Region of Peel
working with you

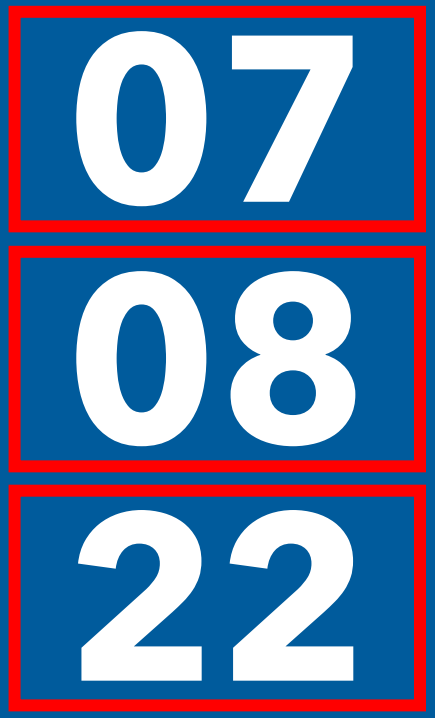
# Information Technology and Funding & 2023 Budget Overview

September 12, 2023

Region of Peel
working with you

# Information Technology Overview

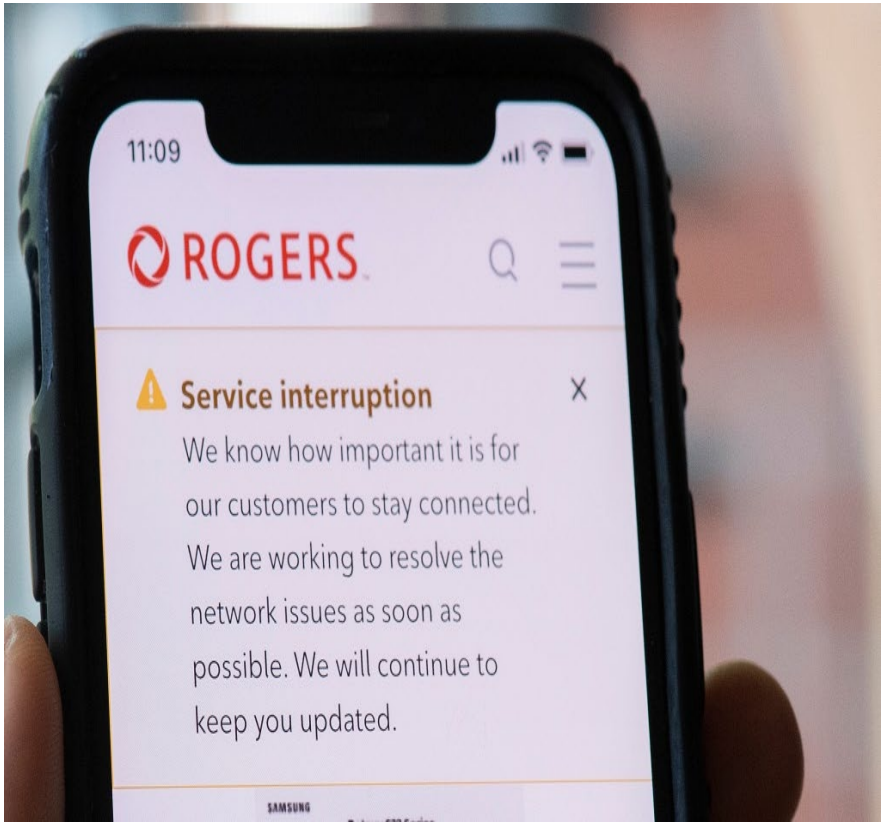
## Interconnected and Integrated by Design

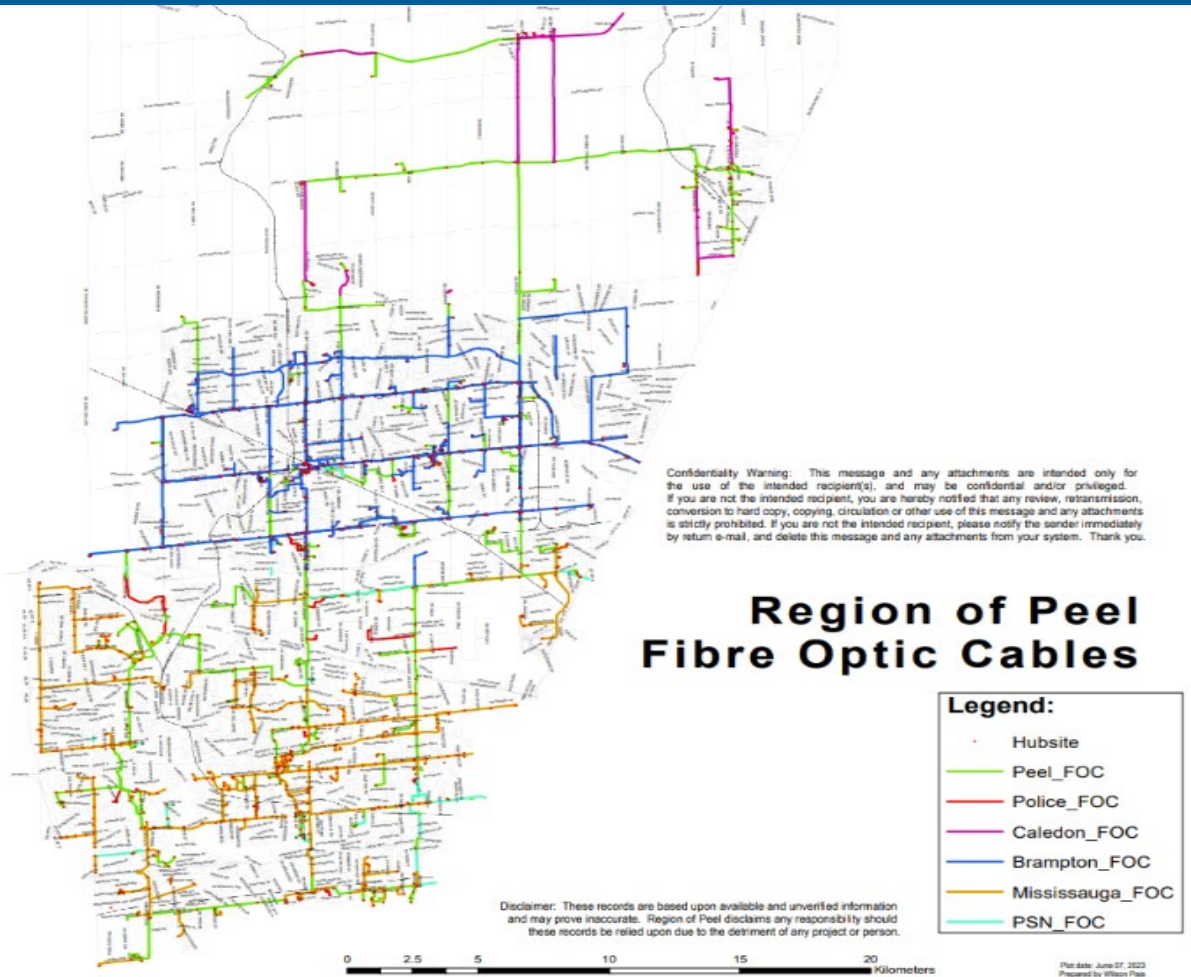

07
08
22

# Network Outage

We are currently experiencing an outage across our wireline and wireless networks and our technical teams are working hard to restore services as quickly as possible.

On behalf of all of us at Rogers, we sincerely apologize to our customers, and we will continue to keep you updated as we have more information to share, including when we expect service to be back up. Thank you for your patience as we work to resolve this issue.

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Region of Peel
Fibre Optic Cables
Legend:
Hubsite
Peel_FOC
Police_FOC
Caledon_FOC
Brampton_FOC
Mississauga_FOC
PSN_FOC
Disclaimer: These records are based upon available and unverified information and may prove inaccurate. Region of Peel disclaims any responsibility should these records be relied upon due to the detriment of any project or person.
0 2.5 5 10 15 20
Kilometers

# Public Sector Network

- The Public Sector Network (PSN) is a state-of-the-art fibre network co-owned by the Region of Peel, Mississauga, Brampton, and Caledon. Peel Region's PSN Team manages all network records, locate services, subscriber build requests and financials for PSN as well as circuit designs for all new sites.
- One of the largest municipally owned fibre network in North America.
- Over 800 kilometers of fibre - the distance of almost 1,450 CN towers stacked on top of each other.
- The PSN was a key enabler for Regional business to continue with minimal interruption during the recent Rogers nationwide outage.
- Provides connectivity to:
  - Peel Regional programs such as Peel Police Services, Paramedic Services, Long-Term Care.
  - 1053 facilities including public sector facilities such as fire, libraries, parks, arenas, recreation centres of the Cities of Mississauga, Brampton and Town of Caledon. Plus connectivity to 19 subscriber facilities (ex. Hospitals, UofTM, Sheridan College).

# Peel Region's Digital Strategy

Interconnected and integrated by design

# Peel Region's Digital Strategy

**RESIDENT**

Make all the information and services residents need and expect, available digitally, simply and easily

**EMPLOYEE**

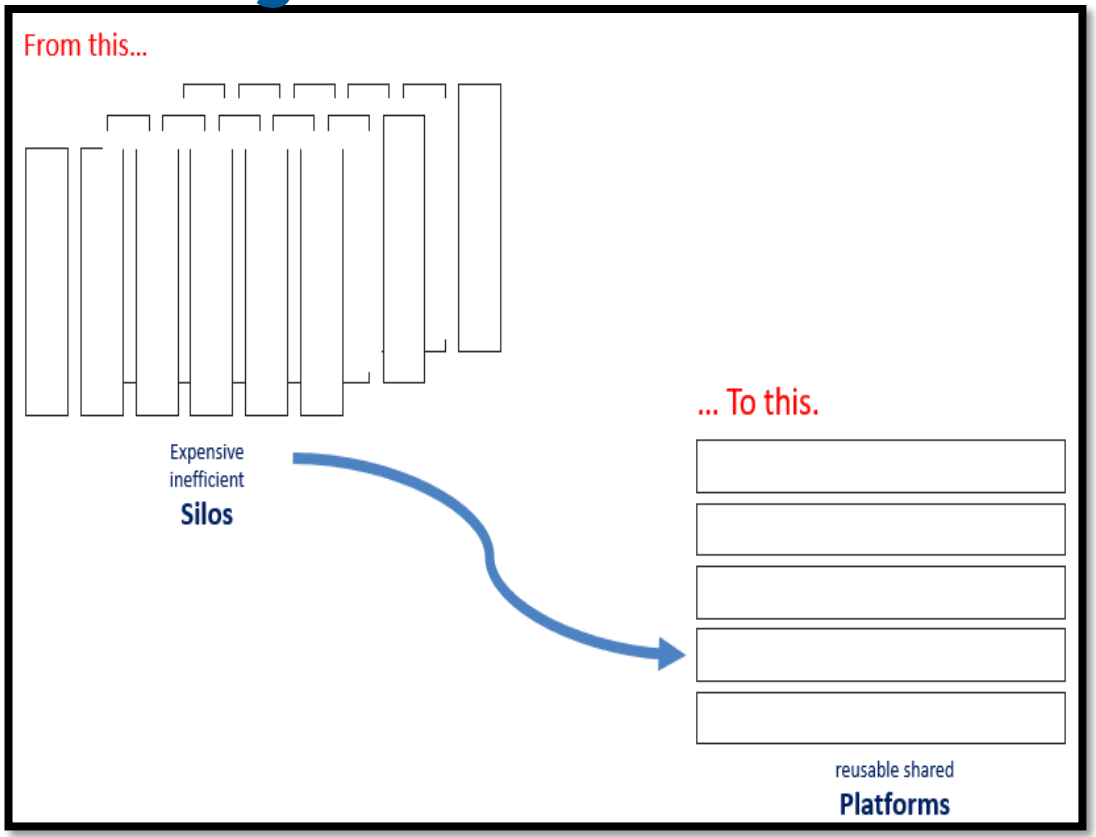
Empower employees with an integrated set of services, information and tools to be able to excel at their jobs & improve process efficiencies

**ENTERPRISE**

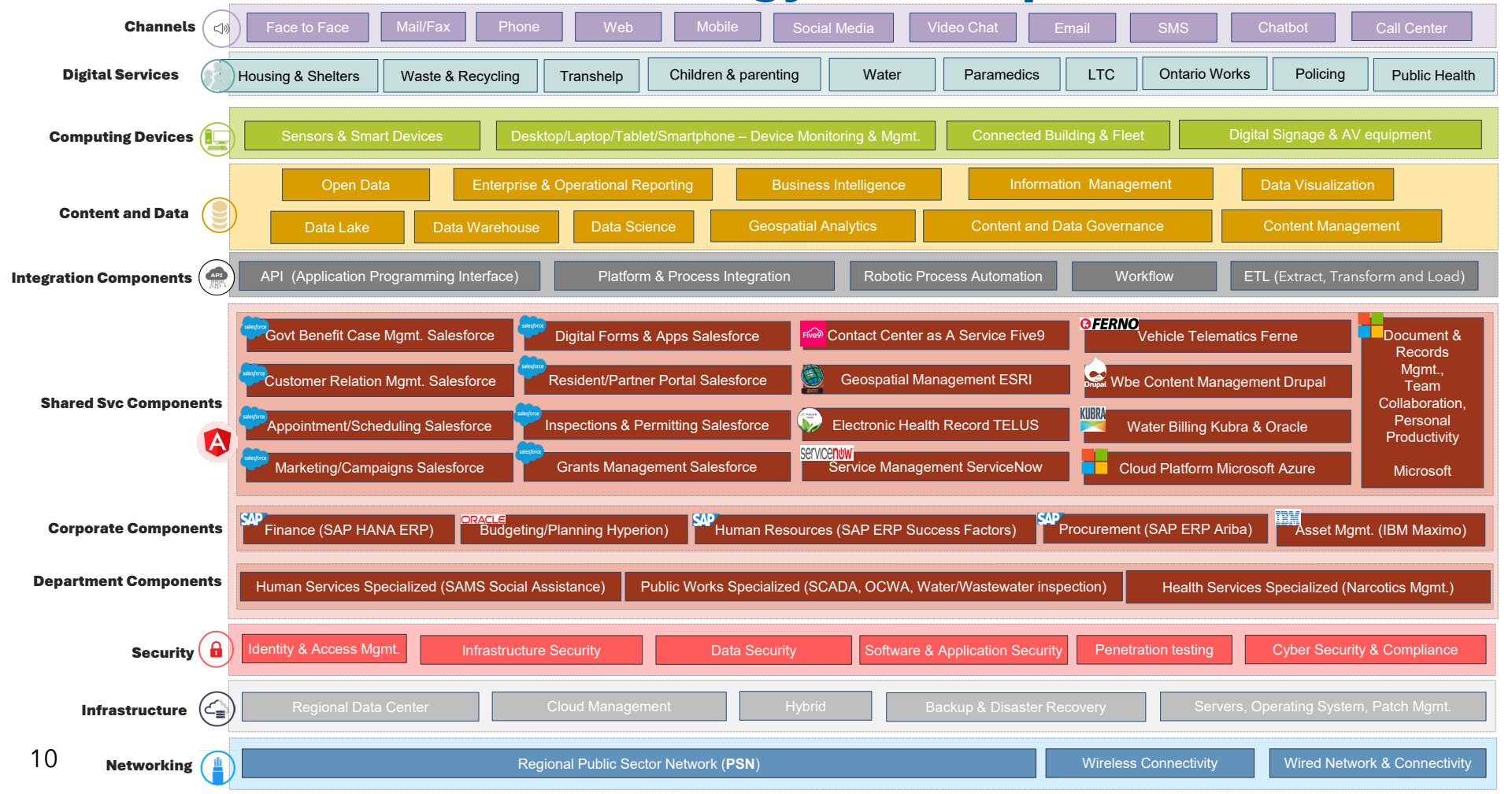
Modernize core systems and improve analytical capabilities to provide timely and accurate insights that drive the business

Interconnected and integrated by design

# Software Platforms enabling
# Peel's Digital Government Services



# Peel's Technology Landscape

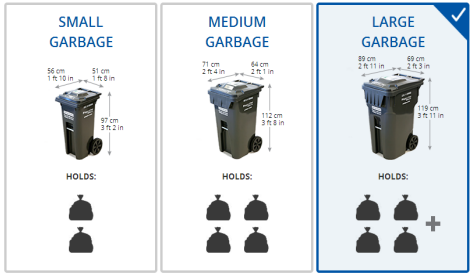


# Program Scenarios Enabled by IT

Interconnected and integrated by design

# Waste Service – Broken Cart Repair for Resident

Information Technology




## My cart is broken, I want it fixed…

- Go online and provide address to identify carts associated to that address
- Select broken cart and fill a request for repair
- Work order for cart repair generated and sent to external partner (IPL)

**Business Service Value Chain** ⇨

Address To Cart App | Cart Inventory | Knowledge Base | Chase Online Payment | Service Request | Routing & Escalations | Work Order | Dispatch To Partner | Reporting & Analytics

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Platforms Building Blocks** | Vlocity | Service Max | SF Service Cloud | SF App Cloud | SF Service Cloud | SF Service Cloud | Service Max | Service Max | SF App Cloud |
| **Channels** | Self-Serve - Online/Mobile | | Telephony/IVR | | Face to Face | Email | Service Desk | | Digital Assistants |
| **Integration** | API (Application Programming Interface) | | | Platform Connectors | | | ETL (Extract, Transform and Load) | | |
| **Data Analytics** | Clients, Residents, Business | Assets | Financial/Budget | | Workforce | Corp Performance | Places & Location | | Procurement |
| **Computing Devices** | Sensors/Smart Devices | | Desktops/Laptops/Tablets/Smartphones | | | Energy & Smart Buildings | | Signage & AV equipment | |
| **Security** | Identity & Access Mgmt. | | Data Access, Monitoring, Encryption Controls | | | Vulnerability Mgmt | Governance, Risk & Compliance | | |
| **Infrastructure** | Regional Data Center | | Cloud Management | | Backup & Disaster Recovery | | Servers, O/S, Patch Mgmt. | | |
| **Networking** | Regional Public Sector Network (**PSN**) | | | | | | Regional Wireless | | |

Interconnected Technology Enablers

# Housing Service - Fridge Repair for Resident

Information Technology

## My fridge is not cooling...

1. Tenant signs into housing solution
2. Repair request submitted for fridge
3. Work order for superintendent or contractor generated
4. Contractor will complete the work order
5. Client interaction satisfaction question asked
6. Contractor will submit invoice to be paid
7. Invoice paid

**Business Service Value Chain** ⇨

Tenant Portal | Apartment Inventory | Knowledge Base | Service Request | Work Order | Dispatch | Survey | Submit Invoice | Invoice Paid

Interconnected Technology Enablers

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Platforms Building Blocks** | Vlocity | Service Max | SF Service Cloud | SF Service Cloud | Service Max | Service Max | Vlocity | Service Max | Accounting Seed |
| **Channels** | Self-Serve - Online/Mobile | Telephony/IVR | Face to Face | Email | Service Desk | Digital Assistants | | | |
| **Integration** | API (Application Programming Interface) | Platform Connectors | ETL (Extract, Transform and Load) | | | | | | |
| **Data Analytics** | Clients, Residents, Business | Assets | Financial/Budget | Workforce | Corp Performance | Places & Location | Procurement | | |
| **Computing Devices** | Sensors/Smart Devices | Desktops/Laptops/Tablets/Smartphones | Energy & Smart Buildings | Signage & AV equipment | | | | | |
| **Security** | Identity & Access Mgmt. | Data Access, Monitoring, Encryption Controls | Vulnerability Mgmt | Governance, Risk & Compliance | | | | | |
| **Infrastructure** | Regional Data Center | Cloud Management | Backup & Disaster Recovery | Servers, O/S, Patch Mgmt. | | | | | |
| **Networking** | Regional Public Sector Network (**PSN**) | Regional Wireless | | | | | | | |

# IT Support for Peel Police Services



**ERP (Enterprise Resource Planning) - Peoplesoft/SAP HR** (*Recruitment, Payroll, Performance*) & **Finance** (*General Ledger*) & **Procurement**

**Financial Budgeting & Planning - Oracle Hyperion**

*** EAM (Enterprise Asset Management) - IBM Maximo Asset Management**

**Accounts Receivable Application - VailTech**

**Custom Financial Reporting - Financials Information Centre**

**Legal and Procurement Documents - Pathways Intranet OpenText/SharePoint**

**(PSN) Public Sector Network**
**Fibre planning, expansion and resiliency, network coordination, project and change management**

**Shared Datacenter Facility**

**Computers/Printer/MFDs & Technical Support - Police Services Board**

**Applications Support**
Regulatory and compliance changes, enhancements and operational support

**Infrastructure Support**
Server maintenance and patches, upgrades, cyber security, system access control, back up and disaster recovery

**Data Support**
Report development, enhancement and database management

# Cyber Security, Data, IT Governance and Service Delivery

Interconnected and integrated by design

# Content & Data is Interconnected and Integrated

## 150 Years of Content and Data

## 15,000 Banker Boxes + PAMA Archives + 125TB + Digital Assets

## Digital Assets

**125TB = 5** Toronto Reference Libraries

## Where is it stored?

## Who uses it?

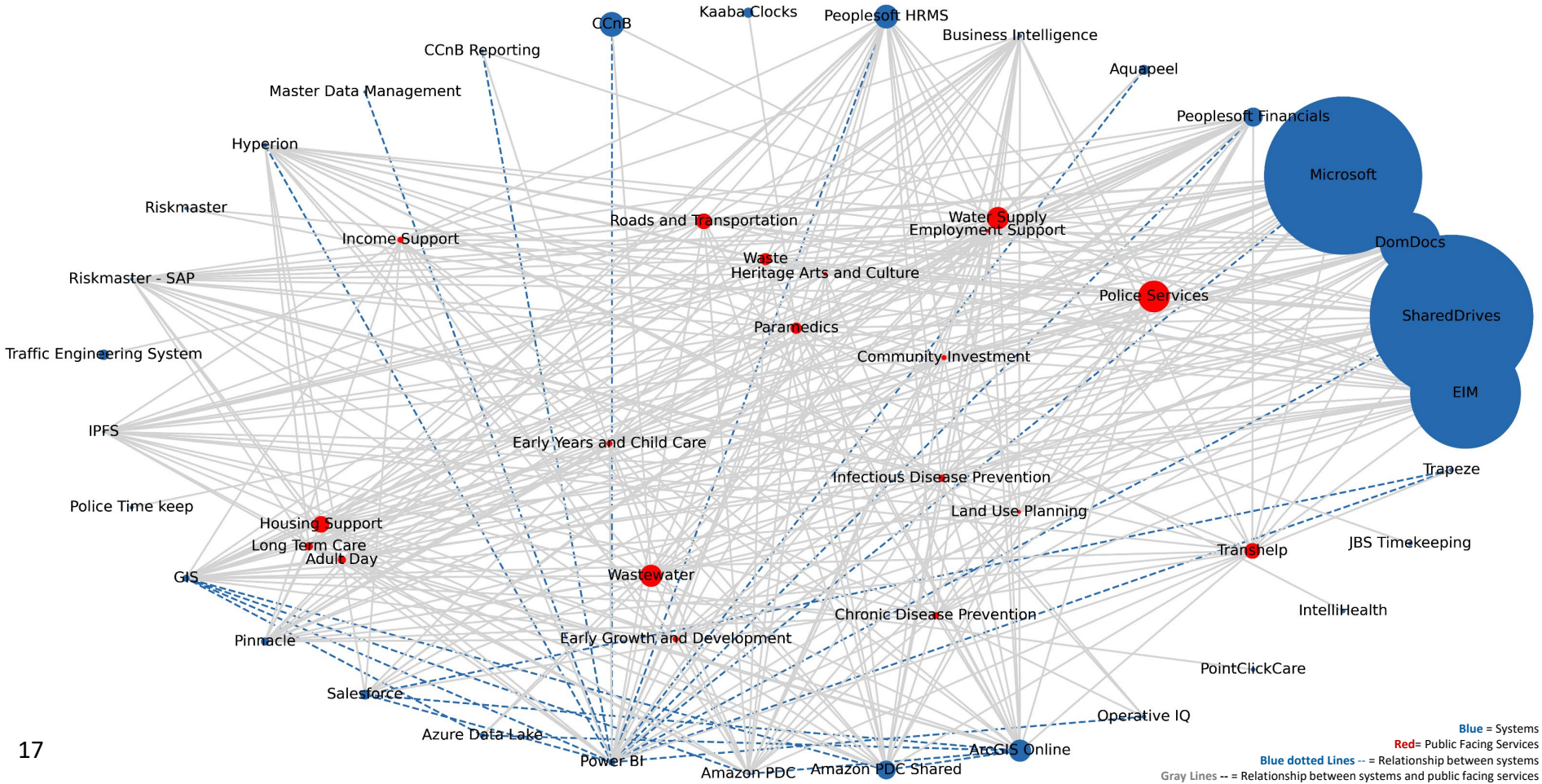
- All internal departments and services
- Local and neighbouring municipalities
- Vendors, contractors and community partners
- Emergency services and hospitals
- Metrolinx, 5 Conservation Authorities, various Ministries
- NGOs, community groups, schools, citizens, and private sector developers, consultants, and firms

| | |
|---|---|
| **Public-facing Dashboards** | **9000+ External Partners** |
| **1500+ External Shares** | **35K+ Weekly API Hits Open Data** |

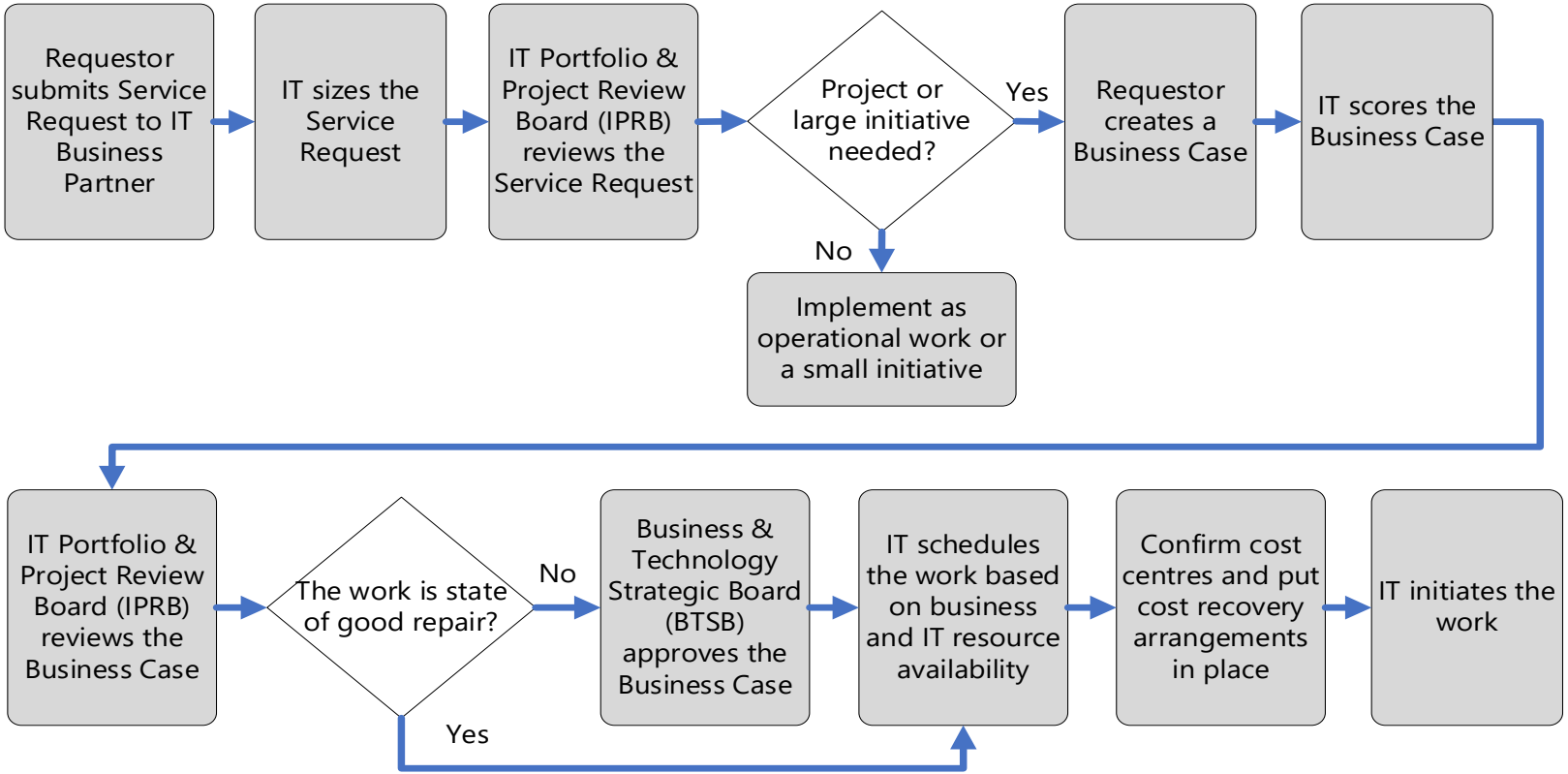


Internal

# Integrated Data, Systems, and Services Diagram



# The IT Intake & Prioritization Process



# Enabling a Digital Government

## Selected 2022-2023 Major IT Projects

| IT Projects Completed | IT Projects In Progress |
|---|---|
| • Agenda Management Solution<br>• Water Connection Solution enhancements Phase 4<br>• Corporate and Public Wi-Fi Phase 3C<br>• Maintenance management solution implementation for RPAM<br>• Electronic Signatures solution Phase 1<br>• **Child Care Funds Management**<br>• **Housing Enabling Technology Project**<br>• JBS Paramedic and LTC Staff Scheduling Project<br>• Child care subsidy system Upgrade<br>• **Peel Art Gallery, Museum and Archives (PAMA) On-line Public Access Catalog Database**<br>• Roads Management Application Upgrade Phase 2<br>• Data Encryption- Housing Enablement Technology<br>• **Treasury Management Solution**<br>• ERC and Shelters Computer Replacement<br>• **Water Billing Program – Kubra Portal**<br>• **Water Billing Program – RBC Lockbox** | • Azure Virtual Desktops for Geospatial (GIS)<br>• **Biometric Security Room Access**<br>• Content Migration to Microsoft Office 365<br>• **Community Recycle Center Wait Time Booking Solution**<br>• Electronic Signature Phase 2<br>• **Electronic Medical Records rollout**<br>• **Housing Technology Integration, Peel Living, Phase 3**<br>• Infracarta Maps Upgrade (GIS)<br>• **Licensed Child Care Search Tool Program Locator**<br>• Oracle Customer Billing CC&B Upgrade and Migration for Water Bill<br>• **Audit and Risk management system replacement**<br>• PeelRegion.ca Modernization<br>• **Food Handler Digitization of Service**<br>• **Prenatal Program Digitization of Service**<br>• **COVID19 Vaccine Services- portal, digital forms**<br>• **Digital Forms for Peel Health programs, Water Billing, Childcare**<br>• **Robotic Process Automation - Paramedics**<br>• **Trans Help Trapeze Upgrade** |

# Information Technology Business Plan Highlights 2023 - 2024

Interconnected and integrated by design

# Core Service

**IT at Peel Region's vision is enabling digital government through technology.**

- **Resident Digital Services** - Waste Management, Housing, Affordable Transit, Public Health-vaccinations, food handler and prenatal class registrations
- **Workforce Enabling Services** - productivity, communication and collaboration technologies for employees (MS Teams, SharePoint, Hybrid meeting rooms), Robotic Process Automation, eSignature
- **Governance and Service Management** - Support & prioritize technology implementations, support employee service requests
- **Content and Data Analytics** - Enable informed decisions through research, business analytics & open data. Creation of dashboards and reporting
- **Enterprise Platforms and Business Solutions** - Enterprise Resource Planning, Enterprise Asset Management, Electronic Medical Records, application portfolio modernization
- **Infrastructure, Connectivity and Operations** - Public Sector Network-state of the art fibre network
- **Strategy and Architecture** - IT policies, standards, and strategies
- **Cybersecurity**- preventing, detecting, and responding to threatening events

**Information Technology Divisions**

- IT Operations
- IT Solutions
- Information Management
- Enterprise Resource Planning
- FTE: **190**

# IT Service Delivery Model

## Strategy, Architecture & Security Services

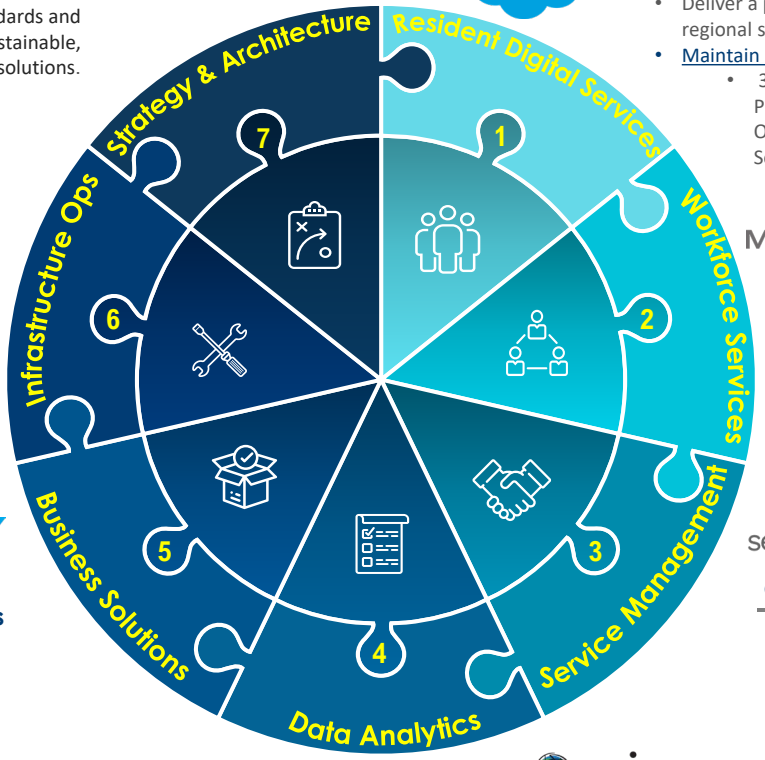
Establish & execute IT policies, standards and strategies to ensure the delivery of sustainable, secure and compliant solutions.

## Infrastructure, Connectivity & Operations

Provide reliable IT infrastructure and protect regional technology assets from cybersecurity threats .

## Enterprise Platforms & Business Solutions

- Design, develop & implement technology solutions
- Operate and support enterprise & business applications/platforms
- Modernize legacy enterprise & business applications




## Content & Data Analytics

Enable informed decisions through research, business analytics & open data

## Resident Digital Services

- Deliver a portfolio of new digital services to enable easy access to regional services for Residents and Partners
- Maintain & Support over 35 Digital Services
  - 311 Call Center, Chatbot, Waste Mgmt, Housing, Shelter, Peel Living, Affordable Transit, Mass Vaccination, LTC, Ontario Works & EarlyOn appointment scheduling, Human Services Funds/Grants.

## Workforce Enabling Services

- Create a connected and engaged workplace by delivering modern business solutions, collaboration/ productivity tools and connected computing devices (laptops, tablets, smartphones)

## Governance & Service Management

- Provide strategic guidance & support for all technology related services
- Support & prioritize technology implementations through IT Governance Board

# Performance Measures and Results

| 40 | 50 million | 47,733 | 735 |
|---|---|---|---|
| Sites added to PSN network and 38 km of fibre in 2021- 2022 | Books is the scale and size of 100 terabytes of data are hosted across platforms including Microsoft, Salesforce, and Enterprise GIS | Total number of tickets processed by IT in 2022 | Cyber security threats prevented |
| **40.3 million** | **> 1600** | **>500** | **9045** |
| API hits in the open data site resulting in 2,955 downloads by 22,133 users | Applications to ensure interoperability, harmonization, and secure integration of multiple internal and external data repositories | Number of servers; currently 85% of servers are virtual | Number of devices (computers, tablets, and smartphones) |

# Achievements

Industry **Client Relationship Management case study** highlighting our achievements in service delivery through the provision of over 36 different digital applications using a single enterprise platform.

The Region of Peel won top awards at the ICMG Enterprise & Digital Architecture Ratings & Awards competition. It won for **"Best Digital Architecture in Local Government"** and in the **"Enterprise Architecture"** category.

**Robotic Process Automation (RPA) Case Study** highlights the successful introduction of technology that automates highly manual, repetitive, rule-based processes that handle huge volumes of data. Benefits include cost avoidance, greater accuracy, improve processing cycle times.

The **BeSpatial 2022 Gold Innovation Award** for the Census Information Hub. The CIH is an online dynamic tool that provides Statistics Canada with visually illustrated data relevant to our Peel population.

# Business Plan Outlook

## Planning for the future

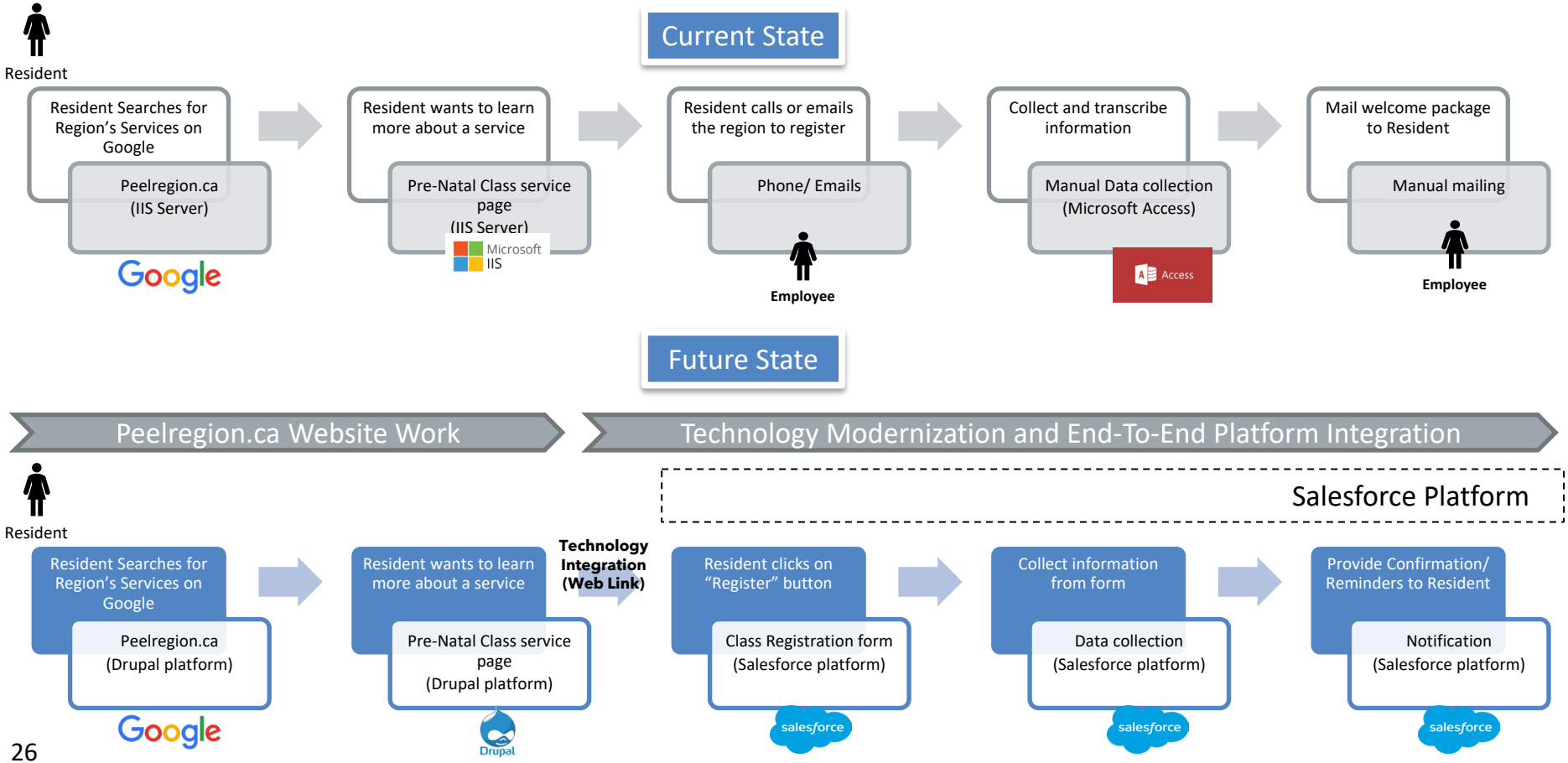
- **Digital Government:** Accelerate the transition to a digital organization designed to take advantage of data and technology to create streamlined digital government services. **Digital Peel**

- **Invest in modern and secure solutions** while continuing to partner with different parts of the organization to modernize applications and retire legacy technical debt. **ERP and EAM**

- **Empowering AI Integration:** Navigating the Future of Digital Services in the Region of Peel through Platform-anchored AI Pilots. **Continuous Improvement**

- **Service Delivery: Navigating the Critical Role of IT During the Bill 112 Transition:** Safeguarding Services, Security, and Continuity. **Cybersecurity Enhancements**

# End to End Digitization Register for Pre-Natal Class



# Implementing Modern Solutions

## Enterprise Resource Planning (ERP)

- To improve the effectiveness of our organization (Peel Region and Peel Police) and address the technology risk of our current portfolio of PeopleSoft applications that are at end-of-life.
- Covers Human Capital Management (HR, Payroll) Finance and Procurement functions.

- In 2022, over **12,000 T4's were produced for Peel and Peel Police**
- In 2022, the average number of **deposits per pay run was over 10,000 for Peel and Peel Police**
- Approx. **40,000** vendor payments in 2022
- For 2022, **$1.3 Billion** in PO and Vendor Contracts

## Enterprise Asset Management (EAM)

- To increase the Region of Peel's level of maturity in Asset Management through a modern and integrated EAM system (Maximo) to manage assets effectively across departments, to capture efficiencies, align functionality and enhance infrastructure effectiveness to support service delivery.

- **>$36 Billion of Recorded Assets**
- **>500,000 annual work orders** that we process at Peel
- **>200,000 service requests**

# Key Transition Considerations

- **Integrated Systems Environment:** Systems constructed on platforms are interlinked through foundational building blocks, resulting in intricate interdependencies due to inherent complexity.
- **Managing a Unified Network Across Municipal Boundaries:** Network stability and connectivity for both owners and subscribers in order to ensure uninterrupted access to services.
- **Data Privacy and Integrity:** Managing the risk of data loss and ensuring compliance with data privacy regulations.
- **Cyber Security Vulnerabilities:** IT systems and networks require ongoing management to reduce potentially exposing sensitive information to breaches and cyberattacks such as ransomware.
- **Loss of Expertise:** Staff changes or reductions will result in a loss of IT expertise, affecting the management and maintenance of critical systems.
- **Service Disruption:** Detailed advance planning is required to avoid disruptions in essential services that rely on IT infrastructure; impacting residents, partners, agencies and local operations.

# Questions

Region of Peel
working with you

# Funding & 2023 Budget Overview

# Agenda

**Funding the Budget**

**High-level Overview**

**Tax Supported Budget**

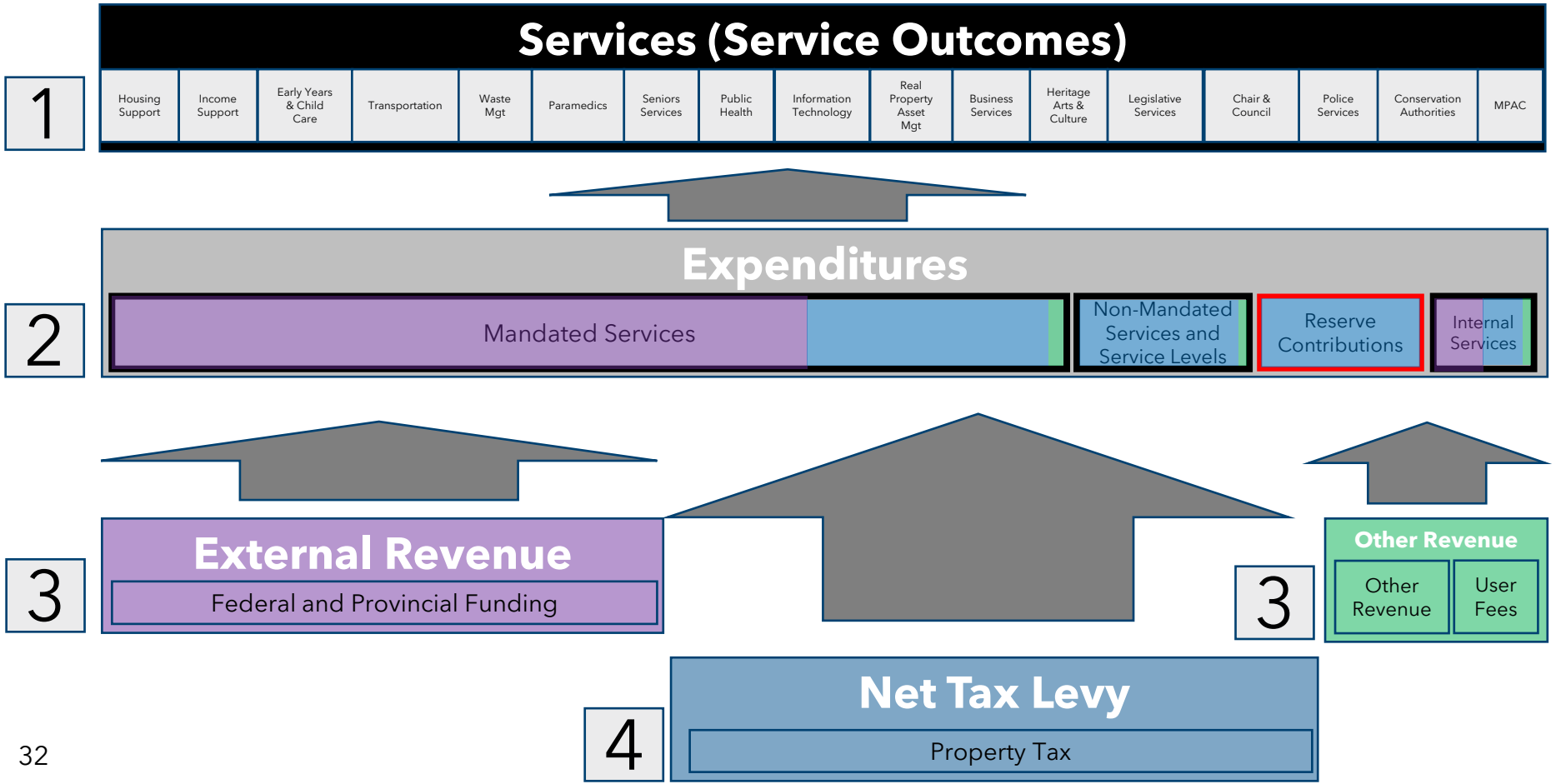
- Operating Budget
- 10 Year Capital Plan and 2023 Capital Budget

**Utility Rate Supported Budget**

- Operating Budget
- 10 Year Capital Plan and 2023 Capital Budget

**2024 – 2026 Outlook**

**Summary**


1
Services (Service Outcomes)
Housing Support
Income Support
Early Years & Child Care
Transportation
Waste Mgt
Paramedics
Seniors Services
Public Health
Information Technology
Real Property Asset Mgt
Business Services
Heritage Arts & Culture
Legislative Services
Chair & Council
Police Services
Conservation Authorities
MPAC
2
Expenditures
Mandated Services
Non-Mandated Services and Service Levels
Reserve Contributions
Internal Services
3
External Revenue
Federal and Provincial Funding
3
Other Revenue
Other Revenue
User Fees
4
Net Tax Levy
Property Tax

1

**Paramedic Services**

Provide people with expert, pre-hospital medical and community care.

2

**Expenditures**

- Paramedic Officers, fuel, medical supplies, hydro, uniforms, training, maintenance, etc.
- Reserve Contributions
- Internal Services

3

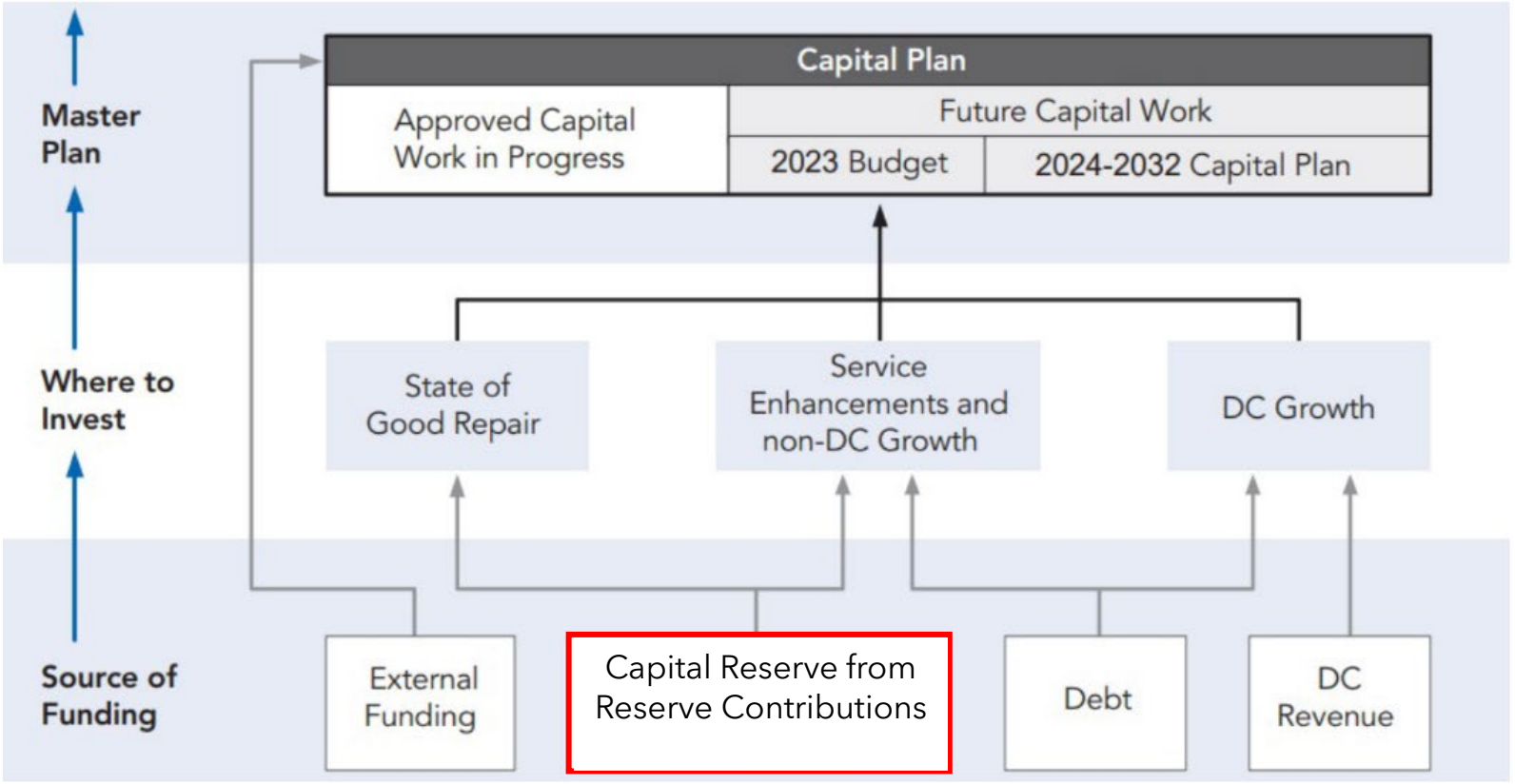
**External Revenue**

- Provincial Funding

4

**Net Tax Levy**

- Property Tax


Master Plan
Where to Invest
Source of Funding
Capital Plan
Approved Capital Work in Progress
Future Capital Work
2023 Budget
2024-2032 Capital Plan
State of Good Repair
Service Enhancements and non-DC Growth
DC Growth
External Funding
Capital Reserve from Reserve Contributions
Debt
DC Revenue

# High-level Overview

# Reflects Peel's Financial Principles

- Respect the taxpayer
- Value for money
- Ensure the Capital Plan is sustainable
- User pay where appropriate
- Prudent borrowing
- Maintain flexibility to mitigate volatility in rates
- Work with local municipalities
- Invest responsibly
- Manage assets

**Triple A**
Credit Rating

**27 years**

# Factors for the Budget

Provincial funding changes

Legislation and regulations

Climate emergency

Evolving technology

Changing nature of employment

Economic and market volatility (inflation)

Aging infrastructure

COVID-19 recovery

Diversity, Equity and Inclusion

# Funding a Growing Community

| Issue | Approach |
|---|---|
| **Service Demand** | Meet priority community needs with the expectation of provincial funding |
| **Inflation** | Shortfall funded by a combination of cost savings & property tax |
| **Population growth** | Paramedics and Public Health partially funded by the Province, balance by property tax & efficiencies |

# Bottom Line Impact

| Average increase | |
|---|---|
| Net Tax Levy | Property Tax |
| 6.7% = | 2.8% |

| Utility rate increase |
|---|
| 7.9% |

## Property tax impact

Residential

| Brampton | Caledon | Mississauga |
|---|---|---|
| 2.7% | 1.4% | 3.1% |
| +$152 | +$68 | +$148 |

Small Business Owner

+ $255

## Utility rate impact

Residential

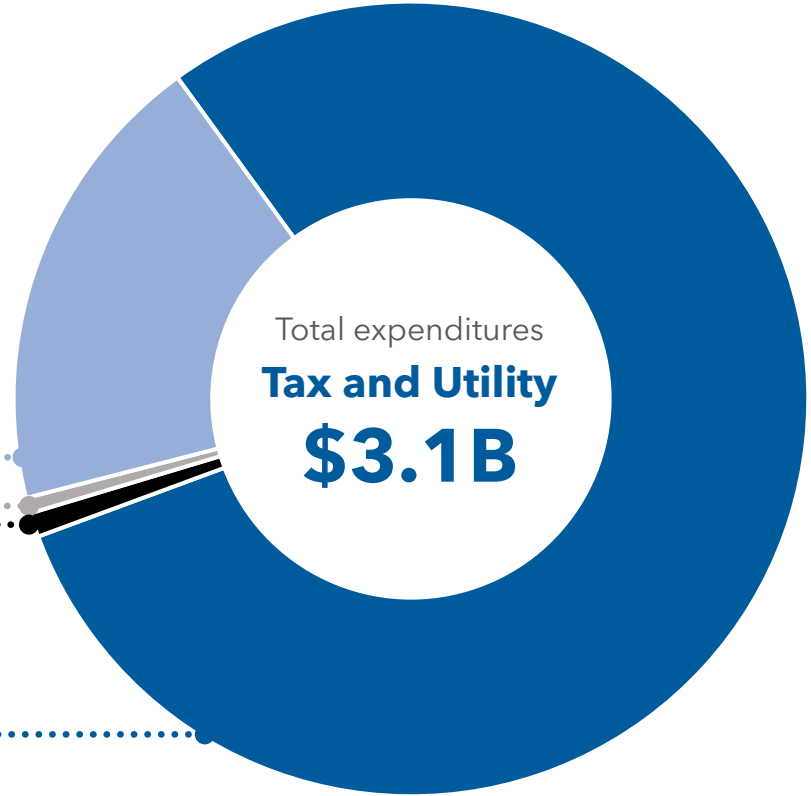
+ $58

Small Business Owner

+ $152

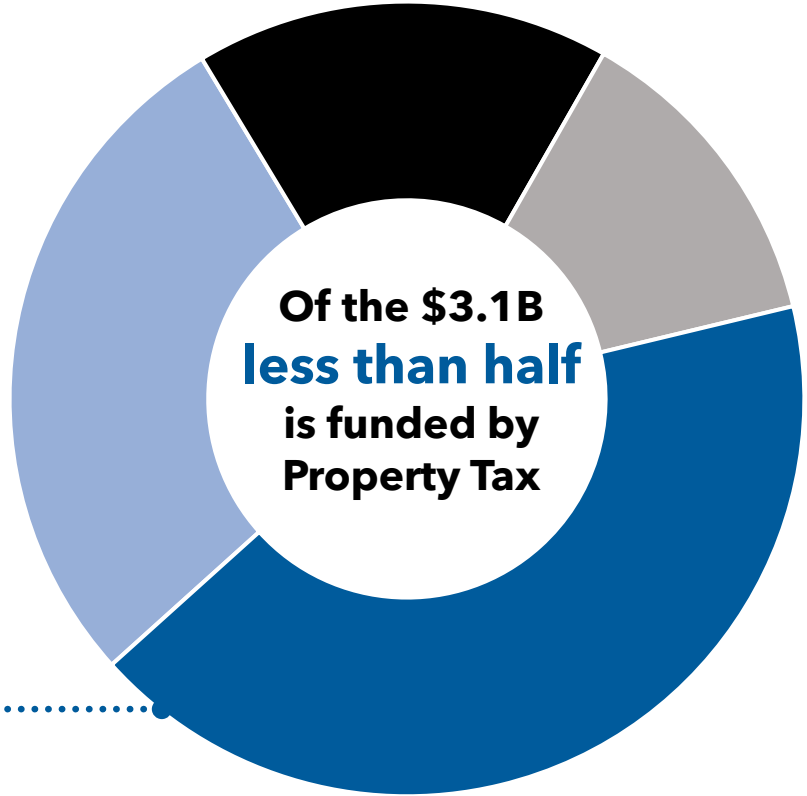
# Total Proposed Operating Budget

| | | |
|---|---|---|
| **External Agencies** | **$649M** | **21%** |
| Police Services | **$598M** | **19%** |
| Municipal Property Assessment Corporation | **$20M** | **<1%** |
| Conservation Authorities | **$31M** | **1%** |
| **Regionally Controlled Services** | **$2,497M** | **79%** |



# Total Proposed Operating Budget Funding

| | | |
|---|---|---|
| Grants and subsidies | $882M | 28% |
| Utility rate | $531M | 17% |
| Other | $409M | 13% |
| **Property tax** | **$1,324M** | **42%** |



# External Funding - $882M

**Many different funded programs within Peel services portfolio**

## Human Services

- Housing Support
- Income Support
- Early Years and Child Care

## Health Services

- Paramedics
- Public Health
- Long Term Care
- Adult Day Care

## Public Works

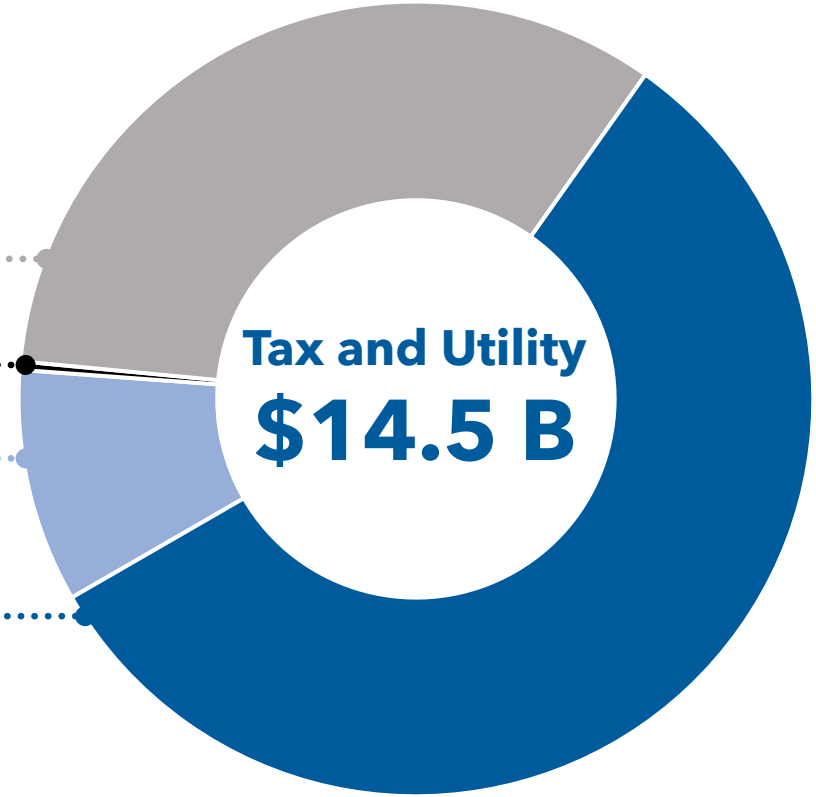
- Waste Management

## Corporate Services

- Climate Change
- Significant portion of staff costs within the department are funded through recoveries from the external facing services
- Support for cost-shared programs reduces impact to taxpayers

# 2023-2032 10 Year Capital Plan

| | | |
|---|---|---|
| Regionally Controlled Tax | $4,850M | 33% |
| Conservation Authority Managed | $3M | <1% |
| Police Services | $1,384M | 10% |
| Utility Rate Supported | $8,284M | 57% |




**Capital Plan Funding**

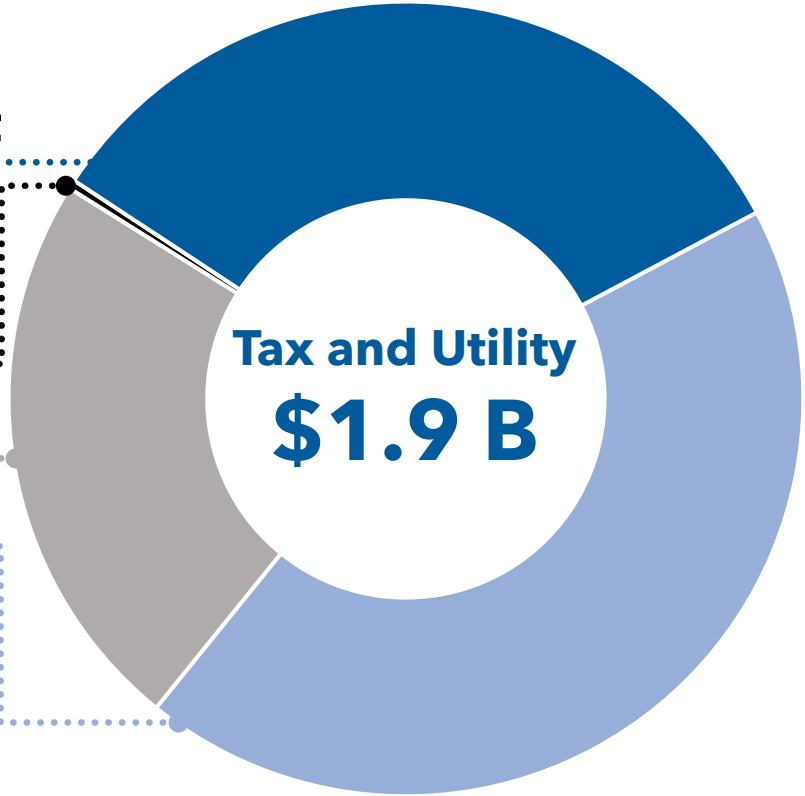
- 44% Reserves
- 44% Development Charges*
- 4% External Funding
- 8% Debt

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

# 2023 Capital Budget

## 67% of Regionally-controlled budget

| | | |
|---|---|---|
| Regionally Controlled Tax | $449M | 23% |
| Conservation Authority Managed | $3M | <1% |
| Utility Rate Supported | $641M | 33% |
| Police Services | $848M | 44% |




**Capital Plan Funding**

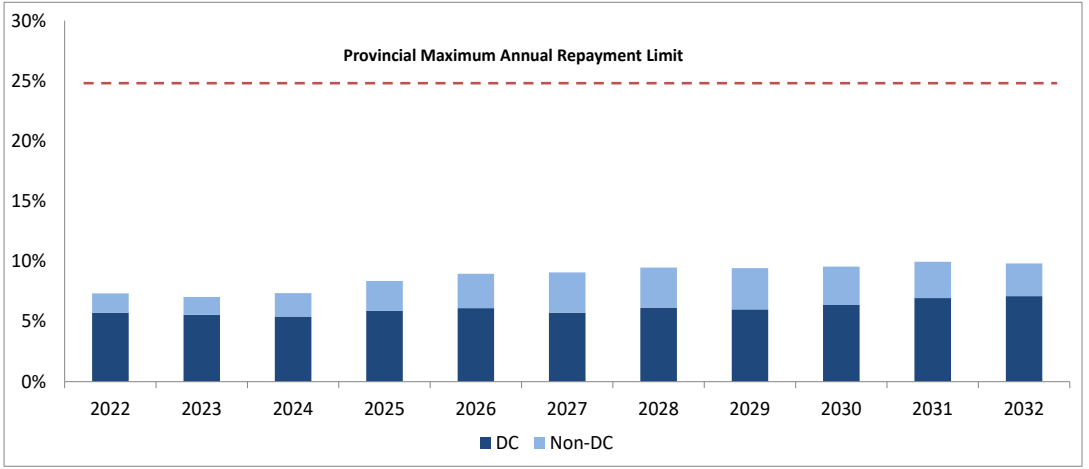
- 38% Reserves
- 24% Development Charges*
- 37% Debt
- 1% External Funding

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

# Managing Long-term Debt Requirements

## Strategic, Planned Approach

- Multi-year forecasting allows for planning and balancing of operational and financial considerations
- Debt levels expected to increase, supporting growth and non-growth, related initiatives
  - New capital pressures on non-growth capital program
- Reduction in financial flexibility
  - Higher interest rate environment = higher debt service costs on new debt
  - Annual Repayment Limit expected to increase but remain below provincial limit
- Current Regional net debt outstanding ~$1.3 billion



# What the Budget Pays for

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

**$1.2 Billion (Operating Budget)**

**$0.2 Billion (Capital Budget)**

**Housing Support** - Providing **11,500** housing subsidies

**Community Investment** - Providing services to residents through agencies funded by **$7.0** million in Community Investment grants

**Paramedics** - Responding to an estimated **147,689** emergency calls by end of 2022

**Income Support** - Providing approximately **23,000** Peel residents (1.6% of our population) with Ontario Works assistance

**Senior Services -** Providing **809** residents with quality care through five long term care homes

**Early Years and Child Care** - Providing opportunities for over **17,000** children to participate in EarlyON programs across Peel

# What the Budget Pays for

Communities are integrated, safe and complete.

**$1.1 Billion (Operating Budget)**

**$0.8 Billion (Capital Budget)**

**Public Health** - Conducting **11,802** compliance health inspections at **6,599** food premises

**Water and Wastewater** - Treating, transmitting, and distributing **590 million litres per day** of municipal water to over **339,000 retail and wholesale customer accounts**

**Waste Management** - Managing over **570,000** tonnes of residential waste

**Transportation** - Maintaining **1,700 lane kilometres** of road to help keep residents safe and traffic moving

**Heritage, Arts and Culture** - **13,701** estimated in person virtual visitors with local arts and exhibitions at the Peel Art Gallery, Museum and Archives (PAMA)

# What the Budget Pays for

Government is future-oriented and accountable.

**$0.2 Billion (Operating Budget)**

**$0.03 Billion (Capital Budget)**

**Real Property and Asset Management** - Managing 1.2 million square metres of Regional buildings

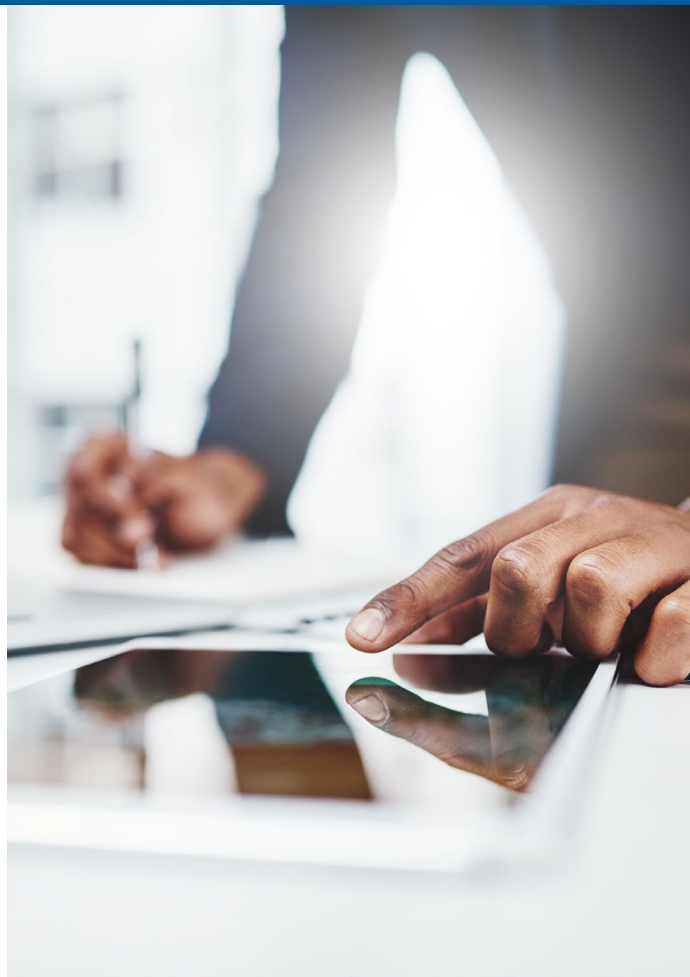
**Information and Technology** - Transforming and modernizing service delivery by leveraging technology and implementing the digital strategy

**Business Services** - Providing trusted, cost – effective and responsive business support to enable the delivery of excellent services

**Legislative Services** - Deliver services in compliance with legislation and that respond to the diverse needs of the Peel community

# Efficient and Effective Service Delivery

- The Region has a disciplined approach to Continuous Improvement
    - Program evaluation
    - Business process management or LEAN
    - Service level reviews
    - Line-by-line reviews
    - Alternate service delivery models
    - Identified  areas for cost savings and cost avoidance
- Leverage lessons learned through COVID response



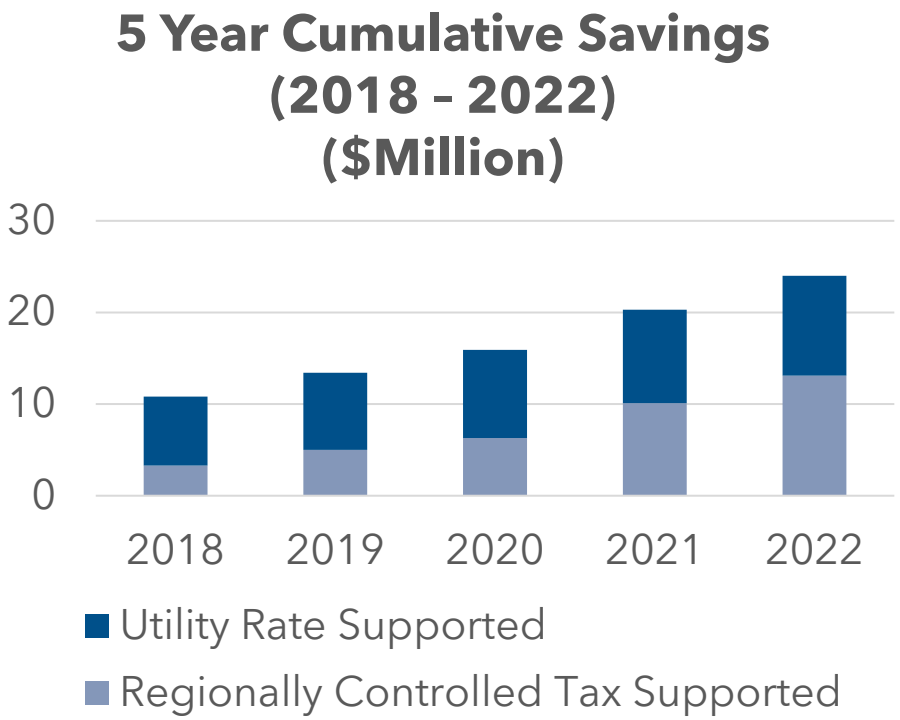
# Continuing to find ways to save money

**2023 Efficiencies - $4.0 million**

**Cost savings** - $3.7 million

**Cost avoidance** - $0.3 million

**Cumulative 5 Years** - $24 million



# Tax Supported Operating

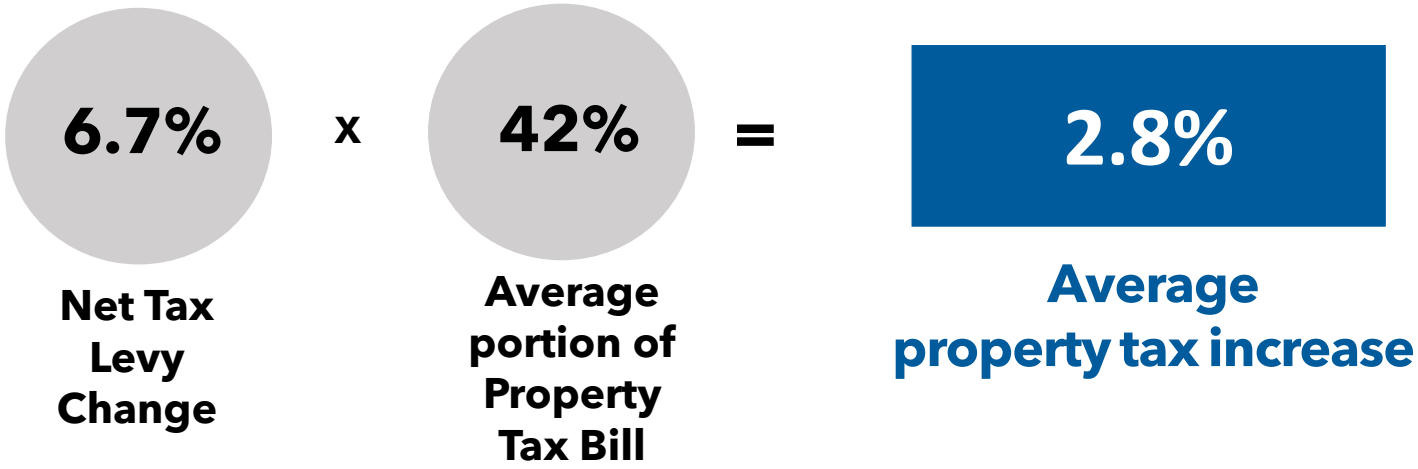
| Regionally Controlled Services | Budget Change | Budget Change | Budget Impact |
|---|---|---|---|
| **Region Controlled - Maintain Service Levels** | | **$15.7M** | **1.3%** |
| **Region Controlled - New Initiatives** | | | |
| • Housing Rent Incentive Program | $7.6M | | |
| • Address Paramedic Call Volume | $3.3M | | |
| • Emergency Shelters | $1.3M | | |
| • Seniors Services incl. Virtual Adult Day Services | $0.6M | | |
| • Sustaining Housing services | $0.4M | | |
| • Community Safety and Wellbeing | $0.4M | | |
| • Various other initiatives | $2.5M | **$16.1M** | **1.3%** |
| **External Funding Impact** | | **$2.7M** | **0.3%** |
| **Infrastructure Levy** | | **$12.3M** | **1.0%** |
| **Total Regionally Controlled** | | **$46.8M** | **3.9%** |
| **Assessment Growth** | | **($6.5M)** | **(0.6%)** |
| **Total Net Regionally Controlled** | | **$40.3M** | **3.3%** |

| External Agencies (Regionally Financed) | Budget Change | Budget Change | Budget Impact |
|---|---|---|---|
| **Peel Regional Police** | | | |
| • Maintain Existing Service Levels | $19.8M | | |
| • Increase Community Safety | $19.9M | | |
| • Community Safety Levy | $6.2M | **$45.9M** | **3.7%** |
| | | | |
| **Ontario Provincial Police** | | **$0.4M** | **<0.1%** |
| | | | |
| **Conservation Authorities** | | | |
| • Credit Valley Conservation | $0.9M | | |
| • Toronto and Region Conservation Authority | $0.5M | | |
| • Conservation Halton | <$0.1M | **$1.3M** | **0.1%** |
| **Total External Agencies** | | **$47.6M** | **3.8%** |
| **Assessment Growth** | | **($5.3M)** | **(0.4%)** |
| **Total Net External Agencies** | | **$42.3M** | **3.4%** |

# What the average Property Tax bill funds

| | |
|---|---|
| **Peel Region** | **42%** |
| **Local municipalities** | **41%** |
| **Education** | **17%** |

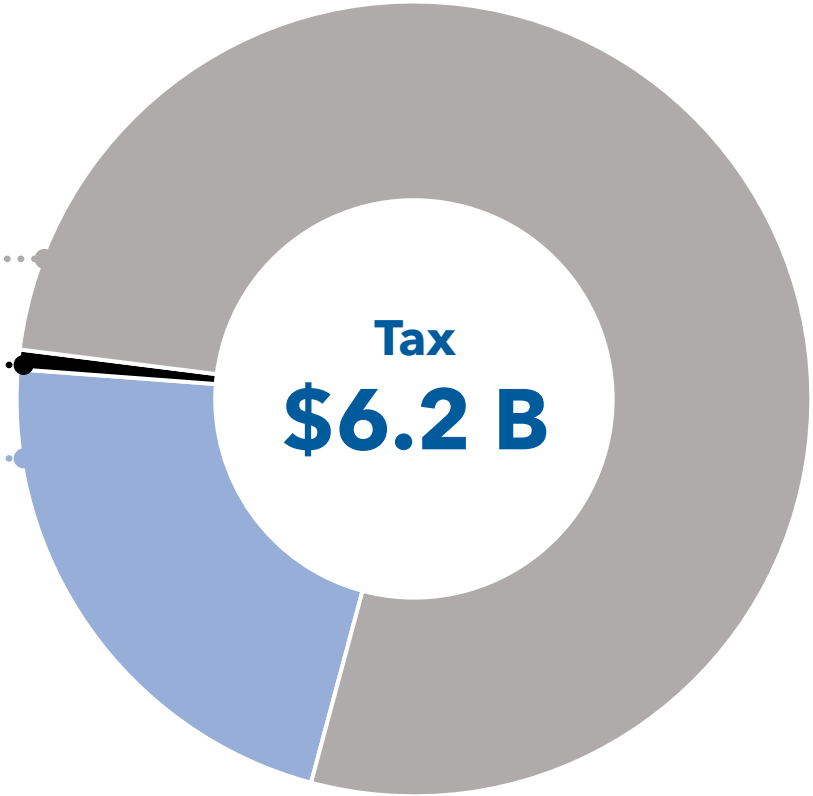
# Property Tax Impact



# Tax Supported Capital Plan and Budget

# 2023-2032 10 Year Capital Plan

| | | |
|---|---|---|
| Regionally Controlled Tax | $4,850M | 78% |
| Conservation Authority Managed | $3M | <1% |
| Police Services | $1,384M | 22% |




**Capital Plan Funding**

- 47% Reserves
- 25% Development Charges*
- 18% Debt
- 10% External Funding

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

# 10-Year Capital Plan by Areas of Focus

## Regionally Controlled Tax – $6.2 Billion

| People's lives are improved in their time of need. | Communities are integrated, safe and complete. | Government is future-oriented and accountable. |
|---|---|---|
| **$1,893 M 39%** | **$2,666 M 55%** | **$291 M 6%** |
| • Housing Master Plan ($813.8M)<br>• Peel Living State of Good Repair ($594.6M)<br>• Growth related satellite and reporting stations for paramedics ($107.6M)<br>• Housing Provider Capital Loan for State of Good Repair ($77.6M)<br>• Maintenance of Long Term Care Homes ($64.0M) | • Road construction, intersection improvements, and active transportation ($1,545.2M)<br>• Road reconstruction/resurfacing and other asset management related works ($540.5M)<br>• Design and construction of a Mixed Waste Processing Facility ($195.0M)<br>• Replacement of Waste collection containers ($96.0M) | • Funding for identified major maintenance requirements at 10 Peel and 7120 Hurontario ($76.4M)<br>• Workforce Enablement Program of lifecycle replacement of Regional computers ($44.8M)<br>• Digital Service Delivery – to implement the roadmap delivered from the Advancing Digital Service Delivery project ($32.0M) |

# Ensure the Capital Plan is Sustainable

## Tax Supported

20-Year Outlook State of Good Repair

Tax Supported 2023–2042 Non-DC Capital Plan **$7.3 B**

**Unfunded gap will require an ongoing infrastructure levy increase**

**1% increase in 2023**

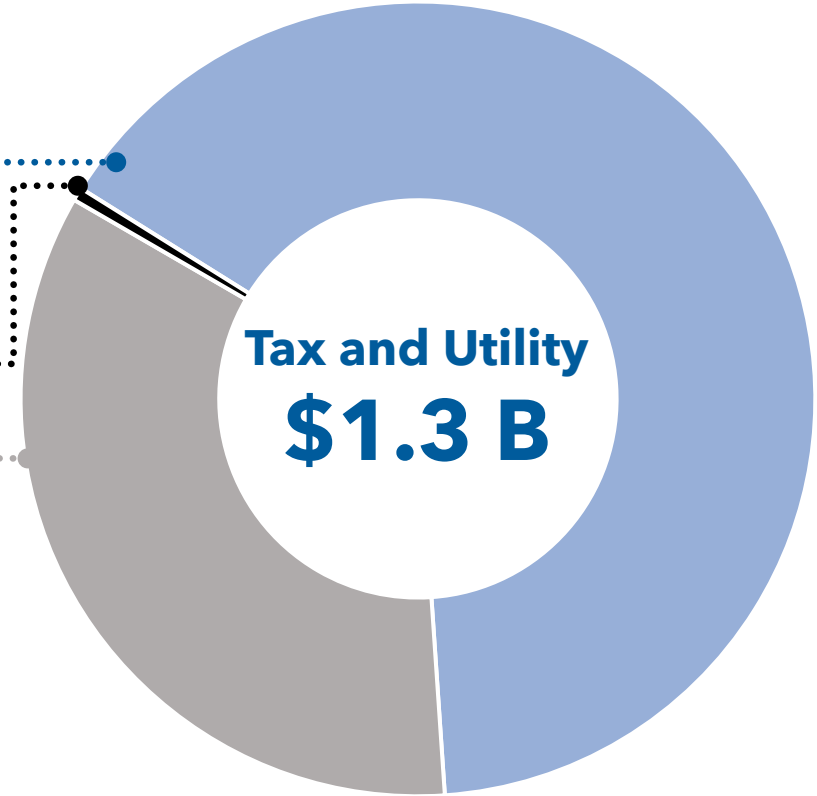
Total available funding (Reserve) **$4.1 B**

**$3.2 B funding shortfall**

Total asset value: **$7.5 B** Regionally Controlled Services

# 2023 Capital Budget

| | | |
|---|---|---|
| Police Services | $848M | 65% |
| Conservation Authority Managed | $3M | <1% |
| Regionally Controlled Tax | $449M | 35% |




**Capital Budget Funding**

- 38% Reserves
- 37% Debt
- 24% Development Charges*
- 1% External Funding

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

# Capital Budget by Areas of Focus

## Regionally Controlled Tax – $449 Million

| People's lives are improved in their time of need. | Communities are integrated, safe and complete. | Government is future-oriented and accountable. |
|---|---|---|
| **$235 M 52%** | **$182 M 41%** | **$32 M 7%** |
| • Peel Living State of Good Repair ($70.8M)<br>• Housing Master Plan ($66.8M)<br>• Land acquisition for sixth reporting station and one additional satellite station ($38.0M)<br>• Enhancement and state of good repair for ambulance and other fleet ($8.1M) | • Road construction, intersection improvements, and active transportation ($75.3M)<br>• Pumping station expansion, rehabilitation and water treatment plant equipment replacement ($71.4M)<br>• Maintain facilities and equipment in state of good repair, including replacement of Peel Curing Gore Covers, site improvement and weight scale system upgrade and replacement at our Community Recycling Centres ($8.2M) | • Enterprise Resource Planning Implementation which will replace the Region's human resources and financial systems ($10.8M)<br>• Digital Service Delivery – to implement the roadmap delivered from the Advancing Digital Service Delivery project ($5.0M) |

# Utility Rate Supported Operating

# Utility Rate Supported Budget

## Water and wastewater services for 1,000 new customers

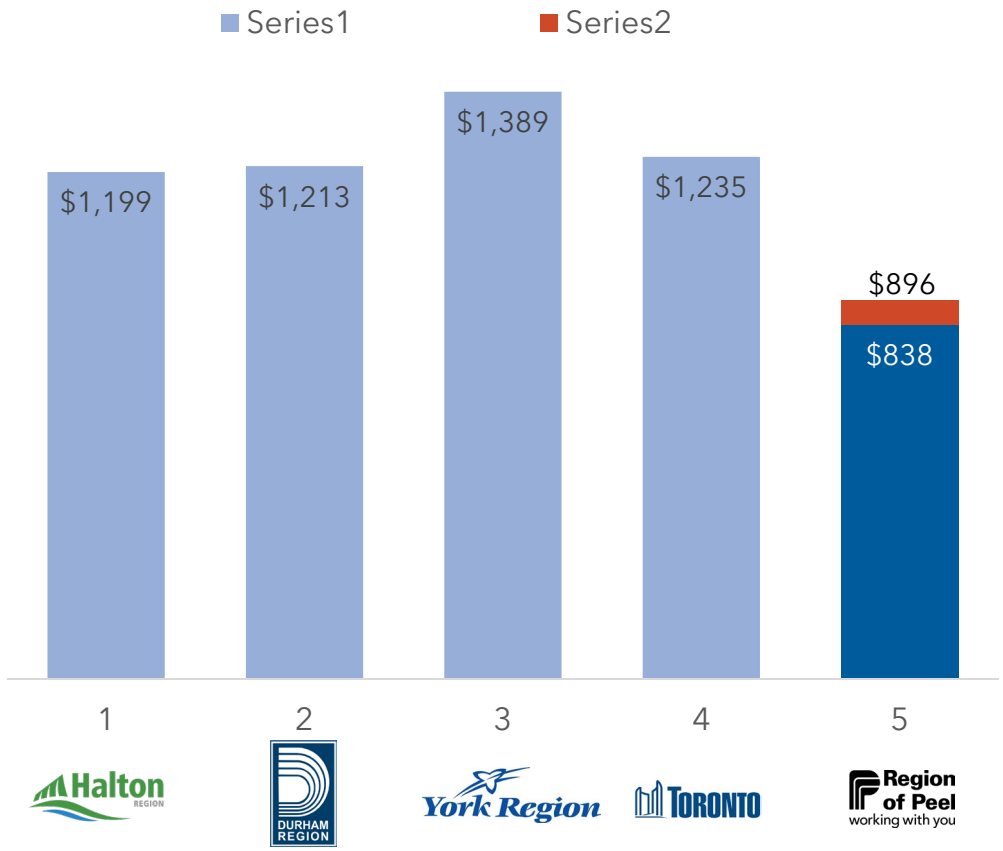
| | 2023 Net Increase ($Millions) |
|---|---|
| Maintain Service Level | 6.2 |
| Continuous Improvement Savings | (0.7) |
| Service Investments | 0.7 |
| Capital Infrastructure | 22.6 |
| **Total Increase** | **28.8** |
| **Average Utility Rate Increase** | **7.9%** |

# Users Pay Where Appropriate

## Utility Rate Payer Impact

| Issue | Residential | Small Business |
|---|---|---|
| **Increase** | **$0.16/day**<br>$58/year | **$0.42/day**<br>$152/year |
| **Annual Water Bill** | $896 | $2,297 |
| **Annual Consumption** | 290$m^3$ | 695$m^3$ |

# Peel Water Bills are significantly below GTA Average

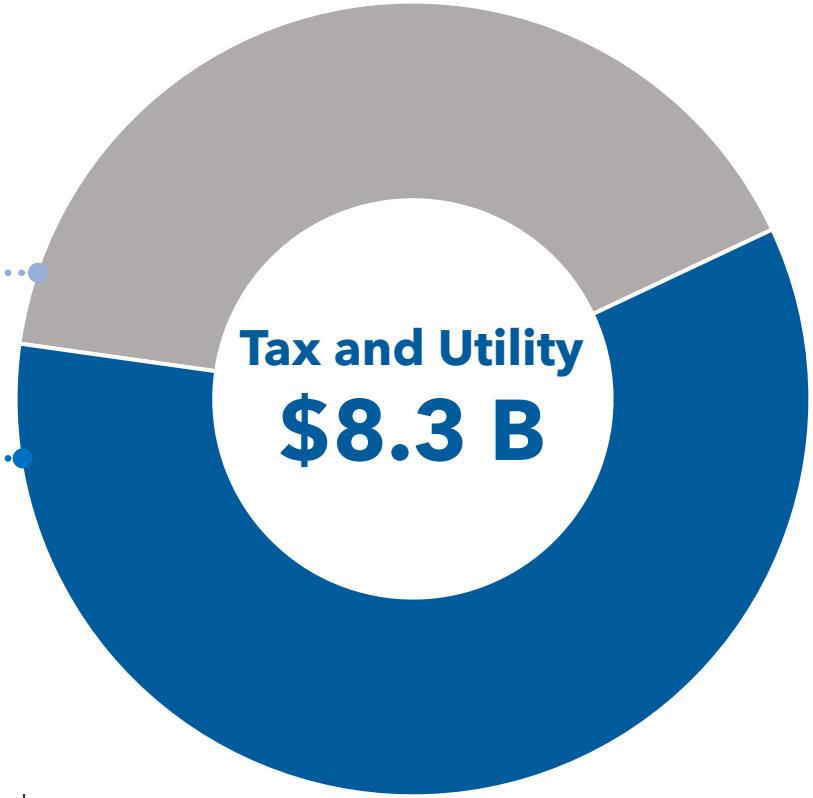



**Note:** York Region - average of three municipalities: Markham, Vaughan & Richmond Hill

# Utility Supported Capital Plan and Budget

# 2023-2032 10 Year Capital Plan

| | | |
|---|---|---|
| **Water** | **$3,377M** | **41%** |
| **Wastewater** | **$4,907M** | **59%** |




**Capital Plan Funding**

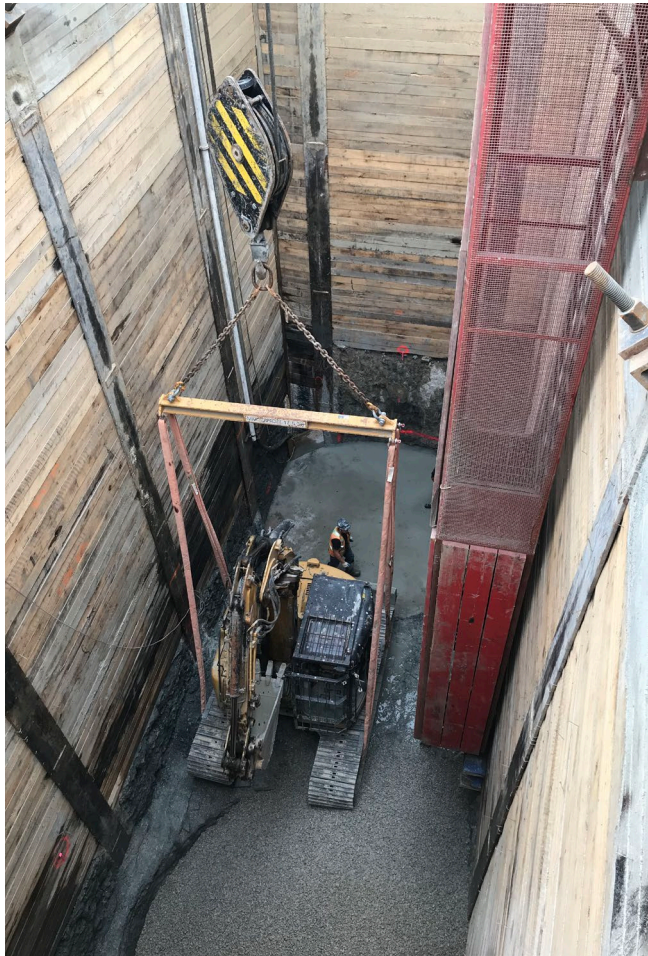
- 42% Reserves
- 58% Development Charges*
- 0.2% External Funding

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

# Highlights of the 2023-2032 10 Year Capital Plan

## Major capital projects

- Wastewater collection, main construction and replacement ($2,143.3M)
- Expansion of Water Resource Recovery Facilities ($2,047.4M)
- Water main construction and replacement ($1,921.7M)



# Ensure the Capital Plan is Sustainable

## Utility Rate Supported

20-Year Outlook State of Good Repair

Utility Rate Supported 2023–2042 Non-DC Capital Plan **$8.2 B**

**Unfunded gap requires infrastructure rate increase in future years**

**5% increase in 2023**

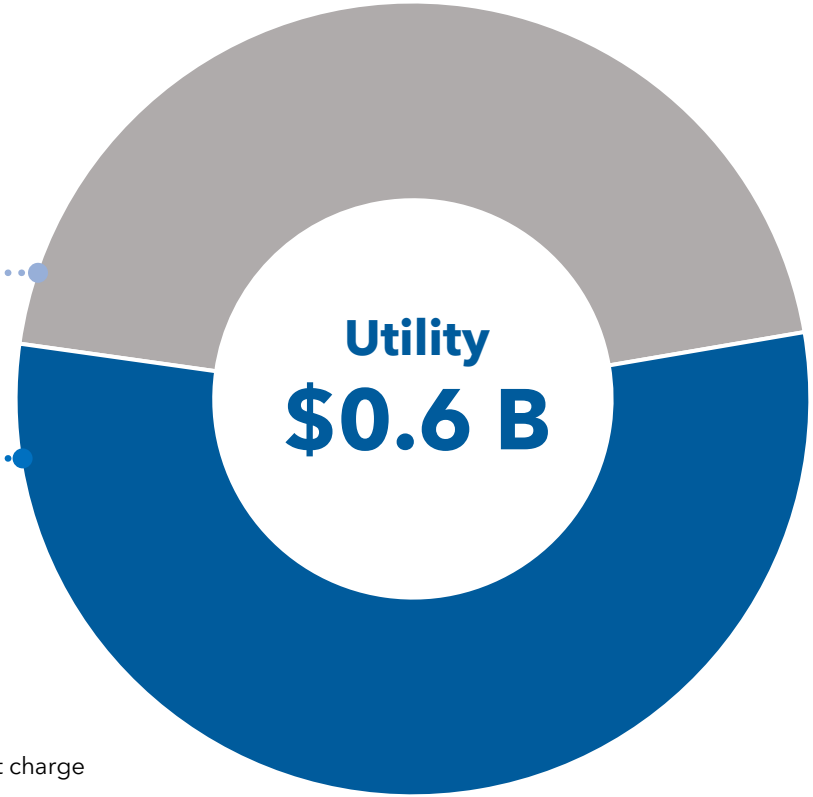
Total available funding (Reserve) **$5.6 B**

**$2.6 B funding shortfall**

Total asset value: **$28.5 B** Regionally Controlled Services

# 2023 Capital Budget

| | | |
|---|---|---|
| **Water** | **$289M** | **41%** |
| **Wastewater** | **$352M** | **59%** |




**Capital Budget Funding**

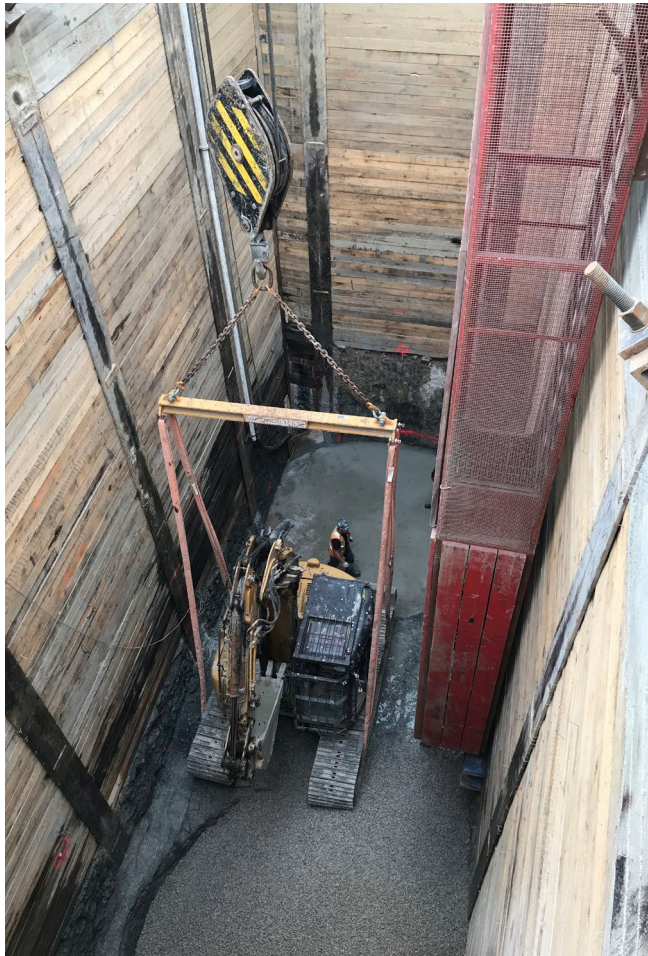
- 49% Reserves
- 51% Development Charges*

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

# Highlights of the 2023 Capital Budget

## Major capital projects

- Water main replacement and construction ($144.5M)
- Expansion of Water Resource Recovery Facilities ($139.7M)
- Wastewater collection, main replacement and construction ($120.8M)



# Budget Summary

# 2023 Budget Impact

## Average property tax increase

**2.8%**

## Utility rate increase

**7.9%**

## Property tax impact

### Residential

| Brampton | Caledon | Mississauga |
|---|---|---|
| 2.7% | 1.4% | 3.1% |
| +$152 | +$68 | +$148 |

### Small Business Owner

**+ $255**

## Utility rate impact

### Residential

**+ $58**

### Small Business Owner

**+ $152**

# 2024 – 2026 Outlook

# Tax Supported Programs
# 2024 to 2026 Outlook

| | 2023 | 2024* | 2025* | 2026* |
|---|---|---|---|---|
| **Net Tax Levy Increase** | 6.7% | **6.5%** | 6.0% | 6.1% |
| **Regionally Controlled Services** | 3.3% | **2.8%** | 2.2% | 2.2% |
| **External Agencies** | 3.4% | **3.7%** | 3.8% | 3.9% |

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

# Utility Rate Supported Programs
# 2024 to 2026 Outlook

| | 2023 | 2024* | 2025* | 2026* |
|---|---|---|---|---|
| **Utility Rate Increase** | 7.9% | **6.8%** | 5.8% | 6.0% |

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

# Transition Risks and Challenges

## 2025 Budget

- Will need to be developed during 2024
- Need a plan to transition the budget and its approval

## Provincial Funding Agreements, Budgeting and Reporting

- Provincial funding agreements – April 1 to March 31
- Who/how will provincial budget/subsidy submissions be done for 2025/2026

## External Agencies

- Will need direction for 2025 Budget of Peel Regional Police, Ontario Provincial Police, Credit Valley Conservation, and Conservation Halton

# Questions