

Services to be presented

Leading

- Enterprise Programs and Services

Thriving

- Heritage, Arts and Culture

Temporary Resources for 2021 COVID-19 Response

Incremental Cost/Revenue Reduction Pressures	(In \$Millions)
<ul style="list-style-type: none"> • Temporary Staffing Resources • Goods and Services (e.g. cleaning, PPE) 	<ul style="list-style-type: none"> \$0.8 1.4
Total Budgeted Pressures	\$2.2
Mitigating the Impact	
<ul style="list-style-type: none"> • Phase 1 Safe Restart Fund 	2.2
Net Tax Levy Impact	\$-

Note: Numbers may not add up due to rounding

Continuous Improvement

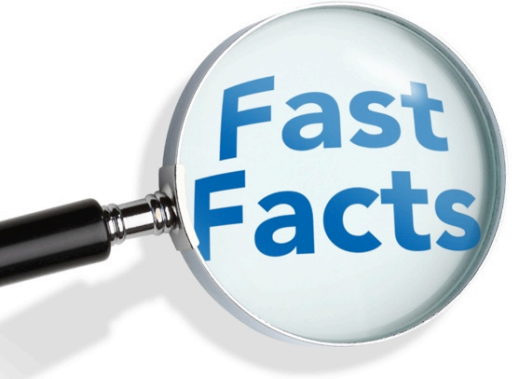
Efficiencies in the 2021 Budget	Cost Savings \$ Million	Cost Avoidance \$ Million
LED Retrofits at Regional office facilities	0.11	-
Contact Centre Callback Options	-	0.36
Streamlined Onboarding Process	0.03	0.26
Other Continuous Improvement Initiatives	0.04	0.14
Total	\$0.18	\$0.76

Additionally, there is \$0.36M in estimated savings for Regionally controlled programs and services from the procurement of energy with multiple suppliers versus a single supplier.

Enterprise Programs and Services

Government is future-oriented and accountable





80%

of managed assets are rated “good” or “very good”

79%

of residents surveyed have a positive perception of value for tax dollars

AAA/Aaa

one of 12 Canadian municipalities with a Triple A credit rating

Platinum

Excellence Canada Accreditation



Social Audience Growth

Facebook 225%
Instagram 250%

LinkedIn 30%
Twitter 30%

How We Are Adapting



- Mobilized workforce
- Adapting Facilities
- Shifting services to digital channels



NEW
in 2021

2021 Service Investment

Service Pressure



Busier and more complex legal environment

Investment



Increased in-house legal expertise to replace more costly external counsel for \$161K



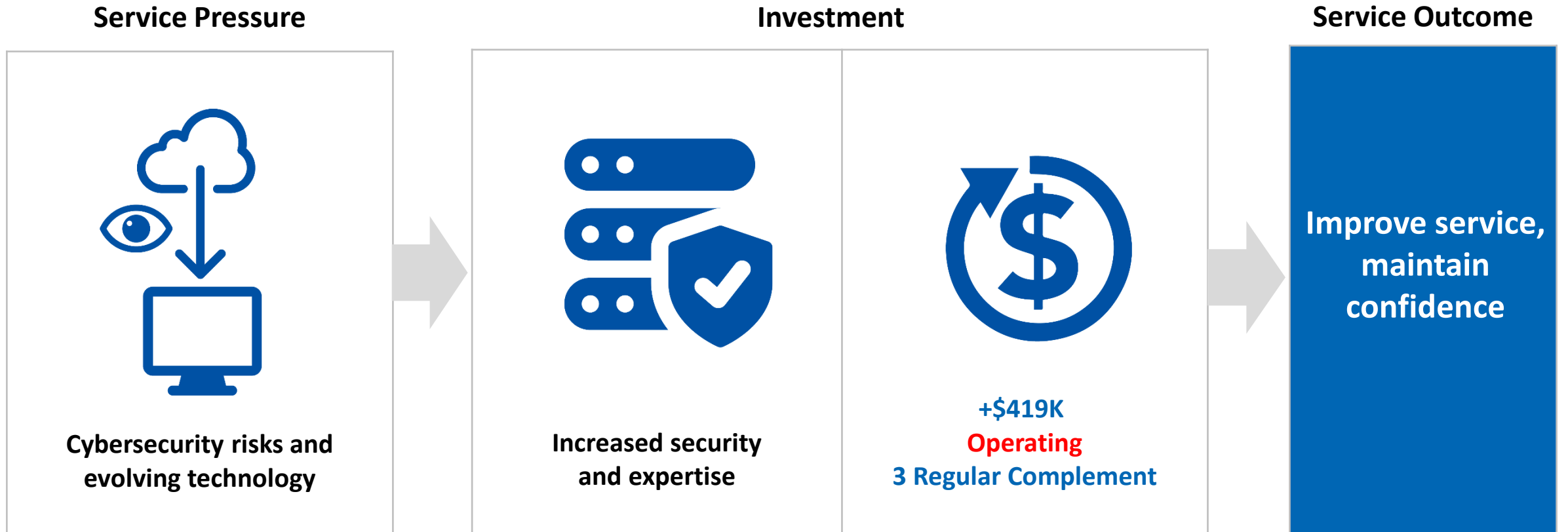
No Operating Impact
1 Regular Complement

Service Outcome

Improve service, maintain confidence

NEW
in 2021

2021 Service Investment



NEW
in 2021

2021 Service Investment

Service Pressure



+60% increased demand from community for direct connection through digital platforms

Investment



Increased engagement across growing social media channels



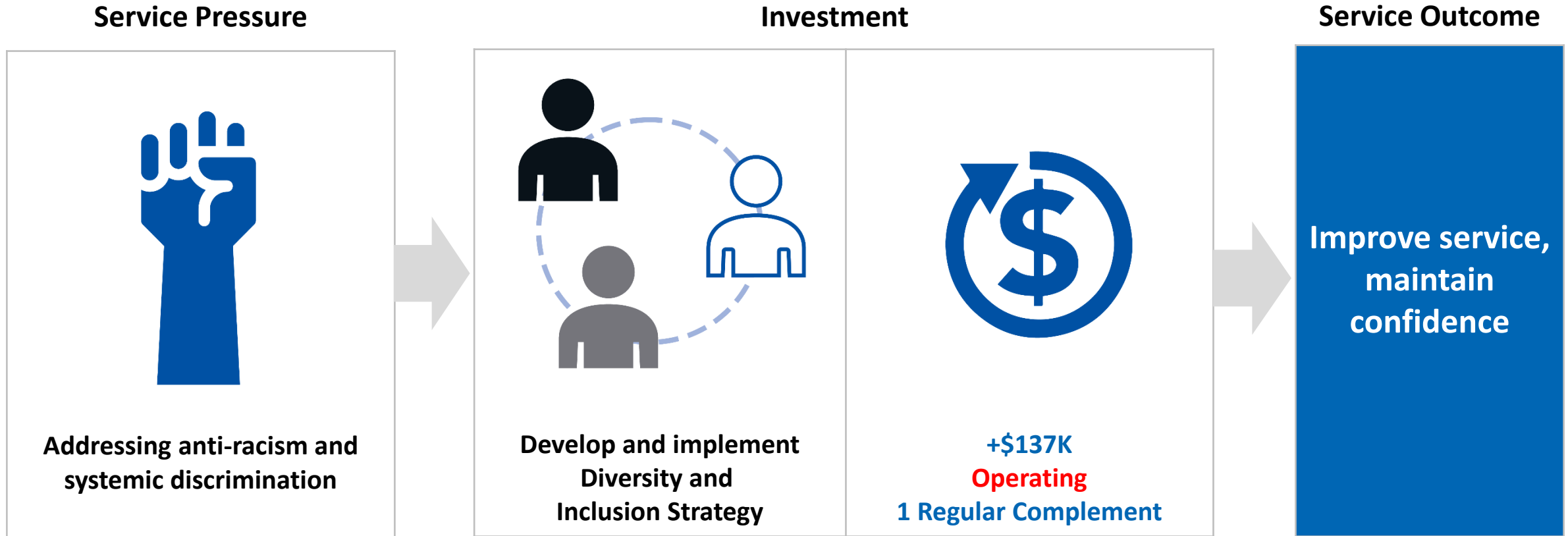
+\$213K
Operating
2 Regular Complement

Service Outcome

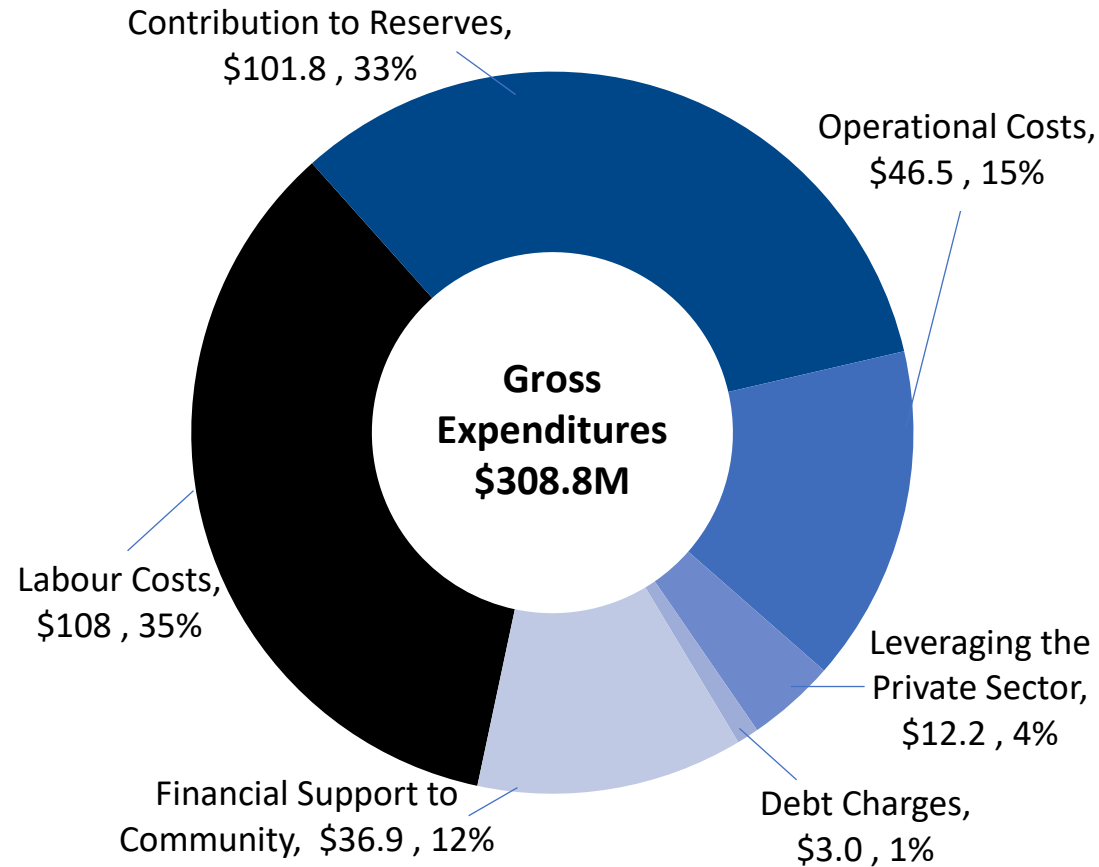
Improve service, maintain confidence

NEW
in 2021

2021 Service Investment



2021 Operating Budget (\$M)



Current Recoveries	Capital Recoveries	Regional Tax	User Fees, Grants & Subsidies	Reserves
\$128.1; 41%	\$11.4; 4%	\$56.6; 18%	\$69.6; 23%	\$43.1; 14%

Summary of 2021 Net Operating Budget

2020 Net Base Budget (In \$Millions)	\$51.4
Cost to maintain 2020 service level	
<ul style="list-style-type: none"> Inflation: labour costs/goods and services Reduced tax subsidy of utility operations Budget reductions and cost mitigation 	\$0.9 (1.6) (5.5)
Sub-total: Cost to maintain 2020 service level	(\$6.2)
2021 Service Demand	
<ul style="list-style-type: none"> Service investments, net of recoveries COVID-19 response (\$2.1M gross; funded by Safe Restart Funding) 	\$0.1 -
Sub-total: Operations Before Infrastructure Levy	(\$6.1)
2021 - Levy to maintain infrastructure	11.3
2021 Proposed Net Budget Change from 2020	\$5.2
Proposed Total 2021 Net Budget	\$56.6

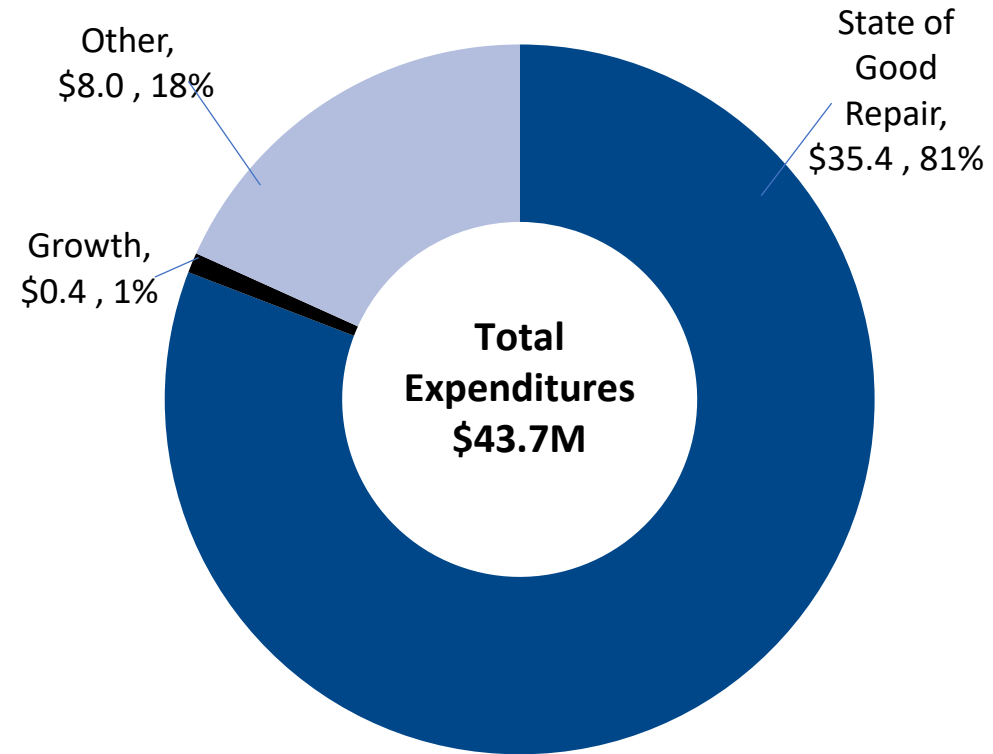
2021 Capital Budget – \$43.7 Million

Key Highlights

- \$24.1M to maintain Information Technology
- \$11.3M to maintain Regional Office Facilities in a state of good repair
- \$5.0M for process and technology solutions
- \$2.2M for initiatives to adapt and mitigate the impacts of climate change
- \$0.4M for development charge updates



2021 Capital Budget (\$M)



Internal Reserves	Development Charges
\$43.4; 99%	\$0.4; 1%

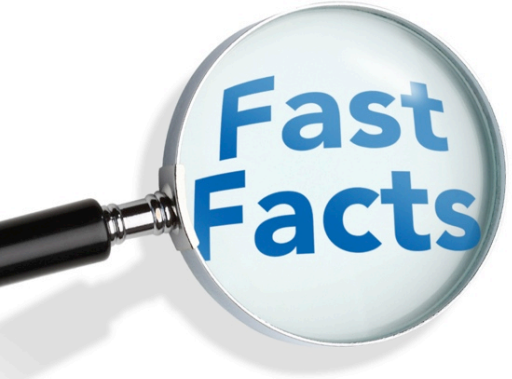
Key Financial Information

	Resources to Achieve Level of Service		
	2020	2021	
Total Expenditures (\$M)	\$157.4	\$169.3	
Total Revenues (\$M)	\$106.0	\$112.7	
Net Expenditures (\$M):			
- Operating (\$M)	\$51.4	\$45.3	
- Levy to Maintain Infrastructure (\$M)	-	\$11.3	
Total Net Expenditure (\$M)	\$51.4	\$56.6	
Full-time Staffing Resources	789	798	
Capital Investment (\$M)		\$43.7	
10-Year Capital Investment (\$M)		\$223.0	
Outlook Years	2022	2023	2024
Net Increase/(Decrease) (\$M)	\$12.1	\$1.6	\$1.3
% Increase/(Decrease)	21.4%	2.3%	1.8%

Heritage, Arts and Culture

Supports residents
being engaged in an
understanding of our
history and culture,
and to live in cohesive
communities





50

diverse community partnerships continued in 2020

16,760

estimated in-person and virtual visitors in 2020

75%

of visitors recommend PAMA services

227,223

unique pageviews across social media, YouTube, PAMA website, archives blog

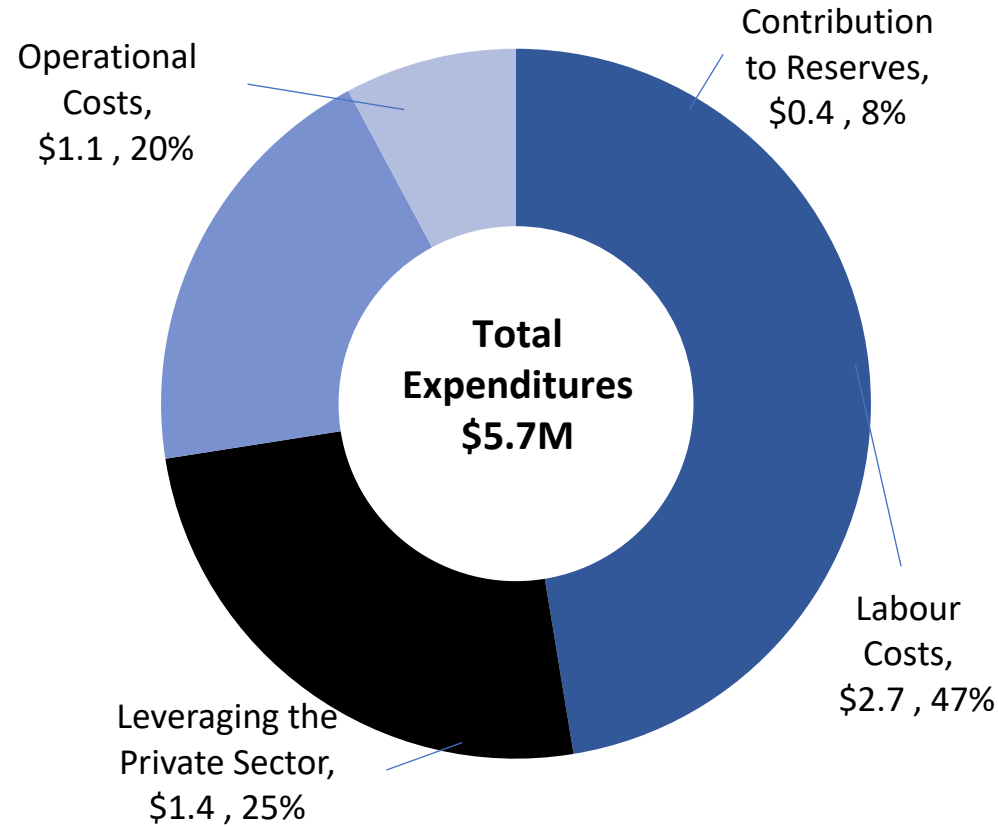
How We Are Adapting



- Innovative partnerships with community agencies across the Region of Peel
- Increased digital engagement through exhibitions and programs
- Engaging programs and exhibitions which foster lifelong learning through arts and culture
- Building cross-cultural understanding through multi-dimensional programming and inclusive co-creative experiences



2021 Operating Budget (\$M)



Regional Tax	Grants & Subsidies	Fees & Service Charges	Reserves
\$5.3; 93%	\$0.0; 1%	\$0.2; 3%	\$0.2; 3%

Summary of 2021 Net Operating Budget

2020 Net Base Budget (In \$Millions)	\$5.2
Cost to maintain 2020 service level	
<ul style="list-style-type: none"> Inflation: labour costs/goods and services Cost mitigation: savings resulting from the ongoing review of budgets (\$30K) 	\$0.1 -
Sub-total: Cost to maintain 2020 service level	\$0.1
2021 Service Demand	
<ul style="list-style-type: none"> COVID-19 response (\$0.1M gross; funded by Safe Restart Funding) 	-
2021 Proposed Net Budget Change from 2020	\$0.1
Proposed Total 2021 Net Budget	\$5.3

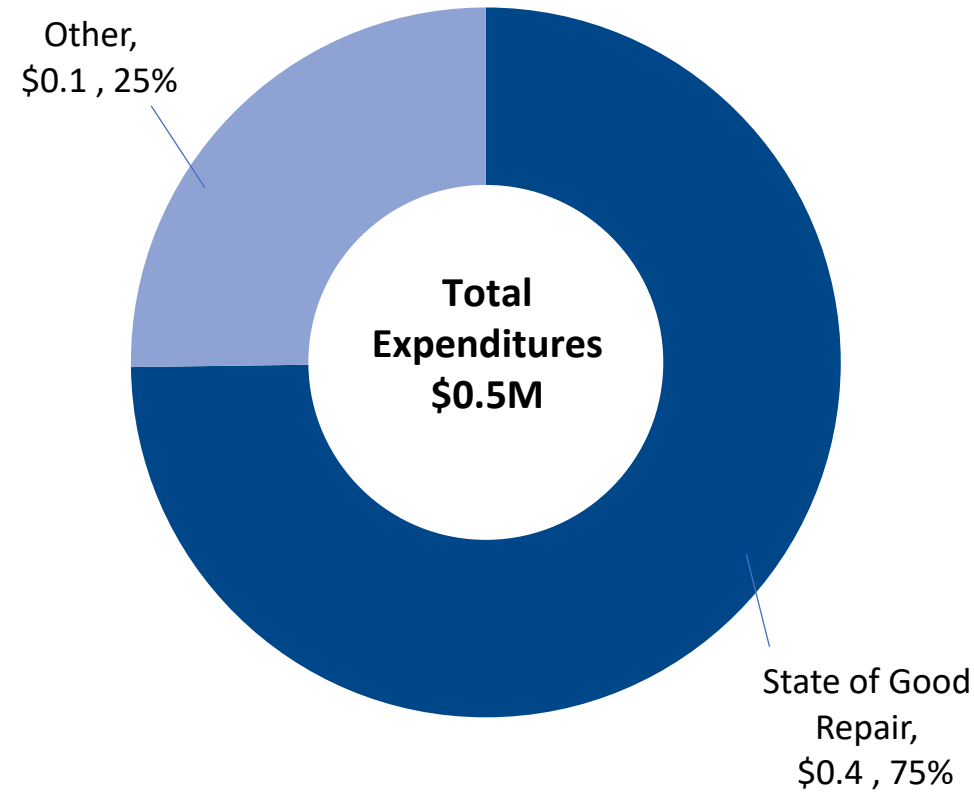
2021 Capital Budget – \$0.5 Million

Key Highlights

- \$0.4M to maintain heritage facilities in a state of good repair
- \$0.1M to identify the long-term needs and business requirements of the Region's archives and to establish a plan for future growth



2021 Capital Budget (\$M)





Internal Reserves
\$0.5; 100%

Key Financial Information

	Resources to Achieve Level of Service		
	2020	2021	
Total Expenditures (\$M)	\$5.6	\$5.7	
Total Revenues (\$M)	\$0.4	\$0.4	
Net Expenditures (\$M)	\$5.2	\$5.3	
Full-time Staffing Resources	22	22	
Capital Investment (\$M)		\$0.5	
10-Year Capital Investment (\$M)		\$9.1	
Outlook Years	2022	2023	2024
Net Increase (\$M)	\$0.1	\$0.1	\$0.1
% Increase	2.4%	2.0%	1.9%

Summary of 2021 Service Budgets

	Operating (\$M)*	Capital (\$M)
 Leading Enterprise Programs and Services**	\$56.6M	\$43.7M
 Thriving Heritage, Arts and Culture	\$5.3M	\$0.5M

* Net expenditure

** Enterprise Programs and Services includes funding to maintain infrastructure

Summary of Service Outcomes



Enterprise Programs and Services

Government is future-oriented
and accountable



Heritage, Arts and Culture

Supports residents being engaged in an
understanding of our history and culture,
and to live in cohesive communities