

Services to be presented

Thriving

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

Living

- TransHelp

Temporary Resources for 2021 COVID-19 Response

Incremental Cost/Revenue Reduction Pressures	(In \$Millions)
<ul style="list-style-type: none"> • Goods and Services (e.g. cleaning, PPE) • Other 	\$2.4 0.9
Total Budgeted Pressures	\$3.3
Mitigating the Impact	
<ul style="list-style-type: none"> • Phase 1 Safe Restart Fund 	\$3.3
Net Tax Levy Impact (or Utility Rate Impact)	\$ -

Continuous Improvement

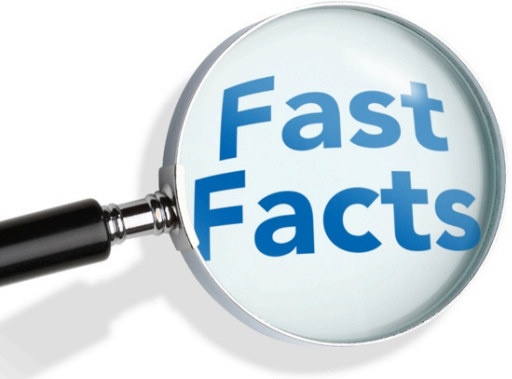
Efficiencies in the 2021 Budget	Cost Savings \$ Millions	Cost Avoidance \$ Millions
Operational process improvements	\$0.9	\$0.2
Contractual renegotiations	0.2	-
TOTAL	\$1.0	\$0.2

Note: Numbers may not add up due to rounding

Water Supply

Safe, reliable
and high quality
drinking water





585 million

litres of safe drinking water produced every day

4,700 km

length of watermains

26,565

fire hydrants inspected annually

339,150

water accounts

How We Are Adapting

ADAPTING

- Optimizing operational processes in response to COVID-19
- Updating Long-Term Financial Sustainability Plan
- Updating Water Efficiency Strategy
- Supporting the introduction of Brampton's new storm water charge
- Updating the utility billing portal and improving public communication during construction projects



NEW
in 2021

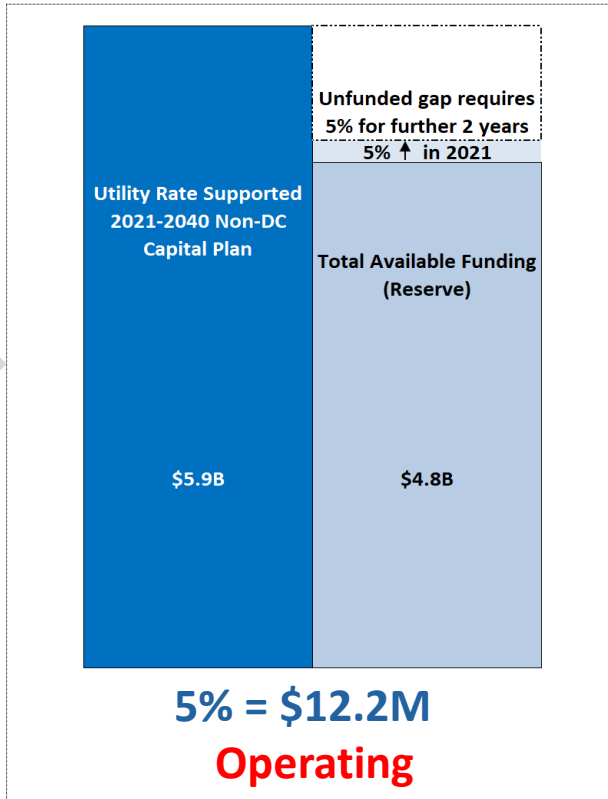
2021 Service Investment

Service Pressure



- Growth
- Aging infrastructure

Investment



Service Outcome

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

NEW
in 2021

2021 Service Investment

Service Pressure



- Growth
- Regulatory

Investment



Water customer
account management
+\$126K

Operating

2 Regular Complement

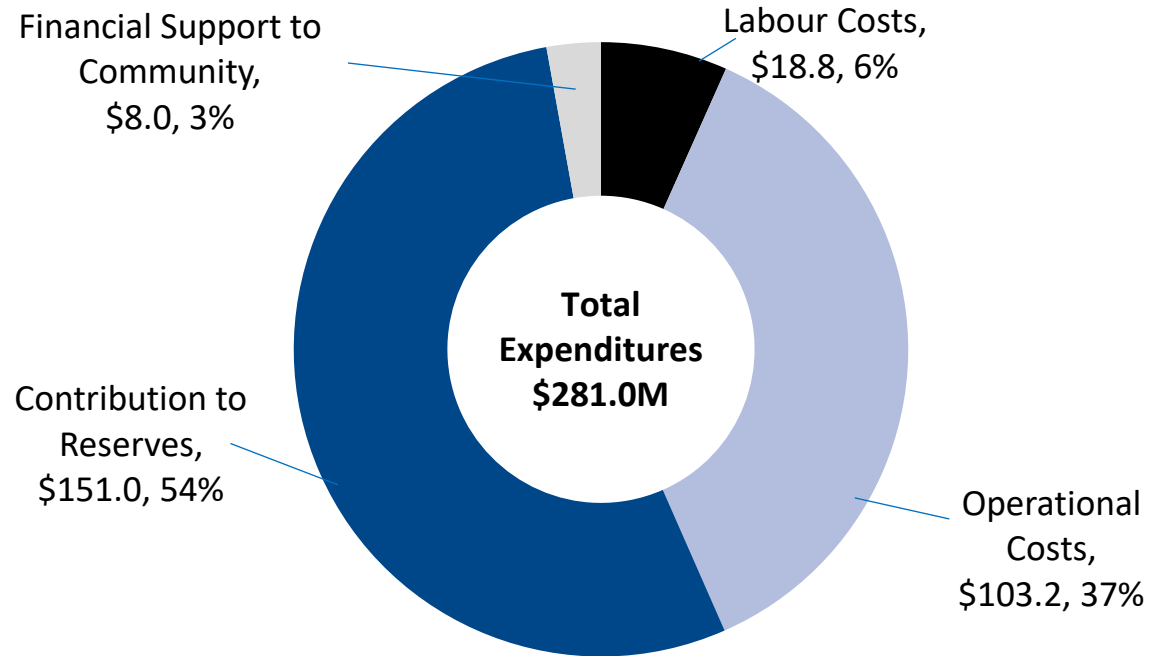
Excess soil management
+\$2.0M

Capital

Service Outcome

Safe, reliable and
high quality
drinking water

2021 Operating Budget (\$M)



Utility Rate	External Recoveries
\$260.0; 93%	\$21.0; 7%

Summary of 2021 Net Operating Budget

2020 Net Base Budget (In \$Millions)	\$247.2
Cost to maintain 2020 service level	
<ul style="list-style-type: none"> • Inflation: Labour costs/Goods and services • Reduction in tax support of utility operations • OCWA contractual increases • Electricity rate increase • Cost mitigation • Managing risk to declining consumption 	<p>\$1.1</p> <p>0.2</p> <p>0.8</p> <p>0.4</p> <p>(0.5)</p> <p>(1.6)</p>
Sub-total: Cost to maintain 2020 service level	\$0.4
2021 Service Demand	
<ul style="list-style-type: none"> • 5% rate increase to maintain infrastructure • Water customer account management • COVID-19 impact – PPE and enhanced cleaning (Phase 1 Safe Restart Fund) 	<p>\$12.2</p> <p>0.1</p> <p>-</p>
2021 Proposed Net Budget Change from 2020	\$12.7
Proposed Total 2021 Net Budget	\$260.0

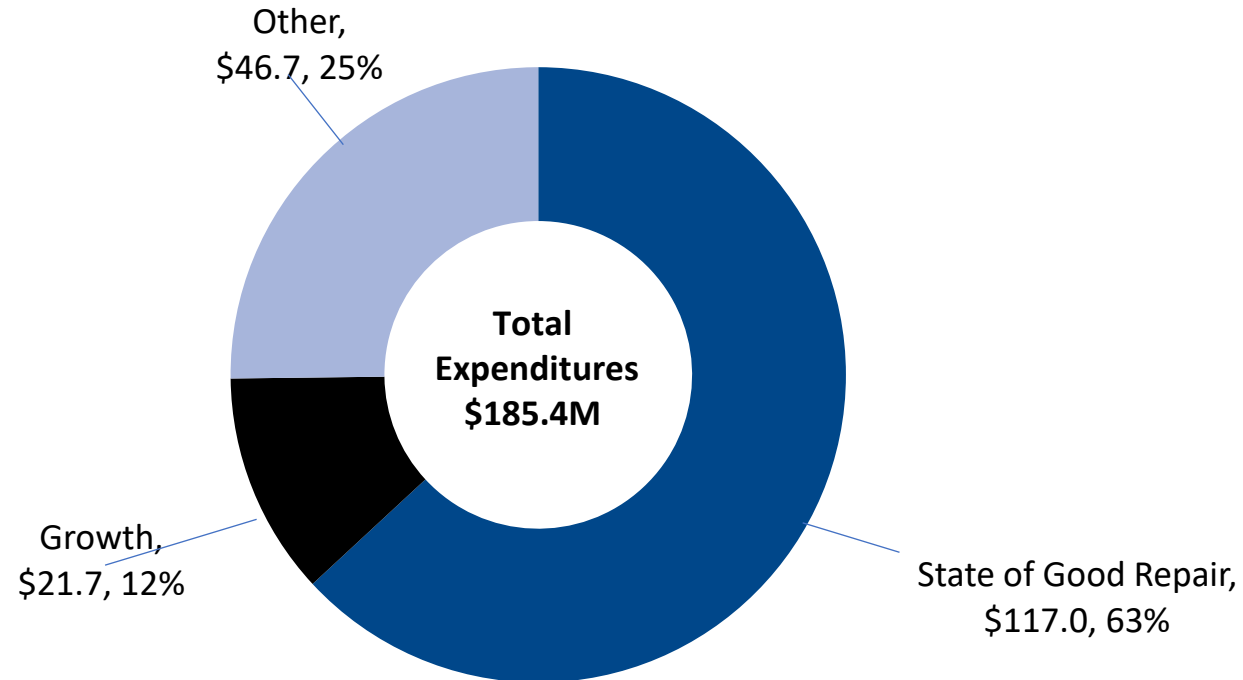
2021 Capital Budget – \$185.4 Million

Key Highlights

- \$67.0M for Watermain replacement and rehabilitation projects in Peel
- \$37.0M for MTO highway widenings – 401 and QEW and Hurontario Light Rail Transit
- \$17.0M for pumping station improvements and upgrades
- \$12.0M for water treatment plant replacements and maintenance
- \$2.0M for excess soils regulation implementation



2021 Capital Budget (\$M)



Internal Reserves	External Funding	Development Charges
\$149.4; 80%	\$14.4; 8%	\$21.7; 12%

Key Financial Information

	Resources to Achieve Level of Service	
	2020	2021
Total Expenditure (\$M)	\$266.6	\$281.0
Total Revenue (\$M)	\$19.4	\$21.0
Net Expenditures (\$M)	\$247.2	\$260.0
Full-time Staffing Resources	294	296
Capital Investment (\$M)	\$287.5	\$185.4
10-Year Capital Investment (\$M)	\$1,958.6	\$2,134.9

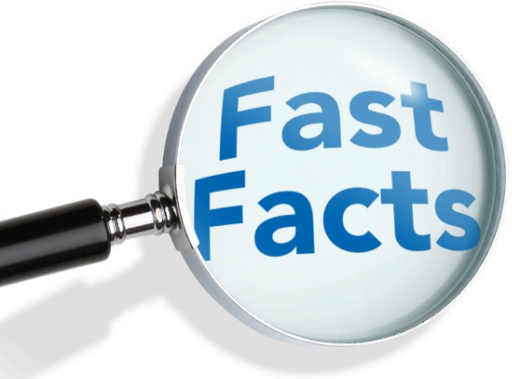
Outlook Years	2022	2023	2024
Net Increase (\$M)	\$18.5	\$17.6	\$3.0*
% Increase	7.1% 7.3-13	6.3%	1.0%

*Excludes the 5% increase to maintain infrastructure; to be reviewed by the end of 2023.

Wastewater

Safely treating
millions of litres
of wastewater
everyday





680 million

litres of wastewater treated every day

3,680 km

length of sanitary sewer mains

450 km

of sewer mains inspected annually

332,550

wastewater accounts



How We Are Adapting

- Optimizing the operating process in response to COVID-19
- Investing in new technology and construction standards
- Addressing the top inflow and infiltration areas
- Reducing our carbon footprint
- Expanding the sanitary sewer system to manage excess flows
- Reviewing the Wastewater Industrial Surcharge Program



NEW
in 2021

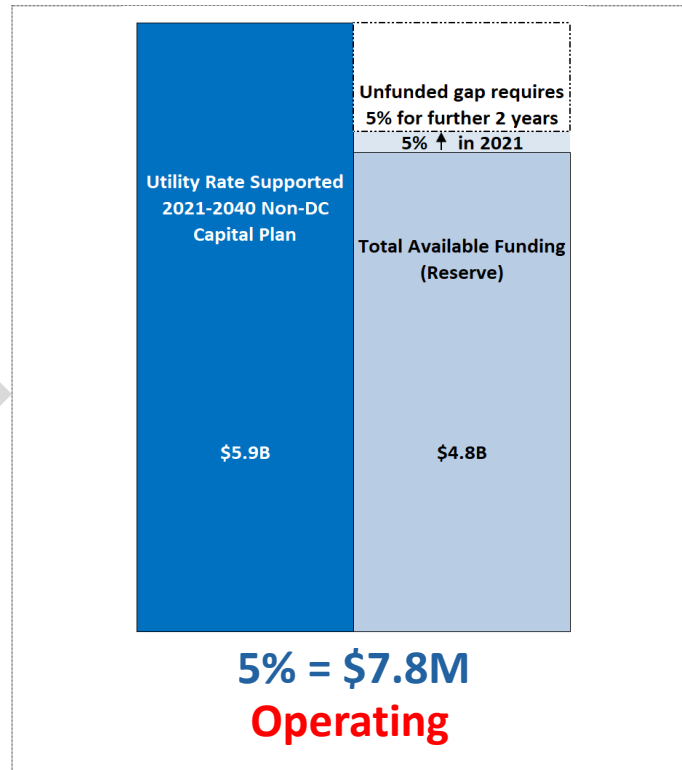
2021 Service Investment

Service Pressure



- Growth
- Aging infrastructure

Investment



Service Outcome

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

NEW
in 2021

2021 Service Investment

Service Pressure



- Growth
- Aging infrastructure
- Climate change

Investment

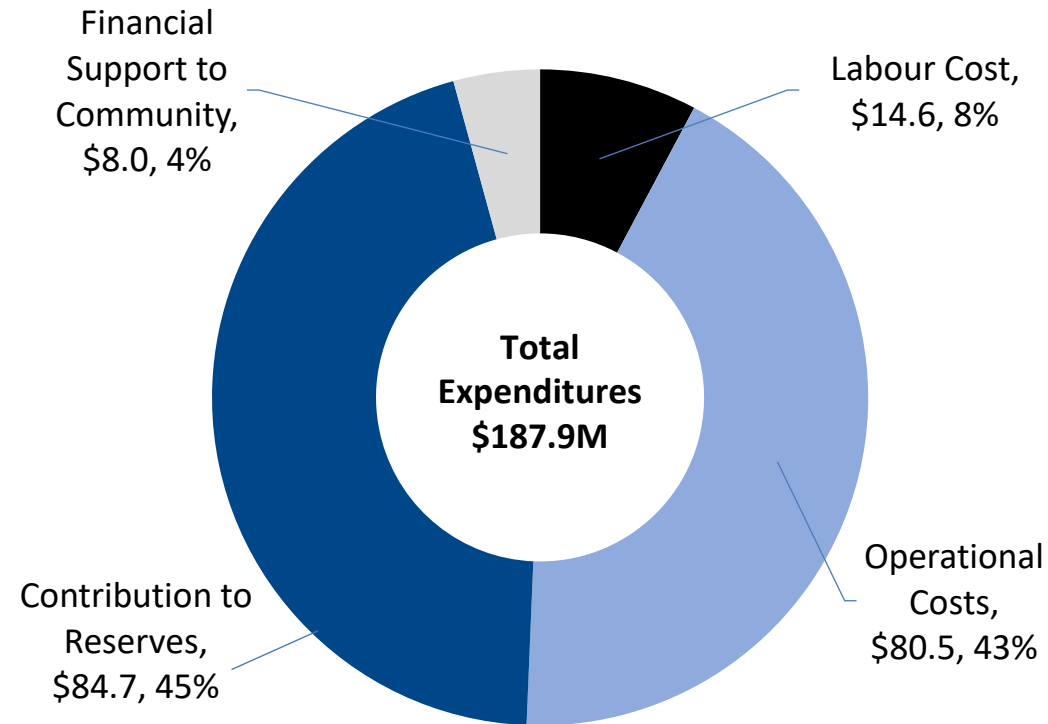


+\$239K
(Recovered from capital)
No Operating Impact
2 Regular Complement

Service Outcome

Wastewater is removed in a safe and environmentally responsible manner

2021 Operating Budget (\$M)



Utility Rate	External Recoveries
\$177.3; 94%	\$10.6; 6%

Summary of 2021 Net Operating Budget

2020 Net Base Budget (In \$Millions)	\$158.3
Cost to maintain 2020 service level	
<ul style="list-style-type: none"> • Inflation: Labour costs/Goods and services • Reduction in tax support of utility operations • OCWA contractual increases • Cost mitigation • Electricity savings • Managing risk to declining consumption 	<p>\$1.0</p> <p>1.4</p> <p>0.9</p> <p>(0.1)</p> <p>(1.1)</p> <p>(1.0)</p>
Sub-total: Cost to maintain 2020 service level	\$1.2
2021 Service Demand	
<ul style="list-style-type: none"> • 5% rate increase to maintain infrastructure • Inflow & Infiltration mitigation (capital recovery) • Wastewater pumping station capital improvement (capital recovery) • COVID-19 impact – PPE and enhanced cleaning (Phase 1 Safe Restart Fund) 	<p>\$7.8</p> <p>-</p> <p>-</p> <p>-</p>
2021 Proposed Net Budget Change from 2020	\$9.0
Proposed Total 2021 Net Budget	\$167.3

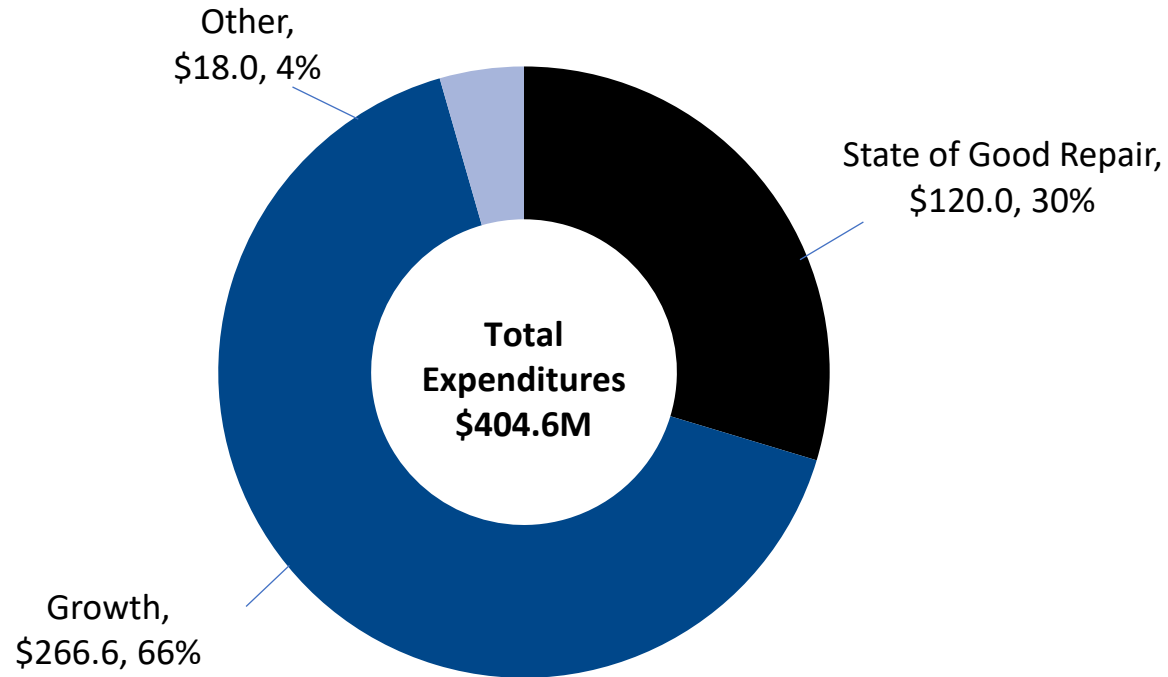
2021 Capital Budget – \$404.6 Million

Key Highlights

- \$180M for East-West Diversion Sanitary Trunk Sewer
- \$86M for Region’s linear wastewater infrastructure to maintain a state of good repair
- \$20M for Centre View Sanitary Trunk Sewer
- \$34M for G.E. Booth Wastewater Treatment Plant major maintenance and odour control improvements
- \$15M for lining of the West Sanitary Trunk Sewer Twinning



2021 Capital Budget (\$M)



Internal Reserves	Development Charges
\$138.0; 34%	\$266.6; 66%

Key Financial Information

	Resources to Achieve Level of Service	
	2020	2021
Total Expenditure (\$M)	\$178.8	\$187.9
Total Revenue (\$M)	\$20.5	\$20.6
Net Expenditures (\$M)	\$158.3	\$167.3
Full-time Staffing Resources	242	244
Capital Investment (\$M)	\$429.7	\$404.6
10-Year Capital Investment (\$M)	\$3,409.5	\$3,945.4

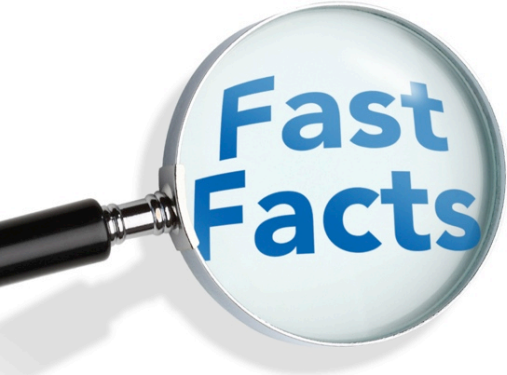
Outlook Years	2022	2023	2024
Net Increase (\$M)	\$13.9	\$12.6	\$3.0*
% Increase	8.3% 7.3-23	6.9%	1.5%

*Excludes the 5% increase to maintain infrastructure; to be reviewed by the end of 2023.

Waste Management

Reliable, safe and environmentally responsible





552,000

tonnes of residential waste managed annually

5,000+

additional number of Peel Region households annually

50%

diversion rate from landfill

7%+

increase in organics tonnes collected and processed

ADAPTING

How We Are Adapting

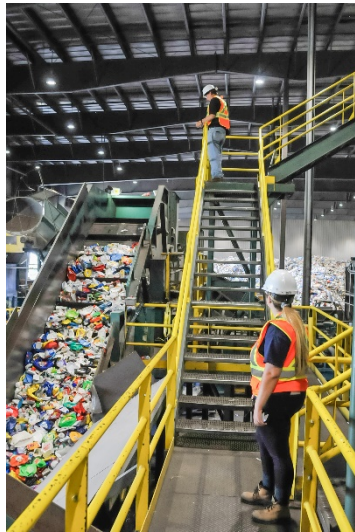
- Upgraded Peel’s Material Recovery Facility to produce recovered recyclables that meet market quality expectations
- Improving diversion by building an Anaerobic Digestion Facility
- Adjusting green bin collection and processing capacity to accommodate organics growth due to COVID-19
- Reducing touch points by going cashless, and accepting debit and credit only at CRCs



NEW
in 2021

2021 Service Investment

Service Pressure



- Growth
- Increasing diversion

Investment



Additional tonnage due to new Households

+\$0.4M



+1 contract to support Blue Box Transition

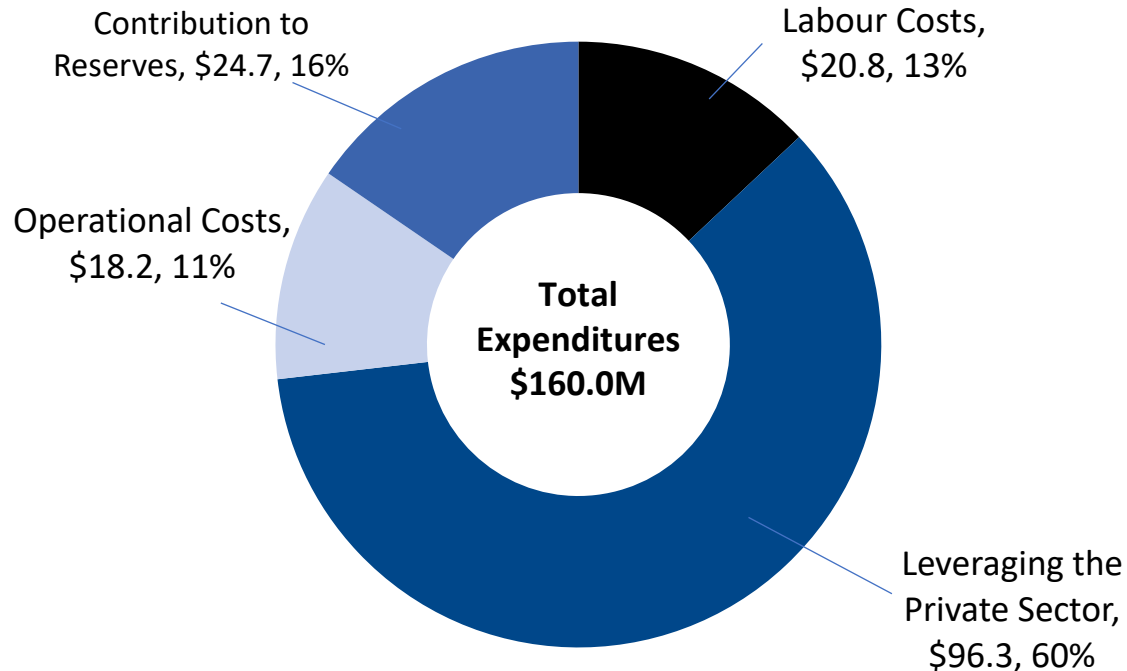
+\$0.1M*

Operating
1 Contract Staff

Service Outcome

Waste Management in the Region of Peel is reliable, safe and environmentally responsible

2021 Operating Budget (\$M)



Regional Tax	Grants & Subsidies	Fees & Service Charges	Reserves
\$128.9; 81%	\$14.9; 9%	\$14.9; 9%	\$1.3; 1%

Summary of 2021 Net Operating Budget

2020 Net Base Budget (In \$Millions)	\$129.5
Cost to maintain 2020 service level	
<ul style="list-style-type: none"> • Inflation: Labour costs/Goods and services • Funding increase from producers • Operational efficiencies 	<p>\$1.0</p> <p>(1.5)</p> <p>(0.4)</p>
Sub-total: Cost to maintain 2020 service level	(\$0.9)
2021 Service Demand	
<ul style="list-style-type: none"> • Incremental tonnage • Increase in Organics tonnage (Phase 1 Safe Restart Fund) • Contract to support Blue Box Transition (capital recovery) 	<p>\$0.4</p> <p>-</p> <p>-</p>
2021 Proposed Net Budget Change from 2020	(\$0.5)
Proposed Total 2021 Net Budget	\$128.9

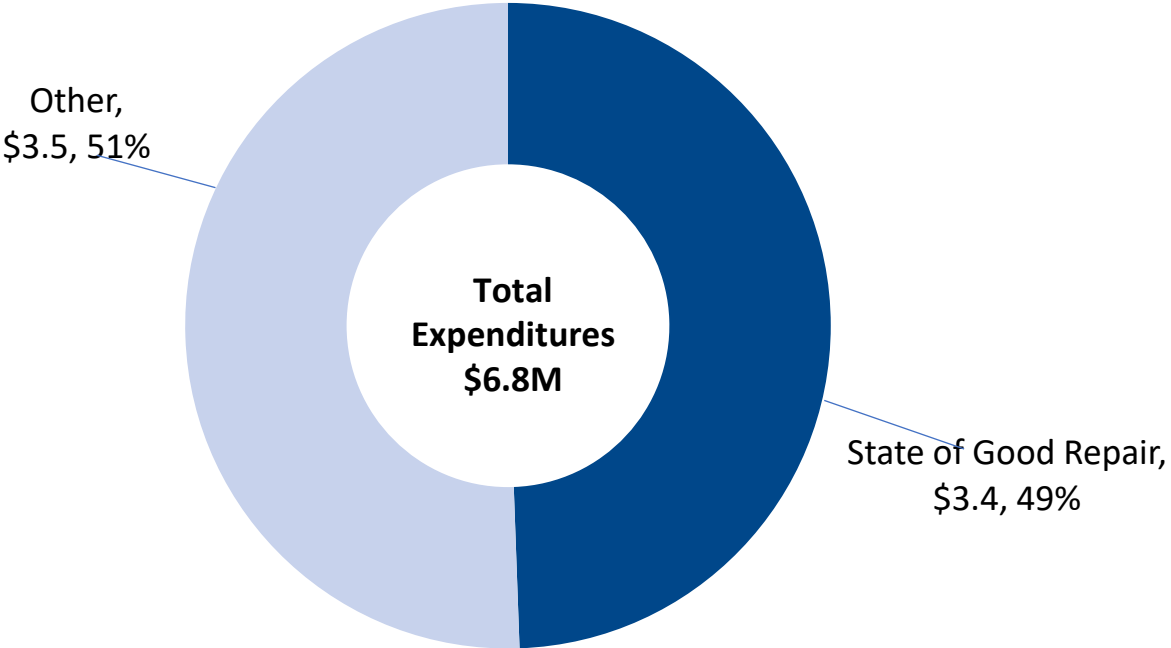
2021 Capital Budget – \$6.8 Million

Key Highlights

- \$3.4M to maintain waste facilities in a state of good repair
- \$1.7M to purchase carts for new households
- \$1.3M to monitor and maintain closed landfill sites



2021 Capital Budget (\$M)



Internal Reserves
\$6.8; 100%

Key Financial Information

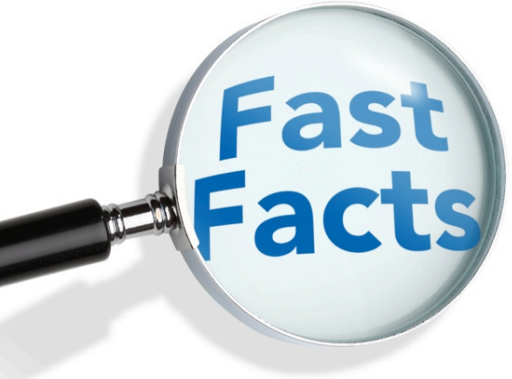
	Resources to Achieve Level of Service	
	2020	2021
Total Expenditures (\$M)	\$157.4	\$160.0
Total Revenue (\$M)	\$27.9	\$31.1
Net Expenditures (\$M)	\$129.5	\$128.9
Full-time Staffing Resources	195	195
Capital Investment (\$M)	\$9.1	\$6.8
10-Year Capital Investment (\$M)	\$339.9	\$339.6

Outlook Years	2022	2023	2024
Net Increase (\$M)	\$3.4	\$2.5	(\$1.0)
% Increase	2.6%	1.9%	(0.7%)

Land Use Planning

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





47.5%

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

3,200

submissions – anticipated development review activity

53,000

estimated number of housing units in the development approvals process

52%

estimated population growth by 2051



How We Are Adapting

- Further integrating growth management
- Working with local municipalities to adapt to provincial changes
- Planning for 2051 horizon
- Streamlining development review
- Updating development fee structure
- Developing new planning implementation tools



NEW
in 2021

2021 Service Investment

Service Pressure



Growth
Affordable housing supply

Investment



**Affordable Housing Incentive
Pilot Initiative –
capital investment**

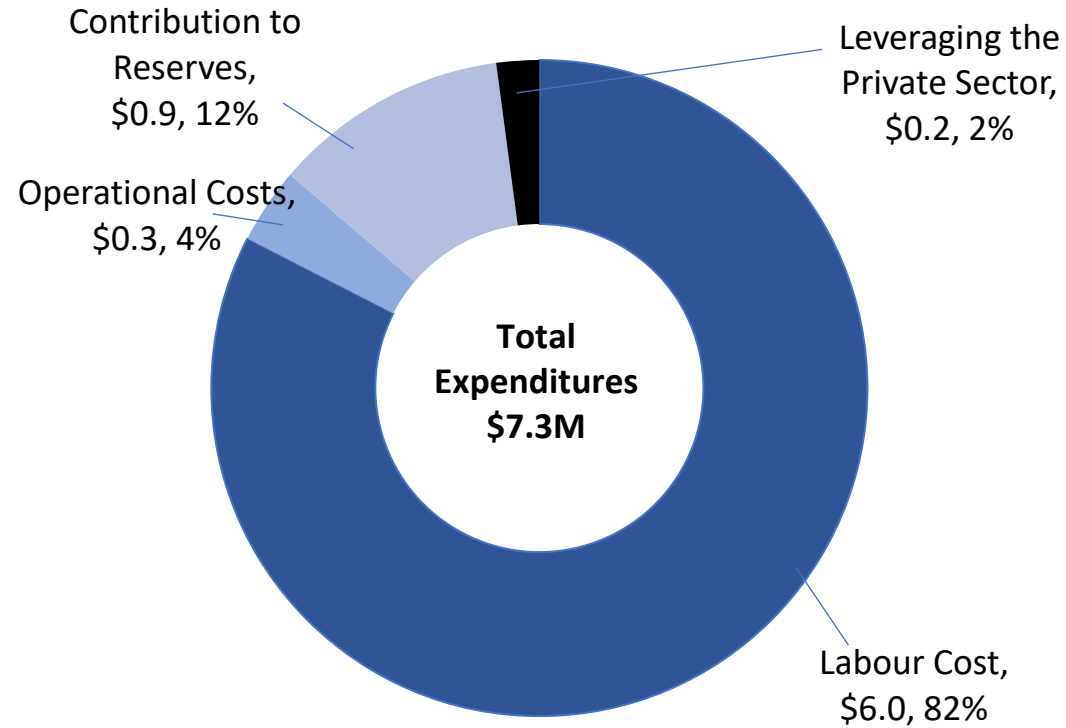
+\$5.0M*
Capital
1 Contract Staff

Service Outcome

**Communities in
Peel are complete
and sustainable
for residents and
businesses**

*Funded through working fund reserves

2021 Operating Budget (\$M)



Regional Tax	Fees & Service Charges	Reserves
\$3.8; 52%	\$3.2; 44%	\$0.3; 4%

Summary of 2021 Net Operating Budget

2020 Net Base Budget (In \$Millions)	\$3.6
Cost to maintain 2020 service level	
<ul style="list-style-type: none"> • Inflation: Labour costs/Goods and services • Legal Fees • User Fee increase 	<p>\$0.2</p> <p>0.1</p> <p>-</p>
Sub-total: Cost to maintain 2020 service level	\$0.2
2021 Service Demand	-
2021 Proposed Net Budget Change from 2020	\$0.2
Proposed Total 2021 Net Budget	\$3.8

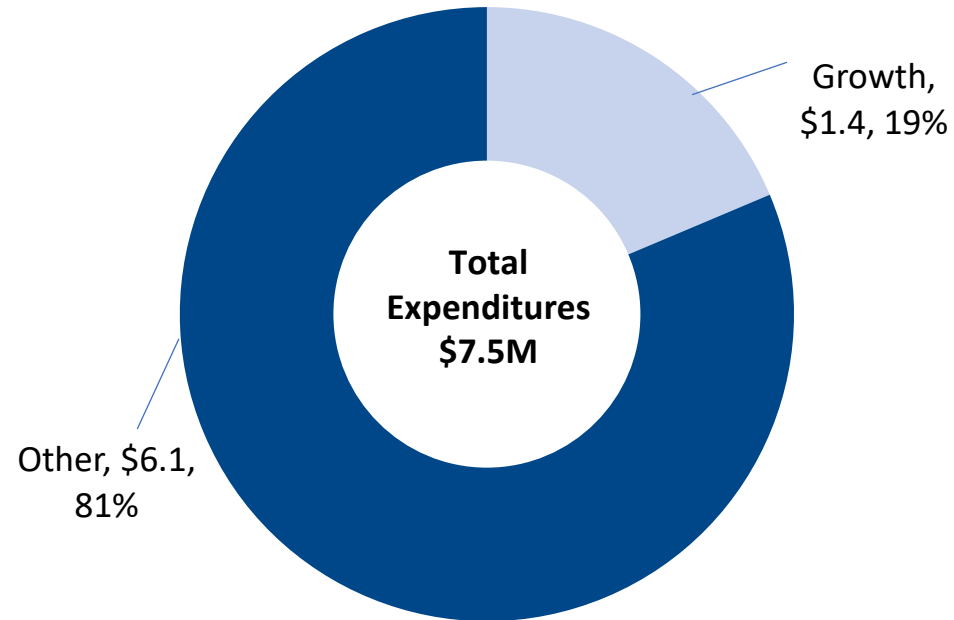
2021 Capital Budget – \$7.5 Million

Key Highlights

- \$5.0M for Affordable Housing Incentive Pilot Initiative
- \$1.0M for Regional Official Plan Amendments appeals
- \$0.8M for Greenland securement
- \$0.4M for Long Range studies



2021 Capital Budget (\$M)



Internal Reserves	Development Charges
\$6.1; 81%	\$1.4; 19%

Key Financial Information

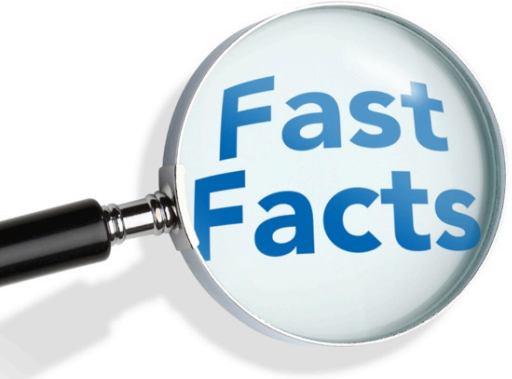
	Resources to Achieve Level of Service	
	2020	2021
Total Expenditures (\$M)	\$7.0	\$7.3
Total Revenue (\$M)	\$3.4	\$3.5
Net Expenditures (\$M)	\$3.6	\$3.8
Full-time Staffing Resources	51	51
Capital Investment (\$M)	\$1.9	\$7.5
10-Year Capital Investment (\$M)	\$11.0	\$29.1

Outlook Years	2022	2023	2024
Net Increase (\$M)	(\$0.3)	\$0.1	\$0.1
% Increase	(8.5%)	2.1%	2.1%

Roads and Transportation

Safe, reliable and efficient movement throughout the Region





1,685 lane km

of arterial roads maintained

100%

compliance – road maintenance service levels

376 km

of active transportation infrastructure

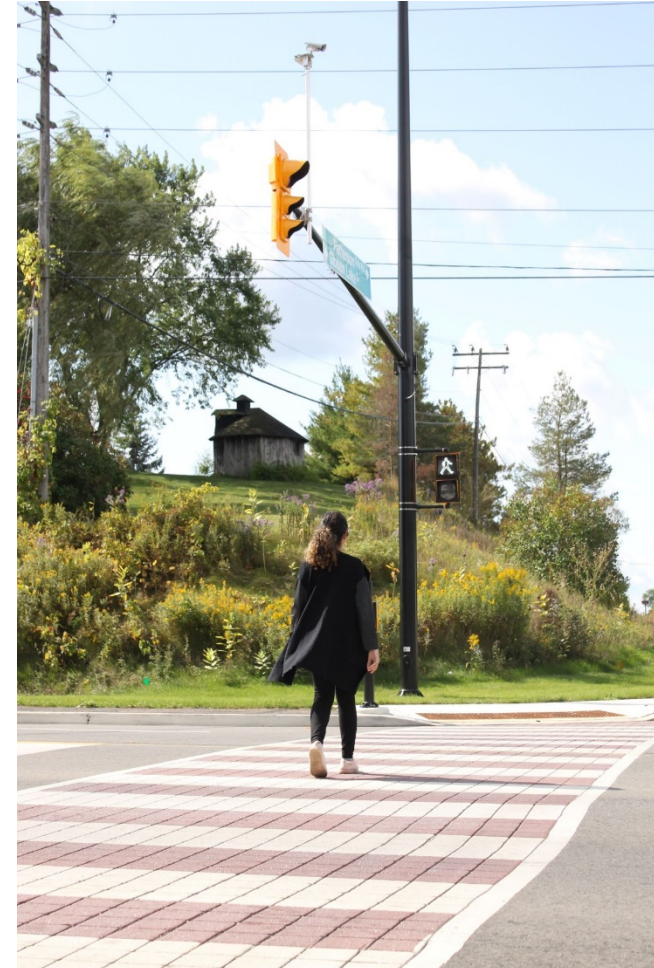
335 km

of storm sewers maintained

How We Are Adapting



- Addressing transportation network demands through the Long Range Transportation Plan
- Meeting growth pressures by implementing the Sustainable Transportation Strategy
- Improving safety through the Vision Zero framework
- Working collaboratively on the Goods Movement strategy



NEW
in 2021

2021 Service Investment

Service Pressure



Traffic safety

Investment



Automated Speed Enforcement
+\$0.3M*

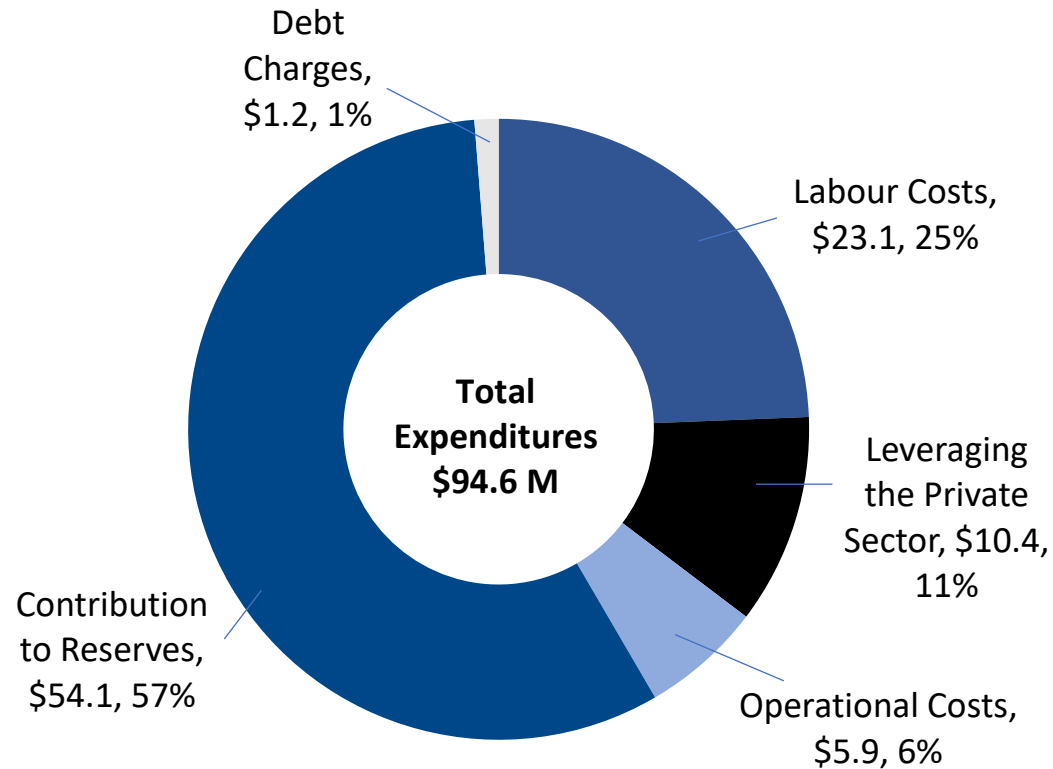
No Operating Impact

Service Outcome

Safe, reliable and efficient movement throughout the Region

*Funded through working fund reserve draw; approved by Council

2021 Operating Budget (\$M)



Regional Tax	Fees & Service Charges	Reserves
\$90.7; 96%	\$2.1; 2%	\$1.8; 2%

Summary of 2021 Net Operating Budget

2020 Net Base Budget (In \$Millions)	\$89.7
Cost to maintain 2020 service level	
<ul style="list-style-type: none"> Inflation: Labour costs/Goods and services 	\$1.1
Sub-total: Cost to maintain 2020 service level	\$1.1
2021 Service Demand	
<ul style="list-style-type: none"> Automated Speed Enforcement (reserve funded) 	-
2021 Proposed Net Budget Change from 2020	\$1.1
Proposed Total 2021 Net Budget	\$90.7

Note: Numbers may not add up due to rounding

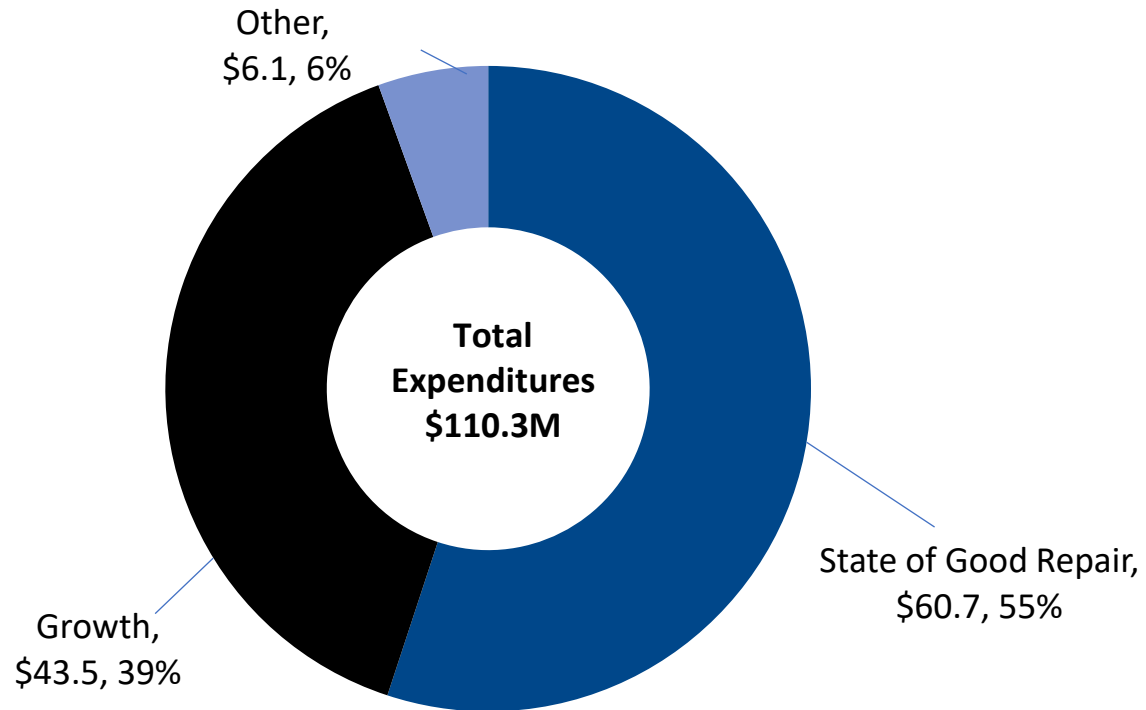
2021 Capital Budget – \$110.3 Million

Key Highlights

- \$61.8M for road construction and improvements
- \$33.8M for road resurfacing and infrastructure maintenance
- \$4.1M for traffic related programs
- \$2.8M for transportation demand management, sustainable and active transportation and Goods Movement Strategy



2021 Capital Budget (\$M)



Internal Reserves	External Funding	Development Charges
\$66.1; 60%	\$6.8; 6%	\$37.5; 34%

Key Financial Information

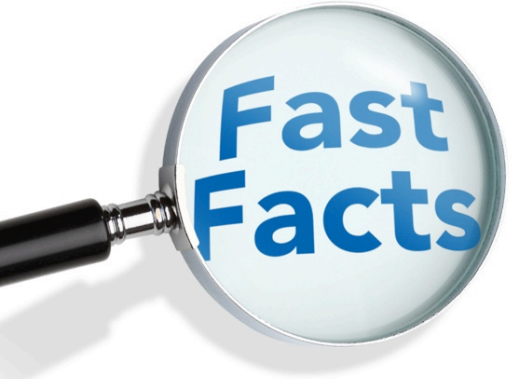
	Resources to Achieve Level of Service	
	2020	2021
Total Expenditures (\$M)	\$93.1	\$94.6
Total Revenue (\$M)	\$3.4	\$3.9
Net Expenditures (\$M)	\$89.7	\$90.7
Full-time Staffing Resources	191	191
Capital Investment (\$M)	\$204.5	\$110.3
10-Year Capital Investment (\$M)	\$1,791.2	\$1,788.2

Outlook Years	2022	2023	2024
Net Increase (\$M)	\$1.8	\$1.9	\$0.9
% Increase	2.0%	2.1%	0.9%

TransHelp

Providing specialized public transit so residents can travel without barriers





736,000
trips provided

2,820
new applications processed

10,000+
passengers

6.9M
kilometres driven

Numbers represent 2019 data

How We Are Adapting



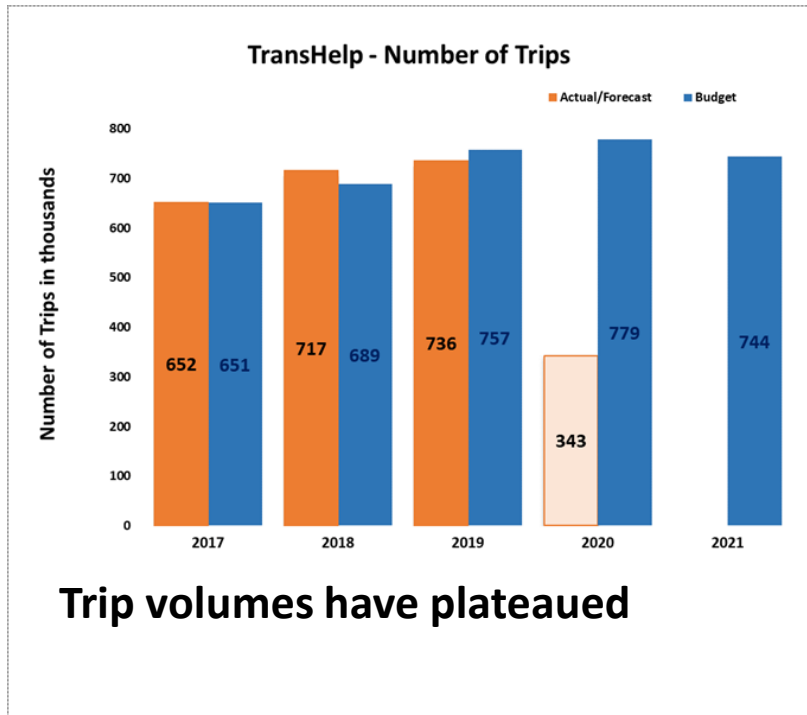
- Continue to find efficiencies in current delivery model
- Enhancing same-day travel options
- Introducing online booking and enhanced digital communications to improve passenger experience
- Surveying our passengers to understand potential changes to future travel behaviour



NEW
in 2021

2021 Service Investment

Service Pressure



Investment

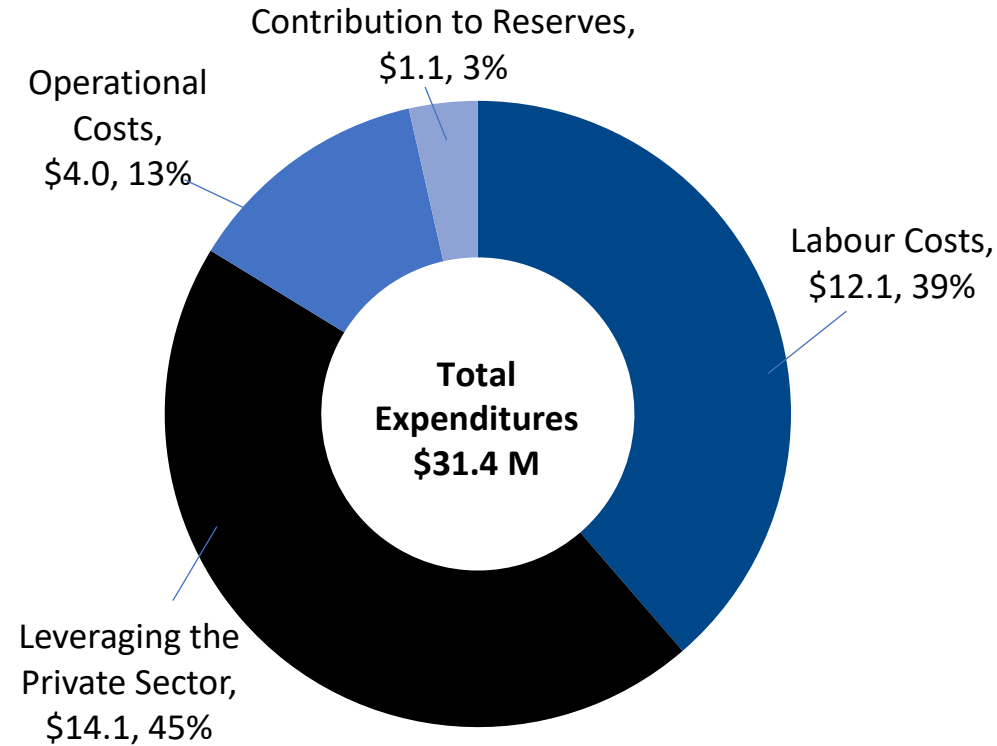
Reduction in trips to reflect most current trends

(\$0.9M) Operating

Service Outcome

Peel residents in need can travel without barriers

2021 Operating Budget (\$M)



Regional Tax	Grants & Subsidies	Fees & Service Charges	Reserves
\$27.4; 88%	\$0.5; 2%	\$2.6; 8%	\$0.7; 2%

Summary of 2021 Net Operating Budget

2020 Net Base Budget (In \$Millions)	\$26.9
Cost to maintain 2020 service level	
<ul style="list-style-type: none"> • Inflation: Labour costs/Goods and services • Subsidy decrease (Dedicated Gas Tax - DGT) • Operational efficiencies 	\$1.3 0.2 (0.1)
Sub-total: Cost to maintain 2020 service level	\$1.4
2021 Service Demand	
<ul style="list-style-type: none"> • Decrease in trip volumes by 35,000 	(\$0.9)
2021 Proposed Net Budget Change from 2020	\$0.6
Proposed Total 2021 Net Budget	\$27.4

Note: Numbers may not add up due to rounding

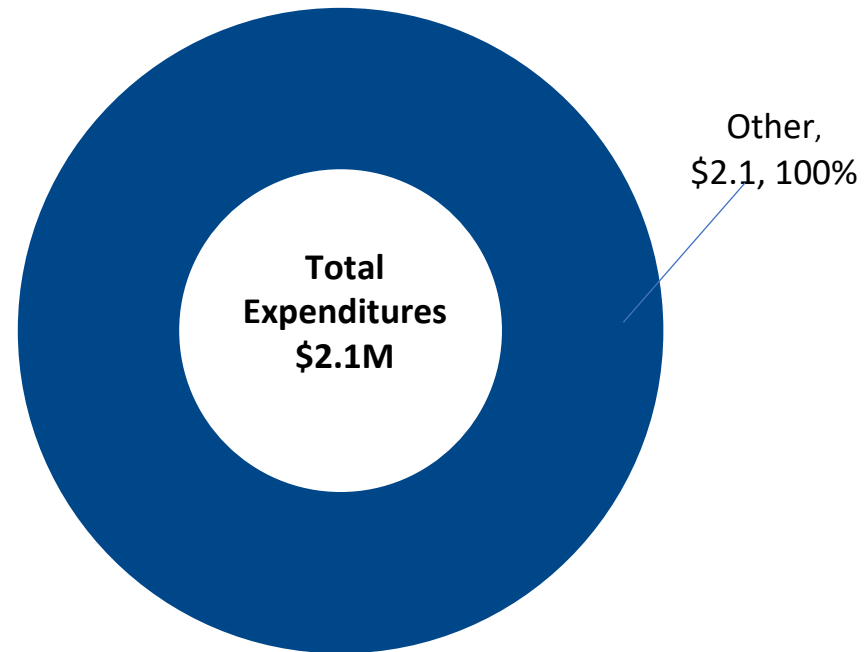
2021 Capital Budget – \$2.1 Million

Key Highlights

- \$1.5M for Automatic Fare Payment
- \$0.3M for Accessible Transportation Master Plan
- \$0.2M for bus modification
- \$0.1M for vehicles



2021 Capital Budget (\$M)







Internal Reserves	External Funding
\$1.0; 47%	\$1.1; 53%

Key Financial Information

	Resources to Achieve Level of Service	
	2020	2021
Total Expenditures (\$M)	\$31.2	\$31.4
Total Revenue (\$M)	\$4.3	\$3.9
Net Expenditures (\$M)	\$26.9	\$27.4
Full-time Staffing Resources	129	129
Capital Investment (\$M)	\$1.8	\$2.1
10-Year Capital Investment (\$M)	\$12.1	\$15.0

Outlook Years	2022	2023	2024
Net Increase (\$M)	\$1.1	\$1.0	\$1.0
% Increase	4.1%	3.5%	3.5%

Summary of 2021 Service Budgets

		Operating (\$M)*	Capital (\$M)
	Land Use Planning	\$3.8	\$7.5
	Roads and Transportation	\$90.7	\$110.3
	TransHelp	\$27.4	\$2.1
	Waste Management	\$128.9	\$6.8
	Wastewater	\$167.3	\$404.6
	Water Supply	\$260.0	\$185.4

* Net expenditure

Summary of Service Outcomes



Land Use Planning

Communities in Peel are complete and sustainable for residents and businesses



Roads and Transportation

People and goods can move safely and efficiently throughout Peel



TransHelp

Peel residents in need can travel within their community without barriers



Waste Management

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



Wastewater

Wastewater in the Region of Peel is removed in a safe and environmentally responsible manner



Water Supply

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