

Corporate Overview



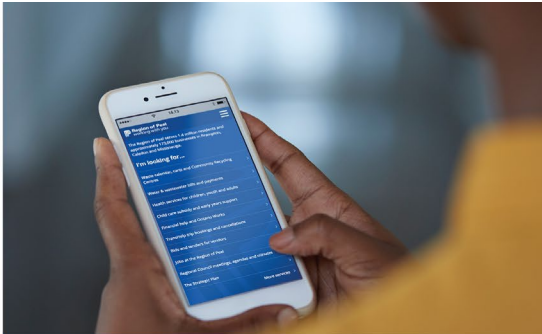
Living

People's lives are improved in their time of need.



Thriving

Communities are integrated, safe and complete.



Leading

Government is future-oriented and accountable.

High Level Overview

Operating Budget

- Tax Supported Services
 - Utility Rate Supported Services
-

Capital Plan & Budget

Summary

2022-2024 Outlook

Respect the tax payer

Ensure the Capital Plan is sustainable

Prudent borrowing

Work with local municipalities

Manage assets

Value for money

Users pay where appropriate

Maintain flexibility to mitigate volatility in rates

Invest Responsibly



AVERAGE PROPERTY TAX INCREASE

1.3%

Property Tax Impact

Brampton	Caledon	Mississauga
1.3%	0.8%	1.4%
+\$73	+\$38	+\$64

Residential

+\$116

Small Business Owner



UTILITY RATE INCREASE

5.5%

Utility Rate Impact

+\$43

Residential

+\$111

Small Business Owner



Living:

People's lives are improved in their time of need.

\$968 million

\$176 million

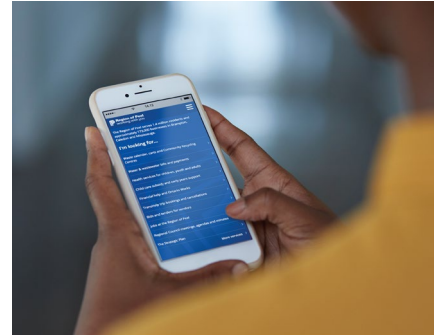


Thriving:

Communities are integrated, safe and complete.

\$1.55 billion

\$779 million



Leading:

Government is future-oriented and accountable.

\$169 million

\$44 million

\$3.7

billion invested in services that advance and support Council's current term priorities and longer term outcomes

\$2.7 billion
Operating Budget

\$1.0 billion
Capital Budget

Living:

People's lives are improved in their time of need.

\$968 million

OPERATING

\$176 million

CAPITAL



Responding to **135,000** paramedic emergency calls



Providing **744,000** accessible transportation passenger trips



63,000+ children and caregivers who participate in EarlyON programs



Providing **11,600+** housing subsidies



Providing **900+** residents with quality care through five long term care homes



Serving **4,800+** clients in emergency and transitional shelters

SERVICES:

- Adult Day
- Community Investment
- Early Years and Child Care
- Housing Support
- Income Support
- Long Term Care
- Paramedics
- TransHelp

Thriving:

Communities are integrated, safe and complete.

\$1.55 billion

OPERATING

\$779 million

CAPITAL



Producing **590 million litres of water each day** to provide 343,150 customers safe drinking water



Peel Regional Police responding to **248,000** citizen-initiated events and Ontario Provincial Police to **24,750** calls



7,000 free **seniors dental** screenings



Maintaining **1,688+ lane kilometres** of road to help keep residents safe and traffic moving



Managing **552,000 tonnes of waste** for 352,000 curbside and 104,000 multi-residential households

SERVICES:

- Chronic Disease Prevention
- Early Growth and Development
- Heritage, Arts and Culture
- Infectious Disease Prevention
- Land Use Planning
- Roads and Transportation
- Waste Management
- Wastewater
- Water Supply

EXTERNAL AGENCIES:

- Assessment Service
- Conservation Authorities
- Police Services

Leading :

Government is future-oriented and accountable.

\$169 million

OPERATING

\$44 million

CAPITAL



Our Contact Centre provided live support to over **1 million people**



72% Employee engagement



79% of residents reported the Region provides value for tax dollars



Earned a **Triple-A** credit rating – the highest possible rating



Maintaining **\$30B** of Regional assets, such as roads, bridges and buildings

ENABLING SERVICES:

- Corporate Services
- Digital and Information Services
- Finance

ADAPTING

- Excellence Canada Platinum Accreditation
- Tax and Utility ratepayers benefit from Peel's disciplined approach to Continuous Improvement
 - ✓ Program evaluation
 - ✓ Business process management or LEAN
 - ✓ Service level reviews
 - ✓ Line-by-line reviews
 - ✓ Review of user fees
 - ✓ Alternate service delivery models
- Leverage lessons learned through COVID response

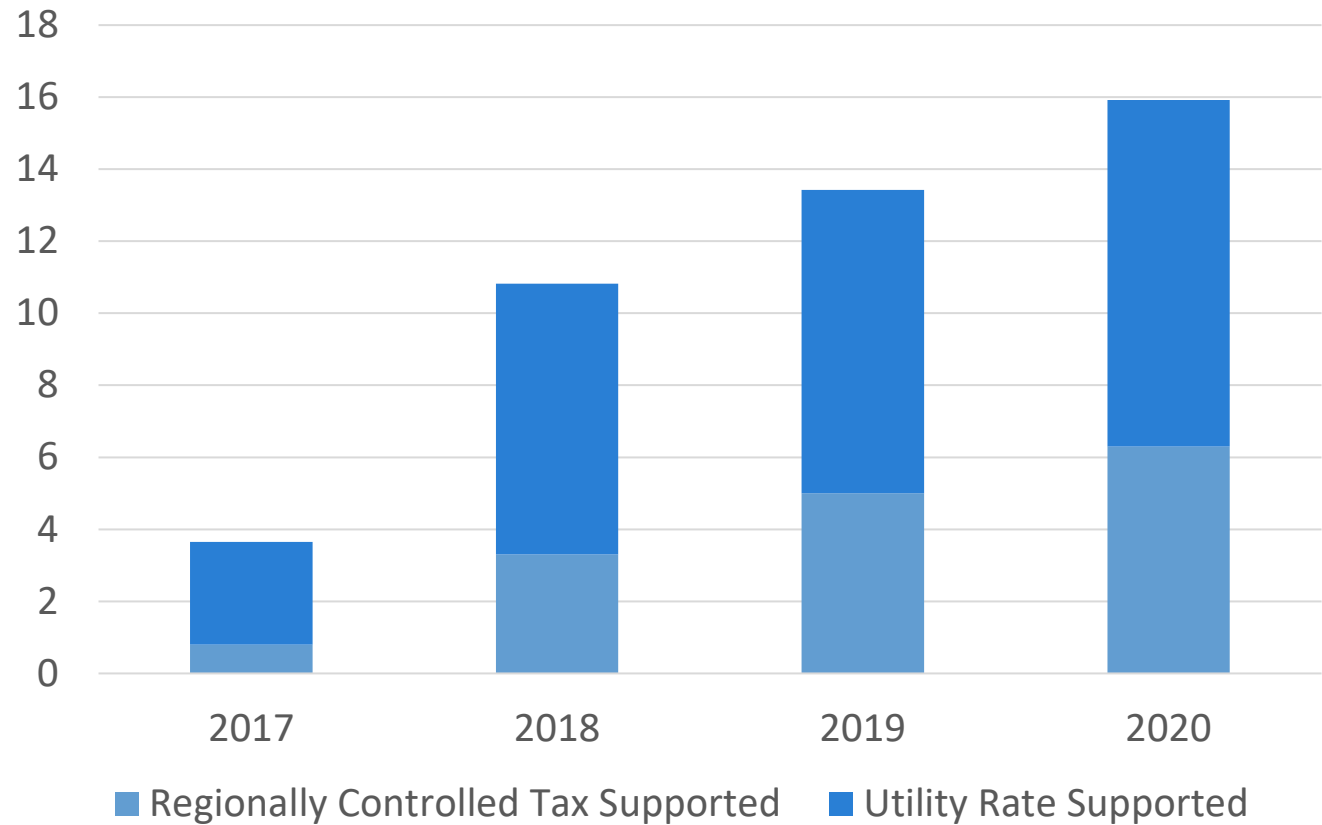
*CANADA
AWARDS FOR
EXCELLENCE*



PLATINUM RECIPIENT
EXCELLENCE, INNOVATION
& WELLNESS **2019**



4 Year Cumulative Savings (2017 – 2020)
(\$Million)



2020 Efficiencies - \$6.4 million

- **Cost savings** - \$2.5 million
- **Cost avoidance** - \$3.9 million

- ✓ Provincial Funding Changes
- ✓ Legislation and Regulations
- ✓ Climate/ Weather
- ✓ Evolving Technology
- ✓ Changing Nature of Employment
- ✓ Economic and Market Volatility
- ✓ Aging Infrastructure
- ✓ COVID-19 Pandemic



PEEL REGION	41%
LOCAL MUNICIPALITIES	41%
EDUCATION	18%





Tax Supported

Operations	1.7%
Maintaining Infrastructure	1.0%
Provincial Funding Cuts	0.5%

Net Tax Levy Increase

3.2%



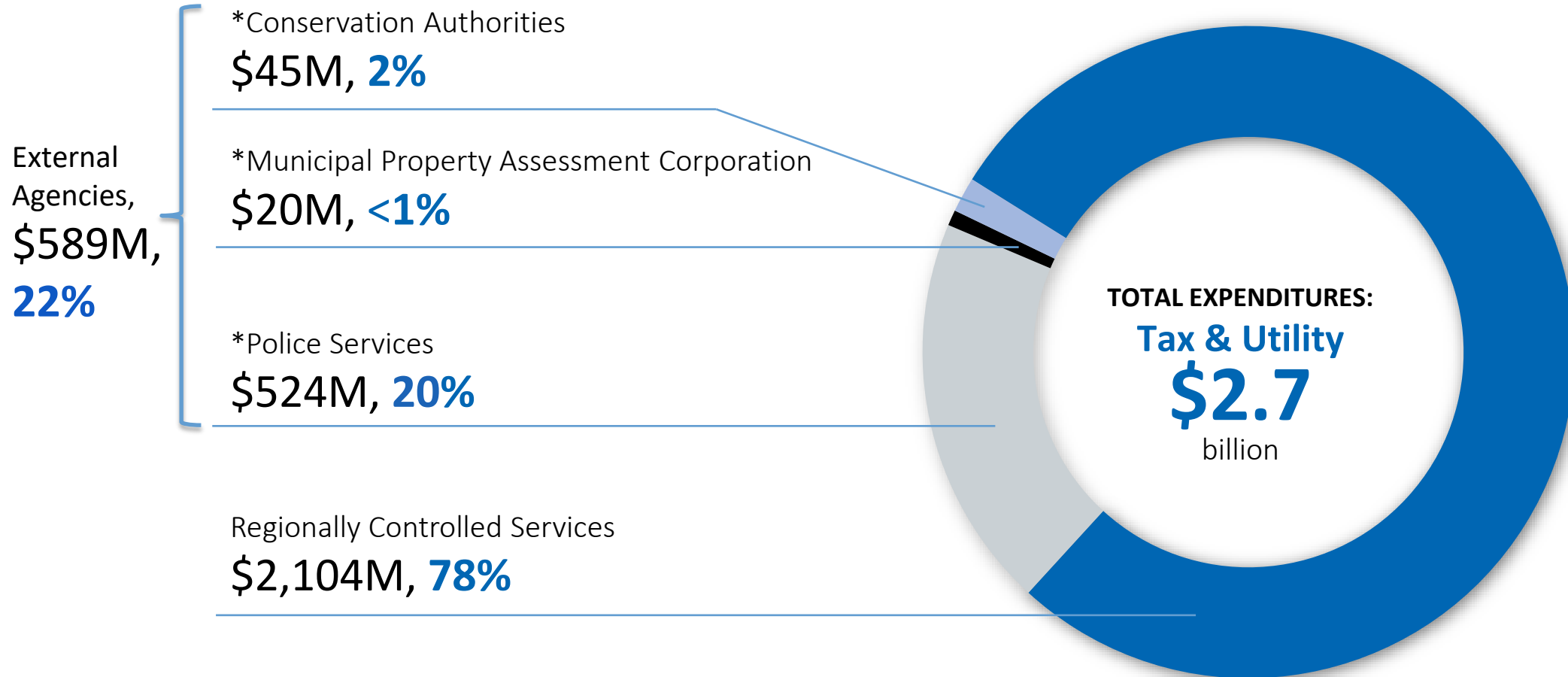
Utility Rate Supported

Operations	1.2%
Maintaining Infrastructure	5.0%
Managing Risk to Declining Consumption*	(0.7%)

Average Utility Rate Increase

5.5%

*Funded from the utility rate stabilization reserve

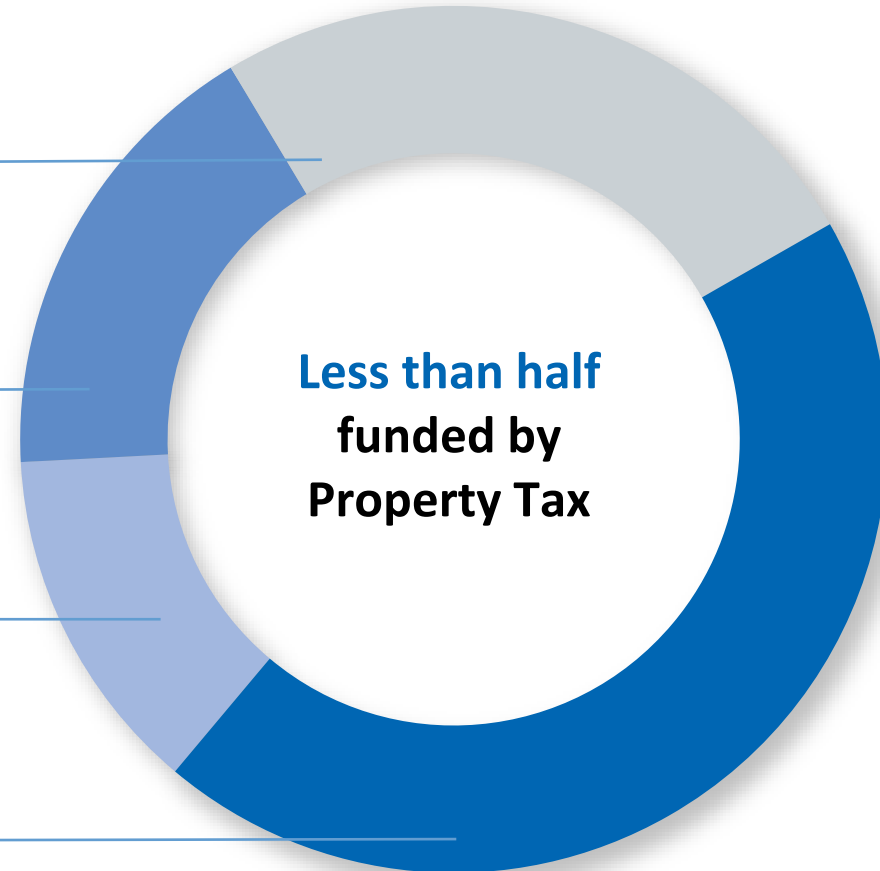


Grants and Subsidies
\$667M, **25%**

Utility
\$469M, **17%**

Other
\$373M, **14%**

Property Tax
\$1,182M, **44%**

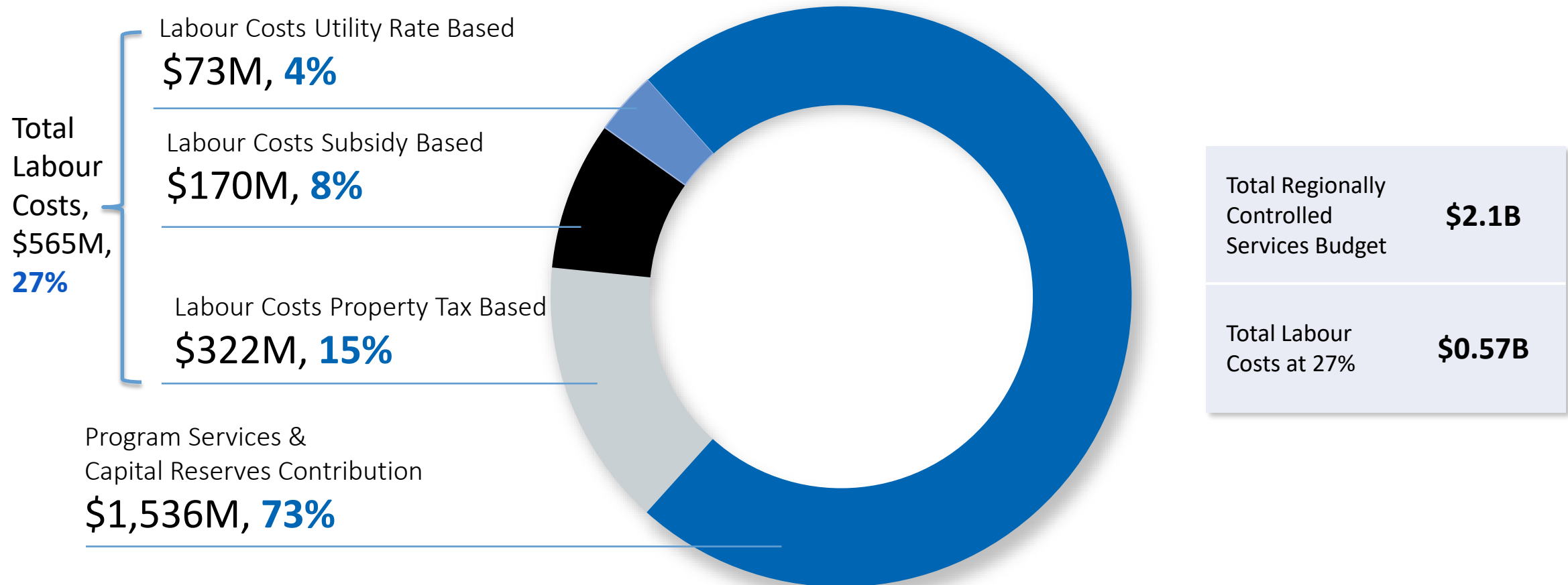


Issue	Approach
Service levels	Some provincial services eliminated/reduced and core municipal services protected
Inflation	Funded by a combination of efficiencies & property tax
Population growth	Paramedics funded by Province, balance by property tax & efficiencies
Provincial/Municipal cost share ratios	Cost share adjusted based on latest available information

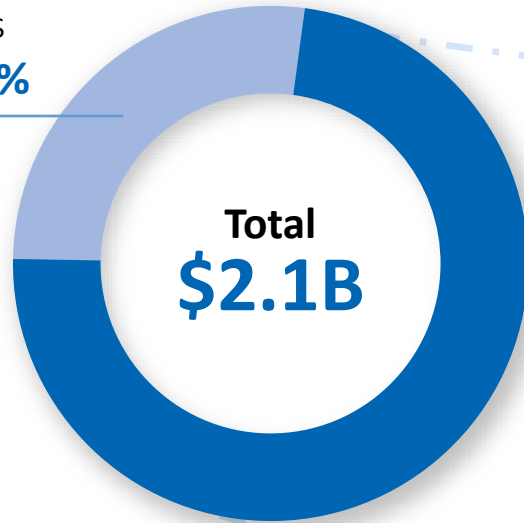


Incremental Cost/Revenue Reduction Pressures	(In \$Millions)
<ul style="list-style-type: none"> • Temporary Staffing Resources • Goods and Services (e.g. cleaning, PPE) • Higher Waste Tonnage 	\$10.0 3.2 0.9
Total Budgeted Pressures	\$14.1
Mitigating the Impact <ul style="list-style-type: none"> • External Funding • Phase 1 Safe Restart Fund 	\$4.3 9.8
Net Tax Levy Impact	\$ -

Note: Numbers may not add up due to rounding



Labour Costs
\$565M, **27%**

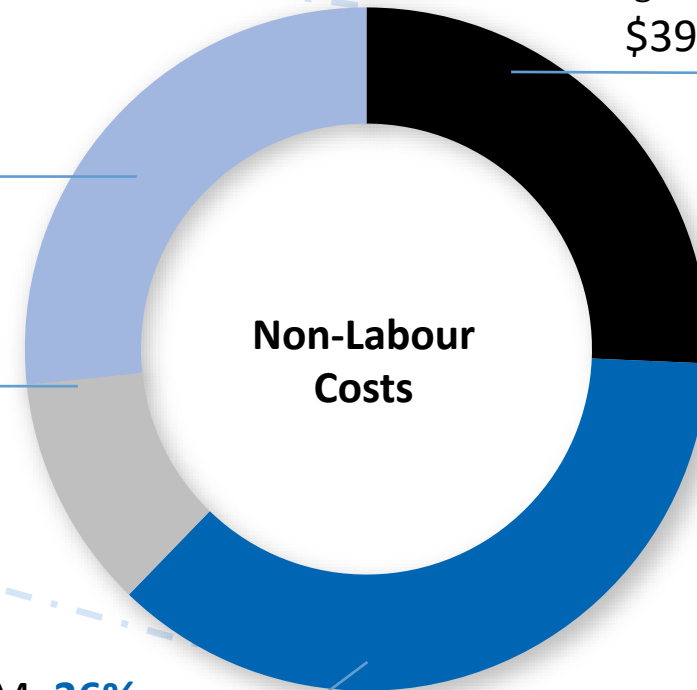


Infrastructure Intensive
Tax & Utility \$422M, **27%**

Leveraging the
Private Sector \$165M, **11%**

Working with Partners
to Achieve Outcomes \$557M, **36%**

Program Services
\$393M, **26%**



Note: Regionally Controlled Services only

Regionally Controlled Services	Resources to Achieve Approved Level of Service	
	2020 (FTEs)	2021* (FTEs)
Tax Supported:		
Living	2,281	2,289
Thriving	1,143	1,146
Leading	789	798
Total	4,212	4,232
Utility Rate Supported	535	539

*Includes 7 positions made regular to maintain 2020 service levels previously approved and funded by Council.

Note: numbers may not add due to rounding.

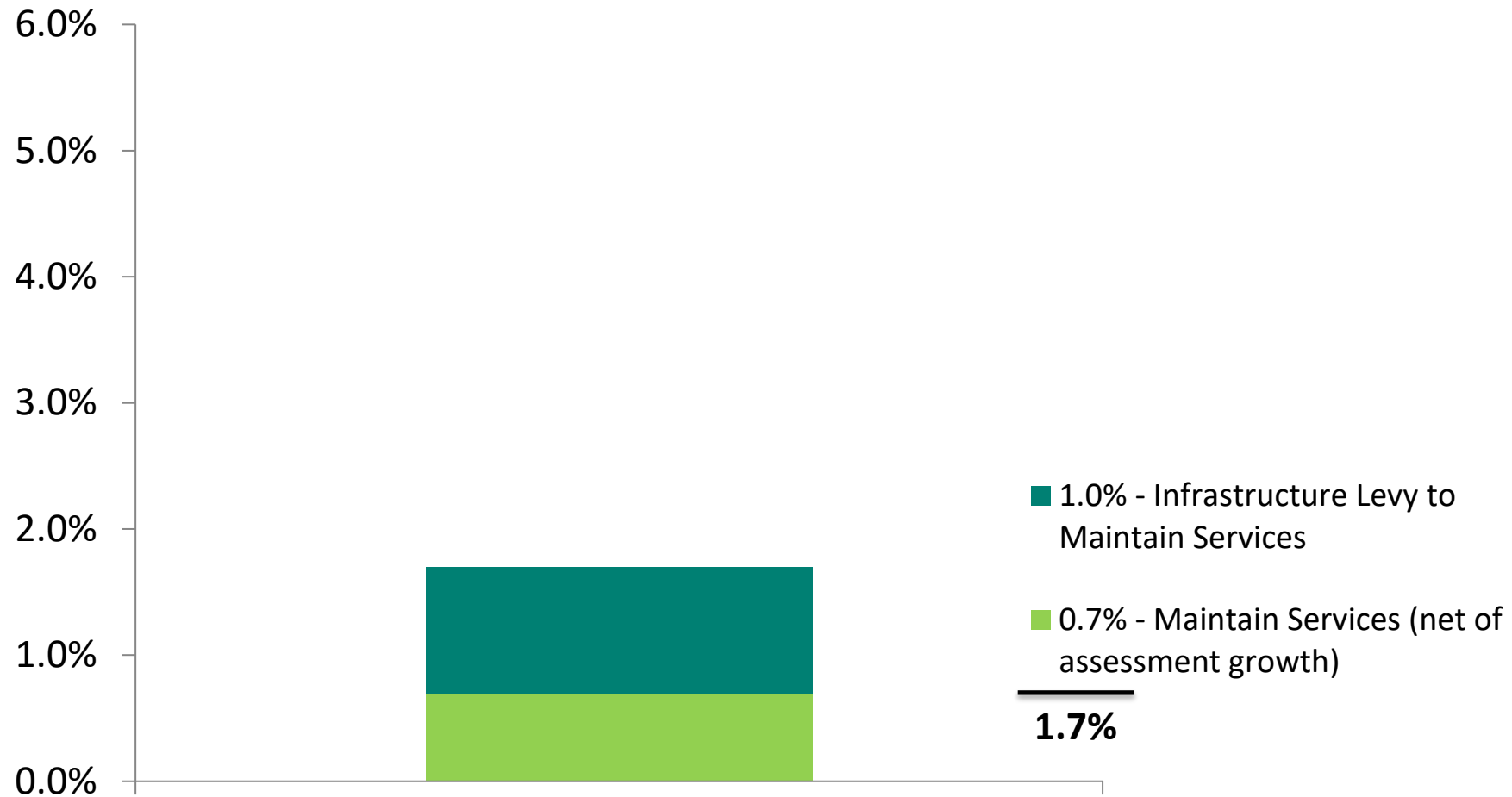
TAX SUPPORTED OPERATING

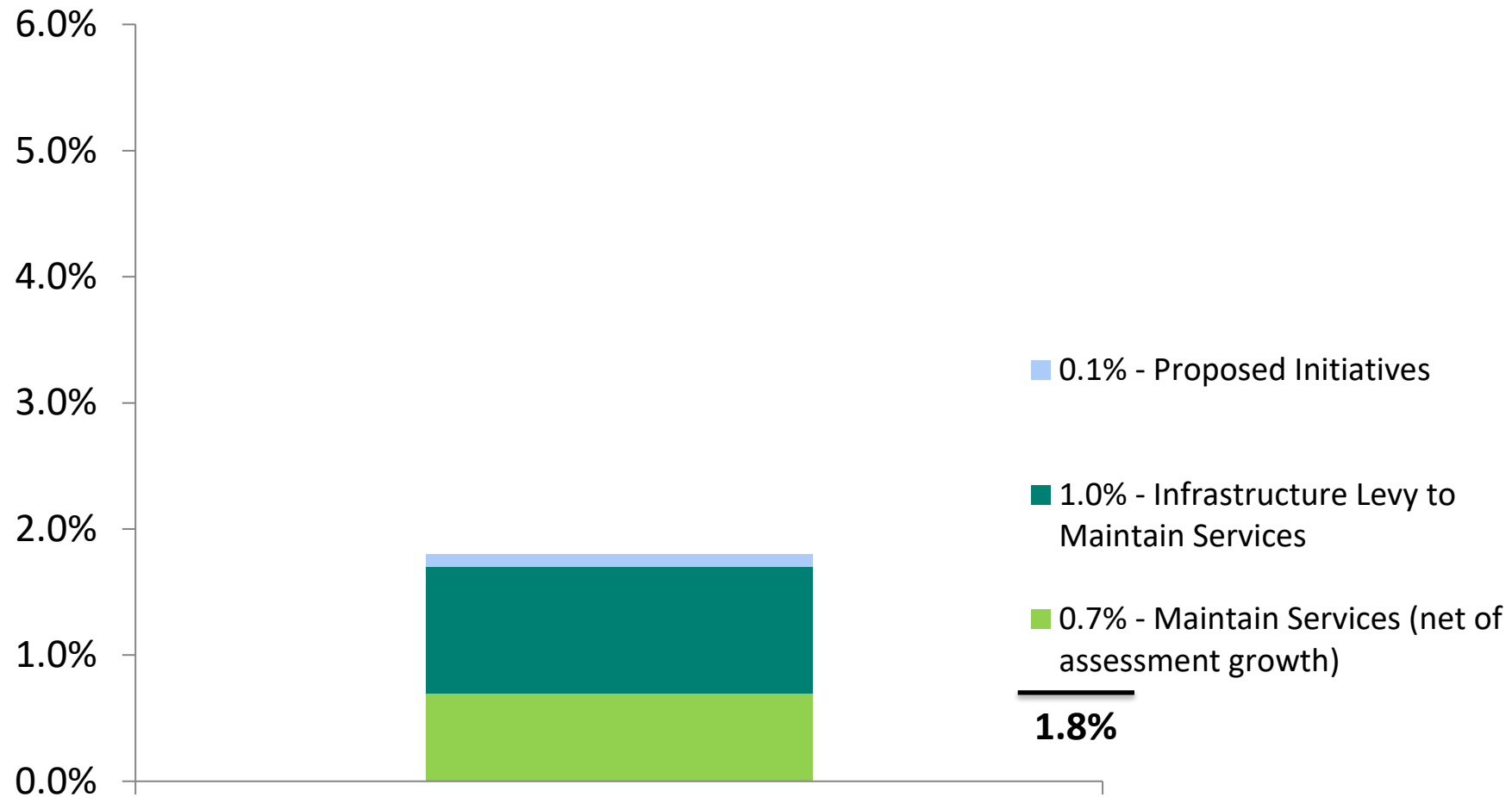


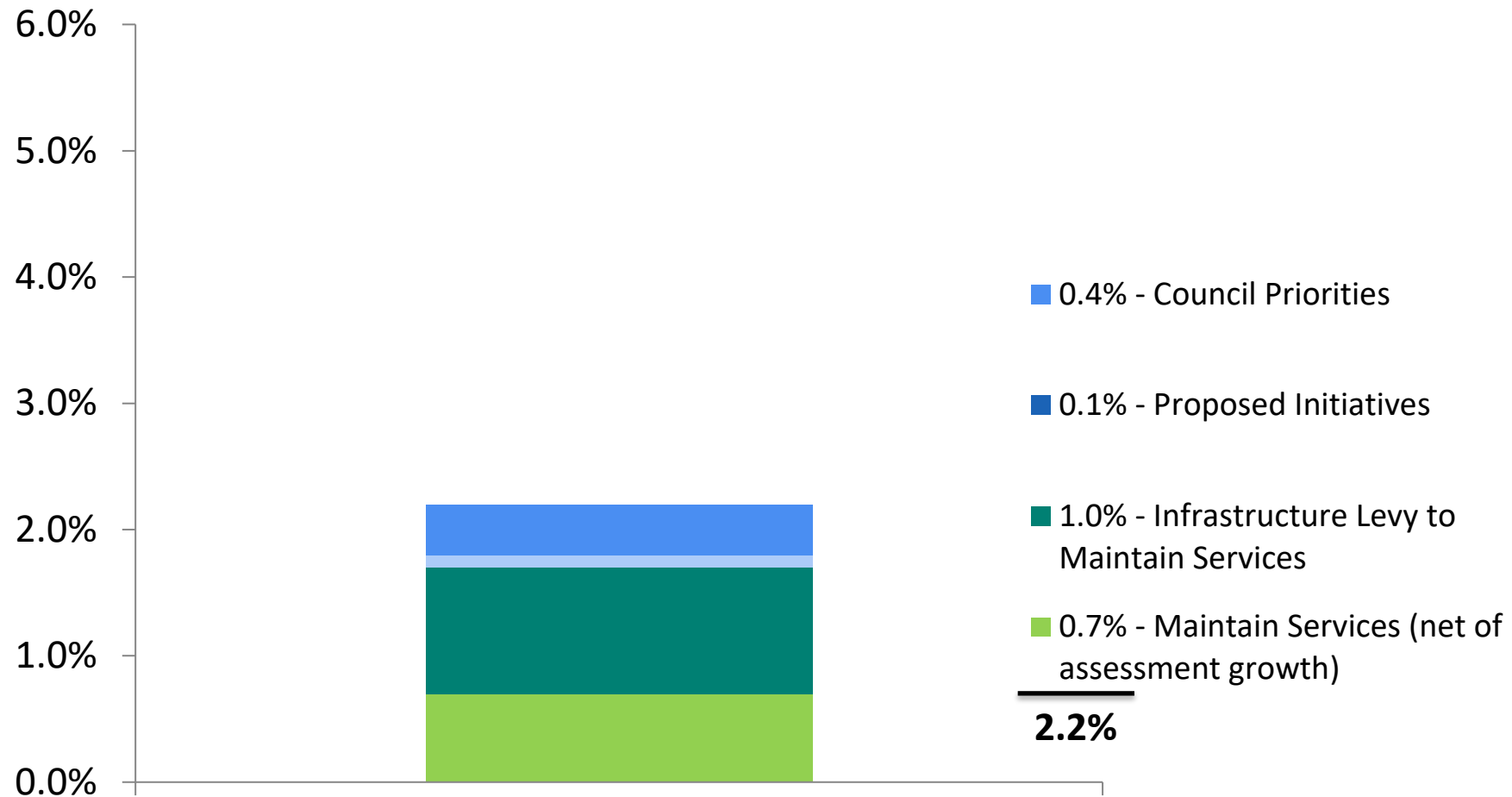
	2021 Forecast in 2020	Proposed Budget
Peel Regional Police	4.0%	3.8%
Conservation Halton	4.1%	3.0%
Regionally Controlled Services*	4.6%	2.8%
Toronto & Region Conservation Authority**	3.1%	2.8%
Ontario Provincial Police	4.0%	2.5%
Credit Valley Conservation Authority**	4.2%	2.5%
Sub-total	4.3%	3.1%
1% Infrastructure Levy	1.0%	1.0%
Assessment Growth and Notional Tax Adjustment	(1.0%)	(0.9%)
Net Tax Levy	4.3%	3.2%

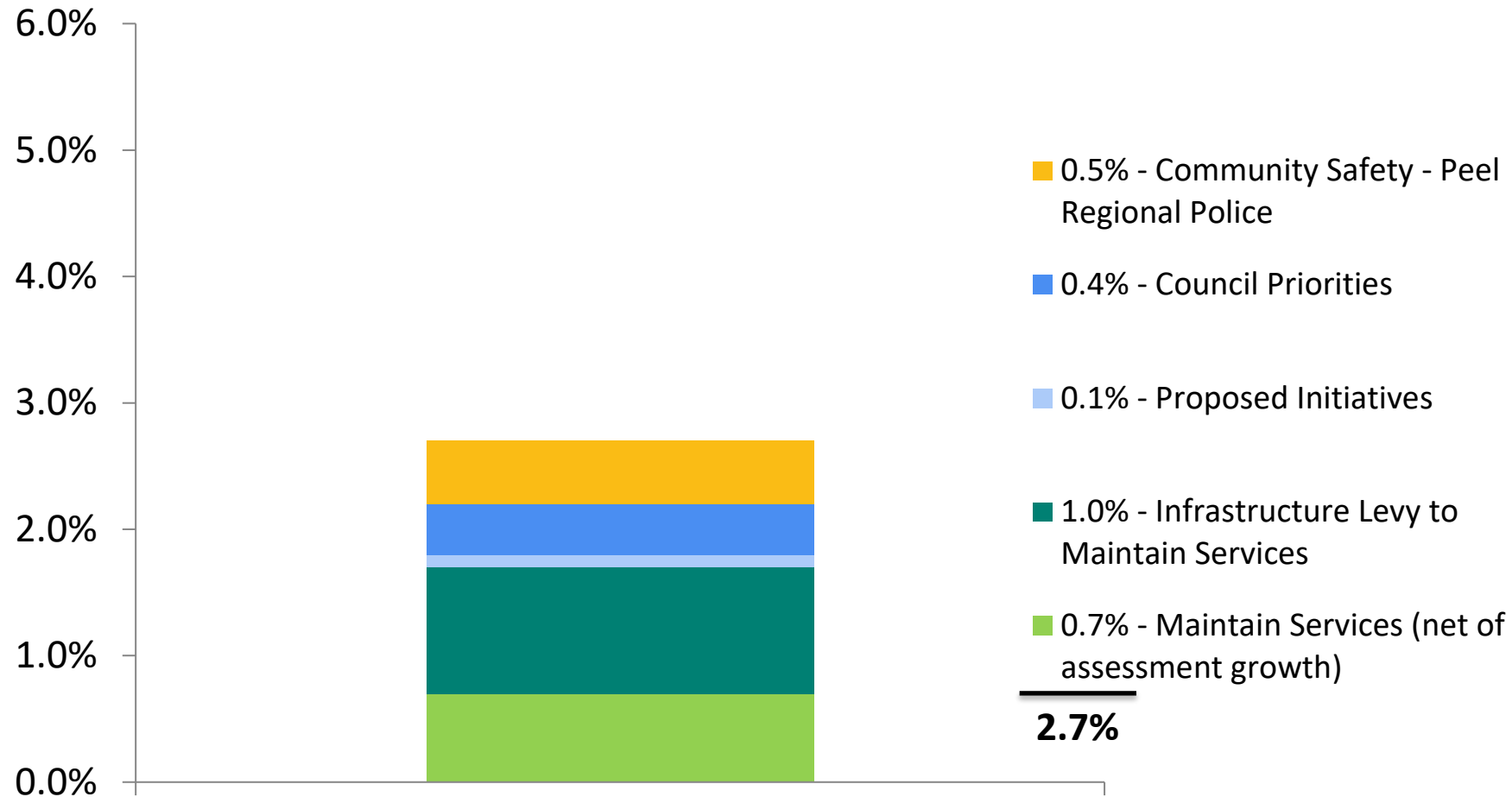
* Includes Council priorities and impact of Provincial funding cuts

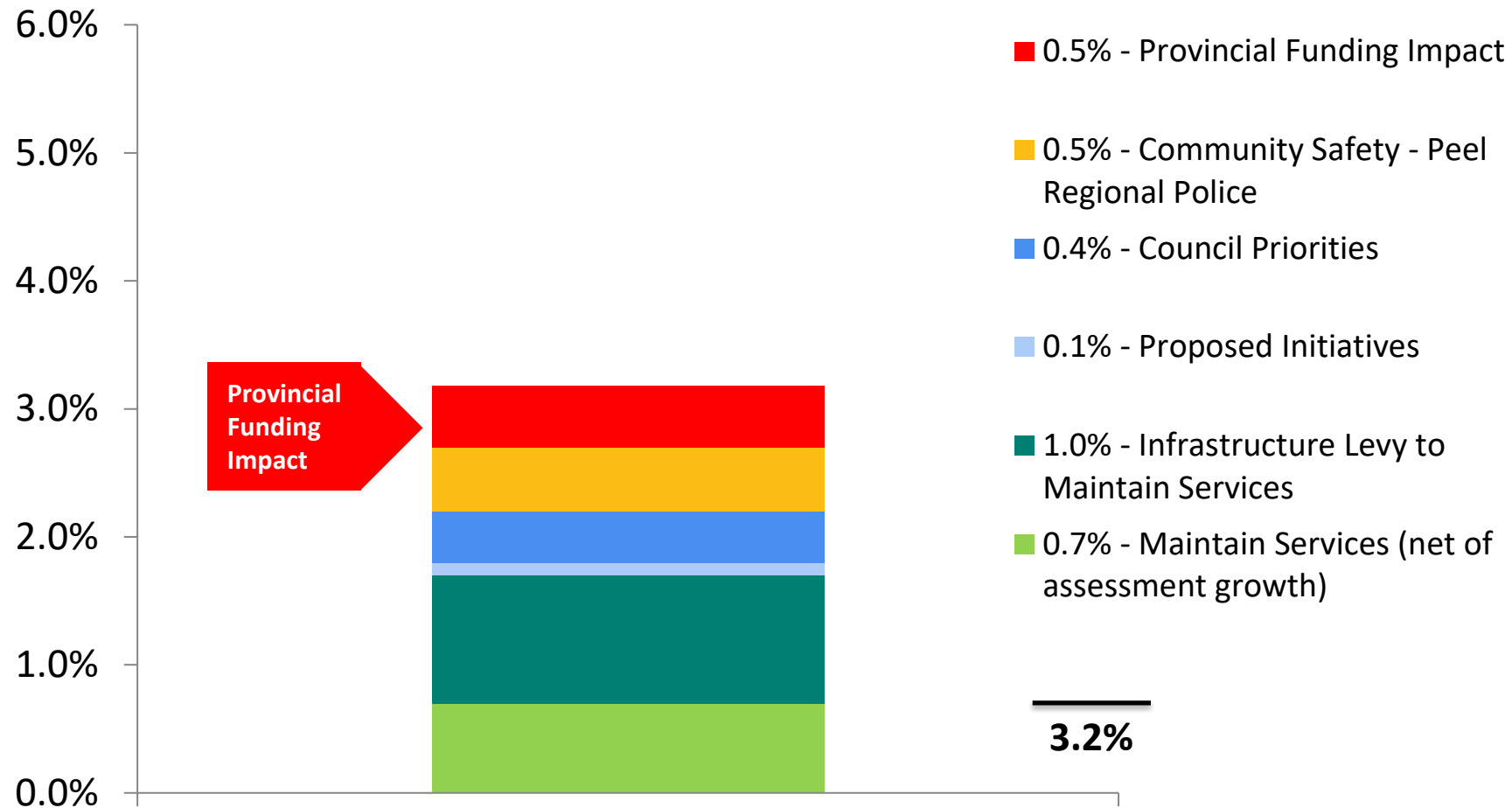
** Excludes one-time costs











	Regionally Controlled	External Agencies*	Total (\$Millions)
2020 Services to 2021 Population	\$9.9	\$13.4	\$23.3
Continuous Improvement Savings	(3.8)	(0.6)	(4.4)
NEW in 2021 Service investments	5.8	5.2**	11.0
Capital Infrastructure (1%)	11.3	-	11.3
Provincial Funding Cuts	5.5	-	5.5
NET TAX LEVY INCREASE	\$28.7	\$18.0	\$46.7

*External Agencies include:

- Peel Regional Police (PRP)
- Ontario Provincial Police (OPP)– Caledon
- Three Conservation Authorities (CAs)
- Municipal Property Assessment Corporation

** Includes PRP's additional resource plan of \$5.2 million

Living:

People's lives are improved in their time of need.

+\$3.8 million
OPERATING

NEW
in 2021

Note: Regionally
Controlled Tax Services



Emergency Shelter Operation to Increase up to **60** more beds



Opening **Seniors Health and Wellness Village** in Brampton



Expansion of **EarlyON** services for **3,000+** children and parents/caregivers



Thriving:

Communities are integrated, safe and complete.

+\$0.7 million
OPERATING

NEW
in 2021

Note: Regionally
Controlled Tax Services



16.0 KM more sidewalks and paved shoulders



Implementing **Community Safety and Well-being** Program



Moving towards **75%** 3R waste diversion target & **5,000** new households



Continuing **COVID-19 Response**



Leading :

Government is future-oriented and accountable.

+\$ 1.3 million
OPERATING

NEW
in 2021

Note: Regionally Controlled Tax Services



60% average increase in **social media hits**



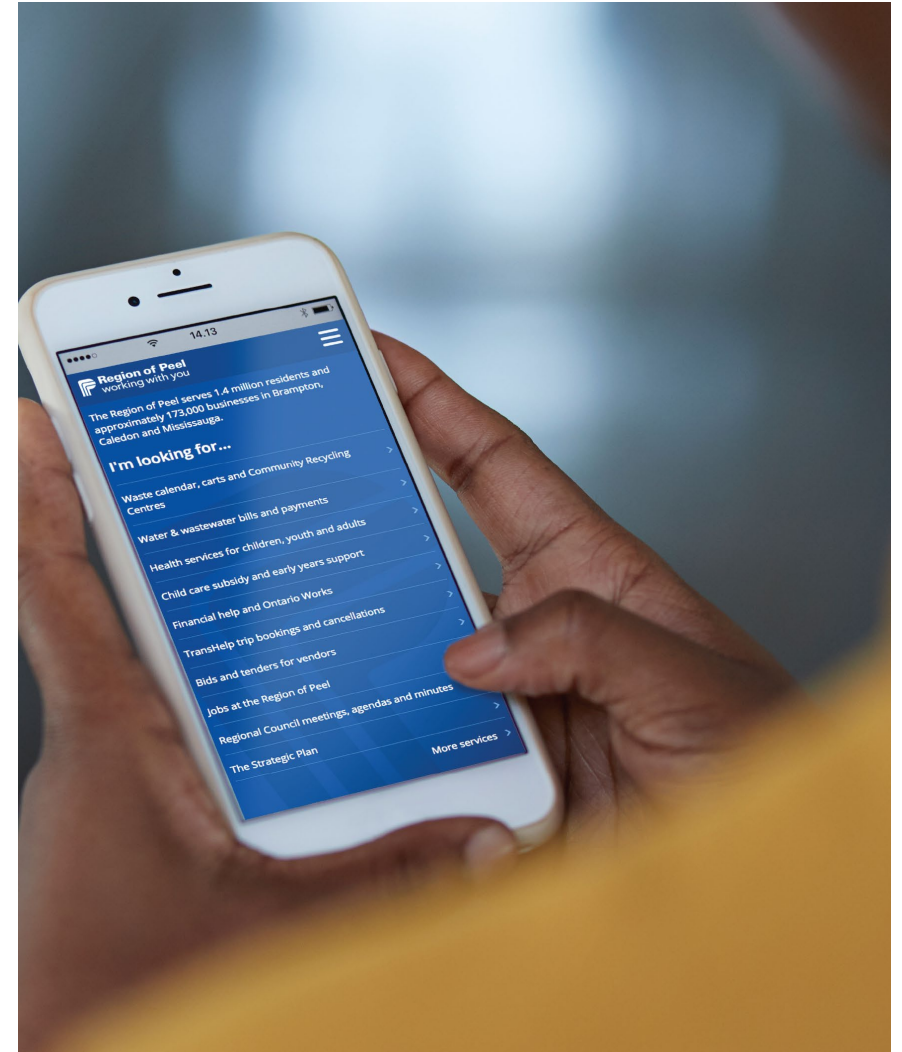
Enhancing **cyber security**



Investing in **State of Good Repair** of **\$30B** in assets



Reduction in tax support of utility operations (\$1.6M)



Request	\$ Millions
2020 Services to 2021 Population	\$12.4
COVID related costs	8.2
Service Demands	5.8
Capital Infrastructure (1%)	11.3
Provincial Funding Cuts	5.5
Regionally Controlled	43.2
External Agencies*	16.9
Additional Peel Police Services Board Request	5.2
TOTAL Requests	\$65.3

1.3%
Property Tax
increase to fund
a
Gap of
↓
\$36.8M



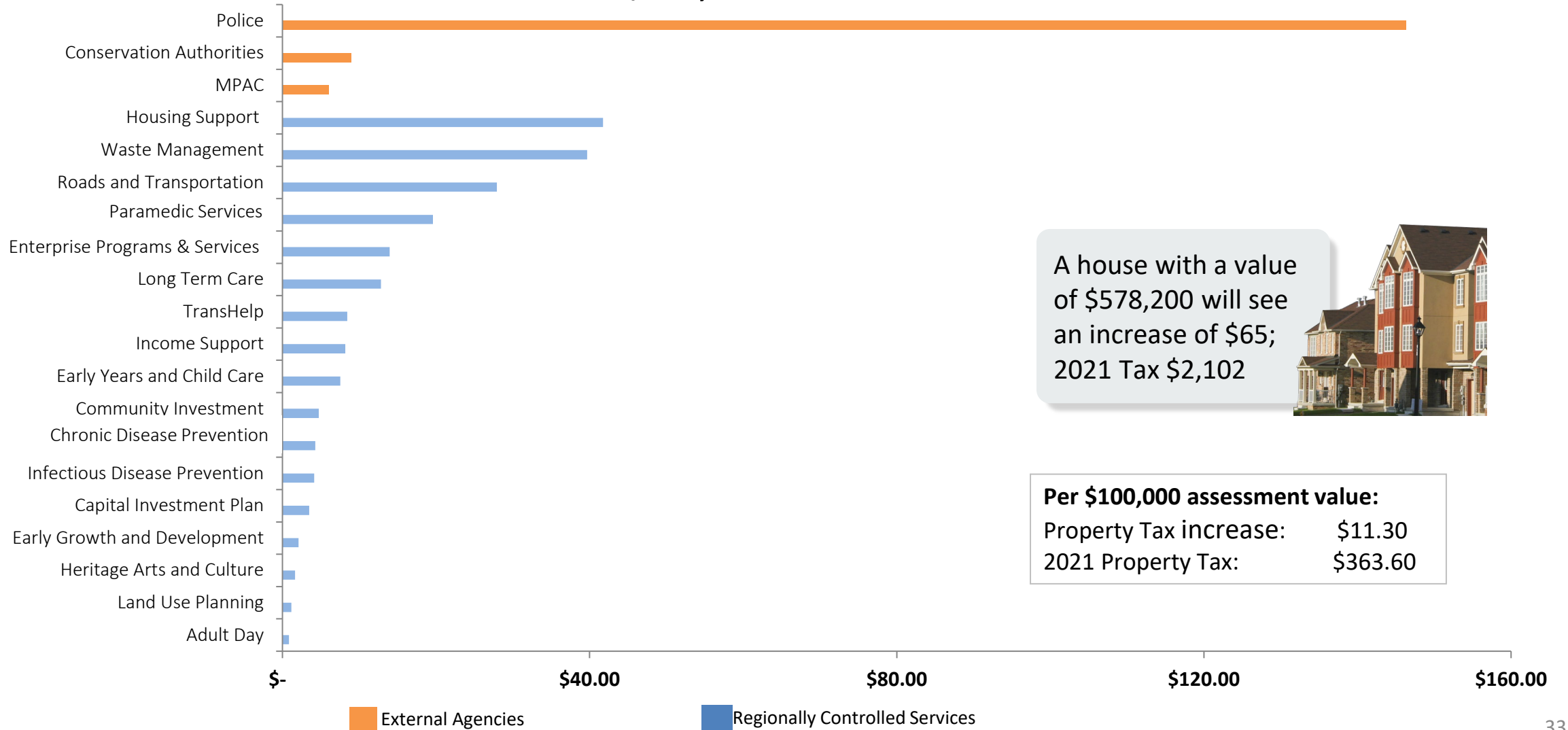
Funding Sources	\$ Millions
One-time Reserve Draws	\$18.6
Assessment Growth and Notional Tax Adjustment	9.9
TOTAL Revenues	\$28.5













*External Agencies include:

- Peel Regional Police (PRP), Ontario Provincial Police (OPP) – Caledon, Conservation Authorities (CAs), Municipal Property Assessment Corporation

Where Your 2021 Tax Dollars Will Be Spent

Based on \$100,000 of Residential Assessment



		Market Assessment Value ¹	Property Tax ²	2021 Increase ²
		\$276,928	\$1,053	\$35
		\$450,746	\$1,714	\$57
		\$621,002	\$2,361	\$79
		\$541,649	\$1,504	\$36
		\$483,573	\$1,343	\$32
		\$716,615	\$1,990	\$48
		\$341,762	\$1,241	\$38
		\$534,092	\$1,939	\$59
		\$816,236	\$2,964	\$90

¹ MPAC Value is the average for each housing type

² 2021 Property Tax and 2021 Increase are estimated values

UTILITY RATE SUPPORTED OPERATING





Water and wastewater services for 4,000 new customers

**NEW
in 2021**

	2021 Net Increase (\$Millions)
Maintain Service Level	\$4.8
Continuous Improvement Savings	(\$0.6)
Service Investments	\$0.1
Managing Risk to Declining Consumption (reserve draw)	(\$2.6)
Capital Infrastructure	\$20.0
Total Increase	\$21.7

Average Utility Rate Increase* **5.5%**

*In 2020, the 2021 Forecasted increase was 6.0%

Utility Rate Payer Impact



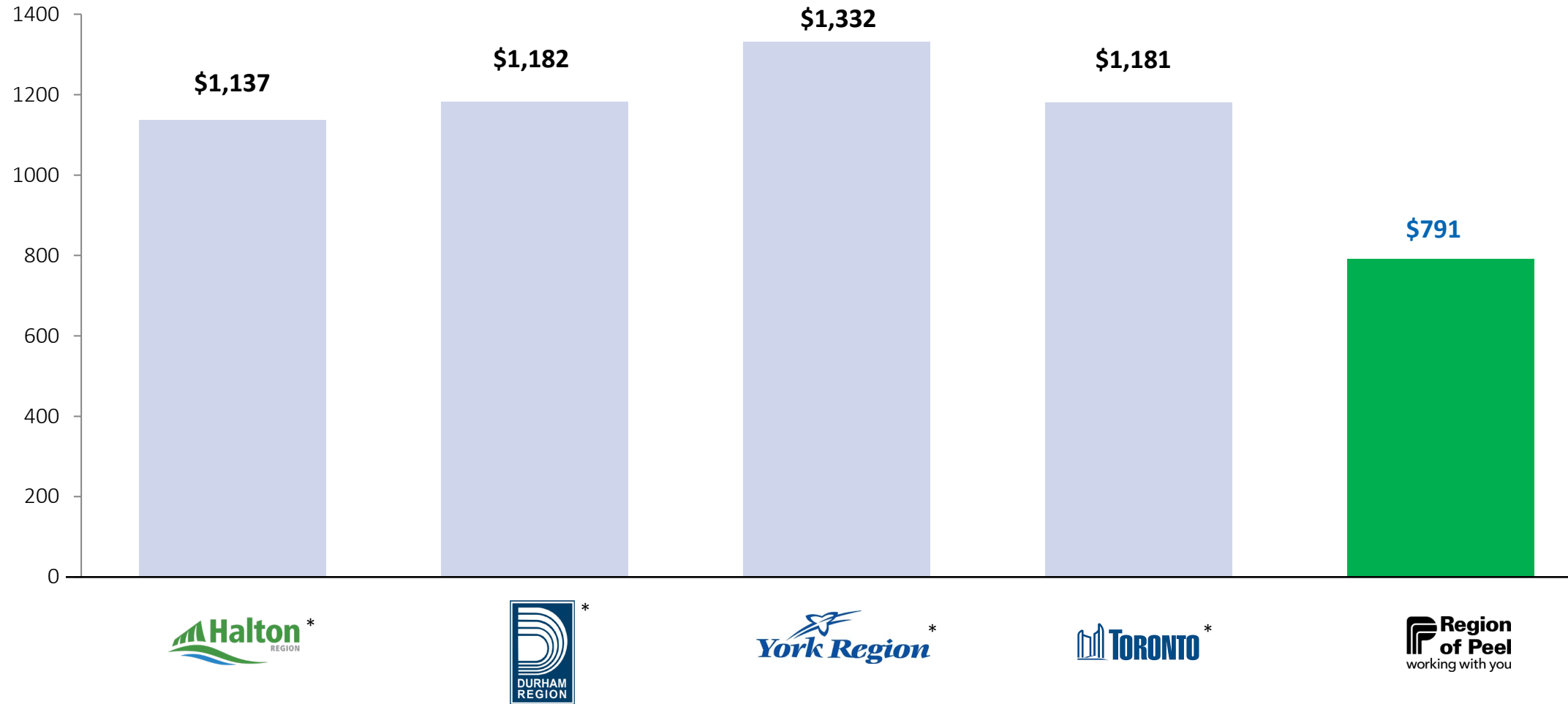
Residential



Small Business

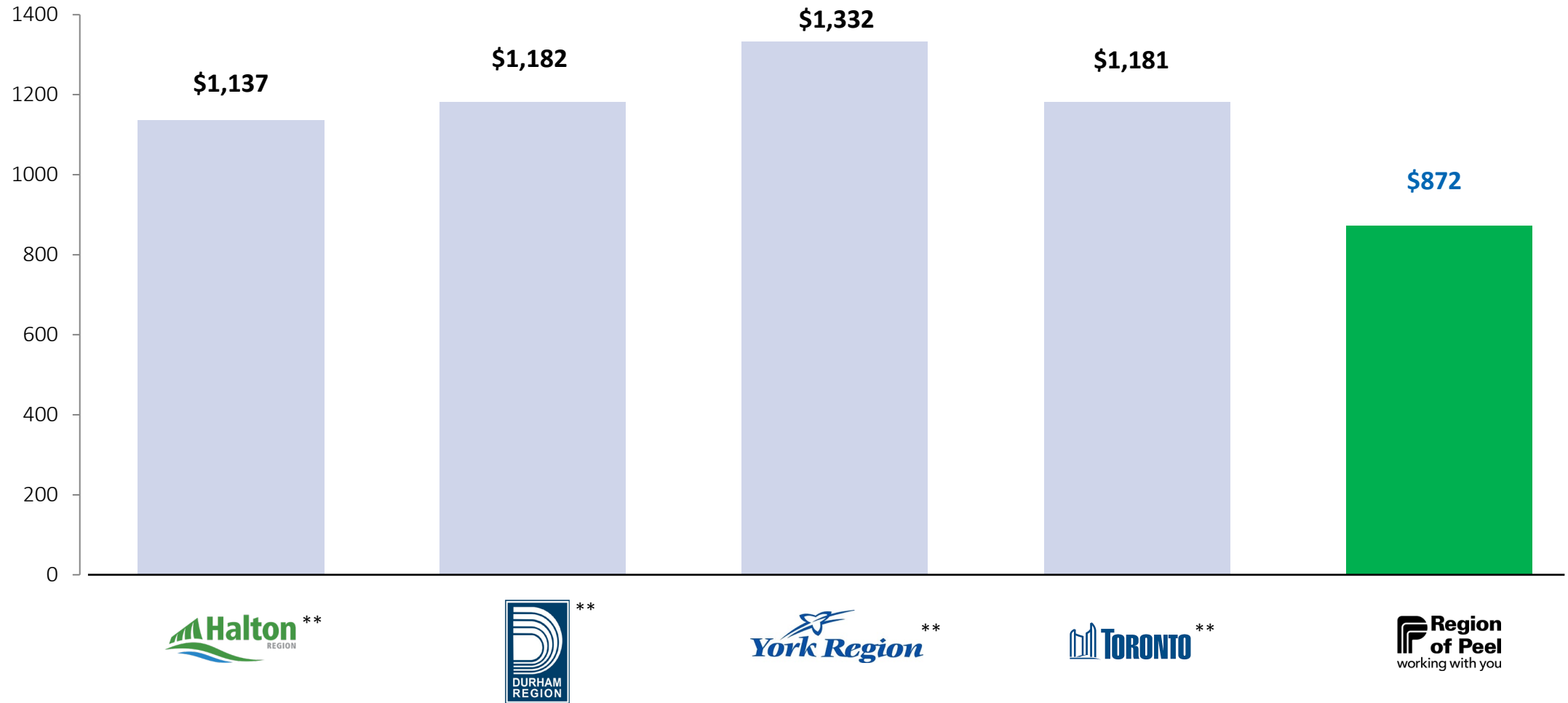
Increase	\$0.12/day \$43/year	\$0.30/day \$111/year
Annual Water Bill	\$791	\$2,027
Annual Consumption	290m ³	695m ³

Peel Water Bills are 35% below GTA Average



*Based on 2020 Residential Rates

Note: York Region - average of three municipalities: Markham, Vaughan & Richmond Hill



* Results of the Long-Term Financial Utility Plan will guide the 2024 forecast when completed

**Based on 2020 Residential Rates

Note: York Region - average of three municipalities: Markham, Vaughan & Richmond Hill

CAPITAL PLAN & BUDGET

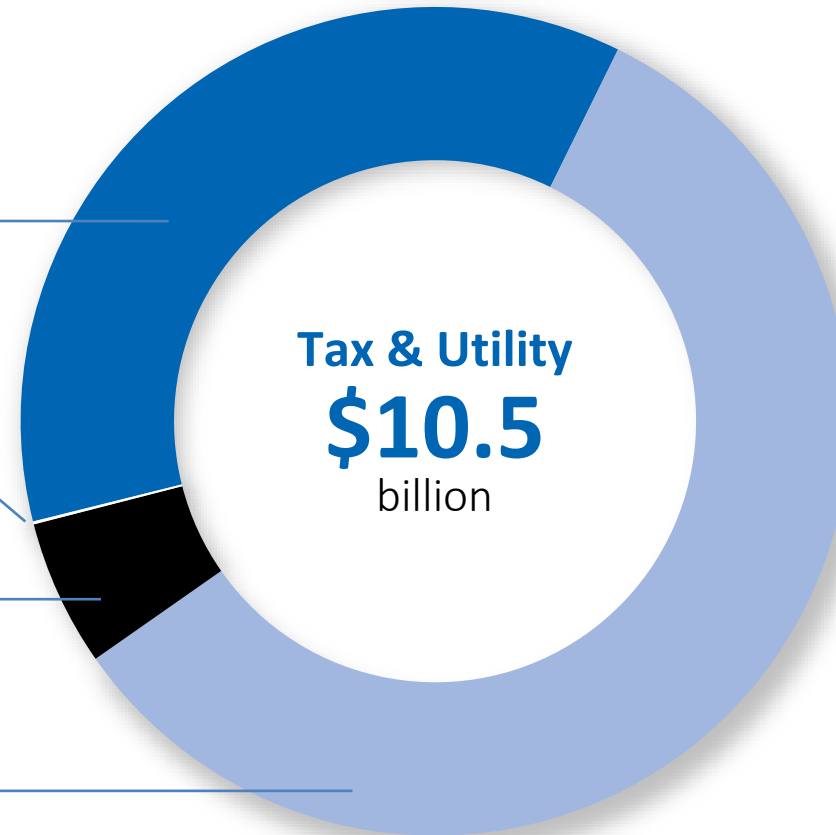


Regionally Controlled Tax
\$3,791M, **36%**

Conservation Authority Managed
\$12M, **< 1%**

Police Services
\$599M, **6%**

Utility Rate Supported
\$6,080M, **58%**



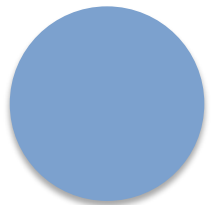
Capital Plan Funding:

- 49% Reserves
- 44% Development Charges*
- 5% External
- 2% Debt

*Will require debt to bridge timing in cash flow between revenues and expenditures

Living:

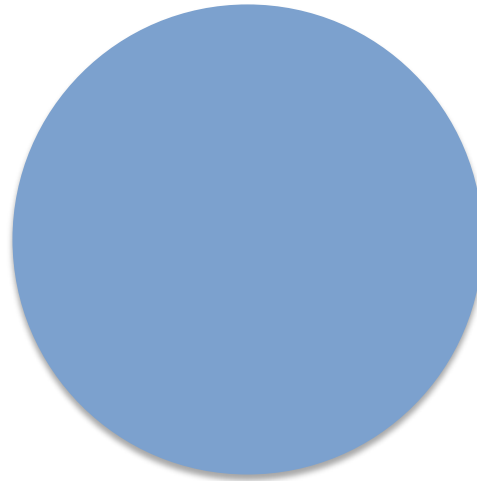
People's lives are improved in their time of need.



\$1,391M

Thriving:

Communities are integrated, safe and complete.



\$8,257M

Leading:

Government is future-oriented and accountable.



\$223M

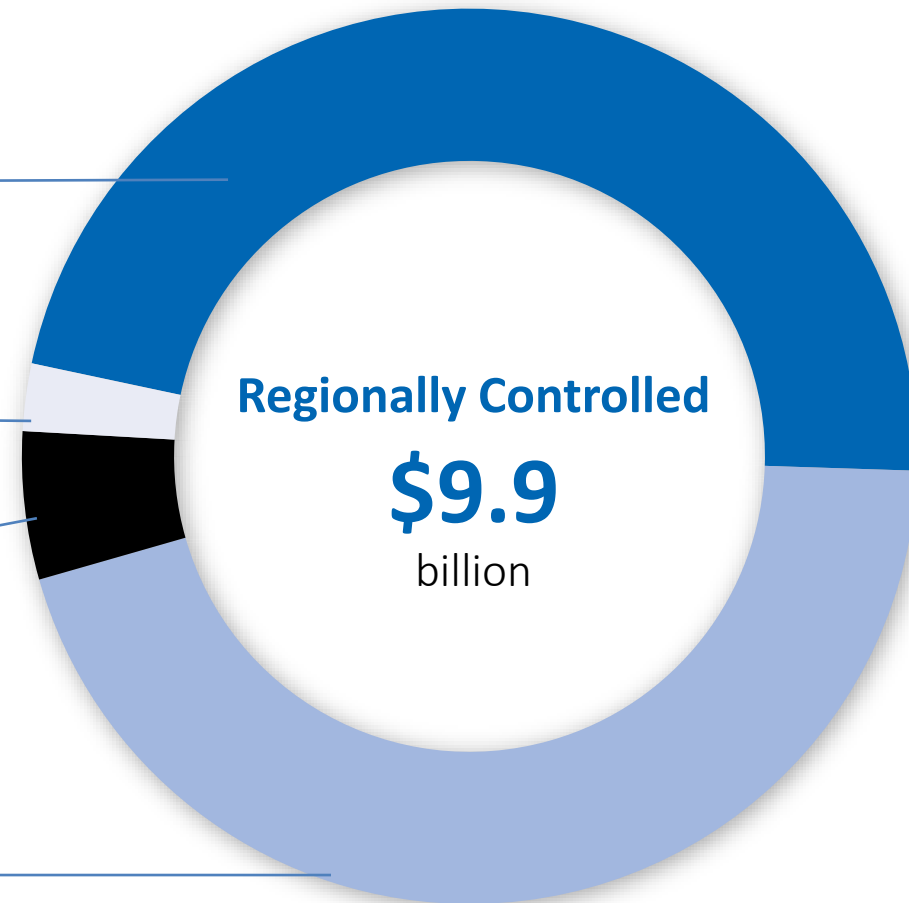


Capital Reserves
\$4,657M, 47%

Debt
\$240M, 3%

External
\$527M, 5%

Development Charges
\$4,447M, 45%





State of Good Repair
\$2.5B

25%



DC Funded Growth
\$4.5B

45%



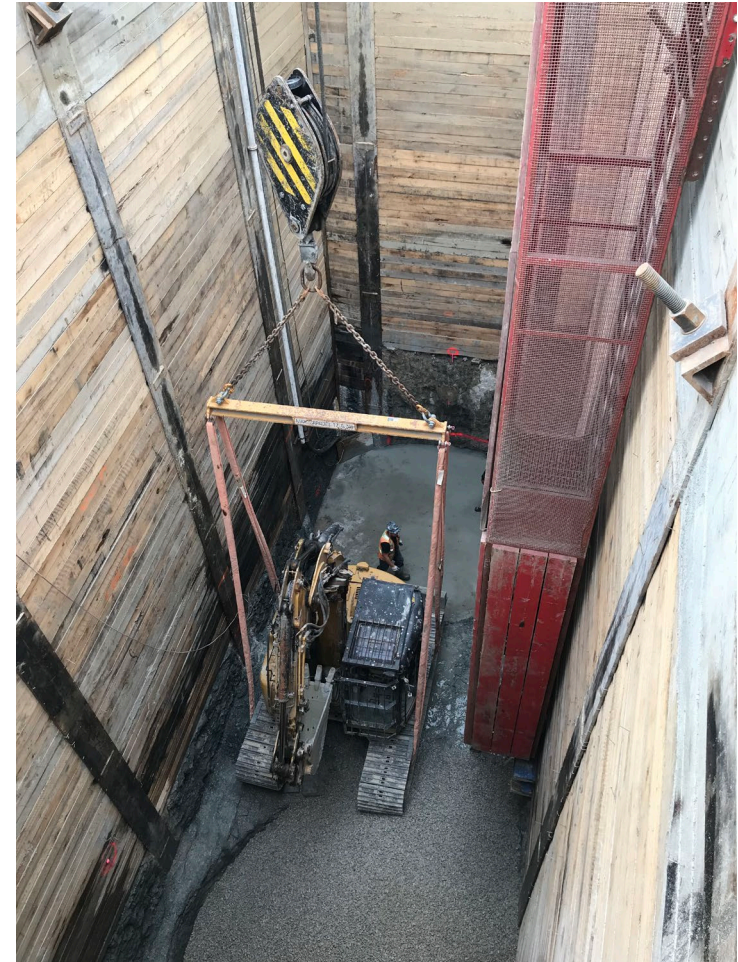
**Non-DC Funded Growth
and Council Priorities**
\$2.9B

30%

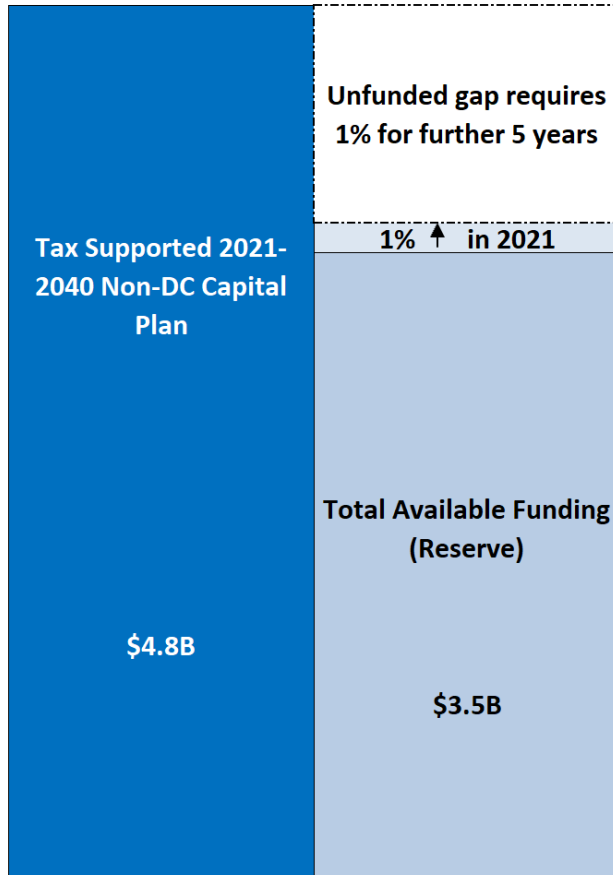
Note: For overall Regionally Controlled Services

Why Increase Infrastructure Levy?

- To match Federal & Provincial infrastructure funding
- To sustain 2021 and future capital program
- To manage unanticipated capital work
- To manage credit rating risk & maintain fiscal health



\$1.3B - 20 Year Funding Shortfall Regionally Controlled Tax



Total Asset Value: \$3.7 B



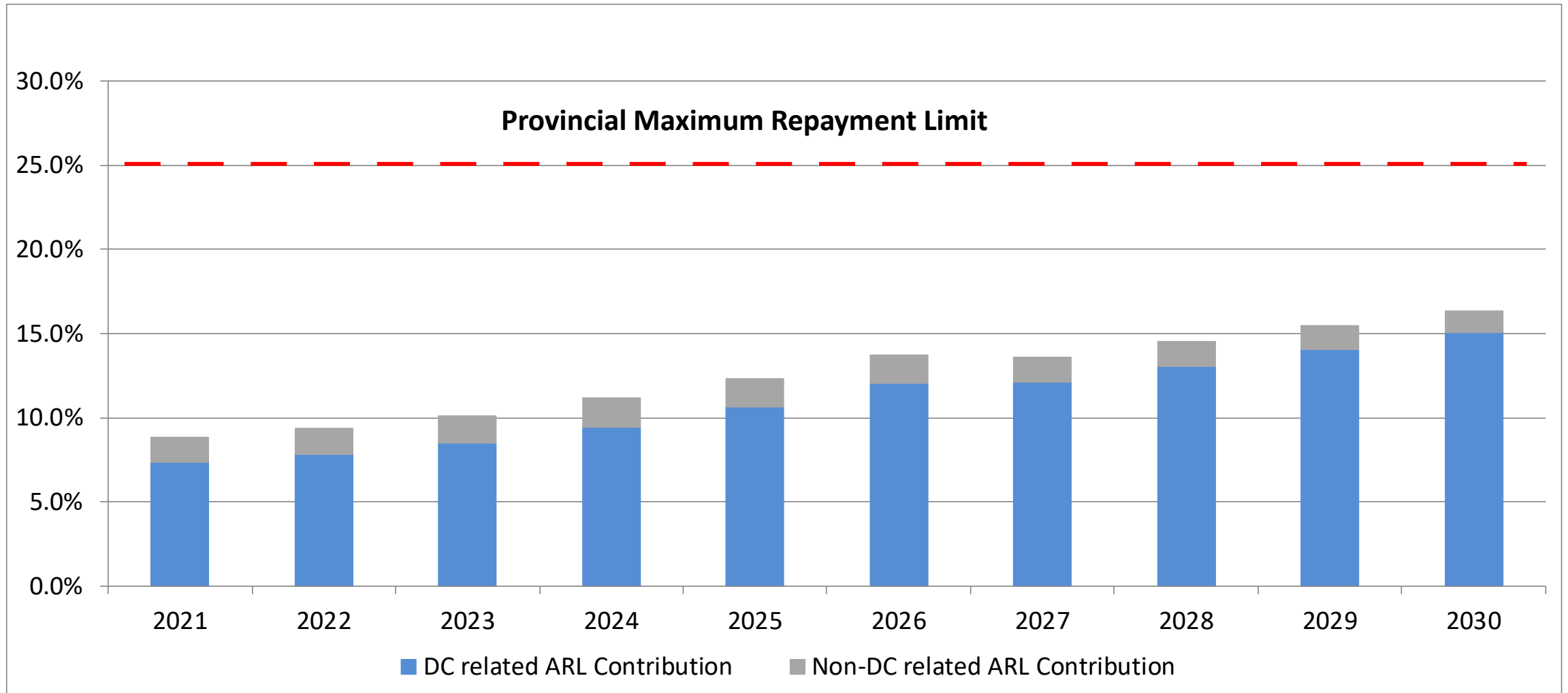
\$1.1B - 20 Year Funding Shortfall Utility Rate

Utility Rate Supported 2021-2040 Non-DC Capital Plan	Unfunded gap requires 5% for further 2 years 5% ↑ in 2021
	Total Available Funding (Reserve) \$4.8B
\$5.9B	

Total Asset Value: \$26.2 B



Managing Long Term Debt Requirements

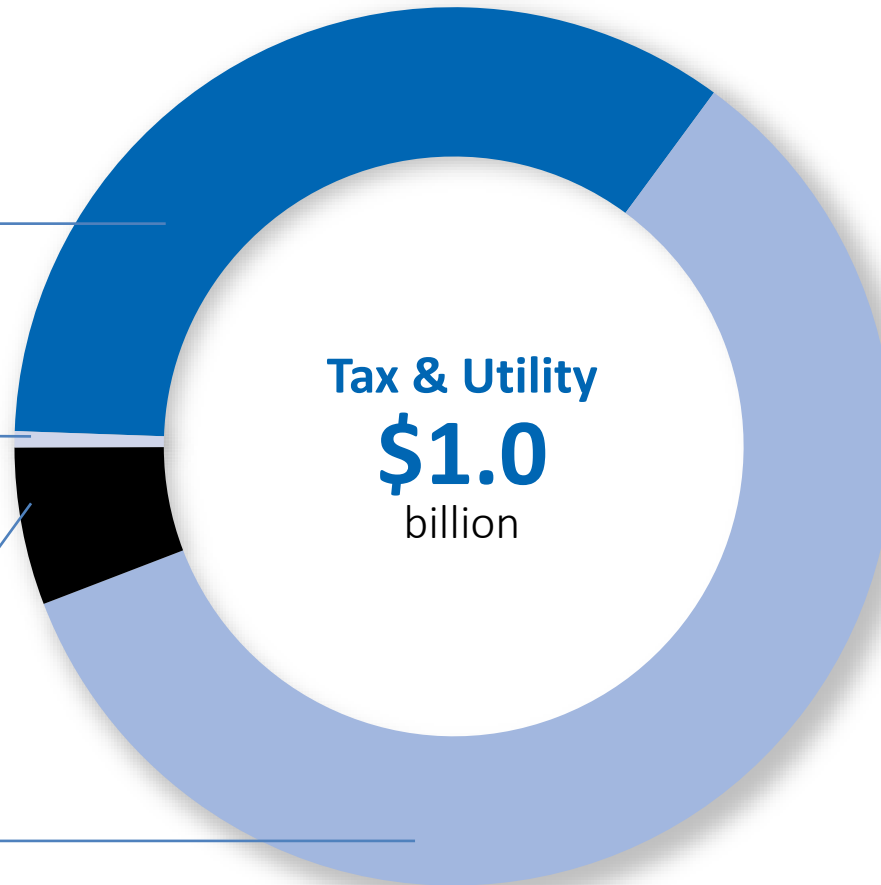


Regionally Controlled Tax Supported
\$345M, **35%**

Conservation Authority Managed
\$6M, **<1%**

Police Services
\$58M, **6%**

Utility Rate Supported
\$590M, **59%**



Capital Budget Funding:

- 55% Reserves
- 33% Development Charges*
- 9% External
- 3% Debt

*Will require debt to bridge timing in cash flow between revenues and expenditures



Living:

People's lives are improved in their time of need.

\$176 million

- Affordable housing
- Maintain Long Term Care Homes
- Paramedic facilities, Ambulance fleet and support vehicles



Thriving:

Communities are integrated, safe and complete.

\$779 million

- East-to-West Diversion Sanitary Trunk Sewer
- Replacement of Watermains in Peel
- Highway 401 Widening Impacts on Water Transmission Mains (Credit River to West Limits)
- Local Sewer Collection System Repair and Replacement
- Centre View Sanitary Trunk Sewer



Leading:

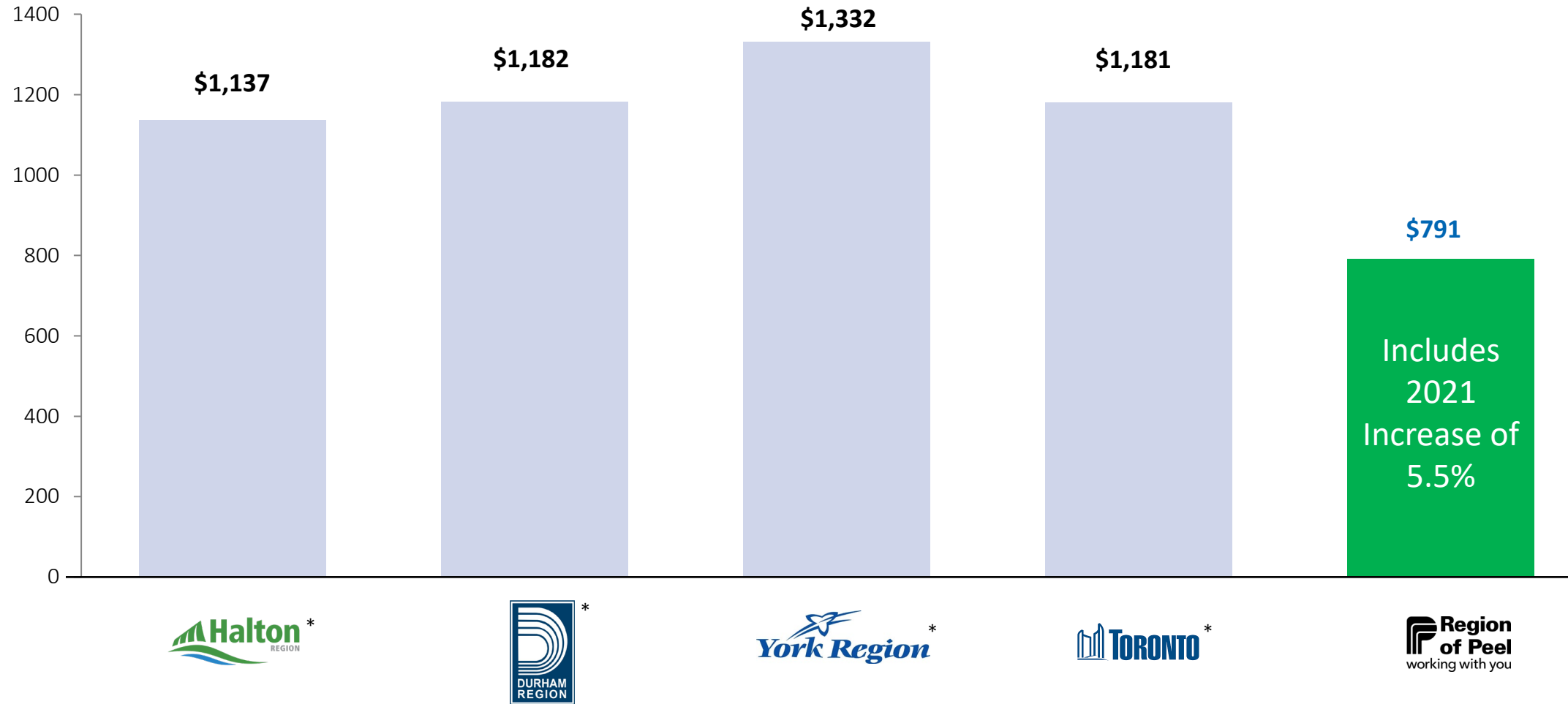
Government is future-oriented and accountable.

\$44 million

- Maintain & Enhance Technology
- Maintain Office Facilities
- Climate Change and Energy Management

BUDGET SUMMARY

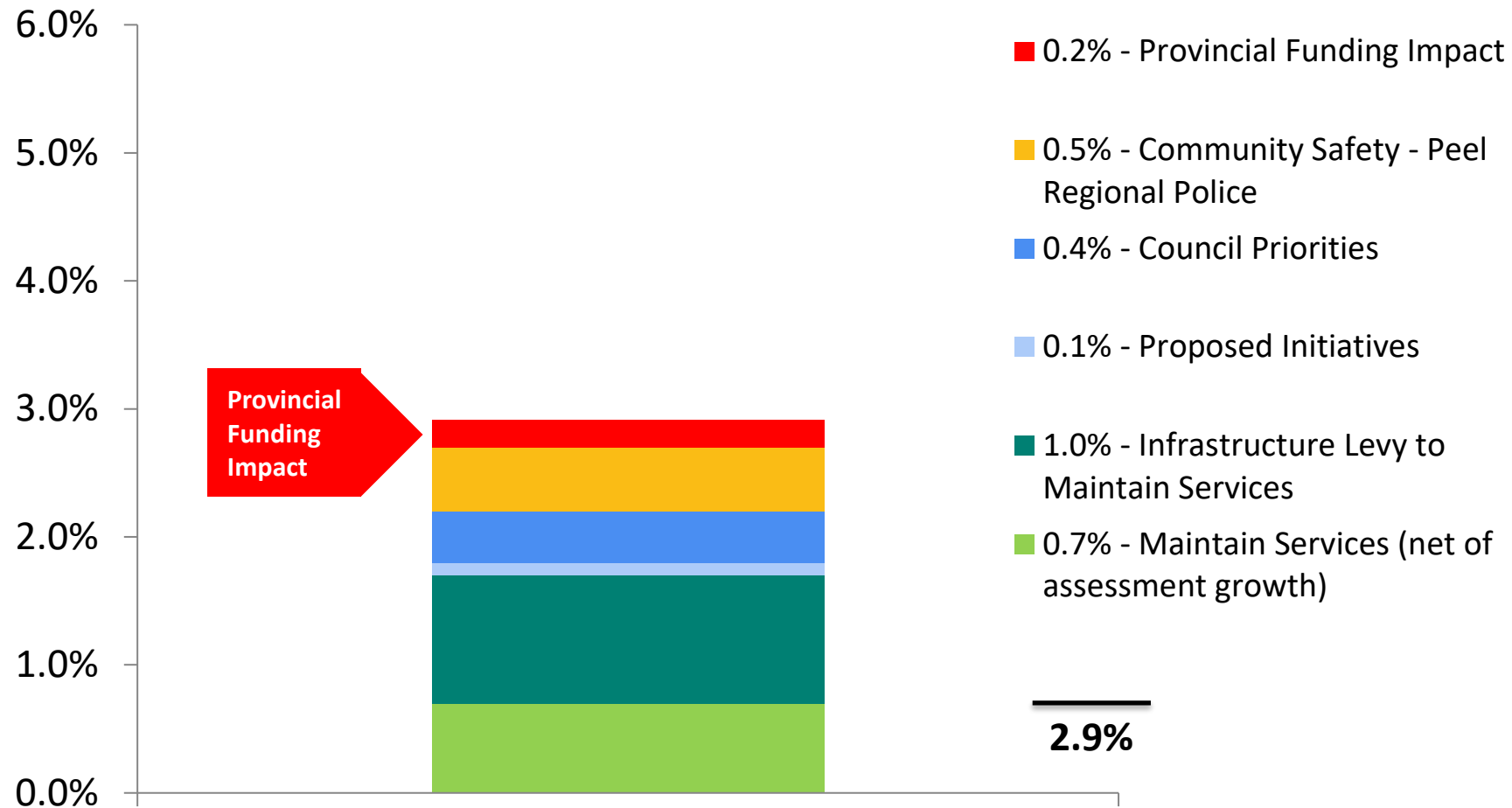


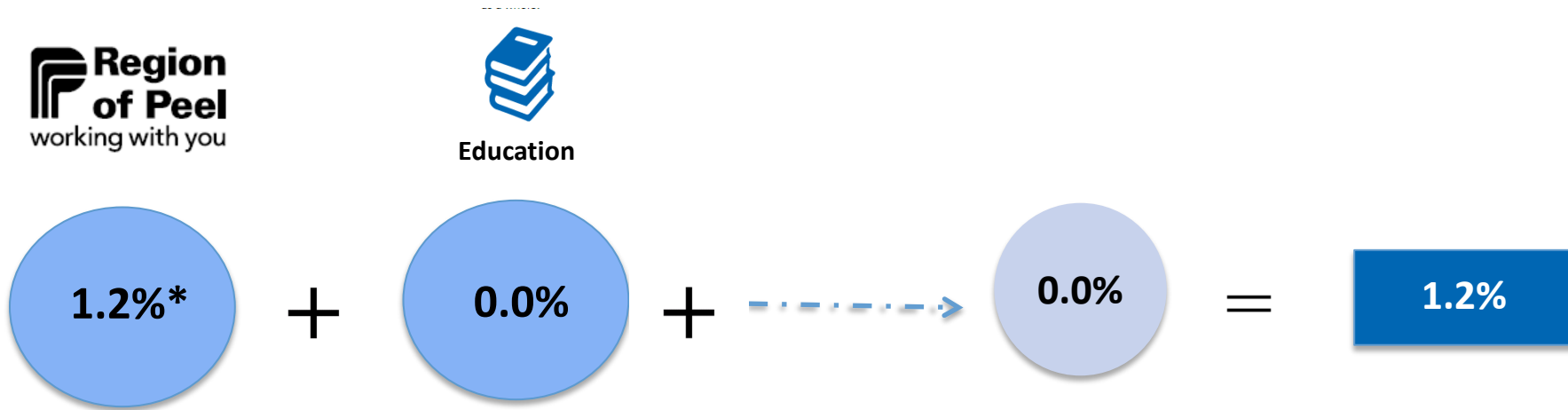


*Based on 2020 Residential Rates

Note: York Region - average of three municipalities: Markham, Vaughan & Richmond Hill

- Apply one-fifth of the new Anti-Human Sex Trafficking funding or \$620,740 to the Community Investment service 2021 budget
- Use the \$2.5M of the one-time grant for Early Years and Childcare to partially offset the Provincial funding impact to the 2021 Budget





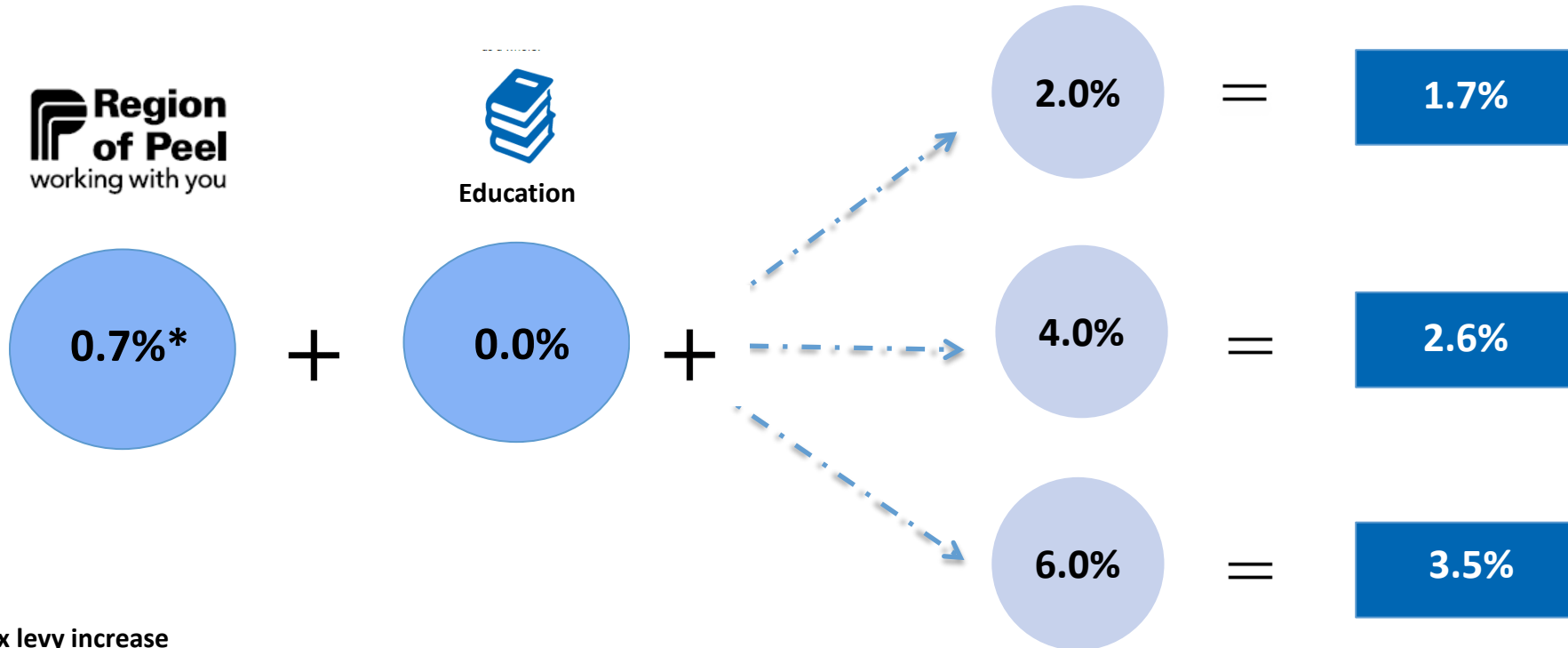
NTL: net tax levy increase

Assumptions:

* Peel 39% (2.9% NTL increase)

Education 16% (0% increase)

Local 45% (0% NTL =0.0% property tax increase)



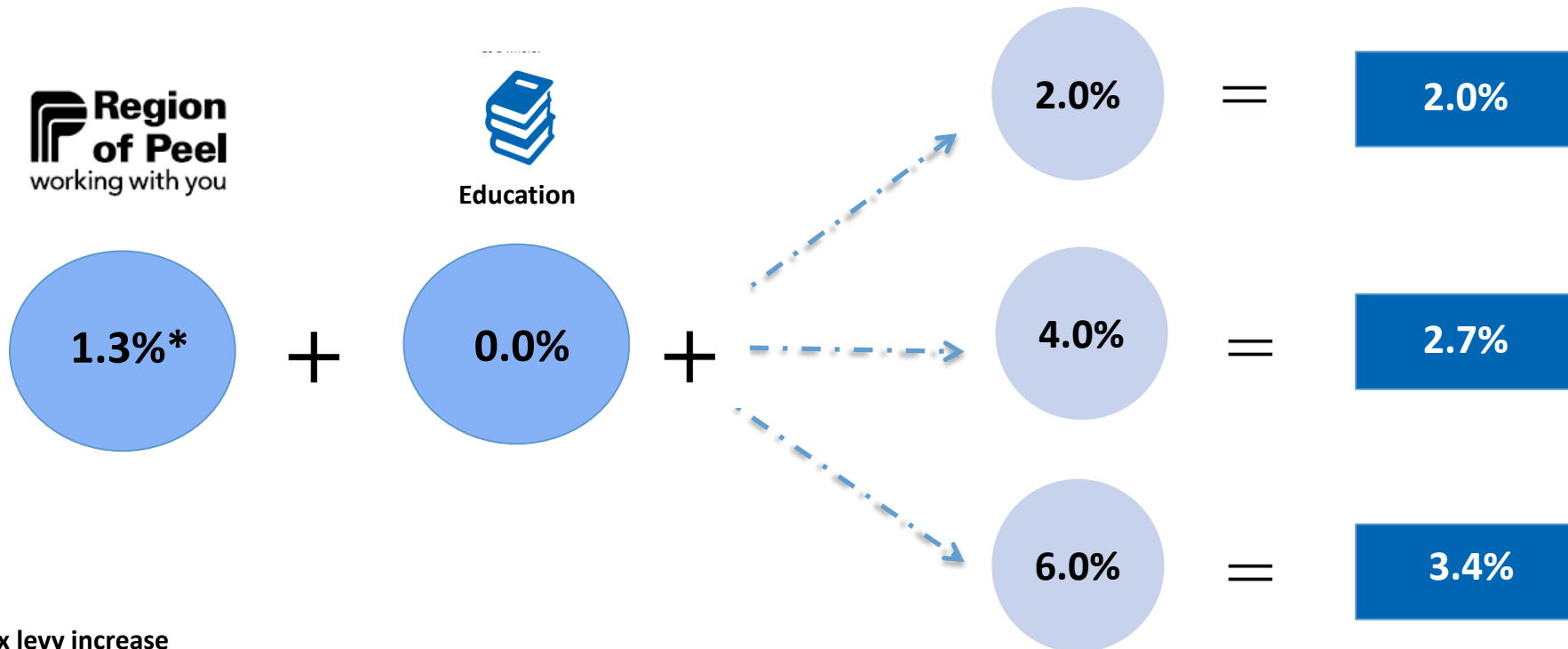
NTL: net tax levy increase

Assumptions:

* Peel 34% (2.9% NTL increase)

Education 19% (0% increase)

Local 47% (2% NTL =0.9% property tax increase, 4%=1.9%, 5%=2.3%, 6%=2.8%, 7%=3.3%)



NTL: net tax levy increase

Assumptions:

* Peel 45% (2.9% NTL increase)

Education 19% (0% increase)

Local 36% (2% NTL =0.7% property tax increase, 4%=1.4%, 5%=1.8%, 6%=2.1%, 7%=2.5%)

MANDATORY PROGRAMS:

- Long Term Care Accommodation
- Peel Access to Housing
- Child Care Fee Subsidy
- Ontario Works
- Seniors Dental Program


OPTIONAL PROGRAMS:

- Affordable Transit
- Tax Relief for Low-income Seniors and those with disabilities
- Preventing Homelessness in Peel



2022-2024 OUTLOOK



	2021	2022*	2023*	2024*
 Net Tax Levy Increase	2.9%	4.2%**	2.7%	2.3%
Regionally Controlled Services	3.2%	5.2%	2.3%	1.6%
External Agencies	2.7%	3.2%	3.2%	3.2%

*Includes 1% for Tax Supported Capital plan, assumes 0.8% for Assessment Growth

**Reflects the known impacts of provincial funding changes

Next Steps:

Regionally Controlled Service Presentations

Future Budget Meetings:

Thursday, February 4– External agencies

- Peel Regional Police
 - Ontario Provincial Police
 - Conservation Authorities:
 - Conservation Halton
 - Toronto & Region Conservation Authority
 - Credit Valley Conservation Authority
 - Regional Budget Summary
-

Thursday, February 11 & 18 – Reserved for budget deliberations

Living



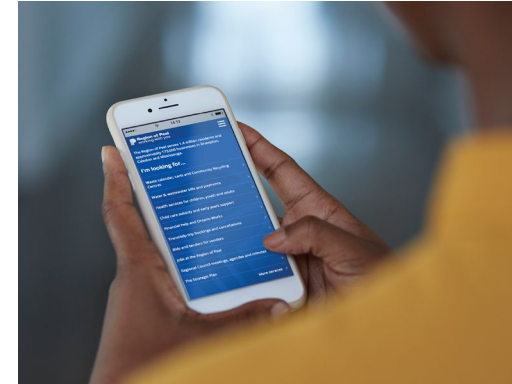
People's lives are improved
in their time of need.

Thriving



Communities are integrated,
safe and complete.

Leading



Government is future-oriented
and accountable.

Investing in better outcomes
for residents & businesses