

Corporate Overview



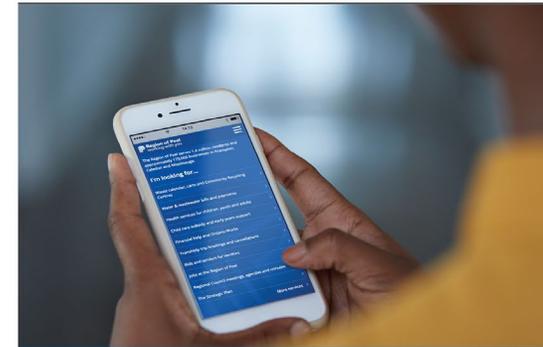
Living

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
 - 2023 – 2025 Outlook
-

Capital 10 Year Plan & 2022 Capital Budget

Summary

Respect the tax payer

Ensure the Capital Plan is sustainable

Prudent borrowing

Work with local municipalities

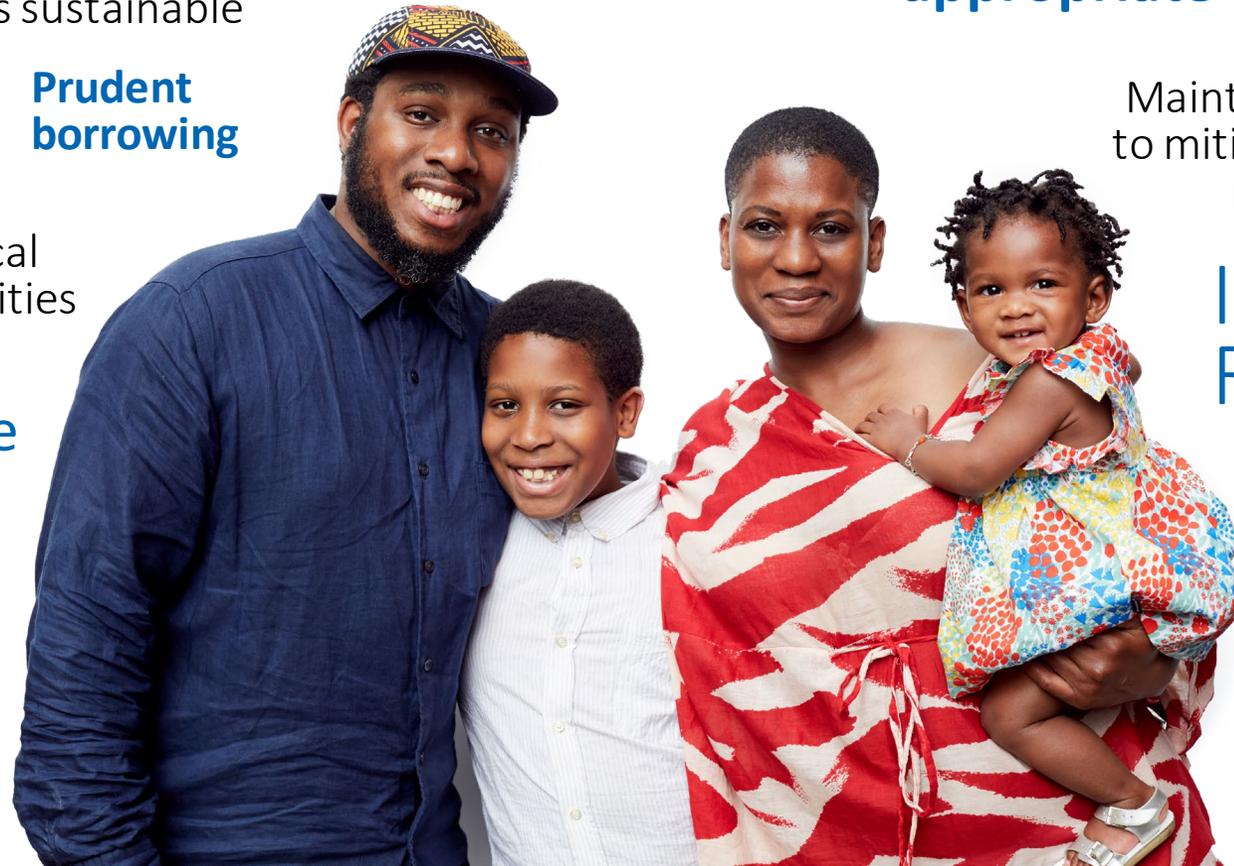
Manage assets

Value for money

Users pay where appropriate

Maintain flexibility to mitigate volatility in rates

Invest Responsibly



AVERAGE PROPERTY TAX INCREASE

1.5%

Property Tax Impact

Brampton	Caledon	Mississauga
1.4%	0.6%	1.6%
+\$77	+\$28	+\$75

Residential

+\$129

Small Business Owner



UTILITY RATE INCREASE

5.8%

Utility Rate Impact

+\$47

Residential

+\$118

Small Business Owner



Living:

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

\$943 million

\$162 million



Thriving:

Communities are integrated, safe and complete.

\$1.6 billion

\$929 million



Leading:

Government is future-oriented and accountable.

\$169 million

\$32 million

\$3.8

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

\$2.7 billion
Operating Budget

\$1.1 billion
Capital Budget

Living:

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

\$943 million
OPERATING

\$162 million
CAPITAL



Responding to **136,000** paramedic emergency calls



Providing **706,800** accessible transportation passenger trips



129,006 visits to EarlyON programs by parents/caregivers and children



Providing **11,285** housing subsidies



Providing **794** residents with quality care through five long term care homes



Serving **3,367** 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.

\$1.6 billion

OPERATING

\$929 million

CAPITAL



Producing **590 million litres of water each day** to provide 338,160 customers safe drinking water



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



1.2 million people in Peel fully vaccinated



Maintaining **1,682 lane kilometres** of road to help keep residents safe and traffic moving



Managing **575,000** tonnes of residential waste

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

\$32 million

CAPITAL



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



72% Employee engagement



77% of residents reported the Region provides value for tax dollars



Earned a **Triple-A** credit rating – the highest possible rating for the 26 consecutive years



Maintaining **\$32B** of Regional assets, such as roads, bridges and buildings

ENABLING SERVICES:

- Corporate Services
- Service Excellence and Innovation



- 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
- CAO 1% Cost Containment Challenge





5 Year Cumulative Savings (2017 – 2021)
(\$Million)



2022 Efficiencies - \$9.1 million

- **Cost savings** - \$8.3 million
- **Cost avoidance** - \$0.8 million

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





Tax Supported

Region Controlled - Maintain Service Levels	0.2%
Region Controlled - New Initiatives	0.5%
Maintain Infrastructure	1.0%
External Agencies - Maintain Service Levels	1.0%
External Agencies - New Initiatives	0.4%
External Funding Impact	0.4%

Net Tax Levy Increase

3.5%

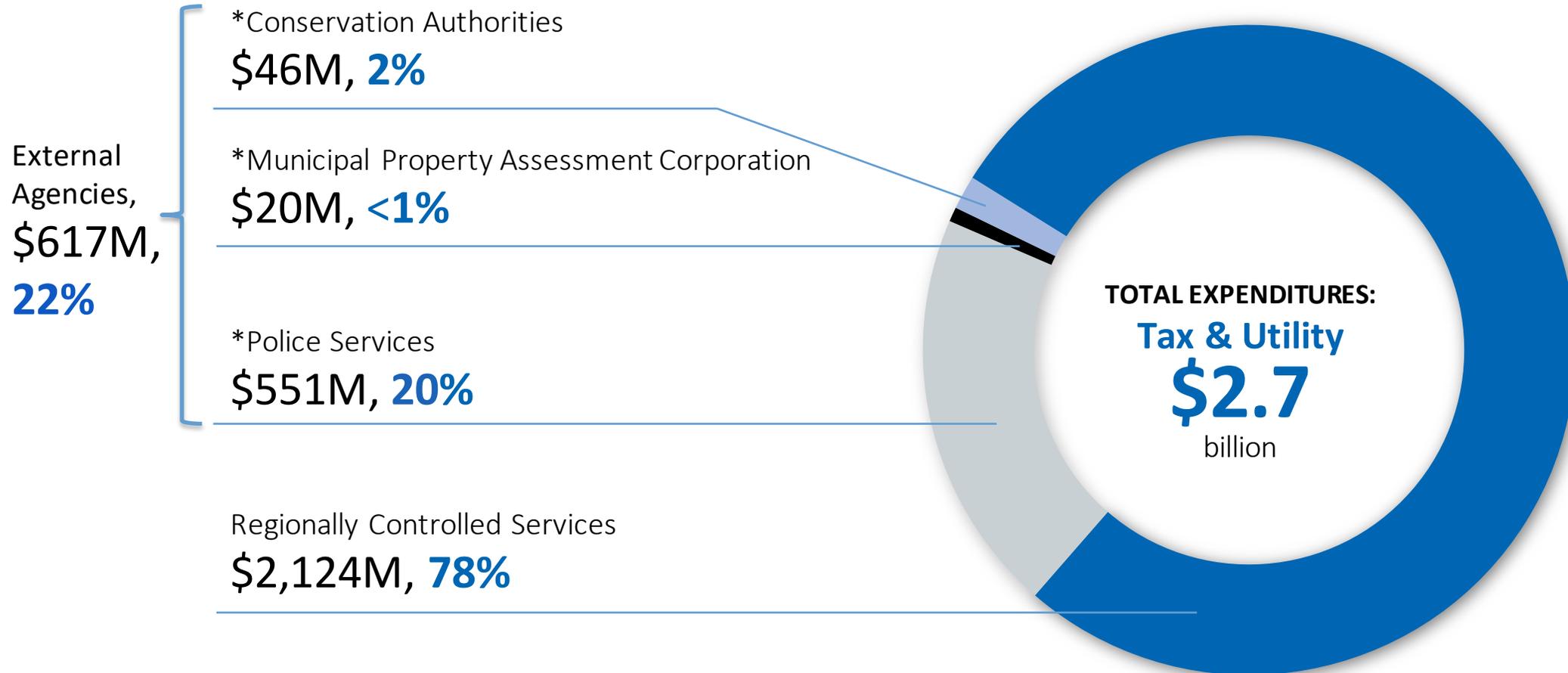


Utility Rate Supported

Operations	1.5%
Increase in Consumption	(0.7%)
Maintaining Infrastructure	5.0%

Average Utility Rate Increase

5.8%



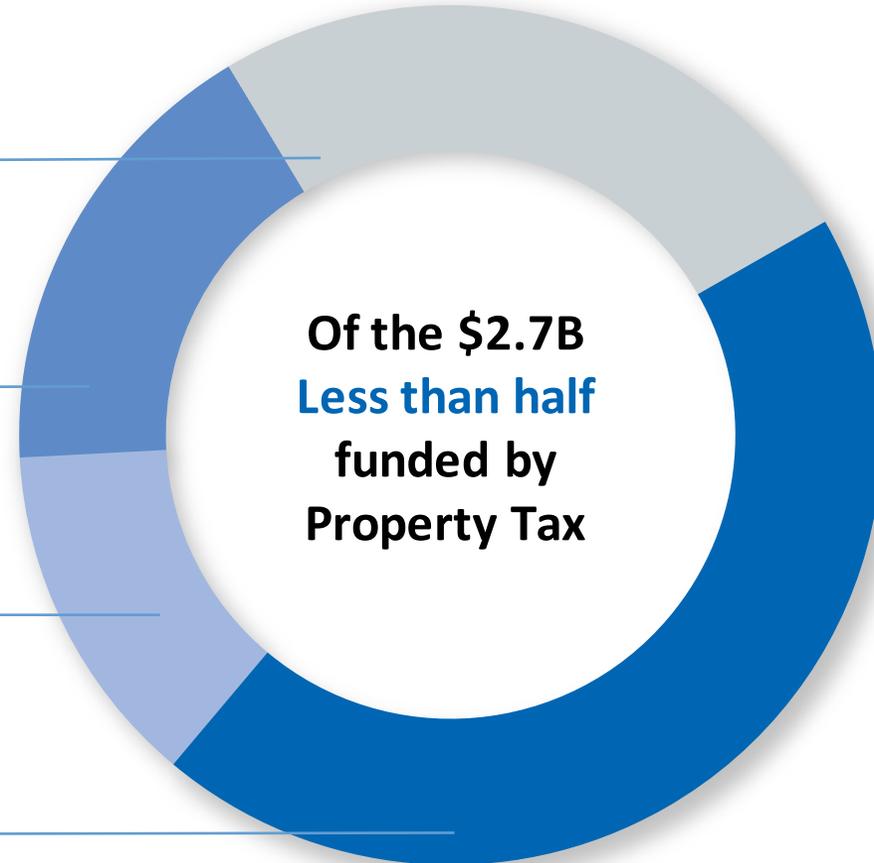
Total Proposed Operating Budget Funding

Grants and Subsidies
\$634M, **23%**

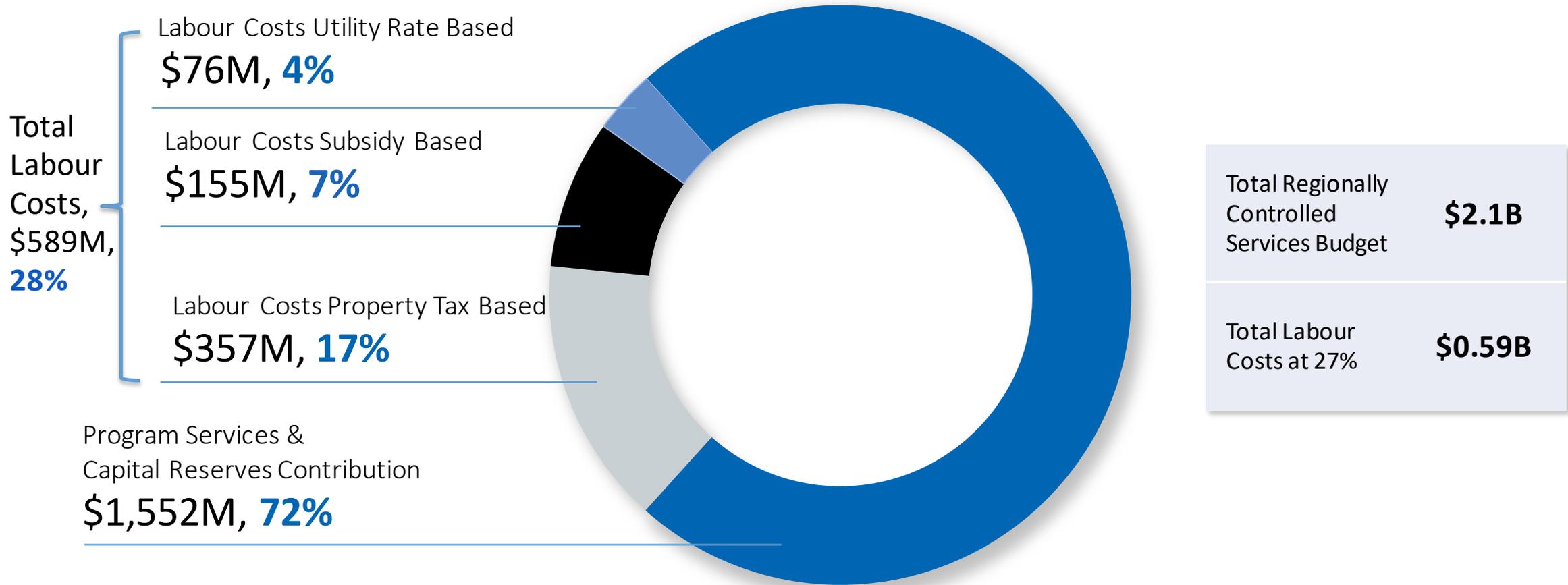
Utility Rate
\$502M, **18%**

Other
\$375M, **14%**

Property Tax
\$1,230M, **45%**

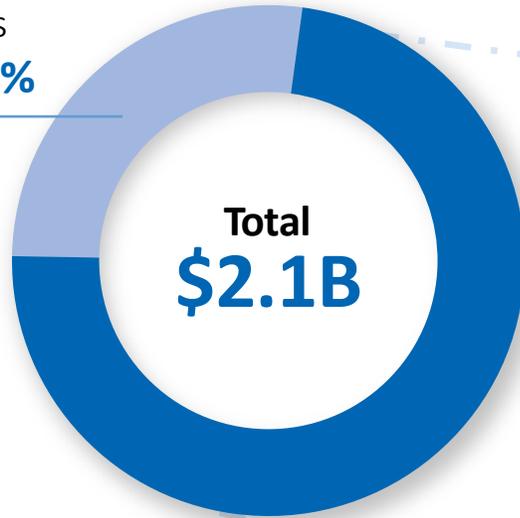


Labour Costs - 28% of Regionally Controlled Budget



Non-Labour Costs - 72% of Regionally Controlled Budget

Labour Costs
\$589M, 28%

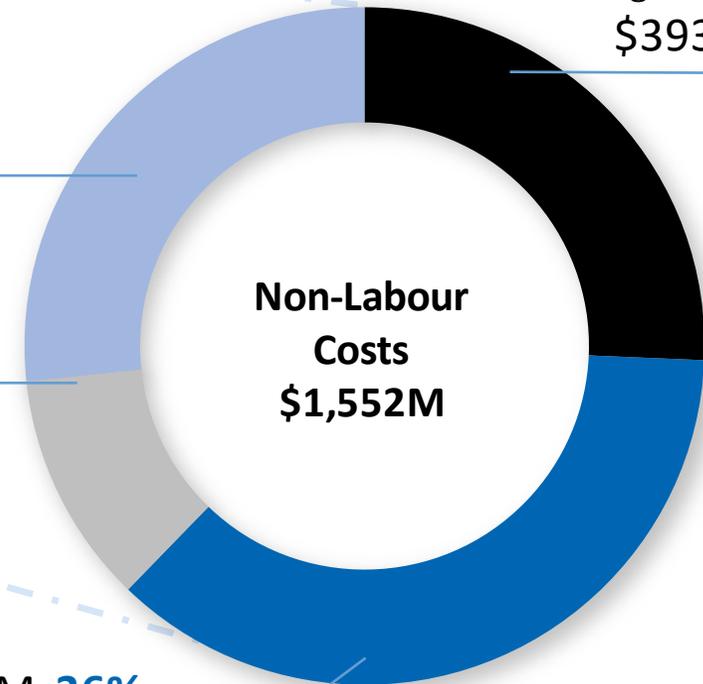


Infrastructure Intensive
Tax & Utility \$422M, 27%

Other Services Contracted Out
\$165M, 11%

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

Program Services
\$393M, 26%

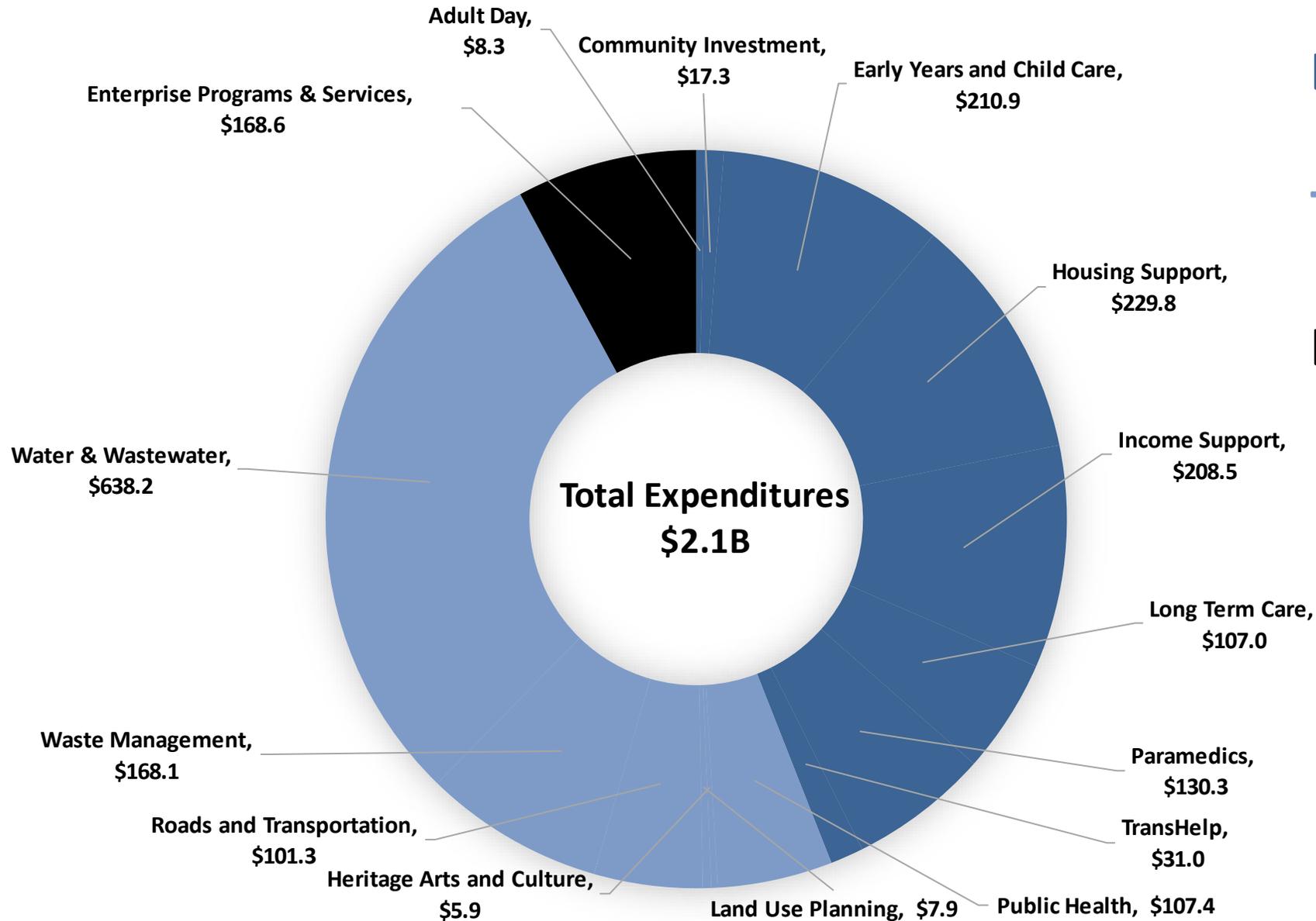


Regionally Controlled Total Operating Budget

Living \$943M

Thriving \$1.0B

Leading \$169M



Issue**Approach****Service levels**

Some provincial services eliminated/reduced and core municipal services protected

Inflation

Funded by a combination of cost containment & property tax

Population growth

Paramedics and Public Health funded by Province, balance by property tax & efficiencies

Provincial/Municipal cost share ratios

Phased in funding reduction for Early Years and Child Care over a 4-year period


 A green rectangular sign with the word "ADAPTING" in white, tilted slightly to the right, hanging from a black dot above it.

Incremental Cost/Revenue Reduction Pressures

- Reduced Payments-in-lieu-of-Taxes Revenues from the Greater Toronto Airports Authority
- Temporary Staffing Resources
- Goods and Services (e.g. cleaning, PPE)
- Other

(In \$Millions)

\$7.1

6.7

3.5

1.0

Total Budgeted Pressures

\$18.2

Mitigating the Impact

- Provincial Program Specific Funding
- Reserve draws (Stabilization & Safe Restart)

\$2.2

16.0

Net Tax Levy Impact

\$ -

Regionally Controlled Services	Resources to Achieve Approved Level of Service	
	2021 (FTEs)	2022 (FTEs)
Tax Supported:		
Living	2,286	2,316
Thriving	1,167	1,183
Leading	798	806
Total	4,250	4,304
Utility Rate Supported	538	542

Note: numbers may not add due to rounding.

TAX SUPPORTED OPERATING



Budget Drivers - Regionally Controlled Services

2022 Budget Drivers	\$M	\$M	Tax Impact
Maintain Existing Service Levels (after assessment growth)		2.4	0.2%
New Service Investments			
Seniors Health and Wellness Village Opening	2.1		
Increase Needs Based Housing Subsidies	1.2		
Increase support to community agencies	1.0		
Storm water systems operations and maintenance	0.7		
Improve customer service at Waste CRCs	0.4		
Other	1.0	6.4	0.5 %
Infrastructure Levy		11.7	1.0%
Total Regionally Controlled		20.5	1.7%

2022 Budget Drivers	\$M	\$M	Tax Impact
External Funding Pressures			
Provincial Funding Reduction and Freezing		2.9	0.3%
Supplementary Tax Revenue Reduction		0.7	<0.1%
Peel Regional Police and OPP			
Maintain Existing Service Levels (after assessment growth)		12.2	1.0%
Increased Community Safety		4.7	0.4%
Conservation Authorities			
Maintain Existing Service Levels		0.7	<0.1%
Total Non-Regionally Controlled		21.2	1.8%
Total Regionally Controlled (from previous slide)		20.5	1.7%
REGION OF PEEL – Total Net Impact		\$41.7	3.5%

Living:

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

+\$5.5 million
OPERATING

NEW
in 2022

Note: Regionally
Controlled Tax Services



Increasing **Needs Based Subsidies & Resources** for 74 additional Housing units



Operationalization of **Seniors Health and Wellness Village** & Implementation of **two Butterfly Households**



Increasing Community Investment Funding **Support to the Community**



Thriving:

Communities are integrated, safe and complete.

+\$3.3 million
OPERATING

NEW
in 2022

Note: Regionally Controlled Tax Services



An increase of **24,000 tonnes** of residential waste managed annually



New Storm Water System **Operations and Maintenance** Program



Increased **Community Recycling Centre** Support to serve an increase of 78,000 visits*



Continuing **COVID-19 Response**



* Increase in visits from 2017 – 2022 projected ^{6.2-25}

Leading :

Government is future-oriented and accountable.

+\$12.2 million
OPERATING

NEW
in 2022

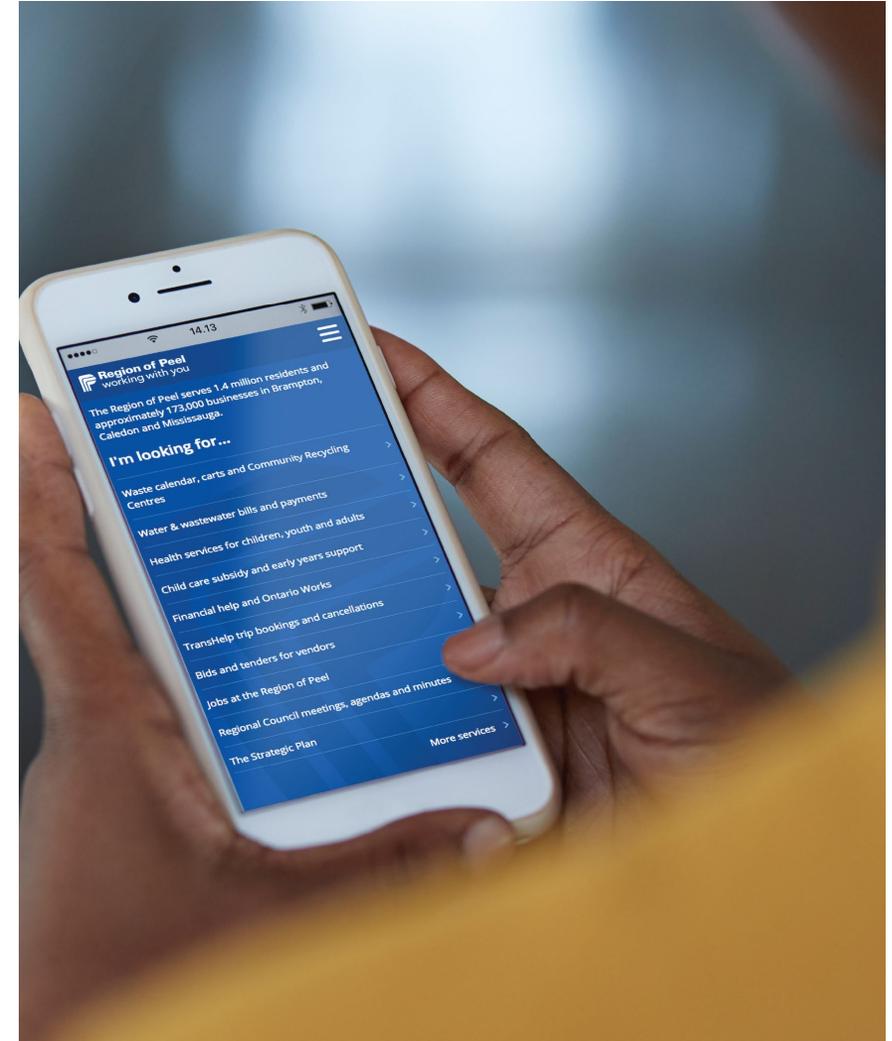
Note: Regionally Controlled Tax Services



Advancing work that contributes to a **Diverse and Inclusive** Workplace and Community

Support **Growing Data Integration**

Investing in **State of Good Repair** of **\$32B** in assets



Request	\$ Millions
2021 Services to 2022 Population	\$13.0
COVID related costs	16.0
Service Demands	6.4
Capital Infrastructure (1%)	11.7
Supplementary Tax Reduction	0.7
Provincial Funding Cuts	2.9
Regionally Controlled	50.7
External Agencies*	18.7
Additional Peel Police Services Board Request	4.7
TOTAL Requests	\$74.1

1.5%
Property Tax
increase to fund
a
Gap of
↓
\$41.3M



Funding Sources	\$ Millions
One-time Reserve Draws	\$18.9
Assessment Growth	13.9
TOTAL Revenues	\$32.8

*External Agencies include:

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

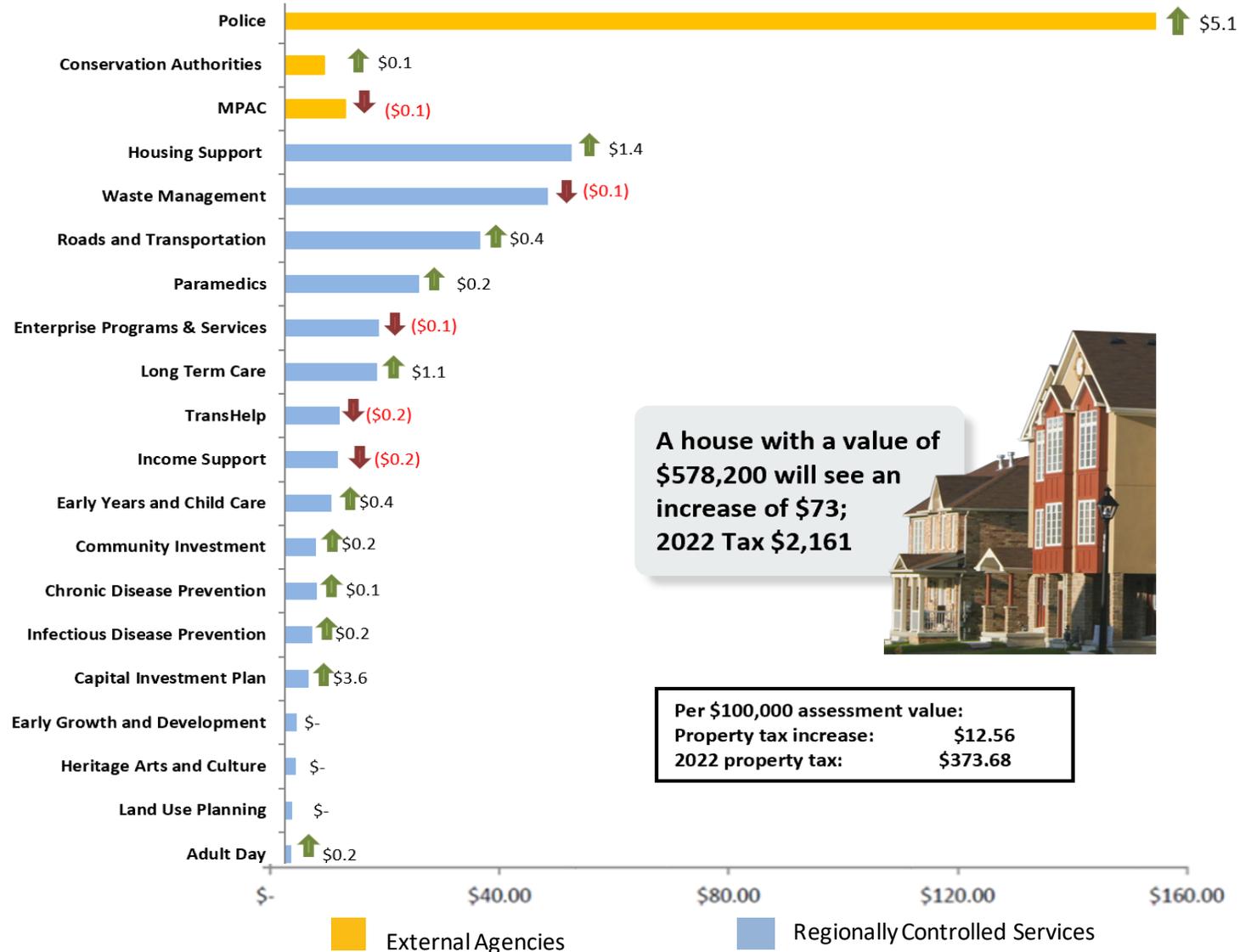
What the Average Property Tax Bill Funds

PEEL REGION	42%
LOCAL MUNICIPALITIES	40%
EDUCATION	18%



Where Your 2022 Tax Dollars Will Be Spent

Based on \$100,000 of Residential Assessment



		Market Assessment Value ¹	Property Tax ²	2022 Increase ²
		\$276,928	\$1,085	\$37
		\$450,746	\$1,766	\$60
		\$621,002	\$2,434	\$82
		\$541,649	\$1,528	\$26
		\$483,573	\$1,364	\$23
		\$716,615	\$2,021	\$34
		\$341,762	\$1,280	\$44
		\$534,092	\$2,000	\$69
		\$816,236	\$3,057	\$106

¹ MPAC Value is the average for each housing type

² 2022 Property Tax and 2022 Increase are estimated values

UTILITY RATE SUPPORTED OPERATING





Water and wastewater services for 2,935 new customers

	2022 Net Increase (\$Millions)
Maintain Service Level	\$11.7
Continuous Improvement Savings	(\$0.7)
Service Investments	\$0.1
Capital Infrastructure	\$21.1
Total Increase	\$32.2

Average Utility Rate Increase* **5.8%**

*In 2021, the 2022 Forecasted increase was 7.6%

Utility Rate Payer Impact



Residential

Small Business

Increase	\$0.13/day \$47/year	\$0.32/day \$118/year
Annual Water Bill	\$838	\$2,145
Annual Consumption	290m ³	695m ³

Peel Water Bills are 35% below GTA Average



*Based on 2021 Residential Rates

** 2022 Proposed Rate

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



* Based on 2021 Residential Rates

**Based on 2025 Proposed Residential Rates

CAPITAL PLAN & BUDGET

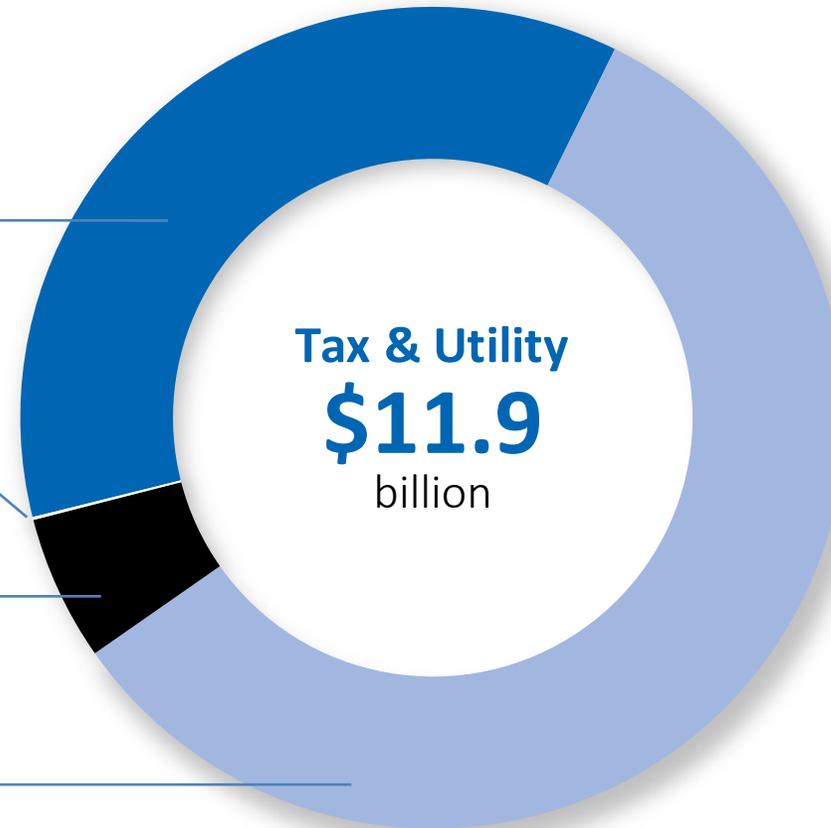


Regionally Controlled Tax
\$4,062M, **34%**

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

Police Services
\$672M, **6%**

Utility Rate Supported
\$7,154M, **60%**



Capital Plan Funding:

- 48% Development Charges*
- 47% Reserves
- 3% 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.

\$1,462 million

13%

- Housing Master Plan (\$563.9M)
- Peel Living State of Good Repair (\$463.6M)
- Ambulance facilities, fleet and support vehicles (\$188.6M)
- Maintain Long Term Care Homes (\$64.6M)
- Placeholder for new Long Term Care Homes (\$60.0M in 2031)

Thriving:

Communities are integrated, safe and complete.

\$9,498 million

85%

- Investment in G.E. Booth and Clarkson Wastewater Treatment Plants for capacity and Biosolids expansion (\$1,976.0M)
- Road construction, intersection improvements, and sustainable and active transportation (\$1,373.1M)
- Investment in construction of multiple watermains (\$1,372.0M)
- Road resurfacing and other state of good repair works (\$399.1M)

Leading:

Government is future-oriented and accountable.

\$256 million

2%

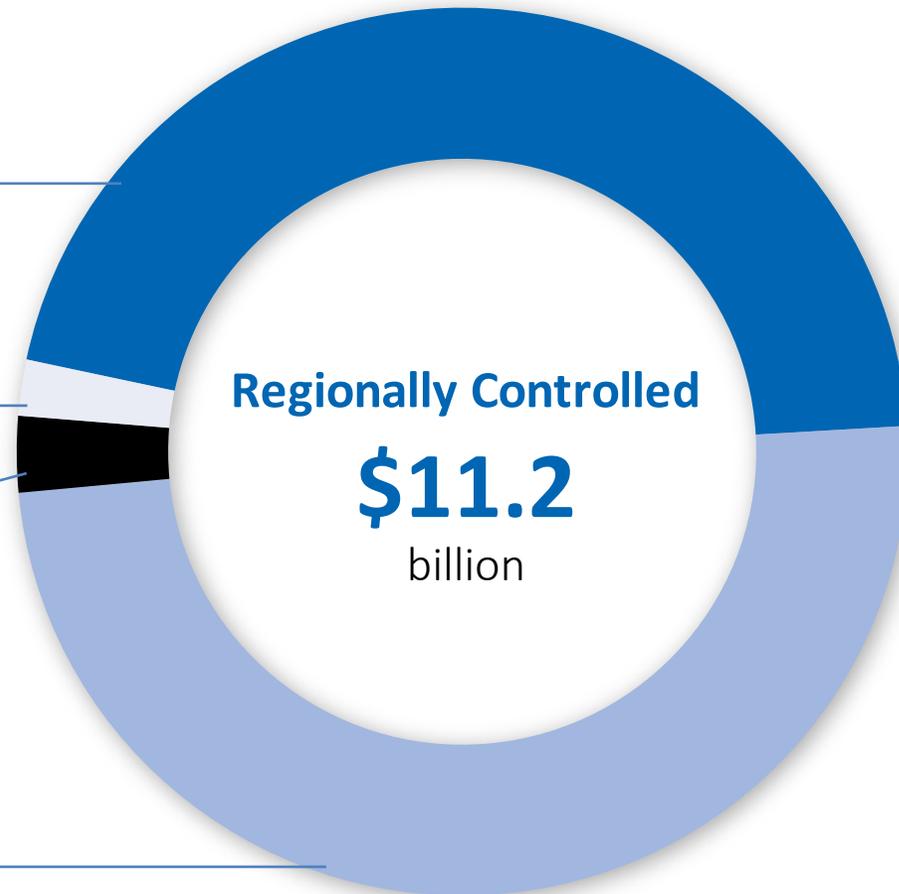
- Maintain and Modernize Technology Assets (\$155.3M)
- Maintain Office Facilities (\$62.5M)
- Climate Change and Energy Management including Pacesetter projects (\$34.3M)

Capital Reserves
\$5,126M, 46%

Debt
\$229M, 2%

External
\$311M, 3%

Development Charges*
\$5,550M, 49%



*Debt may be used from time to time to manage mismatch between development charge collections and growth infrastructure expenditures



State of Good Repair
\$3.8B

34%



DC Funded Growth
\$5.5B

49%



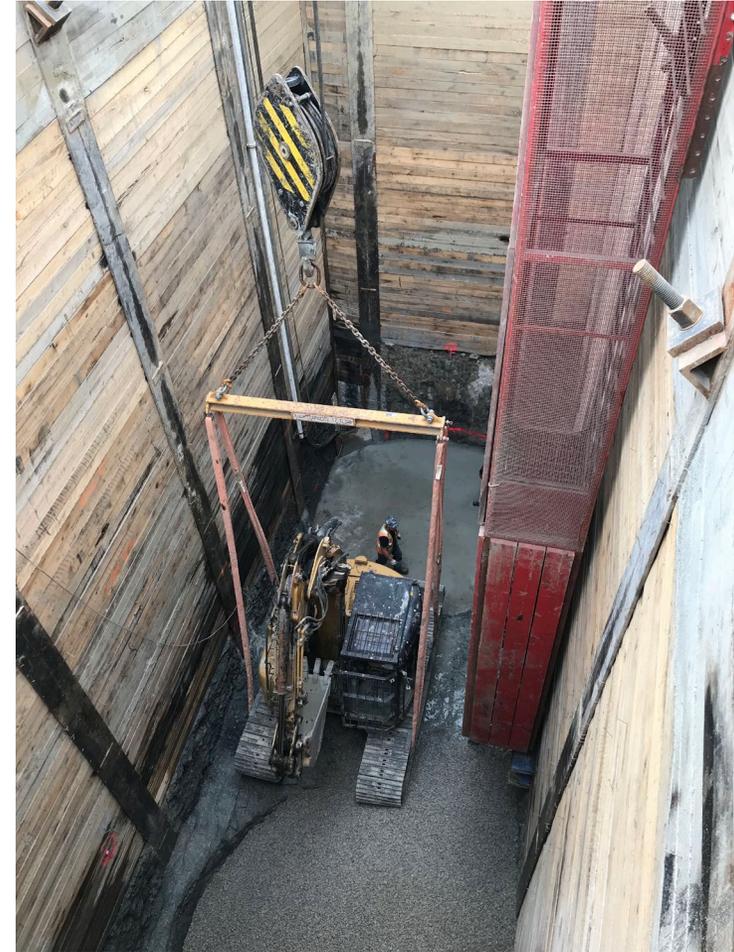
**Non-DC Funded Growth
and Council Priorities**
\$1.9B

17%

Note: For overall Regionally Controlled Services

Why Increase Infrastructure Levy?

- To manage the state of good repair of assets
- To match Federal & Provincial infrastructure funding
- To sustain 2022 and future capital program
- To manage unanticipated capital work



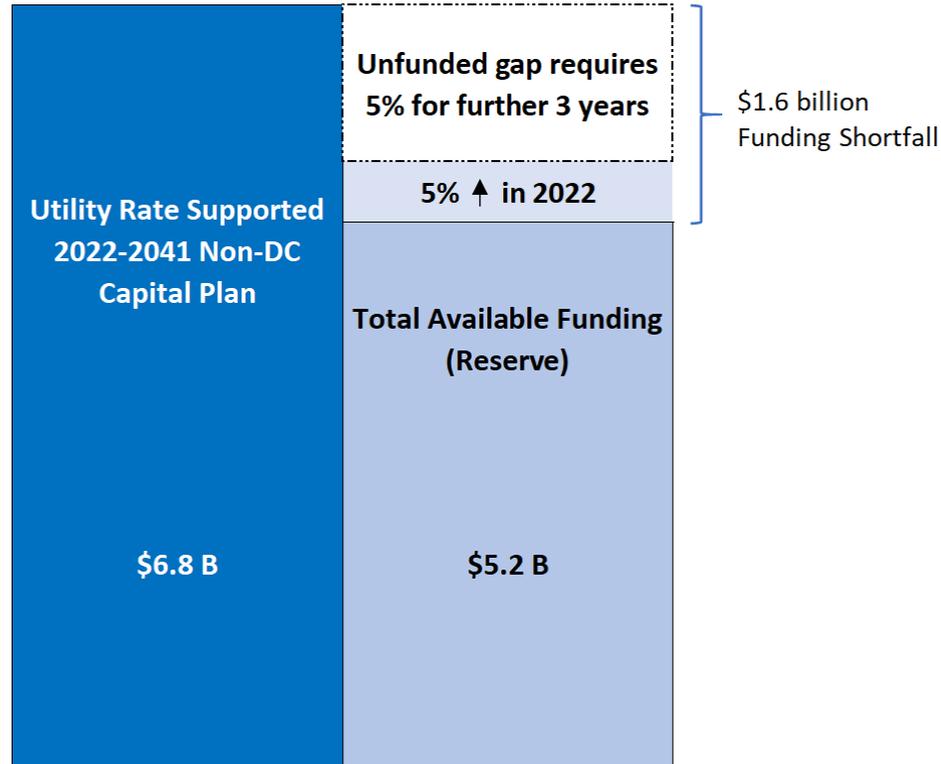
**Tax Supported
20-Year Outlook
State of Good Repair**

Tax Supported 2022-2041 Non-DC Capital Plan \$5.7 B	Unfunded gap requires 1% for further 8 years	} \$2.0 billion Funding Shortfall
	1% ↑ in 2022	
	Total Available Funding (Reserve) \$3.7 B	

**Total Asset Value: \$4.2 B
Regionally Controlled Services**



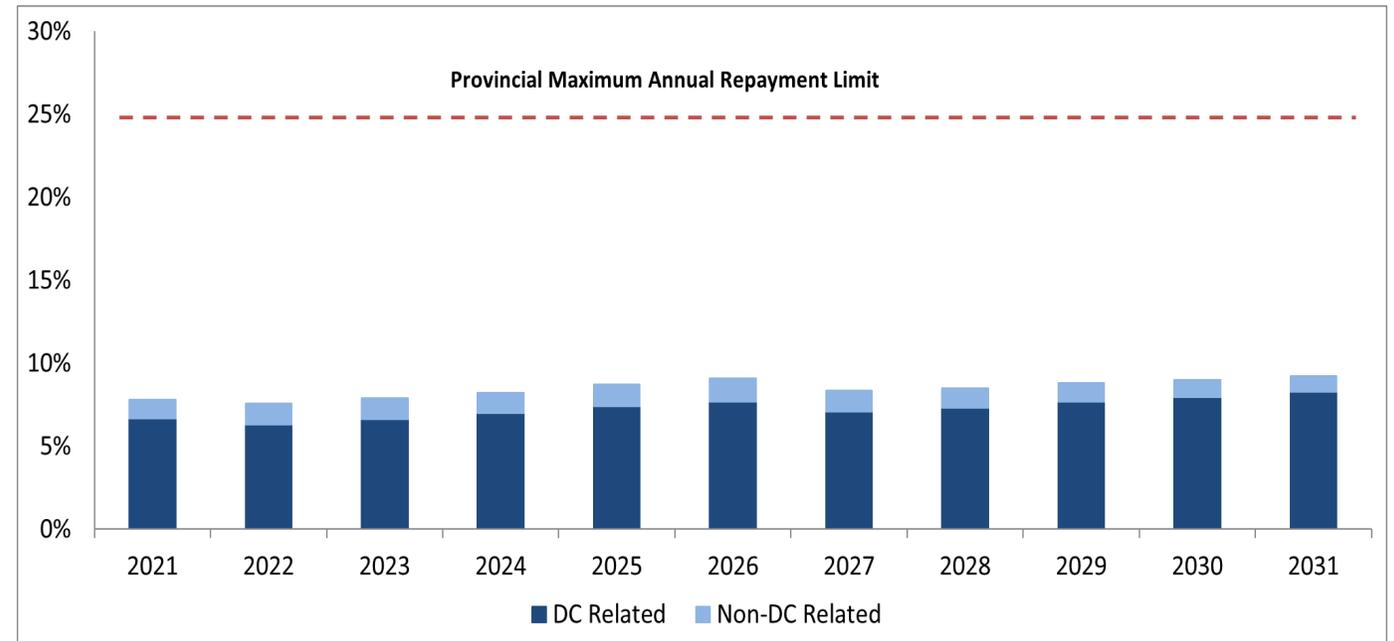
**Utility Rate Supported
20 Year Outlook
State of Good Repair**



**Total Asset Value: \$27.6 B
Regionally Controlled Services**

Strategic, Planned Approach

- Debt levels expected to increase, supporting growth, but will remain manageable
 - Increasing own source revenue results in forecasted ARL % remaining below 10%
- Multi-year forecasting allows for planning and balancing of operational and financial considerations
 - Where possible, align capital spending with actual growth trends to reduce financial risks
- Historical low interest burden allows for future flexibility



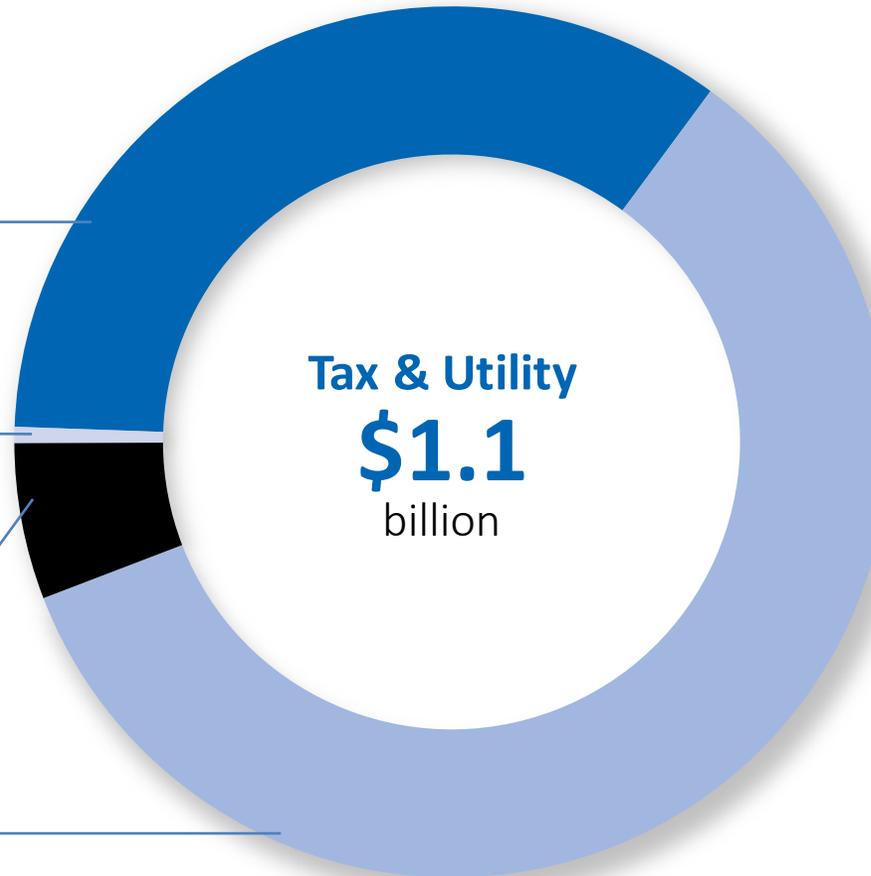
- Current Regional gross debt outstanding ~\$1.8 billion
 - Net debt ~\$1.4 billion

Regionally Controlled Tax Supported
\$364M, **32%**

Conservation Authority Managed
\$3M, **<1%**

Police Services
\$60M, **5%**

Utility Rate Supported
\$695M, **62%**



Capital Budget Funding:

- 54% Reserves
- 41% Development Charges*
- 3% 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.

\$162 million

- Housing Master Plan (\$75.2M)
- Peel Living State of Good Repair (\$39.6M)
- New Paramedics reporting stations (\$20.0M construction costs)
- Maintain Ambulance facilities, fleet and support vehicles facilities (\$7.0M)
- Maintain Long Term Care Homes (\$5.1M)



Thriving:

Communities are integrated, safe and complete.

\$929 million

- Investment in G.E. Booth Wastewater Treatment Plant (\$251.0M)
- Road construction, intersection improvements and sustainable and active transportation (\$107.2M)
- Accommodating MTO highway widenings – 401 and QEW (\$41.0M)
- Replacement of Watermains in Peel (\$38.0M)
- Road resurfacing and other state of good repair works (\$30.5M)

6.2-46



Leading:

Government is future-oriented and accountable.

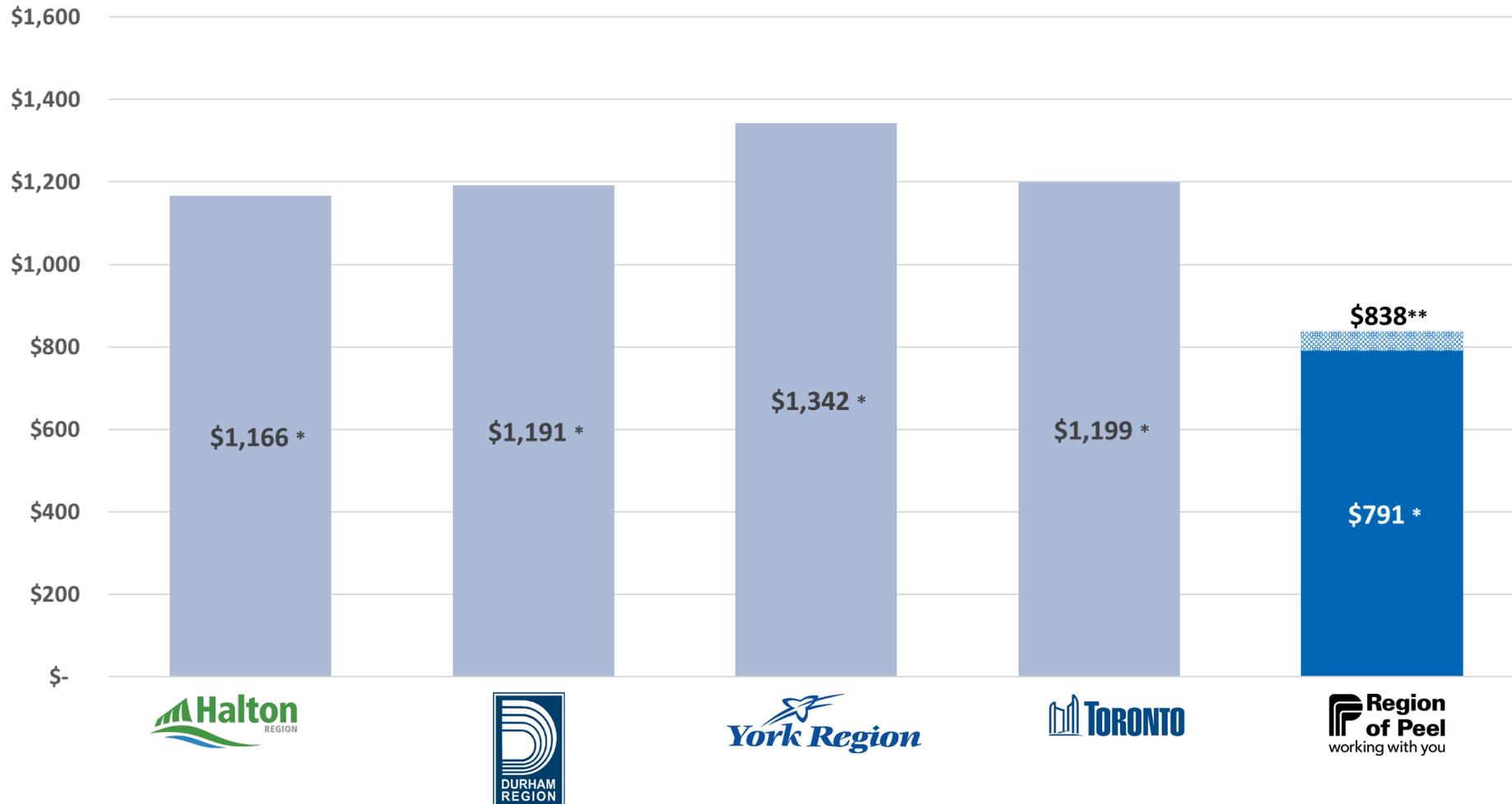
\$32 million

- Climate Change and Energy Management including Pacesetter project at Weaver’s Hill (\$14.5M)
- Maintain and Modernize Technology Assets (\$10.8M)
- Maintain Office Facilities (\$6.3M)

BUDGET SUMMARY



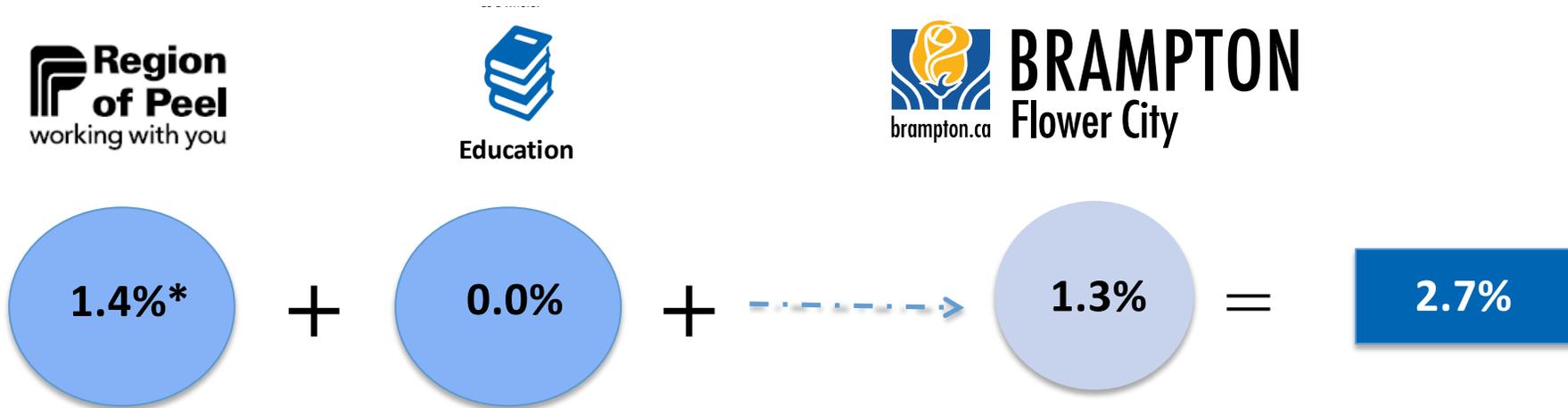
Peel has the Lowest Water Rates in the GTHA



*Based on 2021 Residential Rates

** 2022 Proposed Rate includes 5.8% rate increase

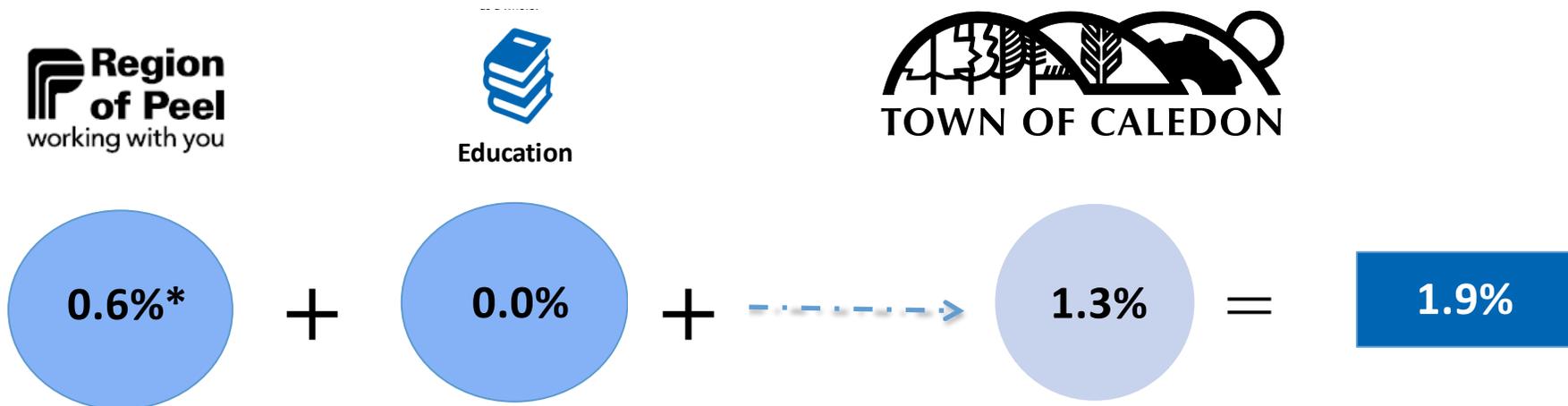
Note: York Region - average of three municipalities: Markham, Vaughan & Richmond Hill



NTL: net tax levy increase

Assumptions:

- * Peel 39% (3.5% NTL increase)
- Education 16% (0% increase)
- Local 45% (2.8% NTL increase)

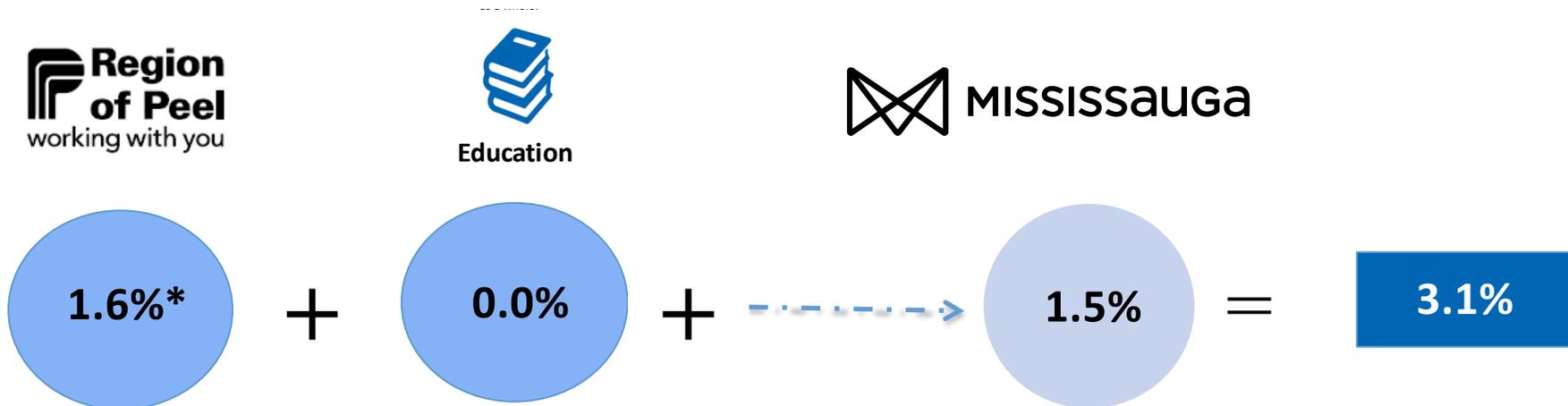


NTL: net tax levy increase

Assumptions:

- * Peel 34% (3.5% NTL increase)
- Education 19% (0% increase)
- Local 47% (2.8% NTL increase)

Average Residential Property Tax Impact City of Mississauga



NTL: net tax levy increase

Assumptions:

- * Peel 45% (3.5% NTL increase)
- Education 19% (0% increase)
- Local 36% (4.3% NTL increase)

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



2023-2025 OUTLOOK



	2022	2023*	2024*	2025*
 Net Tax Levy Increase	3.5%	5.0%	3.8%	3.5%
Regionally Controlled Services	1.9%	3.1%	2.0%	1.8%
External Agencies	1.6%	1.9%	1.8%	1.7%

*Includes 1% for Tax Supported Capital plan, assumes 0.8% for Assessment Growth, and reflects the known impacts of provincial funding changes



Utility Rate Increase

2022

5.8%

2023*

5.8%

2024*

5.8%

2025*

5.8%

** Includes 5% infrastructure levy; rates may change due to the review of the Utility Long Term Financial Plan*

Next Steps:

Regionally Controlled Service Presentations

Future Budget Meetings:

Thursday, December 2 – External agencies

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

Thursday, December 9 & 16 – Reserved for budget deliberations

Living



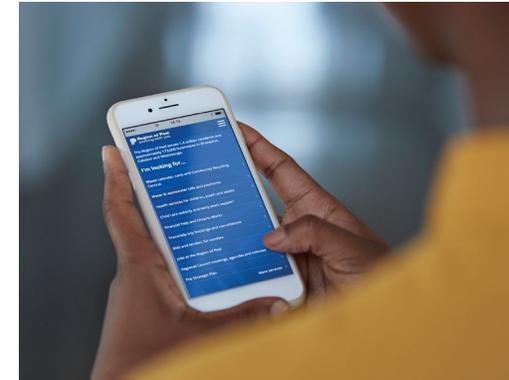
People's lives are improved
in their time of need.

Thriving



Communities are integrated,
safe and complete.

Leading



Government is future-oriented
and accountable.

Investing in better outcomes for residents & businesses