

Year End Drivers of Variance by Service

	Operational Variance	COVID Related				Year End Surplus/ (Deficit)	Year End Variance Comment
		Service Level Change	Increased Costs	Program Specific Funding Applied	Safe Restart Funding		
	\$'000						
Property Tax Supported							
Adult Day	0	2,761	0	0	0	2,761	The total positive variance amounted to \$2.8 million. This is largely due to redeployment of \$2.6 million of staffing costs from base service delivery to support Long Term Care. Goods and services were also underspent by \$0.2 million due to program closures during the year.
Early Years and Child Care	(2,142)	68,014	(82,779)	17,693	0	786	Due to COVID, base programming could not be delivered. Resources and funding from base programming was redeployed to provide additional stabilization and sustainability support to child care providers during COVID. The slight surplus of \$0.8 million was due to additional program-specific funding to support COVID.
Community Investment	1,065		(872)	0	0	193	Community Investment surplus of \$0.2 million is due to various program underspending due to COVID partially offset by additional grants required from community agencies during COVID.
Employment Support	313	2,963	0	0	0	3,276	Employment Support surplus of \$3.3 million is a result of exiting employment services in 2020 combined with the disruption of employment programs due to COVID prior to exiting the program.
Housing Support	1,537	2,700	(23,757)	23,757	0	4,237	Housing Support surplus of \$4.2 million is primarily due to underspending in both agency payments and in grant payments due to closures. COVID related costs were fully funded through program specific funding.
Income Support	457	0	(149)	0	0	308	Income Support has a surplus of \$0.3 million driven by program underspending of \$0.5 million partially offset by COVID related costs of \$0.1 million.
Long Term Care	0	0	(13,410)	7,475	3,174	(2,761)	COVID related costs of \$13.4 million were partially offset program specific funding by \$7.5 million and Safe Restart funding of \$3.2 million. Safe Restart funding was not applied to the remaining deficit of \$2.8 million as these costs were funded through the Provincial Adult Day Services program.
Paramedics	359	0	(6,819)	4,299	2,161	0	Operational cost savings of \$0.4 million due to lower call volumes and COVID related costs of \$6.9 million, primarily from staff overtime, were fully funded by program specific funding of \$4.3 million and Safe Restart funding of \$2.2 million.
TransHelp	1,227	6,700	(200)	9	0	7,736	Surplus of \$7.7 million due to net cost savings resulting from lower ridership, partially offset by additional COVID related cleaning costs.
Living	2,816	83,138	(127,986)	53,233	5,335	16,536	

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Chronic Disease Prevention*	0	2,687	0	0	0	2,687	Supporting the emergency response resulted in hiring freezes and reprioritization of activities. As a result, Chronic Disease Prevention is underspent by \$2.7 million. Due to COVID, the Ontario Seniors Dental program serviced fewer clients resulting in decreased costs of \$0.9 million offset by returning \$0.9 million in Provincial Funding.
Early Growth and Development*	0	1,255	0	0	0	1,255	Supporting the emergency response resulted in hiring freezes and reprioritization of activities resulting in reduced expenditures of \$1.3 million.
Heritage Arts and Culture	148	710	0	0	0	858	\$0.9 million surplus resulted from \$0.1 million in higher revenue due to unanticipated grant received for Paginton project, \$0.7 million in savings from the facility closure.
Infectious Disease Prevention*	0	1,113	(13,832)	13,832	0	1,113	Supporting the emergency response resulted in hiring freezes and reprioritization of activities and reduced expenditures of \$1.1 million. COVID related costs were fully funded through program specific funding.
Land Use Planning	(610)	(343)	0	0	343	(610)	Deficit of \$0.6 million due to higher legal fees of \$0.3 million for complex large scale projects and \$0.3 million to fund contract staffing resources for upcoming development related projects. COVID related costs were fully funded through Safe Restart funding.
Roads and Transportation	(483)	700	(700)	0	483	0	Higher winter maintenance costs of \$0.5 million were offset by lower costs due to lighter traffic and maintenance. COVID related costs were partially funded from Safe Restart to bring the service to a net zero year end.
Waste Management	0	(173)	(7,400)	0	7,400	(173)	The overall deficit of \$0.2 million is a result of \$0.5 million incurred due to the Material Recovery Facility closure during its upgrade, partially offset by \$0.3 million in cost savings related to the cancellation of school-based activities and hiring restrictions. COVID related costs were fully funded through Safe Restart funding.
Thriving	(945)	5,949	(21,932)	13,832	8,226	5,130	
CAO Office	0	179	0	0	0	179	Surplus driven by underexpenditures on student vacancy and discretionary costs due to COVID.

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Corporate Services	976	2,413	(2,695)	0	0	694	\$0.7 million surplus as a result of underspending of \$0.9 million largely due to lower discretionary expenses of \$0.4 million and legal expenses of \$0.3 million partially offset by COVID related costs of \$0.2 million primarily driven by personal protective equipment, increased cleaning and staff time
Council & Chair	120	0	0	0	0	120	Surplus driven by underexpenditures on Councillors' newsletters and discretionary costs.
<b>Total Corporate Services</b>	<b>1,096</b>	<b>2,592</b>	<b>(2,695)</b>	<b>0</b>	<b>0</b>	<b>993</b>	
Finance	(1,178)	0	(709)	0	235	(1,652)	\$1.7 million deficit in due to active insurance legal claims of \$1.8 million, offset by \$0.6 million in operational savings from discretionary accounts and hiring freeze. Net COVID impact of \$0.5 million was due to \$0.7 million of staff related COVID costs partially offset by Safe Restart funding for eligible costs.
Non-Program (Less Capital Allocation)	(4,767)	0	0	0	0	(4,767)	Costs primarily driven by Increased Workplace Safety and Insurance Board liability. Budgeted contingent reserve draw of \$3.65 million was not taken due to overall Regional surplus position.
<b>Total Finance</b>	<b>(5,945)</b>	<b>0</b>	<b>(709)</b>	<b>0</b>	<b>235</b>	<b>(6,419)</b>	
Digital and Information Service	0	145	(986)	0	447	(394)	\$0.4 million deficit largely due to increased staff time of \$0.8 million and technology solutions, partially offset by Safe Restart funding.
<b>Leading</b>	<b>(4,849)</b>	<b>2,737</b>	<b>(4,390)</b>	<b>0</b>	<b>682</b>	<b>(5,820)</b>	
<b>Regionally Controlled Services</b>	<b>(2,978)</b>	<b>91,824</b>	<b>(154,308)</b>	<b>67,065</b>	<b>14,243</b>	<b>15,846</b>	
<b>External Agencies - Thriving</b>							
<b>Police Services</b>							
Community Events Policing Grant	0	0	0	0	0	0	No variance to budget.
Peel Regional Police	509	(1,245)	(1,791)	0	2,527	0	\$1.24 million in revenue loss primarily resulted from decreased demand for criminal records checks. \$1.79 million was spent in additional expenditures for health and safety supplies (sanitizer, HVAC filters, cleaning products, temperature scanner, etc.), additional cleaning services (facilities and vehicles), personal protective equipment and furniture shields. COVID related costs were partially offset by Safe Restart funding of \$2.5 million resulting in no variance to the budget.
Ontario Provincial Police	0	0	0	0	0	0	
<b>Subtotal Police Services</b>	<b>509</b>	<b>(1,245)</b>	<b>(1,791)</b>	<b>0</b>	<b>2,527</b>	<b>0</b>	
Conservation Authorities	0	0	0	0	0	0	No variance to budget.

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Municipal Property Assessment Corporation	187	0	0	0	0	187	Surplus of \$187 thousand due to lower service demand by Ontario municipalities in 2020.
Subtotal Conservation and Assessment	187	0	0	0	0	187	
Regionally Financed External Organizations	696	(1,245)	(1,791)	0	2,527	187	
Total Property Tax Supported	(2,282)	90,579	(156,099)	67,065	16,770	16,033	
Utility Rate Supported - Thriving							
Water Supply	3,249	1,000	(4,400)	0	151	0	Water supply ended in a zero year-end position. \$3.2 million in operational costs was largely the result of increased water consumption due to the dry hot summer. COVID drove a negative impact of \$4.4 million from increased PPE and cleaning costs (\$1.2 million) and the delay in the implementation of the 2020 Utiity Rate increase (\$3.2 million). This impact was partially offset by savings largely due to staff hiring freeze (\$1 million). COVID costs were partially funded by Safe Restart funding to bring the service to a net zero year end position.
Wastewater	3,565	2,100	(2,600)	0	0	3,065	The surplus of \$3.1 million is driven by a number of factors. There were increased billings of \$2.1 million due to the dry summer and increased surcharge revenue of \$1.3 million. There was also savings from OCWA due to lower activity (\$0.8 million) and savings from the hiring freeze (\$1.3 million). These positive variances were reduced by increased COVID costs (PPE, cleaning and overtime) of \$1.2 million and decreased revenue of \$1.4 million due to the delay in the implementation of the 2020 utility rate increase.
Total Utility Rate Supported Services	6,814	3,100	(7,000)	0	151	3,065	
Total Region	4,532	93,679	(163,099)	67,065	16,921	19,098	

\*Staff were redeployed to support the COVID-19 emergency response.