

Services to be presented

Thriving

- Water Supply
- Wastewater
- Waste Management
- Land Use Planning
- Roads and Transportation

Living

- TransHelp

Temporary Resources for 2022 COVID-19 Response

Incremental Cost/Revenue Reduction Pressures	(In \$Millions)
<ul style="list-style-type: none">• Goods and Services (e.g. cleaning, PPE)• Other	<p>\$3.0</p> <p>1.0</p>
Total Budgeted Pressures	\$3.9
Mitigating the Impact	
<ul style="list-style-type: none">• Reserve draws	\$3.9
Net Tax Levy Impact (or Utility Rate Impact)	\$ -

Cost Containment

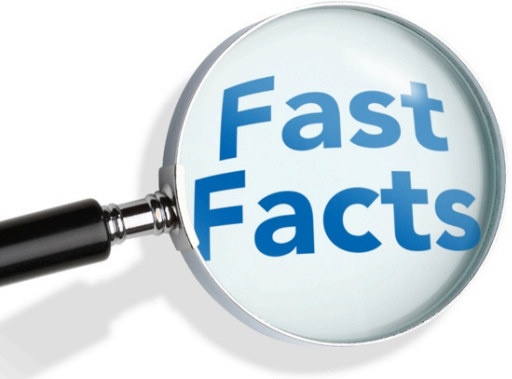
Efficiencies in the 2022 Budget	Cost Savings \$ Millions	Cost Avoidance \$ Millions
Operational process improvements	\$1.0	-
TransHelp trip reductions	0.9	-
Expenditure reduction through line-by-line reviews	0.9	-
TOTAL	\$2.8	-

Note: Numbers may not add up due to rounding

Water Supply

Safe, reliable
and high quality
drinking water





590 million

litres of safe drinking water
produced every day

4,690 km

length of watermains

26,865

fire hydrants

338,160

water accounts

How We Are Adapting



- Aligning capital plans with growth and development charge revenue outlook
- Testing innovative methods for watermain replacement and repairs
- Working with local municipalities to align capital plans where possible
- Implementing a new decision support system to support Enterprise Asset Management
- Researching how climate change impacts source water quality
- Continuing development of a Long-Term Financial Sustainability Plan



NEW
in 2022

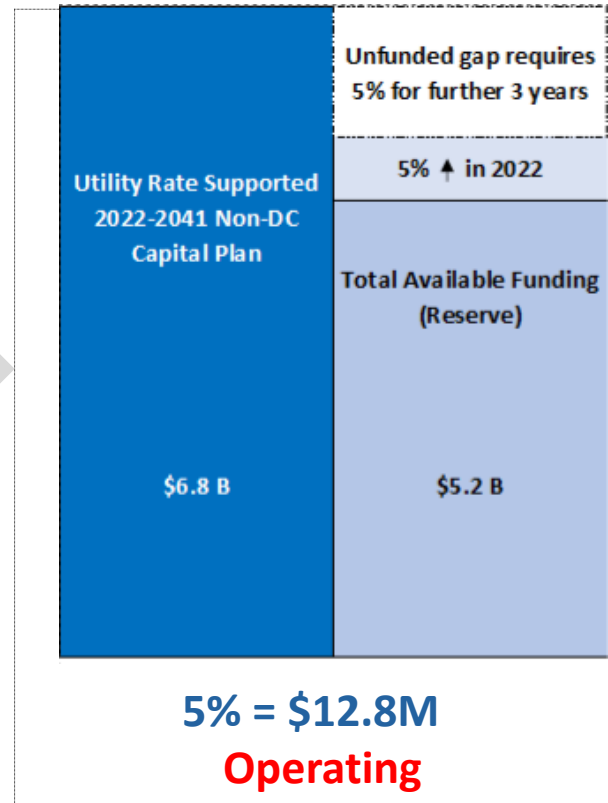
2022 Service Investment

Service Pressure



- Growth
- Aging infrastructure

Investment



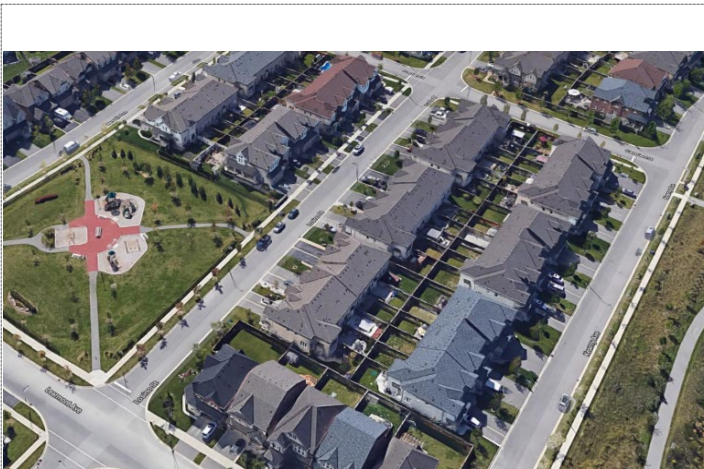
Service Outcome

Peel's
infrastructure is
maintained in a
state of good
repair

NEW
in 2022

2022 Service Investment

Service Pressure



- Growth
- Regulatory

Investment



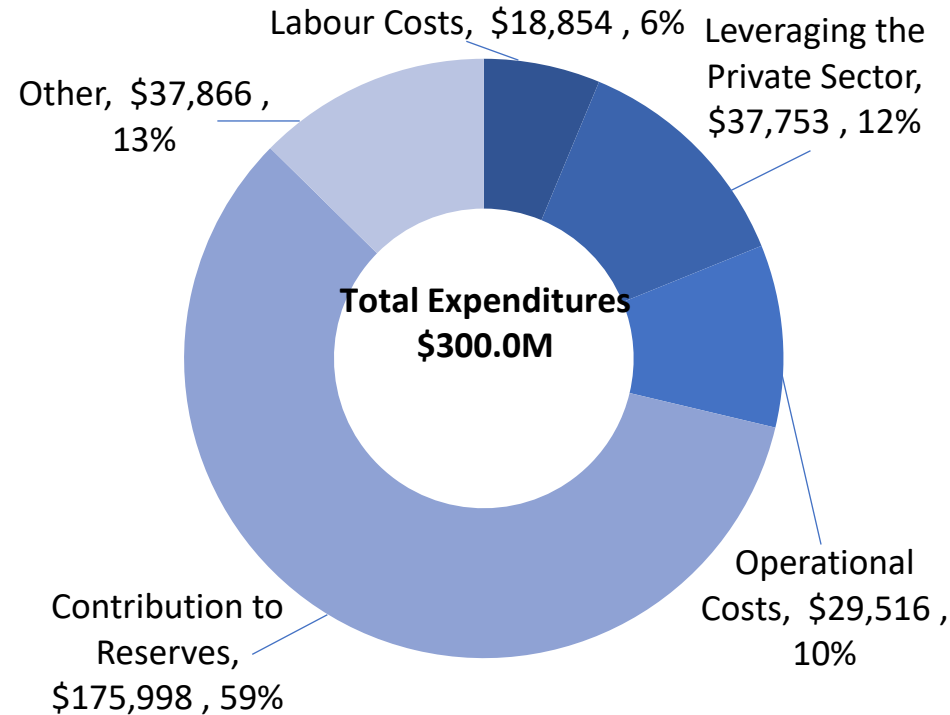
Health & Safety
Water source protection
Development Application

+3.0 FTE
+\$0.1M Operating

Service Outcome

Safe, reliable and
high quality
drinking water

2022 Operating Budget (\$M)



Utility Rate	External Recoveries
\$278.0; 93%	\$22.0; 7%

Summary of 2022 Net Operating Budget

2021 Net Base Budget (In \$Millions)	\$260.0
Cost to maintain 2021 service level	
<ul style="list-style-type: none"> • Inflation: Labour costs/Goods and services • Removal of 2021 reserve draw to mitigate volume risk • OCWA contractual increases • Electricity rate increase • Cost containment 	<ul style="list-style-type: none"> \$1.0 1.6 1.5 1.2 (0.2)
Sub-total: Cost to maintain 2021 service level	\$5.1
2022 Service Demand	
<ul style="list-style-type: none"> • 5% rate increase to maintain infrastructure • Health & Safety (capital recovery) • Water source protection (partial capital recovery) • Development application (capital recovery) 	<ul style="list-style-type: none"> \$12.8 - 0.1 -
2022 Proposed Net Budget Change from 2021	\$18.0
Proposed Total 2022 Net Budget	\$278.0

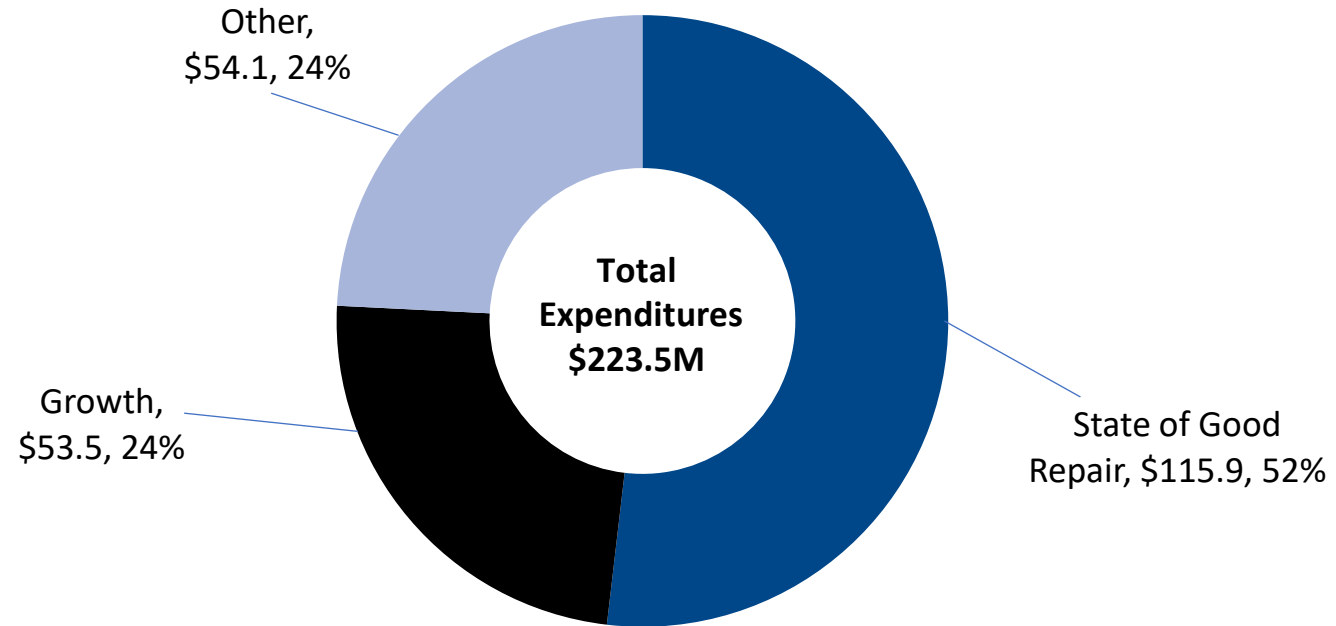
2022 Capital Budget – \$223.5 Million

Key Highlights

- \$41.0M – Infrastructure replacement to support MTO highway widening - 401 and QEW
- \$38.0M – Watermain replacement and rehabilitation to reduce watermain breaks
- \$33.0M – Implementation of low water pressure system improvements in southwest Mississauga
- \$17.0M – Meadowvale North Pumping Station Expansion - Emergency Power
- \$7.0M – Fleet growth and replacement of aging vehicles



2022 Capital Budget (\$M)



Internal Reserves	External Funding	Development Charges
\$171.9; 77%	\$0.7; 0%*	\$51.0; 23%

*due to rounding

Key Financial Information

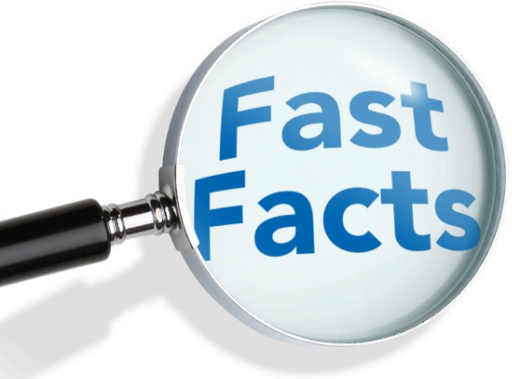
	Resources to Achieve Level of Service		
	2021	2022	
Total Expenditures (\$M)	\$281.0	\$300.0	
Total Revenues (\$M)	\$21.0	\$22.0	
Net Expenditures (\$M)	\$260.0	\$278.0	
Full-time Staffing Resources	291	294	
Capital Investment (\$M)		\$223.5	
10-Year Capital Investment (\$M)		\$2,963.1	
Outlook Years	2023	2024*	2025*
Net Increase (\$M)	\$19.0	\$19.4	\$20.4
% Increase	6.8%	6.5%	6.5%

*Includes the 5% infrastructure levy, but will be reassessed based on the recommendations from the Utility Long Term Financial Plan

Wastewater

Safely treating
millions of litres
of wastewater
everyday





680 million

litres of wastewater
treated every day

3,690 km

length of sanitary sewer
mains

55,000

maintenance holes

331,970

wastewater accounts



How We Are Adapting

- Addressing the most significant inflow and infiltration areas
- Investing in the reuse of bio-gas for energy production
- Expanding the sanitary sewer system in strategic areas to manage excess flows
- Evaluating resource requirements to deliver and support infrastructure growth
- Assessing infrastructure requirements to support growth to 2051



NEW
in 2022

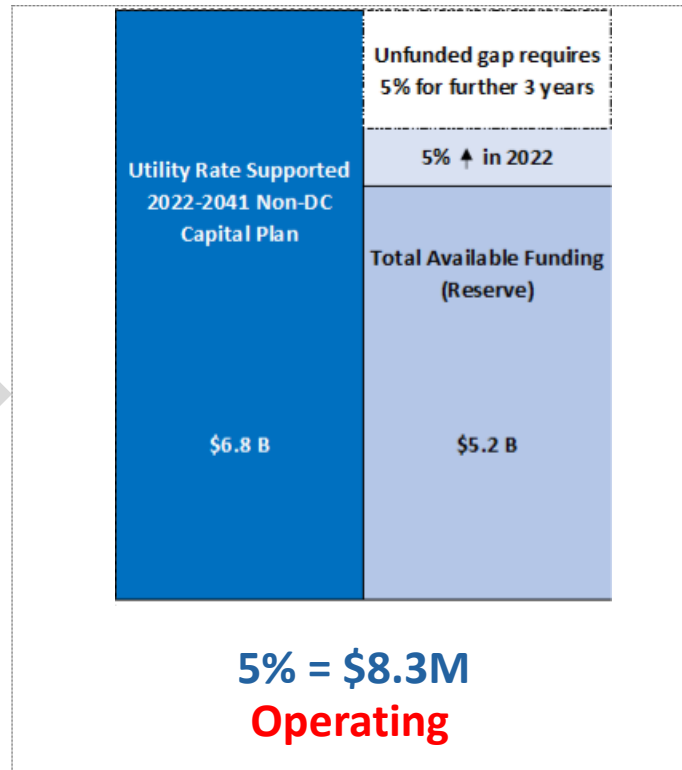
2022 Service Investment

Service Pressure



- Growth
- Aging infrastructure

Investment



Service Outcome

**Peel's
infrastructure is
maintained in a
state of good
repair**

NEW
in 2022

2022 Service Investment

Service Pressure



- Growth
- Aging infrastructure
- Climate change

Investment



Inflow & Infiltration

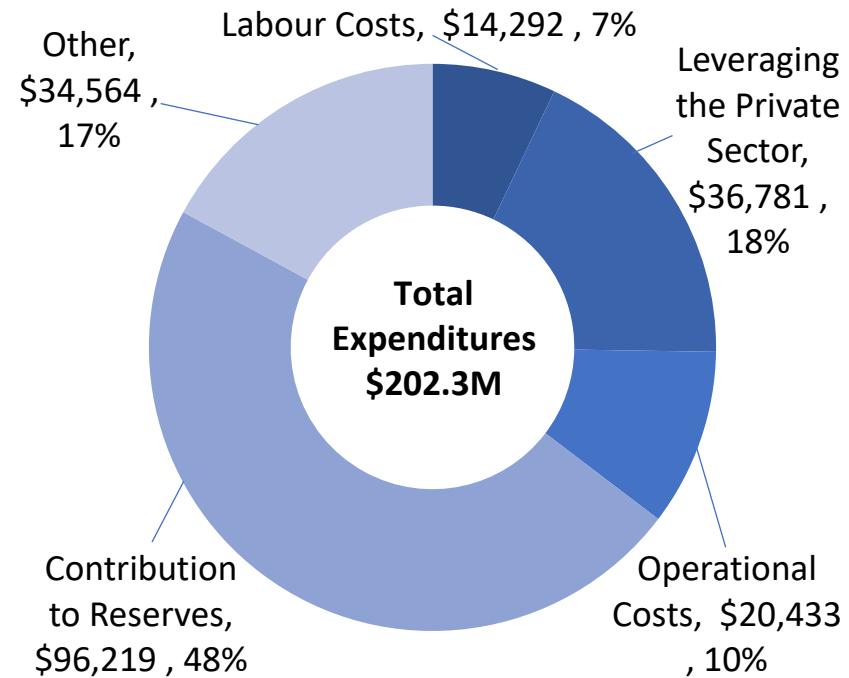
+1.0 FTE

No Operating Impact

Service Outcome

Wastewater is removed in a safe and environmentally responsible manner

2022 Operating Budget (\$M)



Utility Rate	External Recoveries
\$181.5; 90%	\$20.8; 10%

Summary of 2022 Net Operating Budget

2021 Net Base Budget (In \$Millions)	\$167.3
Cost to maintain 2021 service level	
<ul style="list-style-type: none"> Inflation: Labour costs/Goods and services Removal of 2021 reserve draw to mitigate volume risk OCWA contractual increases Electricity rate increase Cost containment 	<ul style="list-style-type: none"> \$3.0 1.3 1.6 0.5 (0.5)
Sub-total: Cost to maintain 2021 service level	\$5.9
2022 Service Demand	
<ul style="list-style-type: none"> 5% rate increase to maintain infrastructure Inflow & Infiltration mitigation (contract conversion) 	<ul style="list-style-type: none"> \$8.3 -
2022 Proposed Net Budget Change from 2021	\$14.2
Proposed Total 2022 Net Budget	\$181.5

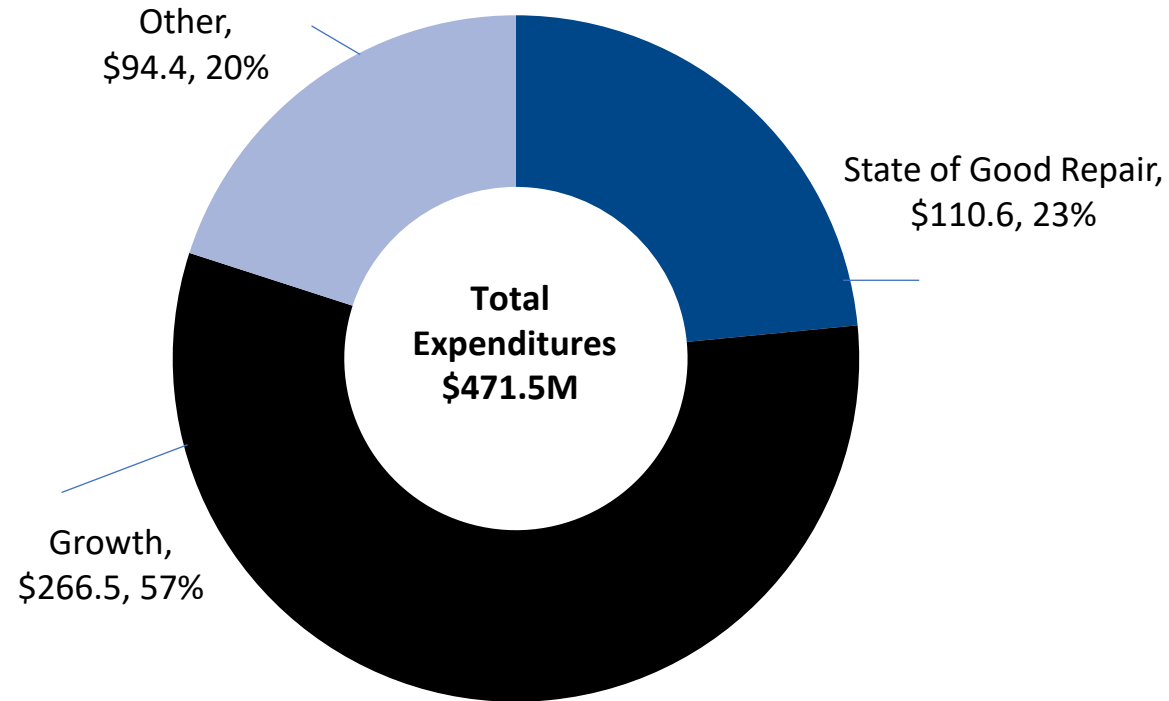
2022 Capital Budget – \$471.5 Million

Key Highlights

- \$251.0M – GE Booth Wastewater Treatment Plant for New Plant 1, capacity restoration, odour control improvements, new outfall as well as major capital rehabilitation
- \$40.0M – East Sanitary Trunk storage facility to store wastewater overflows
- \$23.0M – Local Collection System Repair and Replacement to improve reliability
- \$20.0M – Queensway East Sanitary Trunk Sewer construction to support growth



2022 Capital Budget (\$M)



Internal Reserves	External Funding	Development Charges
\$188.4; 40%	\$16.6; 3%	\$266.5; 57%

Key Financial Information

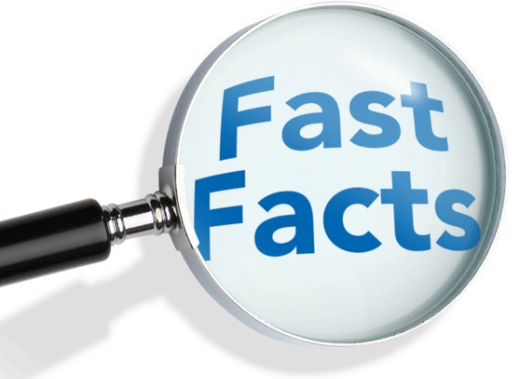
	Resources to Achieve Level of Service		
	2021	2022	
Total Expenditures (\$M)	\$187.9	\$202.3	
Total Revenues (\$M)	\$20.6	\$20.8	
Net Expenditures (\$M)	\$167.3	\$181.5	
Full-time Staffing Resources	247	248	
Capital Investment (\$M)		\$471.5	
10-Year Capital Investment (\$M)		\$4,191.4	
Outlook Years	2023	2024*	2025*
Net Increase (\$M)	\$12.3	\$12.5	\$13.1
% Increase	6.7%	6.5%	6.4%

*Includes the 5% infrastructure levy, but will be reassessed based on the recommendations from the Utility Long Term Financial Plan

Waste Management

Reliable, safe and environmentally responsible waste management





570,000

tonnes of residential waste managed annually

5,000+

additional number of Peel Region households annually

50%

diversion rate from landfill

12%+

increase in organics tonnes collected and processed from pre-COVID-19 levels



How We Are Adapting

- Upgrading Peel's Material Recovery Facility to recover recyclables that meet market quality expectations
- Adjusting green bin collection and processing capacity to accommodate organics growth due to COVID-19
- Reducing touch points for safety by accepting debit and credit only at Community Recycling Centres
- Bringing Heart Lake Community Recycling Centre operations in-house in 2022



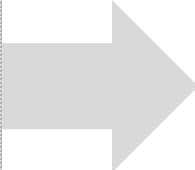
NEW
in 2022

2022 Service Investment

Service Pressure



- Growth



Investment



Cost of additional tonnage
due to new Households

+\$2.0M **Operating**



Service Outcome

Waste Management
in Peel is reliable,
safe and
environmentally
responsible

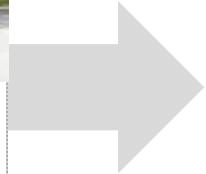
NEW
in 2022

2022 Service Investment

Service Pressure



- Community Recycling Centres (CRCs)**
- Visitor Growth
 - Volume of material diverted
 - Customer support



Investment



Community Recycling Centres support

+7.0 FTE
+\$0.4M Operating

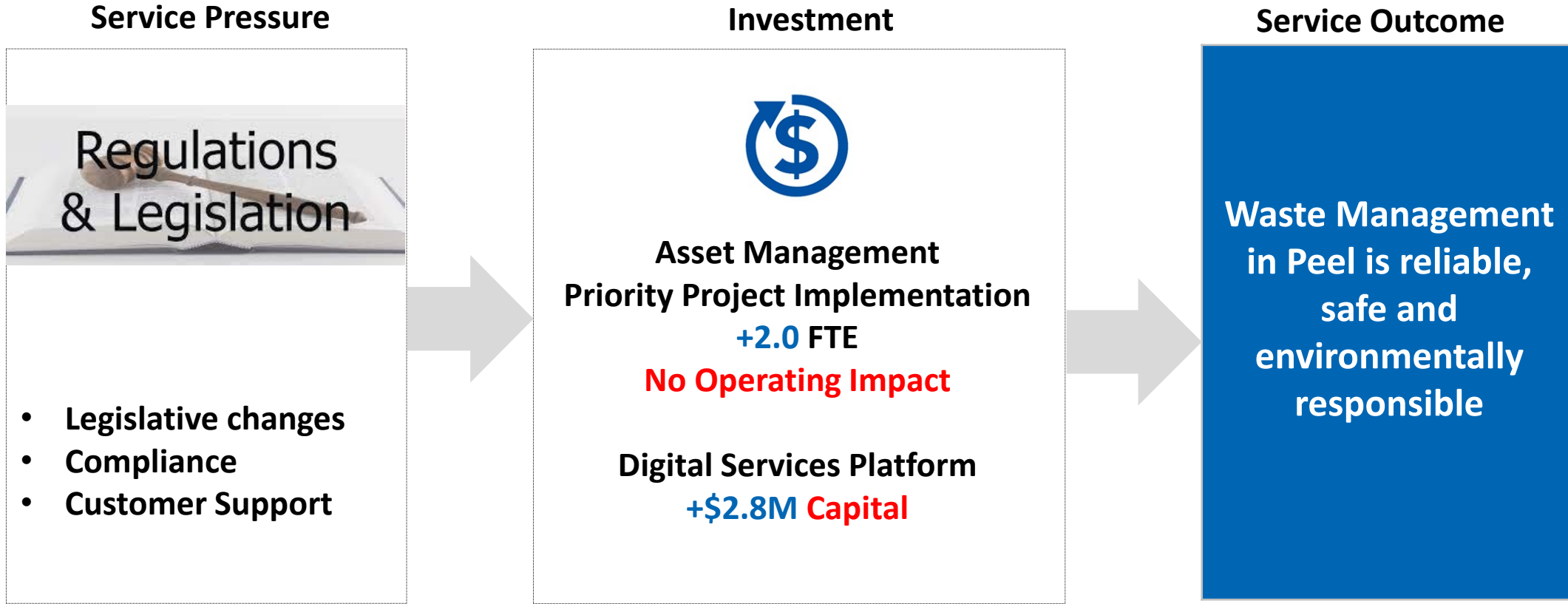


Service Outcome

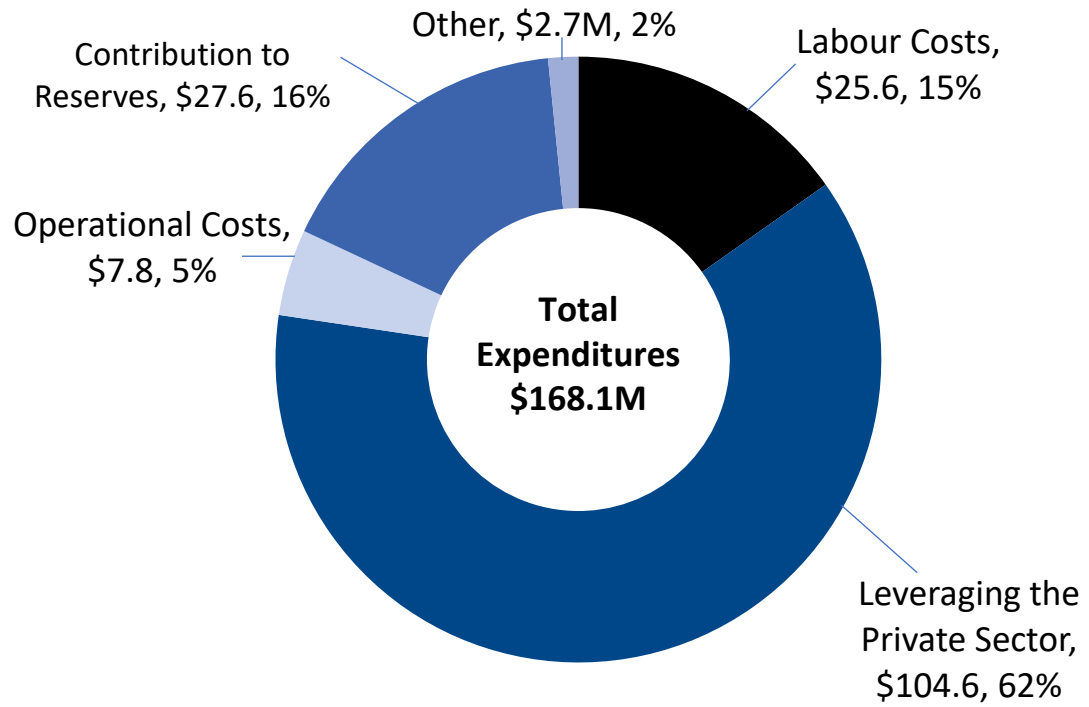
Waste Management in Peel is reliable, safe and environmentally responsible

NEW
in 2022

2022 Service Investment



2022 Operating Budget (\$M)



Regional Tax	Grants & Subsidies	Fees & Service Charges	Reserves
\$130.3; 77%	\$16.0; 10%	\$17.0; 10%	\$4.9; 3%

Summary of 2022 Net Operating Budget

2021 Net Base Budget (In \$Millions)	\$129.0
Cost to maintain 2021 service level	
<ul style="list-style-type: none"> Inflation: Labour costs/Goods and services Funding increase from producers Operational efficiencies 	\$3.7 (\$1.3) (0.9)
Sub-total: Cost to maintain 2021 service level	\$1.6
2022 Service Level Change	
<ul style="list-style-type: none"> Incremental tonnage due to growth – collection & processing Community Recycling Centres support Waste Management priority project implementation (contract conversion) Asset Management support (capital recovery) Pulling forward expected savings from future Blue Box transition 	\$2.0 \$0.4 \$0.0 - (\$2.8)
2022 Proposed Net Budget Change from 2021	\$1.3
Proposed Total 2022 Net Budget	\$130.3

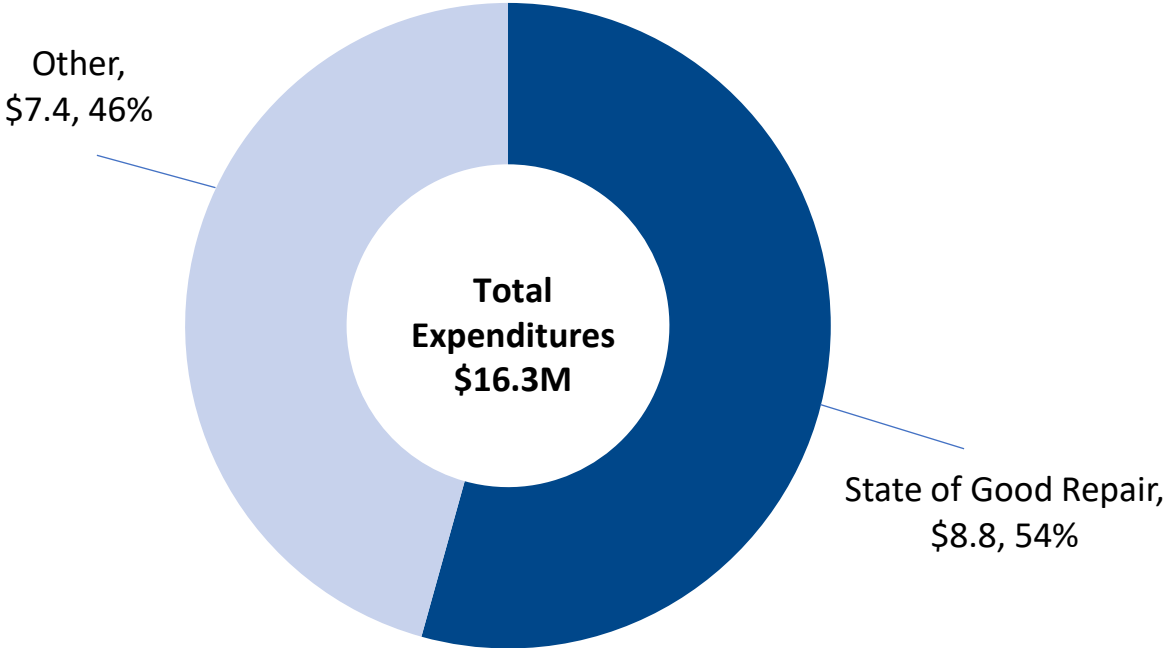
2022 Capital Budget – \$16.3 Million

Key Highlights

- \$8.8M to maintain waste facilities in a state of good repair
- \$2.8M to purchase garbage, blue, green and kitchen carts for new households
- \$2.8M to optimize Waste Management digital service platform



2022 Capital Budget (\$M)



Internal Reserves
\$16.3; 100%

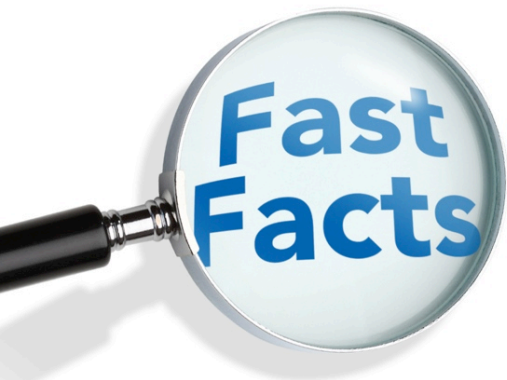
Key Financial Information

	Resources to Achieve Level of Service		
	2021	2022	
Total Expenditures (\$M)	\$160.7	\$168.1	
Total Revenue (\$M)	\$31.6	\$37.8	
Net Expenditures (\$M)	\$129.0	\$130.3	
Full-time Staffing Resources	215	224	
Capital Investment (\$M)		\$16.3	
10-Year Capital Investment (\$M)		\$395.4	
Outlook Years	2023	2024	2025
Net Increase (\$M)	\$1.3	\$1.3	\$1.3
% Increase	1.0%	1.0%	1.0%

Land Use Planning

Guiding the Region's
development and
enhancing residents'
quality of life





51%

of proposed new units within Peel's built-up area

3,294

submissions – anticipated development review activity

62,118

estimated number of housing units in the development approvals process

51%

estimated population growth by 2051



How We Are Adapting


- Further integrating growth management across the organization
- Working with local municipalities to adapt to provincial changes
- Planning for 2051 horizon with updated policies addressing strategic community interests
- Developing new planning implementation tools
- Identifying opportunities for efficiencies and productivity gains



NEW
in 2022

2022 Service Investment

Service Pressure



Note: The following is generalised mapping for discussion purposes. Specific policies and designations may be subject to future regional approval. For all approved and in-effect mapping, see the Regional Official Plan.

Source: Growth Plan, 2019

- Greenbelt**
Protected from major development
- Designated Greenfield Area**
Lands to accommodate current and future growth at 65 pp/ha*
- Built-up Area**
A minimum of 55% of Peel's growth is planned through intensification in the built-up area
- Urban Growth Centres**
Planned to grow and achieve a density of 200 pp/ha through high-density mixed-use development

- **Legislative Changes**
- **Complexity of Applications**

Investment



Development application processing

+2.0 FTE
+\$0.0M Operating

Service Outcome

Communities in Peel are complete and sustainable for residents and businesses

NEW
in 2022

2022 Service Investment

Service Pressure



- **Legislation**
- **Public Engagement**

Investment



Growth Management support

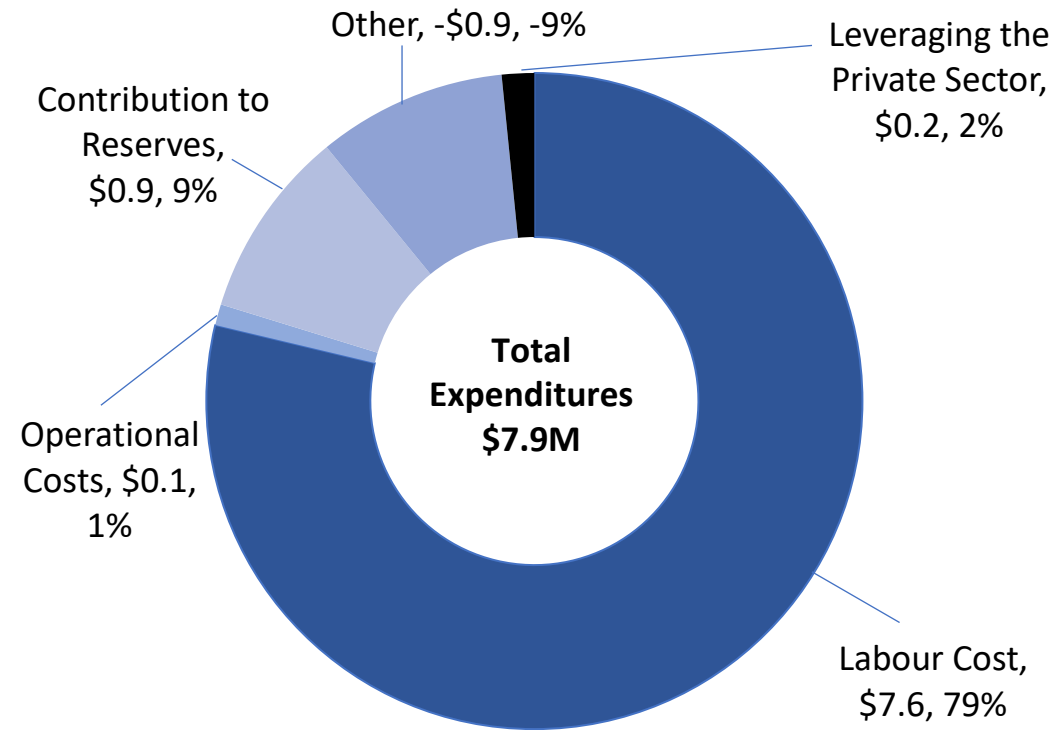
+2.0 FTE

No Operating Impact

Service Outcome

Communities in Peel are complete and sustainable for residents and businesses

2022 Operating Budget (\$M)



Regional Tax	Fees & Service Charges	Reserves
\$4.0; 50%	\$3.6; 46%	\$0.3; 3%

Summary of 2022 Net Operating Budget

2021 Net Base Budget (In \$Millions)	\$3.8
Cost to maintain 2021 service level	
<ul style="list-style-type: none"> • Inflation: Labour costs/Goods and services • User Fee increase • Cost containment 	<p>\$0.4</p> <p>(\$0.3)</p> <p>(\$0.0)</p>
Sub-total: Cost to maintain 2021 service level	\$0.1
2022 Service Level Change	
<ul style="list-style-type: none"> • Growth Management support (capital recovery) • Development application processing (partially recovered from user fees) 	<p>-</p> <p>\$0.0</p>
2022 Proposed Net Budget Change from 2021	\$0.2
Proposed Total 2022 Net Budget	\$4.0

Note: Numbers may not add up due to rounding

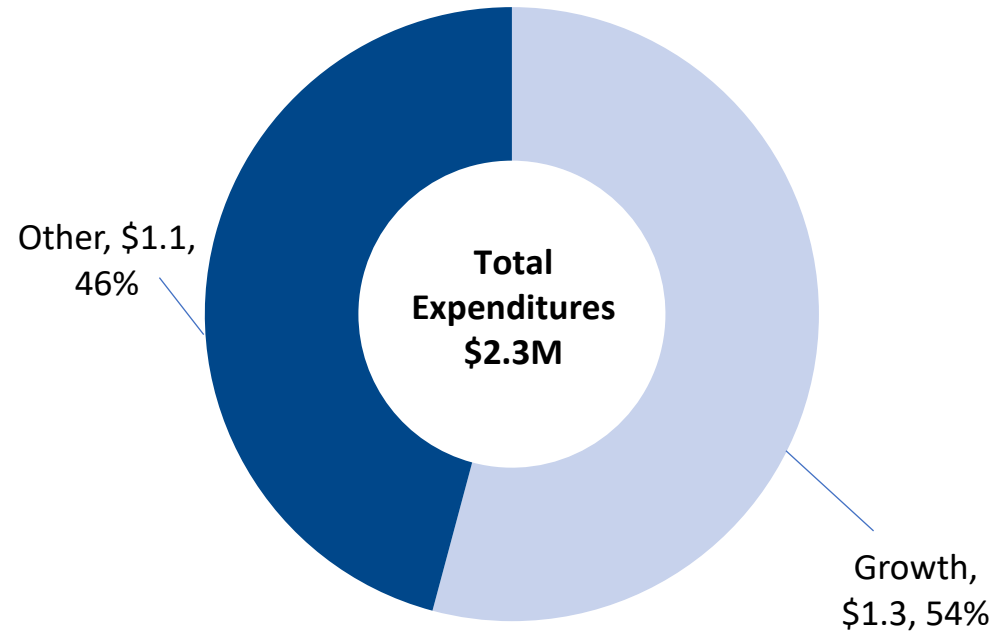
2022 Capital Budget – \$2.3 Million

Key Highlights

- \$0.8M for Greenlands Securement
- \$0.8M for Official Plan Review and Regional Official Plan Amendments
- \$0.4M for Long Range studies
- \$0.4M for ongoing integration of planning, infrastructure and financial management of growth through technical support, business intelligence and data management



2022 Capital Budget (\$M)



Internal Reserves	Development Charges
\$1.0; 45%	\$1.3; 55%

Key Financial Information

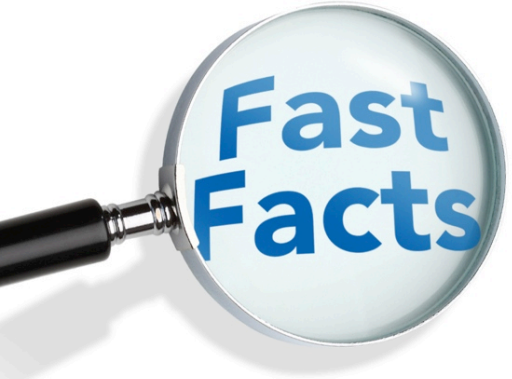
	Resources to Achieve Level of Service	
	2021	2022
Total Expenditures (\$M)	\$7.3	\$7.9
Total Revenue (\$M)	\$3.5	\$3.9
Net Expenditures (\$M)	\$3.8	\$4.0
Full-time Staffing Resources	51	55
Capital Investment (\$M)		\$2.3
10-Year Capital Investment (\$M)		\$23.9

Outlook Years	2023	2024	2025
Net Increase (\$M)	\$0.4	\$0.4	\$0.1
% Increase	10.2%	9.7%	2.2%

Roads and Transportation

Safe, reliable and
efficient movement
throughout the Region





1,682 lane km

of arterial roads and bridges
maintained

40,000

trees along Regional roads

382 km

of active transportation
infrastructure

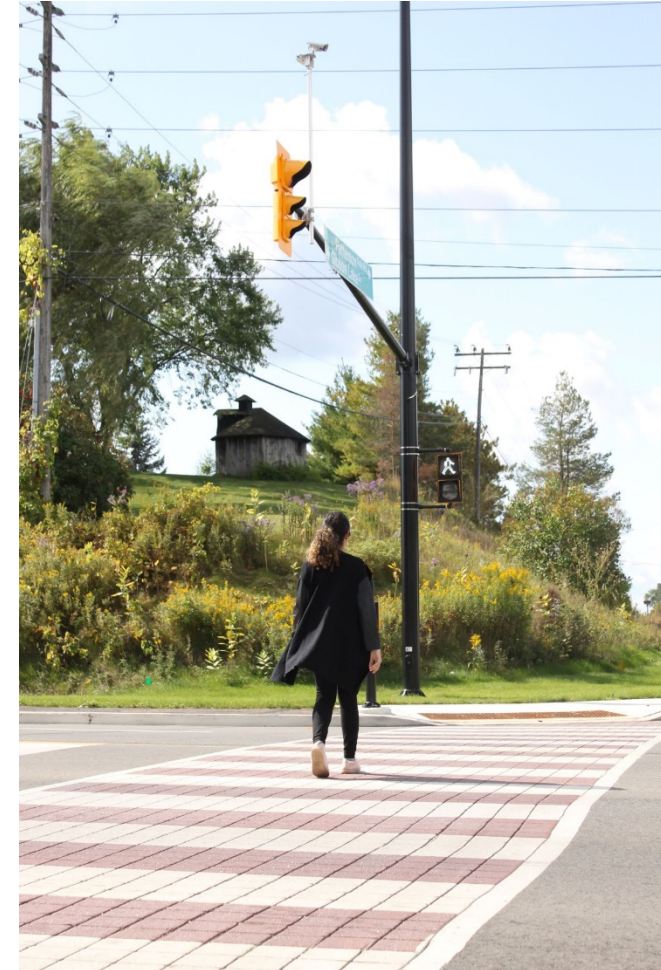
390 km

of storm sewers maintained

How We Are Adapting



- Addressing growth pressures by implementing the Long Range Transportation Plan along with the Sustainable Transportation Strategy
- Planning, designing, and building safe, connected, future-ready transportation network
- Improving safety through the Vision Zero framework
- Adopting new technologies and applications to better inform strategic long term planning



NEW
in 2022

2022 Service Investment

Service Pressure



- Legislation
- Climate change

Investment



**Storm Water System
Operations and Maintenance**

+1.0 FTE
+\$0.6M Operating

Service Outcome

**Safe, reliable and
efficient movement
throughout Peel**

NEW
in 2022

2022 Service Investment

Service Pressure



- Legislation
- Worker Safety

Investment



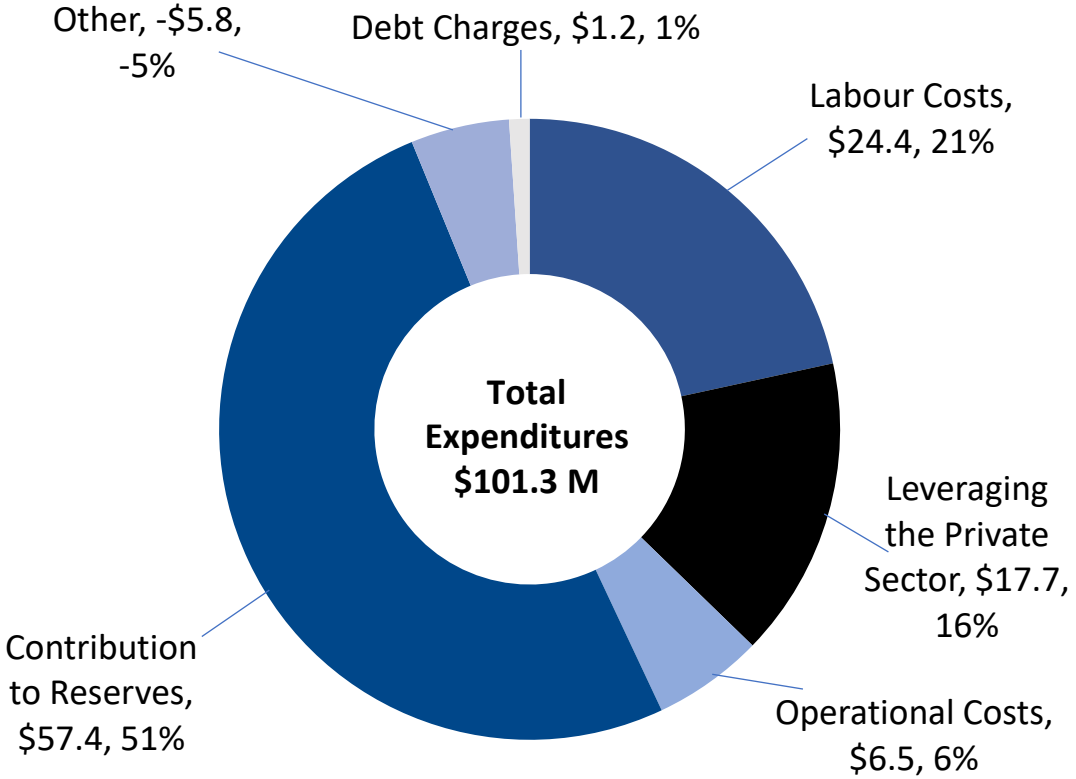
Asset Management
Health and Safety

+2.0 FTE
+\$0.1M Operating

Service Outcome

Safe, reliable and
efficient movement
throughout Peel

2022 Operating Budget (\$M)



Regional Tax	Fees & Service Charges	Reserves
\$96.8; 96%	\$2.2; 2%	\$2.3; 2%

Summary of 2022 Net Operating Budget

2021 Net Base Budget (In \$Millions)	\$94.3
Cost to maintain 2021 service level	
<ul style="list-style-type: none"> Inflation: Labour costs/Goods and services Operational efficiencies Development user fees Increased contract costs for traffic signals maintenance 	<p>\$1.8</p> <p>(\$0.1)</p> <p>(\$0.1)</p> <p>\$0.2</p>
Sub-total: Cost to maintain 2021 service level	\$1.8
2022 Service Level Change	
<ul style="list-style-type: none"> Roads' operations and maintenance asset infrastructure growth Storm Systems operations and maintenance Staffing requests to meet service demands (partial capital recovery) Reduction in cost for Emerald Ash Borer program 	<p>\$0.1</p> <p>\$0.6</p> <p>\$0.1</p> <p>(\$0.1)</p>
2022 Proposed Net Budget Change from 2021	\$2.5
Proposed Total 2022 Net Budget	\$96.8

Note: Numbers may not add up due to rounding

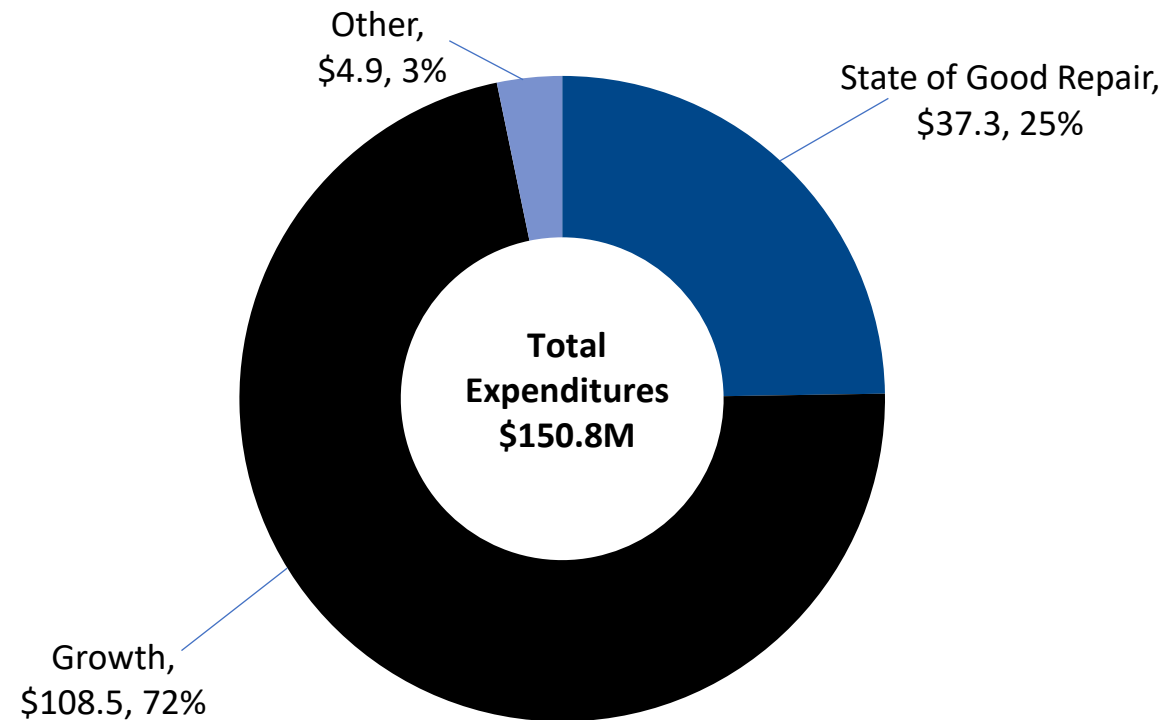
2022 Capital Budget – \$150.8 Million

Key Highlights

- \$107.2M for road construction, intersection improvements, and sustainable and active transportation
- \$30.5M for road resurfacing, and other state of good repair works
- \$3.2M for traffic safety programs



2022 Capital Budget (\$M)



Internal Reserves	External Funding	Development Charges
\$54.1; 36%	\$0.5; 0%	\$96.3; 64%

Key Financial Information

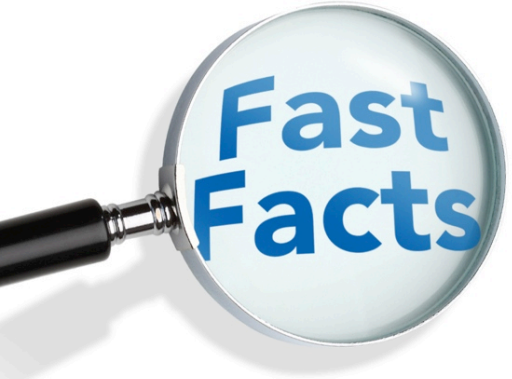
	Resources to Achieve Level of Service	
	2021	2022
Total Expenditures (\$M)	\$98.3	\$101.3
Total Revenue (\$M)	\$3.9	\$4.5
Net Expenditures (\$M)	\$94.3	\$96.8
Full-time Staffing Resources	192	195
Capital Investment (\$M)		\$150.8
10-Year Capital Investment (\$M)		\$1,901.5

Outlook Years	2023	2024	2025
Net Increase (\$M)	\$1.8	\$1.4	\$1.1
% Increase	1.8%	1.4%	1.1%

TransHelp

Providing specialized public transit so residents can travel without barriers





280,000*
trips provided

1,600*
new applications processed

4,500+*
passengers

3.6M*
kilometres driven

**In 2021, the program is operating at approximately 40% of typical pre-COVID service levels*



How We Are Adapting

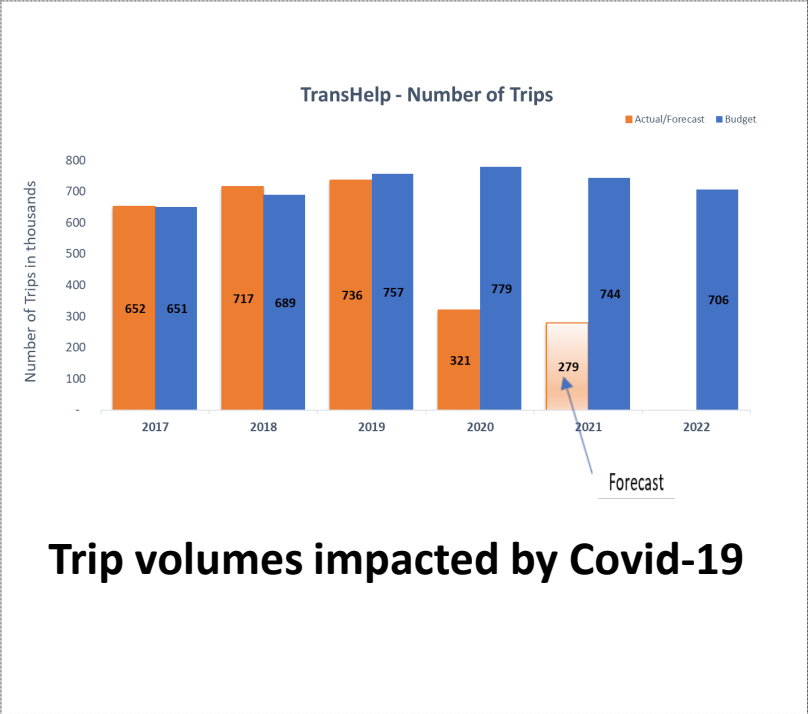
- Ongoing assessment of trip demand
- Finding efficiencies in current delivery model through continuous improvement initiatives
- Upgrading current scheduling software to allow for more efficient trip planning
- Implementing technology that allows passenger to track their ride in real-time, while reducing “no-shows”



NEW
in 2022

2022 Service Investment

Service Pressure



Investment

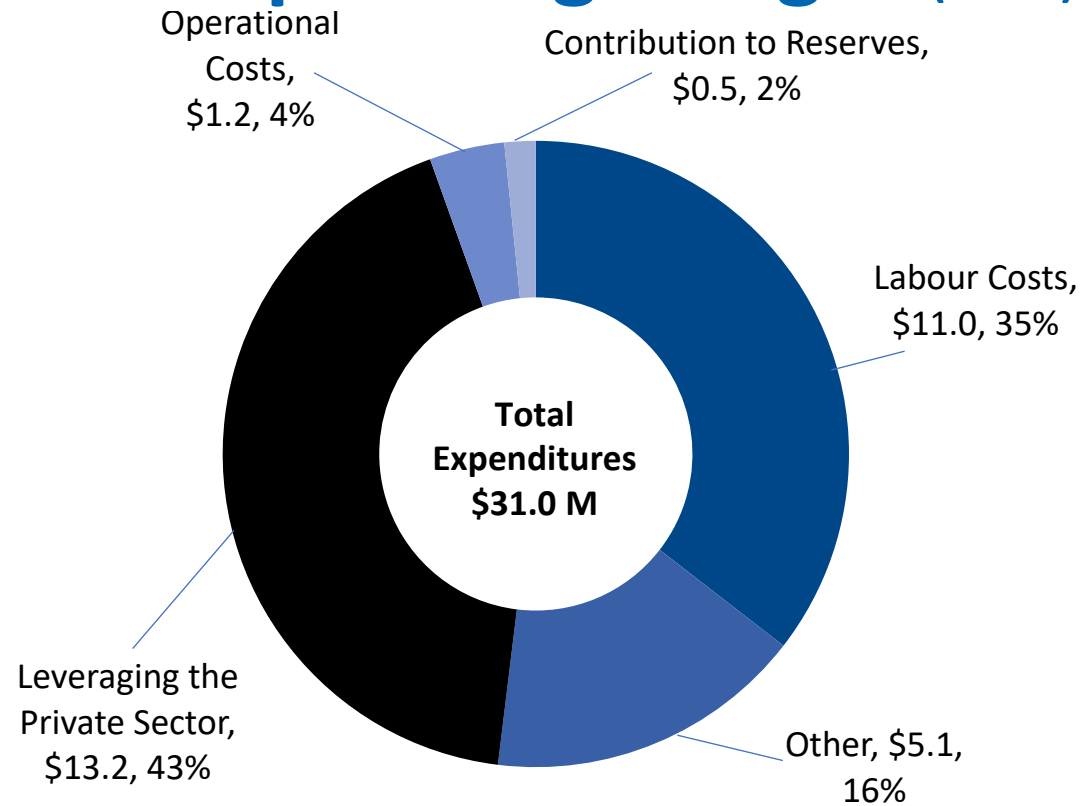
Reduction in trips to reflect most current trends

(\$0.9M) Operating

Service Outcome

Peel residents in need can travel without barriers

2022 Operating Budget (\$M)



Regional Tax	Grants & Subsidies	Fees & Service Charges	Reserves
\$27.3; 88%	\$0.5; 2%	\$2.5; 8%	\$0.7; 2%

Summary of 2022 Net Operating Budget

2021 Net Base Budget (In \$Millions)	\$27.4
Cost to maintain 2021 service level	
<ul style="list-style-type: none"> Inflation: Labour costs/Goods and services Subsidy decrease (Dedicated Gas Tax - DGT) Operational efficiencies 	\$0.8 \$0.0 (\$0.1)
Sub-total: Cost to maintain 2021 service level	\$0.7
2022 Service Level Change	
<ul style="list-style-type: none"> Decrease in trip volumes by 37,200 	(\$0.9)
2022 Proposed Net Budget Change from 2021	(\$0.2)
Proposed Total 2022 Net Budget	\$27.3

Note: Numbers may not add up due to rounding

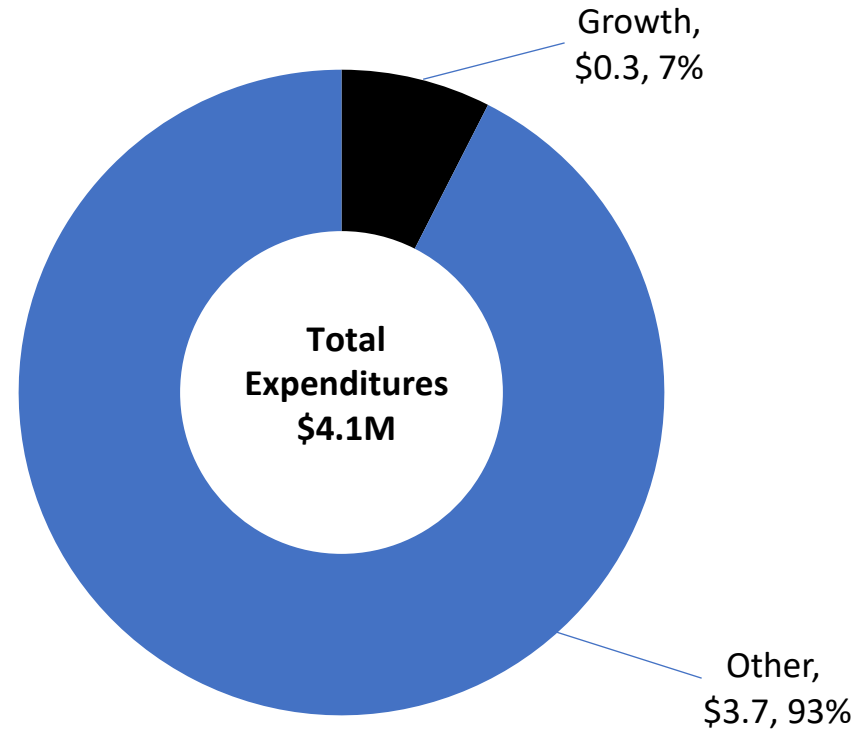
2022 Capital Budget – \$4.1 Million

Key Highlights

- \$1.9M for Technology Investment to Enhance Service Delivery
- \$1.0M for new electric vehicles (pilot project)
- \$0.5M to update Accessible Transportation Master Plan
- \$0.3M for contribution to third party vendors operating vehicles on behalf of TransHelp



2022 Capital Budget (\$M)









Internal Reserves	External Funding	Development Charges
\$3.0; 74%	\$0.7; 18%	\$0.3; 8%

Key Financial Information

	Resources to Achieve Level of Service	
	2021	2022
Total Expenditures (\$M)	\$31.3	\$31.0
Total Revenue (\$M)	\$3.9	\$3.7
Net Expenditures (\$M)	\$27.4	\$27.3
Full-time Staffing Resources	129	129
Capital Investment (\$M)		\$4.1
10-Year Capital Investment (\$M)		\$32.2

Outlook Years	2023	2024	2025
Net Increase (\$M)	\$1.0	\$1.0	\$1.0
% Increase	3.8%	3.4%	3.4%

Summary of 2022 Service Budgets

		Operating (\$M)*	Capital (\$M)
	Land Use Planning	\$4.0	\$2.3
	Roads and Transportation	\$96.8	\$150.8
	TransHelp	\$27.3	\$4.1
	Waste Management	\$130.3	\$16.3
	Wastewater	\$181.5	\$471.5
	Water Supply	\$278.0	\$223.5

* Net expenditure

Summary of Service Outcomes



Land Use Planning

Communities in Peel are complete and sustainable for residents and businesses



Waste Management

Waste in Peel is collected on time and managed in a safe and environmentally responsible manner



Roads and Transportation

People and goods can move safely and efficiently throughout Peel



Wastewater

Wastewater in Peel is removed in a safe and environmentally responsible manner



TransHelp

Peel residents in need can travel within their community without barriers



Water Supply

Safe, reliable and high quality drinking water is available to Peel customers