

Real Property and Asset Management (RPAM)

2024–2027 Business Plan
and 2024 Budget

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Executive Summary

Mission: To deliver cost-effective and sustainable real property client-focused shared services for our Program Partners. RPAM has maintained our commitment to action priorities to achieve our mandate, “As trusted partners, we provide quality, value-add real property services that support effective program and service delivery”.

Services we provide:

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

Interesting facts about this service:

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

Highlights of the Business Plan:

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

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

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

To maintain a safe, healthy, and aesthetically pleasing environment while promoting productivity and efficiency in the built environment and robust asset management.

Mission

To deliver cost-effective and sustainable real property client-focused shared services for our Program Partners. RPAM has maintained our commitment to action priorities to achieve our mandate, “As trusted partners, we provide quality, value-add real property services that support effective program and service delivery”.

Goals of Service

1. Optimize asset value for taxpayers with environmentally responsible solutions while improving employee and visitor experience
2. Deliver quality, timely and client-focused departmental services
3. Deepen and maintain client relationships with proactive partnerships with Peel’s Programs to support integration of services
4. Working with our clients, program partners, vendors, and community to deliver new real estate assets and extend the useful life of existing property infrastructure

5. To plan for and respond to significant events and emergencies within Peel and elsewhere in the province with internal and external stakeholders

Service Delivery Model



Service Levels and Trends

RPAM is an enabling program that provides professional real property services for all Peel owned and leased properties.

Service Levels

Assets are designed, built, and maintained to enable Peel Program Partners to optimize service delivery to the community. The management of facility assets is accomplished through several operational and maintenance activities; the existing service levels for these activities are summarized below.

Asset Management for Real Property Assets: Develop an appropriate and responsible 10-year Capital Budget annually in accordance with life-cycle asset management practices, aligned with climate change master plan and other Peel initiatives to meet budget preparation and construction timelines. Collaborate with Corporate Asset Management and Finance to meet their reporting outcomes.

The RPAM Program aims to ensure our investment in Peel-owned facilities have the lowest overall life-cycle cost from conception to disposal and that they perform optimally. Also, the Office Program determines the appropriate course of action in providing the most suitable commercial office space to support Peel staff and the programs they serve.



10 Peel Cafeteria used as Interview Stations for Human Services program

Capital Planning and Project Management: Implements Construction Project Management for new development, SOGR and special projects. Applying and aligning Peel policy, standards, and mandates in the implementation of construction projects for SOGR renewal and Peel new built environment. (i.e., Applying Net Zero Carbon Standard in alignment with the Climate Change Master Plan to reduce Greenhouse Gas (GHG) with decarbonization fuel switching projects.)

RPAM delivers buildings, facilities, and functional program space in support of Peel services such as Health programs; Long Term Care and Paramedics, Office program, Peel Housing Corporation housing programs, Peel Art Gallery, Museum and Archives (PAMA), Shelters, ROP Affordable Housing and PW Operation Yards.



Net Zero Carbon Retrofit of Weaver's Hill

Facility Maintenance and Operations: Established service level agreements with internal partners to clarify roles, responsibilities, and expectations. Strategic alignment of services to optimize program delivery with an acceptable level of risk within the asset management plan.

RPAM partners with multiple vendors to complete a wide range of operational and maintenance activities. The dedicated staff allows for management, control, and verification of work to be completed efficiently resulting in improved productivity among internal staff.



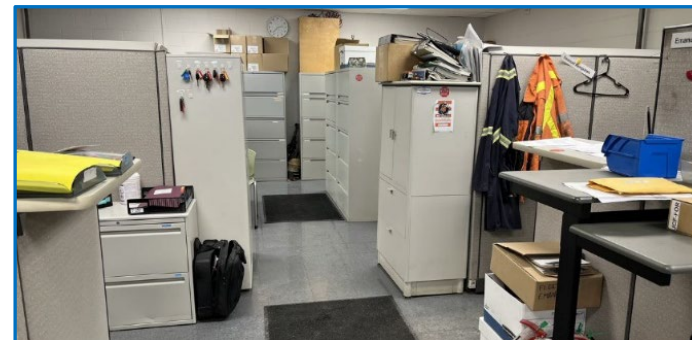
PAMA HVAC Replacement Project

Flexible Workspace Reconfigurations: Incorporating Flexible Work Practices for remote, hybrid and on-site work modes allows for new flexible workspaces to be configured to meet all Program needs. Flexible Workspaces with refreshed IT policies and technology will support staff's ability to work either in a hybrid mode of work or fully on-site at one of Peel's worksites. Workspaces will:

- Provide flexibility and support multiple work styles and job requirements
- Allow for collaboration, team building, and personal interactions
- Provide informal and formal spaces for brainstorming, meetings,

and focused work

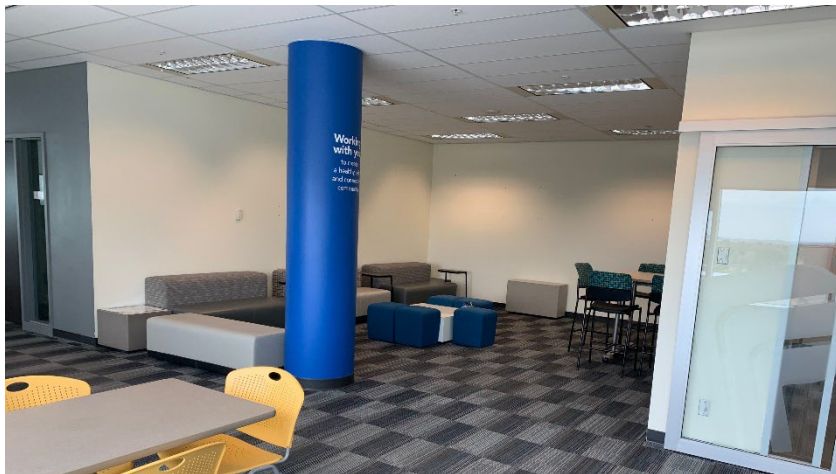
- Adhere to all public health measures
- Ensure that our clients receive the best possible service experience
- Evolve service provision areas to optimize services for the community while promoting safer workspace (i.e., Supervised Consumption Services added to 10 Peel Centre Drive, Suite A, enhanced Employment Resource Centre at 10 Peel Centre Drive and 7120 Hurontario Street, the relocation of Health Clinic at 150 Central Park Drive to 10 Peel Centre Drive, Suite A, and the reconfiguration of vaccination clinics at 10 Peel Centre Drive and 7120 Hurontario Street as the Vaccine Division in Health advances



Copper Road Fleet Office Reconfigurations

Enhanced space features at our worksites are being planned and strategically implemented to include:

- Assigned divisional areas with dedicated and bookable workstations
- Meeting rooms, focus rooms, enclosed office, multi-purpose breakout space and print/copy areas
- Flex spaces with varied seating
- Expanded kitchenettes at 7120 Hurontario Street and 10 Peel Centre Drive, Suite B, to create space for employees to warm up food and have meals
- Enhanced ground floor areas to improve services to the public



Flex seating outside kitchenette

Regional Emergency Management & Corporate Security: Develop strategic and operations plans to continue relationship building with internal and external program partners. Ongoing support to provide timely responses to community emergencies, business continuity planning, and corporate security needs. The continued development of business continuity plans with programs will minimize service impacts and disruptions to our residents and clients. Training and

exercises with internal and external partners to ensure role clarity between partners prior to and during a significant event or emergency.

Enhancements to existing security infrastructure and processes along with assessments with our security, privacy and health and safety partners are ongoing to safeguard our staff and clients. Annual compliance requirements of the Emergency Management and Civil Protection Act are maintained.

Ongoing reviews to streamline infrastructure to ensure safety and security for all users of the building. (i.e., Security infrastructure is being upgraded to support public facing services on ground floor at both 10 Peel Centre Drive and 7120 Hurontario Street, Wilkinson Shelter assessment with Peel Police led to additional security measures, collaboration with Workplace Health and Safety on violence risk assessments at all facilities across Peel, ensuring compliance of all video surveillance plans and requests across Peel facilities, including engagements with Peel Police).



Five pillars of Emergency Management

Real Property Advice and Negotiations: Support for Peel Capital Infrastructure projects is ongoing and the demand for land negotiations, appraisals and agreements are increasing with the Water and Wastewater Programs, as well as the Transportation Program. (i.e., Increase in SOGR projects for maintenance and relining works for water and wastewater infrastructures, accelerated timelines to complete the acquisition process on various projects). Maintain Peel's portfolio of real property interests, evaluate, acquire, lease, and dispose of property rights surplus to the needs of Peel. Monitor municipal property tax assessments of Peel's properties.



Peel's Water and Wastewater Master Plan outlines the infrastructure and capital project needs. Shown in photo: Clarkson Water Treatment Plant, Mississauga

Trends

The IBM Maximo Computerized Maintenance Management System (CMMS) has allowed our Property Management Customer Service team to reduce paper-based work orders and actioners for service requests now receive work orders in real-time and status updates can be entered and tracked remotely. This has reduced response time and data entry from our Customer Service Reps.

Open SR & WOs Summary as on 2023-07-13

Open Service Request					
Portfolio	Count of SR	Percentage	0 to 30 Days	31 to 60 Days	> 61 Days
PRPS	15	3.94%	9	2	4
PHC Clinics	21	5.51%	8	3	10
PAMA	58	15.22%	27	7	24
Headquarters	184	48.29%	73	35	76
	103	27.03%	42	18	43
Total	381	100.00%	159	65	157

Open Demand WO					
Portfolio	Count of WO	Percentage	0 to 30 Days	31 to 60 Days	> 61 Days
	3	25.00%		1	2
Headquarters	8	66.67%		1	7
PHC Clinics	1	8.33%	1		
Total	12	100.00%	1	2	9

Open PM WO					
Portfolio	Count of WO	Percentage	0 to 30 Days	31 to 60 Days	> 61 Days
Headquarters	314	36.01%	81	44	189
	328	37.61%	116	104	108
PHC Clinics	103	11.81%	12	12	79
PRPS	127	14.56%	53	7	67
Total	872	100.00%	262	167	443

Ability to track and monitor work orders in real time

The design and implementation of a DSS (Decision Support System) for capital planning and construction project management will integrate with the IBM Maximo Asset Management system already operationalized. Workshops to gather system requirements define

how the system will be designed and completion expected in 2024.

Corporate Security services continue to be leveraged following the support of the COVID-19 Mass Vaccination Clinics due to increased awareness. Services such as risk assessments, mobile and static guards for ongoing and/or temporary events has resulted in the increase of capital and operational funds to support a sustainable program. Additionally, the number of incidences being reported are increasing due to improved awareness and more reliance on Corporate Security services. As safety awareness continues to increase, so will the Corporate Security collaboration with Peel Police and internal stakeholders on incident response and investigations, special projects, construction and redevelopment project consultations, workplace health and safety and other audits. Corporate Security contracts will also continue to provide static and mobile security guards at various Peel properties.

The long-term cost benefits of net zero energy construction and redevelopments include: reduced monthly energy costs, minimal or zero carbon footprint, and promotes the health and well-being of its occupants. This is achieved by designing a building that does not generate GHG emissions and improving energy efficiency while removing carbon from the atmosphere. New SOGR program on building renovations and new developments will consider Net Zero Carbon building standard design requirements.



Hillside Place, Mississauga - Full envelope restoration to set up building for future low carbon retrofits by increasing air tightness of the building envelope

Regional Emergency Management (REM) continues to provide provincially approved Emergency Management training to internal and external stakeholders and operates the Regional Emergency Operation Centre (REOC) which is centrally located and fully equipped for management to work together and is necessary when multiple Peel services are required. REM continues to work closely with provincial, federal, and municipal levels of governments, and emergency leads on emergency events within Peel and across Canada. (i.e., settlement of refugees from Ukraine, Afghanistan, and Syria, accommodating evacuees from floods and forest fire activity, etc.)



Collaboration with Program Partners such as Communications (internal) and Caledon Fire (external) in response to emergency events

The frequency and community consequences of significant events or emergencies continues to increase creating an operational challenge for many Peel programs involved in both response and recovery phase of an event. Recovery periods of events tend to now overlap with the response to new events, challenging the capacity of program areas.



Forest fires in Ontario require support from Peel for Evacuees

Natural events, such as extreme winter and summer weather, have been increasing and although external to Peel (forest fire and flood evacuations, international responses), these continue to draw on Peel resources. In the last five years, concurrent responses have been coordinated through the Peel Regional Emergency Operations Centre.



Flash flood and extreme cold weather created damaged in the community.

In response to Bill 23, *More Homes Built Faster Act*, passed in 2022, the Water and Wastewater program in Public Works has increased the volume of projects to support rapidly growing communities such as road widening and increased water and wastewater infrastructure. This demand has impacted the workload of the Real Estate team to advance land negotiations, appraisals, and agreements. Eventual demand on the other areas of RPAM will start to grow once land and property acquisitions are completed. New construction and redevelopment projects will also be on the rise.



Real Estate led the purchase of a hotel located at 5 Rutherford Road S, Brampton to be converted into affordable rental housing and youth transitional housing

As Peel buildings continue to age, the volume of SOGR work increases to ensure that properties are maintained to an acceptable level of service for its occupants. Changes in program needs will also drive major changes in building requirements. Peel Manor LTC has serviced the community since 1898 and the construction of the Seniors Health and Wellness Village will meet new program needs for both the residents and its neighbouring community. The service hub will provide health, social and community services.



Construction at Peel Manor LTC to include the Seniors Health and Wellness Village (SHWV) to integrate services for senior residents and the neighbourhood



Concept design of the new Peel Manor LTC and SHWV

Unplanned work to address urgent program needs are always completed to minimize disruptions to program operations. Such projects include the relocation of the Healthy Sexuality Clinic from 150 Central Park Drive into 10 Peel Centre Drive, Suite A, and the provision of a dedicated space for Supervised Consumption Services also at 10 Peel Centre Drive, Suite A. Both projects were completed with within weeks to accommodate the program partners tight timelines.

Ongoing change management and process changes are implemented as more climate change initiatives are being integrated into construction designs. Workload continues to grow for corrective capital work, unplanned projects, including emergency projects, and flexibility to collaborate with program partners is crucial to the success of these projects.



Expansion of TransHelp to allow for significant growth of the Public Works program

RPAM understands the distinctions within each program area and provides customized service delivery to ensure solutions meet the needs of the Program Partners. The collective years of experience and learnings from countless collaborative projects within RPAM is the foundation and rationale for RPAM to lead all property-related shared services for Peel.

Performance Measures and Results

The Region of Peel is committed to delivering services economically and efficiently. Peel's performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve. The results also inform decision-making and strengthen accountability.

Internal Customer Satisfaction Standard: Our target is a customer satisfaction rate of 98% without complaint on service requests and work orders. The performance measure over the past 9 months shows a 99.9% satisfaction rate. The transition to new software will promote improved data collection and measurement into the future.

Percentage of Planned Maintenance and Repair Work: Percentage of the total maintenance and repair work that is planned. In 2022, planned maintenance accounted for 79% (versus target of 70%) of total maintenance. RPAM continues to track close to our optimal target to achieve a value-add balance and equipment reliability and maintenance cost.



Technical breaker maintenance

Waste Diversion Rate: Percentage of waste diverted to recycling and organics at primary office buildings. We continue to monitor and promote diversion to meet and exceed the target of 85% in the evolving workplace.

Implementation of the Asset Management Strategy: To better manage infrastructure, implementation of a consistent process across portfolio partners was completed with the following established:

- Consistent processes for determining Peel standard for asset condition: criticality, risk assessments, as well as how work is set and prioritized at the asset level
- Monitoring Work Order volume and response time
- Consistent processes for operating and maintenance of Peel assets: level of maintenance required, expected levels of service, service contract scope of work, checks and balances required throughout the year to support levels of service
- Current state has been reviewed and future state process that incorporate best in class measure have been developed and will start to be rolled out into 2024

Peel Housing Corporation: As the buildings continue to age, SOGR work continues to grow. The capital budget has grown from \$7 million to \$70 million projected annually.



Creditbend Terrace windows replaced to improve energy efficiency and to maintain building condition for residents

Awards and Achievements

Carbon Reduction Plan: Created by Capital Planning and Project Management for implementation into the SOGR work and aligns with the Climate Change Master Plan. The Carbon Reduction Plan sets targets to help reduce GHG emissions and implement clean technology and sustainable building solutions.

Construction Projects: Over \$760 million in construction projects completed in the last 20 years, include:

- 45 new facilities and/or major redevelopments
- 10 new residential buildings constructed with over 1200 housing units in total
- 22 paramedic facilities created as part of the \$120 million, 10-year Capital Plan completed in 2020
- \$70 million of major redevelopments for Public Works over the last 8 years
- \$80 million of major redevelopments for existing Health LTC facilities over the last 13 years, this does not include the Seniors Health and Wellness Village at Peel Manor LTC which is a \$135 million capital redevelopment project
- 10 Peel Centre Drive, Suite B and Peel Police, \$60 million

As Asset Managers for most of Peel-owned facilities, Capital Planning and Project Management has implemented approximately \$400 million worth of SOGR capital projects to ensure the buildings remain at the accepted level of service.

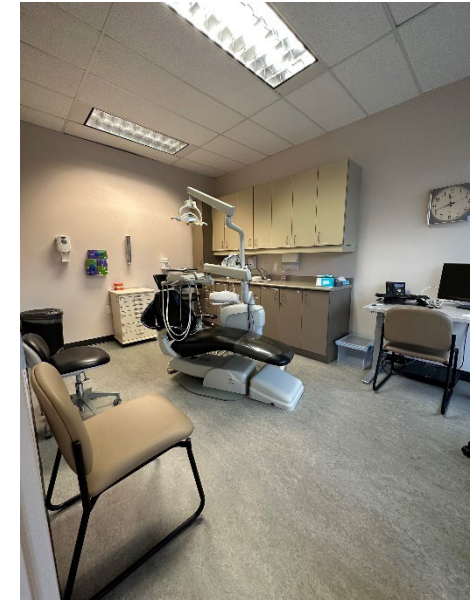
Adaptive Spaces: RPAM has extensive knowledge and experience of Peel's program and has been instrumental in providing valuable solutions to meet the evolving needs of the programs while ensuring the continuity of services to program clients.

Following the decommissioning of the COVID-19 Mass Vaccination Clinics, RPAM quickly adapted new spaces to meet ad-hoc needs of various programs while continuing to monitor and collaborate with Health partners on community needs. (i.e., relocation of the Public Health Clinical Services to 10 Peel Centre Drive, Suite A, 7120 Hurontario Street first floor reconfiguration, and 3 new dental clinics.)

In 2023, Peel will be opening its first Supervised Consumption Services site in Brampton in support of the Peel Opioid Strategy. The location at 10 Peel Centre Drive, Suite A will provide a centrally located safe space for the Community to reduce potential impact of overdose.

External Collaborations: In support of Ontario's Public Safety Radio Network, RPAM, along with the PRPS program, is collaborating with the Ministry of Health on upgrading the communications technology to improve provincial radio systems used by Paramedic Service. This has involved several facilities upgrades to support the new radio network including new antenna, wiring and equipment installations.

Lead by the Regional Emergency Management team, Peel has achieved compliance annually with the requirements of *the Emergency Management and Civil Protection Act* since the Act was introduced, even throughout the duration of Peel's pandemic response.



Relocated Public Health Dental Clinic at 10 Peel Centre Drive, Suite A

Corporate Security contract provides static and mobile guards to oversee Corporate Office buildings, various Public Works sites, Long Term Care facilities, Shelters, and Health Clinics. The security contract has also been used for special events such as the 2022 Peel Regional Council Inauguration Event.

Internal Collaborations: Through close collaboration with RPAM capital, operations, and technical staff, a major HVAC system upgrade for several areas at PAMA is being implemented. Installing new equipment on a heritage building to control temperature and humidity within very narrow ranges brings many difficult challenges – and these challenges are being overcome. RPAM is persevering and is making significant progress by efficiently bringing the right people together at the right time to find solutions to the challenges that are faced. Diligent work with program partners to provide advanced programming on new equipment allows reliable response across all four seasons to maintain the tight tolerances that are needed. These new systems and programming will provide a far better controlled environment for PAMA to manage their collections and archives more effectively.



Land and Property Acquisitions: The Real Estate team is instrumental in negotiating land and property transactions for Peel. In 2022/2023, the following acquisitions were made:

- 341 Heart Lake Road, Brampton - bringing the total Peel-owned assets to 377. It is a 100,040 square foot industrial building on 4.83 acres with Hwy 410 exposure. Renovation plans are underway to accommodate centralized storage needs for the next 20 years with eventual repurposing of land for the expansion needs of a water reservoir station managed by Public Works.
- Acquisition of a 51.5-kilometre-long former railway corridor from Streetsville to Orangeville – Peel along with Brampton, Caledon, and Mississauga, purchased the former Orangeville Brampton Railway (OBRY). The lands were acquired for conversion of a public rail trail by the local municipalities and to protect for existing future utilities such as Peel’s water and wastewater and Public Service Network (PSN).
- In 2022, the Regional Municipality of Peel gratuitously transferred 25.4 acres of vacant land to Runnymede Healthcare Centre to facilitate the construction of a healthcare facility for First Responders in Caledon
- Approximately 3.897 acres of vacant land at the northwest corner of Dockstader Road and Dixie Road in the City of Brampton was purchased for a new Peel Regional Paramedic Services (PRPS) reporting station



Heart Lake warehouse space ideal for centralized storage needs



Conceptual plan for Docksteader PRPS Reporting Station

Other notable accomplishments in 2022/2023 from the Real Estate Capital Acquisitions team for Capital Infrastructure Projects include at the time of the writing of the budget plan (August 2023):

- Negotiated transactions to-date: 30 in 2022, 33 to-date
- Compensation: \$5,127,400 in 2022 and \$5,114,556 to-date
- Permission to Enter Agreements: 451 in 2022, 286 to-date
- Reports to Council: 11 in 2022, 17 to-date

The 2024 -2027 Business Plan Outlook

Planning for the Future

Supporting Our Workforce

RPAM's program continues to evolve to build better systems and adapting existing systems to respond to the changing climate and occupants needs (i.e., adapting ventilation systems due to forest fire smoke etc.).

Several years ago, Peel integrated the expansion of Police 21 Division Station into our office building at 10 Peel Centre Drive to efficiently address several local needs within the limited land available in the area. This type of collaboration continues with the central service facility being adapted many times to effectively deliver a wide range of everchanging services to our Peel community.



This space at 10 Peel Centre Drive, Suite A was formally used as office space, then repurposed as support space for the COVID-19 vaccination clinic and now used as a Health Clinic relocated from 150 Central Park Drive)

Asset Management

RPAM Asset Management Strategy is being developed in alignment with Enterprise Asset Management (EAM) goals and objectives with coordinated tactical implementation plans. This is part of the Council-endorsed Enterprise Asset Management Policy that includes RPAM assets within its scope.

- Consistent condition assessment process for regional standard on determining asset condition, criticality and risk assessments and work prioritization at asset level.
- Consistent processes for Operating & Maintenance of Regional Assets to support Level of Service at the asset level.
- New Capital Planning and Project Management Software DSS to automate logic and provide flexible reporting in applying RPAM asset management strategy.

RPAM will consider demand analysis and master plans developed by the Program Partners to better inform it's SOGR planning. External drivers such as Provincial regulations and requirements will impact these plans and managed accordingly.

Climate Change

All new builds and redevelopment projects will consider New Net Zero Carbon Reduction Standards. Projects planned include:

- Public Works Victoria Yard redevelopment
- Dockstader PRPS Reporting Station
- Several SOGR building fuel switching projects to switching from natural gas or fossil fuels aligned and collaborated with Office of Climate Change and Energy Management and the Climate Change Master Plan GHG reduction mandate

Corporate and Community Preparedness

Regional Emergency Management and Corporate Security will continue to improve upon existing security and emergency procedures.

In 2023, the Peel Emergency Plan was approved and enacted by Regional By-Law 2023-34. Further updates to supporting plans and procedures will continue with internal and external partners throughout the next 3 years. Where necessary new subplans will be developed and implemented. Following the response to significant events or emergencies, Regional Emergency Management & Corporate Security will implement lessons learned when necessary.

Regional Emergency Management will continue to support the Office of Climate Change and Energy Management in their response to the declared Climate Emergency.

Where possible, internal, and potentially external facing dashboards will be implemented to help programs and residents understand the potential risks within the community should a significant event or emergency occur.

Enhancing Service Delivery

The range of services that RPAM provides has increased over the years but the desire to maintain high level of service remains the same. With the implementation of new technology and customizable systems, efficiencies have been achieved to ensure cost-effective and sustainable solutions are being leveraged.

Enhancements include:

- Formalized processes and documentation supporting security threat assessments and space reviews with client groups and supporting agencies
- Review and updates of existing business continuity plans and development of plans for new service areas; priorities have been identified within the Public Works program areas servicing the public
- Documentation of security standards to achieve a common operating platform for access control, video, and other systems
- Continued consolidation of security contracts as new facilities are operationalized or existing contracts expire
- As part of the Canada-wide Early Learning and Child Care Program (CWELCC), Capital Planning and Project Management will be collaborating with the Early Years Child Care (EYCC) program to support them in the creation of 11,980 spaces by 2026 to support childcare services across Peel

Finding Efficiencies

Continuous Improvement

The objective of the Peel's Continuous Improvement Program is to optimize service delivery and maximize value for tax dollars spent. The completion of continuous improvement initiatives positively impacts client experience, employee engagement, cost savings and cost avoidance.

Carbon Reduction: To achieve carbon reduction standard goals, RPAM will continue to leverage resources provided by internal Office of Climate Change Management (OCCM) resources and external partners such as Alectra Utilities and Energy Emissions Master Plan (EEMP).

Reducing Rental Space: Optimizing Peel-owned space to avoid the cost of renting external spaces. (i.e., relocation of health clinic from a leased space into 10 Peel Centre Drive, using Heart Lake warehouse for centralized storage needs, leveraging other vacant spaces for Peel Police to perform tactical training).

HVAC Reconciliation – During the pandemic, the building system was set to hyperventilate to bring more fresh air into the building. This increased operating costs as well as energy consumption for the buildings. A different challenge was introduced with forest fire air and smog entering the building this year. To resolve this issue, system programming was conducted to lower the fresh air change to reduce smell and fumes from outdoors but bring in enough outdoor air to meet the needs of the occupants. This improved overall indoor air quality and lowered costs and energy for the building.

Delegated Authority – Approved process to permit encroachments in Peel roads, including tiebacks and crane swings to help streamline processes and reduce delays.

Transforming Our Business with Technology

Technology plays a crucial role in supporting service delivery within RPAM from internal facility operations to external property management.

- Rollout of real-time work orders and reporting with IBM Maximo CMMS and Power BI Dashboards
- 1,155 banker boxes of contract documents to be digitized for centralized access and security
- Migration of all electronic files to SharePoint to improve efficiency with content and data management
- Database upgrade to prevent potential failure of the outdated Real Estate database
- Using electronic signatures, Docu-Sign, to reduce the need for paper copies of agreements and to create efficiency and time savings in completing property transactions
- Dashboards to track and assist with operational and budget planning have been piloted with Corporate Security clients and will be expanded upon as needed
- Additional dashboards to support Peel's understanding of emergency events and responses will be developed over 2024
- Upgrading the security technology infrastructure: cabling, fibre communication lines, cameras, and access control hardware such as readers and duress alarms. Safety systems are also being added to the multi-use health clinics, Human Services service stations and Supervised Consumption Services. Additionally, a communication circuit will be added to consolidate close-circuit television (CCTV) systems to one uniform platform and the ability to add additional cameras.

Maintaining our Infrastructure

To ensure Peel's infrastructure is responsibly maintained, a reasonable state of good repair is defined, and priorities set to preserve existing service levels. This involves addressing growth concerns and developing an economic lens for an infrastructure that is sustainable.

- SOGR capital projects plan for \$100 million of scheduled work to be implemented over the next 2-5 years:
 - \$65 million Peel Housing Corporate (PHC)
 - \$3.3 million PAMA
 - \$4.7 million Long Term Care
 - \$500,000 Paramedic Service
 - \$1.5 million Office Buildings
 - \$275,000 Shelters
 - \$4.5 million Region of Peel Housing
- Planned Work estimated at \$1 billion of SOGR work projected over the next 10 years to ensure needs of the communities are met

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2024-2027 Business Plan. Information is provided by major expenditures and revenue. The costs to maintain existing service levels and operationalize prior decisions are identified in the base budget changes separately from proposed changes. The budget for 2023 was \$ 6.9 million and the proposed budget for 2024 is \$ 6.6 million.

Net Expenditures: \$6.6 million (Total Expenditures: \$9.3 million)

Description	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	\$ Change Over 2023	% Change Over 2023
Operating Costs	6,138	7,568	7,336	(232)	(3.1)%
Labour Costs	13,156	14,742	15,306	564	3.8%
Reserve Contributions	8,309	8,309	8,309	-	-
Debt Charges	3,048	3,048	3,048	-	-
Grant Payments	-	-	-	-	-
Facility, IT, HR and other support costs	1,404	1,871	1,939	69	3.7%
Recoveries	(23,192)	(25,493)	(26,624)	(1,132)	4.4%
Total Expenditures	8,863	10,046	9,314	(732)	(7.3)%
Grants and Subsidies	-	-	-	-	-
Supplementary Taxes	-	-	-	-	-
Fees and Services Charges	(2,489)	(3,093)	(2,692)	401	(12.8)%
Transfer from Development Charges	-	-	-	-	-
Contributions from Reserves	-	(30)	(30)	-	-
Total Revenues	(2,489)	(3,123)	(2,722)	401	(12.8)%
Total Net Expenditure	\$6,374	\$6,922	\$6,592	\$(331)	(4.8)%

Note: May not add due to rounding

2024 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2024 vs 2023	
2023 Revised Cost of Service	\$10,046	\$3,123	\$6,922	%
Cost of Living/Inflation				
Labour costs	577	-	577	
Goods and services	181	-	181	
Base Subsidy/Recoveries¹				
Updated allocation to Tax and Utility funded services and Peel Living	(1,132)	(285)	(847)	
Adjustments to User Fees and other recoveries	-	(116)	116	
Cost Mitigation				
Efficiencies from the ongoing review of budgets	(358)	-	(358)	
Base Budget Changes Subtotal	(732)	(401)	(331)	
Service Level Changes Subtotal	-	-	-	
Total 2024 Budget Change	(732)	(401)	(331)	
2024 Proposed Budget	\$9,314	\$2,722	\$6,592	(4.8)%

Note: May not add up due to rounding

Operating budget pressure notes:

Base Subsidy/Recoveries¹

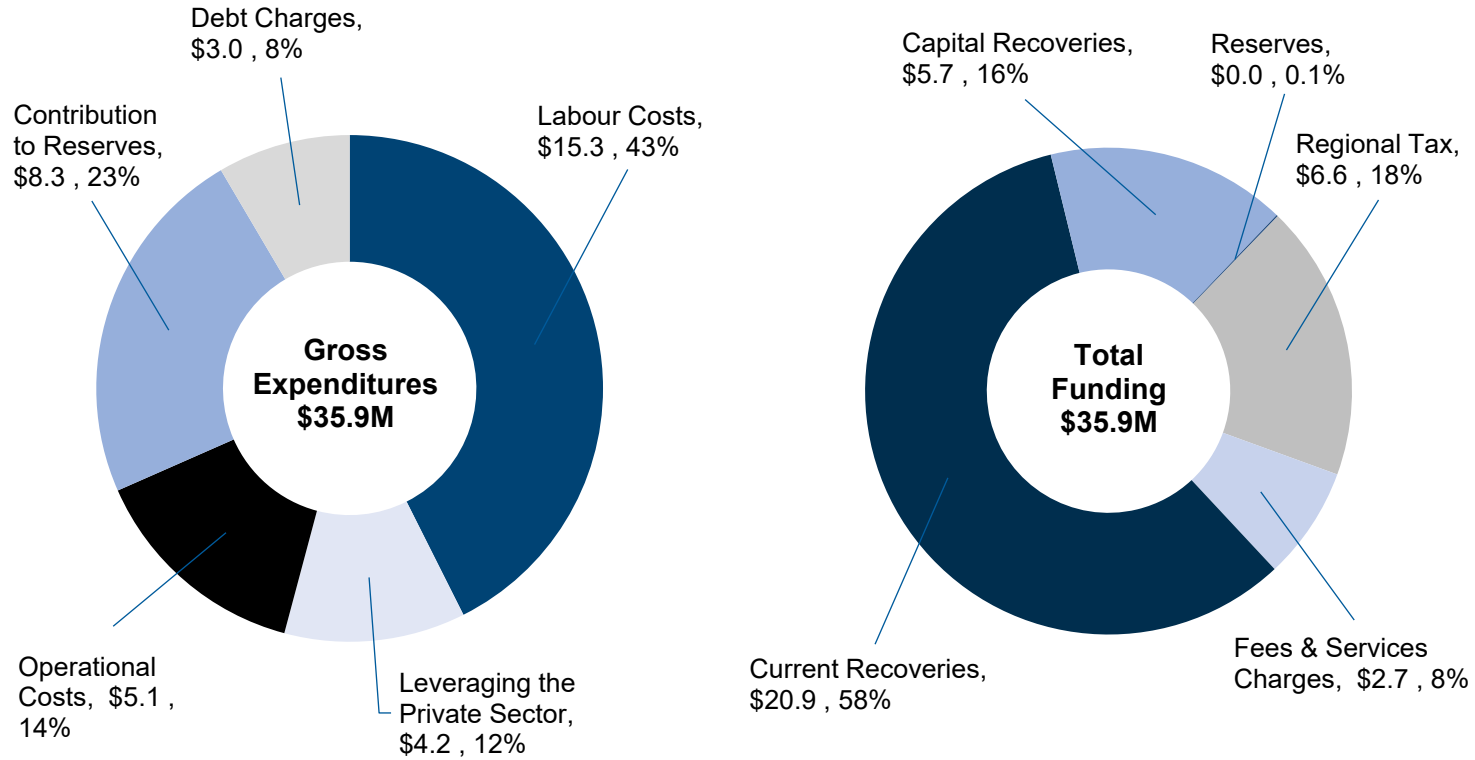
- Adjustments to User Fees and other recoveries mainly due to removal of fee charge for administration building underground parking (\$110 thousand).

Staffing Resources to Achieve Level of Service

Sub Service	2023	2024	2025	2026	2027
Capital Planning and Building Condition Assessments	5.0	5.0	5.0	5.0	5.0
Facility Maintenance and Operations	28.0	28.0	28.0	28.0	28.0
Technical Testing, Repair, Renewal of Capital Assets	5.0	5.0	5.0	5.0	5.0
Preventative, Statutory, Regulatory Maintenance	5.0	5.0	5.0	5.0	5.0
Design and Construction Project Management and Delivery	25.0	25.0	25.0	25.0	25.0
Facility and Capital Acquisitions	33.0	33.0	33.0	33.0	33.0
Emergency Response and Management	5.0	5.0	5.0	5.0	5.0
Business Continuity Planning and Corporate Security	2.0	2.0	2.0	2.0	2.0
Future Forward Accommodation Planning	6.0	6.0	6.0	6.0	6.0
Total	114.0	114.0	114.0	114.0	114.0

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

2024 Gross Expenditures & Funding Source (In \$M)



2024 Budget Risks

- Services are still recovering from the impact of COVID-19 and assessing the impacts to service delivery for a post-COVID.
- Inflation for 2024 is expected to continue at a heightened rate but there is risk that actual inflation may exceed the 2.5% assumption. Supply chain and labour market issues will exacerbate inflationary pressures.
- Budget has been developed assuming Peel's services will continue to be provided, notwithstanding any governance decisions resulting from Bill 112.

2025 - 2027 Operating Forecast

	Budget			Forecast					
	2023	2024		2025		2026		2027	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
Total Expenditure	10,046	9,314	(7.3)%	9,521	2.2%	9,644	1.3%	9,782	1.4%
Total Revenue	(3,123)	(2,722)	(12.9)%	(2,776)	2.0%	(2,831)	2.0%	(2,887)	2.0%
Net Expenditure	6,922	6,592	(4.8)%	6,745	2.3%	6,814	1.0%	6,896	1.2%

Note: May not add up due to rounding

- Forecast years' increases are related to maintaining base services.

Proposed Capital Budget

Capital Budget: \$1.7 million (Ten Year Plan: \$66.3 million)

2024 Capital Budget Overview

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

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2024 Capital Budget (\$'000)	Total Capital in 2024 (\$'000)
DC Growth	-	-	-
Externally Funded	-	-	-
Non-DC Internal	12,569	1,659	14,228
Total Expenditures	12,569	1,659	14,228
# of Projects	26	2	28

Existing Capital Projects - \$12.6M

Key highlights:

- \$5.7M for work to maintain the state of good repair of regional office facilities
- \$5.0M for workspace accommodation initiative at regional office facilities
- \$1.4M for corporate security including improvements around CCTV, access control systems and such at regional locations

2024 Capital Budget - \$1.7M

Key highlights:

- \$1.7M – Funding for identified major maintenance requirements at 10 Peel Centre Drive and 7120 Hurontario Street.

See Appendix I for details.

2024 Budget Risks

- Inflation for 2024 is expected to continue at a heightened rate but there is risk that actual inflation may exceed the 5.0% assumption. Supply chain and labour market issues will exacerbate inflationary pressures.
- Inflation risk will vary from project to project as some projects may use a commodity or commodities that have been more significantly impacted by inflation.
- Budget has been developed assuming Peel's services will continue to be provided, notwithstanding any governance decisions resulting from Bill 112.

Operating Impact of 2024 Capital Budget

- There is no anticipated impact on the operating budget resulting from the 2024 capital budget.

Proposed Capital Plan

2024 - 2033 10-Year Capital Plan - \$66.3M

By Project Classification:

State of Good Repair \$66.3M	DC Funded Growth \$-M	Non-DC Funded Growth & Other \$-M
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Key Highlights:

- \$66.3M – Funding for identified major maintenance requirements at 10 Peel Centre Drive and 7120 Hurontario Street.

See Appendix II for details.

Service : Real Property & Asset Management

Appendix 1

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

2024				
<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>

<u>Project</u>	<u>Name</u>	<u>Description</u>		
245220	Office Facility Major Maintenance	Funding for identified major maintenance requirements at 10 Peel and 7120 Hurontario	1,559	1,559
245290	RPAM Under Maintenance Project	Funding for deficiencies in 10 Peel and 7120 Hurontario projects during the warranty phase.	100	100
Real Property & Asset Management			1,659	1,659

Appendix II

Service: Real Property & Asset Management

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

			2024	2025	2026	2027	2028	Yrs 6-10	Gross
Project	Name	Description							
245220	Office Facility Major Maintenance	Funding for identified major maintenance requirements at 10 Peel and 7120	1,559	16,626	4,910	1,999	6,989	33,188	65,271
245290	RPAM Under Maintenance Project	Funding for deficiencies in 10 Peel and 7120 Hurontario projects during the warranty phase.	100	100	100	100	100	500	1,000
Real Property & Asset Management			1,659	16,726	5,010	2,099	7,089	33,688	66,271