.2	372.8		372.8			372.8		5,000.0	5,000.0	2,000.0	2,000.0	62,500.0	62,500.0	
Total		118,093.6	7,186.6	5,052.0	1,054.2	3,997.8			2,822.8	1,175.0	9,355.0	9,355.0	5,745.0	5,745.0	90,755.0	90,755.0	

The Capital Budget for the Facilities Management Division includes capital projects for numerous divisions. The 2022 Budget includes \$500,000 for Phase 3 of the roof replacement at the Healthy Planet Arena, \$865,000 for the roof replacement at the Police Station, \$300,000 for replacement of rooftop HVAC units at the Transit Garage, \$800,000 for new generators at Fire Station 1 and the Transit Garage and \$250,000 to renovate the Fire Station 3 Fleming Building for a new Emergency Operations Centre.

### New Police Station

Council approved Report CLSFM21-007 for the Peterborough Police Service Location Assessment Study. A location study is underway and will be reported to Council in the first quarter of 2022. 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  
2022 Operating and Capital (by Department)

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**Other Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Corporate and Legislative Services																
Facilities Management																
Facility Room Name & Numbers Signs	3-1.06	250.0		50.0		50.0	50.0				50.0	50.0	50.0	50.0	100.0	100.0
Total		250.0		50.0		50.0	50.0				50.0	50.0	50.0	50.0	100.0	100.0

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

<b>Climate Mitigation</b>		
3-1.02	Facilities Management	Healthy Planet Arena - Replace Refrigeration Plant
3-1.01	Facilities Management	Healthy Planet Arena - Roof & HVAC Replacement
3-1.02	Facilities Management	PSWC - Dectron/Heating Plant Replacement
3-1.03	Facilities Management	Transit Garage - Replace HVAC Equipment
<b>Climate Adaptation and Climate Mitigation</b>		
3-1.05	Facilities Management	New Peterborough Police Station

Part 2

2022 Operating and Capital (by Department)

**Facilities and Planning Initiatives**

The Division provides project development and implementation to various divisions 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.

In 2022 this Division will lead the design and construction start of the New Arena and Aquatics Complex and the Fire Station #2 project. The Division will also continue project management for the design and construction completion of the new gatehouse at Beavermead Park as well as two new splashpads as part of the ten-year strategic for plan for Outdoor Water Play Facilities. In addition, this division will continue to provide project management oversight to projects such as the Capital Housing Initiative and various Recreation Division Initiatives.

City of Peterborough					
2022 Operating Budget					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Facilities and Planning Initiatives</b>					
<b>Expenditures</b>					
Facilities and Planning Initiatives	143,379	142,979	146,033	1.9%	2,655
	<b>143,379</b>	<b>142,979</b>	<b>146,033</b>	<b>1.9%</b>	<b>2,655</b>
<b>Net Requirements</b>					
Facilities and Planning Initiatives	143,379	142,979	146,033	1.9%	2,655
	<b>143,379</b>	<b>142,979</b>	<b>146,033</b>	<b>1.9%</b>	<b>2,655</b>

Part 2  
2022 Operating and Capital (by Department)

**Facilities and Planning Initiatives - Capital**

**Tangible Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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																
New Arena and Aquatics Complex	3-2.01	90,000.0	3,500.0	12,500.0		12,500.0			8,500.0	4,000.0	25,000.0	25,000.0	24,000.0	23,000.0	25,000.0	24,000.0
Fire Station #2	3-2.02	11,000.0	3,700.0	7,300.0		7,300.0			7,200.0	100.0						
Ball Diamond Park Improvements	3-2.03	722.4		722.4	500.0	222.4			222.4							
Improvements to Morrow Park	3-2.04	6,340.0	340.0								2,000.0	2,000.0	2,500.0	2,500.0	1,500.0	1,500.0
Park Washroom Replacement Buildings	3-2.05	1,582.6	932.6								650.0	650.0				
Wading Pool Conversions/New Splash Pads	3-2.06	3,940.0	1,270.0								375.0	375.0	360.0	360.0	1,935.0	1,935.0
Fire station 4	3-2.07	15,500.0													15,500.0	15,500.0
Development of New Ball Diamonds and Field House	3-2.08	14,500.0													14,500.0	14,500.0
Construction of a New Washroom Building at Trent Ball Diamond	3-2.09	650.0													650.0	650.0
Total		144,235.0	9,742.6	20,522.4	500.0	20,022.4			15,922.4	4,100.0	28,025.0	28,025.0	26,860.0	25,860.0	59,085.0	58,085.0

### **New Arena and Aquatics Complex**

Council approved Report CSD21-009 selecting Morrow Park for the location of the Arena and Aquatics Complex and the conceptual design for Phases 1 and 2. The Report approved by Council pre-committed \$12.5 million of the 2022 Capital Budget with a further \$25 million in 2023 and \$24 million in 2024 for this project. The Report approved detailed design and construction of Phase 1 Arena with conceptual design of Phase 2 Aquatics Complex.

### **Fire Station #2**

Council approved Report CAO21-004 that selected a site location for Fire Station #2 at 100 Marina Boulevard, the former site of the Northcrest Arena, and pre-committed the 2022 budget for this project. In 2021 work commenced on the design of Fire Station #2 at the new location. In 2022, the project construction will commence with completion of the facility anticipated in 2023.

### **Ball Diamond Park Improvements**

Planned improvements to Ball Diamonds has been implemented to maintain community hours available to ball diamond user groups along with additional enhancements to improve accessibility as three ball diamonds are being displaced following Council approval of the twin pad arena at Morrow Park. Providing alternate solutions to maintain the current level of scheduling for ball diamond facilities is a priority.

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

<b>Climate Adaptation and Climate Mitigation</b>		
3-2.01	Facilities and Planning Initiatives	New Arena and Aquatics Complex
3-2.02	Facilities and Planning Initiatives	Fire Station #2

Part 2  
2022 Operating and Capital (by Department)

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## 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					
2022 Operating Budget					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Human Resources</b>					
<b>Expenditures</b>					
Human Resources	1,143,747	1,201,950	1,180,603	3.2%	36,856
	<b>1,143,747</b>	<b>1,201,950</b>	<b>1,180,603</b>	<b>3.2%</b>	<b>36,856</b>
<b>Net Requirements</b>					
Human Resources	1,143,747	1,201,950	1,180,603	3.2%	36,856
	<b>1,143,747</b>	<b>1,201,950</b>	<b>1,180,603</b>	<b>3.2%</b>	<b>36,856</b>

## Part 2

### 2022 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 27% in revenues in 2022 is a result of reduced contributions from capital in 2022, however, an amount of \$62,060 (2021 - \$62,060) has been transferred from Reserve to cushion cost impacts in the 2022 budget. Gross expenditures are \$5.6 million with approximately \$5.3 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 \$1.9 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 2022, be transferred to the Information Technology (IT) Reserve, subject to the overall year-end position and that if actual 2022 costs exceed the 2022 budget, funds may be drawn from the IT reserve.**

City of Peterborough					
2022 Operating Budget					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Information Technology</b>					
<b>Expenditures</b>					
Information Technology	3,498,107	3,500,674	3,741,449	7.0%	243,341
	<b>3,498,107</b>	<b>3,500,674</b>	<b>3,741,449</b>	<b>7.0%</b>	<b>243,341</b>
<b>Revenues</b>					
Information Technology	138,125	138,125	100,092	-27.5%	-38,033
	<b>138,125</b>	<b>138,125</b>	<b>100,092</b>	<b>-27.5%</b>	<b>-38,033</b>
<b>Net Requirements</b>					
Information Technology	3,359,982	3,362,549	3,641,357	8.4%	281,374
	<b>3,359,982</b>	<b>3,362,549</b>	<b>3,641,357</b>	<b>8.4%</b>	<b>281,374</b>

Part 2  
2022 Operating and Capital (by Department)

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**Information Technology - Capital**

**Tangible Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Corporate and Legislative Services Information Technology																
Next Generation 9-1-1	3-3.01	1,100.0	450.0	400.0		400.0	400.0				250.0	250.0				
Peterborough Technology Services - City Capital	3-3.02	3,564.5		264.5		264.5	64.5			200.0	500.0	500.0	325.0	325.0	2,475.0	2,475.0
City Departmental Projects	3-3.03	7,662.5		212.5		212.5	142.8			69.7	800.0	800.0	800.0	800.0	5,850.0	5,850.0
City Technology Projects and Capital Improvements	3-3.04	2,311.0		161.0		161.0	161.0				225.0	225.0	200.0	200.0	1,725.0	1,725.0
Total		14,638.0	450.0	1,038.0		1,038.0	768.3			269.7	1,775.0	1,775.0	1,325.0	1,325.0	10,050.0	10,050.0



### **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 the end of 2023

### **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.

### **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.

### **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 their end-of-life or are required for additional capacity.

Part 2  
2022 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 2022 is 55.5% (2021 – 55.1%) and the City's share is 44.5% (2021 - 45.9%). The budgeted POA revenue for 2022 of \$1,635,532 (2021 - \$1,786,017) is comprised of gross fines of \$1,870,000 (2021 - \$2,170,000) less the County's share of net POA revenues of \$234,468 (2021 - \$389,983). Gross fines revenue has been reduced for 2022 to more closely align with anticipated revenues.

Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Legal Services</b>					
<b>Expenditures</b>					
Office of the Solicitor	655,763	575,220	691,501	5.4%	35,738
Provincial Offences Act Office	1,473,116	1,365,815	1,447,536	-1.7%	-25,581
	<b>2,128,880</b>	<b>1,941,035</b>	<b>2,139,037</b>	<b>0.5%</b>	<b>10,157</b>
<b>Revenues</b>					
Provincial Offences Act Office	1,786,017	1,379,709	1,635,532	-8.4%	-150,485
	<b>1,786,017</b>	<b>1,379,709</b>	<b>1,635,532</b>	<b>-8.4%</b>	<b>-150,485</b>
<b>Net Requirements</b>					
Office of the Solicitor	655,763	575,220	691,501	5.4%	35,738
Provincial Offences Act Office	-312,901	-13,894	-187,997	39.9%	124,904
	<b>342,863</b>	<b>561,326</b>	<b>503,504</b>	<b>46.9%</b>	<b>160,642</b>

Part 2  
2022 Operating and Capital (by Department)

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**Corporate and Legislative Services - Capital**

**Tangible Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After		
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net	
Corporate and Legislative Services Other																	
Expanded Use of SAP	3-4.01	699.0	399.0								300.0	300.0					
Total		699.0	399.0								300.0	300.0					

**Expanded Use of SAP**

No additional funds are included as part of the 2022 Budget. The previously approved portions of this project include an upgrade of SAP (\$99,000) and implementation of the SAP Budgeting Solution (\$300,000). In 2023 it is proposed that a Workforce Rostering (\$300,000) system be implemented.

Part 2  
2022 Operating and Capital (by Department)

**Corporate and Legislative Services – Other Capital**

**Other Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Corporate and Legislative Services Other																
Canadian Canoe Museum - Capital Build	3-4.02	4,000.0	500.0	500.0		500.0	300.0			200.0	500.0	500.0	500.0	500.0	2,000.0	2,000.0
Fairhaven Capital Funding	3-4.03	1,377.2	879.9	243.7		243.7	243.7				253.6	253.6				
Eastern Ont. Cell Gap and Capacity Extension	3-4.04	563.7	281.8								140.9	140.9	140.9	140.9		
Development Charge Study Update	3-4.05	315.0	190.0	50.0		50.0	5.0	45.0					75.0	75.0		
Total		6,255.9	1,851.8	793.7		793.7	548.7	45.0		200.0	894.5	894.5	715.9	715.9	2,000.0	2,000.0

### **Canadian Canoe Museum - Capital Build**

Report CLSFS21-021 was approved by Council in May of 2021 and confirmed funding for the new facility build in the amount of \$4.0 million in increments of \$0.5 million per year from 2022 through 2028 and including \$0.5 million approved in the 2019 City Budget.

### **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 \$243,700.

### **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. During 2022 Budget deliberations, Council approved a one-year deferral of the 2022 contribution towards this project. The commitment will now end in 2024.

## Infrastructure and Planning Services Departmental Summary – Operating Budget

City of Peterborough					
2022 Operating Budget					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Infrastructure and Planning Services</b>					
<b>Expenditures</b>					
Office of IPS Commissioner	410,774	406,112	413,210	0.6%	2,436
Planning and Development and Real Estate	2,316,807	2,288,881	2,588,784	11.7%	271,977
Building Services	2,900,360	2,898,171	2,980,436	2.8%	80,076
Airport	3,344,271	3,361,227	3,370,014	0.8%	25,743
Infrastructure Management	2,753,636	2,698,829	2,854,897	3.7%	101,261
Engineering, Construction and Public Works	15,598,363	15,596,815	15,841,989	1.6%	243,626
Transportation	23,052,478	22,617,136	24,251,899	5.2%	1,199,421
Environmental Services	30,111,279	29,926,859	31,055,977	3.1%	944,699
	<b>80,487,967</b>	<b>79,794,030</b>	<b>83,357,207</b>	<b>3.6%</b>	<b>2,869,240</b>
<b>Revenues</b>					
Office of IPS Commissioner	134,239	134,239	134,604	0.3%	365
Planning and Development and Real Estate	521,166	474,136	596,200	14.4%	75,034
Building Services	2,265,890	2,263,792	2,329,120	2.8%	63,230
Airport	1,063,595	1,051,945	1,066,150	0.2%	2,555
Infrastructure Management	1,401,395	1,360,457	1,482,561	5.8%	81,166
Engineering, Construction and Public Works	3,549,925	3,551,348	3,421,527	-3.6%	-128,398
Transportation	11,262,798	9,111,856	11,583,960	2.9%	321,162
Environmental Services	23,365,475	23,736,730	24,417,523	4.5%	1,052,049
	<b>43,564,483</b>	<b>41,684,503</b>	<b>45,031,646</b>	<b>3.4%</b>	<b>1,467,163</b>

Part 2  
2022 Operating and Capital (by Department)

**Infrastructure and Planning Services Departmental Summary – Operating Budget continued**

Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Net Requirements</b>					
Office of IPS Commissioner	276,535	271,873	278,606	0.7%	2,071
Planning and Development and Real Estate	1,795,641	1,814,745	1,992,584	11.0%	196,943
Building Services	634,470	634,379	651,316	2.7%	16,846
Airport	2,280,676	2,309,282	2,303,864	1.0%	23,188
Infrastructure Management	1,352,241	1,338,372	1,372,336	1.5%	20,095
Engineering, Construction and Public Works	12,048,437	12,045,467	12,420,461	3.1%	372,024
Transportation	11,789,681	13,505,280	12,667,939	7.4%	878,259
Environmental Services	6,745,804	6,190,129	6,638,454	-1.6%	-107,350
	<b>36,923,484</b>	<b>38,109,527</b>	<b>38,325,561</b>	<b>3.8%</b>	<b>1,402,077</b>

Part 2  
2022 Operating and Capital (by Department)

## Infrastructure and Planning Services Departmental Summary – Capital Budget

### Tangible Capital Budget Summary 2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After		
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net	
Infrastructure and Planning Services Summary																	
Planning	5-2	25,016.2	8,993.2	1,998.0		1,998.0	345.5	139.1	393.5	1,120.0	4,100.0	4,100.0	1,525.0	1,525.0	8,400.0	8,400.0	
Growth Areas	5-3	6,387.2	3,700.0								645.0	645.0	644.0	324.0	1,398.2	1,398.2	
Industrial Parks	5-4	2,000.0											1,000.0	1,000.0	1,000.0	1,000.0	
Airport	5-5	45,549.6	4,959.6	1,945.0		1,945.0	255.0		1,440.0	250.0	22,145.0	22,145.0	8,925.0	8,925.0	7,575.0	7,575.0	
Flood Reduction Master Plan Projects	5-6	334,453.4	58,568.4	215.0		215.0				215.0	5,145.0	5,145.0	13,180.0	9,150.0	257,345.0	241,225.0	
Geomatics/Mapping	5-7	2,480.6	1,530.6	95.0		95.0	95.0				105.0	105.0	105.0	105.0	645.0	645.0	
Infrastructure Management	5-8	570.0	50.0	65.0		65.0				65.0	65.0	65.0	65.0	65.0	325.0	325.0	
Arterial Streets	5-9	339,282.3	22,489.3	5,200.0	900.0	4,300.0			2,455.6	1,844.4	26,399.0	25,235.0	37,039.0	25,301.4	248,155.0	241,238.3	
Collector and Local Streets	5-10	90,131.0	2,606.0	6,725.0		6,725.0	100.0		1,689.4	4,935.6	12,700.0	12,700.0	11,200.0	11,200.0	56,900.0	55,900.0	
Bridges	5-11	41,471.2	4,651.2	2,000.0		2,000.0			1,650.0	350.0	5,300.0	5,300.0	2,250.0	2,250.0	27,270.0	27,270.0	
Sidewalks	5-12	11,750.0	1,550.0	100.0		100.0	85.3		14.8		2,100.0	2,100.0	1,350.0	1,350.0	6,650.0	6,650.0	
Sanitary Sewers	5-13	23,510.0	3,475.0	1,210.0		1,210.0			160.0	1,050.0	5,775.0	5,775.0	2,500.0	2,500.0	10,550.0	10,550.0	
Storm Sewers	5-14	18,585.0	5,125.0	1,405.0		1,405.0				1,405.0	1,580.0	1,580.0	1,475.0	1,475.0	9,000.0	9,000.0	
Public Works	5-15	38,094.0	3,975.7	3,009.2		3,009.2	749.7	114.9	871.6	1,273.0	3,540.2	3,540.2	3,973.1	3,973.1	23,595.9	23,595.9	
Transit	5-16	122,465.6	8,249.6	3,750.0	2,838.6	911.4	137.2	316.7	457.5		10,916.0	3,370.6	16,100.0	4,333.2	83,450.0	57,289.6	
Parking	5-17	5,241.3	2,285.3	1,615.8		1,615.8			1,500.0	115.8	121.6	121.6	127.6	127.6	1,091.1	1,091.1	
Traffic and Transportation	5-18	14,388.0	3,085.2	2,725.9	1,000.0	1,725.9	715.1		914.6	96.2	2,718.4	2,218.4	1,420.5	1,420.5	4,438.0	4,438.0	
Environmental Services	5-20	40,990.9	2,560.0	15,943.0	9,100.0	6,843.0				6,843.0	19,114.8	1,114.8	1,191.7	1,191.7	2,181.4	2,181.4	
Waste Management	5-21	41,214.5	27,675.1	6,175.0	2,237.5	3,937.5			1,126.9	2,810.6	3,914.4	1,769.4	2,000.0		1,450.0	725.0	



Part 2  
 2022 Operating and Capital (by Department)

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**Infrastructure and Planning Services Departmental Summary - Capital Budget continued**

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Total		1,203,580.7	165,529.0	54,176.9	16,076.1	38,100.8	2,482.7	570.7	12,673.8	22,373.6	126,384.4	97,030.0	106,070.9	76,216.5	751,419.5	700,497.4

Part 2  
2022 Operating and Capital (by Department)

**Infrastructure and Planning Services Capital – Other Capital Summary**

**Other Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services Summary																
Administration	5-1	150.0		150.0	150.0											
Planning	5-2	11,066.1	5,384.4	1,033.7		1,033.7	1,033.7				1,648.0	1,648.0	1,400.0	1,400.0	1,600.0	1,600.0
Growth Areas	5-3	400.0	225.0	150.0		150.0	25.0	125.0			25.0	25.0				
Industrial Parks	5-4	1,486.5	806.4	132.0		132.0	132.0				134.0	134.0	136.0	136.0	278.1	278.1
Airport	5-5	1,503.9	1,053.9	250.0		250.0				250.0	100.0	100.0	100.0	100.0		
Flood Reduction Master Plan Projects	5-6	49,006.7	26,106.7	2,285.0		2,285.0				2,285.0	3,835.0	3,835.0	3,035.0	3,035.0	13,745.0	13,745.0
Geomatics/Mapping	5-7	2,567.1	810.6	165.0		165.0	165.0				433.7	433.7	562.5	562.5	595.3	595.3
Infrastructure Management	5-8	16,029.4	4,049.4	1,132.5		1,132.5	927.5			205.0	2,147.5	2,147.5	1,150.0	1,150.0	7,550.0	7,550.0
Bridges	5-11	345.0	90.0	65.0		65.0				65.0			90.0	90.0	100.0	100.0
Public Works	5-15	7,400.3	700.3	400.0		400.0	400.0				700.0	700.0	800.0	800.0	4,800.0	4,800.0
Traffic and Transportation	5-18	150.0									150.0	150.0				
Transportation Planning	5-19	1,037.0	209.2	188.0		188.0	188.0				193.8	193.8	199.5	199.5	246.5	246.5
Environmental Services	5-20	19,522.0	6,462.0	100.0		100.0	100.0				835.0	835.0	4,650.0	2,650.0	7,475.0	5,475.0
Total		110,663.9	45,897.9	6,051.1	150.0	5,901.1	2,971.2	125.0		2,805.0	10,201.9	10,201.9	12,123.0	10,123.0	36,389.9	34,389.9

Part 2

2022 Operating and Capital (by Department)

**Office of the IPS Commissioner - Operating Budget**

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

<b>City of Peterborough</b>					
<b>2022 Operating Budget</b>					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Office of the Infrastructure and Planning Services Commissioner</b>					
<b>Expenditures</b>					
Office of the Infrastructure and Planning Services Commissioner	410,774	406,112	413,210	0.6%	2,436
	<b>410,774</b>	<b>406,112</b>	<b>413,210</b>	<b>0.6%</b>	<b>2,436</b>
<b>Revenues</b>					
Office of the Infrastructure and Planning Services Commissioner	134,239	134,239	134,604	0.3%	365
	<b>134,239</b>	<b>134,239</b>	<b>134,604</b>	<b>0.3%</b>	<b>365</b>
<b>Net Requirements</b>					
Office of the Infrastructure and Planning Services Commissioner	276,535	271,873	278,606	0.7%	2,071
	<b>276,535</b>	<b>271,873</b>	<b>278,606</b>	<b>0.7%</b>	<b>2,071</b>

## Infrastructure Planning Administration – Other Capital

### City of Peterborough Other Capital Budget Summary 2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After		
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net	
Infrastructure and Planning Services Administration																	
Enforcement Services Review	5-1.01	150.0		150.0	150.0												
Total		150.0		150.0	150.0												

### Enforcement Services Review

The City enforces various municipal standards including those established by municipal by-law, the Building Code Act, 1992 and the Fire Protection and Prevention Act, 1997. Enforcement is undertaken by City staff from multiple divisions and by third parties under contract(s). There is a need to conduct a high-level strategic and operational analysis of the City's enforcement system with a view to making recommendations to advance the City's enforcement policy objective for the next ten years. The City has applied for funding which would cover 100% of the cost.

An aspect of the following project addresses Climate Adaptation and Mitigation

#### Climate Adaptation and Climate Mitigation

5-1.01 Administration Enforcement Services Review

Part 2  
2022 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.

City of Peterborough					
2022 Operating Budget					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Planning and Development and Real Estate</b>					
<b>Expenditures</b>					
Planning Administration	2,316,807	2,288,881	2,588,784	11.7%	271,977
	<b>2,316,807</b>	<b>2,288,881</b>	<b>2,588,784</b>	<b>11.7%</b>	<b>271,977</b>
<b>Revenues</b>					
Planning Administration	521,166	474,136	596,200	14.4%	75,034
	<b>521,166</b>	<b>474,136</b>	<b>596,200</b>	<b>14.4%</b>	<b>75,034</b>
<b>Net Requirements</b>					
Planning Administration	1,795,641	1,814,745	1,992,584	11.0%	196,943
	<b>1,795,641</b>	<b>1,814,745</b>	<b>1,992,584</b>	<b>11.0%</b>	<b>196,943</b>

Part 2  
2022 Operating and Capital (by Department)

**Planning and Development and Real Estate – Capital Budget**

**City of Peterborough**  
**Tangible Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services																
Planning																
Louis St Urban Park	5-2.01	7,499.5	6,356.0	1,143.5		1,143.5			393.5	750.0						
Property Acquisitions and Improvements	5-2.02	12,000.0		700.0		700.0	330.0			370.0	1,700.0	1,700.0	1,200.0	1,200.0	8,400.0	8,400.0
Parkland Development Assist	5-2.03	681.8	527.3	154.5		154.5	15.5	139.1								
Otonabee River Trail - Del Crary Park to Little Lake Cemetery	5-2.04	2,400.0	400.0								2,000.0	2,000.0				
Central Area Master Plan Implementation Phase	5-2.05	2,435.0	1,710.0								400.0	400.0	325.0	325.0		
Total		25,016.2	8,993.2	1,998.0		1,998.0	345.5	139.1	393.5	1,120.0	4,100.0	4,100.0	1,525.0	1,525.0	8,400.0	8,400.0

**Louis St. Urban Park**

The creation of a downtown urban park is a key strategy of the Central Area Master Plan and in the Downtown Core. Construction is well under way and expected to be completed by July 2022.

The 2022 budget amount of \$1,143,460 was pre-committed by Council through Report CLSFM21-019 dated May 10, 2021. This will be used for additional excavation and contaminated soils removal as well as costs to incorporate heated concrete surfaces not part of the original construction budget estimate.

### **Property Acquisitions and Improvements**

Property acquisitions support strategic municipal acquisitions or implement public policy directions of the City. Property improvements to municipal property that may be required to improve value and/or minimize risk. Examples of property acquisitions may be to support Airport development, downtown vitality, employment land opportunities or City Business/Service needs.

### **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 manages the neighbourhood consultation and Planning develops park needs/designs. Public Works then delivers the final product and manages the construction of the facility. For 2022 construction is anticipated for Heritage Park Subdivision and Parklands (Mason Homes) Subdivision.

Part 2  
2022 Operating and Capital (by Department)

**Planning and Development and Real Estate – Other Capital Budget**

**Other Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services Planning																
Central Area CIP Implementation	5-2.06	9,300.0	5,000.0	700.0		700.0	700.0				1,200.0	1,200.0	1,200.0	1,200.0	1,200.0	1,200.0
Zoning By-law Update	5-2.07	516.1	234.4	183.7		183.7	183.7				98.0	98.0				
Wetland Evaluations	5-2.08	250.0		100.0		100.0	100.0				150.0	150.0				
Secondary Plans	5-2.09	1,000.0	150.0	50.0		50.0	50.0				200.0	200.0	200.0	200.0	400.0	400.0
Total		11,066.1	5,384.4	1,033.7		1,033.7	1,033.7				1,648.0	1,648.0	1,400.0	1,400.0	1,600.0	1,600.0

**Central Area CIP Implementation**

The purpose of the Community Improvement Plan (CIP) is to ensure the long term economic, social, and cultural vitality of the Central Area providing financial incentives to assist in the enhancement and revitalization of the downtown area. The Façade Improvement, Municipal Incentive and Residential Conversion and Intensification Grant Programs are the three CIP Programs that require capital funding.

**Zoning By-law Update**

With the approval of the new Official Plan, 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  
2022 Operating and Capital (by Department)

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

**Tangible Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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	5-3.01	4,243.2	2,200.0								645.0	645.0			1,398.2	1,398.2	
Jackson (Loggerhead Marsh) – Centralized Stormwater Facilities	5-3.02	2,144.0	1,500.0										644.0	324.0			
Total		6,387.2	3,700.0								645.0	645.0	644.0	324.0	1,398.2	1,398.2	

Part 2  
2022 Operating and Capital (by Department)

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**Other Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services Growth Areas																
Coldsprings Growth Area - Planning Studies	5-3.03	150.0	50.0	100.0		100.0	10.0	90.0								
Liftlock Planning Studies	5-3.04	150.0	100.0	50.0		50.0	15.0	35.0								
Carnegie West Growth Area – Planning Studies	5-3.05	100.0	75.0								25.0	25.0				
Total		400.0	225.0	150.0		150.0	25.0	125.0			25.0	25.0				

Part 2  
2022 Operating and Capital (by Department)

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

**City of Peterborough**  
**Tangible Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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 Phase 2 Servicing	5-4.01	2,000.0											1,000.0	1,000.0	1,000.0	1,000.0
Total		2,000.0											1,000.0	1,000.0	1,000.0	1,000.0

**Cleantech Commons Phase 2 Servicing**

The internal site servicing program is sequenced to ensure a supply of serviced building lots as demand warrants. Investors will construct buildings on land secured by a

long-term ground lease. Internal site servicing costs will be recovered over time through ground lease payments. Servicing for the first phase of the development is to be completed late 2021/early 2022. This project will build out the second phase of the business park.

Part 2  
2022 Operating and Capital (by Department)

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**City of Peterborough**  
**Other Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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	5-4.02	1,486.5	806.4	132.0		132.0	132.0				134.0	134.0	136.0	136.0	278.1	278.1
Total		1,486.5	806.4	132.0		132.0	132.0				134.0	134.0	136.0	136.0	278.1	278.1

**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.

Part 2  
2022 Operating and Capital (by Department)

**Building Services – Operating Budget**

The 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	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Building Services</b>					
<b>Expenditures</b>					
Building Inspection	2,156,890	2,154,792	2,213,520	2.6%	56,630
By-law Enforcement	743,470	743,379	766,916	3.2%	23,446
	<b>2,900,360</b>	<b>2,898,171</b>	<b>2,980,436</b>	<b>2.8%</b>	<b>80,076</b>
<b>Revenues</b>					
Building Inspection	2,156,890	2,154,792	2,213,520	2.6%	56,630
By-law Enforcement	109,000	109,000	115,600	6.1%	6,600
	<b>2,265,890</b>	<b>2,263,792</b>	<b>2,329,120</b>	<b>2.8%</b>	<b>63,230</b>
<b>Net Requirements</b>					
By-law Enforcement	634,470	634,379	651,316	2.7%	16,846
	<b>634,470</b>	<b>634,379</b>	<b>651,316</b>	<b>2.7%</b>	<b>16,846</b>

Total building activity for 2021 yielded predicted results considering COVID-19 and revenue is on target. A significant increase in the inventory and build out of residential building lots and a surge in larger scale construction delayed by COVID-19 may lead to growth and increased building activity in all sectors in 2022 and over the coming years. The 2022 budget includes an inflationary adjustment to the permit fee schedule to ensure that

revenues keep pace with inflationary costs.

**Recommendation - That any unused Building Inspection Budget at the end of 2022 be transferred to the Building Division Reserve and that, if actual building inspection costs exceed the 2022 Budget, funds may be drawn from the Building Division Reserve.**

Part 2  
2022 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	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Peterborough Airport</b>					
<b>Expenditures</b>					
Peterborough Airport	3,344,271	3,361,227	3,370,014	0.8%	25,743
<b>Revenues</b>					
Peterborough Airport	1,063,595	1,051,945	1,066,150	0.2%	2,555
<b>Net Requirements</b>	2,280,676	2,309,282	2,303,864	1.0%	23,188

Loomex Property Management has completed nine 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 two years.

The 2022 operating budget reflects an increase in day-to-day costs due to utilities, insurance, grounds maintenance of off-site properties and contractual services as to the Airport Management and Operations contract. 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 2022, the focus will continue to be on marketing the airport facility for industrial/commercial uses, private hangars, and charter flights.

**Recommendation**

**That any excess Airport development review fees at the end of 2022 be transferred to the Airport Development Review Reserve for future Airport Development related expenditures and that, if the 2022 Airport development review costs exceed the review fees, funds may be drawn from the Airport Development Review Reserve.**

Part 2  
2022 Operating and Capital (by Department)

**Airport – Capital Budget**

**City of Peterborough**  
**Tangible Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services																
Airport																
Industrial Park East of Airport Rd North Development	5-5.01	12,400.0		1,000.0		1,000.0			1,000.0		6,400.0	6,400.0	5,000.0	5,000.0		
Airport Pumphouse Generator Replacement	5-5.02	290.0		290.0		290.0			40.0	250.0						
Commercial and General Aviation Lot Prep	5-5.03	1,944.3	594.3	225.0		225.0	225.0				225.0	225.0	225.0	225.0	675.0	675.0
Airport Water & Sewer Upgrade	5-5.04	25,075.3	3,875.3	200.0		200.0			200.0		14,900.0	14,900.0	3,700.0	3,700.0	2,400.0	2,400.0
Airport LED Lighting	5-5.05	260.0	40.0	100.0		100.0			100.0		120.0	120.0				
General Aviation Expansion	5-5.06	500.0	300.0	100.0		100.0			100.0		100.0	100.0				
Bravo Taxiway Extension	5-5.07	4,530.0		30.0		30.0	30.0								4,500.0	4,500.0
Aircraft Run-up Area	5-5.08	300.0									300.0	300.0				
Meeting Regulatory Change	5-5.09	250.0	150.0								100.0	100.0				
Total		45,549.6	4,959.6	1,945.0		1,945.0	255.0		1,440.0	250.0	22,145.0	22,145.0	8,925.0	8,925.0	7,575.0	7,575.0

### **Industrial Park East of Airport Rd N. Development**

To prepare for future large tenants, funds have been budgeted for the development of the northern 34 acres east of Airport Road. In 2022, a tender will be issued for the engineered design for the lot development. Construction of the lots will commence in 2023 and be completed in 2024.

### **Airport Pumphouse Generator Replacement**

The existing generator is approximately 20 years old and will only run one of the two fire pumps in the event of a power failure. It will not meet the needs and circumstances of the water and sewer pumping requirements for Airport expansion in the near future. The capital expenditure will allow the Airport to install a generator that will serve the fire protections and sewer and water needs currently and for the full build out of the Airport.

### **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.

An aspect of the following Airport project addresses Climate Mitigation.

<b>Climate Mitigation</b>		
5-5.05	Airport	Airport LED Lighting

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.

### **Airport Water & Sewer Upgrade**

To position the City's Airport to capitalize on potential business opportunities, investment is required to pro-actively and properly prepare the site to support prospective business needs. In 2018, consultants were engaged to complete the Environmental Assessment and design to increase the water capacity to meet fire fighting requirements. In 2019 a water reservoir was constructed to meet fire regulation. A tender was issued to complete the engineering for the water and sewer upgrade in 2020. Funds have been budgeted for design in 2022 and for the construction of the upgraded water and sewer services in 2023.



Part 2  
2022 Operating and Capital (by Department)

**City of Peterborough**  
**Other Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After		
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net	
Infrastructure and Planning Services Airport																	
Federal Zoning Process	5-5.10	600.0	400.0	200.0		200.0				200.0							
Obstacle Limitation Surface Tree Cutting	5-5.11	853.9	653.9								100.0	100.0	100.0	100.0			
Airport Master Plan	5-5.12	50.0		50.0		50.0				50.0							
Total		1,503.9	1,053.9	250.0		250.0				250.0	100.0	100.0	100.0	100.0			

### Federal Zoning Process

The Peterborough Airport Zoning Regulations are federal zoning controls developed to protect the area surrounding the Airport from obstacles and specific land uses that could conflict with aviation safety. Zoning regulations are in place for the pre-expanded Airport. Amended zoning is required to protect the extended runway. This project will take multiple years to complete and is conducted under the direction of Transport Canada. To complete the process, fees will be required by Transport Canada and to engage the services of an aviation consultant and legal expenses.

Part 2  
2022 Operating and Capital (by Department)

## Infrastructure Management

The Division coordinates and manages 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, Corporate Asset Management program and the Corporate Sustainability and Climate Change Programs.

The 2022 Budget includes the continuation of an annual \$426,400 contribution to the Climate Change reserve.

City of Peterborough					
2022 Operating Budget					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Infrastructure Management</b>					
<b>Expenditures</b>					
Infrastructure Management	1,810,899	1,769,970	1,895,123	4.7%	84,224
Geomatics / Mapping	942,737	928,859	959,774	1.8%	17,037
	<b>2,753,636</b>	<b>2,698,829</b>	<b>2,854,897</b>	<b>3.7%</b>	<b>101,261</b>
<b>Revenues</b>					
Infrastructure Management	1,309,874	1,268,936	1,393,527	6.4%	83,653
Geomatics / Mapping	91,521	91,521	89,034	-2.7%	-2,487
	<b>1,401,395</b>	<b>1,360,457</b>	<b>1,482,561</b>	<b>5.8%</b>	<b>81,166</b>
<b>Net Requirements</b>					
Infrastructure Management	501,025	501,034	501,596	0.1%	571
Geomatics / Mapping	851,216	837,338	870,740	2.3%	19,524
	<b>1,352,241</b>	<b>1,338,372</b>	<b>1,372,336</b>	<b>1.5%</b>	<b>20,095</b>

Part 2  
2022 Operating and Capital (by Department)

**Infrastructure Management – Flood Reduction Master Plan Capital**

**Tangible Capital Budget Summary**

2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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	5-6.01	47,765.1	47,190.1	190.0		190.0				190.0	190.0	190.0	195.0	195.0		
IIMP Infrastructure Information	5-6.02	150.0	50.0	25.0		25.0				25.0	25.0	25.0	25.0	25.0	25.0	25.0
Bethune St Diversion City Funded	5-6.03	12,235.8	5,485.8								3,480.0	3,480.0	1,660.0	1,660.0	1,610.0	1,610.0
Curtis Creek Watershed Improvements	5-6.04	28,885.0	1,955.0								1,000.0	1,000.0			25,930.0	25,930.0
Charlotte St Upgrades - SE Jackson 100-year Pipe	5-6.05	900.0									450.0	450.0	450.0	450.0		
Downtown Flood Mitigation Project (Water St./Simcoe St.)	5-6.06	41,750.0	3,000.0										7,750.0	3,720.0	31,000.0	14,880.0
North-East Jackson Watershed Improvements	5-6.07	27,100.0	400.0										2,100.0	2,100.0	24,600.0	24,600.0
Byersville - Clonsilla Parkway Storm Basin	5-6.08	3,000.0											1,000.0	1,000.0	2,000.0	2,000.0
South-East Jackson Watershed Upgrades	5-6.09	76,700.0													76,700.0	76,700.0
Byersville Watershed Improvements	5-6.10	40,820.0													40,820.0	40,820.0
Brookdale Watershed Improvements	5-6.11	31,537.5	487.5												31,050.0	31,050.0
Meade Watershed Improvements	5-6.12	9,390.0													9,390.0	9,390.0
Riverview Watershed Improvements	5-6.13	9,260.0													9,260.0	9,260.0

Part 2  
2022 Operating and Capital (by Department)

**Infrastructure Management – Flood Reduction Master Plan Capital (continued)**

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Thompson Watershed Improvements	5-6.14	4,380.0													4,380.0	4,380.0
South-West Jackson Watershed Improvements	5-6.15	490.0													490.0	490.0
North-West Jackson Watershed Improvements	5-6.16	90.0													90.0	90.0
Total		334,453.4	58,568.4	215.0		215.0				215.0	5,145.0	5,145.0	13,180.0	9,150.0	257,345.0	241,225.0

**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.

Part 2  
2022 Operating and Capital (by Department)

**Infrastructure Management – Flood Reduction Master Plan Other Capital**

**City of Peterborough**  
**Other Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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																
CCTV Inspection of Pipes (A-230)	5-6.17	22,015.4	8,515.4	1,350.0		1,350.0				1,350.0	1,350.0	1,350.0	1,350.0	1,350.0	9,450.0	9,450.0
Sanitary Sewer (Relining, Renew & Repair - B-210)	5-6.18	23,678.3	16,178.3	750.0		750.0				750.0	2,250.0	2,250.0	1,500.0	1,500.0	3,000.0	3,000.0
Flow & Rainfall Monitoring	5-6.19	1,630.0	530.0	110.0		110.0				110.0	110.0	110.0	110.0	110.0	770.0	770.0
Flood Reduction Subsidy Program	5-6.20	1,533.0	783.0	75.0		75.0				75.0	75.0	75.0	75.0	75.0	525.0	525.0
Rain Event Miscellaneous Projects	5-6.21	150.0	100.0								50.0	50.0				
Total		49,006.7	26,106.7	2,285.0		2,285.0				2,285.0	3,835.0	3,835.0	3,035.0	3,035.0	13,745.0	13,745.0

**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.

**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.

### **Flow & Rainfall Monitoring**

The purpose of flow monitoring is to collect accurate, current information on the flow characteristics of the study area, and the associated rainfall intensity, total volume, rate, and duration. Information collected will be used for various applications including computer model calibration; development of area specific modeling parameters relative to design values; and inflow and infiltration identification and quantification.

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

#### **Climate Adaptation**

5-6.03	Flood Reduction Master Plan Projects	Bethune St Diversion City Funded
5-6.04	Flood Reduction Master Plan Projects	Curtis Creek Watershed Improvements
5-6.06	Flood Reduction Master Plan Projects	Downtown Flood Mitigation Project (Water St./Simcoe St.)
5-6.07	Flood Reduction Master Plan Projects	North-East Jackson Watershed Improvements
5-6.08	Flood Reduction Master Plan Projects	Byersville - Clonsilla Parkway Storm Basin
5-6.17	Flood Reduction Master Plan Projects	CCTV Inspection of Pipes (A-230)
5-6.19	Flood Reduction Master Plan Projects	Flow & Rainfall Monitoring
5-6.21	Flood Reduction Master Plan Projects	Rain Event Miscellaneous Projects

#### **Climate Adaptation and Climate Mitigation**

5-6.18	Flood Reduction Master Plan Projects	Sanitary Sewer (Relining, Renew & Repair - B-210)
5-6.20	Flood Reduction Master Plan Projects	Flood Reduction Subsidy Program

Part 2  
2022 Operating and Capital (by Department)

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**Infrastructure Management - Geomatics/Mapping – Capital Budget**

**City of Peterborough**  
**Tangible Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services Geomatics/Mapping																
ESRI Stabilization	5-7.01	1,390.6	1,295.6	95.0		95.0	95.0									
Vertical / Horizontal Control Monuments	5-7.02	940.0	185.0								55.0	55.0	55.0	55.0	645.0	645.0
Smart System Expansion and Artificial Intelligence	5-7.03	150.0	50.0								50.0	50.0	50.0	50.0		
Total		2,480.6	1,530.6	95.0		95.0	95.0				105.0	105.0	105.0	105.0	645.0	645.0

**Infrastructure Management - Geomatics/Mapping – Other Capital Budget**

**City of Peterborough**  
**Other Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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	5-7.04	1,390.6	810.6	165.0		165.0	165.0				100.0	100.0	215.0	215.0	100.0	100.0
GIS Strategic Plan (2022-2026)	5-7.05	1,176.5									333.7	333.7	347.5	347.5	495.3	495.3
Total		2,567.1	810.6	165.0		165.0	165.0				433.7	433.7	562.5	562.5	595.3	595.3

**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 Adaptation and Mitigation.

<b>Climate Mitigation</b>		
5-7.02	Geomatics/Mapping	Vertical / Horizontal Control Monuments
5-7.04	Geomatics/Mapping	Corporate GIS Development Tool
<b>Climate Adaptation and Climate Mitigation</b>		
5-7.03	Geomatics/Mapping	Smart System Expansion and Artificial Intelligence
5-7.05	Geomatics/Mapping	GIS Strategic Plan (2022-2026)



Part 2  
2022 Operating and Capital (by Department)

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**Infrastructure Management**

**City of Peterborough**  
**Tangible Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After		
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net	
Infrastructure and Planning Services																	
Infrastructure Management																	
Sustainability Projects	5-8.01	570.0	50.0	65.0		65.0				65.0	65.0	65.0	65.0	65.0	325.0	325.0	
Total		570.0	50.0	65.0		65.0				65.0	65.0	65.0	65.0	65.0	325.0	325.0	

Part 2  
2022 Operating and Capital (by Department)

**Other Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services																
Infrastructure Management																
Emerald Ash Borer (EAB) Management Plan	5-8.02	3,998.9	2,948.9	600.0		600.0	600.0				350.0	350.0	50.0	50.0	50.0	50.0
Climate Change Action Plan	5-8.03	2,230.5	425.5	205.0		205.0				205.0	200.0	200.0	200.0	200.0	1,200.0	1,200.0
Tree Removal By-law Planting Program	5-8.04	7,650.0		200.0		200.0	200.0				1,050.0	1,050.0	800.0	800.0	5,600.0	5,600.0
Nature Area Management	5-8.05	1,000.0		100.0		100.0	100.0				100.0	100.0	100.0	100.0	700.0	700.0
Byersville Creek Floodplain Mapping	5-8.06	200.0		20.0		20.0	20.0				180.0	180.0				
Fleming Creek Floodplain Mapping	5-8.07	75.0		7.5		7.5	7.5				67.5	67.5				
Asset Management Project	5-8.08	875.0	675.0								200.0	200.0				
Total		16,029.4	4,049.4	1,132.5		1,132.5	927.5			205.0	2,147.5	2,147.5	1,150.0	1,150.0	7,550.0	7,550.0

**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 is now confirmed to be widespread throughout the City. Tree inventories have been collected and insect traps have been deployed across the City. Treatment of approximately 1,500 significant Ash trees continues and the removal of dead Ash trees is now becoming more prevalent. Work continues alongside other urban forest professionals and government agencies to review and apply the best science and strategic management practices to limit the visual and financial impact of EAB and preserve the benefits of the urban forest.



### **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. The annual capital budget allocation has been established as project start up funding, used to leverage external grants and associated contributions for local projects.

### **Tree Removal By-Law Planting Program**

Council in considering IPSIM21-008, approved creating capital budget for City's contribution, of 2 new trees for each healthy private tree removal. The By-law is intended to protect and enhance the Urban Forest Canopy in the City of Peterborough, and to facilitate the target of achieving a 35% urban forest canopy cover by 2041 as identified in the draft Official Plan.

Part 2  
2022 Operating and Capital (by Department)

**Engineering, Construction and Public Works - Operating Budget**

Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Engineering, Construction and Public Works</b>					
<b>Expenditures</b>					
Engineering and Construction	3,622,654	3,622,581	3,471,291	-4.2%	-151,363
PW Fleet	350,000	350,000	350,000	0.0%	0
PW Yard	759,000	759,000	627,250	-17.4%	-131,750
PW Winter Control	4,234,191	4,224,177	4,341,472	2.5%	107,281
PW Surface Services	2,352,203	2,343,910	2,503,750	6.4%	151,547
PW Underground Services	431,149	435,645	456,588	5.9%	25,439
PW Parks and Forestry	3,849,166	3,861,502	4,091,638	6.3%	242,472
	15,598,363	15,596,815	15,841,989	1.6%	243,626
<b>Revenues</b>					
Engineering and Construction	1,979,076	1,979,003	1,948,689	-1.5%	-30,387
PW Fleet	350,000	350,000	350,000	0.0%	0
PW Yard	759,000	759,000	627,250	-17.4%	-131,750
PW Underground Services	431,149	435,645	456,588	5.9%	25,439
PW Parks and Forestry	30,700	27,700	39,000	27.0%	8,300
	3,549,925	3,551,348	3,421,527	-3.6%	-128,398
<b>Net Requirements</b>					
Engineering and Construction	1,643,578	1,643,578	1,522,601	-7.4%	-120,976
PW Winter Control	4,234,191	4,224,177	4,341,472	2.5%	107,281
PW Surface Services	2,352,203	2,343,910	2,503,750	6.4%	151,547
PW Parks and Forestry	3,818,466	3,833,802	4,052,638	6.1%	234,172
	12,048,437	12,045,467	12,420,461	3.1%	372,024

Part 2  
2022 Operating and Capital (by Department)

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The Engineering and Construction section of the Division co-ordinates and manages the maintenance, rehabilitation and development of the City's roads 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 2022 Engineering Overhead surplus be transferred to the Engineering Design and Inspection Reserve, subject to the overall year end position and that if actual 2022 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 11.1% of the 2022 budgeted winter control expense of \$4.3 million.

Net Requirement for the Division is budgeted to increase 2.9% and is primarily the result of market increases in material costs, and internal equipment costs at Public Works.

**Recommendation**

**That any unused portion of the 2022 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 2022 Winter Control costs exceed the 2022 Budget, funds may be drawn from the Winter Control Reserve.**

Part 2  
2022 Operating and Capital (by Department)

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

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After		
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net	
Infrastructure and Planning Services																	
Arterial Streets																	
Parkhill Rd Reconstruction - George St to Rubidge St	5-9.01	3,100.0		1,550.0	900.0	650.0			5.6	644.4	1,550.0	650.0					
Lansdowne St Rehabilitation - Park St to Otonabee River	5-9.02	7,850.0	850.0	1,200.0		1,200.0				1,200.0	2,800.0	2,800.0	3,000.0	3,000.0			
Lansdowne West - Spillsbury to Clonsilla	5-9.03	7,000.0	800.0	1,200.0		1,200.0			1,200.0		5,000.0	5,000.0					
Chemong Road to Sunset Blvd	5-9.04	37,757.8	8,957.8	1,000.0		1,000.0			1,000.0		7,800.0	7,800.0	7,000.0	7,000.0	13,000.0	13,000.0	
Lily Lake Area Development Network Improvements	5-9.05	3,362.5	112.5	250.0		250.0			250.0		3,000.0	3,000.0					
Future High Use Arterial Road	5-9.06	76,571.0	3,339.0								4,759.0	4,759.0	1,768.0	1,768.0	66,705.0	66,705.0	
Television Road Signals - Burnham Meadows	5-9.07	760.0	70.0								690.0	600.0					
Armour Rd - Nassau Mills Road South to Rotary Trail	5-9.08	21,900.0	900.0								500.0	500.0	1,000.0	1,000.0	19,500.0	17,000.0	
University Rd - Upgrade Arterial	5-9.09	8,600.0									300.0	126.0	8,300.0	3,486.0			
Carnegie Planning Area - E/W Arterial	5-9.10	7,500.0											7,500.0	2,500.0			
Water St North Urbanization - Nassau Mills Rd to Woodland Dr	5-9.11	9,550.0	2,950.0										3,600.0	3,600.0	3,000.0	3,000.0	
Carnegie Planning Area N/S Arterial	5-9.12	2,871.0											2,871.0	947.4			
Maria St - Walker Ave to Television Rd	5-9.13	8,250.0											750.0	750.0	7,500.0	7,500.0	

Part 2  
2022 Operating and Capital (by Department)

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

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Brealey - Lansdowne to Sherbrooke Street	5-9.14	14,300.0	800.0										500.0	500.0	13,000.0	13,000.0
Sherbrooke St - Glenforest to West City Limit	5-9.15	20,750.0	3,250.0										500.0	500.0	17,000.0	17,000.0
Lifflock Development Road Network Improvements	5-9.16	9,250.0											250.0	250.0	9,000.0	9,000.0
Television Rd - Lansdowne to Parkhill Rd	5-9.17	40,150.0	400.0												39,750.0	39,750.0
River Road - Hwy7/115 to Lansdowne Street	5-9.18	20,560.0	60.0												20,500.0	20,500.0
Brealey Drive - Sherbrooke Street to Parkhill Road	5-9.19	13,700.0													13,700.0	13,700.0
Ashburnham - McFarlane to Parkhill	5-9.20	13,250.0													13,250.0	8,833.3
Pioneer Road Upgrades Cleantech to Cty Rd 4	5-9.21	7,000.0													7,000.0	7,000.0
Carnegie Ave Urbanization - Cumberland Rd to North	5-9.22	5,250.0													5,250.0	5,250.0
<b>Total</b>		<b>339,282.3</b>	<b>22,489.3</b>	<b>5,200.0</b>	<b>900.0</b>	<b>4,300.0</b>			<b>2,455.6</b>	<b>1,844.4</b>	<b>26,399.0</b>	<b>25,235.0</b>	<b>37,039.0</b>	<b>25,301.4</b>	<b>248,155.0</b>	<b>241,238.3</b>

### **Parkhill Rd Reconstruction – George St to Rubidge St**

Reconstruction is required to address critical underground infrastructure deterioration. This project needs to be completed prior to the Chemong Road re-widening to avoid significant traffic impacts created by future construction work on Chemong Road. Re-surfacing work is proposed (from Aylmer to Rubidge) to align with construction limits of the Chemong Road project.

### **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. In coordination with the twin pad arena at Morrow Park, a new set of traffic signals is planned for the intersection of Lansdowne Street and Aylmer Street with a new entrance established into Morrow Park and part of this project should be completed in coordination, prior to the new arena opening.

Council approved a pre-commitment of \$2.8 million of the 2023 capital budget for this project, with approval of the 2022 Budget. The 2022 and 2023 amounts will fund the Park Street to Lock Street portion of this project.

### **Recommendation**

**That pending approval of Capital Budget Reference 5-9.02 in the amount of \$1,200,000, the \$2,800,000 requirement in 2023 Capital funding be pre-committed for the Lansdowne Street Rehabilitation – Park St. to Otonabee River project.**

### **Lansdowne West – Spillsbury to Clonsilla**

This project will include the construction of a centre turn lane, improvements to the Spillsbury Drive/Kawartha Heights Boulevard/Lansdowne Street West intersection as well as the elimination of the channelized southbound right-turn at Clonsilla Avenue/Lansdowne Street West.

As part of the 2021 Budget process Council pre-committed 2022 and 2023 capital funds.

### **Chemong Road to Sunset Blvd.**

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 2022 funding will be used for



easements/property acquisitions and detailed 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. The 2022 budget will allow detailed design to proceed for the sidewalk facilities on Fairbairn St.

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

#### **Climate Mitigation**

5-9.06	Arterial Streets	Future High Use Arterial Road
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#### **Climate Adaptation**

5-9.01	Arterial Streets	Parkhill Rd Reconstruction - George St to Rubidge St
5-9.02	Arterial Streets	Lansdowne St Rehabilitation - Park St to Otonabee River
5-9.04	Arterial Streets	Chemong Road to Sunset Blvd

#### **Climate Adaptation and Climate Mitigation**

5-9.08	Arterial Streets	Armour Rd - Nassau Mills Road South to Rotary Trail
5-9.14	Arterial Streets	Brealey - Lansdowne to Sherbrooke Street
5-9.15	Arterial Streets	Sherbrooke St - Glenforest to West City Limit
5-9.18	Arterial Streets	River Road - Hwy7/115 to Lansdowne Street
5-9.19	Arterial Streets	Brealey Drive – Sherbrooke Street to Parkhill Road

Part 2  
2022 Operating and Capital (by Department)

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

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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	50,550.0		4,450.0		4,450.0			450.0	4,000.0	5,150.0	5,150.0	5,250.0	5,250.0	35,700.0	35,700.0
Roads Surface Pavement Program 2022	5-10.02	9,300.0		1,300.0		1,300.0			364.4	935.6	1,000.0	1,000.0	1,000.0	1,000.0	6,000.0	6,000.0
Charlotte St. Aylmer to Park	5-10.03	6,910.0	960.0	500.0		500.0			500.0		2,200.0	2,200.0	2,200.0	2,200.0	1,050.0	1,050.0
LED Decorative Street Lighting Retrofit	5-10.04	750.0	375.0	375.0		375.0			375.0							
Street Light Infrastructure Program	5-10.05	1,950.0	600.0	100.0		100.0	100.0				150.0	150.0	150.0	150.0	950.0	950.0
Charlotte Street Renewal - Aylmer to Water	5-10.06	7,600.0									3,000.0	3,000.0	2,500.0	2,500.0	2,100.0	2,100.0
Briarhill Road Reconstruction	5-10.07	1,100.0									1,100.0	1,100.0				
Rail Crossing Removals	5-10.08	1,005.0	105.0								100.0	100.0	100.0	100.0	700.0	700.0
Webber & Rye Urbanization	5-10.09	7,900.0	500.0												7,400.0	7,400.0
Victoria Ave Reconstruction	5-10.10	3,066.0	66.0												3,000.0	2,000.0
Total		90,131.0	2,606.0	6,725.0		6,725.0	100.0		1,689.4	4,935.6	12,700.0	12,700.0	11,200.0	11,200.0	56,900.0	55,900.0

### **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

### **Roads Surface Pavement Program**

A Pavement Condition Index (PCI) has been created for each road section based on field data collected. The road assessment data is used for prioritization of roads for the program. Based on the Pavement Condition Index and Pavement Deterioration Models, various pavement

management categories are assigned to each road section to determine the overall best maintenance and rehabilitation planning scenario.

This program involves short term repairs and only addresses the surface pavement from gutter-gutter or road edge-road-edge.

For 2022, roads will be prioritized for a continuation of the surface repair program, with available funding, and using a City-wide approach.

### **Charlotte St. Aylmer to Park**

The Enhanced Pedestrian Realm with Enhanced Commercial Features and Parking Streetscape design of Charlotte Street from Aylmer Street to Park Street was approved by Council at its meeting of June 5, 2017 in considering Report USDIR17-004.

### **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 project addresses Climate Mitigation.

<b>Climate Mitigation</b>		
5-10.04	Collector and Local Streets	LED Decorative Street Lighting Retrofit

Part 2  
2022 Operating and Capital (by Department)

**Engineering, Construction and Public Works - Capital - Bridges**

**Tangible Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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	5-11.01	3,000.0	1,500.0	1,500.0		1,500.0			1,400.0	100.0							
Television Road Bridge over South Meade Creek	5-11.02	6,000.0	200.0	500.0		500.0			250.0	250.0	5,300.0	5,300.0					
OSIM Bridge Preventative Maintenance Program	5-11.03	11,101.2	2,351.2										1,250.0	1,250.0	7,500.0	7,500.0	
Nassau Mills Bridge over Otonabee River	5-11.04	11,820.0	300.0										1,000.0	1,000.0	10,520.0	10,520.0	
Nassau Mills Bridge over Trent Severn	5-11.05	9,550.0	300.0												9,250.0	9,250.0	
Total		41,471.2	4,651.2	2,000.0		2,000.0			1,650.0	350.0	5,300.0	5,300.0	2,250.0	2,250.0	27,270.0	27,270.0	

**Simcoe Street Culvert at Parking Garage**

The Jackson Creek Culvert under the Simcoe Street Parking garage was one of the structures in most need as identified by the 2018 and 2020 OSIM Reports. The work began in 2021 and is currently under construction, being coordinated with the Simcoe Street Parking garage rehabilitation. The 2022 amount was pre-committed as part of the 2021 budget approval process.

**Television Road Bridge over South Meade Creek**

This project is a continuation of the environmental assessment initiated under the Television Road - Lansdowne Rd to Parkhill Rd project and includes the design and construction of a new bridge.

Part 2  
2022 Operating and Capital (by Department)

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**Engineering, Construction and Public Works – Other Capital - Bridges**

**Other Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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	5-11.06	345.0	90.0	65.0		65.0				65.0			90.0	90.0	100.0	100.0
Total		345.0	90.0	65.0		65.0				65.0			90.0	90.0	100.0	100.0

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

**Climate Mitigation**

5-11.04 Bridges Nassau Mills Bridge over Otonabee River

5-11.05 Bridges Nassau Mills Bridge over Trent Severn

**Climate Adaptation**

5-11.01 Bridges Simcoe Street Culvert at Parking Garage

5-11.02 Bridges Television Road Bridge over South Meade Creek

Part 2  
2022 Operating and Capital (by Department)

**Engineering, Construction and Public Works - Capital - Sidewalks**

**Tangible Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services																
Sidewalks																
Citywide Trail Rehabilitation	5-12.01	1,100.0	50.0	100.0		100.0	85.3		14.8		200.0	200.0	300.0	300.0	450.0	450.0
Crawford Trail Extension Project - Monaghan Rd to Townsend St	5-12.02	3,250.0	1,350.0								1,500.0	1,500.0	400.0	400.0		
Various New Sidewalk Installations	5-12.03	4,000.0									400.0	400.0	400.0	400.0	3,200.0	3,200.0
Trails and Cycling Network Implementation	5-12.04	3,400.0	150.0										250.0	250.0	3,000.0	3,000.0
Total		11,750.0	1,550.0	100.0		100.0	85.3		14.8		2,100.0	2,100.0	1,350.0	1,350.0	6,650.0	6,650.0

An aspect of the following Sidewalks projects addresses Climate Mitigation.

<b>Climate Mitigation</b>		
5-12.02	Sidewalks	Crawford Trail Extension Project - Monaghan Rd to Townsend St
5-12.03	Sidewalks	Various New Sidewalk Installations
5-12.04	Sidewalks	Trails and Cycling Network Implementation

Part 2  
2022 Operating and Capital (by Department)

**Engineering, Construction and Public Works - Capital - Sanitary Sewers**

**Tangible Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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	5-13.01	9,000.0	2,250.0	750.0		750.0				750.0	750.0	750.0	750.0	750.0	4,500.0	4,500.0
New Waste Water Collection Repair Truck to Replace #243	5-13.02	180.0		180.0		180.0			130.0	50.0						
Sanitary Sewer Master Plan Implementation	5-13.03	4,500.0	850.0	150.0		150.0				150.0	200.0	200.0	250.0	250.0	3,050.0	3,050.0
Lock 19 Manhole Installation	5-13.04	100.0		100.0		100.0				100.0						
Chemong West/Towerhill Sanitary Sewer	5-13.05	355.0		30.0		30.0			30.0		325.0	325.0				
Armour Road Sanitary Twinning	5-13.06	3,375.0	125.0								3,250.0	3,250.0				
Eastern Trunk Sewer	5-13.07	6,000.0	250.0								1,250.0	1,250.0	1,500.0	1,500.0	3,000.0	3,000.0
Total		23,510.0	3,475.0	1,210.0		1,210.0			160.0	1,050.0	5,775.0	5,775.0	2,500.0	2,500.0	10,550.0	10,550.0

**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.

### **New Waste Water Collections Repair Truck**

Replacement upgrade of an existing Waste Water Collection repair truck that has exceeded its useful life.

### **Sanitary Sewer Master Plan Implementation**

On March 12, 2012, Council approved Report USEC12-001 adopting the City's infrastructure strategies to address Inflow and Infiltration of storm water into the City Sanitary Sewer Network. Many of the Inflow and Infiltration sources have been discovered and the next step is remediation through detailed design and construction to remove the Inflow and Infiltration from the City's sanitary system. Staff will continue to investigate the remaining areas of the City.

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

<b>Climate Adaptation</b>		
5-13.06	Sanitary Sewers	Armour Road Sanitary Twinning
<b>Climate Adaptation and Climate Mitigation</b>		
5-13.01	Sanitary Sewers	Sanitary Sewer Rehabilitation
5-13.03	Sanitary Sewers	Sanitary Sewer Master Plan Implementation

Part 2  
2022 Operating and Capital (by Department)

**Engineering, Construction and Public Works - Capital - Storm Sewers**

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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	5-14.01	12,020.0	3,225.0	890.0		890.0				890.0	930.0	930.0	975.0	975.0	6,000.0	6,000.0
Storm Sewer Rehabilitation Program	5-14.02	6,400.0	1,900.0	500.0		500.0				500.0	500.0	500.0	500.0	500.0	3,000.0	3,000.0
Roger Neilson Way Storm Sewer Rehab	5-14.03	165.0		15.0		15.0				15.0	150.0	150.0				
Total		18,585.0	5,125.0	1,405.0		1,405.0				1,405.0	1,580.0	1,580.0	1,475.0	1,475.0	9,000.0	9,000.0

**City Wide Stormwater 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 concerns.

**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  
2022 Operating and Capital (by Department)

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

Climate Adaptation		
5-14.01	Storm Sewers	City Wide Stormwater Quality Master Plan Implementation
5-14.02	Storm Sewers	Storm Sewer Rehabilitation Program
5-14.03	Storm Sewers	Roger Neilson Way Storm Sewer Rehab

Part 2  
2022 Operating and Capital (by Department)

**Public Works - Capital Budget**

**Tangible Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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	5-15.01	15,056.3		1,311.2		1,311.2	749.7		561.5		1,352.9	1,352.9	1,393.5	1,393.5	10,998.7	10,998.7
2022 Fleet Replacement and Equipment	5-15.02	21,987.7	3,675.7	1,273.0		1,273.0				1,273.0	1,862.3	1,862.3	2,579.6	2,579.6	12,597.2	12,597.2
Municipal Snow Storage Facility ECA and Compliance	5-15.03	1,050.0	300.0	425.0		425.0		114.9	310.1		325.0	325.0				
Total		38,094.0	3,975.7	3,009.2		3,009.2	749.7	114.9	871.6	1,273.0	3,540.2	3,540.2	3,973.1	3,973.1	23,595.9	23,595.9

**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 approximately 1% of the existing inventory.

**2022 Fleet Replacement and Equipment**

The following vehicles and equipment are scheduled for replacement in 2022 at a total estimated cost of \$1.3

million: 6 Light Duty Units, 1 Heavy Duty and 2 Specialized Units. The applicability of alternative fuel vehicles continues to be investigated while ensuring the fleet vehicles meet the operational requirements.

**Municipal Snow Storage Facility**

This is 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  
2022 Operating and Capital (by Department)

**Other Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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	5-15.04	7,400.3	700.3	400.0		400.0	400.0				700.0	700.0	800.0	800.0	4,800.0	4,800.0
Total		7,400.3	700.3	400.0		400.0	400.0				700.0	700.0	800.0	800.0	4,800.0	4,800.0

**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 2022 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 Adaptation and Mitigation.

<b>Climate Mitigation</b>		
5-15.01	Public Works	Sidewalk Reconstruction
5-15.02	Public Works	2022 Fleet Replacement and Equipment
5-15.03	Public Works	Municipal Snow Storage Facility ECA and Compliance Improvements
<b>Climate Adaptation</b>		
5-15.04	Public Works	Urban Forest Management - Strategic Plan Implementation

Part 2

2022 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	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Transportation Expenditures</b>					
Public Transit Operations	17,701,543	17,304,953	18,556,657	4.8%	855,114
Parking, Traffic, Transportation Planning	5,350,935	5,312,183	5,695,242	6.4%	344,307
	<b>23,052,478</b>	<b>22,617,136</b>	<b>24,251,899</b>	<b>5.2%</b>	<b>1,199,421</b>
<b>Revenues</b>					
Public Transit Operations	8,110,160	7,559,128	8,440,700	4.1%	330,540
Parking, Traffic, Transportation Planning	3,152,637	1,552,728	3,143,260	-0.3%	-9,377
	<b>11,262,798</b>	<b>9,111,856</b>	<b>11,583,960</b>	<b>2.9%</b>	<b>321,162</b>
<b>Net Requirements</b>					
Public Transit Operations	9,591,383	9,745,825	10,115,957	5.5%	524,574
Parking, Traffic, Transportation Planning	2,198,298	3,759,455	2,551,982	16.1%	353,684
	<b>11,789,681</b>	<b>13,505,280</b>	<b>12,667,939</b>	<b>7.4%</b>	<b>878,259</b>

## Public Transit Operations

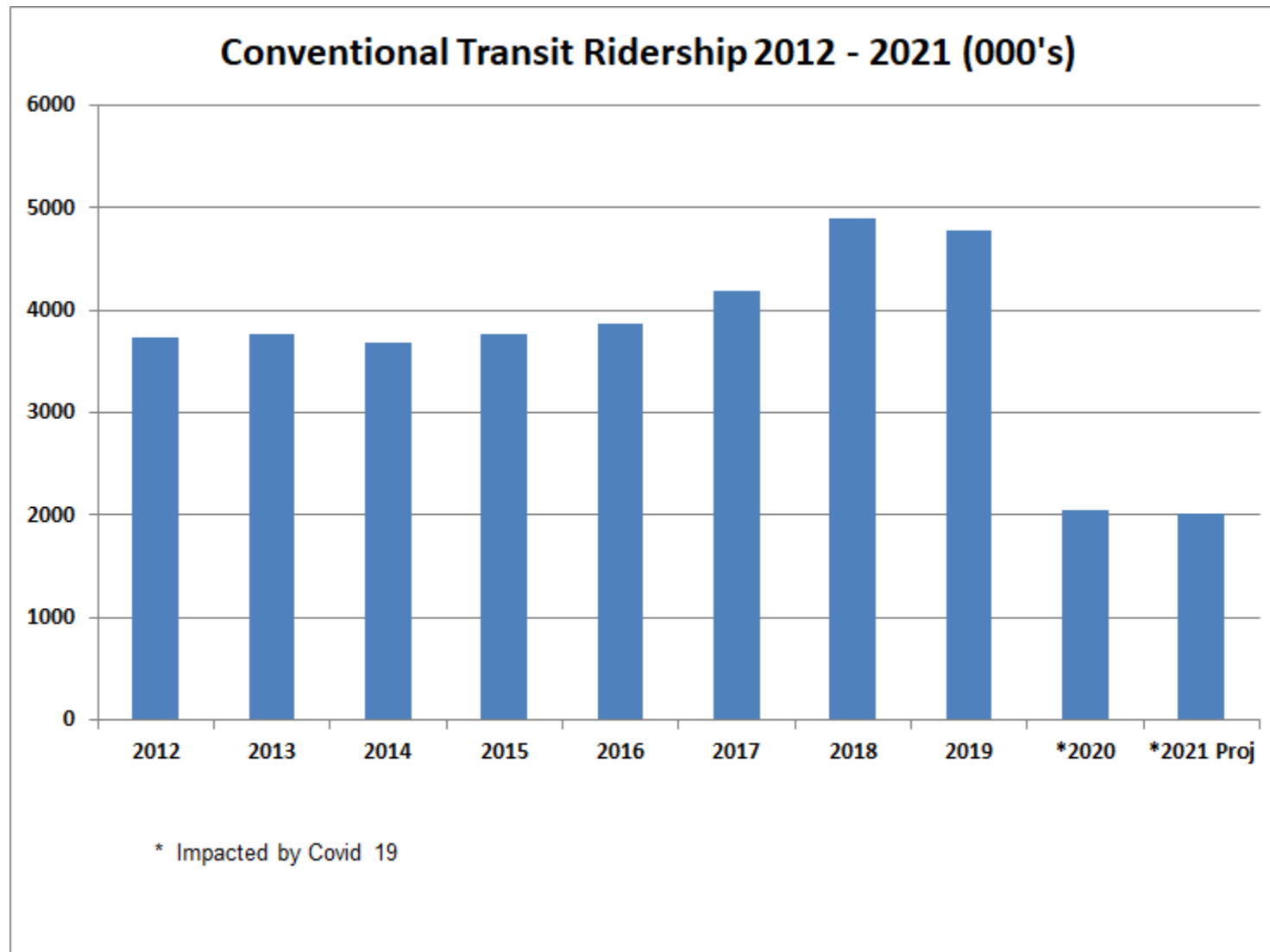
Transit operates the conventional public transit system, which is designed to provide service within 450 m of 90% of the residents of the City, as well as a parallel specialized transit service for people with disabilities. The 2022 budget includes the cost and revenue for the Transit service to Selwyn Township. Additionally, the COVID-19 pandemic is still creating increased costs for 2022 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. Fuel prices and enhanced cleaning requirements have also contributed to higher costs.

Ridership levels in 2021 remained significantly lower than normal due to the impacts of the COVID-19 pandemic. Post Secondary ridership was impacted by closure on Fleming and Trent campuses during the winter-summer semesters in 2021. Ridership recovery began in Fall of 2021 as post secondary institutions returned to in-person classes, and residents started to return to pre-COVID-19 activity levels. Post Secondary ridership is expected to recover to within 85% of pre-COVID-19 levels by the end of 2022, a more gradual return is still expected for other transit customers. Overall fare revenue is expected to return to 2019 levels.



Work will continue in 2022 to advance the new Transit Garage project and complete the necessary EA study and design work to prepare for future funding applications under the Investing in Canada Infrastructure Program (ICIP).

Through Report IPSTS21-013, dated July 12, 2021 Council approved the Transit Route Review and Long-Term Growth Strategy. The new Transit route system will be launched permanently in May of 2022. Transit service to Selwyn Township launched in May 2021 under a cost recovery service delivery model and the On-Demand pilot service, launched in 2021 will continue through 2022. In 2021 work began on reviewing alternative fuel sources for buses to guide future decision making. This study is expected to be completed in Q2 of 2022.





### **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 \$1.79 million in 2022. 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 2022, an amount of \$1.79 million will be drawn from the Provincial Gas Tax Reserve Fund to offset expected costs.

### **Parking**

Parking revenue was significantly lower than forecast in 2021 due to the impacts of COVID-19 restrictions. Parking revenue for 2022 is expected to recover to pre-COVID-19 levels, as downtown activity resumes. The rehabilitation of the Simcoe Parking Garage, initiated in 2021, should be completed by June of 2022. New parking control systems were installed at both parking garages in 2021 to improve convenience for customers.

### **Recommendation**

**That any unused Parking Budget, at the end of 2022, be transferred to the Parking Reserve, subject to the overall year-end position and that, if the actual 2022 Parking costs exceed the 2022 Budget, funds may be drawn from the Parking Reserve.**

### **Traffic**

The City operates 130 signalized intersections, of which 13 are signalized pedestrian crossings. The City initiated a Smart Traffic Signal pilot program on the Lansdowne Street corridor and evaluation of the Smart Signals pilot will continue into early 2022.

A Traffic Calming Policy was approved in 2021 and temporary traffic calming measures were implemented in 5 neighbourhoods across the City. Plans for three additional neighbourhoods will be presented to Council in Q1 of 2022.

### **Recommendation**

**That any unused Traffic Signal Maintenance Budget at the end of 2022 be transferred to the Traffic Signal Reserve, subject to the overall year-end position and that, if the actual 2022 Traffic Signal Maintenance costs exceed the 2022 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 Cycling Master Plan was approved by Council through Report IPSTR21-009, dated July 5, 2021 and staff will begin to implement the study recommendations in 2022.

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  
2022 Operating and Capital (by Department)

**Transit - Capital Budget**

**Tangible Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services Transit																
Transit Terminal Upgrades	5-16.01	1,500.0		1,500.0	1,099.5	400.5	137.2	263.3								
Transit Garage Replacement	5-16.02	48,250.0	2,750.0	1,200.0	876.0	324.0			324.0		5,800.0	1,566.0	11,500.0	3,105.0	27,000.0	7,290.0
Accessible Transit Stops	5-16.03	2,199.2	199.2	500.0	366.5	133.5			133.5		500.0	133.5	500.0	133.5	500.0	133.5
On-Demand Transit Pilot	5-16.04	1,000.0	650.0	350.0	350.0											
Transit Stop Shelters	5-16.05	975.4	175.4	200.0	146.6	53.4		53.4			200.0	53.4	200.0	53.4	200.0	53.4
Conventional Bus Replacement	5-16.06	19,791.0	3,975.0								3,816.0	1,017.7	3,900.0	1,041.3	8,100.0	2,162.7
Phase 2 - Transit ITS Program	5-16.07	600.0									600.0	600.0				
Downtown Transportation Hub and Route Review	5-16.08	48,150.0	500.0												47,650.0	47,650.0
Total		122,465.6	8,249.6	3,750.0	2,838.6	911.4	137.2	316.7	457.5		10,916.0	3,370.6	16,100.0	4,333.2	83,450.0	57,289.6

### **Transit Terminal Upgrades**

Funding for 2022 will be used to reconfigure a new platform in the existing bus terminal area which allows for pull-in and pull-out service to eliminate the need for buses to back up. This reconfiguration of the bus platforms will improve operational efficiency and safety for passengers.

### **Transit Garage Replacement**

The current Transit Garage at the Townsend Street Yard only has capacity to store 42 buses inside. With a current conventional fleet of 58 buses, 9 Community Buses, and 11 Specialized (Handi-van) buses 16 conventional buses and the Community Bus fleet require outside overnight parking. Funds for 2022 will be used for site preparation activities for a new garage site, to advance design of a new facility and to implement some minor upgrades to keep the existing garage in service until a new garage can be constructed.

### **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. Funding for 2022-2025 will provide the 26.7% municipal contribution towards this ongoing program.

### **On-Demand Transit Pilot**

In July 2021 Council approved the Transit Route Review and Long-Term Growth Strategy through Report IPSTR21-013. As part of that report, Council approved the implementation of a pilot project for On-Demand Transit Services. The Transit Route Review recommended three different applications for On-Demand Transit be piloted, including new service in high need areas without fixed transit routes, replacing some fixed routes during low ridership periods of the day, and to enhance the Specialized Transit service.

### **Transit Stop Shelters**

The program consists of construction of concrete pads and new shelters (comprised of a mix of 4x8', 4x12' and 8x12' transit shelters) to accommodate various levels of passenger demand. Shelters are glass design with doomed 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, to support the reconfiguration of Transit Routes. Shelter locations can be prioritized based on the reconfigured route system. Requested funding in 2022-2025, will provide the City's 26.7% contribution towards this program.

An aspect of the following Transit projects addresses Climate Mitigation.

<b>Climate Mitigation</b>		
5-16.01	Transit	Transit Terminal Upgrades
5-16.02	Transit	Transit Garage Replacement
5-16.03	Transit	Accessible Transit Stops
5-16.04	Transit	On-Demand Transit Pilot
5-16.06	Transit	Conventional Bus Replacement
5-16.07	Transit	Phase 2 - Transit ITS Program
5-16.08	Transit	Downtown Transportation Hub and Route Review

Part 2  
2022 Operating and Capital (by Department)

**Parking - Capital Budget**

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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 Rehabilitation 2019	5-17.01	3,410.0	1,910.0	1,500.0		1,500.0			1,500.0							
Parking Equipment Purchases	5-17.02	1,831.3	375.3	115.8		115.8			115.8	121.6	121.6	127.6	127.6	1,091.1	1,091.1	
Total		5,241.3	2,285.3	1,615.8		1,615.8			1,500.0	115.8	121.6	121.6	127.6	127.6	1,091.1	

**Simcoe Street 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. Partial funding of \$1.5 M for the rehabilitation work was provided in the 2021 Capital Budget and an additional \$1.5 M was pre-approved for 2022 as part of the 2021 budget process. Work commenced in the summer of 2021 on the rehabilitation of the garage and is being co-ordinated with work on the Jackson Creek culvert, under the parking garage to realize cost savings and minimize disruption to parking customers.

**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. Funding in 2022 will be used to purchase new enforcement equipment to improve the efficiency for in-car and foot patrol enforcement by implementing plate recognition software to integrate with the Hotspot parking system and automatically populate tickets to reduce errors.

Part 2  
2022 Operating and Capital (by Department)

**Traffic and Transportation – Capital Budget**

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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																	
Smart Signal Implementation	5-18.01	2,000.0		1,000.0	1,000.0						1,000.0	500.0					
Traffic Signal Controller Replacement Program	5-18.02	2,997.3	1,427.4	748.2		748.2				748.2	521.7	521.7	300.0	300.0			
Traffic Calming Program	5-18.03	4,378.8	200.0	350.0		350.0	350.0				700.0	700.0	700.0	700.0	2,428.8	2,428.8	
Traffic Signal Infrastructure	5-18.04	2,622.6	687.2	168.8		168.8	168.8				173.9	173.9	179.1	179.1	1,413.6	1,413.6	
Traffic Signal Uninterrupted Power Supply Equipment	5-18.05	400.2	146.8	166.4		166.4				166.4	87.0	87.0					
Intersection Pedestrian Safety Enhancements	5-18.06	646.8	309.1	109.3		109.3	109.3				112.6	112.6	115.9	115.9			
Tourism Wayfinding Sign Program	5-18.07	275.0	100.0	75.0		75.0				75.0	50.0	50.0	50.0	50.0			
Traffic Improvements	5-18.08	995.2	179.7	71.1		71.1	71.1				73.3	73.3	75.5	75.5	595.6	595.6	
New Traffic Control and Street Name Signs	5-18.09	72.1	35.0	37.1		37.1	15.9			21.2							
Total		14,388.0	3,085.2	2,725.9	1,000.0	1,725.9	715.1			914.6	96.2	2,718.4	2,218.4	1,420.5	1,420.5	4,438.0	4,438.0

**Smart Signal Implementation**

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. Report IPSTR20-020 approved a Smart Signal Pilot Project on Lansdowne Street. This project will focus on funding the installation of field equipment necessary to implement a "Smart Traffic Signal" system across the city, where the traffic signals can detect prevailing traffic demands and traffic flow conditions

in real time, and automatically adapt the signal settings to optimize the flow of traffic along major arterial roads. Funding in 2022 will allow for implementation of Smart Signal Technology at approximately 20 intersections.

### **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. The Traffic Signal Controller upgrades are required to implement Smart Signal systems across the city. This multi-year program is to replace the City's aging on-street traffic signal controller equipment.

### **Traffic Calming Program**

Council, at their meeting of May 25, 2021, approved Report IPSTR21-007 Approval of a Traffic Calming Policy and Five Neighbourhood Traffic Calming Plans. The report included the initiation of three additional neighbourhoods for traffic calming studies. The 2022 funding request is for the implementation of three traffic calming plans currently being finalized.

### **Traffic Signal Infrastructure**

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.

### **Traffic Signal Uninterrupted Power Supply Equipment**

This multi-year program is intended to upgrade existing signalized intersections by adding uninterrupted power supply equipment (back up power supply) to allow traffic signals to continue to operate during power outages. This type of device reduces the risk of both vehicle-vehicle and vehicle-pedestrian collisions during power outages.



Part 2  
2022 Operating and Capital (by Department)

**Traffic and Transportation – Other Capital Budget**

**Other Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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																
Red Light Camera - Automated Speed Enforcement Feasibility	5-18.10	150.0									150.0	150.0				
Total		150.0									150.0	150.0				

An aspect of the following Traffic and Transportation projects addresses Climate Mitigation.

**Climate Mitigation**

5-18.01	Traffic and Transportation	Smart Signal Implementation
5-18.05	Traffic and Transportation	Traffic Signal Uninterrupted Power Supply Equipment

Part 2  
2022 Operating and Capital (by Department)

**Transportation Planning – Other Capital Budget**

**Other Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After		
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net	
Infrastructure and Planning Services																	
Transportation Planning																	
TMP Implementation Projects	5-19.01	630.0		150.0		150.0	150.0				155.0	155.0	160.0	160.0	165.0	165.0	
Transportation Planning Projects	5-19.02	407.0	209.2	38.0		38.0	38.0				38.8	38.8	39.5	39.5	81.5	81.5	
Total		1,037.0	209.2	188.0		188.0	188.0				193.8	193.8	199.5	199.5	246.5	246.5	

**TMP Implementation Projects**

The new Transportation Master Plan will include a number of recommendations for projects or initiatives that may require additional studies prior to implementation, such as feasibility studies or Environmental Assessment Studies. Funding requested for 2022 and 2023 are expected to be used to complete feasibility studies and a potential Environmental Assessment Study for new walking / cycling infrastructure crossings of the Otonabee River.

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

<b>Climate Mitigation</b>		
5-19.01	Transportation Planning	TMP Implementation Projects
5-19.02	Transportation Planning	Transportation Planning Projects

Part 2  
2022 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.

<b>City of Peterborough</b> <b>2022 Operating Budget</b>					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Environmental Services</b>					
<b>Expenditures</b>					
Environmental Protection	16,639,069	16,631,174	17,051,415	2.5%	412,346
Waste Management	13,472,210	13,295,685	14,004,562	4.0%	532,353
	<b>30,111,279</b>	<b>29,926,859</b>	<b>31,055,977</b>	<b>3.1%</b>	<b>944,699</b>
<b>Revenues</b>					
Environmental Protection	16,540,576	16,519,730	16,952,770	2.5%	412,194
Waste Management	6,824,899	7,217,000	7,464,753	9.4%	639,854
	<b>23,365,475</b>	<b>23,736,730</b>	<b>24,417,523</b>	<b>4.5%</b>	<b>1,052,049</b>
<b>Net Requirements</b>					
Environmental Protection	98,493	111,444	98,644	0.2%	151
Waste Management	6,647,311	6,078,685	6,539,809	-1.6%	-107,501
	<b>6,745,804</b>	<b>6,190,129</b>	<b>6,638,454</b>	<b>-1.6%</b>	<b>-107,350</b>

Part 2  
2022 Operating and Capital (by Department)

**Environmental Services – Environmental Protection Operating**

Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Environmental Protection</b>					
<b>Expenditures</b>					
Wastewater Treatment	13,394,847	13,535,013	13,666,512	2.0%	271,665
Storm Water Collection	676,896	674,120	709,016	4.7%	32,120
Pumping Stations	204,597	204,573	209,692	2.5%	5,095
Sanitary Sewer Waste Water Collection	1,671,884	1,676,675	1,757,964	5.1%	86,080
Environmental Monitoring Program	364,857	216,450	392,771	7.7%	27,915
Centennial Fountain	98,493	111,444	98,644	0.2%	151
Cavan Monaghan Treatment Plant	227,495	212,899	216,815	-4.7%	-10,680
	<b>16,639,069</b>	<b>16,631,174</b>	<b>17,051,415</b>	<b>2.5%</b>	<b>412,346</b>
<b>Revenues</b>					
Wastewater Treatment	13,394,847	13,535,013	13,666,512	2.0%	271,665
Storm Water Collection	676,896	674,120	709,016	4.7%	32,120
Pumping Stations	204,597	204,573	209,692	2.5%	5,095
Sanitary Sewer Waste Water Collection	1,671,884	1,676,675	1,757,964	5.1%	86,080
Environmental Monitoring Program	364,857	216,450	392,771	7.7%	27,915
Cavan Monaghan Treatment Plant	227,495	212,899	216,815	-4.7%	-10,680
	<b>16,540,576</b>	<b>16,519,730</b>	<b>16,952,770</b>	<b>2.5%</b>	<b>412,194</b>
<b>Net Requirements</b>					
Centennial Fountain	98,493	111,444	98,644	0.2%	151
	<b>98,493</b>	<b>111,444</b>	<b>98,644</b>	<b>0.2%</b>	<b>151</b>

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 2022 Budget assumes no change to the sewer surcharge rate of 102.92% (2021 – 102.92%).

### Average Daily Flows at Wastewater Treatment Plant

2015 – 2021

Description	2015	2016	2017	2018	2019	2020	2021
Average Daily Flows (M <sup>3</sup> )	39,404	37,930	44,340	40,915	40,971	39,459	39,000
Million Gallons per Day	8.67	8.35	9.75	9.00	9.20	8.67	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.



Part 2  
2022 Operating and Capital (by Department)

**Environmental Services - Capital Budget**

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services																
Environmental Services																
Septage Receiving Replacement	5-20.01	5,800.0		5,800.0		5,800.0				5,800.0						
Effluent Disinfection Revitalization and Expansion	5-20.02	10,750.0	750.0	5,000.0	5,000.0						5,000.0					
Replace Digester #1 and 2	5-20.03	15,500.0	1,400.0	4,100.0	4,100.0						10,000.0					
WWTP Equipment Upgrades and Replacements	5-20.04	4,325.0		970.0		970.0				970.0	1,040.0	1,040.0	1,115.0	1,115.0	1,200.0	1,200.0
2022 Replace Programmable Logic Controller	5-20.05	1,205.9		73.0		73.0				73.0	74.8	74.8	76.7	76.7	981.4	981.4
WWTP Electrical Sub Station Replacement	5-20.06	3,410.0	410.0								3,000.0					
Total		40,990.9	2,560.0	15,943.0	9,100.0	6,843.0				6,843.0	19,114.8	1,114.8	1,191.7	1,191.7	2,181.4	2,181.4

**Septage Receiving Replacement**

The existing Septage Receiving Facility system was designed to handle truck loads with capacity of up to a total 5,000 m<sup>3</sup> per annum. The plant is currently recording hauled waste volumes of up to 30,000 m<sup>3</sup> annually. This replacement is necessary as continuing to operate beyond design capacity means maintenance costs increase and required equipment replacement occurs more frequently.

**Effluent Disinfection Revitalization and Expansion**

The City of Peterborough currently disinfects effluent with a Trojan 3000 system that was installed in 1990's. The system is reaching the anticipated end of functional use. This project will include a review of all disinfection technologies to find the best

fit for a new system. Funds approved in 2020 budget were for the development of drawings, tenders and ECA amendments. The funds for 2022 will be used for construction of a new system.

### **Replace Digesters**

Digesters 1 and 2 are beyond their life expectancy. Replacement is required to avoid failure of this equipment. Replacing these two digesters with a single digester will improve 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 Equipment Upgrades and Replacements**

This project includes the addition, replacement and preventative maintenance of equipment used at the Wastewater Treatment Plant to ensure continued operations and compliance with environmental legislation.

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

<b>Climate Mitigation</b>
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5-20.06   Environmental Services   WWTP Electrical Sub Station Replacement
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Part 2  
2022 Operating and Capital (by Department)

Environmental Services - Waste Management – Operating Budget

Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Waste Management</b>					
<b>Expenditures</b>					
Waste Disposal and Reduction - Administration	1,167,415	1,160,500	1,253,572	7.4%	86,157
Landfill Operation	4,685,036	4,632,875	4,928,703	5.2%	243,668
Solid Waste Collection	1,765,789	1,755,969	1,876,536	6.3%	110,746
Compost Site Operation	370,849	345,800	413,726	11.6%	42,877
Electronics Recycling	93,991	94,500	98,054	4.3%	4,063
Hazardous Waste Collection	390,291	380,800	393,953	0.9%	3,662
Large Article Pick-up	23,621	23,538	25,448	7.7%	1,827
Green Waste Collection	628,056	624,503	668,921	6.5%	40,864
Recycling Services	4,347,162	4,277,200	4,345,650	0.0%	-1,512
	<b>13,472,210</b>	<b>13,295,685</b>	<b>14,004,562</b>	<b>4.0%</b>	<b>532,353</b>
<b>Revenues</b>					
Waste Disposal and Reduction - Administration	13,000	13,000		-100.0%	-13,000
Landfill Operation	4,755,253	4,713,000	4,865,253	2.3%	110,000
Compost Site Operation	61,700	43,000	45,000	-27.1%	-16,700
Electronics Recycling	49,000	60,000	50,000	2.0%	1,000
Hazardous Waste Collection	150,000	136,000	125,000	-16.7%	-25,000
Large Article Pick-up	15,000	15,000	15,500	3.3%	500
Recycling Services	1,780,946	2,237,000	2,364,000	32.7%	583,054
	<b>6,824,899</b>	<b>7,217,000</b>	<b>7,464,753</b>	<b>9.4%</b>	<b>639,854</b>
<b>Net Requirements</b>					
Waste Disposal and Reduction - Administration	1,154,415	1,147,500	1,253,572	8.6%	99,157
Landfill Operation	-70,217	-80,125	63,450	-190.4%	133,668
Solid Waste Collection	1,765,789	1,755,969	1,876,536	6.3%	110,746
Compost Site Operation	309,149	302,800	368,726	19.3%	59,577
Electronics Recycling	44,991	34,500	48,054	6.8%	3,063
Hazardous Waste Collection	240,291	244,800	268,953	11.9%	28,662
Large Article Pick-up	8,621	8,538	9,948	15.4%	1,327
Green Waste Collection	628,056	624,503	668,921	6.5%	40,864
Recycling Services	2,566,216	2,040,200	1,981,650	-22.8%	-584,566
	<b>6,647,311</b>	<b>6,078,685</b>	<b>6,539,809</b>	<b>-1.6%</b>	<b>-107,501</b>



## Part 2

### 2022 Operating and Capital (by Department)

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Waste Management includes the collection, processing and disposal programs/services for garbage, recyclables, green waste, large articles, hazardous waste, and electronic waste. This division also manages the Peterborough County/City Waste Management Facility, the Material Recycling Facility, the Household Hazardous Waste Depot and the Harper Road Composting Facility.

There are significant budget pressures due to uncertainty of commodity prices and lower recycling commodity capture rates. 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 are being requested from regulators. The GROW Source Separated Organics collection and processing project is in the design and approval phase targeting 2023 commissioning.

The Province of Ontario continues with efforts to transition recycling program and cost responsibilities to the private sector under a full (100%) extended producer responsibility (EPR) program, targeting 2024 implementation. Household Hazardous Waste stewardship transition to full industry funding (EPR) anticipated late in 2021, however no Provincial details have been released yet.

#### **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 2022 are budgeted at \$4.5 million (2021 - \$3.2 million).

The County will contribute \$2.5 million (2021 - \$2.4) towards the gross costs of the landfill operation and receive approximately \$2.3 million (2021 - \$2.3) in revenues for a net cost to the County of \$0.2 million (2021 - \$0.1).

The 2022 contribution to the Waste Management Reserve Fund is \$710,000, (2021 - \$660,000). In addition, the City will contribute \$227,000 to a Landfill Closure and Post-Closure Reserve, the same as in 2021.

The City waste diversion rate for 2020 was 53%. 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  
2022 Operating and Capital (by Department)

**Waste Management Program - Operating Revenue and Expenditure Projections (2022 to 2031)**

**Waste Management Program  
Revenues & Expenditures 2022 to 2028**

Ref C1	Description C2	Comments	Total 2022 to 2031 C3	2022 Projected C4	2023 Projected C5	2024 Projected C6	2025 Projected C7	2026 Projected C8	2027 - 2031 Projected C9
1	<b><u>OPERATING BUDGET</u></b>								
2	<b><u>Net Expenditures (Excluding Tipping Fees)</u></b>								
3	Net Shareable Landfill Operation (excluding Tipping fees)		55,450,753	5,064,153	5,165,400	5,268,700	5,374,100	5,481,600	29,096,800
4	Administration		3,466,872	316,572	322,900	329,400	336,000	342,700	1,819,300
5	Solid Waste Collection		20,547,336	1,876,536	1,914,100	1,952,400	1,991,400	2,031,200	10,781,700
6	Household Hazardous Waste		2,944,653	268,953	274,300	279,800	285,400	291,100	1,545,100
7	Waste Electronic and Electrical Equipment		526,054	48,054	49,000	50,000	51,000	52,000	276,000
8	Recycling Services		25,254,428	2,306,328	2,352,500	2,399,600	2,447,600	2,496,600	13,251,800
9	Composting Site		4,037,226	368,726	376,100	383,600	391,300	399,100	2,118,400
10	Large Article Pickup		108,048	9,948	10,100	10,300	10,500	10,700	56,500
11	Green Waste Collection		7,324,421	668,921	682,300	695,900	709,800	724,000	3,843,500
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		8,810,000	710,000	900,000	900,000	900,000	900,000	4,500,000
14	Sub-total - Net Expenditures (Excluding Tipping Fees)		130,739,791	11,865,191	12,273,700	12,496,700	12,724,100	12,956,000	68,424,100
15	County Share of Landfill Operations (50%)		27,725,377	2,532,077	2,582,700	2,634,350	2,687,050	2,740,800	14,548,400
16	City ONLY - Waste Water Reserve Recovery / GHG Credit / County Admin f		2,354,900	215,000	219,300	223,700	228,200	232,800	1,235,900
17	<b><u>Subtotal Tipping Fees Revenues</u></b>		<b>100,659,514</b>	<b>9,118,114</b>	<b>9,471,700</b>	<b>9,638,650</b>	<b>9,808,850</b>	<b>9,982,400</b>	<b>52,639,800</b>
18	City		22,539,627	2,253,627	2,254,000	2,254,000	2,254,000	2,254,000	11,270,000
19	County		22,539,627	2,253,627	2,254,000	2,254,000	2,254,000	2,254,000	11,270,000
20	<b>Total Tipping Fee Revenues</b>		<b>45,079,253</b>	<b>4,507,253</b>	<b>4,508,000</b>	<b>4,508,000</b>	<b>4,508,000</b>	<b>4,508,000</b>	<b>22,540,000</b>
21	Net Waste Management Tax Levy Requirement		78,119,890	6,864,511	7,217,693	7,384,650	7,554,815	7,728,353	41,369,868
22	Increase/(Decrease) in Garbage Tax Rates				4.10%	1.30%	1.30%	1.30%	1.30%
23	Total Net City Revenues		100,659,517	9,118,138	9,471,693	9,638,650	9,808,815	9,982,353	52,639,868

Part 2  
2022 Operating and Capital (by Department)

Environmental Services - Waste Management - Capital Budget

Waste Management Program Capital Expenditures and WMRF Projected Balances (2022 to 2031)

Waste Management Program Revenues & Expenditures 2022 to 2028									
Ref C1	Description C2	Comments	Total 2022 to 2031 C3	2022 Projected C4	2023 Projected C5	2024 Projected C6	2025 Projected C7	2026 Projected C8	2027 - 2031 Projected C9
24	<b>Capital Expenditures</b>								
25									
26	<b>Projects appearing in 2022 &amp; after capital documents (Net City Costs)</b>								
27	Peterborough Landfill Site		2,962,500	2,237,500.0	0.0	0.0	0.0	0.0	725,000.0
28	Peterborough Organics		3,469,400	1,700,000	1,769,400	0			-
29									-
30									
31	<b>Previously approved Project Debt servicing costs</b>								
32	No Debt issued against WMRF								
33									
34	<b>Previously approved not issued Project Debt servicing costs</b>								
35		Issue date							
36	17-141 Construction & Transfer of Leaf Yard proj 16-032	2023	1,297,766	0	0	162,221	162,221	162,221	811,103.6
37	19-011 Construction & Transfer of Leaf Yard proj 16-032	2024	639,051	0	0	0	91,293	91,293	456,465.2
38	Open	0	0	0	0	0	0	0	0.0
39	Open	0	0	0	0	0	0	0	0.0
40									0.0
41									0.0
42	<b>Debt Fin Projects appearing in 2022 &amp; after capital documents</b>								
43	2022 budget								
44	Peterborough Landfill Site	2025	756,819	0	0	0	0	126,137	630,682.7
45	Open		0						0.0
46	Open		0						0.0
47									0.0
48									
49									
50	<b>Total City Capital Expenditure</b>		<b>9,125,536</b>	<b>3,937,500</b>	<b>1,769,400</b>	<b>162,221</b>	<b>253,514</b>	<b>379,650</b>	<b>2,623,252</b>
51									
52	<b>WMRF Projected Cash Flow</b>								
53	Beginning Surplus (Deficit)		3,536,017	3,536,017	308,517	-560,883	176,896	823,383	1,343,732
54									
55	Contribution From Operations		8,810,000	710,000	900,000	900,000	900,000	900,000	4,500,000
56	Issuance of Debt		0						0
57	Required Capital Outlay		-9,125,536	-3,937,500	-1,769,400	-162,221	-253,514	-379,650	-2,623,252
58	<b>Ending Surplus (Deficit)</b>		<b>3,220,481</b>	<b>308,517</b>	<b>-560,883</b>	<b>176,896</b>	<b>823,383</b>	<b>1,343,732</b>	<b>3,220,481</b>

**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 2022 is calculated to be 0.0605040% (0.0563500% in 2021).

Part 2  
2022 Operating and Capital (by Department)

**Environmental Services - Waste Management – Other Capital Budget**

**City of Peterborough**  
**Other Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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	5-20.07	1,250.0	250.0	100.0		100.0	100.0				400.0	400.0	250.0	250.0	250.0	250.0
400 Plastics Road	5-20.08	910.0	50.0								435.0	435.0	400.0	400.0	25.0	25.0
Nelson Landfill Monitoring Program	5-20.09	8,237.0	2,237.0										3,000.0	1,000.0	3,000.0	1,000.0
Harper Road Landfill	5-20.10	9,125.0	3,925.0										1,000.0	1,000.0	4,200.0	4,200.0
Total		19,522.0	6,462.0	100.0		100.0	100.0				835.0	835.0	4,650.0	2,650.0	7,475.0	5,475.0

Part 2  
2022 Operating and Capital (by Department)

**Environmental Services – Waste Management - Capital Budget**

**Tangible Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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	5-21.01	25,914.5	15,844.5	4,475.0	2,237.5	2,237.5				2,237.5	2,145.0		2,000.0		1,450.0	725.0
Source Separated Organics Program Implementation	5-21.02	15,300.0	11,830.6	1,700.0		1,700.0			1,126.9	573.1	1,769.4	1,769.4				
Total		41,214.5	27,675.1	6,175.0	2,237.5	3,937.5			1,126.9	2,810.6	3,914.4	1,769.4	2,000.0		1,450.0	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 two more years. Cell 4 design and construction began in 2020. The 2022 capital project includes expanding landfill gas collection system, Cell 4 design and construction costs, hauling soil off-site and public drop-off concrete and bin rehabilitation, preventative maintenance on the leachate collection and transport system.

### Source Separated Organics Program Implementation

**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 IPSES19-010, Council approved establishing a \$15.3M project budget, including a pre-commitment of Capital funding of \$1,700,000 in 2022 and \$1,769,414 in 2023.

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

Climate Mitigation		
5-21.01	Waste Management	Peterborough Landfill Site
5-21.02	Waste Management	Source Separated Organics Program Implementation

5-21.01	Waste Management	Peterborough Landfill Site
5-21.02	Waste Management	Source Separated Organics Program Implementation

Part 2  
2022 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 and Peterborough Public Library), Recreation (which includes the Marina, Beavermead Campground and Peterborough Sport and Wellness Centre), Social Services, and the Community Grants program.

Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Community Services</b>					
<b>Expenditures</b>					
Community Service Administration	2,426,201	2,258,538	2,533,127	4.4%	106,927
Arts, Culture and Heritage	6,016,999	5,812,346	6,184,237	2.8%	167,238
Arenas	6,106,306	5,130,093	5,910,526	-3.2%	-195,780
Recreation	5,047,343	3,986,431	5,247,407	4.0%	200,064
Social Services	84,929,651	80,272,796	82,527,047	-2.8%	-2,402,604
	<b>104,526,499</b>	<b>97,460,205</b>	<b>102,402,344</b>	<b>-2.0%</b>	<b>-2,124,155</b>
<b>Revenues</b>					
Community Service Administration	300,615	310,615	454,057	51.0%	153,442
Arts, Culture and Heritage	916,463	773,601	954,624	4.2%	38,161
Arenas	3,843,241	1,847,197	3,693,234	-3.9%	-150,007
Recreation	4,053,446	2,117,442	4,197,989	3.6%	144,543
Social Services	73,546,502	68,797,990	70,852,914	-3.7%	-2,693,588
	<b>82,660,267</b>	<b>73,846,844</b>	<b>80,152,818</b>	<b>-3.0%</b>	<b>-2,507,449</b>
<b>Net Requirements</b>					
Community Service Administration	2,125,586	1,947,923	2,079,070	-2.2%	-46,515
Arts, Culture and Heritage	5,100,536	5,038,745	5,229,613	2.5%	129,077
Arenas	2,263,065	3,282,896	2,217,292	-2.0%	-45,773
Recreation	993,896	1,868,989	1,049,418	5.6%	55,521
Social Services	11,383,149	11,474,807	11,674,133	2.6%	290,984
	<b>21,866,232</b>	<b>23,613,361</b>	<b>22,249,526</b>	<b>1.8%</b>	<b>383,294</b>



Part 2  
2022 Operating and Capital (by Department)

**Community Services Departmental Summary – Capital Budget**

**City of Peterborough**  
**Tangible Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Community Services Summary																
Museum	6-1	732.0		200.0		200.0				200.0					532.0	412.0
Library	6-2	5,705.2	100.0	565.8		565.8		125.5		440.3	552.7	552.7	510.4	510.4	3,976.3	3,976.3
Art Gallery	6-3	18,875.0	140.0	35.0		35.0	35.0						100.0	100.0	18,600.0	13,600.0
Arenas	6-4	7,384.1	468.1	130.0		130.0	65.0		65.0		626.0	626.0	905.0	905.0	5,255.0	5,255.0
Recreation	6-5	12,283.0	1,846.0	504.0	104.0	400.0	250.0		150.0		686.0	580.0	4,390.0	4,282.0	4,857.0	4,284.0
Total		44,979.3	2,554.1	1,434.8	104.0	1,330.8	350.0	125.5	215.0	640.3	1,864.7	1,758.7	5,905.4	5,797.4	33,220.3	27,527.3

Part 2  
2022 Operating and Capital (by Department)

**Community Services Departmental Summary – Other Capital Budget Summary**

**City of Peterborough**  
**Other Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Community Services Summary																
Museum	6-1	80.0		10.0		10.0	10.0				10.0	10.0	10.0	10.0	50.0	50.0
Art Gallery	6-3	625.5	59.7	20.7		20.7	20.7				21.1	21.1	21.5	21.5	502.5	502.5
Recreation	6-5	500.0	175.0								75.0	75.0	75.0	75.0	175.0	175.0
Arts Culture and Heritage	6-6	4,901.6	939.6	226.5		226.5	226.5				556.5	556.5	236.5	236.5	2,942.5	2,942.5
Social Services	6-7	18,761.0	9,482.0	1,208.0	868.0	340.0		108.7		231.3	1,393.0	407.4	1,428.0	407.4	5,250.0	2,362.5
Total		24,868.1	10,656.3	1,465.2	868.0	597.2	257.2	108.7		231.3	2,055.6	1,070.0	1,771.0	750.4	8,920.0	6,032.5

Part 2  
2022 Operating and Capital (by Department)

**Community Services Administration - Operating Budget**

Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Community</b>					
<b>Expenditures</b>					
Office of Community Services Commissioner	356,751	415,089	362,030	1.5%	5,280
Community Project Grants	20,050	20,050	20,350	1.5%	300
Community Investment Grants	209,500	209,500	212,642	1.5%	3,142
Artspace	36,200	36,200	36,743	1.5%	543
Peterborough Aides Resource Network	7,310	7,310	7,419	1.5%	109
Community Care Peterborough	27,710	27,710	28,125	1.5%	415
PTBO Music Fest Policing	0	119,340	0	0.0%	0
Little Lake Musicfest	119,340	40,000	121,130	1.5%	1,790
Ptbo Folk Festival	21,450	21,450	21,771	1.5%	321
Native Learning Program	3,130	3,130	3,177	1.5%	47
Community Race Relations Committee	37,610	37,610	43,024	14.4%	5,414
CPD Funding	0		13,265	0.0%	13,265
Showplace	139,510	139,510	141,602	1.5%	2,092
Canadian Canoe Museum	108,362	108,362	108,362	0.0%	0
Peterborough Lions Club	27,710	27,710	28,125	1.5%	415
Peterborough Green Up	197,089	197,089	200,045	1.5%	2,956
Ptbo Agriculture Society	81,360	81,360	82,580	1.5%	1,220
Community Service Grant to Hutchison House	43,344	43,344	43,994	1.5%	650
Community Service Grant to Kawartha Food Share	33,260	33,260	33,758	1.5%	498
New Canadian Centre	48,170	48,170	48,892	1.5%	722
Market Hall	79,150	79,150	80,337	1.5%	1,187
Drug Strategy	32,660	32,660	32,660	0.0%	0
Transfer to GPA EDC	40,000		40,600	1.5%	600
Peterborough Architectural Conservation Advisory Committee	17,772	17,772	18,038	1.5%	266
Community Development Program	738,763	512,762	804,458	8.9%	65,695
	<b>2,426,201</b>	<b>2,258,538</b>	<b>2,533,127</b>	<b>4.4%</b>	<b>106,927</b>
<b>Revenues</b>					
Community Social Plan 50/50 Reserve	10,000	10,000	0	-100.0%	-10,000
Community Development Program	290,615	300,615	454,057	56.2%	163,442
	<b>300,615</b>	<b>310,615</b>	<b>454,057</b>	<b>51.0%</b>	<b>153,442</b>

Part 2  
2022 Operating and Capital (by Department)

Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Net Requirements</b>					
Office of Community Services Commissioner	356,751	415,089	362,030	1.5%	5,280
Community Social Plan 50/50 Reserve	10,000	10,000	0	-100.0%	-10,000
Community Project Grants	20,050	20,050	20,350	1.5%	300
Community Investment Grants	209,500	209,500	212,642	1.5%	3,142
Artspace	36,200	36,200	36,743	1.5%	543
Peterborough Aides Resource Network	7,310	7,310	7,419	1.5%	109
Community Care Peterborough	27,710	27,710	28,125	1.5%	415
PTBO Music Fest Policing	0	119,340	0	0.0%	0
Little Lake Musicfest	119,340	40,000	121,130	1.5%	1,790
Ptbo Folk Festival	21,450	21,450	21,771	1.5%	321
Native Learning Program	3,130	3,130	3,177	1.5%	47
Community Race Relations Committee	37,610	37,610	43,024	14.4%	5,414
CPD Funding	0		13,265	0.0%	13,265
Showplace	139,510	139,510	141,602	1.5%	2,092
Canadian Canoe Museum	108,362	108,362	108,362	0.0%	0
Peterborough Lions Club	27,710	27,710	28,125	1.5%	415
Peterborough Green Up	197,089	197,089	200,045	1.5%	2,956
Ptbo Agriculture Society	81,360	81,360	82,580	1.5%	1,220
Community Service Grant to Hutchison House	43,344	43,344	43,994	1.5%	650
Community Service Grant to Kawartha Food Share	33,260	33,260	33,758	1.5%	498
New Canadian Centre	48,170	48,170	48,892	1.5%	722
Market Hall	79,150	79,150	80,337	1.5%	1,187
Drug Strategy	32,660	32,660	32,660	0.0%	0
Transfer to GPA EDC	40,000		40,600	1.5%	600
Peterborough Architectural Conservation Advisory Committee	17,772	17,772	18,038	1.5%	266
Community Development Program	448,148	212,147	350,401	-21.8%	-97,747
	<b>2,125,586</b>	<b>1,947,923</b>	<b>2,079,070</b>	<b>-2.2%</b>	<b>-46,515</b>

### **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 \$20,350, 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 \$212,600, 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. This program has received a 1.5% increase in the 2022 budget. The Race Relations Committee has also received the 1.5% increase but appears differently in the budget as it received a one-time increase last year to its core funding

### **Community Development Program**

The Community Development Program continues to support improved access and awareness of services in both the City and County. The Diversity, Equity and Inclusion program is included in this program. The 2021 budget included one-time funding \$10,000 from the United Way towards the cost of the Age Friendly Coordinator. The 2022 budget net requirement is reduced from 2021 due to a \$120,000 transfer from reserves in 2022.

## Recommendations

**That any surplus funds at the end of 2022 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 2022 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 2022 Community Development costs exceed the 2022 Budget, funds may be drawn from the Reserve.**



Part 2  
2022 Operating and Capital (by Department)

**Arts, Culture and Heritage - Operating Budget**

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

Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Arts, Culture and Heritage</b>					
<b>Expenditures</b>					
Arts, Culture and Heritage Administration	292,935	252,635	307,928	5.1%	14,993
Heritage Preservation Office	529,371	546,200	551,870	4.3%	22,499
PACAC	21,700	18,950	21,700	0.0%	0
Museum	949,893	893,633	961,630	1.2%	11,737
Art Gallery	926,247	875,803	940,592	1.5%	14,344
Library	3,296,853	3,225,125	3,400,517	3.1%	103,665
	<b>6,016,999</b>	<b>5,812,346</b>	<b>6,184,237</b>	<b>2.8%</b>	<b>167,238</b>
<b>Revenues</b>					
Arts, Culture and Heritage Administration			40,000	0.0%	40,000
Heritage Preservation Office	12,000	20,000	12,800	6.7%	800
PACAC	21,700	18,950	21,700	0.0%	0
Museum	259,753	232,093	265,053	2.0%	5,300
Art Gallery	362,104	323,036	372,215	2.8%	10,111
Library	260,906	179,522	242,856	-6.9%	-18,050
	<b>916,463</b>	<b>773,601</b>	<b>954,624</b>	<b>4.2%</b>	<b>38,161</b>
<b>Net Requirements</b>					
Arts, Culture and Heritage Administration	292,935	252,635	267,928	-8.5%	-25,007
Heritage Preservation Office	517,371	526,200	539,070	4.2%	21,699
Museum	690,140	661,540	696,577	0.9%	6,437
Art Gallery	564,143	552,767	568,377	0.8%	4,233
Library	3,035,947	3,045,603	3,157,661	4.0%	121,715
	<b>5,100,536</b>	<b>5,038,745</b>	<b>5,229,613</b>	<b>2.5%</b>	<b>129,077</b>

### **Arts Culture and Heritage Administration**

In 2022, the Arts Culture and Heritage Administration includes a 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 a Poet Laureate Program in partnership with EC3. As well as undertaking a review of the Municipal Cultural Plan objectives.

### **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 4.2% increase in net requirement for 2022 to permit acceptance of new properties into the program.

### **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. It is anticipated that the Museum will gradually return to 2019 delivery standards as pandemic-related restrictions ease.

### **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 Library's 2022 budget sees a return to pre-pandemic budget amounts with minimal adjustments for operating costs. A Library Service Review project was started in early 2020 with the goal of engaging the community in a conversation about our core services in an effort to understand our community and member needs, and to be able to effectively serve them better. Outcomes of the service review were analyzed and evaluated in 2021 for a 2022 implementation.

Part 2  
2022 Operating and Capital (by Department)

**Arts Culture and Heritage – Capital Budget**

**City of Peterborough**  
**Other Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Community Services Arts Culture and Heritage																
Municipal Cultural Plan	6-6.01	2,443.8	423.8	140.0		140.0	140.0				230.0	230.0	100.0	100.0	1,550.0	1,550.0
Public Art	6-6.02	2,167.8	515.8	86.5		86.5	86.5				86.5	86.5	86.5	86.5	1,392.5	1,392.5
Heritage Neighbourhood Study	6-6.03	170.0									120.0	120.0	50.0	50.0		
Places of Faith Adaptive Reuse Study	6-6.04	120.0									120.0	120.0				
Total		4,901.6	939.6	226.5		226.5	226.5				556.5	556.5	236.5	236.5	2,942.5	2,942.5

**Municipal Cultural Plan**

This project will update the existing plan and provide a framework for future support of arts, culture and heritage. It will review completed actions and identify new actions and initiatives for the division for the next five years.

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

<b>Climate Mitigation</b>		
6-6.03	Arts Culture and Heritage	Heritage Neighbourhood Study
6-6.04	Arts Culture and Heritage	Places of Faith Adaptive Reuse Study

Part 2  
2022 Operating and Capital (by Department)

**Museum – Capital Budget**

**City of Peterborough**  
**Tangible Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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		200.0		200.0				200.0						
Museum - Exhibition Renewal Project	6-1.02	532.0													532.0	412.0
Total		732.0		200.0		200.0				200.0					532.0	412.0

**Museum Signage**

The Museum's existing signage, installed in the 1980s, is due for replacement. The Hunter Street East - Museum Drive intersection will be modified to better support school bus, public and private transit, cyclist and pedestrian access which necessitates new directional and promotional signage to the Museum. The total cost of the Museum Signage Project is \$200,000, which was approved by Council as a pre-commitment of the 2022 budget during the 2021 budget process.

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

<b>Climate Adaptation</b>		
6-1.01	Museum	Museum - Signage
<b>Climate Adaptation and Climate Mitigation</b>		
6-1.03	Museum	Museum - Reconciliation

Part 2  
2022 Operating and Capital (by Department)

**Museum – Other Capital Budget**

**City of Peterborough**  
**Other Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Community Services Museum																
Museum - Reconciliation	6-1.03	30.0		10.0		10.0	10.0				10.0	10.0	10.0	10.0		
Museum - Strategic Plan	6-1.04	50.0													50.0	50.0
Total		80.0		10.0		10.0	10.0				10.0	10.0	10.0	10.0	50.0	50.0

Part 2  
2022 Operating and Capital (by Department)

**Library – Capital Budget**

**City of Peterborough**  
**Tangible Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Community Services Library																
2022 Collections Acquisitions	6-2.01	5,365.8		490.6		490.6		85.0		405.6	500.4	500.4	510.4	510.4	3,864.4	3,864.4
Book Kiosk	6-2.02	314.3	100.0	50.2		50.2		40.5		9.7	52.3	52.3			111.8	111.8
2022 Library IT Projects	6-2.03	25.0		25.0		25.0				25.0						
Total		5,705.2	100.0	565.8		565.8		125.5		440.3	552.7	552.7	510.4	510.4	3,976.3	3,976.3

**Collections Acquisition**

The library maintains a zero-growth practice for the physical collection. For every item purchased, an equivalent one is withdrawn. 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. As new formats are introduced, the Library has broadened its collection to include large print, e-books, downloadable audiobooks, CD-books, and MP3 formats to meet the needs of the Peterborough community.

Part 2  
2022 Operating and Capital (by Department)

**Art Gallery – Capital Budget**

**City of Peterborough**  
**Tangible Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Community Services																
Art Gallery																
AGP Strategic Plan	6-3.01	35.0		35.0		35.0	35.0									
Art Gallery of Peterborough (AGP) Facility	6-3.02	18,840.0	140.0										100.0	100.0	18,600.0	13,600.0
Total		18,875.0	140.0	35.0		35.0	35.0						100.0	100.0	18,600.0	13,600.0

Part 2  
2022 Operating and Capital (by Department)

**Art Gallery – Capital Budget - Other**

**City of Peterborough**  
**Other Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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	59.7	20.7		20.7	20.7				21.1	21.1	21.5	21.5	502.5	502.5	
Total		625.5	59.7	20.7		20.7	20.7				21.1	21.1	21.5	21.5	502.5	502.5	

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

<b>Climate Mitigation</b>		
6-3.02	Art Gallery	Art Gallery of Peterborough (AGP) Facility

Part 2  
2022 Operating and Capital (by Department)

**Arenas - Operating Budget**

Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Arenas</b>					
<b>Expenditures</b>					
Northcrest Arena	29,550	23,375	0	-100.0%	-29,550
Kinsmen Arena	1,138,478	1,030,634	1,162,047	2.1%	23,568
Healthy Planet Arena	1,496,916	1,349,813	1,505,676	0.6%	8,761
Memorial Centre	2,396,084	1,770,629	2,224,993	-7.1%	-171,092
Urban Park	98,135	8,500	70,668	-28.0%	-27,467
	<b>5,159,164</b>	<b>4,182,951</b>	<b>4,963,384</b>	<b>-3.8%</b>	<b>-195,780</b>
<b>Revenues</b>					
Kinsmen Arena	837,487	577,390	886,903	5.9%	49,416
Healthy Planet Arena	1,242,622	789,860	1,291,181	3.9%	48,559
Memorial Centre	1,763,131	479,947	1,509,650	-14.4%	-253,482
Urban Park	0		5,500	0.0%	5,500
	<b>3,843,241</b>	<b>1,847,197</b>	<b>3,693,234</b>	<b>-3.9%</b>	<b>-150,007</b>
<b>Net Revenues Before Debt Charges</b>					
Northcrest Arena	29,550	23,375	0	-100.0%	-29,550
Kinsmen Arena	300,992	453,244	275,144	-8.6%	-25,848
Healthy Planet Arena	254,293	559,953	214,495	-15.7%	-39,798
Memorial Centre	632,953	1,290,682	715,343	13.0%	82,390
Urban Park	98,135	8,500	65,168	-33.6%	-32,967
	<b>1,315,923</b>	<b>2,335,754</b>	<b>1,270,150</b>	<b>-3.5%</b>	<b>-45,773</b>
<b>Arena Debt Charges</b>					
Memorial Centre	947,142	947,142	947,142	0.0%	0
Total Debt Charges	<b>947,142</b>	<b>947,142</b>	<b>947,142</b>	<b>0.0%</b>	<b>0</b>
<b>Net Requirement</b>	<b>2,263,065</b>	<b>3,282,896</b>	<b>2,217,292</b>	<b>-2.02%</b>	<b>-45,773</b>



## Part 2

### 2022 Operating and Capital (by Department)

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The Arenas 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.

The Division has taken a positive baseline approach preparing the 2022 budget with the assumption that business levels will return to pre-pandemic levels. The Peterborough Memorial Centre budget reflect the way revenues are being allocated with the Peterborough Petes under the new Facility License Agreement. The requirement to exchange the summer floor and ice schedules between Kinsmen Arena and Healthy Planet Arena continues in 2022 to accommodate the roof project taking place in 2021 through 2023 at the Healthy Planet Arena.

#### **Recommendation**

**That any surplus funds at the end of 2022 for Arenas be transferred to the Arena Equipment Reserve for future equipment purchases.**

Part 2  
2022 Operating and Capital (by Department)

**Arenas – Capital Budget**

**City of Peterborough**  
**Tangible Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Community Services Arenas																
Equipment Replacement - Arena Division	6-4.01	160.0		65.0		65.0			65.0		60.0	60.0			35.0	35.0
Facility Upgrade - Community Arenas	6-4.02	3,450.0	75.0	50.0		50.0	50.0				150.0	150.0	75.0	75.0	3,100.0	3,100.0
Facility Upgrades - Memorial Centre	6-4.03	2,694.1	393.1	15.0		15.0	15.0				236.0	236.0	650.0	650.0	1,400.0	1,400.0
Ice Resurfacers - All Arenas	6-4.04	1,080.0									180.0	180.0	180.0	180.0	720.0	720.0
Total		7,384.1	468.1	130.0		130.0	65.0		65.0		626.0	626.0	905.0	905.0	5,255.0	5,255.0

Part 2  
2022 Operating and Capital (by Department)

**Recreation - Operating Budget**

This Division 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.

City of Peterborough					
2022 Operating Budget					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Recreation Facilities and Programs</b>					
<b>Expenditures</b>					
Recreation Facilities and Program Delivery	2,185,496	1,880,503	2,439,441	11.6%	253,945
Peterborough Sport and Wellness Centre	2,861,847	2,105,928	2,807,966	-1.9%	-53,881
	5,047,343	3,986,431	5,247,407	4.0%	200,064
<b>Revenues</b>					
Recreation Facilities and Program Delivery	1,145,213	579,085	1,390,023	21.4%	244,810
Peterborough Sport and Wellness Centre	2,908,234	1,538,357	2,807,966	-3.4%	-100,268
	4,053,446	2,117,442	4,197,989	3.6%	144,543
<b>Net Requirements</b>					
Recreation Facilities and Program Delivery	1,040,283	1,301,418	1,049,418	0.9%	9,135
Peterborough Sport and Wellness Centre	-46,387	567,571	0	-100.0%	46,387
	993,896	1,868,989	1,049,418	5.6%	55,521



### **Marina, Beavermead, Naval Memorial Park Complex**

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 an effective operating model.

In 2022, the Naval Memorial Park Complex is a new recreational City facility and will function as a multi-use complex including community partnerships agreements, summer day camps, facility rentals and recreational programs. The property includes a partnership with the Peterborough Horseshoe Club which features a joint operation of 20 horseshoe pits with existing leagues and programs.

The 2022 budget includes a 0.33 FTE increase to the seasonal Marina Coordinator position to include supervisory responsibilities for other seasonal and new recreation facilities such as the Naval Memorial Park Complex and the Louis Street Urban Park.

### **Recommendation**

**That any surplus funds at the end of 2022 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 2022 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 communities in addition to the full-time student body at Sutherland Campus, in partnership with Fleming College.

Of the \$2.8 million gross budget, \$0.8 million, or 28% is funded by Fleming College, as part of the partnership agreement with the City of Peterborough.

As a result of the COVID-19 pandemic, there is an anticipated impact to overall membership revenue and projecting overall decrease of memberships in 2022. As a result, all expenses were examined and adjustments made to reflect the overall reduction in membership revenue. This includes anticipated reduction in maintenance related expenses for the aquatic centre, as a result of the replacement of the Wellness Centre HVAC Equipment. Operations staff will continue to adjust the delivery model as a result of COVID-19, including continued review of enhanced cleaning, 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 2022 for the Peterborough Sport and Wellness Centre be transferred to the PSWC Capital Conservation Reserve for future capital improvements.**

Part 2  
2022 Operating and Capital (by Department)

**Recreation – Capital Budget**

**City of Peterborough**  
**Tangible Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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 Rejuvenation	6-5.01	3,421.6	280.6	354.0	104.0	250.0	250.0				606.0	500.0	608.0	500.0	1,573.0	1,000.0
Boat Launch Repair/Upgrade	6-5.02	150.0		150.0		150.0			150.0							
Beavermead Campground Park Implementation	6-5.03	2,161.4	1,465.4								80.0	80.0	82.0	82.0	534.0	534.0
Del Crary Park Upgrade	6-5.04	6,550.0	100.0										3,700.0	3,700.0	2,750.0	2,750.0
Total		12,283.0	1,846.0	504.0	104.0	400.0	250.0		150.0		686.0	580.0	4,390.0	4,282.0	4,857.0	4,284.0

**Parks and Open Space Rejuvenation**

On February 18, 2020, City Council adopted in principle the Assessment of Parks and Open Spaces document and the Parks Development Standards document presented in Report CSRS20-003. That Assessment provided an evaluation of the quality and functionality of established Neighbourhood Parks and identified 10 priority Neighbourhood Parks in need of rejuvenation. This project will bring these parks identified as most in need of upgrades, up to standard. One park is planned for 2022.

**Boat Launch Repair/Upgrade**

As per Report CSRS19-003, following a review report on city area boat launches the recommendation, this capital project will review solutions to the Sherin Avenue boat launch.

Part 2  
2022 Operating and Capital (by Department)

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**Recreation – Other Capital Budget**

**City of Peterborough**  
**Other Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After		
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net	
Community Services Recreation																	
Sports Tourism Sponsorship	6-5.06	500.0	175.0								75.0	75.0	75.0	75.0	175.0	175.0	
Total		500.0	175.0								75.0	75.0	75.0	75.0	175.0	175.0	

Part 2  
2022 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, housing, and children's services programs in the City and County of Peterborough.

Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Social Services</b>					
<b>Expenditures</b>					
Social Assistance	44,880,823	36,721,621	40,949,816	-8.8%	-3,931,007
Children's Services	18,665,505	18,568,501	18,151,431	-2.8%	-514,074
Housing & Homelessness	21,403,323	24,982,675	23,470,800	9.7%	2,067,477
	<b>84,949,651</b>	<b>80,272,796</b>	<b>82,572,047</b>	<b>-2.8%</b>	<b>-2,377,604</b>
<b>Revenues - County Contribution</b>					
Social Assistance	833,244	833,244	845,563	1.5%	12,319
Children's Services	768,347	778,244	784,378	2.1%	16,031
Housing & Homelessness	6,053,716	6,053,717	6,187,787	2.2%	134,071
	<b>7,655,307</b>	<b>7,665,205</b>	<b>7,817,728</b>	<b>2.1%</b>	<b>162,421</b>
<b>Revenues - Provincial &amp; Other</b>					
Social Assistance	39,754,318	31,595,116	35,762,705	-10.0%	-3,991,613
Children's Services	16,264,071	16,136,313	15,774,529	-3.0%	-489,542
Housing & Homelessness	9,892,806	13,401,356	11,542,952	16.7%	1,650,146
	<b>65,911,195</b>	<b>61,132,785</b>	<b>63,080,186</b>	<b>-4.3%</b>	<b>-2,831,009</b>
<b>Net Requirements</b>					
Social Assistance	4,293,261	4,293,261	4,341,548	1.1%	48,287
Children's Services	1,633,087	1,653,944	1,592,524	-2.5%	-40,563
Housing & Homelessness	5,456,801	5,527,602	5,740,061	5.2%	283,260
	<b>11,383,149</b>	<b>11,474,807</b>	<b>11,674,133</b>	<b>2.6%</b>	<b>290,984</b>



Part 2  
2022 Operating and Capital (by Department)

Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Social Assistance</b>					
<b>Expenditures</b>					
Ontario Works Administration	10,204,124	10,204,124	10,457,483	2.5%	253,359
Ontario Works Mandatory Benefits	32,802,912	24,763,976	28,688,390	-12.5%	-4,114,522
Discretionary Benefits	1,663,787	1,543,521	1,593,943	-4.2%	-69,844
Poverty Reduction Initiatives	70,000	70,000	70,000	0.0%	0
Homemakers and Nurses	140,000	140,000	140,000	0.0%	0
	<b>44,880,823</b>	<b>36,721,621</b>	<b>40,949,816</b>	<b>-8.8%</b>	<b>-3,931,007</b>
<b>Revenues - County Contribution</b>					
Ontario Works Administration	781,678	781,678	793,997	1.6%	12,319
Discretionary Benefits	34,666	34,666	34,666	0.0%	0
Poverty Reduction Initiatives	11,900	11,900	11,900	0.0%	0
Homemakers and Nurses	5,000	5,000	5,000	0.0%	0
	<b>833,244</b>	<b>833,244</b>	<b>845,563</b>	<b>1.5%</b>	<b>12,319</b>
<b>Revenues - Provincial &amp; Other</b>					
Ontario Works Administration	5,631,200	5,631,200	5,823,933	3.4%	192,733
Ontario Works Mandatory Benefits	32,802,912	24,763,976	28,688,390	-12.5%	-4,114,522
Discretionary Benefits	1,208,206	1,087,940	1,138,382	-5.8%	-69,824
Homemakers and Nurses	112,000	112,000	112,000	0.0%	0
	<b>39,754,318</b>	<b>31,595,116</b>	<b>35,762,705</b>	<b>-10.0%</b>	<b>-3,991,613</b>
<b>Net Requirements</b>					
Ontario Works Administration	3,791,246	3,791,246	3,839,553	1.3%	48,307
Discretionary Benefits	420,915	420,915	420,895	0.0%	-20
Poverty Reduction Initiatives	58,100	58,100	58,100	0.0%	0
Homemakers and Nurses	23,000	23,000	23,000	0.0%	0
	<b>4,293,261</b>	<b>4,293,261</b>	<b>4,341,548</b>	<b>1.1%</b>	<b>48,287</b>

Part 2  
2022 Operating and Capital (by Department)

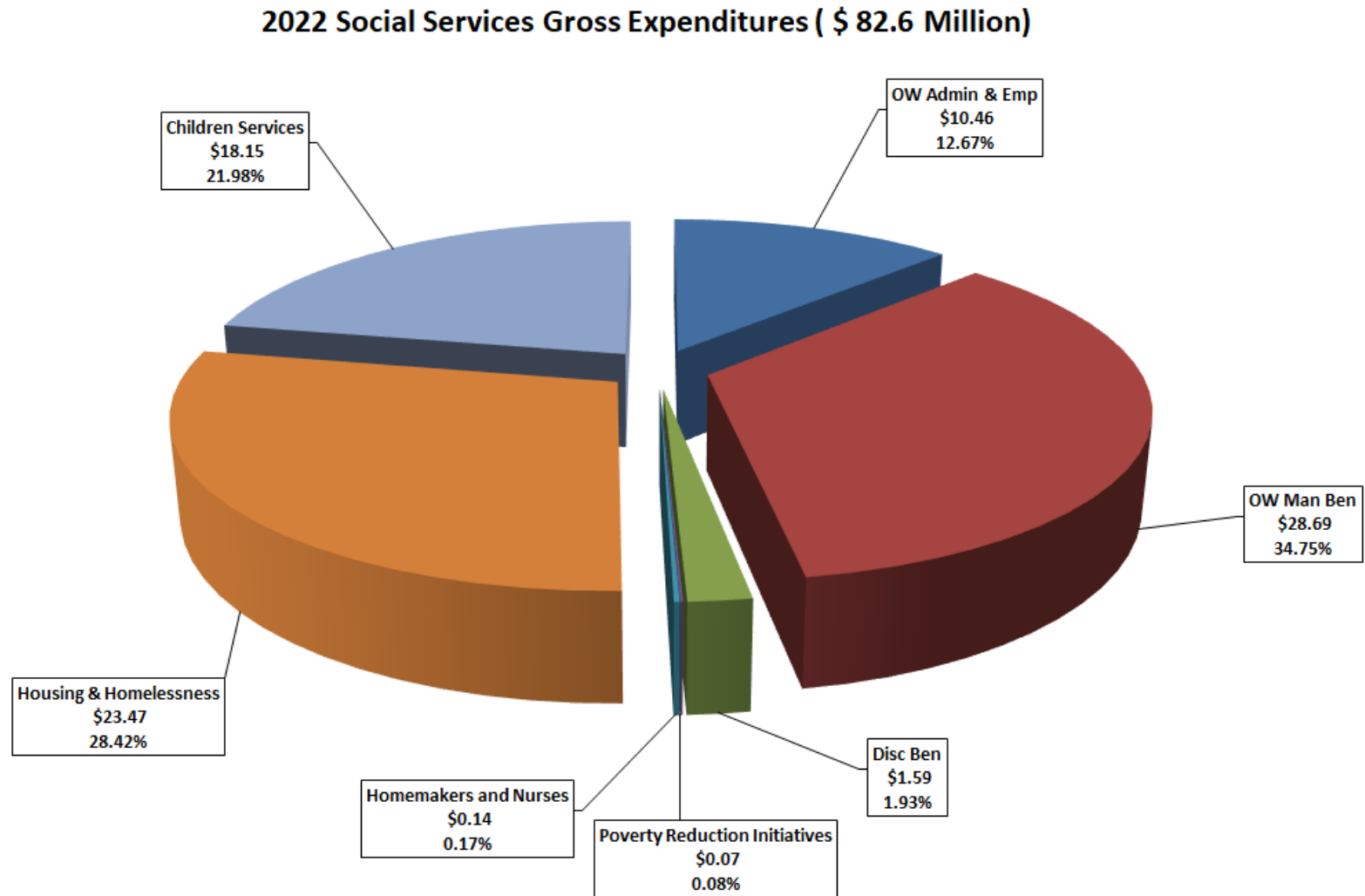
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Children's Services Expenditures</b>					
Children's Services Administration	616,530	616,530	663,422	7.6%	46,892
CS - Core Funding	13,843,461	13,843,461	13,202,981	-4.6%	-640,480
Early Learning Child Care	787,044	792,960	792,960	0.8%	5,916
Expansion Funding	0	0	0	0.0%	0
EarlyON Child and Family Centres	1,262,727	1,262,727	1,262,727	0.0%	0
Directly Operated Child Care	2,155,743	2,052,823	2,229,341	3.4%	73,598
	<b>18,665,505</b>	<b>18,568,501</b>	<b>18,151,431</b>	<b>-2.8%</b>	<b>-514,074</b>
<b>Revenues - County Contribution</b>					
Children's Services Administration	98,645	98,645	123,727	25.4%	25,082
CS - Core Funding	478,419	478,419	482,061	0.8%	3,642
Early Learning Child Care	10,738	0	0	-100.0%	-10,738
Expansion Funding	0	0	0	0.0%	0
Directly Operated Child Care	180,545	201,180	178,590	-1.1%	-1,955
	<b>768,347</b>	<b>778,244</b>	<b>784,378</b>	<b>2.1%</b>	<b>16,031</b>
<b>Revenues - Provincial &amp; Other</b>					
Children's Services Administration	308,265	308,265	288,492	-6.4%	-19,773
CS - Core Funding	12,348,226	12,348,226	11,742,189	-4.9%	-606,037
Early Learning Child Care	753,312	792,960	792,960	5.3%	39,648
Expansion Funding	0	0	0	0.0%	0
EarlyON Child and Family Centres	1,262,727	1,262,727	1,262,727	0.0%	0
Directly Operated Child Care	1,591,541	1,424,135	1,688,161	6.1%	96,620
	<b>16,264,071</b>	<b>16,136,313</b>	<b>15,774,529</b>	<b>-3.0%</b>	<b>-489,542</b>
<b>Net Requirements</b>					
Children's Services Administration	209,620	209,620	251,203	19.8%	41,583
CS - Core Funding	1,016,816	1,016,816	978,731	-3.7%	-38,085
Early Learning Child Care	22,994	0	0	-100.0%	-22,994
Directly Operated Child Care	383,657	427,508	362,590	-5.5%	-21,067
	<b>1,633,087</b>	<b>1,653,944</b>	<b>1,592,524</b>	<b>-2.5%</b>	<b>-40,563</b>

Part 2  
2022 Operating and Capital (by Department)

<b>City of Peterborough</b> <b>2022 Operating Budget</b>					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Housing &amp; Homelessness</b>					
Expenditures					
Housing Administration	974,570	974,570	970,987	-0.4%	-3,583
Peterborough Housing Corporation	3,804,000	3,804,000	3,861,060	1.5%	57,060
Rent Supplement Programs	2,203,250	2,203,250	2,238,271	1.6%	35,021
Non Profit and Native Housing Providers	7,015,000	7,015,000	7,015,000	0.0%	0
Housing Resource Centre	314,000	314,000	320,000	1.9%	6,000
Homelessness	4,565,621	8,144,972	5,523,993	21.0%	958,372
Home for Good	983,236	983,236	983,236	0.0%	0
Housing Access Peterborough	74,479	74,479	86,782	16.5%	12,303
Special Program Funding - DOOR	300,000	250,000	250,000	-16.7%	-50,000
Special Program Funding - IAH	1,219,168	1,219,168	2,221,471	82.2%	1,002,303
	<b>21,453,323</b>	<b>24,982,675</b>	<b>23,470,800</b>	<b>9.4%</b>	<b>2,017,477</b>
Revenues - County Contribution					
Housing Administration	527,621	527,621	473,963	-10.2%	-53,658
Peterborough Housing Corporation	1,644,696	1,644,696	1,688,304	2.7%	43,608
Rent Supplement Programs	874,890	874,890	988,538	13.0%	113,648
Non Profit and Native Housing Providers	2,584,207	2,584,207	2,602,967	0.7%	18,760
Housing Resource Centre	173,014	173,014	177,600	2.7%	4,586
Homelessness	208,250	208,250	208,250	0.0%	0
Housing Access Peterborough	41,038	41,038	48,164	17.4%	7,126
	<b>6,053,716</b>	<b>6,053,717</b>	<b>6,187,787</b>	<b>2.2%</b>	<b>134,071</b>
Revenues - Provincial & Other					
Housing Administration	17,000	17,000	117,000	588.2%	100,000
Peterborough Housing Corporation	819,070	819,070	819,070	0.0%	0
Rent Supplement Programs	615,428	615,428	488,271	-20.7%	-127,157
Non Profit and Native Housing Providers	2,324,969	2,324,969	2,324,969	0.0%	0
Homelessness	3,663,935	7,172,485	4,338,935	18.4%	675,000
Home for Good	983,236	983,236	983,236	0.0%	0
Special Program Funding - DOOR	300,000	250,000	250,000	-16.7%	-50,000
Special Program Funding - IAH	1,219,168	1,219,168	2,221,471	82.2%	1,002,303
	<b>9,942,806</b>	<b>13,401,356</b>	<b>11,542,952</b>	<b>16.1%</b>	<b>1,600,146</b>

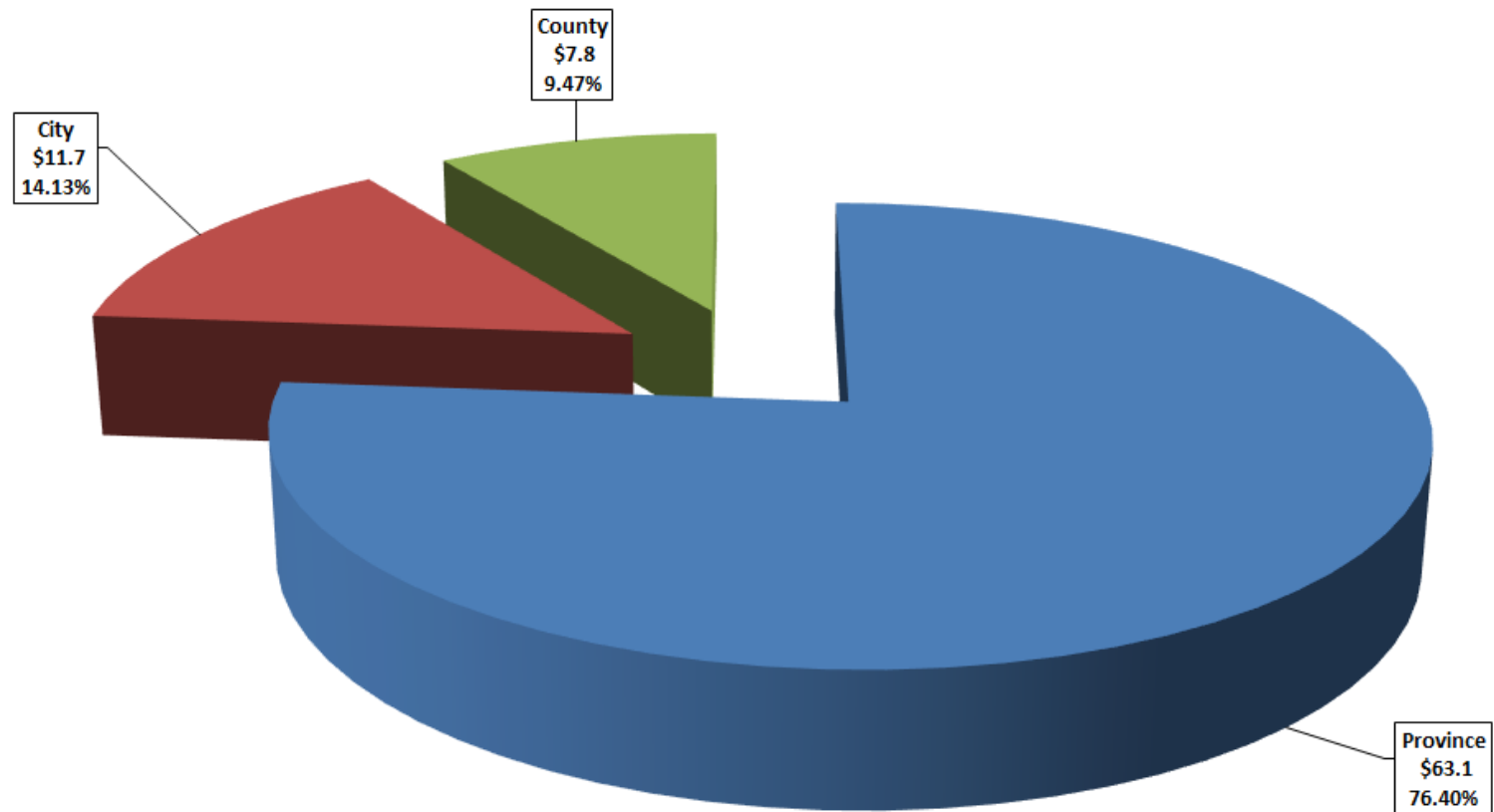
Part 2  
2022 Operating and Capital (by Department)

<b>City of Peterborough</b> <b>2022 Operating Budget</b>					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Net Requirements</b>					
Housing Administration	429,949	429,949	380,024	-11.6%	-49,925
Peterborough Housing Corporation	1,340,234	1,340,234	1,353,686	1.0%	13,452
Rent Supplement Programs	712,932	712,932	761,462	6.8%	48,530
Non Profit and Native Housing Providers	2,105,824	2,105,824	2,087,064	-0.9%	-18,760
Housing Resource Centre	140,986	140,986	142,400	1.0%	1,414
Homelessness	693,436	764,237	976,808	40.9%	283,372
Housing Access Peterborough	33,441	33,441	38,618	15.5%	5,177
	<b>5,456,801</b>	<b>5,527,602</b>	<b>5,740,061</b>	<b>5.2%</b>	<b>283,260</b>



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

**How Social Services 2022 Budget is Funded (\$ 82.6 Million)**



Part 2  
2022 Operating and Capital (by Department)

**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 2022 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	2021 Budget			2022 Budget		
			City C4	County C5	Total C6	City C4	County C5	Total C6
1	<b>Ontario Works (OW)</b> Budgeted OW Caseloads	OW and Employment Assistance Administration	3,072 83%	629 17%	3,701 100%	2,739 83%	561 17%	3,300 100%
2	<b>Ontario Works</b> 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	<b>Child Care Expenses</b> Budgeted Formal Child Care Spaces.	Child Care Administration Directly Operated Child Care Municipal Portion of Core Child Care Services	2,748 69%	1,266 31%	4,014 100%	2,729 67%	1,317 33%	4,046 100%
4	<b>Housing &amp; Homelessness</b> Housing - Previous Year Weighted Assessment  Homelessness - County contribution capped at \$204,000, requesting \$208,250 fo 2022	Housing Administration Rent Supplements Peterborough Housing Corporation Non Profit and native Housing Providers Housing Resource Centre Housing Access Peterborough  Municipal contribution of Homelessness budget	44.9%	55.1%	100%	44.5%	55.5%	100%
5	<b>Homemakers</b> 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 2022, 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 continuation of work on an integrated service delivery model for all programs within Social Service Department, focusing on people centred service and life stabilization
- Continuing prototyping social assistance recovery and renewal strategy, including Centralized Intake, Employment Services Transformation (EST), and other Provincially driven changes
- Staff continue working on efficient and effective service delivery and quality assurance
- Last year of administrative funding changes in Children's Services in 2022.
- Implementation of the year 3 priorities from the Early Years and Child Care Plan.
- Possible changes to the Child Care system if the province negotiates a National Child Care Strategy agreement
- Housing Choice Rent Supplement and Housing Stability Fund for Low-income Households will be administered by Social Services Department beginning January 1<sup>st</sup>, 2022
- Addressing ongoing pressures on existing systems, including emergency shelters (continuous high volumes, staffing shortages), affordable housing, and

childcare (available spaces, attraction and retention of qualified staff, etc.).

- Continuing to support clients and agencies providing services to clients through the COVID-19 pandemic. Work beginning on recovery and addressing COVID-19 impacts on social service systems, as well as developing a wind down plan as Social Service Relief Fund (SSRF) funding from the province ends March 31, 2022
- Affordable housing operations and development will be transferred to a new Government Business Enterprise, which is in the process of incorporation.

### **Social Assistance**

Ontario Works (OW) Administration covers administrative and client program costs of Social Assistance such as staffing, office space, supplies, 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. On January 1st, 2021, Ontario Works Employment Activities started to be delivered through the Service System Manager's (SSM) programs. Fleming College is the Employment SSM in the Peterborough, Muskoka, Kawartha Lakes and Northumberland. To fund the new SSM, EST prototype municipalities had their OW Administration budgets reduced. The impact to Peterborough was a loss of \$1.6 million 100% provincial dollars.

From 2019-2021 and again in 2022, the province is freezing the Program Delivery Funding to municipalities for OW at 2018 actual expenditures (less \$1.6 million reduction with move to EST prototype municipality). In



2023, the province is planning to release a new funding model to support OW administration.

As an EST prototype, Peterborough is working with the System Service Manager to ensure referrals to employment services are on track as agreed in approved Ministry transition plans. Working with the SSM, the division introduced a more integrated, client-centred service delivery model. This redesign of workflow includes increased case management efforts that focus on ways staff assist clients to plan forward based on needs, connect them with available internal and community resources, coach for life stabilization success and improved employment outcomes.

In February 2021, the Social Services Division went live with Centralized Intake; the province is now responsible for determining social assistance financial eligibility. The centralization of the social assistance application process holds great potential for improved service. The plan is to have 70% of all OW applications completed to point of grant and first cheque at the provincial level. This is a significant change to traditional roles within the social assistance system. Prototype sites like Peterborough will focus on Life Stabilization connecting people to community services.

The Division's intake and application processes are handled through a new dedicated team of intake workers (IRWs – Intake and Referral Workers), that focus on streamlining information and improved application processing for childcare, housing, Emergency Assistance, funerals, homemakers, Housing Stability Fund, and social assistance according to required risk-based processes.

The recent addition of Manager of Innovation and Quality Assurance has provided an external lens for development of a 2021/2022 workplan with a focus on supporting program integrity, improved service standards and best practices across all program streams. The Division has established a cross program, internal working group to focus on best practices in service delivery that drive life stabilization outcomes, inform staff training needs and ensure social assistance data entry integrity. This working group is tasked with developing procedures that will improve service and achieve agreed upon targets.

The Division will also be developing Key Performance Indicators (KPIs) by position and program as part of the 2021-2022 Work Plan.

### **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.

At the start of the pandemic, caseloads started to increase but, with the introduction of government supports during the pandemic, such as CERB, caseloads in both the City and County decreased during 2020 and throughout 2021. Due to the anticipated ending of these supports, the budgeted average caseload for both the City and County has been set at 3,300, up from the 2021 projected actuals of 3,000. The City/County cost share of municipal expenses will remain at 83%/17%. This cost share applies to OW Administration.

Part 2  
2022 Operating and Capital (by Department)

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The following Chart provides supporting calculations for the OW benefits.

**City and County OW 2022 caseload and cost per case**

Ref	Description	City	County	Total
1	2021 Budgeted Case Load	3,072	629	3,701
2	Allocation of Total	83%	17%	100%
3	2021 Projected Actual Case Load	2,490	510	3,000
4	<b>2022 Budgeted Case Load</b>	<b>2,739</b>	<b>561</b>	<b>3,300</b>
5	Allocation of Total	83%	17%	100%
6	2022 Case Load Change Over 2021 Budgeted	Aug333	-68	-401
7	<b>2022 Case Load Increase/(Decrease) Over 2021 Budgeted as %</b>	<b>-10.8%</b>	<b>-10.8%</b>	<b>-10.8%</b>
8	2022 Case Load Increase/(Decrease) Over 2021 Projected Actual	249	51	300
9	2022 Case Load Increase/(Decrease) Over 2021 Projected Actual as %	10.0%	10.0%	10.0%
10	2021 Budgeted Average Monthly Cost Per Case	\$733.27	\$733.27	
11	2021 Year to Date Actual Average Monthly Cost per Case Aug 2021	\$707.03	\$707.03	
12	<b>2022 Budgeted Average Monthly Cost Per Case</b>	<b>\$718.85</b>	<b>\$718.85</b>	
13	2022 \$ change over 2021 Budgeted	-\$14.42	-\$14.42	
14	2022 % change over 2021 Budgeted	-2.0%	-2.0%	
15	<b>Total net cost based on caseload</b>	<b>\$23,627,104</b>	<b>\$4,839,286</b>	
16	<b>Provincial Subsidy at 100.0%</b>	<b>\$23,627,104</b>	<b>\$4,839,286</b>	
17	<b>Net Cost</b>	<b>\$0</b>	<b>\$0</b>	

### **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 2022, the city is contributing \$385,695 to City Discretionary Benefits, no change from 2021. Staff continue to review the Discretionary Benefit program to find cost savings as recommended in the KPMG audit while continuing to best service clients.

### **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 (ELCC), Licensed Home Child Care Base Funding, and other funding programs to financially support local Early Years and licensed childcare programs 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 2022, staff will implement year three 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.

On January 1, 2021, CMSMs were required to cost share administration funding at the rate of 50/50, other than EarlyON and ELCC. This was previously funded at 100% provincial. Beginning January 1, 2022, a further change to administration funding will result in a reduction of allowable administration funding from 10% to 5%. Anything over 5% will require 100% municipal funds. This amounts to \$86,440 in 2022. These funding reductions are not the result of reduced administrative work. All programs and reporting continue with the same requirements.

Municipal Child Care Programs are budgeted to increase parental fees by 2% for 2022.

Cost sharing with the County on the municipal costs are determined by the licensed childcare spaces in the city and the County. For 2022, the cost share is 67% City, and 33% County, a change from 2021 of 68% City and 32% County.

COVID-19 continues to affect the stability in the Child Care sector as a result of provincially mandated closures, low enrollment, staffing shortages and strenuous Health and Safety protocols. This is expected to continue in 2022. In September 2021, there were 380 spaces that remained closed due to staffing shortages (estimating a shortage of 50 Registered Early Childcare Educators). Overall, staff continue to closely monitor the financial viability of childcare programs and will use our provincial budget allocation to find ways to best support the system.

## Part 2

### 2022 Operating and Capital (by Department)

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The National Child Care Strategy was announced by the Federal Government in 2021, with the goal of reducing parent fees by 50% by the end of 2022, further reducing parent fees to an average \$10 per day by 2025 and focusing on the expansion of the number of licenced childcare spaces. Currently, the Ontario government is negotiating with the Federal Government. It is possible that in 2022 Ontario could be moving forward with the National Childcare Strategy.

#### **Housing and Homelessness**

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
- ensuring access to Social Housing using a centralized wait list, and
- completion of an annual Housing and Homelessness plan progress report.

The City wishes to establish a long-term strategic plan for its community housing assets to ensure this critical housing stock remains available for those who need it. A foundational element of that plan will be to hire a consultant to complete a comprehensive cost and value analysis of each building, subsidy program and provider type. The information collected and analyzed as part of the Project is intended to enable the city to understand its opportunities to optimize current funding while maximizing housing options in local communities.

Under the ten-year Housing and Homelessness plan, the City continues to pursue opportunities to increase the number of affordable housing units available in the City and County of Peterborough, through direct provision of federal-provincial and municipal funds, incentivizing affordable housing development through the Community Improvement Plan for Affordable Housing, and acquiring or supporting non-profit housing providers to acquire properties to protect existing affordable housing. The City also works to facilitate between housing developers and support service providers to create housing with supports for vulnerable individuals and families.

## **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 2022, the County's share is 55.5% and the City's share is 44.5%.

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, 2023.

## **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 funding programs for Affordable and Social Housing are available in 2022: 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.

Of the 2,000 social housing units, about 80% are rent-geared-to-income and 20% are market-rent units. Since

July 2020, the waiting list for rent-geared-to-income social housing has been delivered by Social Services. As of October 2021, 1,721 households were on the wait list for rent-geared-to-income housing. Since October 2020, there have been 913 new or reactivated applications, 175 cancelled applications and 84 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 Plan currently focuses on: Ending Chronic Homelessness and Building Housing.

Report CSSS21-003 proposed a restructuring of Peterborough Housing Corporation (PHC) to separate the Affordable Housing operation and development from the provision of Rent-Geared-To-Income housing assistance. Affordable housing operations and development will be transferred to a new Government Business Enterprise, which is in the process of incorporation. The transfer of existing Affordable Housing properties will have a positive impact on the city's debt capacity. The Government Business Enterprise will also be able to pursue financing for new Affordable Housing development without impacting the city's debt capacity.

### **Rent Supplements and Housing Stability Fund**

The Social Services division did a comprehensive review of rent supplement and housing stability fund programs. One outcome of the review is to bring the Housing Choice rent supplement, and the low-income Housing Stability fund in house to Social Services effective January 1<sup>st</sup>, 2022. This change will enable the Housing Resource Centre to provide in the moment services to people experiencing housing instability or seeking help to secure housing. They will continue to support people to find housing and to stay housed and will add landlord engagement/housing location services to their suite of services.

Rent supplements and housing stability funds are an important part of life stabilization and supporting residents to retain their housing.

The City will be administering the Housing Choice rent supplement program and will no longer fund a community service provider to deliver these supplements. By bringing this program to be administered directly, the City will have

increased flexibility and more control in the distribution of the supplements and use it to meet our Homelessness and Housing strategic direction. The Division also increased the annualized budget for this program by \$270 000, which is being redirected from the Commercial Rent Supplement program. The decrease in the Commercial Rent Supplement program will be funded by accumulated surplus reserves with the Peterborough Housing Corporation.

The housing stability fund for low-income households will be administered through Social Services, creating a centralized location for access to supports for obtaining and retaining housing. Both the rent supplement programs and housing stability, will be key life stabilization supports for low-income households for the City and County of Peterborough.

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  
2022 Operating and Capital (by Department)

**Housing Rent Supplements - \$2.87 million**

Housing Rent Supplements		Number of Households			Budget		Program Description
Name of Program	2020	2021	2022		2021	2022	
Housing Choice Rent Supplement	241	249	325	Province	\$350,000	\$315,000	Fully Portable: can be used in situ/can be transferred
				City	\$201,072	\$374,312	Flat Rate - average \$250/month
				County	\$246,750	\$505,688	Must be eligible to be on the Centralized Waiting List
				Reserve	\$127,178		Selection prioritized by need
				Total	\$925,000	\$1,195,000	Does not count towards Service Level Standard
Commercial Rent Supplement (PHC Rent Supplement)	156	155	165	Province	\$0	\$0	Fixed - rent supplements for specific units
				City	\$515,280	\$482,850	Rent Geared to Income level assistance
				County	\$624,720	\$387,150	Must be eligible to be on the Centralized Waiting List
				Reserve	\$0	\$200,000 (PHC)	Federal funding for this program expires in 2025
				Total	\$1,140,000	\$1,070,000	Counts toward Service Level Standard
Strong Communities Rent Supplement	64	58	59	Province	\$488,271	\$488,271	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	\$488,271	\$488,271	Does not count toward Service Level Standard
Investment in Affordable Housing 2014 Extension - Rent Supplement	27	27	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	488	489	589		\$2,673,271	\$2,873,271	Approximately 100 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  
2022 Operating and Capital (by Department)

**Homelessness Rent Supplements - \$0.2 million**

Homelessness Rent Supplements				Budget			Program Description
Name of Program	2020	2021	2022		2021	2022	
Home For Good - Youth	8	8	8	Province	\$36,000	\$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	10	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	15	Province	\$28,800	\$28,000	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	\$28,000	
General/Youth Rent Supplement (Municipal)	8	8	6	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	
General Rent Supplement (Municipal)	8	8	25	Province	\$0	\$0	Portable - attached to individual experiencing Homelessness used to transition between programs in unique situations
				City	\$20,750	\$62,250	
				County	\$4,250	\$12,750	
				Reserve	\$0	\$0	Annualized funding - no set program/funding expiry
				Total	\$25,000	\$75,000	



Part 2  
2022 Operating and Capital (by Department)

Homelessness Rent Supplements	Number of Households			Budget			Program Description
Name of Program	2020	2021	2022		2021	2022	
Housing Now (CHPI)	8	8	8	Province	\$25,000	\$25,000	Portable - part of the FourCAST Housing Now Health-funded program - Social Services provides rent supplement, FourCAST provides intensive case management
				City	\$0	\$0	Bridge between Shelter Allowance and rent amount
				County	\$0	\$0	For people experiencing homelessness
				Reserve	\$0	\$0	Selection through the By-Name Priority List
				Total	\$25,000	\$25,000	Annualized funding - no set program/funding expiry
TOTALS	48	48	72		\$154,800	\$204,000	

## 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 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 achieved 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. With the COVID-19 pandemic, the Division saw increases in usage, lengths of stay, and a 49% increase in acuity levels. At the overflow shelter when operations of the program were twelve hours per day, the average occupancy rate was seven to ten people a night. In response to the COVID-19 pandemic, the City changed the overflow shelter to twenty-four hours seven days per week operation effective March 2021. Since the increase in hours of operations the average occupancy rate has increased to twenty-two to twenty-nine people per night.

In the last year, the Division has seen a significant increase in violence at the shelter programs, which has restricted some individuals from accessing shelter programs. Shelter operators are required to ensure the safety of other residents and staff.

### **Homeless Enumeration**

The Ministry of Municipal Affairs and Housing (MMAH) requires each service manager to conduct a homeless enumeration every two years. The last enumeration was in 2018 and was the beginning of Peterborough's coordinated access system and the by-name priority list. Due to the COVID-19 pandemic, the count was not completed in 2020 and postponed to 2021. The United Way of Peterborough and District receives federal homelessness funding and is required to do a point in time count every two years. The United Way has engaged a consultant to plan and implement a point in time count and will share the relevant data points to meet the provincial requirements.

### **COVID-19 Response**

Through the COVID-19 pandemic, MMAH provided four phases of Social Services Relief Funding (SSRF) from April 1, 2020, to March 31, 2022.

This funding has been critical to support the COVID-19 pandemic response related to homelessness in the community. The funding supported:

- Isolation location to isolate any individual who is COVID-19 probable or positive who is also homeless
- Twenty-four hour seven days per week security on site at the isolation location
- Food, transportation, and harm reduction supports for isolation
- Rental assistance to prevent evictions
- Minor repairs for landlord engagement and retention in the community
- Support emergency shelters (additional staffing, wage enhancements, cleaning, PPE)
- Capital investments in affordable housing units
- Staffing after hours response

With the expiry of the SSRF funding in March 2022, there will no longer be provincial funding to support the isolation shelter and the services. The City will work collaboratively with shelter partners and public health for the pandemic response beyond March 31, 2022.

Two new builds were supported using SSRF Phase II funding: eight one-bedroom units on Rubidge Street and five family units at the Mount Community Centre. These units will be dedicated to individuals and families selected

Part 2  
2022 Operating and Capital (by Department)

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from the By-Name Priority list of people experiencing homelessness. They are required to be occupied by March 31, 2022.

SSRF Phase IV funding for capital projects must be allocated by mid-December 2021 – it is not finalized, but options are being reviewed to support the development of new units of housing for individuals and families experiencing homelessness.

As part of the COVID-19 response, the property at 681 Monaghan Road was acquired to be used for housing development. In keeping with council direction, this housing will be developed after consultation with the neighbourhood and will be dedicated to families.

### **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-19 and related provincial funding could result in the need to use the reserve to support the system. There is one planned draw from the Social Services Reserve in the 2022 budget to cover the costs of the OW Administration Transition Manager. The estimated balance at the end of 2022 is \$5,200,000.

### **Overall – Net City/County Share**

Overall, the County's net share of the Social Services operating budget has increased by \$162,421 or 2.1% and the City's net share has increased \$290,984 or 2.6%.

### **Recommendations**

**That any unused Homelessness net budget at the end of 2022 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 2022 Homelessness costs exceed the 2022 Budget, funds may be drawn from the Reserve.**

**That any remaining unused Social Services net budget at the end of 2022 be transferred to the General Assistance Reserve, subject to the overall year end position and that, if actual 2022 Social Services costs exceed the 2022 Budget, funds may be drawn from the Reserve.**

**That any surplus in the 2022 Housing Operating Budget at the end of 2022 be transferred to the Housing Reserve, subject to the overall year end position and that, if actual 2022 Housing costs exceed the 2022 Budget, funds may be drawn from the Housing Reserve.**

**That any surplus in the 2022 Housing Choice Rent Supplement Program at the end of 2022 be transferred to the Housing Choice Rent Supplement Reserve, subject to the overall year-end position and that, if actual 2022 Rent Supplement costs exceed the 2022 Budget, funds may be drawn from the Rent Supplement Reserve.**

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2022 Operating and Capital (by Department)

## Social Services – Capital Budget

**City of Peterborough**  
**Other Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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	8,257.0	1,208.0	868.0	340.0		108.7		231.3	1,243.0	340.0	1,278.0	340.0		
Housing - Capital Repairs	6-7.02	5,525.0	975.0								150.0	67.4	150.0	67.4	4,250.0	1,912.5
Building Condition Assessments (BCA)	6-7.03	1,250.0	250.0												1,000.0	450.0
Total		18,761.0	9,482.0	1,208.0	868.0	340.0		108.7		231.3	1,393.0	407.4	1,428.0	407.4	5,250.0	2,362.5

### 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.

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2022 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					
2022 Operating Budget					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Financial Services Other Financial Summary - Operating Budget</b>					
<b>Financial Services - Other Financial</b>					
<b>Capital Financing Costs</b>					
Tax Supported Capital Financing Costs	19,814,867	19,814,867	21,538,503	8.7%	1,723,636
Non-Tax Supported Financing Costs	10,848,000	10,008,000	11,608,000	7.0%	760,000
Waste Water Reserve Revenue	-2,500,000	-2,500,000	-2,500,000	0.0%	0
<b>Net Capital Financing Charges</b>	<b>28,162,867</b>	<b>27,322,867</b>	<b>30,646,503</b>	<b>8.8%</b>	<b>2,483,636</b>
Property Taxation Costs	3,139,055	3,134,300	3,305,055	5.3%	166,000
Other Expenditures	1,273,391	1,209,840	1,244,673	-2.3%	-28,718
Contingency	257,552	349,532	387,443	50.4%	129,891
<b>Total Net Expenditures</b>	<b>32,832,865</b>	<b>32,016,539</b>	<b>35,583,674</b>	<b>8.4%</b>	<b>2,750,809</b>

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## 2022 Operating and Capital (by Department)

## Capital Financing Costs

City of Peterborough					
2022 Operating Budget					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Capital Financing Costs</b>					
Capital Levy	3,449,080	3,449,080	3,937,163	14.2%	488,083
Transfer to FRMP Reserve from Capital Levy	1,320,000	1,320,000	760,000	-42.4%	-560,000
Transfer to Waste Water Reserve Fund	1,860,000	1,860,000	2,480,000	33.3%	620,000
<b>Tax Supported Capital Financing</b>	<b>6,629,080</b>	<b>6,629,080</b>	<b>7,177,163</b>	<b>8.3%</b>	<b>548,083</b>
Tax Supported Debt Charges	13,185,787	13,185,787	14,361,340	8.9%	1,175,553
<b>Total Gross Tax Supported Capital Financing Costs</b>	<b>19,814,867</b>	<b>19,814,867</b>	<b>21,538,503</b>	<b>8.70%</b>	<b>1,723,636</b>
<b>Non Tax Supported Capital Financing Costs</b>					
COPHI Dividend	5,208,000	5,208,000	5,208,000	0.0%	0
Transfer to Casino Gaming Reserve	1,640,000	800,000	2,400,000	46.3%	760,000
Legacy Fund Reserve	1,500,000	1,500,000	1,500,000	0.0%	0
Transfer to FRMP Reserve from Sewer Surcharge Revenue	2,500,000	2,500,000	2,500,000	0.0%	0
<b>Total Non Tax Supported Capital Financing Costs</b>	<b>10,848,000</b>	<b>10,008,000</b>	<b>11,608,000</b>	<b>7.0%</b>	<b>760,000</b>
<b>Total Gross Capital Financing Costs</b>	<b>30,662,867</b>	<b>29,822,867</b>	<b>33,146,503</b>	<b>8.10%</b>	<b>2,483,636</b>
<b>Revenue</b>					
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%	0
<b>Total Net Capital Financing Costs</b>	<b>28,162,867</b>	<b>27,322,867</b>	<b>30,646,503</b>	<b>8.8%</b>	<b>2,483,636</b>

### **Capital Levy**

The \$3.9 million Capital Levy provision, increased by \$0.49 million from 2021, represents the amount of money raised in the 2022 Operating Budget to directly finance the 2022 Capital projects. Additional details are provided in the 2022 Capital Financing Supplementary Information section of the Highlights Book.

### **Transfers to Reserves and Reserve Funds**

A \$0.76 million portion of the 2022 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 2022 Capital Budget.

A \$2.5 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 2022 Capital Budget. This represents the \$620,000 allocation for 2018, 2019, 2020 and 2022.

In 2021, there was a one-time reallocation of the \$0.62 million to tax supported debt.

### **Tax Supported Debt Charges**

The \$14.4 million amount for 2022 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 2022 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, is intended to leverage the relatively low cost of borrowing to address the need to move forward with much needed capital works. For 2022, the increase for additional capital financing through the Capital Financing Policy is recommended at 0.50%. In addition, there is a reallocation of the Waste Water Protection funding to tax supported debt.

### **COPHI Dividend**

This dividend is used to bolster the annual capital levy provision. For the 2022 budget, the amount is estimated at \$5.208 million.

### **Casino Gaming**

The COVID-19 restrictions had a significant negative impact on 2021 Casino Gaming Reserve. While it is anticipated that the COVID-19 impacts will be lessening in 2022, there is considerable uncertainty regarding speed of the recovery. A 2022 budget of \$2.4 million balances the anticipated return to pre-COVID-19 revenues with the unknown rate of the economic recovery. The Casino revenues are contributed in their entirety to the Casino Gaming Reserve to be used to fund capital projects.

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2022 Operating and Capital (by Department)

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**Legacy Fund**

The proceeds from the sale of PDI assets to Hydro One is held in a Legacy Fund Reserve. The 2022 budget includes

\$1.5 million of the investment income earned on the Legacy Fund to be used to support the capital budget.



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2022 Operating and Capital (by Department)

**Property Taxation Costs (\$3.3 million)**

<b>City of Peterborough</b> 2022 Operating Budget					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Property Taxation Costs</b>					
<b>Expenditures</b>					
Central Area Revitalization	155,000	132,000	250,500	61.6%	95,500
Brownfields Tax Assistance CIP	480,000	491,600	663,000	38.1%	183,000
Mun. Property Assessment Corp	953,055	954,000	953,055	0.0%	0
Mun Age 55-64 tax Cr	18,000	18,000	18,000	12.5%	2,000
Charitable Rebates	315,000	315,000	297,500	-5.6%	-17,500
General Tax Write-offs	1,100,000	1,100,000	1,000,000	-9.1%	-100,000
ODSP Tax Credit	10,000	8,700	10,000	0.0%	0
Senior Citizens Tax Credit	110,000	115,000	113,000	2.7%	3,000
	<b>3,139,055</b>	<b>3,134,300</b>	<b>3,305,055</b>	<b>5.3%</b>	<b>166,000</b>

### 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 2022 Budget provision of \$913,500 includes the following incentives:

Central Area Revitalization Grant	\$250,500
Brownfields Tax Assistance Program	\$663,000
<b>Total</b>	<b>\$913,500</b>

The increase in these programs is due to new projects expected to be assessed for 2022.

### Municipal Property Assessment Corporation

The provision for the Municipal Property Assessment Corporation (MPAC) is \$953,055 for 2022. 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 \$141,000 (2021 - \$136,000) 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 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.

### **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 2022 Budget includes a decrease to the rebate to the lesser of 85% of taxes payable or \$50,000 for a total rebate of \$297,500.

### **Recommendation**

**That any adjustment to the City's 2022 requirement for the Municipal Property Assessment Corporation (MPAC), be netted against the City's 2022 General Contingency provision.**

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2022 Operating and Capital (by Department)

**Other Expenditures**

City of Peterborough					
2022 Operating Budget					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Other Expenditures</b>					
<b>Expenditures</b>					
Contribution to Sick Leave Reserve	40,000	40,000		-100.0%	-40,000
DBIA 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	89,660	89,660	92,000	2.6%	2,340
Credit Rating and Debenture Expenses	30,000		30,000	0.0%	0
Insurance and Risk Management	982,291	861,280	902,773	-8.1%	-79,518
Postage	25,000	25,000	25,000	0.0%	0
Bank Service Charges	1,000	4,500	5,500	450.0%	4,500
Policing Costs for Little Lake Music Fest	16,000	16,000	16,000	0.0%	0
Contribution Doctors Recruitment Incentive Reserve Fund	100,000	100,000	100,000	0.0%	0
Police Board Honorarium	20,900	20,900	20,900	0.0%	0
Contribution to MAT Reserve	154,500	160,000	175,000	13.3%	20,500
MAT Transfer to PKED	154,500	160,000	175,000	13.3%	20,500
Contingency	173,592	349,532	387,443	123.2%	213,851
	<b>1,839,943</b>	<b>1,879,372</b>	<b>1,982,116</b>	<b>7.7%</b>	<b>142,173</b>
<b>Revenues</b>					
Municipal Accommodation Tax (MAT)	309,000	320,000	350,000	13.3%	41,000
	<b>309,000</b>	<b>320,000</b>	<b>350,000</b>	<b>13.3%</b>	<b>41,000</b>
<b>Net Requirement</b>	<b>1,530,943</b>	<b>1,559,372</b>	<b>1,632,116</b>	<b>6.6%</b>	<b>101,173</b>

### **Employee Benefit Costs**

The Sick Leave Reserve is used 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 \$2.3 million at the end of 2021.

### **Insurance and Risk Management**

The \$902,773 insurance provision includes \$500,000 for estimated deductible payments: \$345,633 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 \$1.1 million at December 31, 2021.

### **Contribution to Doctors Recruitment Incentive Reserve**

The current balance in reserve fund is estimated to be \$66,000 at the end of 2021. A provision of \$100,000 is included in the 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 increased marginally for 2022. For 2022, it is estimated that the City will receive \$350,000 in MAT revenue, of which \$175,000 will be transferred to PKED and the remaining \$175,000 will be transferred to the MAT reserve for future use.

Part 2

2022 Operating and Capital (by Department)

**2022 Capital Projects to be funded from Municipal  
Accommodation Tax Reserve**

				2022								
Project Description	Ref	Project total	Approved Pre-2020	Total Costs	Rev	Net Cost	Capital Levy	Dev Chg	Deb	Other	Municipal Accom. Tax	
Canadian Canoe Museum	3-4.02	4,000.0	500.0	500.0		500.0	300.0				200.0	
Tourism Wayfinding Sign Prog.	5-18.07	275.0	100.0	75.0		75.0					75.0	
Museum Signage	6-1.01	200.0	0.0	200.0		200.0				48.0	152.0	
City Branding	2-1.01	227.0	177.0	25.0		25.0					25.0	
Total		4,702.0	777.0	800.0	0.0	800.0	300.0	0.0	0.0	48.0	452.0	

### **Contingency Provision**

The contingency provision of \$387,443 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 2022 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 2022 tax write-off costs exceed the 2022 Budget, funds may be drawn from the Allowance for Doubtful Accounts Reserve.**

**That any unused Employee Benefits Budget at the end of 2022 be transferred to the Employee Benefits Reserve, subject to the overall year-end position, and that, if actual 2022 employee benefits exceed the 2022 Budget, funds may be drawn from the Employee Benefits Reserve.**

**That any unused Insurance Budget at the end of 2022 be transferred to the Insurance Reserve, subject to the overall year-end.**

**That any adjustment to the City's 2022 requirement for the Insurance Budget, be netted against the City's 2022 General Contingency provision.**

**That any unused 2022 Contingency Budget at the end of 2022 be transferred to the Capital Levy Reserve to be used for Capital works subject to the overall 2022 year-end position.**

## Transfers To Organizations For Provision Of Services Summary – Operating Budget

City of Peterborough					
2022 Operating Budget					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
Transfers to Organizations for Provision of Services Summary - Operating Budget					
Transfers to Organizations for Provision of Services					
Police Services	27,033,125	26,821,337	27,975,484	3.5%	942,359
Fairhaven	1,905,862	1,905,862	1,600,000	-16.0%	-305,862
Peterborough County/City Paramedics Service	5,333,875	5,333,875	5,466,254	2.5%	132,379
Otonabee Region Conservation Authority	814,322	814,322	816,625	0.3%	2,303
Peterborough Public Health	1,330,450	1,330,450	1,330,450	0.0%	0
Peterborough and the Kawarthas Economic Development	999,778	999,778	1,014,775	1.5%	14,997
Peterborough Humane Society	365,194	365,194	448,250	22.7%	83,056
Peterborough Family Health Team	21,220	21,220	21,220	0.0%	0
Greater Peterborough Innovation Cluster	140,000	140,000	142,100	1.5%	2,100
DBIA	150,000	150,000	150,000	0.0%	0
VBIA	0	0	0	0.0%	0
	38,093,826	37,882,038	38,965,158	2.3%	871,332





### **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.**

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2022 Operating and Capital (by Department)

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**Police Services 2022 Request**

The Police Services Board 2022 request of \$27,975,484 is 3.5%, or \$942,349, higher than 2021.

Recommendations

**That any unused Police Services Legal Fees Budget at the end of 2022 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 2022 Police legal fees costs exceed the 2022 Budget, funds may be drawn from the Policing Legal Fees Reserve.**

**That any unused Police Services Budget at the end of 2022 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 2022 Police Services costs exceed the 2022 Budget, funds may be drawn from the Police Special Projects Reserve.**

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2022 Operating and Capital (by Department)

## City of Peterborough

### 2022 Operating Budget

Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Police Services</b>					
<b>Expenditures</b>					
Police Executive	1,608,819	1,344,002	1,645,257	2.3%	36,438
Police Operations	14,473,867	14,473,863	15,233,537	5.2%	759,670
Administrative Support	4,835,004	4,835,090	4,818,970	-0.3%	-16,034
Investigative Services	6,019,965	6,019,963	6,404,651	6.4%	384,685
Communications & Tech	2,337,892	2,337,892	2,530,242	8.2%	192,349
Police Finance	1,243,876	1,241,826	1,354,857	8.9%	110,981
Police HR	582,459	582,459	622,124	6.8%	39,665
	<b>31,101,883</b>	<b>30,835,095</b>	<b>32,609,638</b>	<b>4.8%</b>	<b>1,507,755</b>
<b>Police Services Revenue</b>	<b>4,363,277</b>	<b>4,308,277</b>	<b>4,925,018</b>	<b>12.9%</b>	<b>561,741</b>
<b>Net Police Services Expenditure</b>	<b>26,738,606</b>	<b>26,526,818</b>	<b>27,684,620</b>	<b>3.5%</b>	<b>946,014</b>
<b>Police Board</b>					
Police Board Expenses	294,519	294,519	290,864	-1.2%	-3,655
<b>Total Gross Police Services</b>	<b>31,396,402</b>	<b>31,129,614</b>	<b>32,900,502</b>	<b>4.8%</b>	<b>1,504,100</b>
<b>Total Revenue Police Services</b>	<b>4,363,277</b>	<b>4,308,277</b>	<b>4,925,018</b>	<b>12.9%</b>	<b>561,741</b>
<b>Net Cost Police Services Submitted</b>	<b>27,033,125</b>	<b>26,821,337</b>	<b>27,975,484</b>	<b>3.5%</b>	<b>942,359</b>

Part 2  
2022 Operating and Capital (by Department)

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**Peterborough Police Services – Capital Budget**

**City of Peterborough**  
**Tangible Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & 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 2022	8-1.01	5,288.0		1,417.1		1,417.1	1,417.1				930.1	930.1	985.1	985.1	1,955.8	1,955.8
Total		5,288.0		1,417.1		1,417.1	1,417.1				930.1	930.1	985.1	985.1	1,955.8	1,955.8

**Various Police Capital Projects**

The Police Capital Budget includes \$739,850 for fleet renewal, \$559,779 for various IT system improvements and \$117,436 for various other equipment.

Part 2  
2022 Operating and Capital (by Department)

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**City of Peterborough**  
**Other Capital Budget Summary**  
2022-2031 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2022	2022							2023		2024		2025 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Police Services Peterborough Police Service																
Police Service Strategic Plan	8-1.02	597.5	130.0	27.5		27.5		13.8		13.8					440.0	440.0
Total		597.5	130.0	27.5		27.5		13.8		13.8					440.0	440.0

**Police Service Strategic Plan**

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

Part 2  
2022 Operating and Capital (by Department)



Fairhaven Long Term Care Home

<b>City of Peterborough</b> <b>2022 Operating Budget</b>					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Fairhaven</b>					
<b>Expenditures</b>					
Other Transfers	1,905,862	1,905,862	1,550,000	-18.7%	-355,862
Contributions to Reserves	0		50,000	0.0%	50,000
	<b>1,905,862</b>	<b>1,905,862</b>	<b>1,600,000</b>	<b>-16.0%</b>	<b>-305,862</b>
<b>Net Requirement</b>	<b>1,905,862</b>	<b>1,905,862</b>	<b>1,600,000</b>	<b>-16.0%</b>	<b>-305,862</b>

Part 2  
2022 Operating and Capital (by Department)

The following chart shows the amount of the total \$1,843,700 support for Fairhaven for 2022.

	2021 Approved	2022 Requested	% Change	\$ Change
Fairhaven Request				
Debt Servicing	\$ 355,862	\$ -	-100.0%	\$ (355,862)
Operating Support	\$ 1,550,000	\$ 1,550,000	0.0%	\$ -
Contribution to Reserve	\$ -	\$ 50,000		\$ 50,000
Included in Draft Operating Budget	\$ 1,905,862	\$ 1,600,000	-18.7%	\$ (355,862)
Capital Project	\$ 234,289	\$ 243,700	4.0%	\$ 9,411
Total Support for Fairhaven	\$ 2,140,151	\$ 1,843,700	-13.9%	\$ (296,451)

### Debt Servicing

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.”

The City’s commitment expired in mid-2021 so there is no debt servicing expense for 2022.

### Operating Support

Fairhaven requested operational funding from the City in the amount of \$1,550,000, the same amount as 2021.

### Contribution to Reserve

With the end of the Debt Servicing commitment, a portion of those funds have been contributed to reserve for Fairhaven future capital needs.

### Fairhaven Capital Funding

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 each draft Capital Budget to support Fairhaven’s on-going capital program. The provision for 2022 is \$243,700 (2021 - \$234,289).

Part 2  
2022 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.

City of Peterborough 2022 Operating Budget					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Peterborough County/City Paramedics Service</b>					
<b>Expenditures</b>					
Other Transfers	5,333,875	5,333,875	5,616,254	5.3%	282,379
	5,333,875	5,333,875	5,616,254	5.3%	282,379
<b>Revenues</b>					
Contribution from Reserve	0	0	150,000	0.0%	150,000
	0	0	150,000	0.0%	150,000
<b>Net Requirement</b>	<b>5,333,875</b>	<b>5,333,875</b>	<b>5,466,254</b>	<b>2.5%</b>	<b>132,379</b>



## Part 2

### 2022 Operating and Capital (by Department)

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The City's portion of the PCCP expenses for 2022 has been budgeted at \$5.6 million or a 5.3% increase over the 2021 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% (2021 – 58.62%).

The budget is a preliminary estimate until the County 2022 budget is approved in early 2022. Once the final 2022 budget is known, it is recommended that any adjustments to the City's portion of the PCCP budget be netted against the 2022 general contingency provision.

### Recommendations

**That any adjustments to the City's portion of the 2022 Peterborough County/City Paramedics Services Budget be netted against the 2022 General Contingency Provision.**

**That any unused Peterborough County/City Paramedics Services (PCCP) Budget at the end of 2022 be transferred to the PCCP Reserve, subject to the overall year-end position and that, if the actual 2022 PCCP costs exceed the 2022 Budget, funds may be drawn from the PCCP Reserve.**

Part 2  
2022 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 2022 Operating Budget					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Otonabee Region Conservation Authority</b>					
Expenditures					
Other Transfers	814,322	814,322	816,625	0.3%	2,303
	814,322	814,322	816,625	0.3%	2,303
Net Requirement	814,322	814,322	816,625	0.3%	2,303

The 2022 budgeted contribution is \$816,625, which represents a 0.3% increase over the 2021 amount. The budgeted amount includes \$18,500 for Source Water Protection.

**Recommendation**

**That any adjustments to the City's portion of ORCA's 2022 Budget be netted against the City's 2022 General Contingency provision.**



### 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 2022 Operating Budget					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
Peterborough Public Health					
Expenditures					
Other Transfers	1,330,450	1,330,450	1,330,450	0.0%	0
	1,330,450	1,330,450	1,330,450	0.0%	0
Net Requirement	1,330,450	1,330,450	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.

### Recommendation

**That any adjustments to the City's portion of the 2022 Peterborough Public Health Budget be netted against the 2022 General Contingency Provision.**

Part 2  
2022 Operating and Capital (by Department)



ECONOMIC DEVELOPMENT

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					
2022 Operating Budget					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Peterborough and the Kawartha Economic Development</b>					
<b>Expenditures</b>					
Other Transfers	999,778	999,778	1,014,775	1.5%	14,997
	999,778	999,778	1,014,775	1.5%	14,997
<b>Net Requirement</b>	999,778	999,778	1,014,775	1.5%	14,997

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 obligates the City and County to participate in the funding of the Greater Peterborough Area Economic Development Corporation over the four-year period.

### Peterborough Humane Society



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 of 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.

The current agreement with the PHS for the provision of services expires December 31, 2021. Items such as funding for animal control services, which remained static through the last 5 years of the previous agreement, are being addressed through Report CLSFS21-045 dated November 16, 2021. The report proposes a new five-year agreement for the period ending December 31, 2026 along with an updated Animal Control By-law.

#### **Recommendation**

**That any adjustments to the City's cost for PHS services for 2022, based on the final approved animal control services agreement, be netted against the City's 2022 General Contingency provision.**

Part 2  
2022 Operating and Capital (by Department)

<b>City of Peterborough</b> 2022 Operating Budget					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Peterborough Humane Society</b>					
<b>Expenditures</b>					
Other Transfers	365,194	365,194	448,250	22.7%	83,056
	<b>365,194</b>	<b>365,194</b>	<b>448,250</b>	<b>22.7%</b>	<b>83,056</b>
<b>Net Requirement</b>	<b>365,194</b>	<b>365,194</b>	<b>448,250</b>	<b>22.7%</b>	<b>83,056</b>

Part 2  
2022 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.

<b>City of Peterborough</b> <b>2022 Operating Budget</b>					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Peterborough Family Health Team</b>					
Expenditures					
Other Transfers	21,220	21,220	81,220	282.8%	60,000
	21,220	21,220	81,220	282.8%	60,000
Revenues					
Contribution from Reserve	0		60,000	0.0%	60,000
	0		60,000	0.0%	60,000
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 2021 at 58.62% of the Doctor Recruitment Program. During the 2022 Budget process, Council approved an annual increase to the City's contribution of \$60,000 for a total of \$81,220.

Part 2  
2022 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.

<b>City of Peterborough</b> <b>2022 Operating Budget</b>					
Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Greater Peterborough Innovation Cluster</b>					
<b>Expenditures</b>					
Other Transfers	140,000	140,000	142,100	1.5%	2,100
	140,000	140,000	142,100	1.5%	2,100
<b>Revenues</b>					
	0		0	0.0%	0
<b>Net Requirement</b>	140,000	140,000	142,100	1.5%	2,100



### **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.

Part 2  
2022 Operating and Capital (by Department)



**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 2% increase over 2021. This budget was approved and ratified by members at their Annual General Meeting on June 23, 2021.

Budget	2021	2022
Levy	\$ 327,933	\$ 334,492

**Recommendation**

**That the 2022 Budget request, representing the levy required by the Downtown Business Improvement Area of the Corporation of the City of Peterborough during the year 2022 totalling \$334,492, be approved.**

**City Contributions to the DBIA**

In addition to collecting the levy from members of the DBIA, the City's 2022 Operating Budget includes three additional amounts that support the activities of the DBIA.

In-kind Services Budget of \$27,500 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 \$132,950 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	2021	2022
Public Works	90	Street Cleaning	\$ 96,400	\$ 132,950
Other Expenditures	186	DBIA In-kind Services	\$ 27,500	\$ 27,500
DBIA	208	DBIA Funding	\$ 150,000	\$ 150,000
Total			<b>\$ 273,900</b>	<b>\$ 310,450</b>

Part 2  
2022 Operating and Capital (by Department)

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**The Village Business Improvement Area (VBIA)**

The 2022 budget includes \$18,000 for the VBIA, a 1.5% increase from 2021.

<b>Budget</b>	<b>2021</b>	<b>2022</b>
<b>Operating</b>	\$ 11,608	\$ 11,786
<b>Capital</b>	\$ 6,120	\$ 6,214
<b>Total Levy</b>	<b>\$ 17,728</b>	<b>\$ 18,000</b>

**Recommendation**

**That the 2022 budget for The Village Business Improvement Area of the Corporation of the City of Peterborough during the year 2022 of \$18,000, be approved.**

Part 2  
2022 Operating and Capital (by Department)

## Corporate Revenues Summary

Description	2021 Approved	2021 Preliminary Actual	2022 Recommended	Variances 2021 - 2022 Budget	
				Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Corporate Revenues Summary</b>					
Corporate Revenue					
Mun Levy - Rail Right-of-Way	6,300	6,300	6,300	0.0%	0
Exempt Garbage Levy	223,455	223,455	245,000	9.6%	21,545
Municipal Supplementary Taxes	950,000	950,000	950,000	0.0%	0
Penalties and int on taxes	700,000	700,000	725,000	3.6%	25,000
Interest Earned	1,800,000	1,800,000	1,975,000	9.7%	175,000
	3,679,755	3,679,755	3,901,300	6.0%	221,545
Payment in Lieu of Taxes					
Payments in Lieu - General	4,039,029	4,039,029	4,160,200	3.0%	121,171
	4,039,029	4,039,029	4,160,200	3.0%	121,171
Other Corporate Revenue					
Provincial grant	0	3,561,188	0	0.0%	0
Legacy Fund Income	1,500,000	1,000,000	1,500,000	0.0%	0
COPHI Dividends	5,208,000	5,208,000	5,208,000	0.0%	0
Casino Revenue	1,640,000	800,000	2,400,000	46.3%	760,000
Unclassified revenue	1,000	1,000	1,390	39.0%	390
US Bank Revenue	170,000	170,000	170,000	0.0%	0
Surplus	0	0	100,000	0.0%	100,000
	8,519,000	10,740,188	9,379,390	10.1%	860,390
	16,237,784	18,458,972	17,440,890	7.4%	1,203,106

### **Supplementary Tax Revenues**

For 2022, the budget for Supplementary Tax Revenues has remained at \$950,000. Building activity in 2022 is expected to continue to increase and MPAC has resumed visiting properties now that the provincial lockdowns due to the pandemic have ended.

### **Penalties and Interest on Taxes**

Property tax arrears as of December 31, 2020, were 3.2%, up from 3.1% as of December 31, 2019. The Penalties and Interest on Taxes budget for 2022 has increased to \$725,000 from \$700,000 in 2021.

### **Interest Earned**

The 2022 Budget increased to \$2.0 million, from \$1.8 million based on anticipated rate increases related to the post COVID-19 pandemic economic recovery.

### **Payments in Lieu**

The 2022 payment in lieu estimates of \$4.16 million reflect an overall increase from 2020 levels of \$4.04 million which is largely the result of changes in assessment by MPAC for properties purchased by Hydro One.

### **Legacy Fund Investment Income**

The sale of PDI assets to Hydro One was finalized August 1, 2020. Proceeds of \$57.9 million have been received to date and are held in a Legacy Fund. The 2022 budget includes \$1.5 million of investment income from the Legacy Fund.

### **COPHI Dividends**



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

### **Casino Gaming Revenues**

The COVID-19 restrictions had a significant negative impact on 2021 Casino Gaming Reserve. While it is anticipated that the COVID-19 impacts will be lessening in 2022, there is considerable uncertainty regarding speed of the recovery. A 2022 budget of \$2.4 million balances the anticipated return to pre-COVID-19 revenues with the unknown rate of the economic recovery. The Casino revenues are contributed in their entirety to the Casino Gaming Reserve to replenish the Reserve for funding commitments previously approved by Council.

In the event that Casino Revenues exceed budget the following recommendations will be required.

### **2021 Surplus Carried Forward as 2022 Revenue**

The 2022 Budget has been prepared assuming a surplus from 2021 operations of \$100,000 (2020 - \$0).

### **Recommendation**

**That any excess Casino Gaming revenues at the end of 2022, 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 2023 Capital Budget.**

### **Recommendation**

**That any net surplus funds, after the disposition of the recommendations in this report, from 2022 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.

For the 2022 budget the \$350,000 increase in Sewer Surcharge is deferred one year and the funds are re-directed to tax supported Debt. The Sewer Surcharge rate for 2022 remains at 102.92% of the Water Rate.

### **\$18.6 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 \$18.6 million in sewer surcharge revenues in 2022 (2021 - \$18.2 million). The amount of sewer surcharge that can be transferred into the Waste Water Reserve Fund to finance Capital works will be \$6.53 million.

### **Average Sewer Surcharge payable increases by \$3.89 (2.0%)**

For every \$100,000 in residential assessment, when the estimated 2.0% water rate increase for 2022 is considered along with the 102.92% sewer surcharge rate, there is a \$3.89 or 2.0% increase in the sewer surcharge annual amount payable over the 2021 level. The rates and levies are summarized in the following Chart.

**Comparative All Inclusive Tax and Sewer Surcharge Rates & Levies**

**For years 2021 and 2022**

**Compares All-Inclusive Tax and Sewer Surcharge Rates and Levies**

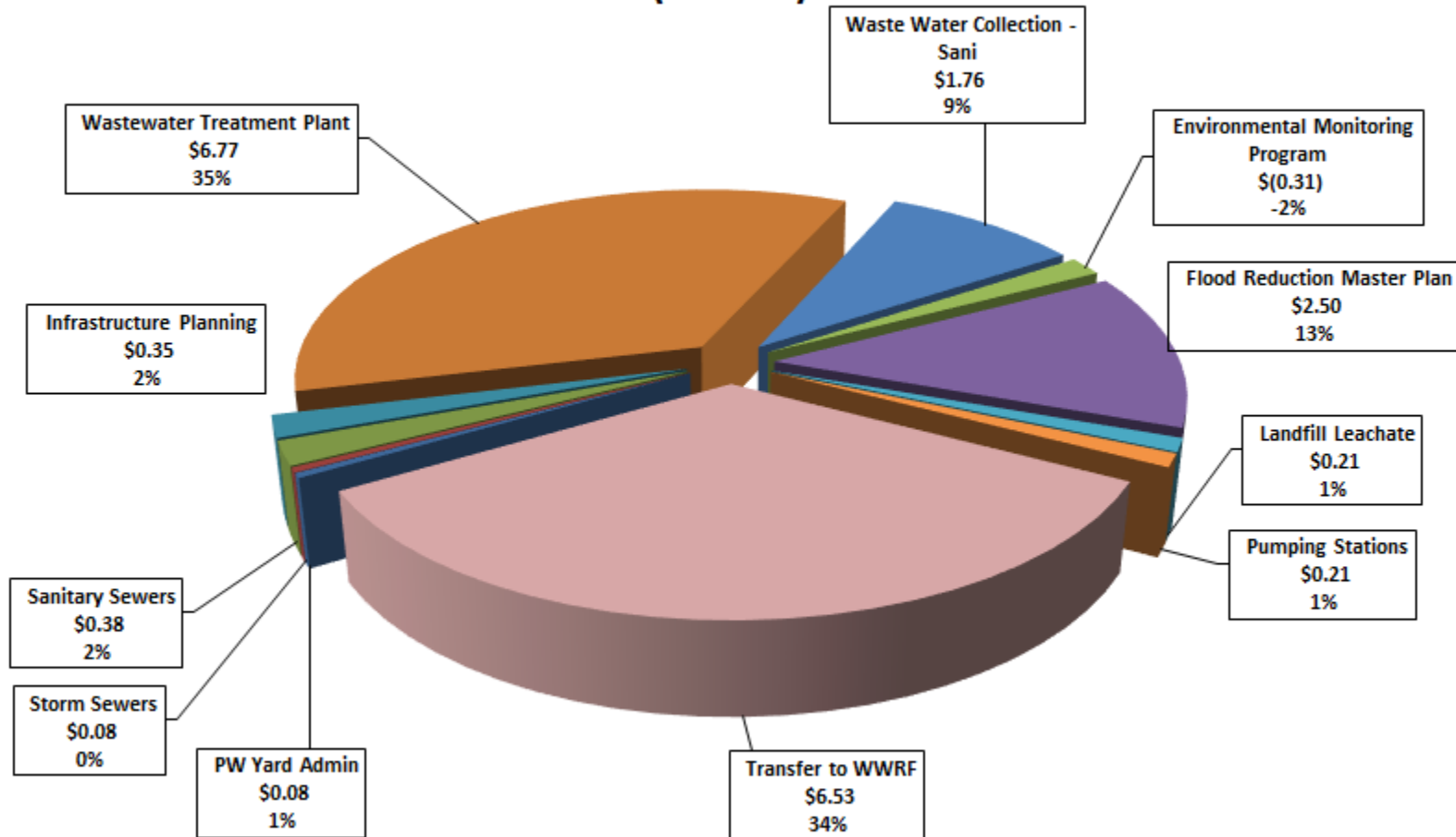
**For every \$100,000 of residential assessment**

Ref C1	Description C2	2021 C3	2022 C4	Change from 2021	
				Amount	%
				C5	C6
1.0	Average annual Water Rates	189.08	192.86	3.78	2.0%
2.0	Sewer Surcharge Effective Rate	102.92%	102.92%	0.0%	0.0%
3.0	Sewer Surcharge Payable	194.60	198.49	3.89	2.0%



**Sewer Surcharge Funded Operating Expenditures**

**2022 Sewer Surcharge Funded Operating Expenditures - \$18.6  
(Million)**



Part 2

2022 Operating and Capital (by Department)

**Other Fees and Service Charges Summary - 2021-2022**

User fees shown here are reflected throughout Departmental Budgets and reduce net tax levy requirements.

	Activity Ref	2021 Approved	2021 Preliminary	2022 Recommended	% Change	\$ Change
<b>Chief Administrative Officer</b>						
Corporate Sponsorship	10040	294,500	102,050	348,960	18.5%	54,460
Communication Services		294,500	102,050	348,960	18.5%	54,460
Fire - Administration	10020	753,854	753,854	851,960	13.0%	98,106
Fire Services		753,854	753,854	851,960	13.0%	98,106
<b>Chief Administrative Officer</b>		<b>1,048,354</b>	<b>855,904</b>	<b>1,200,920</b>	<b>14.6%</b>	<b>152,566</b>
<b>Corporate and Legislative Services</b>						
City Clerk - Administration	10290	350,790	256,621	342,649	-2.3%	-8,141
City Clerk		350,790	256,621	342,649	-2.3%	-8,141
Taxation	10165	244,903	244,903	244,902	0.0%	-1
Financial Services		244,903	244,903	244,902	0.0%	-1
Market Hall	10085	23,970	23,970	24,450	2.0%	480
Millennium Park Boathouse	10090	10,200	10,200	10,404	2.0%	204
Court House	10095	365,607	377,473	366,813	0.3%	1,206
Rental Property Management	10100	214,883	214,883	216,358	0.7%	1,475
Queen Alex	10105	94,745	94,745	96,218	1.6%	1,473
Rental Property, 249 Simcoe Street	10110	69,600	28,104	28,104	-59.6%	-41,496
210 Wolfe St City Hall S	10115	0	0	97,074	0.0%	97,074
Facilities Management		779,005	749,375	839,421	7.8%	60,416

Part 2  
2022 Operating and Capital (by Department)

	Activity Ref	2021 Approved	2021 Preliminary	2022 Recommended	% Change	\$ Change
Office of POA	10310	1,786,017	1,379,709	1,635,532	-8.4%	-150,485
Legal Services		1,786,017	1,379,709	1,635,532	-8.4%	-150,485
Corporate and Legislative Services		3,160,714	2,630,608	3,062,504	-3.1%	-98,210
Infrastructure and Planning Services						
Planning Administration	11120	223,500	253,500	266,000	19.0%	42,500
Planning and Development and Real Estate		223,500	253,500	266,000	19.0%	42,500
Building Inspection	11135	14,099	12,000	12,000	-14.9%	-2,099
By-law Enforcement	11140	109,000	109,000	115,600	6.1%	6,600
Building Services		123,099	121,000	127,600	3.7%	4,501
Airport	11125	1,062,020	1,050,895	1,064,575	0.2%	2,555
Airport		1,062,020	1,050,895	1,064,575	0.2%	2,555
Infrastructure Management	10745	63,443	63,433	147,538	132.6%	84,095
Infrastructure Management		63,443	63,433	147,538	132.6%	84,095
Engineering	10760	13,840	13,840	13,912	0.5%	72
Street Lighting	10765	0		14,000	0.0%	14,000
Parks Maintenance	10832	2,500		10,800	332.0%	8,300
Forestry	10833	3,000	3,000	3,000	0.0%	0
Horticulture	10834	500	0	500	0.0%	0

Part 2  
2022 Operating and Capital (by Department)

	Activity Ref	2021 Approved	2021 Preliminary	2022 Recommended	% Change	\$ Change
<b>Engineering, Construction and Public Works</b>		<b>19,840</b>	<b>16,840</b>	<b>42,212</b>	<b>112.8%</b>	<b>22,372</b>
Parking-Administration	10880	660,000	300,000	700,000	6.1%	40,000
Parking-Simcoe St. Parking Garage	10885	273,600	108,600	288,600	5.5%	15,000
Parking-King St. Parking Garage	10890	584,150	131,200	585,000	0.1%	850
Parking-Parking Lots	10895	507,307	368,500	493,560	-2.7%	-13,747
Parking-Street Meters	10900	735,620	250,700	748,000	1.7%	12,380
Transit-Recoverables	10945	11,500	4,000	6,500	-43.5%	-5,000
Transit-Conventional Transit Operation	10950	6,067,220	2,934,000	6,092,200	0.4%	24,980
Transit-Handivan	10955	151,440	100,000	152,000	0.4%	560
<b>Transportation</b>		<b>8,990,838</b>	<b>4,197,000</b>	<b>9,065,860</b>	<b>0.8%</b>	<b>75,022</b>
Landfill Operation	10980	143,000	158,000	148,000	3.5%	5,000
Compost Site Operation	10985	10,000	11,000	10,000	0.0%	0
Hazardous Waste Collection	10995	105,000	91,000	80,000	-23.8%	-25,000
Large Article Pick-up	11000	15,000	15,000	15,500	3.3%	500
Recycling Collection	11010	18,946	15,000	20,000	5.6%	1,054
Recycling Processing	11015	892,000	1,092,000	1,444,000	61.9%	552,000
WWTP	11020	352,840	352,840	365,000	3.4%	12,160
Effluent Monitoring	11035	703,600	703,600	697,500	-0.9%	-6,100
Cavan Monaghan Treatment Plant	11055	227,495	201,332	216,815	-4.7%	-10,680
<b>Environmental Services</b>		<b>2,467,881</b>	<b>2,639,772</b>	<b>2,996,815</b>	<b>21.4%</b>	<b>528,934</b>
<b>Infrastructure and Planning Services</b>		<b>12,950,620</b>	<b>8,342,440</b>	<b>13,710,600</b>	<b>5.9%</b>	<b>759,980</b>

Part 2  
2022 Operating and Capital (by Department)

	Activity Ref	2021 Approved	2021 Preliminary	2022 Recommended	% Change	\$ Change
<b>Community Services</b>						
Other Cultural Organizations	10340	10,000	10,000	0	-100.0%	-10,000
Community Service Administration		10,000	10,000	0	-100.0%	-10,000
Ptbo Sport & Wellness Centre	10485	2,908,234	1,490,959	2,797,966	-3.8%	-110,268
Marina	10480	422,745	252,422	377,043	-10.8%	-45,702
Recreation Administration	10485	7,818		0	-100.0%	-7,818
Beavermead	10490	28,700	28,700	28,700	0.0%	0
Instructional Sports	10510	292,756	70,000	295,000	0.8%	2,244
Sport Field Permitting	10520	379,994	154,763	431,215	13.5%	51,221
Naval Association Memorial Park	10536	0	60,000	239,865	0.0%	239,865
Recreation		4,040,246	2,056,844	4,169,789	3.2%	129,543
Culture & Heritage Div Mgmt	10325	0		40,000	0.0%	40,000
Heritage Preservation Office	10330	2,000	2,000	2,800	40.0%	800
PACAC	10335	21,700	11,950	21,700	0.0%	0
Museum - Administration	10345	27,720	13,217	30,120	8.7%	2,400
Sales Desk	10350	16,800	5,200	16,800	0.0%	0
Programs	10355	142,600	74,950	145,100	1.8%	2,500
Public Support	40005	6,000	6,000	6,000	0.0%	0
Private Support	40010	138,100	83,100	135,000	-2.2%	-3,100
AGP SHOP	40030	52,000	27,000	52,000	0.0%	0
Main Library	60005	127,100	20,166	107,050	-15.8%	-20,050
Arts, Culture and Heritage		534,020	243,583	556,570	4.2%	22,550
Urban Park	10092	0		5,500	0.0%	5,500

Part 2  
2022 Operating and Capital (by Department)

	Activity Ref	2021 Approved	2021 Preliminary	2022 Recommended	% Change	\$ Change
Morrow Park	10375	214,433	106,738	227,674	6.2%	13,241
Memorial Centre-Administration	10380	1,125,598	334,459	946,251	-15.9%	-179,347
Memorial Centre-Events	10390	367,500	36,750	275,625	-25.0%	-91,875
Memorial Centre-Food & Beverage Services	10400	55,600	2,000	60,100	8.1%	4,500
Healthy Planet Arena-Administration	10410	1,182,622	783,360	1,231,181	4.1%	48,559
Healthy Planet Arena-Canteens & Lounge	10420	60,000	6,500	60,000	0.0%	0
Kinsmen Arena-Administration	10425	830,987	576,390	880,403	5.9%	49,416
Kinsmen Arena-Canteens	10430	6,500	1,000	6,500	0.0%	0
<b>Arenas</b>		<b>3,843,241</b>	<b>1,847,197</b>	<b>3,693,234</b>	<b>-3.9%</b>	<b>-150,007</b>
Child Serv. Core & Expansion Funding	10545	508,000	508,000	510,000	0.4%	2,000
Pbo Day Care	10565	451,964	451,964	468,012	3.6%	16,048
Pearson DC	10570	420,120	420,120	428,538	2.0%	8,418
School Age Care	10575	496,608	329,202	568,762	14.5%	72,154
City - Mandatory Benefits	10590	140,000	210,000	150,000	7.1%	10,000
County - Mandatory Benefits	10595	27,000	27,000	27,000	0.0%	0
100 % Municipal City Costs	10610	5,000	5,000	5,000	0.0%	0
100 % Municipal County Costs	10615	1,500	1,500	1,500	0.0%	0
Social Housing Administration	10655	0	0	100,000	0.0%	100,000
Peterborough Housing Corp	10660	0		128,471	0.0%	128,471
Rent Choice	10705	110,000	110,000	0	-100.0%	-110,000
DOOR Funding	10710	50,000		0	-100.0%	-50,000
Home Ownership Program	10720	75,000	75,000	75,000	0.0%	0
<b>Social Services</b>		<b>2,285,192</b>	<b>2,137,786</b>	<b>2,462,283</b>	<b>7.7%</b>	<b>177,091</b>

Part 2  
2022 Operating and Capital (By Department)

	Activity Ref	2021 Approved	2021 Preliminary	2022 Recommended	% Change	\$ Change
Community Services		10,712,699	6,295,410	10,881,876	1.6%	169,177
Community Development Program						
Community Development Program	10635	101,680	101,680	124,820	22.8%	23,140
Social Services		101,680	101,680	124,820	22.8%	23,140
Community Development Program		101,680	101,680	124,820	22.8%	23,140
Total Fees and Service Charges		27,974,068	18,226,041	28,980,720	3.6%	1,006,652



Budget Highlights

**Part 3: 2022 Property Taxation**



## Taxation Revenue Summary

The amount of taxation revenue, included in the 2022 Budget, to fund the net expenditures from all City activities, less corporate revenues, is \$147.4 million. The following charts show the tax levy by class of property.

City of Peterborough 2022 Operating Budget				
Description	2021 Approved	2022 Recommended	Variances 2021 - 2022	
			Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Tax Levy</b>				
<b><u>Residential</u></b>				
Residential	98,528,590	102,817,440	4.4%	4,288,850
Multiresidential	15,108,170	15,580,734	3.1%	472,564
New Multi-residential	1,211,629	1,277,280	5.4%	65,651
	114,848,389	119,675,454	4.2%	4,827,065
<b><u>Commercial Industrial &amp; Business</u></b>				
<b><u>Commercial</u></b>				
Commercial Class	17,799,831	18,335,988	3.0%	536,157
Commercial Class New Construction	5,842,054	5,711,948	-2.2%	(130,106)
Commercial Class Vacant Units	308,977	326,488	5.7%	17,511
Commercial Class Vacant Units New Construction	50,964	54,923	7.8%	3,959
Commercial Class, Vacant Land	310,593	381,885	23.0%	71,292
Commercial Class, Vacant Land New Construction	0	0	0.0%	0
	24,312,419	24,811,232	2.1%	498,813
<b><u>Industrial</u></b>				
Industrial Class	2,034,992	2,070,494	1.7%	35,502
Industrial Class New Construction	254,565	263,055	3.3%	8,490
Industrial Tax Vacant Units	65,017	68,826	5.9%	3,809
Industrial Tax Vacant Units New Construction	3,225	3,333	3.3%	108
Industrial Class, Vacant Land	150,429	172,732	14.8%	22,303
Industrial Class, Vacant Land New Construction	0	0	0.0%	0
	2,508,228	2,578,440	2.8%	70,212
<b><u>Other</u></b>				
Pipeline	296,900	309,526	4.3%	12,626
Farm Property	23,657	25,113	6.2%	1,456
Farm Land Awaiting Development	0	0	0.0%	0
Managed Forest	639	661	3.4%	22
	321,196	335,300	13.90%	14,104
	3			
<b>Total Levied By Tax Rate</b>	141,990,232	147,400,426	3.8%	5,410,194

## **Tax Policy**

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### **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 Commercial and Industrial Classes achieved the goal of a tax ratio of 1.5%.

### **City is required to pass a 2022 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 2022 tax ratios for each property class as set out in the 2022 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 2022.

### **Recommendation**

**That the 2022 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.

### **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 and 2022 taxation year. It is expected, but not confirmed, that the re-assessment originally due January 1, 2020 will be carried out in 2022. The phase-in program would then start in the 2023 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 2022 taxation year, the 2020 destination value is carried over and used for the 2022 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  
2022 Property Taxation

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Taxation Year	2016	2017	2018	2019	2020	2021	2022
Valuation Date	January 1, 2012	January 1, 2016	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	\$360,000
Phase-in	0	25.00%	50.00%	75.00%	100.00%	100.00%	100.00%
CVA for Taxation	\$320,000	\$330,000	\$340,000	\$350,000	\$360,000	\$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, 2022.

**Taxable assessment for 2022 – estimated 0.6% increase**

The 2022 Budget is based on the phased-in property assessments as of January 1, 2016, updated for actual growth, and assessment adjustments. The overall taxable assessment for 2022 is estimated to remain flat over the 2021 budget level. As mentioned above, there is no phase-in of reassessment in 2021 and real growth is expected to be minimal

Part 3  
2022 Property Taxation

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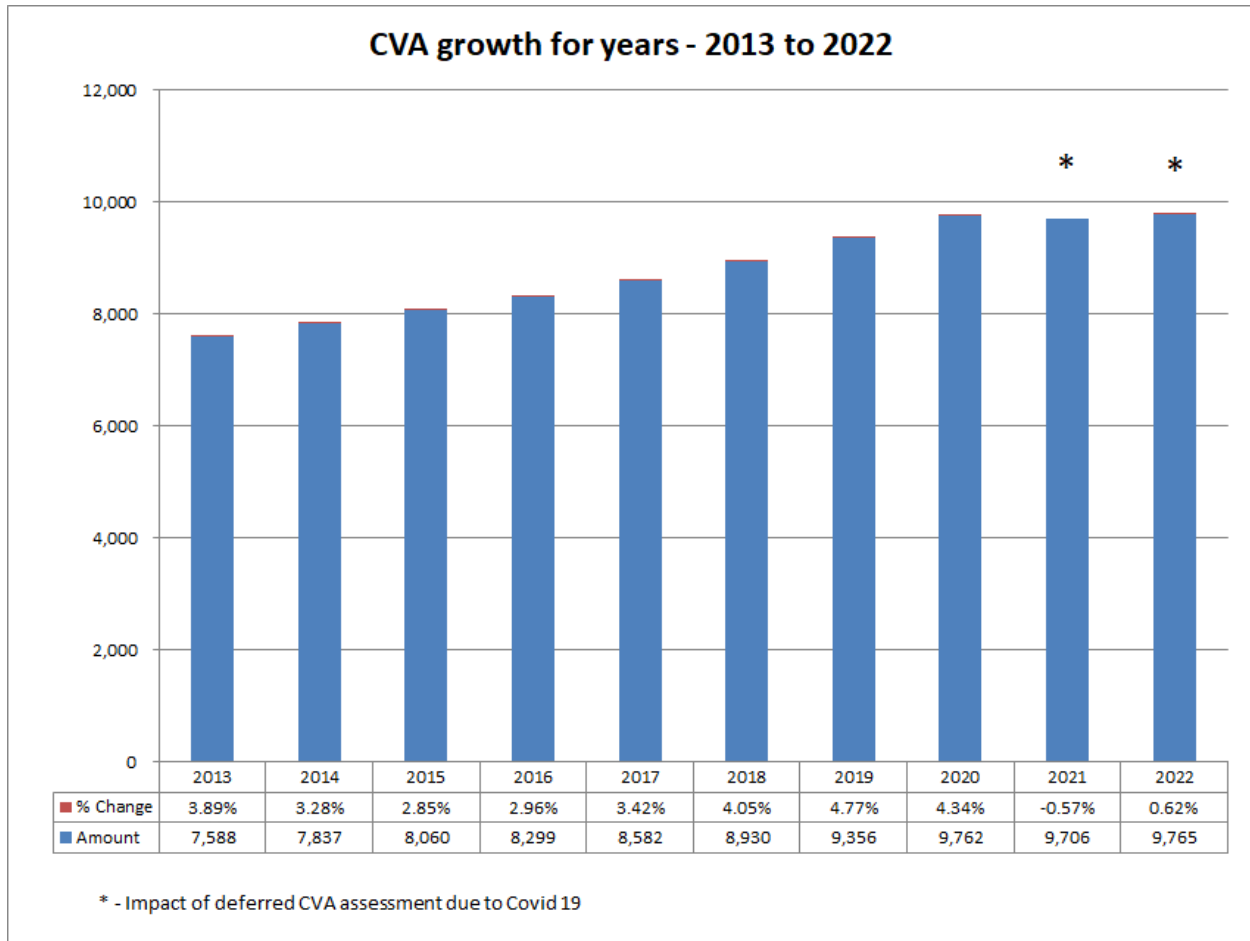
The following chart reflects the taxable assessment by class and subclass.

**2021 - 2022 Taxable CVA by Class and Sub-class**

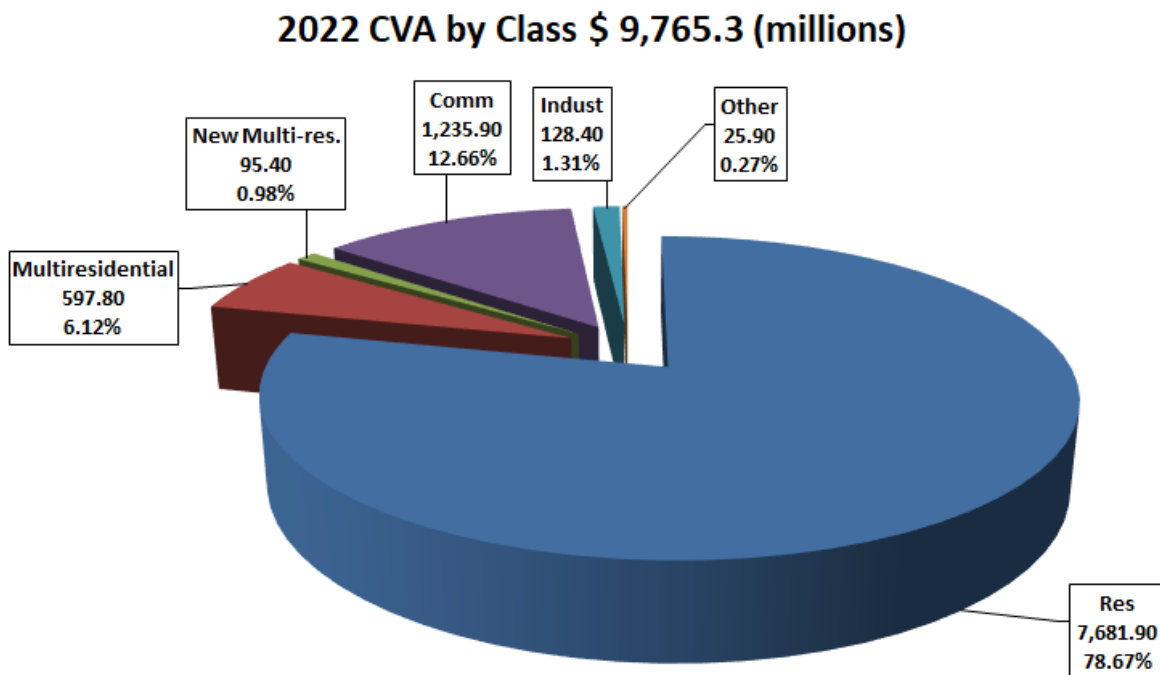
Description	2021 Approved	2022 Recommended	Variances 2021 - 2022	
			Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Current Value Assessment</b>				
<b><u>Residential</u></b>				
Residential (Taxable)	7,606,928,529	7,681,846,183	1.0%	74,917,654
Multiresidential	599,026,600	597,824,900	-0.2%	-1,201,700
New Multi-residential	93,544,200	95,430,000	2.0%	1,885,800
<b>Subtotal Residential</b>	<b>8,299,499,329</b>	<b>8,375,101,083</b>	<b>0.9%</b>	<b>75,601,754</b>
<b><u>Commercial</u></b>				
Commercial Class	916,160,790	913,296,446	-0.3%	-2,864,344
Commercial Class New Construction	300,691,652	284,506,152	-5.4%	-16,185,500
Commercial Class Vacant Units	15,903,112	16,262,012	2.3%	358,900
Commercial Class Vacant Units New Construction	2,623,148	2,735,638	4.3%	112,490
Commercial Class, Vacant Land	15,986,301	19,021,301	19.0%	3,035,000
Commercial Class, Vacant Land New Construction	0	0	0.0%	0
<b>Subtotal Commercial</b>	<b>1,251,365,003</b>	<b>1,235,821,549</b>	<b>-1.2%</b>	<b>-15,543,454</b>
<b><u>Industrial</u></b>				
Industrial Class	104,741,411	103,129,126	-1.5%	-1,612,285
Industrial Class New Construction	13,102,500	13,102,500	0.0%	0
Industrial Tax Vacant Units	3,346,447	3,428,147	2.4%	81,700
Industrial Tax Vacant Units New Construction	166,000	166,000	0.0%	0
Industrial Class, Vacant Land	7,742,600	8,603,600	11.1%	861,000
Industrial Class, Vacant Land New Construction	0	0	0.0%	0
<b>Subtotal Industrial</b>	<b>129,098,958</b>	<b>128,429,373</b>	<b>-0.5%</b>	<b>-669,585</b>
<b><u>Other</u></b>				
Pipeline	18,041,000	18,198,000	0.9%	157,000
Farm Property	7,305,800	7,505,200	2.7%	199,400
Farm Land Awaiting Development	0	0	0.0%	0
Managed Forest	197,400	197,400	0.0%	0
<b>Subtotal Other</b>	<b>25,544,200</b>	<b>25,900,600</b>	<b>1.4%</b>	<b>356,400</b>
<b>Grand Total</b>	<b>9,705,507,490</b>	<b>9,765,252,605</b>	<b>0.6%</b>	<b>59,745,115</b>

### CVA growth 2013-2022

The chart below shows the total taxable assessment changes for the years 2013 through to 2022.



The following chart shows the relative breakdown of the total \$9.8 billion 2022 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  
2022 Property Taxation

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The 2022 Budget reflects the tax ratios shown below.

**Tax Ratios – 2021 - 2022**

Description	2021 Approved	2022 Recommended	Variances 2021 - 2022	
			Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Tax Ratios</b>				
<b><u>Residential</u></b>				
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
<b><u>Commercial</u></b>				
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	1.500000	1.500000	0.0%	0.0000000
Commercial Class Vacant Units New Construction	1.500000	1.500000	0.0%	0.0000000
Commercial Class, Vacant Land	1.500000	1.500000	0.0%	0.0000000
Commercial Class, Vacant Land New Construction	1.500000	1.500000	0.0%	0.0000000
<b><u>Industrial</u></b>				
Industrial Class	1.500000	1.500000	0.0%	0.0000000
Industrial Class New Construction	1.500000	1.500000	0.0%	0.0000000
Industrial Tax Vacant Units	1.500000	1.500000	0.0%	0.0000000
Industrial Tax Vacant Units New Construction	1.500000	1.500000	0.0%	0.0000000
Industrial Class, Vacant Land	1.500000	1.500000	0.0%	0.0000000
Industrial Class, Vacant Land New Construction	1.500000	1.500000	0.0%	0.0000000
<b><u>Other</u></b>				
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



Part 3  
2022 Property Taxation

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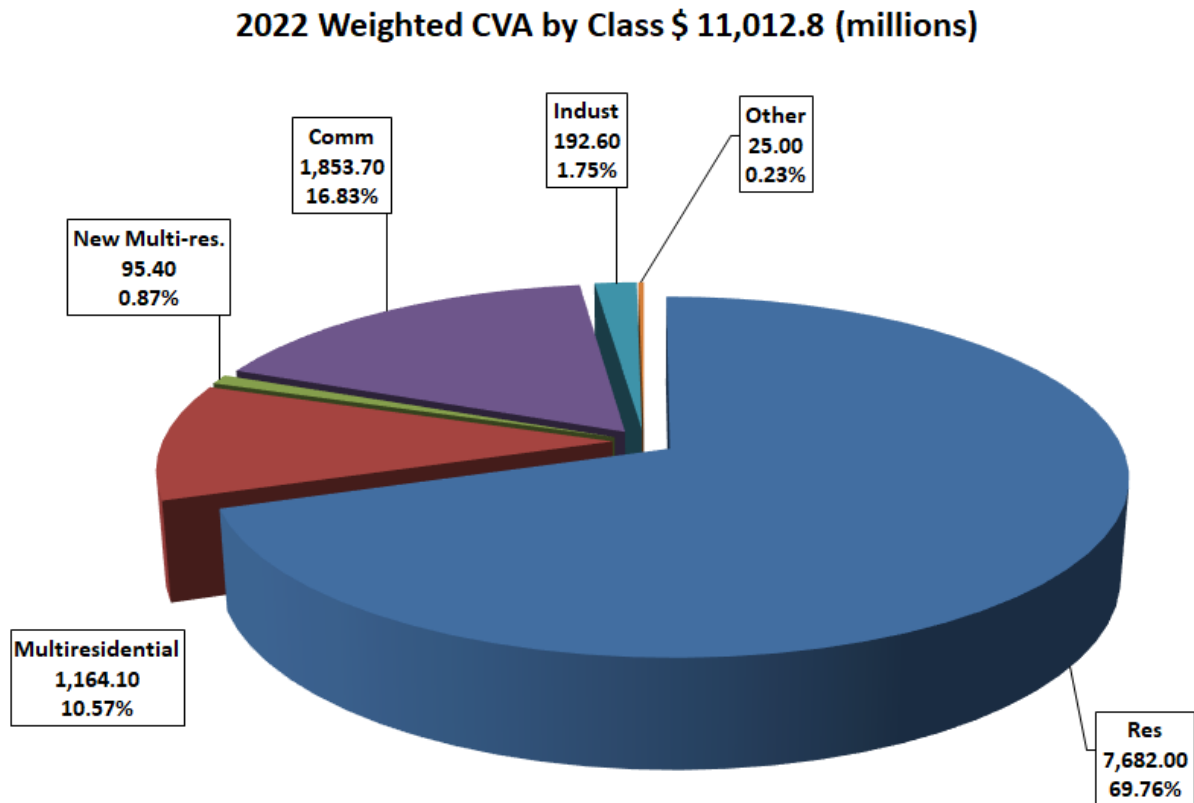
## Weighted Taxable Assessment

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 2021 - 2022

Description	2021 Approved	2022 Recommended	Variances 2021 - 2022	
			Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Weighted Current Value Assessment</b>				
<b><u>Residential</u></b>				
Residential	7,606,928,529	7,681,846,183	1.0%	74,917,654
Multiresidential	1,166,430,586	1,164,090,624	-0.2%	-2,339,962
New Multi-residential	93,544,200	95,430,000	2.0%	1,885,800
<b>Subtotal Residential</b>	<b>8,866,903,315</b>	<b>8,941,366,807</b>	<b>0.8%</b>	<b>74,463,492</b>
<b><u>Commercial</u></b>				
Commercial Class	1,374,241,185	1,369,944,669	-0.3%	-4,296,516
Commercial Class New Construction	451,037,478	426,759,228	-5.4%	-24,278,250
Commercial Class Vacant Units	23,854,668	24,393,018	2.3%	538,350
Commercial Class Vacant Units New Construction	3,934,722	4,103,457	4.3%	168,735
Commercial Class, Vacant Land	23,979,452	28,531,952	19.0%	4,552,500
Commercial Class, Vacant Land New Construction	0	0	0.0%	0
<b>Subtotal Commercial</b>	<b>1,877,047,505</b>	<b>1,853,732,324</b>	<b>-1.2%</b>	<b>-23,315,181</b>
<b><u>Industrial</u></b>				
Industrial Class	157,112,117	154,693,689	-1.5%	-2,418,428
Industrial Class New Construction	19,653,750	19,653,750	0.0%	0
Industrial Tax Vacant Units	5,019,671	5,142,221	2.4%	122,550
Industrial Tax Vacant Units New Construction	249,000	249,000	0.0%	0
Industrial Class, Vacant Land	11,613,900	12,905,400	11.1%	1,291,500
Industrial Class, Vacant Land New Construction	0	0	0.0%	0
<b>Subtotal Industrial</b>	<b>193,648,438</b>	<b>192,644,060</b>	<b>-0.5%</b>	<b>-1,004,378</b>
<b><u>Other</u></b>				
Pipeline	22,922,895	23,122,379	0.9%	199,484
Farm Property	1,826,450	1,876,300	2.7%	49,850
Farm Land Awaiting Development	0	0	0.0%	0
Managed Forest	49,350	49,350	0.0%	0
<b>Subtotal Other</b>	<b>24,798,695</b>	<b>25,048,029</b>	<b>1.0%</b>	<b>249,334</b>
<b>Grand Total</b>	<b>10,962,397,953</b>	<b>11,012,791,220</b>	<b>0.5%</b>	<b>50,393,267</b>

The 2022 Weighted Taxable Assessment by class is shown in the chart below.



### **Municipal Tax Rate Calculation**

The 2022 Residential Municipal Tax Rate is calculated by dividing the total net tax levy requirements for the year (\$147.4 million) by the total Taxable Weighted Assessment (\$11.013 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 1.338444% Residential tax rate for 2022 is calculated as follows:

A - Total 2022 net tax levy = \$147,400,030

B - Total Weighted Taxable Assessment = \$11,012,791,220

C - Residential tax rate = 1.338444% (  $\$147,400,030 / \$11,012,791,220 \times 100$  )

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 2.6062320% Multi-residential rate for 2022 is calculated by multiplying the 1.338444% Residential tax rate times the 1.947210 Multi-residential tax ratio.

Part 3  
2022 Property Taxation

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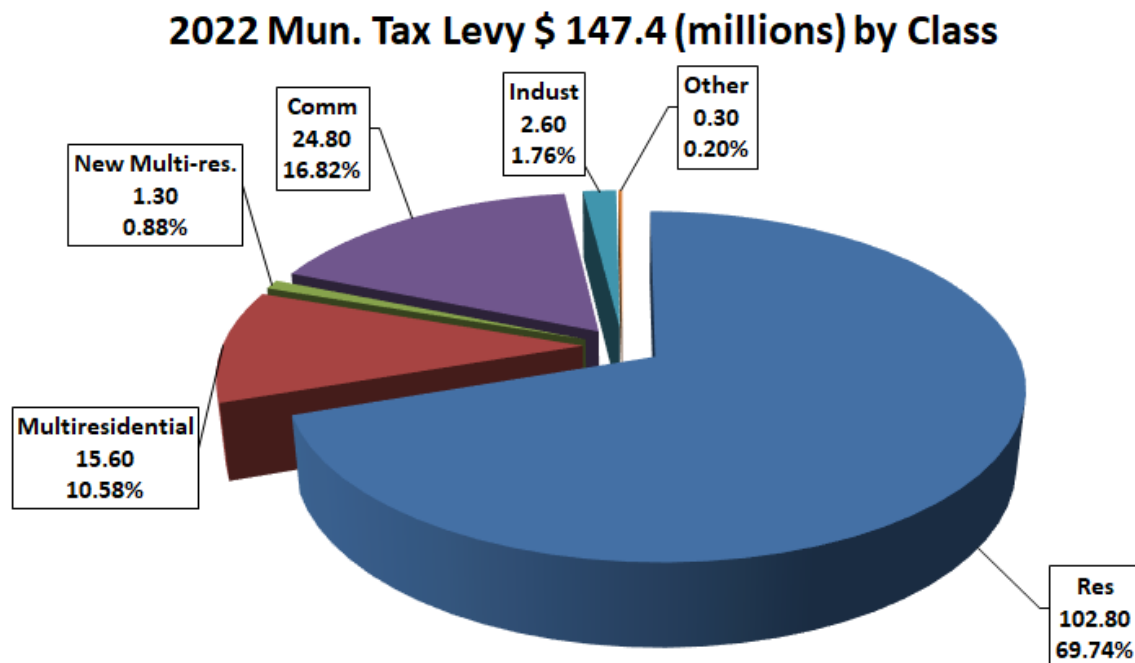
The resulting 2021 and 2022 tax rates for each class are shown in following table.

**2021 - 2022 Municipal Tax Rates**

Description	2021 Approved	2022 Recommended	Variances 2021 - 2022	
			Over (Under) 2021 Budget %	Over (Under) 2021 Budget \$
<b>Municipal Tax Rates</b>				
<b><u>Residential</u></b>				
Residential	1.2952480%	1.3384440%	3.3%	0.043196%
Multiresidential	2.5221200%	2.6062320%	3.3%	0.084112%
New Multi-residential	1.2952480%	1.3384440%	3.3%	0.043196%
<b><u>Commercial</u></b>				
Commercial Class	1.9428720%	2.0076660%	3.3%	0.064794%
Commercial Class New Construction	1.9428720%	2.0076660%	3.3%	0.064794%
Commercial Class Vacant Units	1.9428720%	2.0076660%	3.3%	0.064794%
Commercial Class Vacant Units New Construction	1.9428720%	2.0076660%	3.3%	0.064794%
Commercial Class, Vacant Land	1.9428720%	2.0076660%	3.3%	0.064794%
Commercial Class, Vacant Land New Construction	1.9428720%	2.0076660%	3.3%	0.064794%
<b><u>Industrial</u></b>				
Industrial Class	1.9428720%	2.0076660%	3.3%	0.064794%
Industrial Class New Construction	1.9428720%	2.0076660%	3.3%	0.064794%
Industrial Tax Vacant Units	1.9428720%	2.0076660%	3.3%	0.064794%
Industrial Tax Vacant Units New Construction	1.9428720%	2.0076660%	3.3%	0.064794%
Industrial Class, Vacant Land	1.9428720%	2.0076660%	3.3%	0.064794%
Industrial Class, Vacant Land New Construction	1.9428720%	2.0076660%	3.3%	0.064794%
<b><u>Other</u></b>				
Pipeline	1.6457420%	1.7006270%	3.3%	0.054885%
Farm Property	0.3238120%	0.3346110%	3.3%	0.010799%
Farm Land Awaiting Development	0.9714360%	1.0038330%	3.3%	0.032397%
Managed Forest	0.3238120%	0.3346110%	3.3%	0.010799%

### 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 2022 education rates do impact the total tax on assessment City taxpayers will pay in 2022. The 2.87% increase in the all-inclusive tax levy, reflected in the 2022 Budget, is impacted by the education rate. For the 2022 Budget, it has been assumed that there will be a 0.0% change in the residential education tax rates established for 2022 and that they will remain at 0.153000%

### **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 2022 Business Education Tax Rates**

The City's 2022 BET rates were not announced by the Province until early 2022. For the 2022 Budget, the Business Education rates have remained at 2022 rates.

The following table shows the 2021 and 2022 Municipal and Education Tax Rates including all of the above assumptions.

Part 3  
2022 Property Taxation

**2021 and 2022 Municipal and Education Tax Rates**

Class	2021 Tax rates			2022 Tax rates					
	Taxes as approved by By-law			Tax rates as per 2022 Budget MPAC Assess			% Change in rate		
	Municipal	Education	Total	Municipal	Education	Total	Municipal	Education	Total
<b><u>Residential</u></b>									
Residential	1.2952480%	0.1530000%	1.4482480%	1.3384440%	0.1530000%	1.4914440%	3.33%	0.00%	2.98%
Multiresidential	2.5221200%	0.1530000%	2.6751200%	2.6062320%	0.1530000%	2.7592320%	3.33%	0.00%	3.14%
New Multi-residential	1.2952480%	0.1530000%	1.4482480%	1.3384440%	0.1530000%	1.4914440%	3.33%	0.00%	2.98%
<b><u>Commercial</u></b>									
Commercial Class	1.9428720%	0.8800000%	2.8228720%	2.0076660%	0.8800000%	2.8876660%	3.33%	0.00%	2.30%
Commercial Class New Construction	1.9428720%	0.8800000%	2.8228720%	2.0076660%	0.8800000%	2.8876660%	3.33%	0.00%	2.30%
Commercial Class Vacant Units	1.9428720%	0.8800000%	2.8228720%	2.0076660%	0.8800000%	2.8876660%	3.33%	0.00%	2.30%
Commercial Class Vacant Units New Construction	1.9428720%	0.8800000%	2.8228720%	2.0076660%	0.8800000%	2.8876660%	3.33%	0.00%	2.30%
Commercial Class, Vacant Land	1.9428720%	0.8800000%	2.8228720%	2.0076660%	0.8800000%	2.8876660%	3.33%	0.00%	2.30%
Commercial Class, Vacant Land New Construction	1.9428720%	0.8800000%	2.8228720%	2.0076660%	0.8800000%	2.8876660%	3.33%	0.00%	2.30%
<b><u>Industrial</u></b>									
Industrial Class	1.9428720%	0.8800000%	2.8228720%	2.0076660%	0.8800000%	2.8876660%	3.33%	0.00%	2.30%
Industrial Class New Construction	1.9428720%	0.8800000%	2.8228720%	2.0076660%	0.8800000%	2.8876660%	3.33%	0.00%	2.30%
Industrial Tax Vacant Units	1.9428720%	0.8800000%	2.8228720%	2.0076660%	0.8800000%	2.8876660%	3.33%	0.00%	2.30%
Industrial Tax Vacant Units New Construction	1.9428720%	0.8800000%	2.8228720%	2.0076660%	0.8800000%	2.8876660%	3.33%	0.00%	2.30%
Industrial Class, Vacant Land	1.9428720%	0.8800000%	2.8228720%	2.0076660%	0.8800000%	2.8876660%	3.33%	0.00%	2.30%
Industrial Class, Vacant Land New Construction	1.9428720%	0.8800000%	2.8228720%	2.0076660%	0.8800000%	2.8876660%	3.33%	0.00%	2.30%
<b><u>Other</u></b>									
Pipeline	1.6457420%	0.8800000%	2.5257420%	1.7006270%	0.8800000%	2.5806270%	3.33%	0.00%	2.17%
Farm Property	0.3238120%	0.0382500%	0.3620620%	0.3346110%	0.0382500%	0.3728610%	3.33%	0.00%	2.98%
Farm Land Awaiting Development	0.9714360%	0.1147500%	1.0861860%	1.0038330%	0.1147500%	1.1185830%	3.33%	0.00%	2.98%
Managed Forest	0.3238120%	0.0382500%	0.3620620%	0.3346110%	0.0382500%	0.3728610%	3.33%	0.00%	2.98%



Budget Highlights

## **Part 4: Other Sections**



Part 4  
2022 Other Sections

## Conversion of 2022 Draft Operating Budget to Full Accrual

Ref	Description	Budgeted Items Levied							Unlevied Expenses				2022 Full Accrual Budget
		2022 Operating Budget	2022 Other Capital	2022 Tangible Capital Assets	Net Transfers To/From Reserves	Debt Principal	Tangible Capital Assets	Subtotal 2022 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
<b>SUMMARY OF GROSS REVENUES &amp; EXPENSES</b>													
1	<b>REVENUES</b>												
2	Tax Levy and Other Revenue												
3	Tax	148,390,394						148,390,394					148,390,394
4	Payments in Lieu	4,160,200						4,160,200					4,160,200
5	City of Ptbo Holdings	5,208,000						5,208,000					5,208,000
6	Other	6,871,390						6,871,390					6,871,390
7	Direct Revenue	138,612,037			(4,995,988)	-		133,616,049					133,616,049
8		<b>303,242,021</b>	-	-	<b>(4,995,988)</b>	-		<b>298,246,033</b>	-	-	-	-	<b>298,246,033</b>
9	<b>EXPENSES</b>												
10	City Council	706,568		-	(1,556)			705,012					705,012
11	Chief Administrative Officer (including Fire)	19,760,126		1,727,200	(718,600)	(177,625)	(1,727,200)	18,863,901		(1,700)		(65,000)	18,797,201
12	Corporate and Legislative Services	13,204,610	984,600	26,612,400	(379,804)	(722,662)	(26,612,400)	13,086,744		(8,500)		(112,000)	12,966,244
13	Infrastructure and Planning Services	72,393,883	6,001,100	54,176,900	(10,945,324)	(8,635,736)	(54,176,900)	58,813,923		16,000	227,000		59,056,923
14	Community Services	101,795,235	1,465,200	1,434,800	(831,467)	(3,040,365)	(1,434,800)	99,388,603		(22,000)			99,366,603
15	Financial Services - Other Financial *	16,086,912			(5,041,480)			11,045,432					11,045,432
16	Transfers to Organizations For Provision of Services **	37,967,851	27,500	1,417,100	(118,810)	(453,767)	(1,417,100)	37,422,774		(31,000)		125,000	37,516,774
17	Amortization								28,000,000				28,000,000
18		<b>261,915,185</b>	<b>8,478,400</b>	<b>85,368,400</b>	<b>(18,037,041)</b>	<b>(13,030,155)</b>	<b>(85,368,400)</b>	<b>239,326,389</b>	<b>28,000,000</b>	<b>(47,200)</b>	<b>227,000</b>	<b>(52,000)</b>	<b>267,454,189</b>
19	<b>Government Grants and Other Revenues Related to Capital</b>		1,329,972	7,145,400				8,475,372					8,475,372
20	<b>Financing and Transfers</b>												
21	Transfer to (From) Capital	18,293,807	(4,442,900)	(13,850,907)				-					-
22	Transfer to (From) Reserves	23,033,029	(2,705,528)	(22,738,093)	2,410,592			-					-
23	Long term debt Issued		-	(41,634,000)		41,634,000		-					-
24		<b>41,326,836</b>	<b>(7,148,428)</b>	<b>(78,223,000)</b>	<b>2,410,592</b>	<b>41,634,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
25	<b>Change in Municipal Equity - Surplus (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,630,461</b>	<b>(28,603,845)</b>	<b>85,368,400</b>	<b>67,395,016</b>	<b>(28,000,000)</b>	<b>47,200</b>	<b>(227,000)</b>	<b>52,000</b>	<b>39,267,216</b>

## Staffing

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### Full Time Positions in 2022 Budget

There are 11.0 new full-time positions and a part time position moved to full time in the 2022 Budget. The Assistant Planner position is funded through a combination of increased revenues and the Planning Subdivision Engineering Fee reserve services. This results in a net increase of 11.33 FTE as set out in the following chart.

Proposed Full time Position Changes in the 2022 Budget				
Ref	Position	Group	OP / CAP	Net FTE
C1	C2	C3	C4	C5
1.00	Requested new full-time permanent			
1.01	Supervisor Planning Services	NU	Op	1.00
1.02	Assistant Planner	NU	Op	1.00
1.03	Fire fighters	Fire	Op	8.00
1.04	Fire training Officer	Fire	Op	1.00
	<b>Subtotal</b>			<b>11.00</b>
2.00	Existing Part time positions to full time			
2.01	Recreation Facilities Coordinator	NU	Op	0.33
	<b>Subtotal</b>			<b>0.33</b>
3.00	<b>Total Change</b>			<b>11.33</b>

Part 4  
2022 Other Sections

**Total Staff Complement**

The total staff complement includes the 744.40 full-time equivalents (FTE) and 154.15 part-time FTEs. The following chart shows the split by employee group and the gross expenditure totals.

Group	2021								2022								% change	\$ change
	Full time		Part-time		Total		Total	Full time		Part-time		Total		Total	Total		Including	Including
	FTE	Amount	FTE	Amount	FTE	Amount	Inc Ben	FTE	Amount	FTE	Amount	FTE	Amount	Inc Ben.	Benefits	Benefits	Benefits	Benefits
C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14	C15	C16	C17	C16	C17
L 126	226.93	14,700,776	29.19	1,495,565	256.12	16,196,341	20,596,037	228.86	15,100,748	28.61	1,488,736	257.47	16,589,484	21,106,413	2.48%	510,376		
L504	148.50	9,917,767	24.15	1,121,373	172.65	11,039,140	13,881,505	149.22	10,254,280	24.15	1,140,997	173.37	11,395,277	14,310,289	3.09%	428,784		
Fire	98.00	11,500,183	0.00	0	98.00	11,500,183	14,744,774	105.52	12,142,618	0.00	0	105.52	12,142,618	15,572,585	5.61%	827,811		
Non Union	139.09	14,569,242	1.67	136,400	140.76	14,705,642	18,950,902	142.68	15,464,731	1.00	86,557	143.68	15,551,288	20,044,640	5.77%	1,093,738		
ATU	100.12	6,548,832	15.87	785,005	115.99	7,333,837	9,229,030	102.12	6,685,975	15.87	795,210	117.99	7,481,185	9,450,936	2.40%	221,906		
Library	16.00	1,097,680	15.92	657,066	31.92	1,754,746	2,138,780	16.00	1,120,161	15.93	676,431	31.93	1,796,592	2,189,082	2.35%	50,302		
Other	0.00	0	66.17	2,033,857	66.17	2,033,857	2,193,199	0.00	0	68.59	2,195,115	68.59	2,195,115	2,368,177	7.98%	174,978		
Sub Total	728.64	58,334,480	152.97	6,229,266	881.61	64,563,746	81,734,227	744.40	60,768,513	154.15	6,383,046	898.55	67,151,559	85,042,122	4.05%	3,307,895		
Council	0	423,610	0.00	0	0.00	423,610	466,989	0.00	425,150	0.00	0		425,150	468,683	0.36%	1,694		
Total	728.64	58,758,090	152.97	6,229,266	881.61	64,987,356	82,201,216	744.40	61,193,663	154.15	6,383,046	898.55	67,576,709	85,510,805	4.03%	3,309,589		

## Staffing Complement and Dollars

### Total staff complement is 898.55 FTE - \$85.5 million

The 2022 Budget reflects a complement of 744.4 full-time equivalents and 154.15 part-time equivalents. The dollar value of direct compensation related to the complement is \$61.2 million for full-time and \$6.4 million for part-time positions for a total straight salary cost amounting to \$67.6 million. This represents a \$2.6 million (3.98%) increase over the 2021 levels. The increase covers 2022 requested additions and reductions, regular grid steps, the annualized impact of any 2021 hires and a provision for salary and wage settlements.

### Benefit costs to increase by \$0.7 million to \$17.9 million

Benefit costs are expected to be \$17.9 million in 2022 and are up by \$0.7 million over the 2021 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 2021 at 29% for full time labour and 10% for part time labour.

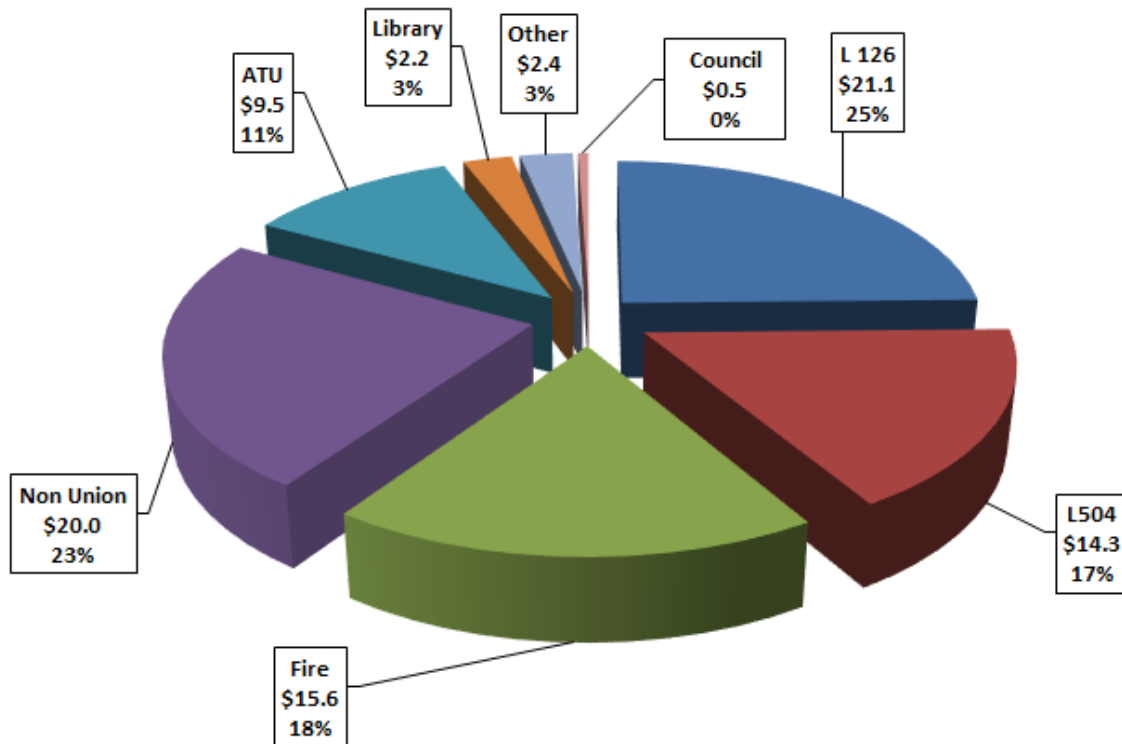
The following chart shows the OMERS contribution rates for the past five years.

	YMPE	NRA 65 Up to YMPE	Over YMPE	NRA 60 Up to YMPE	Over YMPE	RPP Max
2022	64,900	9.00%	14.60%	9.20%	15.80%	180,943
2021	61,600	9.00%	14.60%	9.20%	15.80%	180,505
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

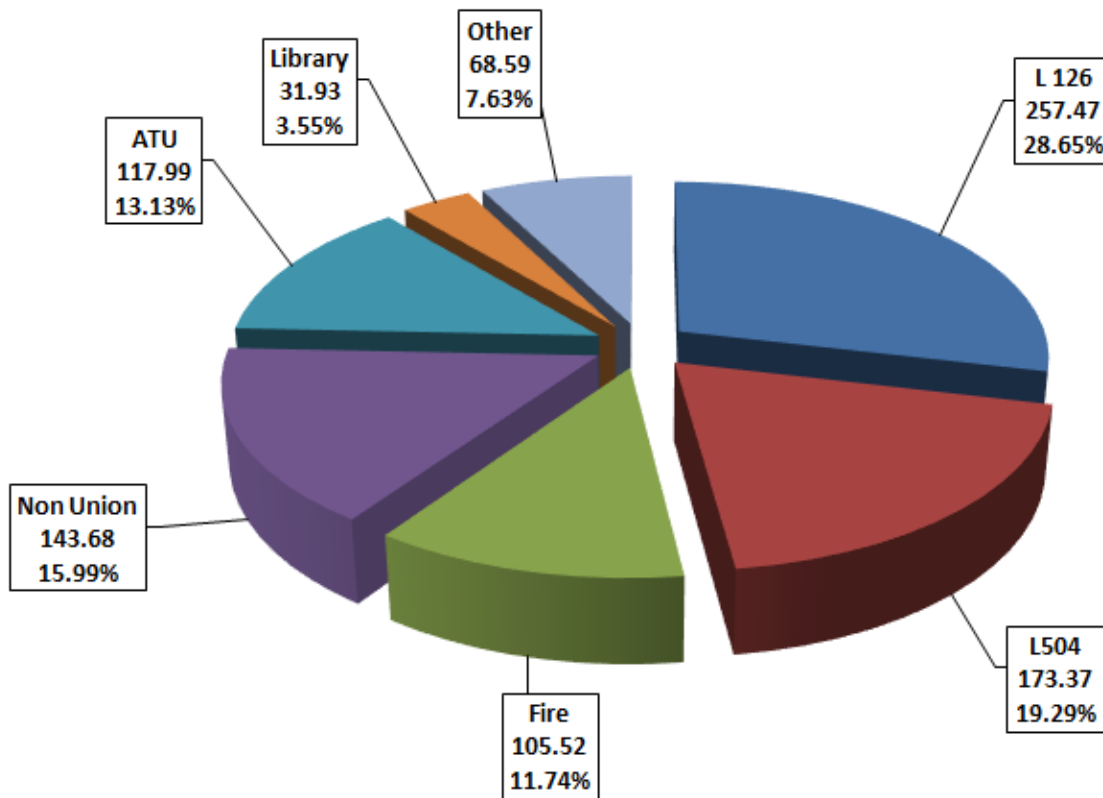
### Total compensation to be \$85.5 million in 2022 - up \$3.3 million or 4.03%

When the 29% benefit rate in effect for 2022 for full-time salaries, and the 10% benefit rate for part-time salaries are added, the total gross compensation for 2022 is \$85.5 million. The \$85.5 million represents 28.7% of the City's total \$298.1 million gross expenditures and is a \$3.3 million (4.03%) increase over the \$82.2 million total compensation reflected in the 2021 budget.

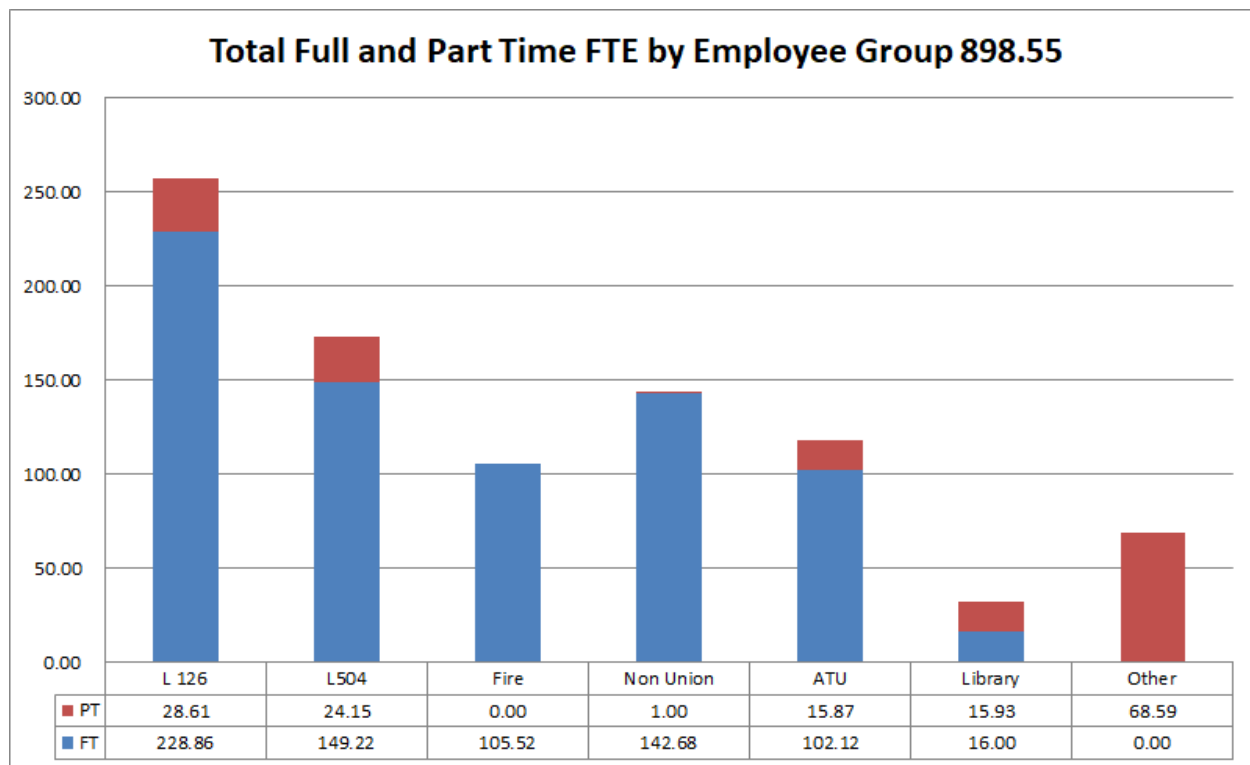
**2022 Allocation of Total Compensation by Employee  
Group \$ 85.5 Million**



### 2022 Allocation of FTE by Employee Group 898.55



Part 4  
2022 Other Sections



## **2022 Capital Financing Supplementary Information**

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Capital Levy is the amount of money raised through taxation that appears in the 2022 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 including Capital Levy, the changes to each, and the 2022 ending balances.



Part 4  
2022 Other Sections

		2021		2022	
Ref	Description	Capital Levy	TS Debt – Carrying Chgs	Capital Levy	TS Debt – Carrying Chgs
Opening balances					
1	COPHI Dividend Capital Financing – Previous Yr	\$5,908,000		\$5,208,000	
2	Legacy Fund Investment Proceeds	\$0		\$1,500,000	
3	Casino Reserve for Capital financing - Previous Yr.	\$2,300,000		\$1,640,000	
4	Storm Water Protection Capital Financing Previous Yr.	\$1,860,000		\$1,860,000	
5	Capital Levy Financed Flood Reduction Master Plan - Previous Yr	\$1,320,000		\$1,320,000	
6	Capital Levy Capital Financing	\$3,381,480	\$11,870,671	\$3,449,080	\$13,185,787
7	Capital Financing (Base) from previous year	\$14,769,480	\$11,870,671	\$14,977,080	\$13,185,787
Changes					
8	COPHI Dividends - Increase in year	-700,000		0	
9	Investment of PDI Sale Proceeds - Increase in the year	1,500,000		0	
10	Casino Reserve contribution change	-660,000		760,000	
11	Additional Storm Water Protection Capital Financing	0	620,000	620,000	
12	Flood Reduction Master Plan adjustment	0		-560,000	
13	Effect on Capital Levy from Flood Reduction Master Plan adjustment	0			
14	Changes to Capital Levy & TS Debt Carrying Charges	67,600	695,116	488,083	269,675
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	905,878
16	Total Changes to Capital Levy / Tax Supported Debt changes	207,600	1,315,116	1,308,083	1,175,553
Closing balances					
17	COPHI Dividend Capital Financing	\$5,208,000		\$5,208,000	
18	Legacy Fund Investment Proceeds	\$1,500,000		\$1,500,000	
19	Casino Reserve for Capital financing	\$1,640,000		\$2,400,000	
20	Storm Water Protection Capital Financing	\$1,860,000		\$2,480,000	
21	Capital Levy Financed Flood Reduction Master Plan	\$1,320,000		\$760,000	
22	Capital Levy Capital Financing	\$3,449,080		\$3,937,163	
23	Total Capital Financing	\$14,977,080	\$13,185,787	\$16,285,163	\$14,361,340

## 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 has impacted the dividends available to the City from COHPI. More than offsetting this decrease is a new stream of revenues generated by the Legacy Fund Investment (see Line 9).

### **Line 9 – Legacy Fund Investment**

Legacy Fund Investment is budgeted to generate \$1.5 million in investment income to support the capital program.

### **Line 10 Casino Gaming Reserve**

The COVID-19 restrictions had a significant negative impact on 2021 Casino Gaming Reserve. While it is anticipated that the COVID-19 impacts will be lessening in 2022, there is considerable uncertainty regarding speed of the recovery. A 2022 budget of \$2.4 million balances the anticipated return to pre-COVID-19 revenues with the unknown rate of the economic recovery. The Casino revenues are contributed in their entirety to the Casino Gaming Reserve to be used to replenish the reserve for funding for various capital projects previously approved by Council.

### **Line 11 Storm Water Protection**

For the fourth year of a 10-year phase in of Storm Water Protection capital funding an additional \$0.62 million, \$2.5 million in total, raised through the tax levy is being transferred to the Waste Water Reserve Fund to fund applicable Capital projects as identified in the 2022 Capital Budget.

### **Line 12 – Flood Reduction Master Plan Capital Levy**

For the 2022 Budget, staff is recommending a \$ 0.56 million reduction from the 2021 balance of \$1.3 million from Capital Levy which results in a 2022 Flood Reduction Master Plan contribution of \$ 0.76 million.

**Line 16 – Increased Capital Financing**

Tax Supported Debt Charges have increased \$1.18 million in the 2022 budget. The increase is supported through an allocation of Net Tax Revenues and through the one-time re-direction of Sewer Surcharge - Waste Water Protection Funding.

**Lines 17 - 23 – Closing Balances - 2022 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.

### **Canada Community-Building Fund (formerly the Federal Gas Tax Program)**

The Canada Community-Building Fund (CCBF) is a permanent source of federal funding for local infrastructure. Funds are provided to communities up front, twice a year, and can be strategically invested across 18 project categories to address local priorities. Municipalities can also pool, bank and borrow against this funding. In both the 2019/20 and 2021/22 fiscal years, the CCBF provided a one-time transfer to municipalities effectively doubling the fund in each of those years.

First established in 2005, the federal government announced that municipalities would receive 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 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 18 eligible categories including local roads and bridges (including active transportation), short-sea shipping, short-line rail, regional and local airports, broadband connectivity, public transit, fire stations, 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.

A 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.

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Asset management is another 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.

The City's allocation for the years 2019 - 2023 is set out in the following chart.

**Canada Community-Benefit Fund Allocations**

Description Col 1	Stats Canada Census Col 2	Canada Community-Building Fund (formerly Federal Gas Tax) Allocation					
		Year 1 2019 Col 3	Year 2 2020 Col 4	Year 3 2021 Col 5	Year 4 2022 Col 6	Year 5 2023 Col 7	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 Administration 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
Additional one -time top-up				4,941,116.96			4,941,116.96
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

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For 2022, staff have estimated an allocation of \$10.08 million of CCBF funds from reserve for the Capital Budget. This allocation will assist in funding the following capital projects:

**2022 Capital projects to be funded from Canada Community-Benefit Fund Reserve Fund (000's)**

Project Description	Ref.	Project Total	Approved Pre-2022	Total Costs	2022					
					Rev	Net Costs	Dev Chg	Debt	Other Reserves	CCBF
Healthy Planet Arena - Roof & HVAC	3-1.01	3,400.0	2,900.0	500.0		500.0				500.0
New Arena and Aquatics Complex	3-2.01	90,000.0	3,500.0	12,500.0		12,500.0		8,500.0		4,000.0
Parkhill Rd. Reconstruction - George St. to Rubidge St.	5-9.01	3,100.0	-	1,550.0		1,550.0		905.6		644.4
Pavement Preservation Program	5-10.01	50,550.0	-	4,450.0		4,450.0		450.0		4,000.0
Roads Surface Pavement Program	5-10.02	9,300.0	-	1,300.0		1,300.0		364.4		935.6
<b>Total</b>		<b>156,350.0</b>	<b>6,400.0</b>	<b>20,300.0</b>	<b>-</b>	<b>20,300.0</b>	<b>-</b>	<b>10,220.0</b>	<b>-</b>	<b>10,080.0</b>

### **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 2022 Capital program assumes \$1.1 million will be drawn from various Development Charge (DC) Reserve Funds to fund growth related Capital projects to be undertaken during 2022 and \$15.0 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.

In 2022, the City will embark on: an Area-Specific Development Charges Background Study and update to the related by-laws; a limited scope amendment to the 2019 City-wide Development Charges (DC) Background Study and update to the related by-laws in response to the amendments to the **Development Charges Act** (DCA) and its associated regulations and other amendments; and establishing a position on CBCs under the **Planning Act** and their applicability to the City of Peterborough.

The 2021 rates are set out on Schedule 1 on the following page. Indexing as of January 1, 2022 have not been received.

### **DC commitments as of December 31, 2020 exceed current balances by \$26.8 million.**

The 2020 Development Charges Continuity Schedules 2 and 2A, detail the activity for 2020. The \$16.0 million balance as of December 31, 2020, and outstanding budgeted commitments of \$42.8 million leave a shortfall of \$26.8 million in the fund.

In addition to the \$26.8 million, there is \$30.3 million in existing debt 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

<b>Schedule 1</b>				
<b>City of Peterborough</b>				
<b>Development Charge Rates - January 1, 2021 to December 31, 2021</b>				
<b>Planning Area</b>		<b>Residential Charge Per Unit</b>		
		<b>Residential A</b>	<b>Residential B</b>	<b>Residential C</b>
		<b>Total Charge</b>	<b>Total Charge</b>	<b>Total Charge</b>
C1	C2	C3	C4	C5
1	<b>City-Wide Dev. Area</b>	\$31,178	\$19,702	\$17,660
2	<b>Growth Areas</b>			
3	Jackson	\$34,561	\$22,617	\$19,644
4	Carnegie East	\$37,288	\$24,970	\$21,244
5	Carnegie West	\$35,620	\$23,531	\$20,265
6	Lily Lake	\$38,658	\$26,149	\$22,045
7	Chemong East	\$39,154	\$26,579	\$22,337
8	Chemong West	\$42,352	\$29,336	\$24,210
9	Liftlock	\$39,190	\$26,609	\$22,358
10	Coldsprings	\$35,218	\$23,185	\$20,028
11	<b>Average</b>	\$37,024	\$24,742	\$21,088
<b>Non-Residential Development Charge</b>				
		<b>Non-Residential Charge (\$/sq.m.)</b>		
<b>All Areas of the City</b>				
Total City-Wide Uniform Charge		\$131.00		

**Development Charges Reserve Funds – Statement of Continuity as of December 31, 2020**

<b>Schedule 2</b> <b>City of Peterborough</b> <b>Development Charge Reserve Funds</b> <b>Statement of Continuity</b> <b>For The Year Ended December 31, 2020</b>													
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
<b>1 Balance - January 1, 2020</b>	13,789,623	-351,302	-2,424	302,522	1,392,316	580,293	242,881	697,424	1,352,778	-1,460,406	16,612,661	-2,865,584	213,040
<b>2 Revenue for the year 2020</b>													
+ 3 Development Charges	5,915,711	27,636	30	102,508	545,677	211,338	188,770	306,384	130,732	100,094	3,944,030	271,702	57,028
4 Debenture Proceeds													
5 Received/Receivable													
- 6 Interest Earned	105,124	-2,117	-15	2,086	10,658	3,082	2,182	5,221	8,975	-9,504	115,036	-18,712	1,539
<b>7</b>	<b>6,020,835</b>	<b>25,519</b>	<b>15</b>	<b>104,594</b>	<b>556,335</b>	<b>214,420</b>	<b>190,952</b>	<b>311,605</b>	<b>139,707</b>	<b>90,590</b>	<b>4,059,066</b>	<b>252,990</b>	<b>58,567</b>
<b>Transfers for the year 2020</b>													
- 8 Transferred to the Capital Fund	-771,209	-6,934			-157,648	-124,200	-25,916	-106,067			-350,444		
9 Transferred from the Capital Fund													
10 Tsf to Operating													
11 Current Year Debt Principal and Interest	-3,055,114			-55,219		-289,916		-73,420		-206,178	-1,033,796	-507,201	
12 Amounts allocated (To) From Other Services													
<b>13 Subtotal net transfers</b>	<b>-3,826,323</b>	<b>-6,934</b>		<b>-55,219</b>	<b>-157,648</b>	<b>-414,116</b>	<b>-25,916</b>	<b>-179,487</b>		<b>-206,178</b>	<b>-1,384,240</b>	<b>-507,201</b>	
<b>14 Balance - December 31, 2020</b>	<b>15,984,136</b>	<b>-332,717</b>	<b>-2,409</b>	<b>351,897</b>	<b>1,791,003</b>	<b>380,597</b>	<b>407,917</b>	<b>829,542</b>	<b>1,492,485</b>	<b>-1,575,994</b>	<b>19,287,487</b>	<b>-3,119,795</b>	<b>271,607</b>
15 Less Future Capital Works	-42,792,398	-107,894		-1,775,500	-2,112,615	-11,855	-42,108	-455,492			-28,032,760		-521,566
<b>16 Current Balance less Future Capital Works</b>	<b>-26,808,262</b>	<b>-440,611</b>	<b>-2,409</b>	<b>-1,423,603</b>	<b>-321,612</b>	<b>368,742</b>	<b>365,809</b>	<b>374,050</b>	<b>1,492,485</b>	<b>-1,575,994</b>	<b>-8,745,273</b>	<b>-3,119,795</b>	<b>-249,959</b>

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<b>Schedule 2A</b> <b>City of Peterborough</b> <b>Development Charge Reserve Funds</b> <b>Statement of Continuity</b> <b>For The Year Ended December 31, 2020</b>										
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	Growth Areas <sup>(1)</sup> C11
<b>1 Balance - January 1, 2020</b>	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
<b>2 Revenue for the year 2020</b>										
+ 3 Development Charges		796		28,986						29,782
4 Debenture Proceeds										
5 Received/Receivable										
- 6 Interest Earned	8,537	12,154	193	193	-11,823	145	99	-24,097	1,292	-13,307
<b>7</b>	<b>8,537</b>	<b>12,950</b>	<b>193</b>	<b>29,179</b>	<b>-11,823</b>	<b>145</b>	<b>99</b>	<b>-24,097</b>	<b>1,292</b>	<b>16,475</b>
<b>Transfers for the year 2020</b>										
- 8 Transferred to the Capital Fund										
9 Transferred from the Capital Fund										
10 Tsf to Operating										
11 Current Year Debt Principal and Interest	-241,327			-90,326	-141,278			-416,453		-889,384
12 Amounts allocated (To) From Other Services										
<b>13 Subtotal net transfers</b>	<b>-241,327</b>			<b>-90,326</b>	<b>-141,278</b>			<b>-416,453</b>		<b>-889,384</b>
<b>14 Balance - December 31, 2020</b>	<b>1,242,937</b>	<b>-1,915,798</b>	<b>-30,394</b>	<b>2,666,764</b>	<b>-1,959,155</b>	<b>23,239</b>	<b>25,780</b>	<b>-4,057,291</b>	<b>206,433</b>	<b>-3,797,484</b>
15 Less Future Capital Works	-564,290	-1,930,884	-1,069,850	-1,355,098	-2,439,487	-750,000	-173,000	-1,450,000		-9,732,609
<b>16 Current Balance less Future Capital Works</b>	<b>678,647</b>	<b>-3,846,682</b>	<b>-1,100,244</b>	<b>1,311,666</b>	<b>-4,398,642</b>	<b>-726,761</b>	<b>-147,220</b>	<b>-5,507,291</b>	<b>206,433</b>	<b>-13,530,093</b>

## Long Term Debt

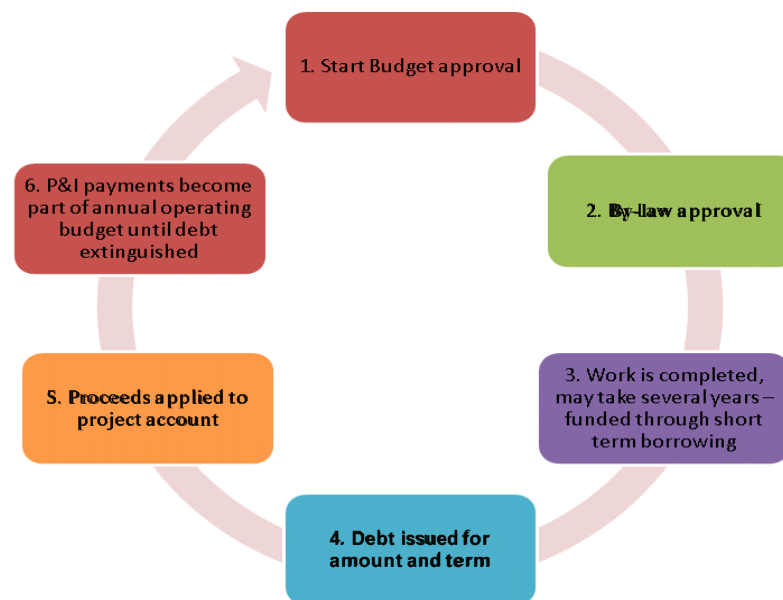
Long term debt plays an integral part in financing the City's capital works, and related principal and interest payments affect the Operating Budget directly.

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

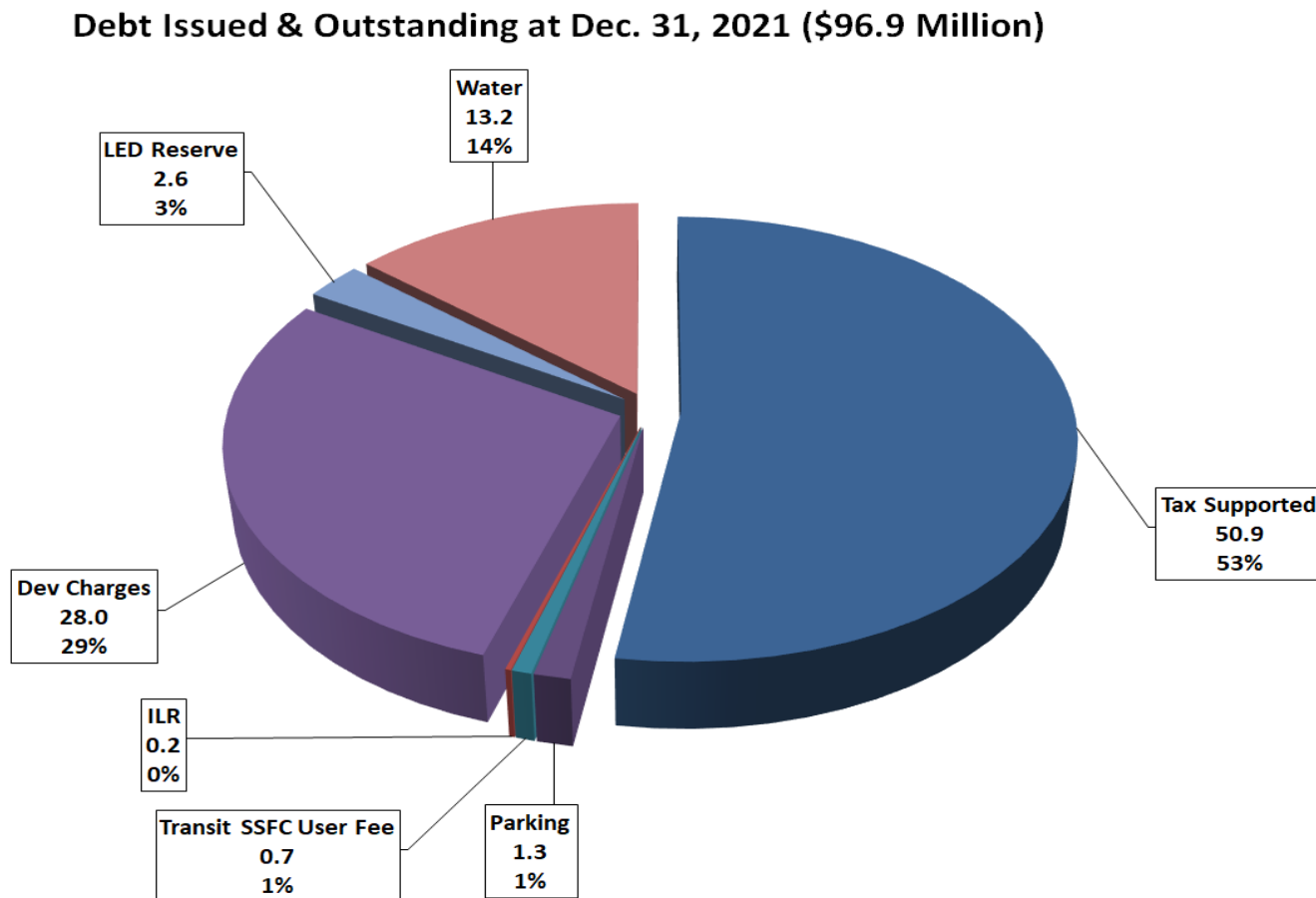
Debt includes long-term debt and certain lease obligations of the City and its local boards. As stipulated in the **Municipal Act, 2001**, long-term debt can only be used to finance capital assets. The City issues debt that is repaid from a variety of sources including water, wastewater and parking user 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.



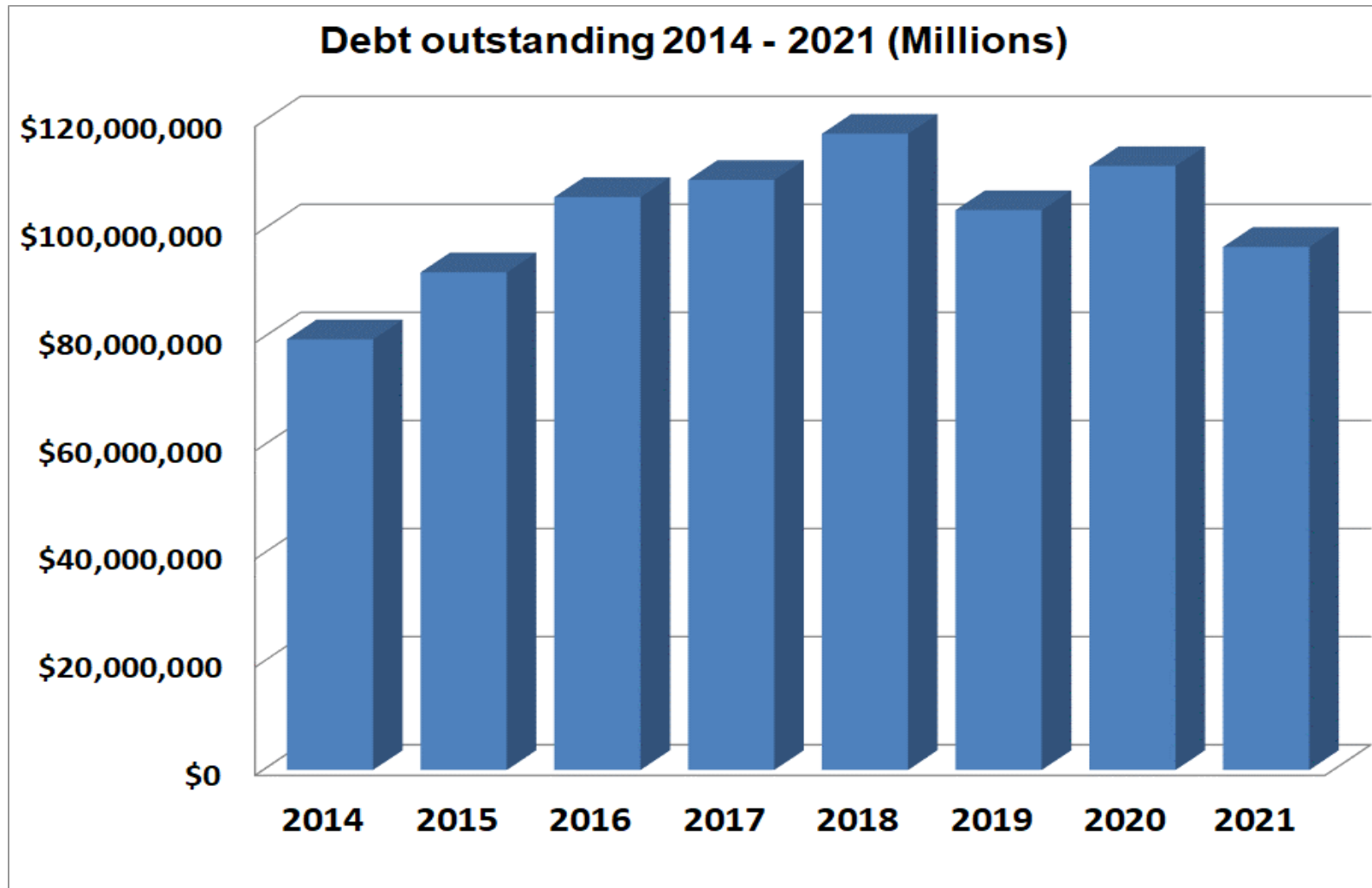
### Debt Issued and Outstanding - December 31, 2021

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.



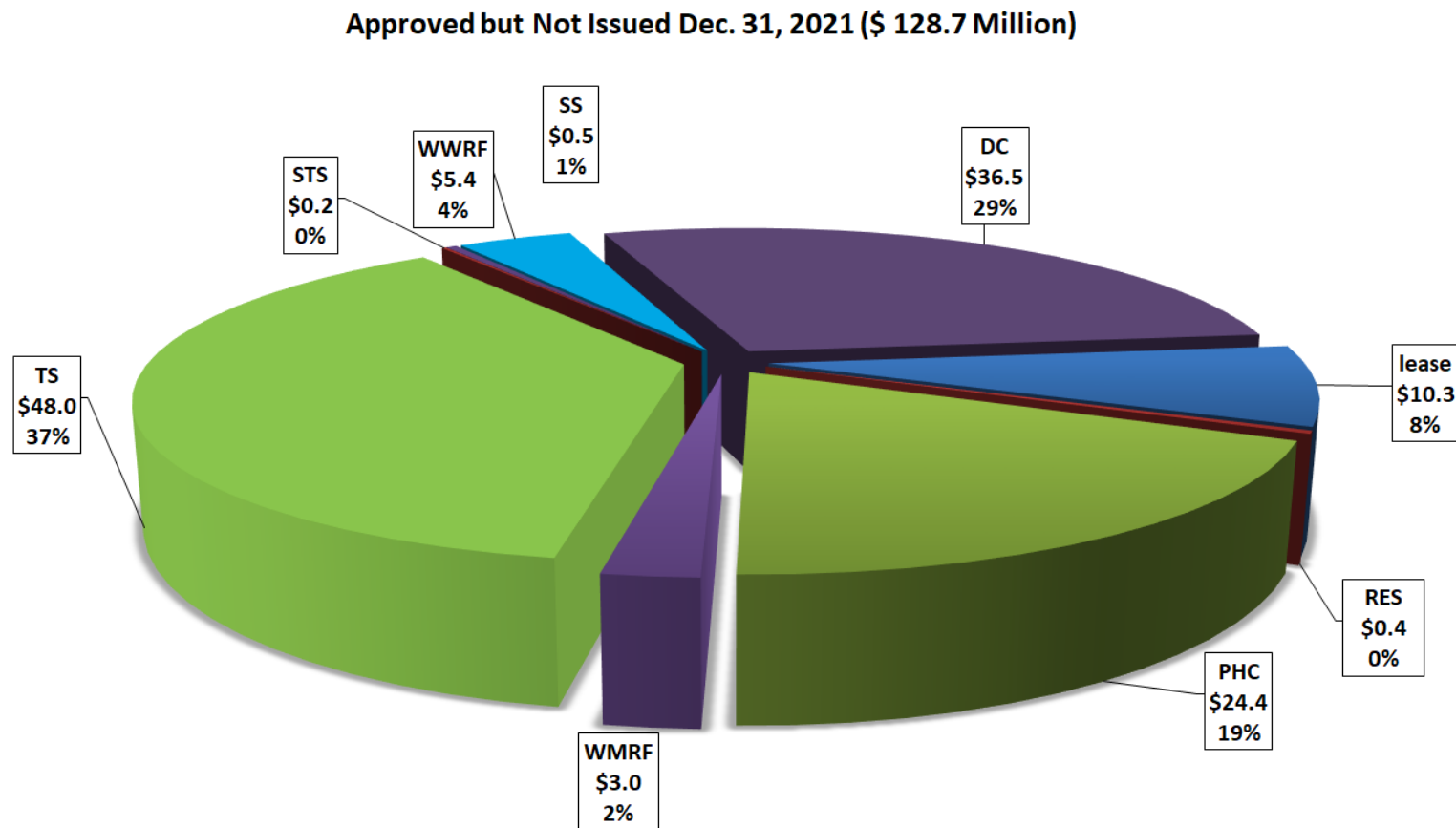
### Historical Debt Outstanding 2014 to 2021

The level of debt issued and outstanding is tracked on the following graph.



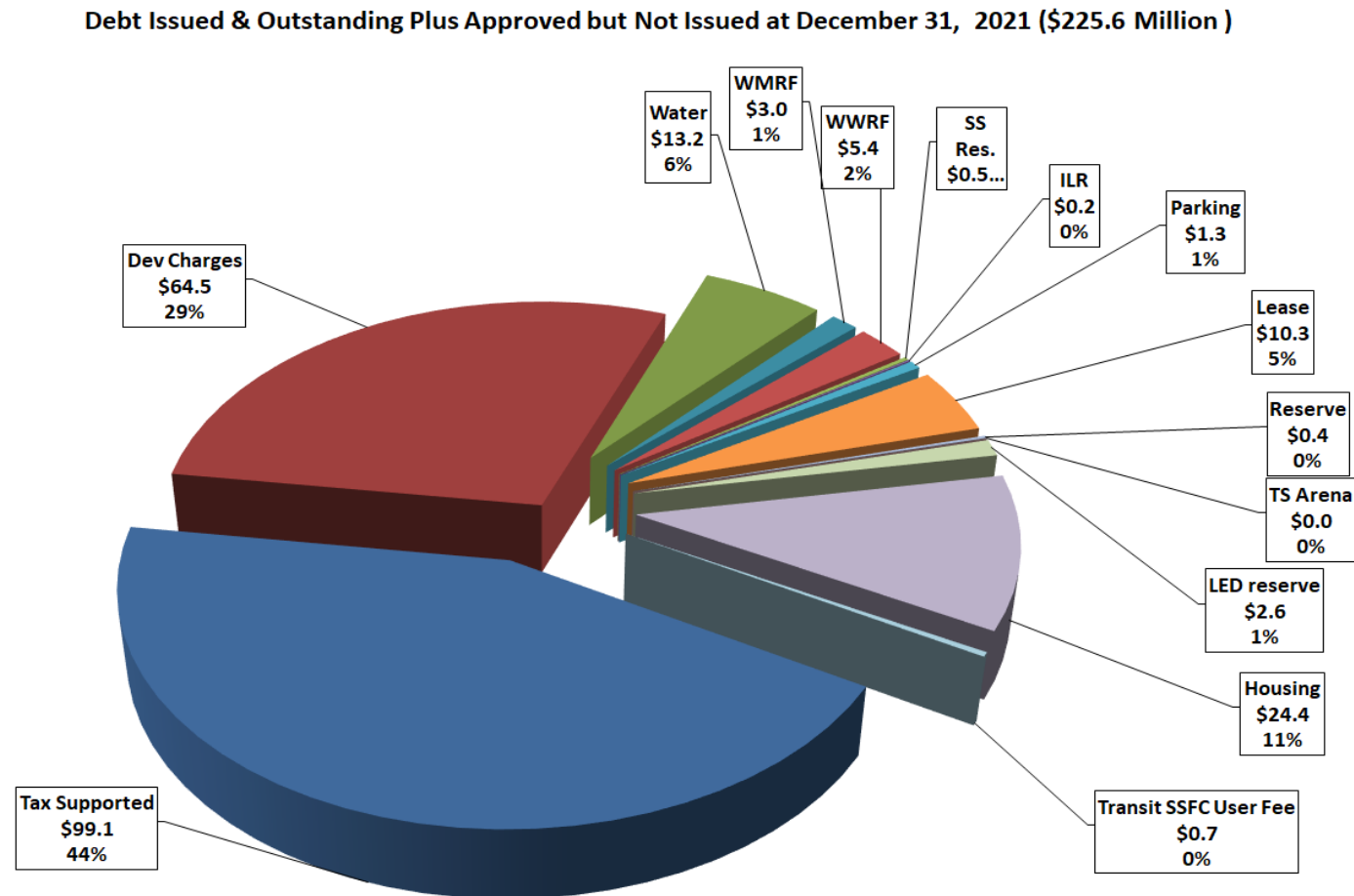
### Debt Approved but not Issued – December 31, 2021

In addition to debt issued and outstanding, \$128.7 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

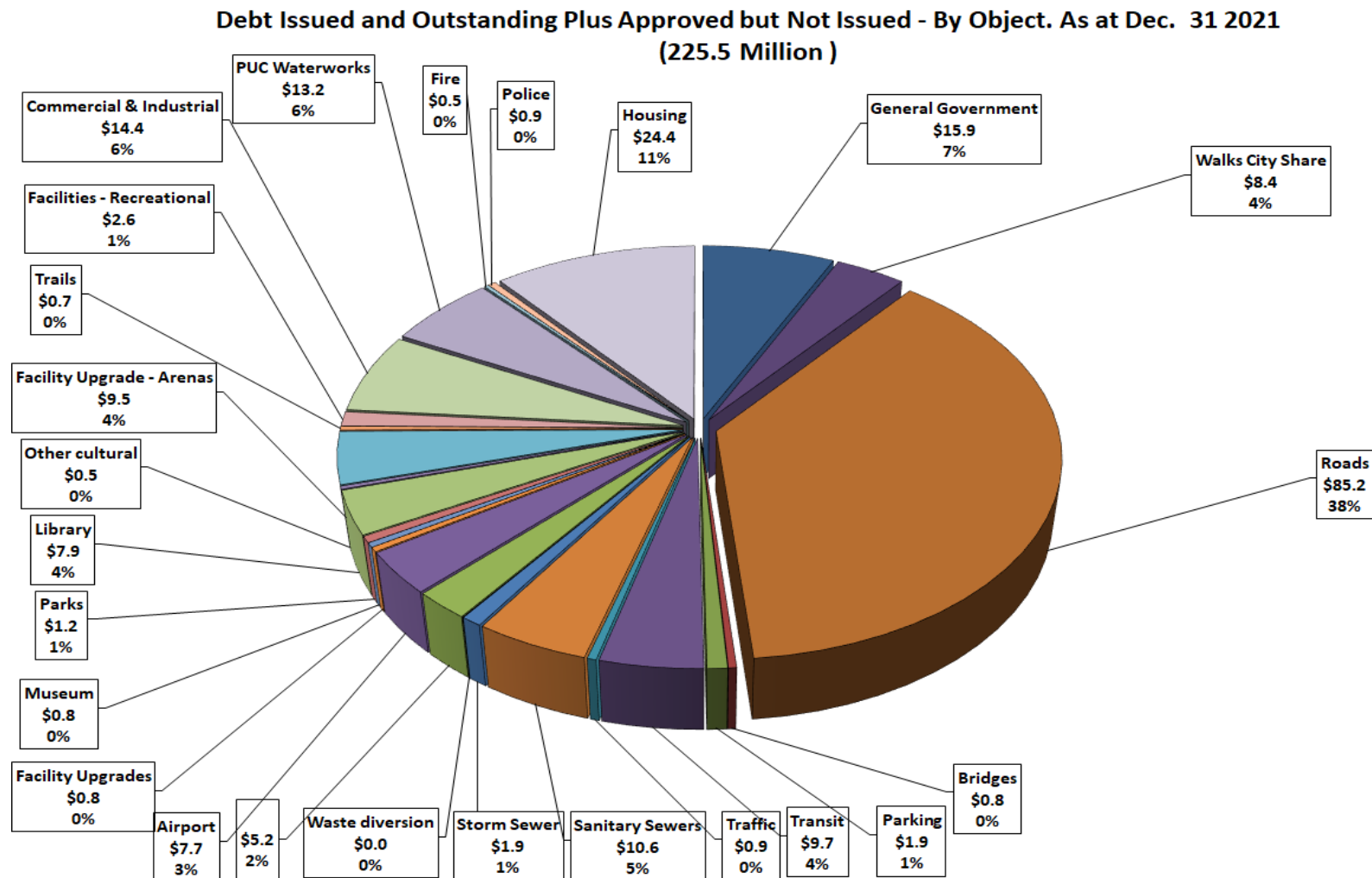
When both “Issued and Approved” and “Approved But Not Issued” types of debt are added together, the total debt load on the municipality is \$225.6 million. The graph indicates how the debt servicing costs are being paid for:





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The next graph takes the same \$225.6 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 2021, the Province has calculated the City's annual debt repayment using the 2019 Financial Information Return as reported to the Province. 25% of 231.9 million of net revenues equates to a 2021 Debt repayment limit of \$58.0 million. Of this amount, the City is using \$19.5 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 \$38.5 million. According to provincial legislation, the City is using 33.6% of its annual debt repayment ( $\$19.5 \text{ million} / \$58.0 \text{ million} = 33.6\%$ ) or 8.4% ( $\$19.5 \text{ million} / \$231.9 \text{ million} = 8.4\%$ ) 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,

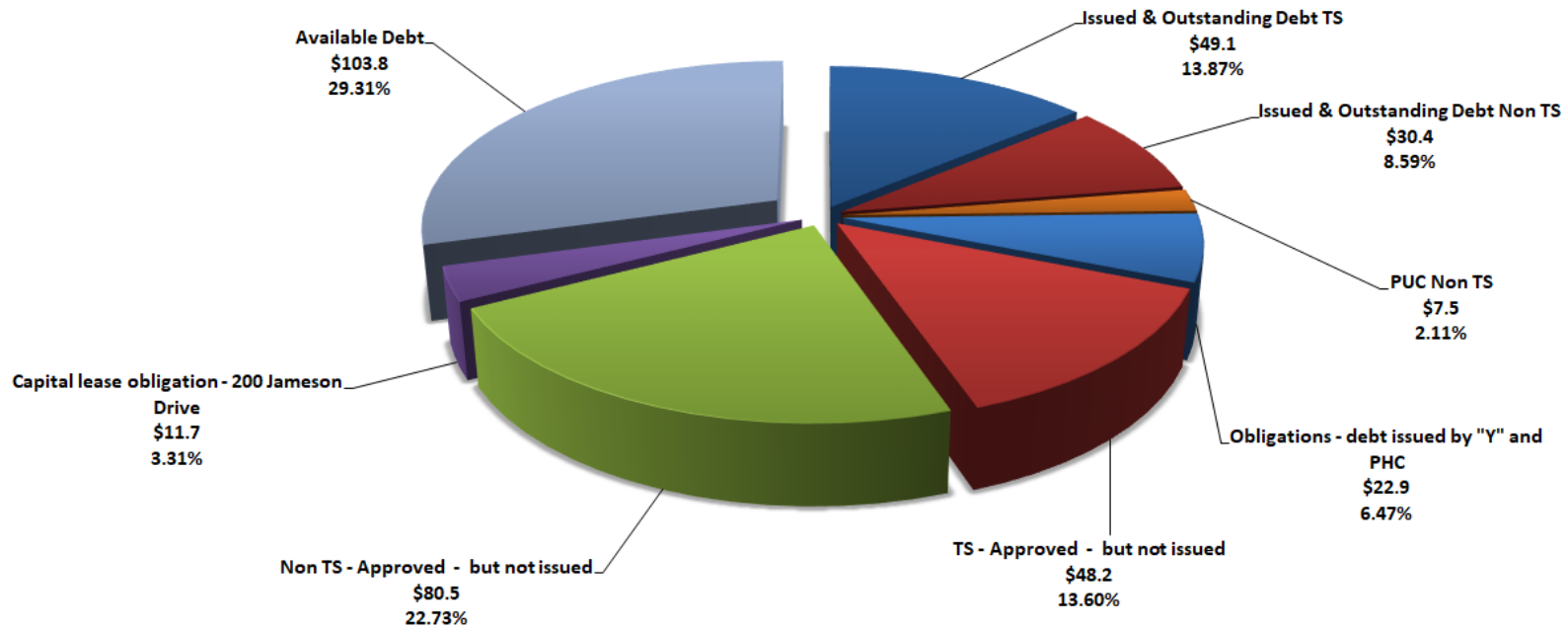
Any debt issued by, or on behalf of, the City's local boards (excluding COPHI) including mortgages, debentures, or demand loans.

The Debt management Policy was revised through Council's approval of report CLSFS21-024 on July 5, 2021. The report amended the policy to reflect a maximum current year annual debt approval based on 16.5% of the City's consolidated own-purpose revenues (Net Revenues). In addition, the report removed the distinction between tax-supported Debt and Non-tax-supported Debt so that the 16.5% limit applies to total debt.

### **Remaining Debt Capacity at December 31, 2021**

Based on the capital financing policy, the debt capacity available at December 31, 2021, is \$103.8 million of tax-supported (TS) debt, and non-tax-supported (Non-TS) debt. 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.

**Components of Debt Capacity 2021**



### **Remaining Debt Capacity at December 31, 2022**

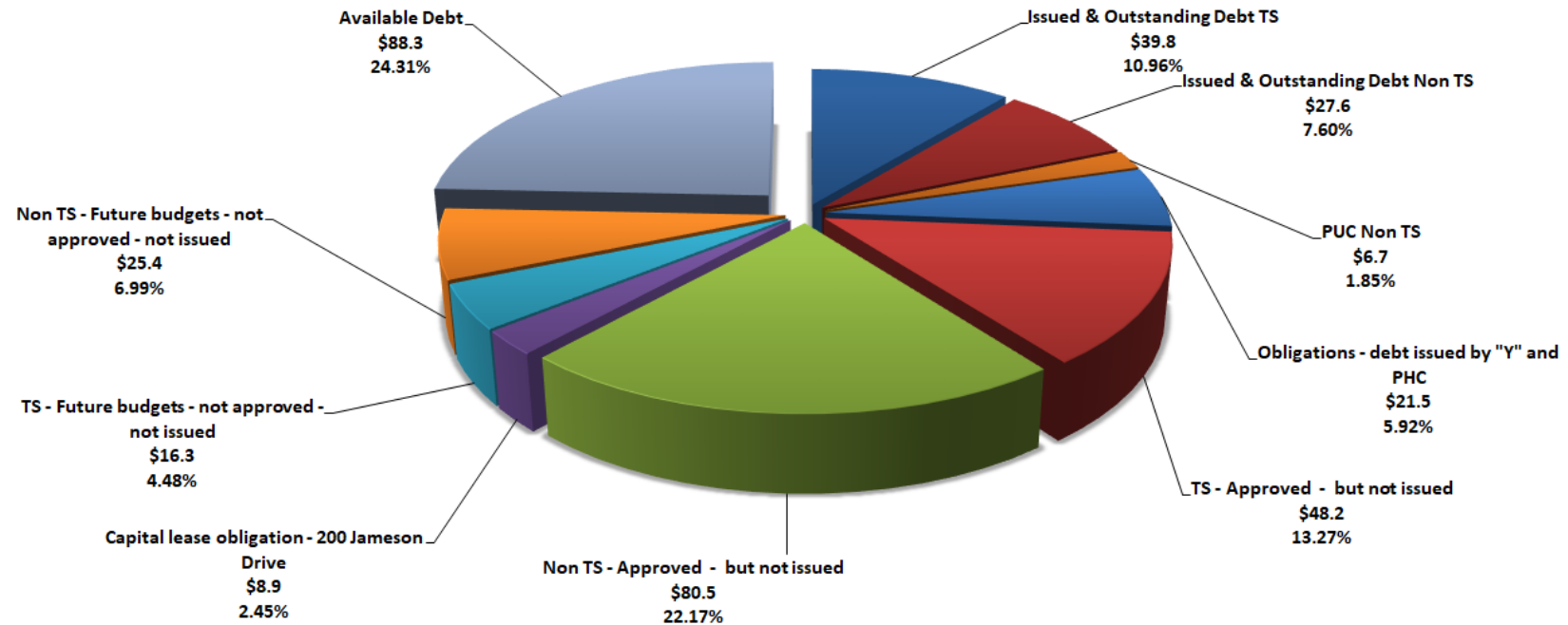
With approval of the 2022 Capital Budget, and assuming the 2022 payments of debt principal are paid as per the normal course of business throughout the year, the debt capacity available at December 31, 2022 becomes \$88.3 million as shown on the following graph, "Available Debt". The decrease in capacity from 2021 is a factor of the debt extinguished in the year, new debt in 2022 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 through the Debt Management Policy in the All-inclusive rate in the 2022 operating budget related to TS debt is 0.50%. This increase is in compliance with the Finance Committee's direction as outlined in the Guideline Report CLFSF21-022 dated July 12, 2021.

**Components of Debt Capacity 2022**



## **Reserves and Reserve Funds**

### **Reserve and Reserve Fund Balances (\$38.1 million at September 2021)**

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 2021, and amount to \$38.1 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 2021. The Chart excludes 2022 budgeted transfers to Reserves and planned 2022 expenditures from Reserves.

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Ref	Acct #	Description	Purpose of Reserve To assist in financing or fund...	--Type of Reserve and Balance at September, 2021--		-----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 \$
		<b>Working funds</b>								
1	300	Working Funds	Operations in between revenue streams			1,327,269	-	88,170		1,415,439
		<b>Contingencies</b>								
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			6,939,989	-	(1,243,259)	(5,696,730)	-
		<b>Replacement of equipment</b>								
6	334	Arena Equipment	Arena equipment			7,815	(7,800)	-		15
7	345	Ptbo Sport & Wellness Centre Equipment	PSWC replacement equipment			190,671	(82,660)	40,000	(148,011)	-
8	308	Airport External Audit			40,000		-	-	(40,000)	-
9	400	Public Works depreciation	Public works replacement vehicles and equipment		5,536,074		(2,833,387)	657,454	(3,360,141)	-
		<b>Sick leave</b>								
10	302	Sick Leave	Fire Services Sick Leave Liability			2,299,907	-	(2,803,300)		(503,393)
		<b>Insurance</b>								
11	340	Insurance	Insurance costs below deductible or major issue			1,279,414	(264,016)	-		1,015,398
		<b>Workplace Safety and Insurance Board (WSIB)</b>								
12	329	WSIB Reserve	Future WSIB liabilities - (City is Schedule II employer)			2,457,233	-	(6,055,500)		(3,598,267)
		<b>Post-employment benefits</b>								
13	337	Employee Benefits Reserve	Future liabilities based on Actuarial review			2,902,886	-	(18,755,930)		(15,853,044)
		<b>Parking revenues</b>								
14	306	Parking	Parking Capital Expenditures			658,319	(217,254)	(170,250)	(270,815)	-
		<b>Debenture repayment</b>								
15	311	Airport Debt Servicing	Annual debt payments are approx. \$1.4M / year			28,480	-	(57,565)	29,085	-



Part 4  
2022 Other Sections

				-Type of Reserve and Balance at September, 2021-			-----Commitments-----			
Ref	Acct #	Description	Purpose of Reserve To assist in financing or fund...	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 \$
<b>Per Service Purpose:</b>										
<b>General government</b>										
16	301	Facilities Maintenance	Maintenance of City Facilities			296,816	(39,900)	66,556	(323,472)	-
17	303	Casino Gaming	Casino Gaming			3,495,207	(5,361,475)	1,640,000	226,268	-
18	383	Climate Change Action Plan Reserve	Climate Change			426,400	22,409	(424,843)	(23,966)	-
19	309	PTS Telephone Reserve	Replacement			142,315	(142,315)	-	-	-
20	314	Electrons Reserve	Annual Contr.for municipal election every 4th year			522,445	-	1,180	(523,625)	-
21	316	Electronic Data Processing Equipment	IT Capital Expenditures			2,037,870	(788,318)	(88,060)	(1,161,492)	-
22	317	PTS MS Office Licences	Software License Capital Expenditure			(25,444)	(205,400)	-	230,844	-
23	350	Pay Equity	Pay equity costs			29,191	-	-	-	29,191
23	375	Municipal Accommodation Tax Reserve (MAT)	Tourism promotion			660,191	(105,000)	79,500	-	634,691
24	392	Organizational Dev & Ben Res	In year organizational development issues			423,555	-	-	-	423,555
25	399	Accessibility Improvements	Accessibility Capital Expenditures			37,089	(49,291)	25,000	(12,798)	-
26	396	Sustainability	Sustainability Capital Expenditures			267,268	-	(195,000)	(72,268)	-
27	328	Court House - 70 Simcoe St	Court House Capital Expenditures			652,407	-	100,000	(752,407)	-
<b>Protection services</b>										
28	325	Peterborough County/City Paramedics Service Reserve	Extraordinary in year cost			1,465,654	(47,000)	-	-	1,418,654
29	330	Fire Fighting & Safety Equip	Future Fire safety equipment			333,980	(105,154)	40,400	(269,226)	-
30	331	Fire Dispatch Reserve	Fire Dispatch Capital Expenditure			181,104	(67,225)	(13,879)	(100,000)	-
31	404	Fire Vehicle Equipment	Fire vehicles and equipment			2,042,142	(815,500)	60,000	(1,286,642)	-
<b>Transportation services:</b>										
<b>Roadways</b>										
32	313	Lily Lake Monitor Pgm Reserve	Unspent Provincial funding received			23,654	-	-	(23,654)	-
33	346	Infrastructure and Planning Services Dept Capital	IPB Capital Expenditures			249,645	(274,187)	50,000	-	25,458
34	349	Subdivision Engineering Fees	To match revenues with year of expenditure			704,586	(57,500)	(274,973)	-	372,113
35	343	Engineering Design & Inspection	To match revenues with year of expenditure			2,204,443	-	(640,000)	-	1,564,443
36	352	Decorative Streetlighting	Decorative Streetlighting Capital Expenditures			13,765	-	-	(13,765)	-
37	353	LED Street Light Debt Servicing	Decorative Streetlighting Capital Expenditures			159,231	-	570,648	(729,879)	-
37	390	Bridge Reserve	Bridge Capital Expenditures			2,714,240	(2,432,383)	175,000	(456,857)	-
38	326	Winter Control	Extraordinary winter season costs			477,895	-	-	-	477,895
39	369	Traffic Signals	Traffic Capital Expenditures			874,196	(581,629)	(135,200)	(157,367)	-
40	363	Devlpt Proj Signs (Traffic)	Traffic Signs Capital Expenditures			179,470	(68,176)	-	(111,294)	-
39	315	Rear Lane Reserve	Operating costs to maintain Lanes			31,027	-	-	-	31,027
40	464	Downtown Decorative Streetlighting Enhancement	Main Street Revitalization			-	-	-	-	-
41	465	OMCC - Cycling	Project Grant funding			-	29,504	-	-	29,504
<b>Transit</b>										
42	378	Transit Capital	Transit Vehicles replacement			1,622,508	(1,362,056)	598,000	(858,452)	-

Part 4  
2022 Other Sections

Ref	Acct #	Description	Purpose of Reserve To assist in financing or fund....	-Type of Reserve and Balance at September, 2021-			-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 \$
		<b>Air Transportation</b>								
43	321	Airport Development Review Reserve	Operating costs for Development review			38,719	-	6,000	(44,719)	-
44	305	Airport Capital Equipment	Airport Capital Expenditures			-	-	-	-	-
45	307	Airport Pavement	Airport Capital Expenditures			300,000	-	50,000	(350,000)	-
										-
		<b>Environmental services:</b>								
		<b>Sanitary sewer system</b>								
46	372	FRMP - Res Sewer Surcharge	FRMP Capital Expenditures			11,928,208	(12,602,315)	-	-	(874,107)
47	416	Waste Water Reserve	Sanitary & Storm Sewer related Capital Expenditures		17,495,462		(14,851,011)	4,703,345	(7,347,795)	-
			FRMP Capital Expenditures							-
		<b>Storm sewer system</b>								
48	374	FRMP - Res Capital Levy	FRMP Capital Expenditures			11,804,897	(11,518,028)	(236,100)	-	(48,231)
		<b>Waterworks system</b>								
		<b>Waste collection</b>								
		<b>Waste disposal</b>								
49	406	Waste Management	Waste Management Capital Expenditures			4,858,758	(2,827,864)	660,000	(2,690,894)	-
50	408	Landfill Closure	Closure & Post closure costs			4,499,476	-	(5,227,953)		(728,477)
										-
		<b>Health services</b>								
51	373	Peterborough Public Health	Available as City share for one-time expenditure			103,528	-	-	(103,528)	-
		<b>Social and family services</b>								
52	336	General Assistance (Social Services)	Extraordinary GA costs due to incr caseload/cost			7,090,662	(87,500)	(303,957)		6,899,105
53	384	GG Community Social Plan 50/50 Reserve	Shared with the County			67,730	(200,000)	(111,680)		(243,950)
54	385	Social Services - Early Learning Child Development	Provincial Funds for Early Learning Program			540,029	-	-		540,029
55	420	Fairhaven Home for the Aged	Fairhaven Debt financing			252,103	-	-	(252,103)	-
		<b>Social housing</b>								
56	339	Home Ownership Loan Fund	Housing Incentive Program			319,798	-	(319,798)		-
57	341	Kawartha & Otonabee Native Cap. Reserve	K & O Native Capital Expenditures			1,162,326	-	-	(1,162,326)	-
58	351	Investment Affordable Housing - Peterborough Renovate	Housing Incentive Program			363,805	-	-	(363,805)	-
59	354	Social Housing	Extraordinary Social Housing costs			2,403,373	(587,205)	(556,000)	(1,260,168)	-
60	364	Social Housing-City/County	Extraordinary Social Housing costs			709,745	-	(110,000)	(599,745)	-
61	365	Social Housing-DOOR Funding	Provincial funding specific to DOOR program			359,363	-	(350,000)	(9,363)	-
62	394	Ptbo Housing Corp Capital Reserve	PHC capital Expenditures			262,854	-	-	(262,854)	-
63	413	Affordable Housing Property/Res	Housing Incentive Program		290,523		-	-	(290,523)	-
64	381	Rent Choice Supplement (Joint)	Housing Incentive Program		17,178		-	(17,178)	-	-
65	414	Affordable Housing Partnership	Housing Incentive Program		770,433		(167,812)	15,570	(618,191)	-

Part 4  
2022 Other Sections

Ref	Acct #	Description	Purpose of Reserve To assist in financing or fund...	Type of Reserve and Balance at September, 2021-			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 \$
										-
		<b>Recreation and cultural services:</b>								-
66	391	Public Art Maintenance	Maintenance of Public Art		60,108		-	-	-	60,108
										-
		<b>Recreation facilities - Golf Course, Marina, Ski Hill</b>								-
										-
		<b>Recreation facilities - Other</b>								-
67	318	Museum Administration/Accession	Acquisition and care of artifacts/archival collection			12,851	-	(10,000)		2,851
68	322	Cannabis Legalization Implementation	Cannabis Legalization Implementation			-	-	-	-	-
69	324	Museum Renovation	Museum Capital Expenditures			219,424	(35,000)	2,000	(186,424)	-
70	332	Healthy Planet Arena - Surcharges	Used to help fund Healthy Planet Arena debt			186,371	-	75,000	(261,371)	-
71	347	Ptbo Sport & Wellness Centre Capital Conservation	PSWC Capital Expenditures			114,971	(104,485)	50,000	(60,485)	-
72	370	New Athletic Fields	New Athletic Fields Capital Expenditures			618	-	-		618
73	371	Beaverhead Reserve	Beaverhead Capital Expenditures			75,193	-	(82)		75,111
74	387	Artificial Turf	Artificial Turf Capital Expenditures			375,000	-	75,000	(450,000)	-
75	388	Market Hall Performing Arts	Market Hall Capital Expenditures			913	-	-	(913)	-
76	389	Sportfield Lights	Sportfield Lights Capital Expenditures			175,000	-	25,000	(200,000)	-
77	393	PACAC Reserve	PACAC Costs			11,704	-	-	(11,704)	-
78	395	Marina	Marina Capital Expenditures			38,076	-	41,511	(79,587)	-
79	397	General Recreation Reserve	Recreation Capital Expenditures			10,325	-	-	(10,325)	-
										-
		<b>Planning and development</b>								-
80	362	Control Monuments - New Subdivisions	Control Monuments Capital Expenditures			(10,793)	(11,164)	-		(21,957)
81	304	Economic Development Initiatives Reserve	Economic Development Activities			24,658	-	-		24,658
82	310	Industrial Land	Industrial Land Capital Expenditures			755,161	-	(271,826)		484,335
83	312	Property Purchases	Property Purchases Capital Expenditures			1,095,706	(1,383,281)	-	-	(287,575)
84	327	Loggerhead Marsh	Amounts committed to Loggerhead Marsh Developers			449,994	-	-	(449,994)	-
85	333	Site Plan Compliance (Ping)	To fulfil performance security issues			21,529	-	-		21,529
86	348	Doctor Recruitment Incentive	Payments to recruit new Doctors			2,125	(40,000)	(28,125)		(66,000)
87	368	Parkland Acquisition	Parkland Capital Expenditures			139	-	-		139
										-
		<b>Obligatory reserve funds / Deferred revenue:</b>								-

Part 4  
2022 Other Sections

Ref	Acct #	Description	Purpose of Reserve To assist in financing or fund...	-Type of Reserve and Balance at September, 2021-			-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 \$
		Recreational land (the Planning Act)								
110	366	New Subdivision Trees		40,002			-	-	(40,002)	-
111	412	Parkland 5% in lieu		804,003			(217,760)	-		686,243
										-
		Building Code Act, 1992 (Section 2.23)								-
112	344	Building Division Reserve		734,022			(274,609)	(2,176,791)		(1,717,378)
		Gasoline Tax - Province								
113	405	Prov - Gas Tax Funds - Transit		528,991			-	(1,680,000)	1,151,009	-
		Canada Community-Building Fund								
114	410	Canada Community-Building Fund (formerly Fed Gas Tax)		5,051,054			(4,795,785)	(5,300,000)	5,044,731	-
				23,116,919	24,208,778	91,804,660	(108,461,831)	(41,720,974)	(26,817,746)	(38,080,403)



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 2022 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 Budget includes three distinct documents, the 2022 Budget Highlights Book, and two supporting documents which are the 2022 Operating Budget, the 2022-2031 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 Budget quantifies the sewer surcharge payable for \$100,000 of residential assessment (\$198.49 for 2022) and also quantifies the total sewer surcharge collected for the City (\$18.9 million for 2022).

**Sewer Surcharge Rate**

The rate (102.92% for 2021 and 102.92% for 2022) 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 2022, the residential property class will generate \$102.7 million (69.8%) of the total \$147.2 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's 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 2022, 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

<b>Abbreviation</b>	<b>Definition</b>
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

<b>Abbreviation</b>	<b>Definition</b>
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

<b>Abbreviation</b>	<b>Definition</b>
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
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

<b>Abbreviation</b>	<b>Definition</b>
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

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<b>Abbreviation</b>	<b>Definition</b>
TDM	Transportation Demand Management
TMP	Transportation Master Plan
TS	Tax Supported
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