



# 2015-2035 Strategic Plan and Performance Reporting

August 2023

# Strategic Plan

Vision: **Community for Life**

Mission: **Working with you to create a healthy, safe and connected community**

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

### By 2035, you will have...

- access to services that meet your needs at all stages of life
- affordable housing options
- access to employment opportunities of your choice
- access to culturally appropriate services
- access to local, nutritious food sources
- a responsibility to contribute to community well-being

## Communities are integrated, safe, and complete

### By 2035, you will live in a community...

- that is environmentally friendly
- that promotes mobility, walkability, and various modes of transportation
- that embraces diversity and inclusion
- that promotes economic sustainability and future investments in Peel
- where growth is well-managed
- where the built environment promotes healthy living

## Government is future-oriented and accountable

### By 2035, you will trust that...

- sustainability and long-term benefits to future generations are considered
- Peel Region is a model and progressive employer
- co-ordination and partnerships occur
- a systematic approach to innovation is in place
- community voice and participation are welcome
- Peel Region is a well-managed government

## Official Plan, Master Plans and Long-Term Strategies

## Regional Service Business Plans



Housing support



Public health



Real property and asset management



Income support



Water and wastewater



Information and technology



Community investment



Waste management



Business services



Seniors services



Transportation



Legislative services



Paramedics



Land use planning



Regional chair and council



Early years and child care



Heritage, arts and culture

## Regional Council Budget and Annual Plan



# 2018-2022 Term of Council Priorities Final Report

August 2023

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**For Information**

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REPORT TITLE: **2018-2022 Term of Council Priorities Final Report**

FROM: Gary Kent, CPA, CGA, ICD.D, Chief Financial Officer and Commissioner of Corporate Services

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**OBJECTIVE**

To provide the 2018-2022 Term of Council Priorities Final Report, the impacts of the pandemic on the progress of the priorities, and the key accomplishments achieved.

**REPORT HIGHLIGHTS**

- In 2015, Regional Council approved a 20-year Strategic Plan which included long-term outcomes alongside term-based priorities, guided by a vision of *Community for Life*.
  - For the 2018-2022 term, key community needs were identified resulting in seven priorities that were endorsed by Regional Council.
  - The ongoing impacts of COVID-19, including an urgent focus on the pandemic emergency response and essential service delivery, affected progress on four priorities.
  - Building on annual progress updates provided to Regional Council, this report serves as an end-of-term summary of the accomplishments realized by each priority.
  - In early 2023, Regional Council will be engaged to shape the future development and progression of the Strategic Plan.
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**DISCUSSION**

**1. Background**

On November 12, 2015, Regional Council approved the Region's 20-year Strategic Plan (Resolution 2015-814) which provides direction through the vision, *Community for Life*. Each term of Council has an opportunity to set priorities that advance the Strategic Plan.

For the 2018-2022 term, community surveys and consultations with local municipal staff were conducted to understand local plans and priorities, demographic, economic and population health data, and service pressures. These inputs were used to identify key community needs that resulted in seven priorities.

On June 13, 2019, Regional Council endorsed the following seven priorities to advance the Strategic Plan (Resolution 2019-179):

- Transform housing service delivery
- Enhance supports for employment
- Enhance seniors' supports and services
- Advance community safety and well-being
- Expand community mobility

## 2018-2022 Term of Council Priorities Final Report

- Build environmental resilience
- Improve service and confidence

Regional Council has received annual progress updates on the priorities, and this report serves as the final summary of accomplishments completed within the four-year term.

### 2. Pandemic Impacts

As a result of the pandemic, Regional staff were redeployed to support the emergency response and essential services focused on protecting the health and safety of residents and businesses across Peel. This impacted certain priorities including *Enhance seniors' supports and services*, *Expand community mobility*, *Build environmental resilience*, and *Improve service and confidence* which endured resource constraints and public health measures that impeded planned work efforts (i.e., limited access in Regional buildings including Long-Term Care homes, physical distancing requirements, stay-at-home orders, etc.).

Although all seven priorities were able to make meaningful accomplishments over the four-year term, a few accomplishments were uniquely derived from the Region of Peel's pandemic response. For example, the Region's Open Data Portal was enhanced to make COVID-19 related data available online. This resulted in over 35 million hits for COVID-19 related data, improved access to data, and an effective and efficient service experience for the public.

Some examples of work that was paused and will be reassessed in the future includes: development and implementation of the Seniors' Service Master Plan, initiating an accessible transportation pilot with Adult Day Services clients, integration with conventional transit using PRESTO, advancing the Green Fleet strategy due to the precarious market availability of green fleet vehicles during the pandemic, and initiating service enhancement pilots in waste management and TransHelp.

### 3. Accomplishments

Key accomplishments for the 2018-2022 Term of Council Priorities are outlined in Appendix I.

### 4. Next Steps

In the first quarter of 2023, Regional Council will be engaged to shape the future development and progression of the Strategic Plan. Part of the engagement will include the transition towards a more detailed, action-oriented approach to achieve strategic outcomes which will update and replace the practice of setting Term of Council Priorities. Annual reporting on the Strategic Plan will continue to ensure both Regional Council and the community can track and monitor the progress towards building a *Community for Life*.

## CONCLUSION

The Region of Peel continues to advance the outcomes set in the 20-year Strategic Plan to achieve the vision of *Community for Life*. This report serves as the final summary of the 2018-2022 Term of Council Priorities.

## APPENDICES

Appendix I – 2018-2022 Term of Council Priorities Final Report

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**2018-2022 Term of Council Priorities Final Report**

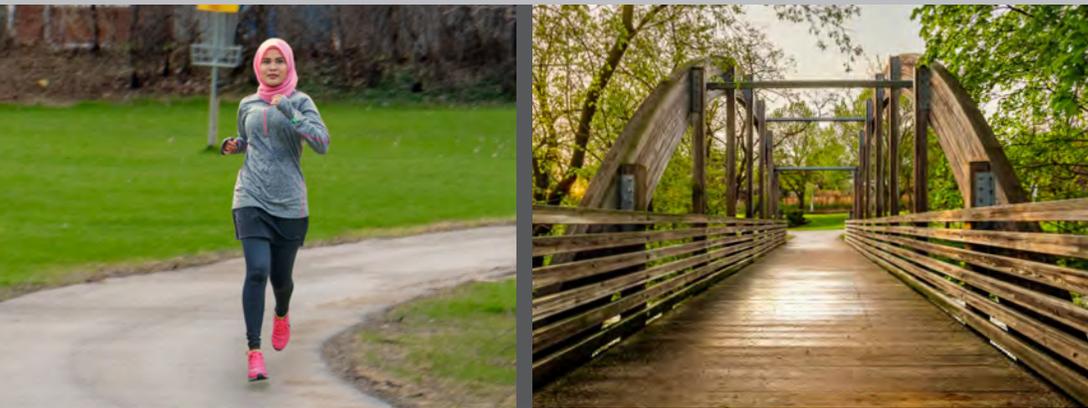
*Authored By: Olivy Purakal, Strategic Advisor, Corporate Strategy Office*

A handwritten signature in black ink that reads "G. Kent." The letter "G" is large and loops around the "K", which is also large and loops around the "t". There is a period at the end.

Gary Kent, CPA, CGA, ICD.D, Chief Financial Officer and Commissioner of Corporate Services

# Term of Council Priorities

## 2018–2022 FINAL REPORT



In 2015, Council approved a new 20-year Strategic Plan and vision to create a *Community for Life* in Peel.

Each term of Council has an opportunity to set priorities that advance the Strategic Plan.

For the 2018–2022 term, community surveys and consultations with local municipal staff were conducted to understand local plans and priorities, demographic, economic and population health data, and service pressures. These inputs were used to identify key community needs that resulted in seven priorities.

In March 2020, COVID-19 was declared an emergency and Peel’s pandemic response became our top priority. With an ‘all-hands-on-deck’ approach, staff and other resources were redeployed to support the pandemic response and mass vaccination programs which resulted in some planned work efforts on the Term of Council Priorities being delayed or suspended.

Over the last four years, progress has been made to advance these priorities while continuing to keep the community healthy and safe during the pandemic.

The following pages provides a summary of the ongoing impacts of the COVID-19 pandemic, and the accomplishments made for each Term of Council Priority.

**VISION**  
Community for Life  
**MISSION**  
Working with you

### 2018-2022 Term of Council Priorities

Transform housing  
service delivery

Enhance supports  
for employment

Enhance seniors’  
supports and services

Advance community  
safety and well-being

Expand community  
mobility

Build environmental  
resilience

Improve service  
and confidence

# COVID-19 pandemic response and impacts



## Why was this a Priority?

The Region of Peel has been one of the hardest hit communities impacted by COVID-19 in Ontario. Since March 2020, Peel's pandemic response has been our top priority.

## Long-term outcomes

Peel is a community where our residents, businesses and staff remain safe and healthy throughout the pandemic.

## Impacts

Peel has experienced **one of the highest** case incident rates in Ontario.

Regional **staff were redeployed** to support the emergency response and essential services focused on protecting the health and safety of residents and businesses across Peel.

As of April 2022, over **1700 active employees** are **still supporting** Public Health (655 redeployed staff, 1089 temporary hires).

**For over 800 days**, Peel has supported the COVID-19 emergency response requiring priorities to be **paused or curtailed** resulting in work that could not be fully implemented.

Provincial Emergency Orders and public health measures, such as physical distancing, **limited the ability to access and interact** with our community.

**Stay-at-home orders made it hard to move around within the community** and advance priorities, particularly those focused on *Enhancing seniors' supports and services* because of their vulnerability to the dangers of COVID-19.

Impacts to the global supply chain **continue to impact our ability to advance priorities**, particularly *Build environmental resilience* which relies on access to clean technology.

Ongoing **resource constraints and COVID-19 safety measures** have impacted priorities such as *Expand community mobility*, and *Improve service and confidence* which had limited the ability to perform in-person services.

# COVID-19 pandemic response accomplishments



## Accomplishments

Administered over  
**3,300,000**

doses of COVID-19 vaccine to Peel residents aged 12 and over (in partnership with health system partners)

**Managed over 180,000 COVID-19 cases.**

**Investigated over 350** institutional and workplace outbreaks, and conducted multiple health inspections.

**Created a Community Response Table** with over **160** partner community organizations to support vulnerable and at-risk populations during the pandemic.

**Provided isolation housing** for residents needing to self-isolate due to symptoms or who were COVID-19 positive.

**Increased** our audience on Twitter by **105%**, adding nearly **30,000 followers** who received clear, timely and actionable information throughout the pandemic.

**Over \$360 million** in **COVID-19 funding secured** to support the community.



of residents aged 12 and over have **received a second dose**

**Delivered three Doses After Dark** and **one Boosters Before Bedtime** events, vaccinating approximately 7500 residents after hours.

**Launched** the **Vax Van** to travel to underserved communities.

**Obtained** over \$3M in **personal protective equipment, infection prevention, and control supplies** to support COVID-19 prevention.

**Opened, managed, and equipped 9 mass vaccination clinics** and numerous weekly **mobile clinics** in indoor soccer fields, arenas, community centres, and schools. **Over 1800 temporary staff hired** to support these varied clinics.

**Adopted** the '**Hockey Hub**' model which improved clinic efficiency without additional costs, and increased the amount of vaccinations a clinic could deliver by **25%**.

# Transform housing service delivery



## Why was this a Priority?

Peel's housing market is becoming unaffordable and unstable, causing more people to leave the community for less expensive housing or turn to the community housing sector for options and support, where Peel residents are experiencing challenges when accessing and navigating the system.

## Long-term outcomes

Peel is a community where an increasing number of people who experience housing challenges receive the level of supports and services needed to get and stay housed.

## Accomplishments

### Supply and development

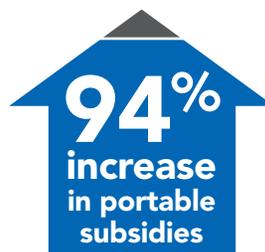
Opened 4 new rental and supportive housing buildings with

**392** units 

**Started** development of approximately **965 affordable rental units/shelter beds**, through the work led by the Region of Peel and third-party agencies.

**Received** Council approval to fund the creation of **130 affordable rental units** under the Affordable Housing Incentives Pilot Program.

### Service transformation

**94%** increase in portable subsidies 

**Over 1200 households now have the option** of a portable subsidy to help them live affordably in a rental unit of their choice

**Launched** a Coordinated Access System, which provides clients who are homeless with **faster access to supports**.

**Decreased** the number of days from initial client contact to **one time service offering by 7 days** (30 days in 2020, to **23 days in 2021**).

**Reduced** time to create a case plan by **2.5 days** (10.5 days in 2020, to **8 days in 2021**).

# Enhance supports for employment



## Why was this a Priority?

Peel's employment sector is experiencing a fundamental shift, resulting in the inability to afford the cost of living.

## Long-term outcomes

Peel is a community where employment support and opportunities are improved.

## Accomplishments

In January 2021, the Region of Peel's role shifted from the delivery of employment services to the delivery of stability and case management supports.

### Planning and supports

Increased the average monthly employment earnings for social assistance clients to

**\$1030/month** in 2021

Compared to \$987/month in 2019

**Partnered** with Peel Region's new employment Service System Manager (WCG Services) which led to **97% of social assistance client referrals being accepted** by WCG Services.

**Approved** a by-law for a **Regional Major Office Incentives Program** that supports the development of major office building space through Tax Increment Equivalent Grants (TIEG).

Developed an **Employment Strategy** to support the Region of Peel in accommodating an additional

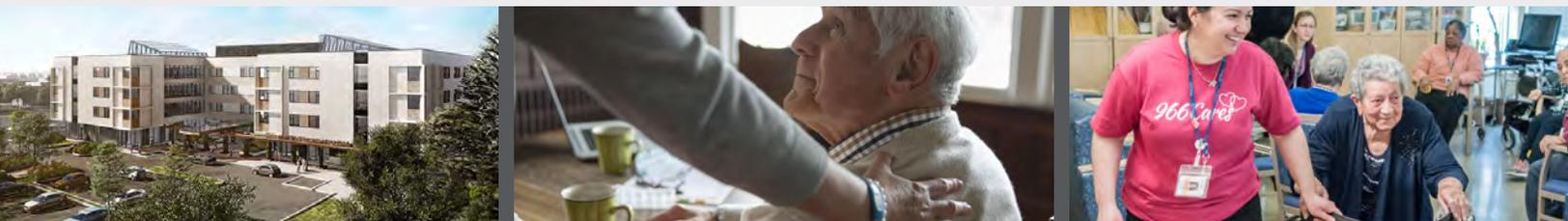
**335,000** new jobs forecasted to 2051

**Added** an additional **1,500 hectares of new employment land** through Settlement Area Boundary Expansion (SABE).

**Identified** over **90 potential Major Transit Station Areas (MTSA)** across the Region of Peel which will provide opportunities to live and work close to transit.

**Updated Regional Official Plan policies** to identify and **protect Employment Areas** for future job growth, and respond to the changing nature of employment.

# Enhance seniors' supports and services



## Why was this a Priority?

Gaps and complexities in the health and social systems in Peel prevent seniors and their caregivers from successfully navigating and accessing a range of services that support healthy aging.

## Long-term outcomes

Peel is a community where an increasing number of seniors and their caregivers can access services and supports to optimize their quality of life.

## Accomplishments

### Construction and program supports



**Seniors Health and Wellness Village at Peel Manor construction 80% completed (April 2022)**

**Completed** a **Senior's Housing Solutions Lab** with seniors to co-design solutions to address their housing needs.

**Implemented** a **High Intensity Supports at Home Plus Program (HISH+)** to support vulnerable seniors awaiting placement in long-term care, in partnership with the Central West Ontario Health Team.

**Launched** the **Canada HomeShare-Peel pilot** which matches older adults and post secondary students. This provides students with an affordable place to stay, and provides companionship, rental income and help around the house for the older adult.

**Installed 23 rest area benches** in areas with high senior population.

**93%** of caregivers reported in 2021 that **Adult Day Services** contributed towards their loved one's **ability to continue to live at home**

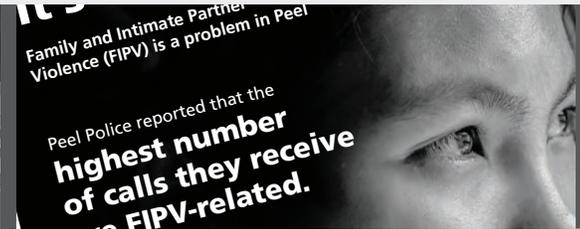
**Increased** the average number of **caregivers accessing supports** per month (**25 in 2021**, compared to 19 in 2019).

**90%** of caregivers report that **Adult Day Services** provided an opportunity to have a break from their caregiver role (2021 data).

**Implemented virtual programming** to support Adult Day Services clients and caregivers (registered and waitlisted), including a digital lending library to reduce barriers to participation.

**Established** a cross-sector network and multi-agency collaborations dedicated to **addressing isolation and key health and social priorities** for seniors and their caregivers.

# Advance community safety and well-being



## Why was this a Priority?

The community is increasingly concerned about safety. Factors that negatively impact the safety and well-being of Peel residents are not adequately addressed.

## Long-term outcomes

Peel is a community where people experience a greater sense of well-being, belonging and safety.

## Accomplishments

### Planning and public awareness



**Completed and adopted** the **Region of Peel's Community Safety and Well-Being Plan (CSWB)** in October 2020

**Implemented** prioritized initiatives from the CSWB Plan related to mental health and addictions, family violence and systemic discrimination.

Led **two Break the Silence campaigns** aimed to increase public awareness and encourage conversation about family and intimate partner violence and violence against women.

Supported advocacy efforts and **one-time emergency funding** of **\$270K** to **Safe Centre of Peel**.

**Engaged and educated** community members on road safety through social media.

### Safety and well-being

**\$3.5M** Provincial funding secured

for the Anti-Human **Sex Trafficking Dedicated Services Hub**, ensuring program sustainability to March 2025

**Developed** the **Anti-Human Sex Trafficking Strategy**, representing the first municipality in Ontario to do so.

**Opened** an **integrated service hub** for victims, survivors and individuals at risk of human sex trafficking.

**Opened** a **safe house** and a **transition house** for victims and survivors of sex trafficking.

**Expanded** the **Red Light Camera** program with **six additional cameras** at Regional intersections.

# Expand community mobility



## Why was this a Priority?

The community experiences challenges moving across the Region of Peel and requires more mobility options.

## Long-term outcomes

Peel is a community where people use an increasing range of mobility options to benefit their health and the environment.

## Accomplishments

### Transportation and active living



**26km** of active transportation facilities built or upgraded on Regional roads to maximize return on investment in major transportation infrastructure and services

**Transitioned** the **Off-Peak Delivery pilot project** to a full-time program, reducing trucks on the road during peak travel times.

**Increased** the number of **Long Combination Vehicle trips** that originate or are destined to the Region of Peel to improve capacity for other mobility options.



**26%** per year Increased usage on the multi-use trails

**Completed** the **Long Range Transportation Plan** to guide planning and infrastructure needs in the Region of Peel, and to accommodate anticipated growth to 2041.

**Activated TransHelp self-service** online booking features, improving service experience and reducing costs and calls to the call centre.

**Received designation** as a United Nations Regional Centre of Expertise for Goods Movement and Sustainable Transportation.

# Build environmental resilience



## Why was this a Priority?

The community is experiencing more frequent and severe impacts of climate change. There are increased pressures for collective community action, as how we live today is contributing to connected health and environmental stresses which will both be amplified by the adverse impacts of climate change.

## Long-term outcomes

Peel is a community that is resource efficient, emits less greenhouse gases, is healthier and better prepared for the impacts of climate change.

## Accomplishments

### Planning



**Developed and initiated** implementation of the **Region of Peel's Climate Change Master Plan**

(implementation is ongoing to 2030)

**Secured \$525K in Federation of Canadian Municipalities funding** for three net-zero carbon construction study and design projects for 10 Peel Centre Dr. (Suite A), East Avenue and Weaver's Hill.

**Initiated** the development of a **Financial Strategy** to fund the **Climate Change Action Plan**.

**Embedded** Climate Change actions into the **Service Plan for Housing**.

### Environmental impacts



**73,650** tonnes of food/organic material collected in 2021

Compared to 30,506 in 2015

**Increased participation** in the organics program to **71% in 2021**, compared to 30-35% in 2015.

**Completed** the **E85 Alternate Fuel pilot** (85% ethanol, 15% gasoline) in 22 fleet vehicles resulting in GHG reductions of 120 tonnes (CO<sub>2</sub>). Once expanded to the remaining eligible fleet, the expected result is GHG **reductions of over 750 tonnes** (CO<sub>2</sub>) per year.

**Expanded** the Region of Peel's hybrid-electric vehicles to **102 total vehicles by end of 2021**. The expected result is GHG reductions of 18 tonnes (CO<sub>2</sub>) per year.

**Installed 81 EV charging stations** for employee and fleet vehicle use.

# Improve service and confidence



## Why was this a Priority?

The community's expectations for government are changing: Peel's community wants better services that are responsive to their diverse needs, better access to information and data, more engagement in two-way dialogue, and assurance of their tax dollars being spent well.

## Long-term outcomes

The Region of Peel improves trust and confidence by providing service excellence that meets the needs of the community.

## Accomplishments

### Open data

Launched the **Open Data Portal** realizing

**35M** hits for COVID-19 related data

**7.8M** hits for non-COVID-19 related data

Made **neighbourhood level COVID-19 case and testing data available for download**, enhancing transparency of data, and reducing staff time to fulfill data requests.

**Created** a **new Census Information Hub** which provides easy access to download Statistics Canada Census data directly from the Region of Peel's Open Data portal.

### Service experience and enhancement

**81%** of customers said the reason for their call was resolved on the first call or contact



Industry benchmark average is 70%

**Expanded** the new COVID-19 **virtual assistant** to quickly answer nearly **30,000 resident questions** about waste collection.

**Completed** a review and prioritized services for digital modernization.

**Developed** a **5-year TransHelp technology plan** that will further improve processes and enhance the customer experience.

**Revised** the Region of Peel's **Service Commitment** so that clients know what to expect when accessing Regional services.



# 2018 Community for Life Report

August 2023

# Community for Life



## 2018 Annual Report to Our Community

The Regional Municipality of Peel, Ontario, Canada  
for the year ended December 31, 2018

 **Region  
of Peel**  
working with you

# Community for Life

## 2018 Annual Report to Our Community

The Regional Municipality of Peel, Ontario, Canada  
for the year ended December 31, 2018

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Produced by Marketing and Communications, the  
Corporate Strategy Office and Finance Department  
in co-operation with all Regional departments.

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## Message from the Regional Chair and Chief Executive Officer (CEO)

As Chair and Chief Executive Officer for the Region of Peel, it is a pleasure to present our **2018 Community for Life Annual Report**. For over 40 years, the Region has provided broad, regionally-driven services that take advantage of an economy of scale, which has successfully brought us to where we are today. From our humble beginnings, we are now a region of 1.484 million residents living in Brampton, Caledon and Mississauga. I am honoured to be a part of the team, and thankful every day that I am a resident as well.

I believe in the Region. We are the best at what we do. I congratulate the team for achieving the Excellence Canada Platinum Award earlier this year, recognizing the outstanding achievements of organization-wide systems of management and public service delivery. The Region is the only municipality or level of government to receive this exceptional recognition.

We have shown strength and agility over the past 40 years during the period of tremendous growth in our great Province of Ontario. Over 20,000 new residents want to make Peel their home every single year, and going forward, broad-based, regionally delivered services will continue to be essential in growing a strong, healthy economy and population. A balance of financial sustainability and flexibility will get us to where we need to go for our next 40 years of growth. On behalf of Council, thank you to the tremendous team who manage the finance and operations of the Region.

Kindest personal regards,

**Nando Iannicca**  
Regional Chair and  
Chief Executive Officer

# Message from the Chief Administrative Officer (CAO)

The Region of Peel is pleased to report on our progress towards building a **Community for Life**. This journey is about you, the residents and businesses of Peel, who asked us to create a community where everyone enjoys a sense of belonging, has access to the services they need and where people can thrive throughout each stage of their lives. We are well on our way to bringing this vision to life, while upholding our principles of remaining a well-managed, sustainable government.

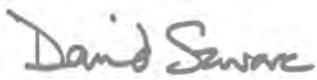
Our **2018 Community for Life Annual Report** is the story of our progress so far. It details the measurable outcomes we are working towards in our 20-year Strategic Plan, while providing transparent financial reporting.

These are real stories from the residents and businesses who have accessed our services in 2018, and from our staff members who work in the community every day. While Peel is home to 1.484 million people and 175,534 businesses, the Region provides our services one person at a time. Our collective impact on their lives is how we are turning this vision of a **Community for Life** into reality.

It takes the dedication of every staff member at the Region, each making their own contribution, to create a healthy, safe and connected community. We take an immense amount of pride in our work and invite you to follow along as we make important strides towards achieving our goals. You can also track our milestones online at [peelregion.ca/dashboard](http://peelregion.ca/dashboard).

Working with you – our residents, businesses and partners – we are building a living, thriving and leading community for generations to come.

Sincerely,



**David Szwarc**  
Chief Administrative Officer

@CAOPeel 



## Message from the Chief Financial Officer (CFO)



Thank you for taking the time to read the Region of Peel's Annual Report. The **2018 Community for Life Annual Report** demonstrates our accountability to our community through the advancement of outcomes defined in the 20-year Strategic Plan and vision of **Community for Life**.

This report is structured to give a birds-eye view to all Regional services, and an opportunity to zoom in to see service outcomes and community impact in detail. The report also highlights the achievements through the application of Peel's Long-term Financial Planning Strategy. The Strategy is used to identify and manage risks to long-term financial sustainability and inform decision-making about how tax dollars are spent. Some highlights from 2018 include:

- **Strong financial management** – validated by Triple A credit rating, reaffirmed by S&P and Moody's, citing our strong fiscal management practices.
- **Public accountability** – recognized by the Government Finance Officers' Association of the U.S. and Canada for Financial Reporting and Distinguished Budget Presentation.
- **Corporate governance & public service delivery** – demonstrated by the Excellence Canada Platinum Award given to the Region for outstanding end-to-end achievements in systems management and public service delivery. In addition, accreditation of the Region's procurement was renewed for another three years by the Institute for Public Procurement.
- **Asset management** – exemplified by the "good or very good" rating for state of good repair of most infrastructure assets, worth \$28 billion in total.
- **Continuous improvement** – confirmed by the completion of 22 improvement initiatives in 2018 amounting to financial benefits of \$7.2 million in cost savings and \$3.7 million in cost avoidance.

These achievements reflect a strong financial foundation which positions the Region well, as our population is set to grow to 2 million by 2041. We remain committed to providing best value for tax dollars to residents and businesses, while ensuring that Regional services are affordable today and in the future.

Our vision for Peel is to build a **Community for Life**, where everyone enjoys a sense of belonging and has access to the services and opportunities they need to thrive throughout each stage of their lives. Working with you, we will bring this vision to life.

Thank you,

**Stephen VanOfwegen**  
Chief Financial Officer

@PeelCFO 

# Organizational overview

## Peel Regional Council for the 2018–2022 Term



Nando Iannicca  
Regional Chair



Patrick Brown  
City of Brampton  
Mayor



George Carlson  
City of Mississauga  
Ward 11



Bonnie Crombie  
City of Mississauga  
Mayor



Dipika Damerla  
City of Mississauga  
Ward 7



Stephen Dasko  
City of Mississauga  
Ward 1



Gurpreet Dhillon  
City of Brampton  
Wards 9, 10



Johanna Downey  
Town of Caledon  
Ward 2



Chris Fonseca  
City of Mississauga  
Ward 3



Pat Fortini  
City of Brampton  
Wards 7, 8



Annette Groves  
Town of Caledon  
Ward 5



Jennifer Innis  
Town of Caledon  
Ward 3, 4



John Kovac  
City of Mississauga  
Ward 4



Matt Mahoney  
City of Mississauga  
Ward 8



Sue McFadden  
City of Mississauga  
Ward 10



Martin Medeiros  
City of Brampton  
Wards 3, 4



Michael Palleschi  
City of Brampton  
Wards 2, 6



Carolyn Parrish  
City of Mississauga  
Ward 5



Karen Ras  
City of Mississauga  
Ward 2



Pat Saito  
City of Mississauga  
Ward 9



Rowena Santos  
City of Brampton  
Wards 1, 5



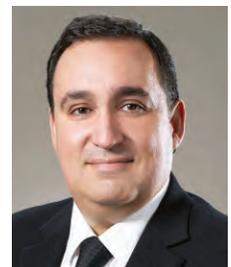
Ian Sinclair  
Town of Caledon  
Ward 1



Ron Starr  
City of Mississauga  
Ward 6



Allan Thompson  
Town of Caledon  
Mayor



Paul Vicente  
City of Brampton  
Wards 1, 5

# 2018 Executive Leadership Team

Left to Right:  
 Janette Smith (Public Works),  
 Catherine Matheson (Corporate Services),  
 Stephen VanOfwegen (Finance and CFO),  
 David Szwarc (CAO),  
 Nancy Polsinelli (Health Services),  
 Sean Baird (Digital and Information Services),  
 Janice Sheehy (Human Services)



## Corporate organization chart



Peel Region is the second-largest municipality in Ontario, at 1.484 million residents and growing.

Peel has undergone a major transition during the past few decades. Rapid growth and commercial development have transformed Peel into a dynamic urban community with a vibrant economic base.



# Our role in your *Community for Life*

Based on the priorities of our residents, the Region of Peel has a guiding community vision: **Community for Life**, a place where everyone enjoys a sense of belonging and has access to the services and opportunities they need to thrive throughout each stage of their lives.

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We provide a variety of services to bring this vision to life. We asked our residents to tell us in their own words how our services have impacted their lives. Throughout this report, you will find a collection of People of Peel stories, illustrating our progress towards a **Community for Life**.

## Our services

### Adult Day



Helps older adults and seniors in need with supports that allow them to stay in their homes longer.

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### Child Care



Focuses on child care access and affordability. Helps families access licensed child care that meets their needs.

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### Chronic Disease Prevention



Focuses on reducing the long-term risk of chronic diseases.

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### Community Investment



Supports community groups to deliver a wide range of services to Peel residents.

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### Early Growth and Development



Helps children in Peel achieve their intellectual, emotional and physical potential.

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### Employment Support



Provides a range of programs for Ontario Works clients who are seeking, securing and maintaining employment.

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### Heritage Arts and Culture



Supports residents being engaged in an understanding of our history and culture through Peel Art Gallery, Museum and Archives (PAMA).

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### Homelessness Support



Provides programs and services to people who are homeless or at-risk of homelessness.

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### Housing Support



Ensures the state of good repair of existing affordable housing, the creation of new housing, including system planning and oversight and works towards preventing homelessness, for all Peel residents.

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## Income Support



Works to increase the income of Ontario Works clients through accessing financial supports and benefits.

## Infectious Disease Prevention



Protects the public from immediate risk from infectious diseases and outbreaks.

## Land Use Planning



Guides development and enhances Peel residents' quality of life in a sustainable and environmentally friendly way.

## Long Term Care



Provides quality, person-centered services and supports allowing residents of our five Long Term Care centres to enhance their quality of life.

## Paramedics



Provide residents and those visiting Peel with expert, reliable pre-hospital medical care.

## Roads and Transportation



Provides safe, reliable and efficient movement of people and goods throughout Peel Region.

## TransHelp



Provides transportation to residents with disabilities.

## Waste



Ensures waste collection is reliable, and managed in a safe and environmentally responsible manner.

## Wastewater



Treats millions of litres of wastewater every day in a safe and environmentally responsible manner.

## Water Supply



Provides safe, reliable and high quality drinking water throughout Peel Region.

# Region of Peel Strategic Plan

## 2015-2035

### Our 20-year plan to create a **Community for Life** for our residents

Building thriving communities in times of change requires a long-term outlook and a guiding plan.

It starts with defining exactly what we are working towards. In the spring and summer of 2015, we reached out to residents to determine just that.

We connected with thousands of you, our residents, to discover your vision for the future of Peel. Through conversation, surveys, social media, and an interactive exhibit, we heard from people of all ages, backgrounds, and experiences.

You told us that you wanted us to address congestion, build safe and connected communities, and provide opportunities for residents to flourish throughout their lifespan. These priorities are summarized in our vision: **Community for Life** – a place where everyone enjoys a sense of belonging and has access to the services and opportunities they need to thrive throughout each stage of their lives.

Our 2015-2035 Strategic Plan outlines how we will achieve that vision. It differs from previous strategic plans in that it takes on a 20-year outlook, while continuing to identify priority actions for each Term of Council. Unifying actions across multiple Terms of Council means we can take on bigger challenges than ever before.

*Working with you*, we are planning today, for the future we envisioned together.



The **Community for Life Annual Report** is our update to residents on our progress. The following pages combine traditional financial reporting with Strategic Plan metrics for a full and transparent picture of our achievements in 2018.



**Vision:** *Community for Life*  
**Mission:** *Working with you to create a healthy, safe and connected community*

**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.

In the 2014-2018 Term of Council, we worked with partners to...

- increase affordable housing
- reduce poverty
- increase stable employment

- increase waste diversion
- adapt to and mitigate the effects of climate change
- promote healthy and age-friendly built environments
- improve goods movement
- plan and manage growth

- modernize service delivery
- attract and retain top talent
- create a modernized workplace

By 2035, you will...

- have access to services that meet your needs at all stages of life
- have affordable housing options
- have access to employment opportunities of your choice
- have access to culturally appropriate services
- have access to local, nutritious food sources
- have a responsibility to contribute to community well-being

- live in a community that is environmentally friendly
- live in a community that promotes mobility, walkability, and various modes of transportation
- live in a community that embraces diversity and inclusion
- live in a community that promotes economic sustainability and future investments in Peel
- live in a community where growth is well-managed
- live in a community where the built environment promotes healthy living

- trust that sustainability and long-term benefits to future generations are considered
- trust that the Region of Peel is a model and progressive employer
- trust that co-ordination and partnerships occur
- trust that a systematic approach to innovation is in place
- trust that the community voice and participation are welcome
- trust that the Region of Peel is a well-managed government

We further support our goals with day-to-day programs and services that improve life for Peel residents

**Our Vision** describes what we are working towards over the long-term.

**Our Mission** describes how we will deliver on our vision and the difference we want to make.

**Living, Thriving, and Leading** are the areas of focus we will improve through this plan.

**Four-year priorities** are what we are focused on making advances in during this Term of Council.

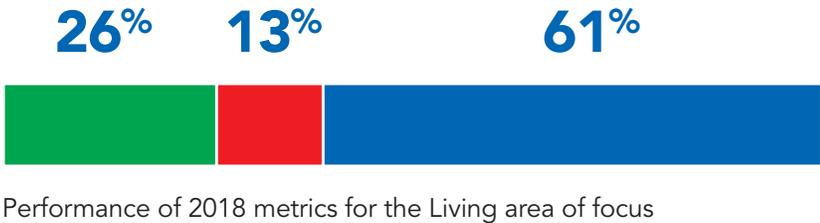
**20-year outcomes** are the long-term community trends.

# Summarizing our progress

## Our journey to creating a *Community for Life*

Through each Term of Council, we continue to make incremental progress to achieve our 20-year outcomes and vision of **Community for Life**. Below is a summary of our achievements and the performance of our metrics, by areas of focus within our Strategic Plan.

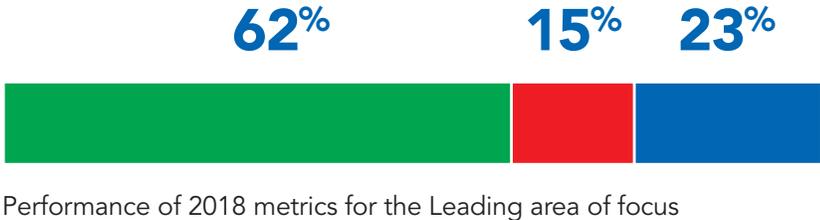
 **Living**  
People's lives are improved in their time of need.



 **Thriving**  
Communities are integrated, safe, and complete.



 **Leading**  
Government is future-oriented and accountable.



### Legend

-  Meeting target  
Green means we are meeting or exceeding the established target.
-  Needs improvement  
Red means we are not meeting the established target.
-  Monitoring  
Blue means we do not have full influence or control over the metric; we are collecting new data or monitoring data to set a target.

Development of our 20-year Strategic Plan

2015

We are currently here



2019

Completion of our 20-year Strategic Plan

2035

2014

2018

2022

2026

2030

2034

Four year Terms of Council

## Working with you, we have...

...continued to deliver essential supports and services to our residents during their time of need. By offering options for more affordable housing, providing support and opportunities for employment, and enabling families to receive a year-over year increase in tax benefits, we are creating a greater sense of community well-being and financial independence.

...continued to address environmental and economic challenges felt in our community. By implementing a long-term waste management strategy, updating the Regional Official Plan, and reducing our corporate Greenhouse Gas Emissions, we have become a community that promotes environmentally conscious and healthy living. We have also improved route efficiency for movement of goods and strategies and enhanced economic and infrastructure sustainability.

...continued to strengthen the trust and confidence with our community by focusing on strategies to enhance client satisfaction and user experience with Regional services. We have also refreshed our Regional Values and performance management program, to ensure that our staff environment is diverse, inclusive and progressive to meet the needs of our residents and clients.



Visit [peelregion.ca/dashboard](https://peelregion.ca/dashboard) for more information.

# Carmela

“Paradise.” That’s how Carmela and her daughter describe Malton Village’s Adult Day program. We first met Carmela in 2015 when her husband Tony began attending. Carmela expressed how happy she was knowing her husband was in such good hands, seeing that he was much happier and talkative while attending.



**Adult Day:** We support the needs of older adults and seniors who still live in the community.

Shortly after her husband began, Carmela decided to join as well, and has since been an energetic participant for several years. Carmela brings positive energy and enthusiasm to activities like Italian social, knitting, rosary, church services and meal makers. She has even begun leading some activities, helping others along the way. She makes everyone feel welcome, often crocheting slippers for new staff, students and clients to welcome them to the program. Carmela’s daughter, recognizing that Carmela can no longer stay home by herself due to health concerns, says she doesn’t know what she would do without the Adult Day program. 📍



To watch Carmela's story, visit [peelregion.ca/People](https://peelregion.ca/People)

# Living

In **20 years** we want all our residents to say...

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I have access to services that meet my needs at all stages of life.

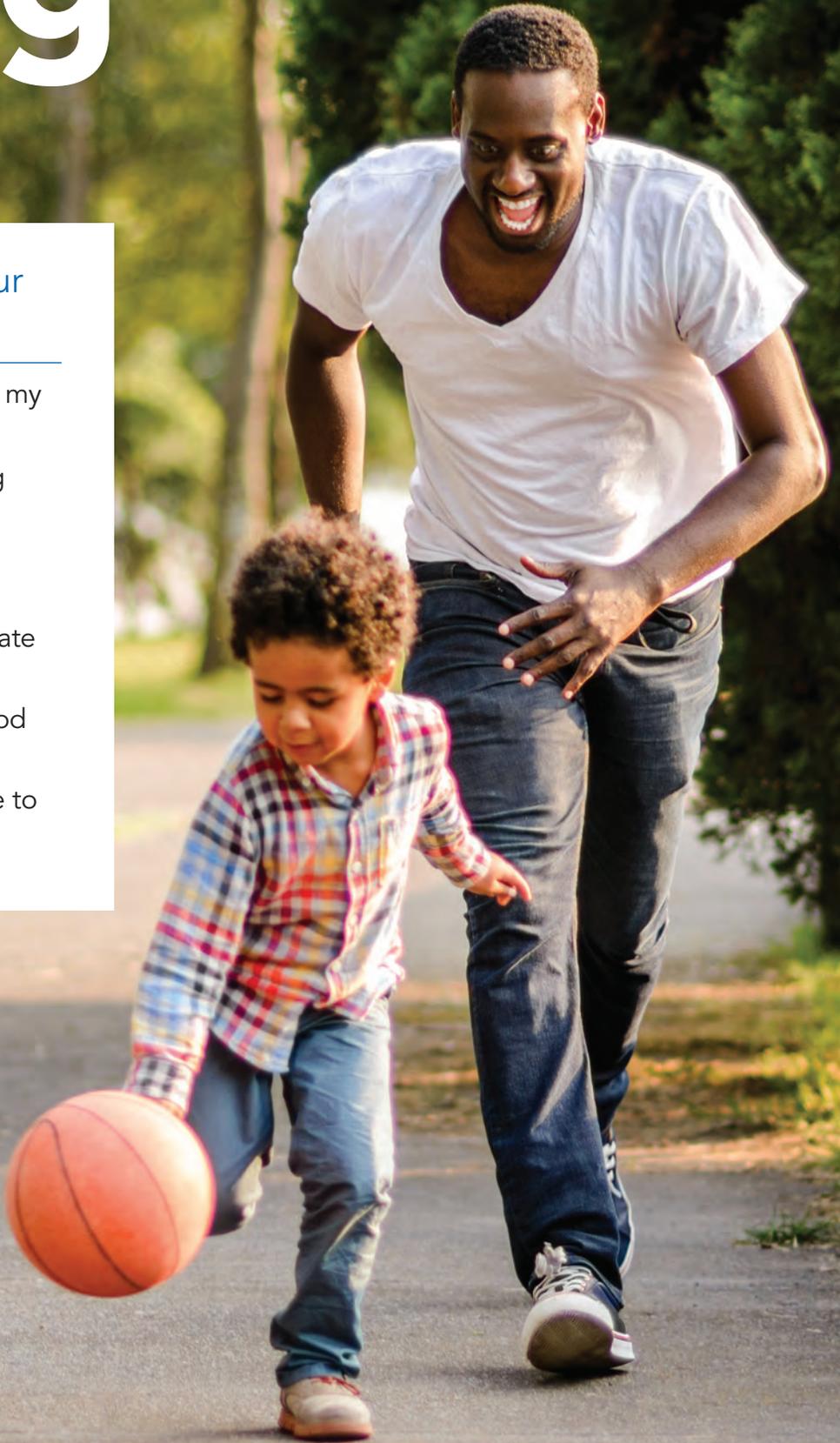
I have access to affordable housing options.

I have access to employment opportunities of my choice.

I have access to culturally appropriate services.

I have access to local, nutritious food sources.

I have a responsibility to contribute to community well-being.



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

The Term of Council Priorities we focused on for the 2014–2018 term were...

## Increase affordable housing

### Measurement

- Length of time to placement by segment (Victims of Family Violence and choice-based applicants)

### Importance

An increasing number of households (families, individuals) in Peel are facing challenges with affordable housing due to rapid demographic and economic changes. This has caused a growing number of people to apply for subsidized housing through the Centralized Housing Wait List and increasingly long waits for housing. As the Service System Manager for housing in Peel, the Region is addressing this gap by focusing on reducing the time applicants spend on the Centralized Housing Wait List. The focus on the Centralized Housing Wait List has highlighted the challenges people experience with this approach to service delivery and the need to explore new options to support Peel residents.

### Over the last four years, we:

- Created 71 vacancies where almost 40 were larger three to five bedrooms units. This enabled many larger families to obtain housing, who would otherwise still be on the waitlist.
- Received 86 potential applicants for the Portable Housing Benefit through the provincially-funded "Survivors of Domestic Violence" program and were able to assist 45 participants to receive the benefit. This resulted in 30 households moving into housing faster, through the use of portable rent supplements.
- Housed an average of 34 households per month through the choice-based rent supplement program\* from August 2017 to August 2018.\*\* This compared to an average of 10 households per month outside of the program within the same time period.

\* The choice-based rent supplement program allows applicants to be given a subsidy in a rental unit of their choice that meets specific guidelines, with an eligible landlord willing to participate, instead of waiting for turnover of current housing stock.

\*\* The choice-based rent supplement program was implemented in August 2017 and was placed on hold after August 2018 due to resourcing issues for housing services transition.

### Desired outcome

Reduced time to placement for Victims of Family Violence and choice-based applicants.



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

## Increase stable employment

### Importance

Stable employment promotes financial independence and positions residents to better achieve their long-term goals, meet their housing needs, and contribute to the economy.

### Over the last four years, we:

- Supported 10,000+ Ontario Works clients by providing employment supports, such as job coaching, life stabilization programs, and placement opportunities, to help remove barriers to employment.
- Supported clients through the Wellness Success program designed to provide addictions or mental health counselling, guidance and employment supports.
- Continued to help Peel residents break the cycle of poverty through initiatives aimed at addressing their needs in an integrated and holistic way, such as the Summer Job Challenge program for priority youth, Families First program for single parents, and Peel as a Model Employer program (6-month paid employment opportunity with the Region of Peel).
- Partnered with providers in the community to deliver employment programs, aimed at increasing client employability through training and skills development in various fields, such as culinary skills training, warehouse training, customer service and construction trades.

### Desired outcome

This priority was on hold pending results from the Province's Employment and Social Assistance Transformation review.



Visit [peelregion.ca/dashboard](https://peelregion.ca/dashboard) for more information.



## Reduce poverty

### Measurement

- Percentage of eligible families receiving appropriate entitlements
- Amount of increased income for residents involved in the Community Benefits Strategy

### Importance

According to 2016 tax-filer data, approximately 19% of Peel residents are potentially living with low income\*. The Region is seeking ways to ensure that low income Peel residents receive the benefits they are eligible for.

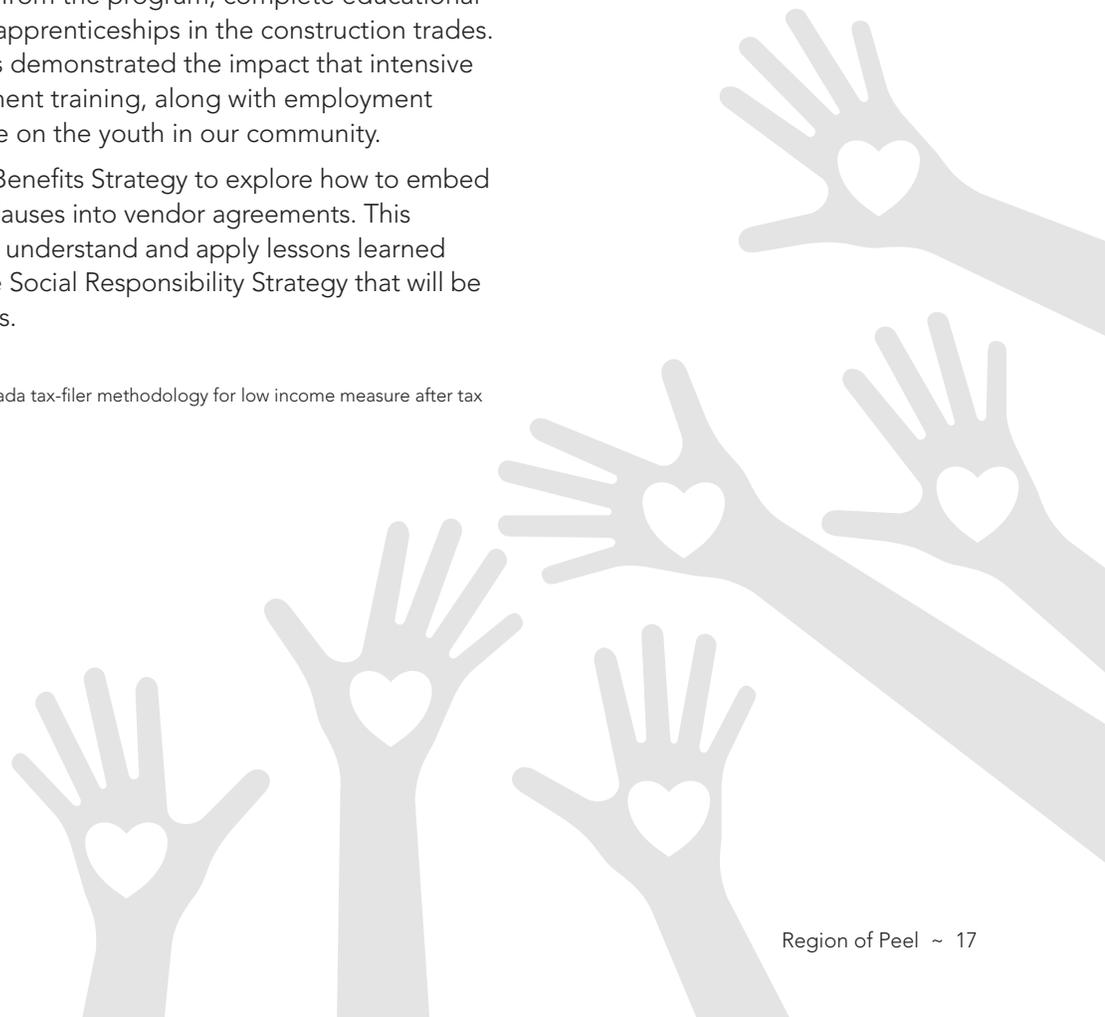
### Over the last four years, we:

- Experienced an increase of close to 900 tax returns filed at Regional tax clinics between 2016 and 2018.
- Contributed to a year-over-year increase of people in Peel who received the Canada Child Benefit.
- Enabled 73% of youth with employment barriers who were referred to the Hammer Heads training and apprenticeship program, to graduate from the program, complete educational upgrades and secure apprenticeships in the construction trades. This pilot program has demonstrated the impact that intensive life skills and employment training, along with employment opportunities can have on the youth in our community.
- Piloted a Community Benefits Strategy to explore how to embed Community Benefits clauses into vendor agreements. This pilot has allowed us to understand and apply lessons learned towards the Corporate Social Responsibility Strategy that will be completed in two years.

\* Based on updated Statistics Canada tax-filer methodology for low income measure after tax (LIM-AT).

### Desired outcome

Increased income for Peel residents, particularly those of lowest income.





**Housing Support:**

We lead service planning and management of housing with a focus on policy and service integration.



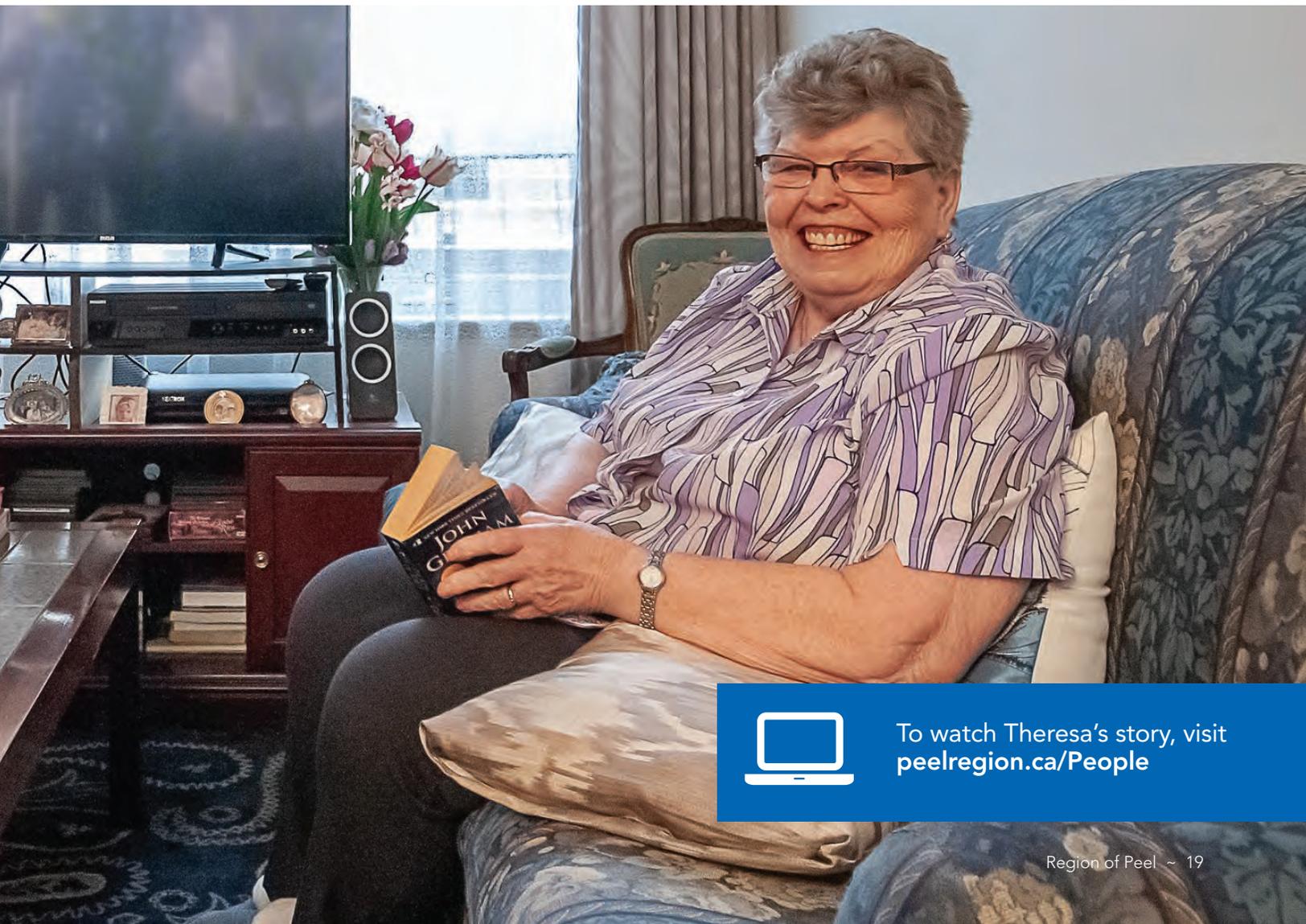
# Theresa

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How do you quantify the pride that shows up in every detail of the seniors' building at Snelgrove? From the cleanliness of the immaculate foyer, to the décor that individualizes each apartment, to the collage of snapshots of last summer's BBQ hanging on the main office door. If you look closely at the collage, you'll see Mandeep Sangha, the Tenant Support Agent of this building, smiling with the tenants she takes such good care of.

When you step into Theresa Miller's home, you'll find it decorated with sentimental knick-knacks that hint of her homeland, Holland. We were lucky enough to spend an hour with Mandeep and Theresa to listen to the story of how their lives intersected at a pivotal time for Theresa.

Theresa, the youngest of 12 children, emigrated from Holland to Peel in 1966 because her sister had Multiple Sclerosis and she wanted to be here to help with her sister's young family. When her sister passed away, Theresa went on to marry and start a family of her own. She had one son – her "Brad Pitt". Theresa worked at the Royal York Hotel in Toronto for many years and was a deli manager at a popular hotspot on Bloor Street West. She put herself on the wait list for affordable seniors' housing at age 60 and, after a few years on that list, found her way to the home we're meeting in today. She is the first tenant to have lived in this space and, put simply, "I'm just very, very happy," she said.



To watch Theresa's story, visit [peelregion.ca/People](https://peelregion.ca/People)

"This is my home," she states with a smile, "and Mandeep is terrific."

Mandeep and Theresa have known each other for six years, meeting when Mandeep became the Tenant Support Agent for this building.



It feels like they had an instant connection. "I believe our seniors should be treated as we would treat our own parents," said Mandeep. "Theresa has hip replacement surgery coming up in 101 days," she said with the certainty of a student counting down the number of days until summer break. There are some modifications required to her bathtub, so that re-entry back home from the hospital is easier. "I know you're going to take care of me," Theresa said, as Mandeep jots down a reminder note about those tub tweaks.

If not for the open communication Mandeep facilitates, Theresa wouldn't have the platform to

share such simple, yet life altering information. A simple adjustment like this will allow Theresa to age-in-place, in a home she loves, surrounded by neighbours and friends who provide the security and connection of community.

"We provide the tools to empower that sense of community but if the tenants don't work with us, we're useless," explained Mandeep. "We end up spending less money on maintaining the building because the tenants care."

It's the opposite of a vicious cycle. It's a virtuous cycle.

"I feel a relationship with my tenants right from the start. From the very first day they come with their families to choose their home, I am invested. I know I will look after them. We all want the feeling of being able to give back. That's what my job at the Region is. But I only get to have this fantastic job because of the tenants. Because of them I get to have the life I have," said Mandeep, just before Theresa gives her a big bear hug.

In a Tenant Support Agent's job description, you won't find "treat your tenant like she's family".

In a tenant's lease agreement, you won't find "take care of your neighbours".

Yet it happens every day, quietly and beautifully. 🐻



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

## Our ongoing services



### Housing Support

Provided  
**11,568** housing subsidies. This includes Rent Geared to Income (RGI) units and rent supplements.

**903** households taken off the wait list and placed into subsidized housing between July 2017–June 2018.

Invested  
**\$12+M** into social housing.

**965** affordable housing units currently in development.



### Paramedics

Responded to  
**136,800** emergency and non-emergency calls.

**61** ambulances on the road serving the community throughout each day.



### Homelessness Support

Served  
**15,741** visits to Regional Emergency Shelters and / or Transitional Housing.



### Income Support

Supported  
**18,755** households each month (on average) through the Ontario Works program.



### Adult Day

Learned that  
**97%** of surveyed clients believe that therapeutic programs and services offered help to maintain or improve their well-being.

**93%** of clients and caregivers surveyed believe that therapeutic programs and services offered contribute to clients' ability to live at home.



### Long Term Care

Learned that  
**79%** of people living in Regional Long Term Care centres would recommend their centre to others as a place to live.



### Employment Support

**17.56%** of Ontario Works clients exited the Ontario Works program due to employment earnings.



### Community Investment

Invested  
**\$6.8M** across 70 community agencies through 95 contracts in Peel to support their organizational sustainability and capacity to implement innovative initiatives in the community.



### TransHelp

Provided  
**716,542** accessible trips to 10,019 clients.



### Child Care

Provided  
**16,887** fee subsidies, making it possible for lower income families to benefit from licensed child care.

Supported  
**46,062** licensed child care spaces with Early Years and Child Care funding.



We are monitoring key community trends, including housing affordability, self-rated general health, and food insecurity to track progress towards these objectives. Visit [peelregion.ca/dashboard](https://peelregion.ca/dashboard) to view metrics and data sources.



**Paramedics:** We provide residents and those visiting Peel with expert, reliable pre-hospital medical care.

# Paramedics step out of their ambulances

## Community paramedic clinics off to a great start

Gloria\* was dropped off at the affordable housing building on Truscott Drive with little more than a mattress for her floor. She had high blood pressure, diabetes, sleep apnea and was falling several times a day.

Fast forward three months: Gloria has been connected to a family doctor and TransHelp, and someone from Peel Senior Link visits her every day. Her blood pressure and sugar levels are under control, and she's finding it easier to stay on her feet.

# and into the community





Gloria is just one of many seniors Peel paramedics have helped since introducing clinics at three affordable housing buildings last spring, as part of a community paramedic pilot program. The clinics enable paramedics to meet with residents each week, providing basic check-ups while empowering patients to take charge of their own health. They also connect patients to other resources to expand the circle of care.

“The idea is to identify issues and manage them before they become a problem so there’s no need to dial 911 down the road,” explains Community Paramedic Peggy D’Eath.

By all accounts, the clinics are working.

“We’ve seen people whose blood pressure is through the roof and after spending a couple weeks with us, their numbers improve and they tell us they feel better,” says Peggy.

Paramedic Kristen Albrecht adds: “Three women have lost 20 pounds by following our nutritional advice, and recently, a family doctor adjusted a patient’s medication based on our data, which improved the patient’s blood pressure.”

The list of positive examples goes on and on – and they extend far beyond physical health.

“The clinics give people a reason to leave their rooms,” explains Kristen. “And when they do, they end up chatting with their neighbours and having a good time.”

Paramedic Richard Burton agrees: “We’re their weekly entertainment.”

Indeed, residents look forward to seeing the paramedics, often lining up well before the clinics open. Fortunately, the feeling is mutual.

“Every week they invite us into their lives. They share their triumphs and their tragedies,” says Peggy. “It’s like we’ve gained 160 new grandparents and it’s an honour to be welcomed into their family.” 📖



\* Name changed for anonymity.

The Region of Peel currently operates three community paramedic clinics out of Peel Living Buildings at South Common Court, Hillside Place and Millbrook Place. The clinics are part of a medical research project led by McMaster University.



To watch the community paramedic clinic story, visit [peelregion.ca/People](http://peelregion.ca/People)

# Jean



**TransHelp:** We provide TransHelp to residents of Peel so they can travel without barriers.

“Our lives changed forever when my mom took the vision test for drivers over 80, was diagnosed with glaucoma, and had her license taken away. This loss of independence was swift and profound for her and the rest of our family. Supporting my mom through the emotional aspects of this change was difficult and driving her everywhere she needed to go was exhausting. Despite our best efforts, she felt isolated from her community and angry at the loss of control. Thankfully, TransHelp was there for us in our time of need. This service didn’t just provide my mom with transportation, it gave her back her independence while giving me peace of mind. Before TransHelp, my sisters and I would take turns leaving work in the middle of the day to take her to appointments and spend our weekends driving her to see friends and family. The service has been a life-changer for us in a good way and we are so grateful it continues to help my mom to thrive and live her best life.” 🐾





To watch Jean's  
story, visit  
[peelregion.ca/People](https://peelregion.ca/People)

# Thriving



## In **20 years** we want all our residents to say...

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I live in a community that is environmentally friendly.

I live in a community that promotes mobility, walkability, and various modes of transportation.

I live in a community that embraces diversity and inclusion.

I live in a community that promotes economic sustainability and future investments in Peel.

I live in a community that manages population growth effectively.

I live in a community that has a built environment that promotes healthy living.

# Communities are integrated, safe, and complete.

The Term of Council Priorities we focused on for the 2014–2018 term were...

## Increase waste diversion

### Measurement

- Per cent of waste diverted

### Importance

The environmental and economic challenges our community is facing today, including climate change, require new models and systems for how we treat our resources. Increasing resource recovery and waste reduction are key tactics used to reduce Greenhouse Gas Emissions (GHGs). Continuing to improve our waste diversion rate will contribute to environmental protection and enhance community sustainability in the short- and long-term.

### Over the last four years, we:

- Achieved a diversion rate of 50.1% in 2018. This is an increase of 5.4 percentage points from when this Term of Council Priority began.
- Implemented a number of actions under the Region's long-term waste management strategy, such as bi-weekly cart-based garbage collection, pilot testing curbside and multi-residential textile collection and organics collection in the Region's Long Term Care centres.
- Invested in the long-term waste diversion target of 75% by 2034 by purchasing a property to build a new anaerobic digestion facility to provide processing capacity for Peel's green bin organics, to allow for expansion of the organics program to include pet waste and diapers and to convert food and organic waste into natural gas and fertilizer products.
- Worked closely with the Association of Municipalities of Ontario and other stakeholders to help the province develop and implement waste policies to improve food and organic waste diversion and to move full producer responsibility programs forward.

Desired outcome  
Increased  
waste diversion rate.



## Promote healthy and age-friendly built environments

### Measurement

- Number of approved development applications that meet or exceed a pass score on the local health assessment tool

### Importance

There is a connection between health and where we live. Designing communities that promote and support active and sustainable transportation will have a positive impact on the overall health of Peel residents at all ages and stages of life.

### Over the last four years, we:

- Received Provincial approval on Regional Official Plan Amendment 27 (ROPA 27) – Health and the Built Environment, Age-Friendly Planning and Technical and Administrative Updates.
- Worked in partnership with Brampton, Caledon and Mississauga to begin implementing ROPA 27.
- Developed indicators and a process to evaluate and visually map implementation of ROPA 27.

### Desired outcome

Increased proportion of development applications that meet the healthy development criteria.



# Adapt to and mitigate the effects of climate change

## Importance

Climate change is one of the greatest challenges facing our global society. There is clear evidence that human induced climate change is having an increasingly negative impact on the environmental, economic and social conditions of our communities.

The Region is committed to leadership and action on this important societal issue, as concrete actions to mitigate and adapt to the effects of climate change will lead to a sustainable and resilient community for future generations.

During the current Term of Council, the Region was focused on reducing our Greenhouse Gas Emissions (GHGs) to 10% below 1990 levels and reducing the likelihood of sewer back-ups during severe weather events.



Desired outcomes	Measurement	Over the last four years, we:
Reduced incidents of sewer back-ups during severe weather events caused by surcharge of the sanitary system.	<ul style="list-style-type: none"> <li>Per cent reduction in inflow and infiltration into wastewater system (in 10 target areas)</li> <li>Per cent reduction in surcharge (in 10 target areas)</li> </ul>	<ul style="list-style-type: none"> <li>Completed a region-wide long-term inflow and infiltration strategy to reduce the risk of basement flooding during severe weather events (caused by sewer back-ups). Through this strategy, work has begun on studying 10 priority areas of high inflow and infiltration in Peel. Of these 10, the top three highest priority areas (based on flooding history, age and growth) are undergoing monitoring and testing to mitigate inflow and infiltration which will then be applied to the remaining priority areas.</li> <li>Implemented new sanitary sewer design and construction standards to ensure new and rehabilitated infrastructure works to reduce the risk of sewer back-ups due to severe weather events.</li> </ul>
Decreased corporate GHG emissions (10% below 1990 levels).	<ul style="list-style-type: none"> <li>Per cent reduction in the amount of corporate GHGs</li> </ul>	<ul style="list-style-type: none"> <li>Leveraging a cleaner electricity grid and implementing a combination of energy and fleet strategies to achieve a reduction in corporate GHG emissions in 2017* of 24% below 1990 levels, exceeding our target of 10% below 1990 levels.</li> <li>Formalized the Office of Climate Change and Energy Management to integrate planning and delivery of climate change efforts throughout the organization and developed the Region of Peel Climate Change Master Plan.</li> <li>Completed a review of Regional fleet vehicles and identified opportunities through the Green Fleet Strategy, to allow us to expand the use of green vehicles with a variety of fuel sources.</li> </ul>

\* 2017 emissions' inventory is the most recent data set that can be reported, based on the latest available emissions' factors released by the National Inventory Report in 2019



## Improve goods movement

### Measurement

- Average travel time on high priority goods movement routes

### Importance

While the goods movement industry is vital to Peel's economy, it is a contributing factor to traffic congestion on the roads, which is a key concern of Peel residents. With a growing population, the demand on Peel's road network will continue to rise. Currently, there are 698,000 trips daily in the morning peak period. With an increase in population to 2 million by 2041, the Regional road network is expecting 1,001,000 trips in the morning peak period each day. To manage the increase in trips in a more sustainable way, the Region is working towards a goal of half of these trips being reduced through sustainable modes by 2041.

While the issue of traffic congestion is complex and will not be solved by any one strategy alone, the Region is taking proactive and innovative steps to contribute to reducing congestion and travel time on high volume truck routes during peak hours in order to benefit both residents and the goods movement industry.

### Over the last four years, we:

- Installed 22 Permanent Count Stations (PCS) to enable 24/7 data collection to accurately determine traffic trends on the Regional road network.
- Undertook an Advanced Traffic Management Systems (ATMS) project to proactively manage traffic on the Regional road network. It consisted of (i) design and construction of a new Traffic Management Centre (TMC), (ii) replacement of the existing Traffic Signal System, (iii) upgrade of the existing communication infrastructure and, (iv) installation of CCTV cameras.
- Improved efficiency (travel time, congestion, and CO<sub>2</sub> emissions) in 2018 on five routes by 12.9% on average through the coordination of signal timings (Queen Street, Bovaird Drive, Steeles Avenue, Dixie Road, and Airport Road).
- Established the Smart Freight Centre, which is a collaborative network with the Region and three major Ontario universities to work on regionally significant goods movement issues and projects to improve the ongoing economic vibrancy and reduce community and environmental impacts of moving goods.

**Desired outcome**  
Reduced congestion on high volume truck routes at peak hours.



## Plan and manage growth

### Measurement

- A reduction in the annual gap between projected Development Charge (DC) revenues and expenditures

### Importance

Effective planning plays a key part in helping ensure that the expected population and employment growth in Peel over the next 25 years is sustainable, healthy, economical and supports prosperity.

The Region's planned revenue from development has not been realized, largely due to under-performance of the non-residential sector, and lower than expected high-density residential growth.

It is anticipated that Peel Region could grow by an additional 500,000 people and 250,000 jobs by 2041. The Region will need to closely monitor and manage the financial risk inherent with investing in long-term infrastructure prior to population and employment growth being actualized.

### Over the last four years, we:

- Created joint employment and transportation strategies with Brampton, Caledon and Mississauga and the development industry.
- Developed a preferred growth scenario that was endorsed by Council, which was used to inform preliminary infrastructure and financial planning.
- Established working groups with municipal staff and the development industry to share information and data, and inform decisions on planning, infrastructure investments, and financing growth in Peel.
- Achieved a lower debt level than forecasted of approximately \$724 million compared to the 2015 Development Charges Background Study.

### Desired outcome

Increased ability for growth to pay for growth (no growth related debt by 2041).



Visit [peelregion.ca/dashboard](https://peelregion.ca/dashboard) for more information.



# Thriving

Communities are integrated, safe, and complete.

## Our ongoing services

### Early Growth and Development

Provided 2,419 free home visits to support breastfeeding and a great start for new mothers and their babies.

Supported 79,367 children and parents/caregivers who participated in EarlyON programs.

Benefitted 2,829 children with special needs by delivering enhanced resources.

### Police (external)

Peel Regional Police Services (Brampton and Mississauga)

responded to 236,288 calls, protecting the safety and property of Peel residents.

Ontario Provincial Police (Caledon) responded to 37,522 calls.

### Chronic Disease Prevention

Screened 96,964 children for dental conditions of which 11,796 were identified for urgent care.

Provided 8,645 children with free preventative dental services.

### Infectious Disease Prevention

Conducted 9,918 compliance inspections on 6,049 food premises at least one time, helping to keep our communities free of food-borne illnesses.

Supported 18,644 visits at our Sexual Health Clinics, helping to reduce the spread of sexually transmitted infections with free testing, treatment, and contraceptives.

Achieved 97% measles immunization coverage among 17 year old children.

### Land Use Planning

Achieved 6,306 residential units currently in process.

### Roads and Transportation

98% of the time Met or exceeded winter road maintenance service levels.

Maintained 1,666 lane kilometres of road to help keep residents safe and traffic moving.

### Water Supply

Treated 599 million litres of water each day to provide residents with clean, safe drinking water.

### Wastewater

Treated 665 million litres of wastewater daily.

### Waste

Responsibly managed 537,773 tonnage of waste.

Achieved a diversion rate of 50.1%, a 0.6% increase from 2017.

### Heritage, Arts and Culture

Welcomed 10 museum exhibits and nine art gallery exhibits for a total of 19 exhibits.



We are monitoring key community trends, including active transportation, waste diversion and crime rates, to track progress towards these objectives. Visit [peelregion.ca/dashboard](https://peelregion.ca/dashboard) to view metrics and data sources.



## Winter road safety is our priority

Winter road safety for our community is a top priority for us. Road maintenance crews and staff are committed to ensuring we're ready to respond to snow and ice events around the clock to keep roads safe and clean.

Whether commuting to work, getting the kids to school or taking the dog for a walk, the community relies on crews who brave the elements any time of day or night to provide road and sidewalk clearing efforts so that residents can get around safely.

Together with local municipalities, hundreds of Regional employees respond during a snow event – from the crews you see clearing the snow, to Access Peel answering calls, to staff communicating timely updates and safety tips to keep the public well informed and prepared when travelling outside. 📍

*"Commute in and home today was easy.  
Thanks for all the great work!"*

*– Peel resident on Twitter*

### **A** Roads and Transportation:

We provide safe, reliable and efficient movement throughout Peel Region.



To learn more about this story, visit [peelregion.ca/People](https://peelregion.ca/People)



# Supporting Peel families with EarlyON programs

In May 2018, Alicja Kotarska learned that her local school-based Parenting and Family Literacy Centre was closing, a place she visited often with her children. The Centre had provided a free, drop-in program for children and their parents/caregivers.

Peel District School Board and Dufferin-Peel Catholic District School Board discontinued the direct delivery of Parenting and Family Literacy Centres by the end of June 2018, and transitioned the 11 Centres within their schools to the Region of Peel. The Region of Peel's Early Years and Child Care Services division partnered with EarlyON providers to support the families of these centres, including opening up EarlyON locations where needed (as was the case in Alicja's community).

The Region oversees the planning, funding and delivery of EarlyON programs in Peel. EarlyONs provide a free, welcoming environment that allows children up to six years of age to learn, play, and make friends, while parents/caregivers obtain advice from trained professionals and connect with other families.

"We understood why our Parenting and Family Literacy Centre was closing, but we were worried about what would happen in September," says Alicja. "It was such a relief to get the answers and the support we needed from the Region and our new EarlyON provider. We were able to work directly with the staff we needed, even during the summer months."



**Early Growth and Development:** We help children in Peel achieve their intellectual, emotional and physical potential by increasing the percentage who are school ready.



Alicja is amazed at how much her kids have continued to learn and grow since attending the new EarlyON program in her community. “The kids love it. They have developed so many social skills that they may not have otherwise, because the reality is, some families just cannot afford paid child care. As a result, they would have missed out on this important skill building.”

Magdalena Diaz, Manager at Dixie Bloor Neighbourhood Centre, is an EarlyON provider who worked closely with Regional staff to open up a new EarlyON location in Peel. She says, “The new families that have joined us are happy with our program, which speaks to the resilience and dedication of our teams. We made sure to be ready for the new school year.”

“It was truly a collaborative effort,” says Suzanne Finn, Director of Early Years and Child Care Services at the Region of Peel. “We worked together with councillors and EarlyON providers to ensure that families were supported during this time of transition. In the end, we were able to maintain a program that families loved and relied on and achieved our top goals: to increase access to EarlyON services and ensure the delivery of high-quality programs.”

In 2018, EarlyON programs in Peel served nearly 80,000 children and parents. 📖



To learn more about this story, visit [peelregion.ca/People](https://peelregion.ca/People)

# Needle in a haystack

It was an ordinary day for Elio Caringi, foreperson at Mississauga's Fewster Community Recycling Centre, until he noticed an elderly gentleman frantically searching through a large dumpster at the facility, heartbroken that he accidentally threw out irreplaceable, sentimental, extremely valuable family keepsakes.

"He was so desperate that he couldn't even say for certain if he was looking in the right place," said Elio, who kindly sent the resident home with the promise that his team would do everything they could to find the items.

A promise is a promise. The search mission was on.

First, Elio asked the scale coordinator to check the times that the resident came to the site. And then the team studied frame-upon-frame of camera footage to carefully identify which bin the items were tossed into. Play – Pause – Rewind – Stop. Play – Pause – Rewind – Stop. And on and on until – success! They found the bin.

But that was only half the battle. Next step: dump and sift.

In an open space big enough to spread out the mountain of trash, that's exactly what they did. Standing knee deep in trash, picking through item by item, the team recovered all 20 treasured valuables.

*"Elio and his crew were so extremely co-operative, dedicated, hard-working and pleasant to deal with," said the grateful resident. "It was their combined efforts that made it happen."*



**Waste:** We ensure waste collection is reliable, and waste is managed in a safe and environmentally responsible manner.





To learn more about this story,  
visit [peelregion.ca/People](https://peelregion.ca/People)

# Serving priority residents where they need us most

While drug use exists in every community, risks can be minimized with Harm Reduction strategies.

Harm Reduction involves connecting people who use drugs with supportive services, distributing sterile equipment to reduce the spread of blood-borne infections, like HIV, and providing training to help prevent overdoses.

Success depends on building trust with priority and hard-to-reach residents. In 2018, our Harm Reduction program added a second van to their mobile service to better meet client needs across Peel. Vans are equipped with supplies, a consultation area, as well as space for overdose prevention and resuscitation training.

The Mobile Outreach Unit is one component of our Harm Reduction program.

*"Mobile service lets us help people we'd simply never reach otherwise. It's helped us become trusted community partners, respond quickly to changing needs, and build relationships that support lasting change."*

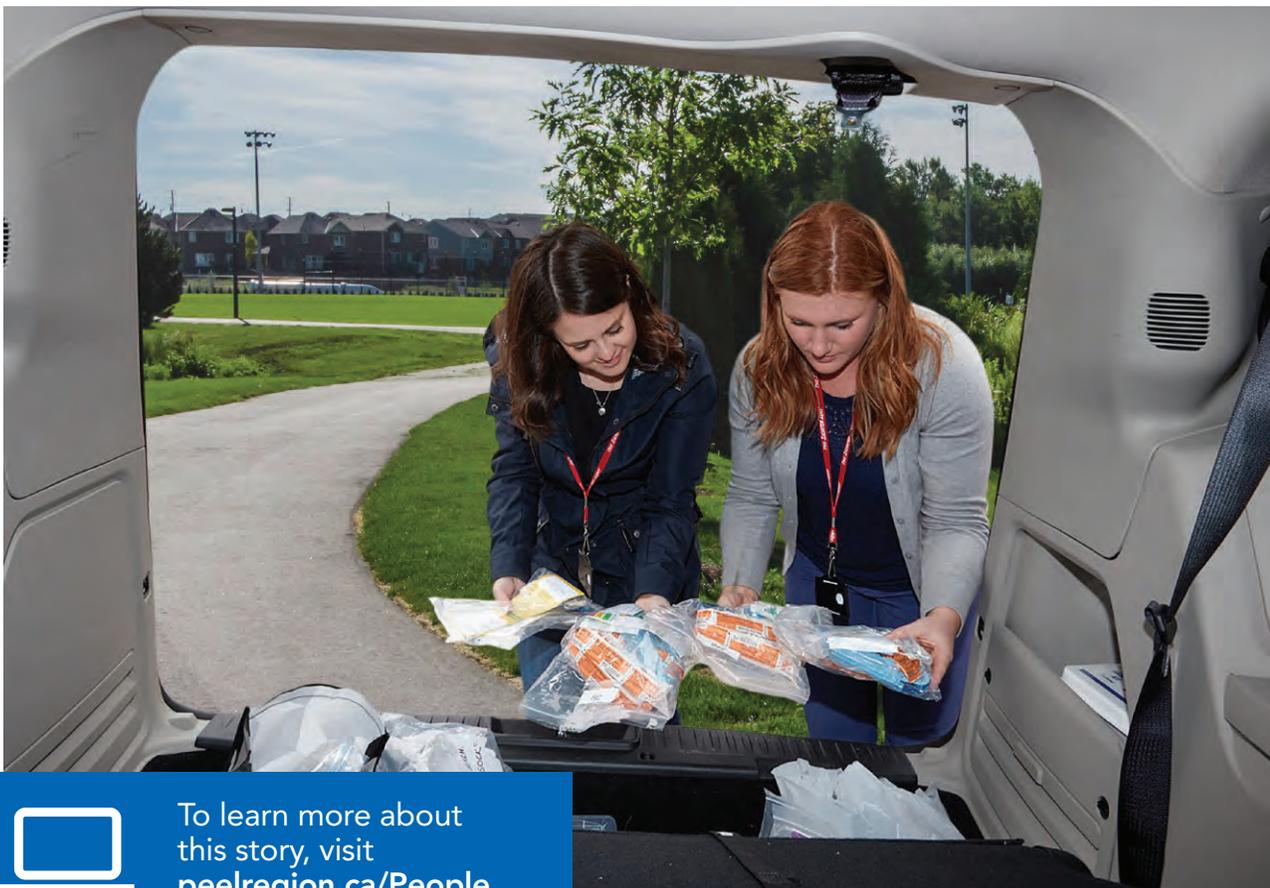
**– Danny Bilan,**  
**Community Development Worker**

*"The Mobile Outreach Van is one of the only places I feel accepted and supported in my life."*

**– Anonymous Client** 🗣️



**Infectious Disease Prevention:** We protect the public from immediate risk from infectious diseases and outbreaks.



To learn more about this story, visit [peelregion.ca/People](https://peelregion.ca/People)



**Long Term Care:** Through our five Long Term Care centres, we provide quality, person-centered services and supports, allowing residents to enhance their quality of life.



# Maxwell

## A life of meaning

At the core of the Butterfly Care Model is the individual. A recognition that people with dementia still have strong feelings, emotional connections to the lives they have lived, and that they are still very much alive and living in the moment.

Being person-centred means doing more than just addressing clinical needs. It means connecting emotionally, which, due to dementia's impact on logic and memory, can be a powerful way to connect with people in a meaningful way. It means making the house truly feel like home, a place we could welcome family and friends. By meeting people's physical and emotional needs, we never forget they are complex, valuable, feeling beings.

*"The first day we brought a police cap with the red band, a Toronto Police shoulder badge and the patrol pants with the red stripe. He instantly recognized these things. Within minutes he was trying to communicate with us."*

**– Dave and Lonny**

Malton Village Long Term Care Centre is the first Butterfly home in Ontario. Maxwell, a resident and former police officer, was visited by Peel Regional Police Officers Dave McLennan and Lonny Blackett and the benefits of this personalized visit were seen immediately.

In the advance stages of dementia, Maxwell had not spoken or interacted with his environment for years. After that visit, Maxwell started to speak – and now speaks regularly.

Peel Regional Council has approved the creation of Butterfly Homes in the Region's four other long term care centres.



To learn more about this story, visit [peelregion.ca/People](https://www.peelregion.ca/People)



**Water Supply:** We provide safe, reliable and high quality drinking water throughout the Region.





# Providing clean water for life

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Each day we clean and deliver over 599 million litres of water through 4,569 kilometers of underground pipes from Lake Ontario to your home.

At the same time, 665 million litres of wastewater travelled through 3,658 kilometres of sewer pipes each day, to arrive at the Regional treatment plant. Here it's cleaned and treated before being put back into Lake Ontario.

From morning to night, our water and wastewater services are essential to your routine. We deliver the clean water for your morning shower and coffee, and for drinking, cooking and cleaning throughout the day. We also treat the water that goes down the drain.

We keep water flowing daily through advanced technology and by having the right people doing the right jobs. We rely on plant managers, engineers, technicians, inspectors, educators, construction and environmental specialists to deliver this service. Careful planning also ensures we keep up with growth in Peel.

This staff expertise, smart financing, and long-range planning ensures our most precious resource will be safe and dependable today and for Peel's future generations. ♻️



To learn more about this story,  
visit [peelregion.ca/People](https://peelregion.ca/People)

# Leading



## In **20 years** we want all our residents to say...

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I trust that sustainability and long-term benefits to future generations are considered.

I trust that the Region of Peel is a model and progressive employer.

I trust that co-ordination and partnership occur.

I trust that a systemic approach to innovation is in place.

I trust that the community voice and participation are welcome.

I trust that the Region of Peel is a well-managed government.

# Government is future-oriented and accountable.

The Term of Council Priorities we focused on for the 2014–2018 term were...

## Modernize service delivery

### Measurement

- Improved internal and external experience with respect to service access and service outcome

### Importance

The Region's External Client Satisfaction Survey results revealed that ease of access to services and service outcomes, regardless of the channel of choice, are now the strongest drivers for overall satisfaction. We focused on strategies where client satisfaction can be meaningfully improved by enhancing the user's digital access and experience.

### Over the last four years, we:

- Modernized multi-channel service delivery, built platforms for integration and increased service capacity, including:
  - Developed a Region of Peel Digital Strategy to focus on providing engaging and seamless resident and employee service experiences through sustainable and integrated business and technology modernization.
  - Developed an e-Bidding platform to allow purchasing documents to be submitted and processed electronically, removing the need for physical paper copies to be submitted.
  - Increased mobile-friendly pages on peelregion.ca for ease of access to frequently requested pages.
  - Developed a tool that integrates processes to improve service delivery to Families First program clients.
  - Created an integrated Homelessness and Housing platform solution that empowers clients (and housing providers) to access a range of housing services.

### Desired outcome

Our services are easy to access, and service requests are met through each interaction.



### Attract and retain top talent

#### Measurement

- Resident satisfaction with Regional staff
- Percentage of residents who agree Region of Peel staff were knowledgeable

#### Importance

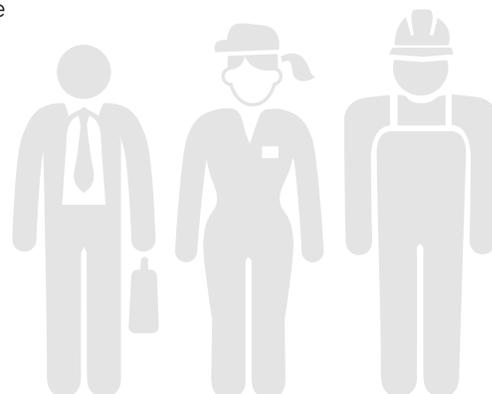
Attracting and retaining top talent supports the Region of Peel in delivering value to residents.

#### Over the last four years, we:

- Enhanced the performance management program to ensure all employees have objectives that align with strategic outcomes.
- Enhanced leadership development programs.
- Improved learning and development programs.

#### Desired outcome

We have the employees with the skills to deliver on outcomes.



### Create a modernized workplace

#### Measurement

- Percentage of staff who agree that their environment helps them deliver on client outcomes

#### Importance

The workplace, including the physical workspace, flexible Human Resources practices, technology and internal culture, contributes to the Region of Peel's ability to deliver on outcomes for the community.

#### Over the last four years, we:

- Implemented various pilot programs and retrofits to modernize service delivery, office designs and equipment.
- Launched refreshed Regional Values and continued implementation of an internal Culture Strategy to inspire new ways of working and collaborating.
- Encouraged leaders and staff to consider increasing workplace flexibility by having options and choices to work in ways that allow them to thrive both professionally and personally and achieve outcomes.

#### Desired outcome

The work environment meets the demands of the workforce to deliver on outcomes.



We are monitoring key indicators, including credit rating, client satisfaction with Regional services and corporate Greenhouse Gas Emissions, to track progress towards these objectives. Visit [peelregion.ca/dashboard](https://peelregion.ca/dashboard) to view metrics and data sources.



### Public Accountability

**6.3 out of 10** residents agreed that "Peel conducts its business in an open and accountable manner".



### Resident Perception of Value for Tax Dollars

**74%** of residents surveyed reported that the Region of Peel provides very good, or fairly good, value for tax dollars.



### Asset Management

Status of



Regional infrastructure assets, such as roads, bridges, and buildings rated **good**.



### Workforce

**8.7 out of 10** residents were satisfied with Region of Peel staff.

**89%** of residents surveyed agreed that "Region of Peel staff were knowledgeable".



### Resident Trust and Confidence in the Region of Peel

Scored **6.3 out of 10** on a Trust and Confidence rating by surveyed residents.<sup>1</sup>

1. Trust and Confidence is measured through the External Client Satisfaction Survey, and is an average of measures including: perceived value for tax dollar, needs of the community being met, openness and accountability.
2. The Region of Peel avoided a debt increase of \$724 million.



### Information and Technology

Received a **5.7 out of 10** on the question "As far as I know Peel does a good job keeping up with the latest technology in the way it delivers programs and services for residents."



### Financial Management

Earned a **Triple A** credit rating—the highest possible rating.

Achieved **\$724M** lower debt level than forecasted.<sup>2</sup>

## Working with you

to create a healthy, safe and connected community



# Excellence Canada

In 2018, the Region of Peel earned the Excellence Canada Platinum Award, recognizing the outstanding achievements of organization-wide systems of management and public service delivery. The Region of Peel is the only municipality or level of government to receive this exceptional recognition.

The Excellence Canada Platinum recognition provides independent validation that the Region of Peel serves residents and businesses in an efficient and effective manner, with a commitment to continuous improvement.

Excellence Canada recognized the following practices as vital strengths of the Region:

**Role Model for Excellence in Canada:** The Region of Peel demonstrates many examples of municipal leadership i.e., The Dementia Butterfly Model of Care, award winning Asset Management System, award winning financial management/budget, leader in cybersecurity, etc.

**Culture of Continuous Improvement:** The Region has a culture of continuous improvement and uses a Lean Six Sigma approach to optimize value for money and improve community outcomes through a robust continuous improvement program. As part of the continuous improvement program, the Region conducted 22 improvement initiatives in 2018 amounting to financial benefits of \$7.2 million in cost savings and \$3.7 million in cost avoidance.

**Outcome Focused Planning and Budgeting:** The Region is outcome-focused when looking at strategy, planning and reporting. The **Community for Life Annual Report** is an excellent example of showing clear, visually pleasing, and understandable outcomes and is very forward thinking and clear for people to understand.



**Enterprise Risk Management System:** The Enterprise Risk Management System is well integrated in all aspects of the work at the Region. All programs and projects contain a risk assessment and analysis, including the reports and proposals that go to Council on a regular basis.

Excellence Canada uses the same criteria to rank the public and private sector. The Region was evaluated in five key areas: **leadership, organizational planning, customers, human resources, and processes**. Certification supports further development of strategic initiatives, innovative approaches, and engagement, as the Region moves forward and upholds the designation. 🏆

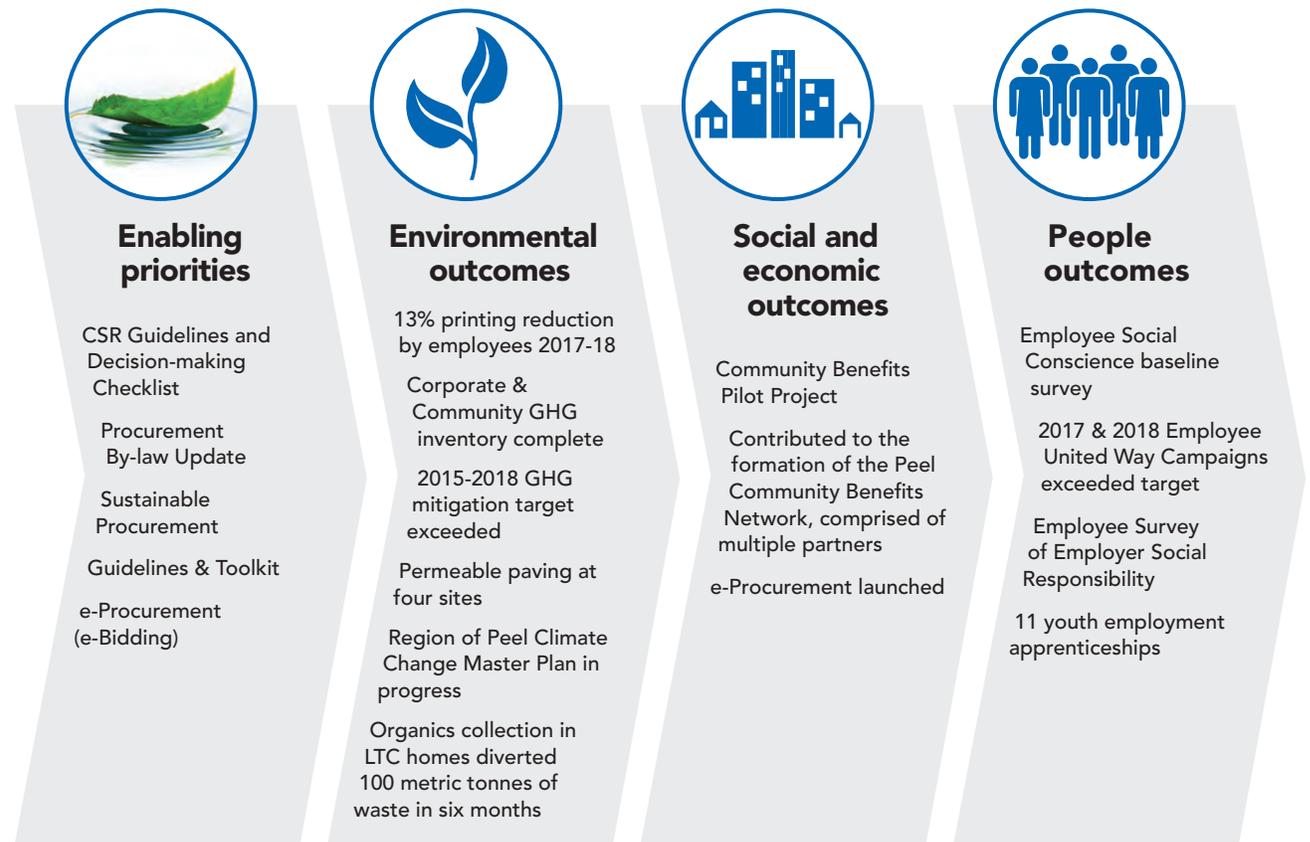
# Corporate Social Responsibility Strategy

On June 22, 2017, Regional Council adopted the Region of Peel's Corporate Social Responsibility (CSR) Strategy and embarked on a CSR journey to address business operations. The long-term outcome of the CSR Strategy is to ensure that the Region's operating practices achieve social, economic and environmental benefits for the community.

Two years after strategy implementation, numerous initiatives are in place or under development. Highlights of achievements are shown in the diagram below. Research, monitoring and reporting will continue to inform future directions of the strategy. Corporate Social Responsibility is beneficial to the well-being of the Peel community.

## Progress on CSR Outcomes

Corporate Social Responsibility (CSR) at the Region of Peel: Improving the environmental, social and economic well-being of the Peel community.



**Legend:** GHG= Greenhouse Gas Emissions; LTC=Long Term Care

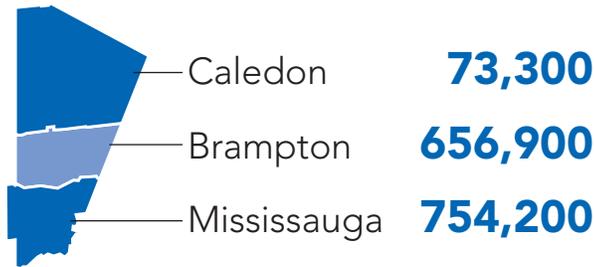


To learn more about this story, visit [peelregion.ca/People](http://peelregion.ca/People)

# Peel today

Peel is the second-largest municipality in the Greater Toronto Area (GTA) and growing steadily. It encompasses a mixed landscape of bustling urban centres, charming villages, and rural lands. Our geography is as diverse as our population. Portions of the Oak Ridges Moraine, the Niagara Escarpment, the Etobicoke Creek, and the Lake Ontario waterfront are contained within our borders.

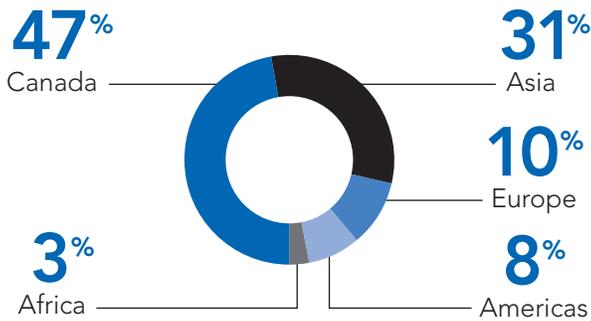
## Breakdown of Peel's population<sup>1</sup>



## We are diverse

**51.5%** of our population was born outside of Canada.

### Peel's population by birthplace<sup>2</sup>



1% non-permanent residents

## We are educated<sup>3</sup>

The proportion of people in Peel with post-secondary education is higher than in Ontario and Canada as a whole.



**83%** have at least a high school diploma/certificate

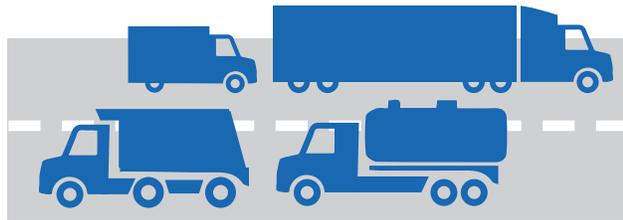
**55%** have a post-secondary education certificate

**63%** of recent immigrants arriving in Peel 15 years and older have post-secondary education

**57%** of Peel's visible minority population have a post-secondary education

## We are industrious

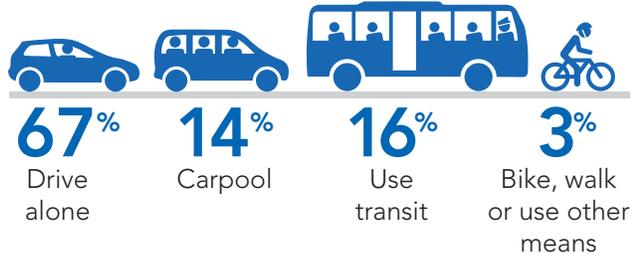
Peel Region is a significant freight hub for Canada.<sup>5</sup> An estimated **\$1.8 billion**<sup>5</sup> worth of commodities travel to, from and through Peel every day making Goods Movement a pillar of the Regional economy.



## We are on the move

Our transportation network is one of the most travelled in the world. Five major highways, several international railroads, and the Toronto Pearson Airport exist within our borders. **63%** of Peel residents over the age of 15 commute to work within Peel and **74%** of them rely on personal vehicles to get there.<sup>6</sup>

### People who commute to work<sup>6</sup>



### Length of commute<sup>6</sup> (one way)



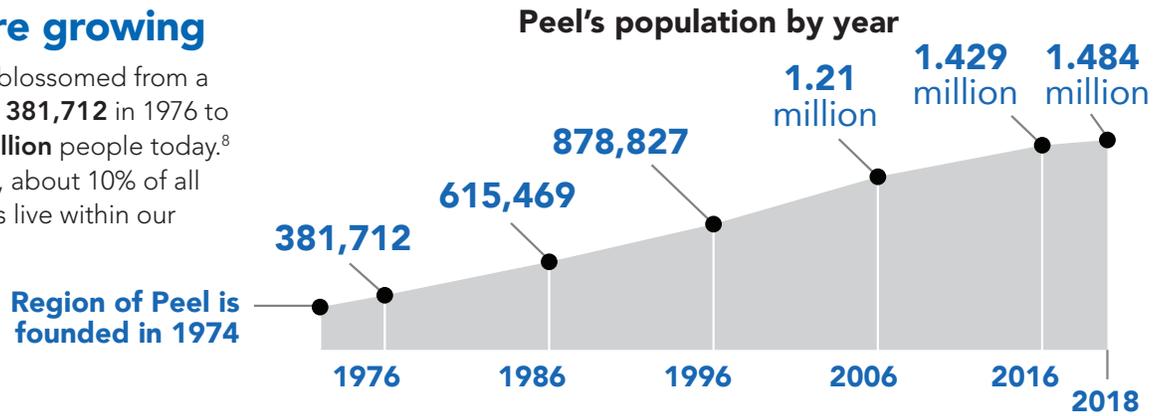
## We are the youngest population in the GTA



The average age of our residents is 38.3 years – the youngest average in all of the GTA. Children (ages 0-14) make up **18.3%** of our population – the second highest ratio in the GTA.<sup>7</sup>

## We are growing

Peel has blossomed from a region of **381,712** in 1976 to **1.484 million** people today.<sup>8</sup> Currently, about 10% of all Ontarians live within our borders.



## Peel tomorrow

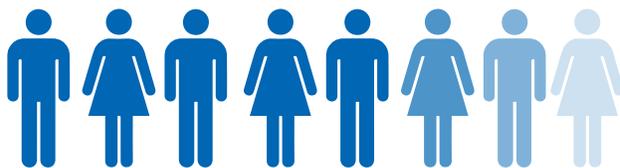
Peel will continue to grow and thrive. Over the next few decades, Peel is forecasted to become home to more than half a million additional people. Our communities will also create hundreds of thousands of new jobs, and experience demographic shifts.

### We will continue to grow<sup>9</sup>

Peel's high quality communities attract people from all over the world – 47 new people move to Peel every day. By 2021, our population is forecasted to grow by 110,000 residents – more than the entire population of Thunder Bay.

### Peel's total population (M=millions)

2018	By 2041	Increase
<b>1.484M</b> people	<b>1.97M</b> people	<b>33%</b>



### We will create new jobs<sup>10</sup>

Peel will continue to attract industry, professionals, and new talent. Businesses within Peel Region are projected to provide more than 970,000 jobs by 2041.



### Jobs in Peel (K=thousands)

2016	By 2041	Increase
<b>693K</b> jobs	<b>970K</b> jobs	<b>38%</b>

### We will have a large and dynamic senior population

Our population of people aged 65 and over is expected to increase **134%** by 2041. At that time, one in every five residents will be a senior. In less than a decade, people aged 65+ will outnumber children (aged 0-14) for the first time in history.

### Peel's senior population (K=thousands)

2016	By 2041	Increase
<b>177K<sup>11</sup></b> seniors	<b>415K<sup>12</sup></b> seniors	<b>134%</b>

1. Statistics Canada, Census, 2016 (with undercount)  
 2. Statistics Canada, Census, 2016  
 3. Statistics Canada, Census, 2016  
 4. Labour Market Survey, Statistics Canada, 2016  
 5. Ministry of Transportation, Commercial Vehicle Survey, 2015  
 6. Statistics Canada, Census, 2016  
 7. Statistics Canada, Census, 2016

8. Statistics Canada, Census, 1976 – 2016 (with undercount); Peel Data Centre Population Monitoring Table, 2018.  
 9. Statistics Canada, Census (2006-2016); *Growth Plan for the Greater Golden Horseshoe*, 2013 (Amendment 2)  
 10. Statistics Canada; Hemson; *Growth Plan for Greater Golden Horseshoe*, 2013  
 11. Statistics Canada, Census, 2016  
 12. Statistics Canada 2001 and 2011 Census, Hemson Consultants (Amendment 2 Forecasts)

# 2018 Peel economic highlights

With a strong economic outlook, Peel continues to be a desirable community for residents and businesses.

## Location advantages

Our economy benefits from being located within the economic hub of the Greater Toronto Area and close to large United States markets.

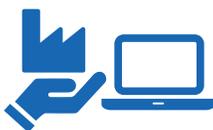


## Demographic advantages

We benefit from a growing, young, educated, and diverse workforce.

## Diversified economic base

The industries in our economy are more diverse than ever before, strengthening our ability to overcome economic shock in any one industry.



## Infrastructure development

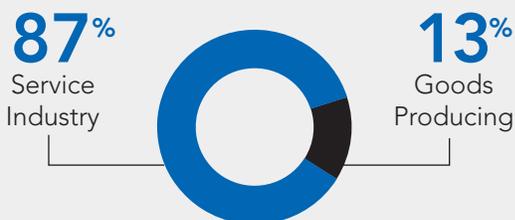


Peel's transportation network continues to expand and bring money into our economy. Planned investments in roads, water and transit are expected to create more economic growth in the years ahead.

## Peel's business sector<sup>1</sup>

In December 2018, there were 175,534 business establishments in Peel Region, of which 19,849 businesses were, "not classified" sectorally, and 155,685 were classified by major sectors. A total of 135,656 business establishments were in the service sector while the remaining 20,029 were in the goods producing sector. These represented respective shares of 87.1 per cent and 12.9 per cent of total business establishments.

### Peel's classified business establishments<sup>2</sup>: December 2018



The composition of Peel's business sector continued to change. The number of business establishments in both major sectors increased in 2018 but growth in the goods producing sector lagged behind the overall growth resulting in a decline in its share of total business establishments from 13.3 per cent in 2017 to 12.9 per cent in 2018. The number of business establishments in the service sector grew at a stronger pace than the overall growth, thereby increasing its share of total business establishments from 86.7 to 87.1 respectively over the same period.

## Population

In the fourth quarter of 2018 (year-end), Peel's total population (including estimated undercount\*) was estimated at 1.484 million persons. This was representing an increase of 1.0 per cent or 47,100 persons higher than the same time in the previous year. Relative to the total population in the fourth quarter of 2017. At a total population of 656,900 persons, the City of Brampton led with a 2.0 per cent growth in population, or an additional 12,500 residents since the fourth quarter of 2017. The Town of Caledon added approximately 1,300 new residents (1.8 per cent) to push its total population to approximately 73,300 residents in the fourth quarter of 2018. The City of Mississauga, which is almost fully built, registered a 0.1 per cent (approximately 1,000 persons) increase in its population to a total of 754,200 persons during the same period.

\* The census undercount (also known as census undercoverage) refers to the number of Canadian residents not recorded in the Statistics Canada census. In each census, despite census officials working hard to count the entire population on Census Day, some Canadian residents are missed and some are counted more than once. Statistics Canada adjusts official population estimates to include net undercoverage estimates (persons missed minus persons counted more than once). For Peel, a local undercount rate of 3.26% was determined for the 2016 Census by Hemson Consulting Ltd.

## Building permits<sup>3</sup>

A building permit is formal permission from a municipality to begin construction, demolition or renovation.



In 2018, the total value of building permits issued in Peel was approximately \$2.95 billion, representing a growth of 3.9 per cent relative to that issued in the preceding year. The increase observed may reflect in part, the dissipation of the impact of policy changes which influenced two consecutive annual declines in 2016 and 2017.

The total value of both residential and non-residential building permits increased in 2018 to support the growth observed. The total value of residential building permits increased by 6.8 per cent to \$1.76 billion total value of non-residential building permits totaled \$1.19 billion, up 0.5 per cent.

## Housing starts<sup>4</sup>

The beginning of construction on a new home is counted as a “housing start”.



While housing starts is a strong indicator of economic activity, adjustments in government policy can also influence change. In 2018, changes in mortgage rules and an increase in mortgage rates helped to influence broad-based declines in the number of housing starts in Peel. For the full year, there were 4,978 housing starts in Peel, down 26.1 per cent from total starts recorded in 2017. This followed an increase of 25.7 per cent in 2017.

Both single (-51.6 per cent) and multiple (-8.3 per cent) starts fell in 2018 to contribute to the overall decline observed.



**View the Treasurer’s Message on page 55 for more details about the Region’s finances and the Long-term Financial Planning Strategy.**

## Labour force, employment and unemployment

Total labour force is defined as the total number of persons who are employed or looking for work.



In 2018, the total labour force in Peel Region registered an annual growth of 3.4 per cent to 902,700 persons. Total labour force, captures residents of working age (15 years and over) who are in the labour market working or looking for work. Peel’s labour force is diverse:

- 60% of Peel’s labour force identify as visible minorities; and
- 54% of Peel’s labour force is made up of those who immigrated to Canada.

The number of residents who were employed in 2018 increased by 3.6 per cent relative to 2017 to a total of 841,700 persons, and as a result, Peel’s annual average unemployment rate declined from 6.9 per cent in 2017 to 6.8 per cent in 2018. This was the sixth consecutive annual decline in Peel’s unemployment rate and the lowest unemployment rate recorded in a decade.

Other labour market indicators also improved between 2017 and 2018:

- Peel’s participation rate, which describes the proportion of Peel’s population who are in the labour market working or looking for work, increased from 66.6 per cent to 66.9 per cent. The higher rates in both the youth (15–24 years) and adult (25 years and over) increased;
- The participation rate for core working age residents increased from 81.9 per cent to 83.4 per cent;
- Peel’s employment rate, which describes the proportion of working age population who are working, improved from 62.0 per cent to 62.4 per cent; and
- The employment rate for core working age residents increased from 77.5 per cent to 78.7 per cent.

1. Statistics Canada, North American Industrial Classification Systems (NAICS), 2016
2. Classified business establishments are those that can fit in a sector, based on the North American Industry Classification Systems (NAICS)
3. Statistics Canada, Building Permits Series, 2016
4. Canada Housing and Mortgage Corporation, 2016

## Employment and unemployment<sup>5</sup>



Peel's overall employment rate (the proportion of the working age population who are employed) was 62.0% in 2017, a decline from 63.6% recorded in 2016. However, the employment rate of the core age group (25-65 years) was 77.5% in 2017 – much higher than the overall rate. The lower overall rate reflects the aging population's effect on the labour force.

Peel's annual average unemployment rate was 6.9% in 2017; a further drop from 7.3% in 2016. This represents the fifth consecutive drop in Peel's unemployment rate and the lowest it has been since 2008.

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## Earned Triple A credit rating



In 2018, both Moody's Investors Service and S&P Global Rating reaffirmed the Region of Peel's Triple A credit rating, the highest possible credit rating available to a municipality or region. The Region of Peel has held a Triple A credit rating for 23 consecutive years and is one of only 12 Canadian municipalities to hold this rating. The rating was based on the Region of Peel's highly liquid reserves and reserve funds, and our moderate level of debt. A high credit rating lowers the cost of debt financing for the Region of Peel as well as Brampton, Caledon and Mississauga.

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## Prudent fiscal policies

### Long-term financial planning strategy



The Region of Peel has a strong Long-term Financial Planning Strategy to address the increasing financial pressure of Peel's growing and evolving community. This strategy applies to a disciplined, comprehensive and integrated approach that identifies and manages risks to our long-term financial sustainability. The Region of Peel is continuing with its collaborative approach for Growth Management, working with our local municipal partners and the development industry to continue the implementation of an integrated model of land use planning, servicing and financial growth. This has resulted in a \$724 million lower debt burden than forecasted.

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5. Labour Market Survey, Statistics Canada, 2016







Government Finance Officers Association

**Canadian Award  
for  
Financial Reporting**

Presented to

**The Regional Municipality of Peel  
Ontario**

For its Annual  
Financial Report  
for the Year Ended

**December 31, 2017**

*Christopher P. Morill*

Executive Director/CEO

# Community for Life

## 2018 Treasurer's Message

The Regional Municipality of Peel, Ontario, Canada  
for the year ended December 31, 2018

# Message from the Treasurer and Director of Corporate Finance

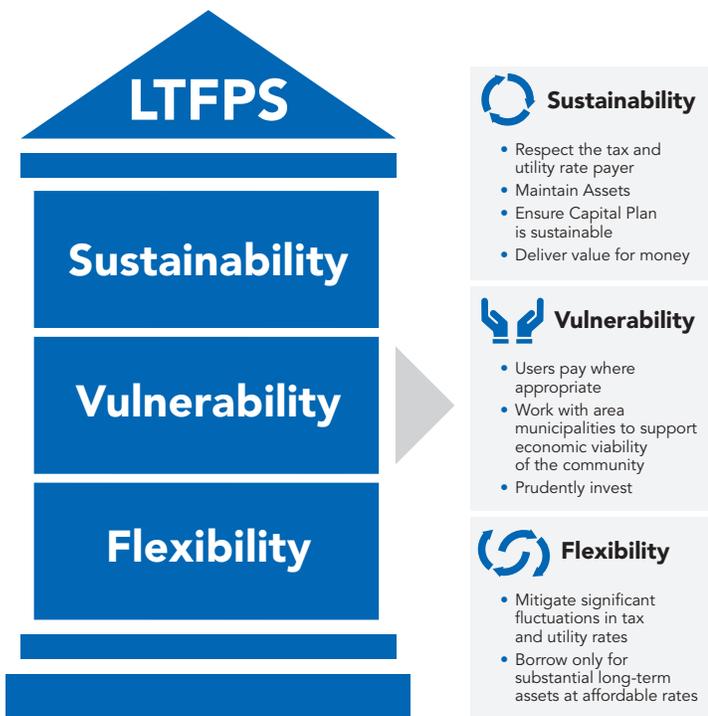
I am pleased to present to you the Region of Peel's financial report for the year ended December 31, 2018. This report provides Peel residents, businesses, Councillors and other key stakeholders, with information on the Region's robust financial management practices and an overview of the Region's 2018 financial results.

Throughout 2018, the Region continued to face many challenges, including: a changing economic and legislative environment, a growing and aging community, the evolution of new technologies and the changing nature of employment. However, through the application of the Region's Strategic Plan and Long-term Financial Planning Strategy, the Region continued to deliver services to meet the needs of Peel residents and businesses.

Using our strong financial management practices and the principles in the Long-term Financial Planning Strategy, the Region remained financially healthy in 2018, evidenced by an increase of \$115.6M in the Region's net financial assets by the end of 2018. The Region's Triple A credit rating was reaffirmed in 2018 by both Moody's Investors Service and S&P Global Rating. This rating reflects our commitment to long-term financial planning, prudent financial management and the responsible use of tax dollars.

## Financial Management Practices

Peel Region residents and rate payers benefit from sound financial management in the efficient and cost-effective delivery of programs and services. Some of these financial management practices are described below.



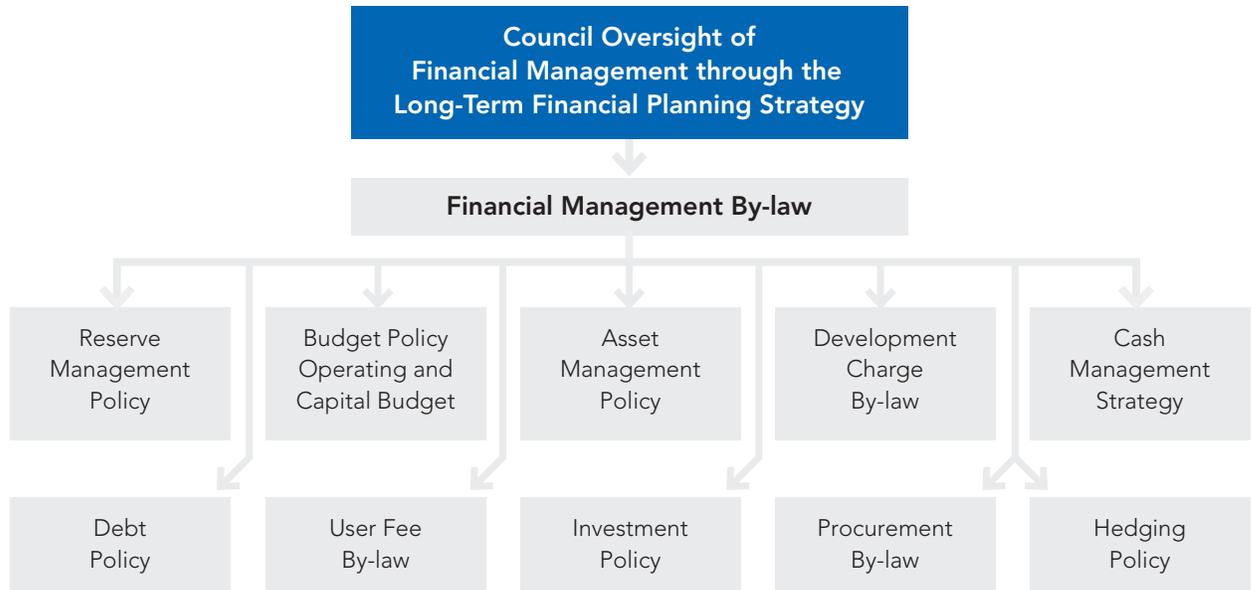
## Long-term Financial Planning Strategy ("LTFPS")

Peel's Long-term Financial Planning Strategy ("Finance Strategy") applies a disciplined, comprehensive and integrated approach that identifies and manages the risks to the Region of Peel's long-term financial sustainability and credit rating. The purpose of the Finance Strategy is to ensure the financial sustainability of Regional services, as outlined in the Region's Strategic Plan, and to guide our prudent use of tax and utility rate payers' dollars. The Finance Strategy is founded on balancing the three pillars of financial sustainability, financial vulnerability and financial flexibility.

The Finance Strategy will be refreshed in 2019 to respond to the changing environment and to mitigate any long-term risks.

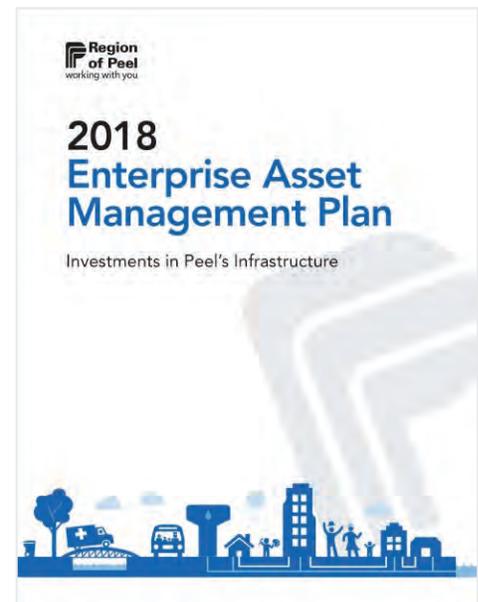
## Financial Management By-law

The Financial Management By-Law (“the By-law”) was established to support the implementation of the Finance Strategy. The By-law focuses on the nine financial principles and is used as a guide to help with decision-making, monitoring and reporting to Council on the execution of the Finance Strategy. The By-law is also utilized to govern several financial policies and strategies that establish the objectives, responsibilities, controls and reporting requirements for risk management, financial planning, debt/ investment management, and revenue and expenditure control.



## Enterprise Asset Management Program

Enterprise Asset Management is an integral part of the Region’s strategic and long-term planning practices. The Enterprise Asset Management Program (“the Program”) focusses on developing sustainable plans to repair the assets over a planning horizon that can be as long as 100 years. Guided by the principle of continuous improvement, these plans support Council’s level of service targets and long-term financial strategies. The Program is also guided by industry best practice, as well as regulatory requirements. The Region’s 2018 Infrastructure Status and Outlook Report highlights that assets are in a good state of repair with 81 per cent of the Region’s infrastructure meeting Council’s risk management targets. The Region remains committed to responsible stewardship of this infrastructure, which is a public investment worth over \$27.8 billion.



## Cash Management Strategy

The implementation of the Cash Management Strategy is underway. During 2018, we continued to focus on the Strategy's three key outcomes:

- Redefine the Treasury function's mandate;
- Enhance the Treasury function's practices; and
- Increase the potential to generate greater financial returns.

Through the multi-year implementation plan, the Region will improve and augment current Treasury practices, focusing on opportunities that will provide long-term financial flexibility to the Region of Peel. Collaboration on the Region's strategic initiatives will lead to process improvements to strengthen our governance and realize efficiencies across the organization. Further expanding the investment opportunities and borrowing strategies is expected to reduce the Region's financial vulnerability as it strives to meet the needs of the community.

Deloitte.

Region  
of Peel  
working with you

### Cash management strategy

The Region of Peel's ability to realize long-term positive financial impact



Audit and Risk Committee presentation

Part of the Cash Management Strategy Project • May 2017

## Development Charges By-law

*The Development Charges Act, 1997* ("the Act") sets out the framework within which Ontario municipalities are permitted to levy development charges against new development to fund the cost of growth-related infrastructure. Peel's Development Charges By-law contains specific rate and other information on how development charges are levied in Peel. The DC By-law also reflects the financial principle "*Users pay where appropriate*" and supports Council's principle that "*growth pays for growth*".

Since the enactment of the Region's 2015 DC By-law, the Province has made amendments to the Act which, combined with Regional Council's Growth Management Strategy objectives, are driving the need to review financial policies and technical inputs related to future development charge rate calculations for the Region's 2041 growth-based DC By-law, which is tentatively scheduled for mid-2020. Peel's current DC By-law expires in October 2020.

## Procurement Transformation

In 2018, the Region's Procurement division has made a number of significant advancements towards modernization in the areas of e-Procurement, a new Procurement By-law, Trade Agreement compliance and Vendor Performance Management. The new Procurement By-law aligns with Regional policies and legislative requirements, modernizes the Region's procurement practices and enhances clarity and transparency. These changes will lead to greater efficiencies, reduced risk and improved award cycle times. In keeping with modern procurement trends and practices, the new By-law also introduces more flexible procurement processes, to reflect the procurement needs required in order to deliver projects of increasing complexity. These changes will also result in an estimated cost avoidance of \$142 thousand per year.

## Budget Planning Process

Peel uses Council’s Strategic Plan and Term of Council Priorities as a foundation for its annual planning and budgeting process. Emphasis is placed on the impact of significant high level trends on Peel’s ability to achieve service outcomes under the three areas of focus for the Strategic Plan: Living, Thriving and Leading.

Significant trends assessed include:

- Growing and rapidly aging population
- Changing and evolving economy
- Continued aging infrastructure
- Climate change and weather patterns
- Constantly changing legislation
- Rapidly evolving technology



The Region’s budget, which provides the resources to achieve service outcomes, is developed on the basis of respect for the taxpayer, and according to principles which include fairness, sustainability and affordability, user pays where appropriate, value for money and maintaining assets.

The timeline for the Region’s annual budget planning process is provided below.



The Region’s annual budget presents a budget that places more focus and emphasis on services and service outcomes as opposed to administrative structure and strives to streamline how the information is presented to both Council and the public. The budget has two distinct components: the Property Tax Supported Budget and the Utility Rate Supported Budget. These two components are further broken down into Operating Budget and Capital Budget.

Staff report back to Regional Council on a triannual basis with an update on the financial results of the operating and capital budgets.

Region of Peel Budget Overview	
 <b>Property Tax Supported</b>	 <b>Utility Rate Supported</b>
<p><b>Services Covered:</b> Regionally Controlled Programs (Excludes Water and Wastewater)</p> <p>Regionally Financed External Organizations (PRP, OPP, MPAC, Conservation Authorities)</p> <p><b>Budget Information Provided:</b> Operating Budget Three-Year Operating Forecast Capital Budget 10-Year Capital Plan</p> <p><b>Property Tax % Increase</b> (Includes Infrastructure Levy)</p>	<p><b>Services Covered:</b> Water Wastewater</p> <p><b>Budget Information Provided:</b> Operating Budget Three-Year Operating Forecast Capital Budget 10-Year Capital Plan</p> <p><b>Utility Rate % Increase</b> (Includes Infrastructure Levy)</p>

## Awards

### GFOA Awards

The Region of Peel has received the following awards from the Government Finance Officers Association of the United States and Canada ("GFOA") in 2018.

- Canadian Award for Financial Reporting ("CAnFR Award") – This award recognizes excellence in governmental accounting and financial reporting. The Region was awarded the CAnFR for the **2017 Community for Life Annual Report** and has received this award for the past 17 consecutive years.
- Distinguished Budget Presentation ("Budget Award") – This award recognizes governments who prepare high quality budget documents that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting.

### NIGP Award

For the 4th consecutive term, the Region has received the Outstanding Agency Accreditation Achievement Award by the National Institute for Governmental Procurement ("NIGP"). The Region received this award for being a leader in the public procurement profession by implementing best practices such as continuous improvement initiatives, training and outreach for staff and vendors and, leveraging technology to create efficiencies. With each accreditation term lasting three years, the Region has remained accredited for 12 consecutive years and is one of only three public procurement agencies in Canada and one of only 65 in all of North America that are currently accredited.

## Internal Audit and the Role of Audit and Risk Committee

The Region's internal audit activity provides value-added advice, assurance and risk management services that support organizational success. The internal audit activity operates independently so that it can be impartial to the audits it conducts and reports to the Audit and Risk Committee.

The objective of the Audit and Risk Committee is to assist Regional Council and associated Boards and Agencies in the discharge of their governance, accountability and controllership responsibilities by advising that risks are being appropriately addressed through strong governance, a risk/control and compliance framework, appropriate stewardship and an effective internal audit activity.

The Committee is comprised of the Regional Chair (ex-officio), and up to eight members including the Chair and Vice-Chair of the Enterprise Programs and Services section of Regional Council, at least one Regional Councillor from each area municipality and up to two members of the public with expertise in the areas of technology and finance. Meetings are held a minimum of four times annually and at other times as required.

## 2018 Financial Results

The 2018 consolidated financial statements are management's responsibility and have been prepared in accordance with generally accepted accounting principles for local governments established by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada. The statements include the financial activities of all entities deemed to be controlled by Peel including the Peel Police Services Board and the Peel Housing Corporation.

The Region's external auditors, Deloitte, conduct an audit of the annual consolidated financial statements, as required by the *Ontario Municipal Act, 2001*. Deloitte has issued their unmodified audit opinion on the 2018 consolidated financial statements, in which their report can be found prior to the consolidated financial statements on page 70.

### Consolidated Statement of Financial Position

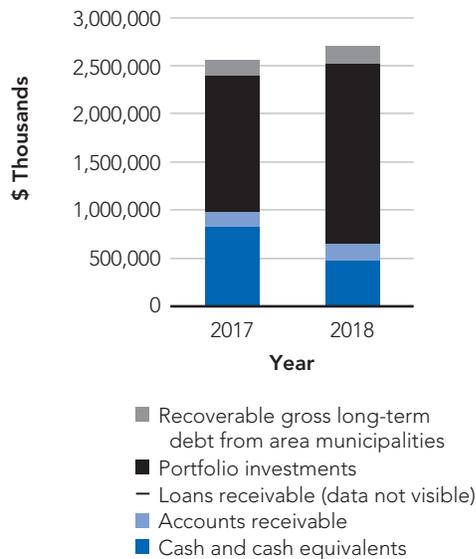
The table below provides a summary of the results from the Region's 2018 Consolidated Statement of Financial Position (\$000):

	2018 Actuals	2017 Actuals	Favourable/ (Unfavourable)
Financial Assets	\$ 2,723,142	\$ 2,573,269	\$ 149,873
Liabilities	2,503,133	2,468,852	(34,281)
Net Financial Assets	220,009	104,417	115,592
Non-Financial Assets	11,331,897	10,987,710	344,187
<b>Accumulated Surplus</b>	<b>\$ 11,551,906</b>	<b>\$ 11,092,127</b>	<b>\$ 459,779</b>

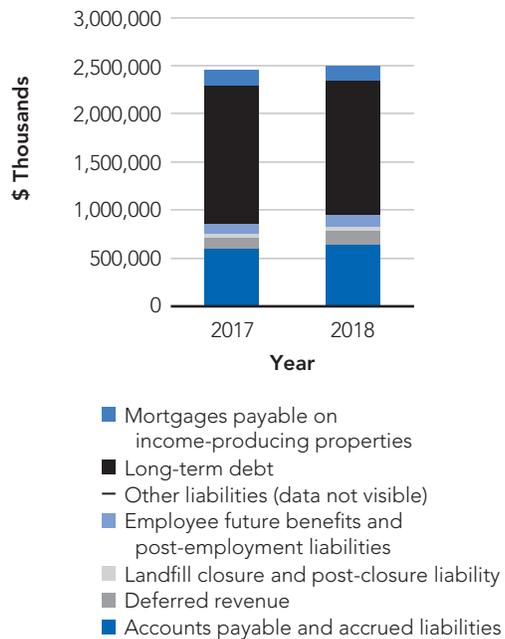
The sections on the following pages provide an overview of the results.

The amounts discussed below reflect only the major variances and will not add to the total favourable/ (unfavourable) variances noted in the table on the previous page.

### Financial Assets by Category (2017–2018)



### Liabilities by Category (2017–2018)



## Financial Assets

*Cash and assets that can be quickly converted to cash (what we own)*

Overall increase of \$149.9M including:

- **\$111.1M increase** in cash and portfolio investments due to growth in the portfolio resulting from investment earnings and growth in reserve balances
- **\$30M increase** in gross long-term debt recoverable from local municipalities due to new debt issued on behalf of the Town of Caledon and City of Mississauga

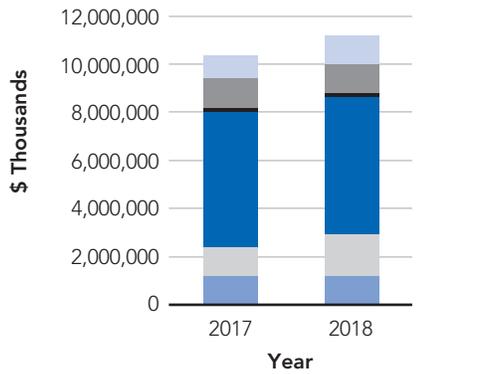
## Liabilities

*Obligations that require an amount to be paid or services to be provided in the future (what we owe)*

Overall increase of \$34.3M including:

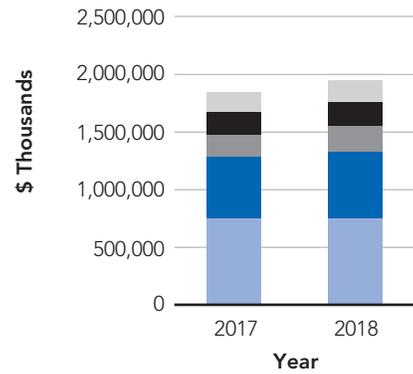
- **\$50M decrease** in long-term debt and mortgages payable due to sinking fund contributions and debt and mortgage repayments made during the year
- **\$46.8M increase** in accounts payable and accrued liabilities due to timing of payments and accruals at year-end
- **\$21.9M increase** in deferred revenue for revenue received in 2018 but will be spent in 2019 or future years
- **\$15.9M increase** in landfill closure and post-closure and employee future benefit liabilities

### Net Book Value of Tangible Capital Assets by Category (2017–2018)



- Construction work in progress
- Equipment and furnishings
- Vehicles (data not visible)
- Structures
- Linear and linear improvements
- Leasehold improvements
- Buildings and building improvements
- Land improvements (data not visible)
- Land

### Reserve and Reserve Funds by Category (2017–2018)



- Regionally Financed External Organization Reserves
- Specialty Reserves
- Reserve Funds (data not visible)
- Working Fund Reserves
- Utility Rate Supported Capital Reserves
- Tax Rate Supported Capital Reserves

### Non-Financial Assets

*Represents economic resources that will be employed by the Region of Peel to deliver programs and provide services in the future*

Overall increase of \$344.2M including:

- **\$238.1M increase** in construction work in progress due to continued work on large infrastructure and Housing projects
- **\$100.7M increase** in linear infrastructure for Water, Wastewater and Roads

### Reserves and Reserve Funds

*Represents an important component of the accumulated surplus balance*

The graph above displays the Region’s reserve balances by category. Approximately 68 per cent of the reserve balances are held to meet financing requirements for the state-of-good-repair of existing assets and other capital work not eligible for development charge funding, while 11 per cent are held to provide financial flexibility to address one-time pressures and volatility within the tax supported and utility rate supported budgets.

## Consolidated Statement of Operations

The table below provides a summary of the results from the 2018 Consolidated Statement of Operations (\$000):

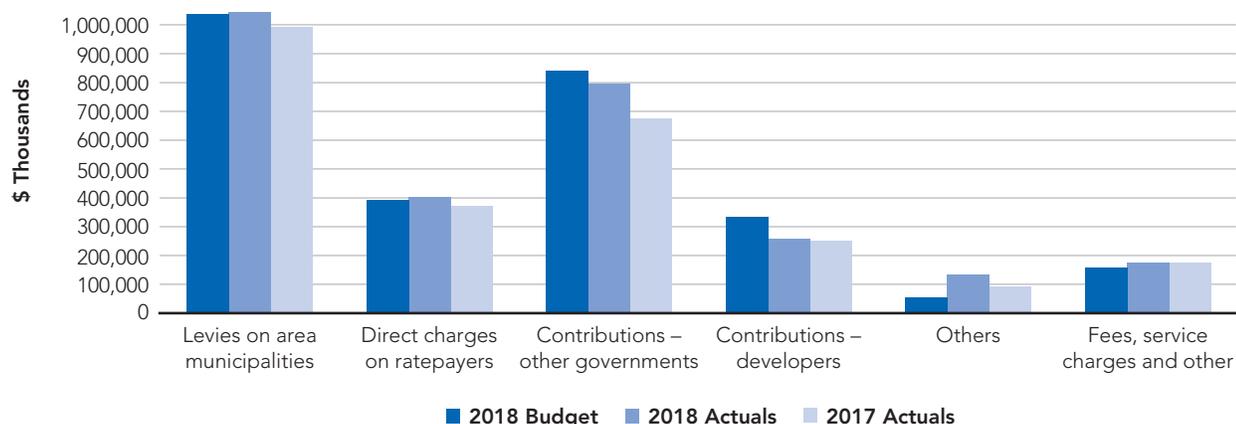
	2018 Budget (A)	2018 Actuals (B)	Variance (A-B)	2017 Actuals (C)	Variance (B-C)
Total Revenues	\$ 2,810,676	\$ 2,805,275	\$ (5,401)	\$ 2,552,474	\$ 252,801
Total Expenses	2,348,367	2,345,496	2,871	2,260,315	(85,181)
<b>Annual Surplus</b>	<b>\$ 462,309</b>	<b>\$ 459,779</b>	<b>\$ (2,530)</b>	<b>\$ 292,159</b>	<b>\$ 167,620</b>

The sections below provide an overview of the results.

The amounts discussed below reflect only the major variances and will not add to the total favourable/ (unfavourable) variances noted in the table above.

### Revenues

**Revenues Comparison  
(2018 Budget, 2018 Actuals and 2017 Actuals)**



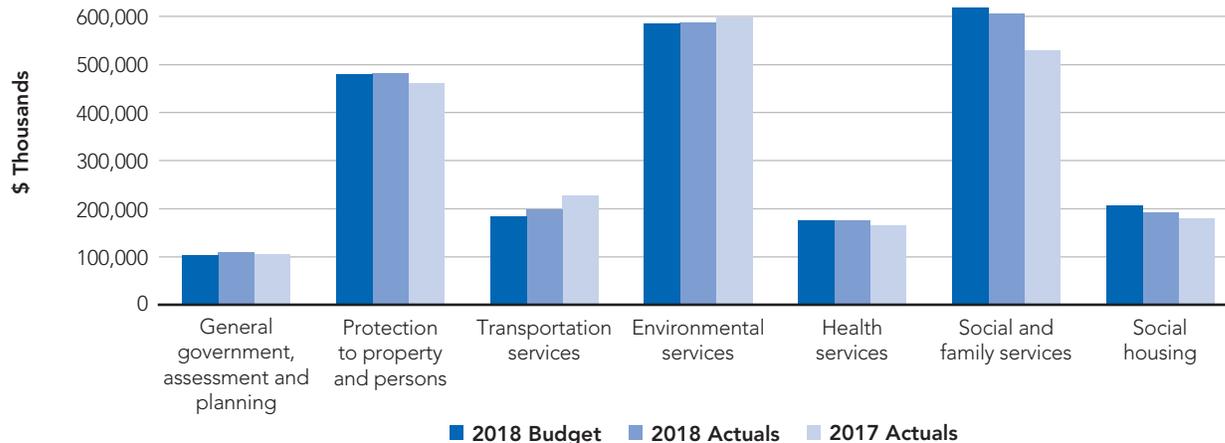
2018 Actuals vs. 2017 Actuals – overall increase of \$252.8M due to:

- **\$120.5M increase** in contributions from other governments related to increased funding from the provincial government to support Ontario Works and Child Care programs and increased funding received for capital projects in the Water and Wastewater programs. This also includes recoveries from other municipalities for Transportation projects.
- **\$52.4M increase** in tax levies due to annual increase in levy requirements
- **\$40.1M increase** in contributed capital assets and investment income, included in the others category
- **\$32.2M increase** in direct charges on ratepayers due to increased consumption and higher rates

2018 Budget vs. 2018 Actuals – \$5.4M deficit due to:

- **\$77M deficit** in contributions from developers due to actual DC revenue received being lower than estimated DC revenue per budget assumptions based on 2018 capital project financing
- **\$65M surplus** in contributed capital assets that are not budgeted

### Expenses Comparison (2018 Budget, 2018 Actuals and 2017 Actuals)



2018 Actuals vs. 2017 Actuals – Overall increase of \$85.2M including:

- **\$15.7M increase** in Ontario Works expenses and **\$61.1M increase** in Child Care expenses, in the Social and family services category, due to additional Provincial funding received for these programs
- **\$29.1M increase** in Peel Police and Paramedics expenses, within the Protection to property and persons and Health services categories, due to increased staffing costs
- **\$11M increase** in Housing expenses due to additional funding provided to external housing providers for capital projects and rent supplements
- **\$30M decrease** in Transportation expenses, related to accounting adjustments done in 2017 for assets that were previously capitalized

2018 Budget vs. 2018 Actuals – \$2.9M surplus due to:

- **\$14.5M deficit** in accruals for GO Transit payments that are not budgeted
- **\$14.3M surplus** in spending on capital projects for Peel Housing Corporation that did not meet tangible capital asset criteria
- **\$2.7M surplus** in Regional contributions to Child Care programs due to increased Provincial funding

# Budget Adjustments

The audited financial statements are prepared using full accrual accounting, as required by PSAB. However, the Region's annual budget approved by Council is developed on a modified accrual basis as two of its primary objectives are to determine the amount of financing and tax revenue required by the municipality to balance its budget.

Due to the differences in methodology, adjustments are needed to convert the budget reported in the annual budget book from a modified accrual basis to a full accrual basis for financial statement purposes. These adjustments include:

- Contributed capital assets are recognized as revenue in the statements but are not included in the budget book.
- Transfers to and from reserves are included in the budget book but are not included in the statements.
- Amortization, landfill liability, and post-employment benefits are included in the statements but not in the budget book.
- Debt principal payments and sinking fund contributions are recognized as reductions to long-term debt in the statements, whereas these are considered as operating expenses in the budget book.
- Non-capitalized capital project costs are recorded as expenses in the statements, whereas all capital project expenses are included in the capital portion of the budget book.
- PHC budget is consolidated with the Region's budget in the statements with any intercompany transactions eliminated, whereas PHC and the Region have separate budget books.

Given that certain budget information is not available in full accrual format, the assumption of using budget adjustments that equal the actual full accrual adjustments are used.

The detailed budget reconciliation can be found in note 13 on page 90 of the financial statements. The full accrual budget estimates are unaudited and for financial statement presentation only.

# Future Outlook

The Region of Peel is a growing, thriving community and a major economic hub that is facing a changing and dynamic environment. Major trends, which are resulting in increased service pressures and more complex community issues impacting service demand are:

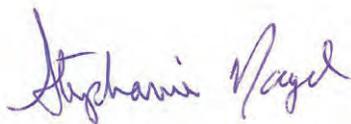
<p><b>Growing and rapidly aging population</b></p>  <p>Adding the population equivalent of a City of Hamilton by the year 2041</p>	<p><b>Aging Infrastructure</b></p>  <p>Peel's assets are valued at more than \$28 billion</p>	<p><b>Rapidly Changing Technology</b></p>  <p>Adapting how we connect with residents and deliver services</p>	
<p><b>Climate Change</b></p>  <p>Impact of significant climate change and weather patterns</p>	<p><b>Changing Economy</b></p>  <p>Impacting employment and market conditions</p>	<p><b>Changing Employment</b></p>  <p>Altering the nature of jobs and terms of employment</p>	<p><b>Constantly evolving legislation and regulation</b></p> 

## Conclusion

The changing trends and uncertainties in the local and broad macroeconomic environments require that Peel remains flexible and adaptable to successfully manage any future changes to the economic environment.

Solutions will require longer term integrated planning, increased partnerships, new ways of conducting business and decisions about the services we provide. This new way of conducting business will be necessary in order to continue to meet priority needs in the community while also recognizing the limited acceptance of tax increases.

Peel's Finance team continues to play a key role in supporting the Region's vision of building a **Community for Life**. The Region's prudent financial management practices, including the Long-term Financial Planning Strategy, will continue to guide us in the future, providing a robust framework that supports the financial flexibility, vulnerability and sustainability of the Region over the long-term.



**Stephanie Nagel**, BBA, CPA, CGA, MPA  
Treasurer and Director of Corporate Finance  
June 2019

# Community for Life

## 2018 Consolidated Financial Statements

The Regional Municipality of Peel, Ontario, Canada  
for the year ended December 31, 2018

# Management Report

Year ended December 31, 2018

Management's Responsibility for the Consolidated Financial Statements

The accompanying financial statements of the Regional Municipality of Peel (the "Region") are the responsibility of the Region's management and have been prepared in accordance with Canadian Public Sector Accounting Standards.

The preparation of the consolidated financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

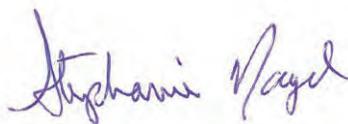
Region management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the consolidated financial statements. These systems are monitored and evaluated by management.

The Audit and Risk Committee of the Region meets with the external auditors to review the consolidated financial statements and discuss any significant financial reporting or internal control matters prior to the approval of the consolidated financial statements.

The consolidated financial statements have been audited by Deloitte LLP, independent external auditors appointed by the Region. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the Region's consolidated financial statements.



**Stephen VanOfwegen**  
Commissioner of Finance and  
Chief Financial Officer



**Stephanie Nagel**  
Treasurer and Director  
of Corporate Finance

Brampton, Canada  
May 2, 2019

## Independent Auditor's Report

To the Members of Council, Inhabitants and Ratepayers of  
the Regional Municipality of Peel

### Opinion

We have audited the consolidated financial statements of the Regional Municipality of Peel, which comprise the statement of financial position as at December 31, 2018, and the statements of operations, change in net financial assets, and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies (collectively referred to as the "consolidated financial statements").

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Regional Municipality of Peel as at December 31, 2018, and the results of its operations, change in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the consolidated financial statements* section of our report. We are independent of The Regional Municipality of Peel in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of Management and Those Charged with Governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Regional Municipality of Peel's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Regional Municipality of Peel or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Regional Municipality of Peel's financial reporting process.

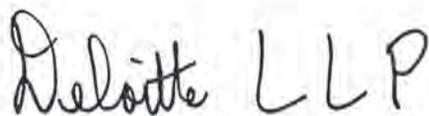
## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Regional Municipality of Peel's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Regional Municipality of Peel's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Regional Municipality of Peel to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Regional Municipality of Peel to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Chartered Professional Accountants  
Licensed Public Accountants  
May 2, 2019

# THE REGIONAL MUNICIPALITY OF PEEL

## Consolidated Statement of Financial Position

As at December 31, 2018  
(All dollars in \$000)

	2018	2017
<b>FINANCIAL ASSETS</b>		
Cash and cash equivalents (Note 3)	\$ 475,921	\$ 818,742
Accounts receivable (Note 4)	166,166	157,987
Loans receivable (Note 5)	11,886	11,285
Portfolio investments (Note 3)	1,874,678	1,420,723
Recoverable gross long-term debt from area municipalities (Note 10)	194,491	164,532
	<b>2,723,142</b>	<b>2,573,269</b>
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities (Note 6)	639,945	593,152
Deferred revenue (Note 7)	139,987	118,105
Landfill closure and post-closure liability (Note 8)	43,778	37,812
Employee future benefits and post-employment liabilities (Note 9)	121,178	111,238
Other liabilities	4,179	4,483
Long-term debt (Note 10)	1,402,458	1,430,341
Mortgages payable on income-producing properties (Note 10)	151,608	173,721
	<b>2,503,133</b>	<b>2,468,852</b>
<b>NET FINANCIAL ASSETS</b>	<b>220,009</b>	<b>104,417</b>
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets (Note 14)	11,298,558	10,955,126
Prepaid expenses	27,749	27,339
Inventory	5,590	5,245
	<b>\$ 11,331,897</b>	<b>\$ 10,987,710</b>
<b>ACCUMULATED SURPLUS</b> (Note 11)	<b>\$ 11,551,906</b>	<b>\$ 11,092,127</b>

The accompanying notes are an integral part of these consolidated financial statements.

# THE REGIONAL MUNICIPALITY OF PEEL

## Consolidated Statement of Operations

For the year ended December 31, 2018  
(All dollars in \$000)

	2018 Budget (Note 13)	2018	2017
<b>REVENUES</b>			
Levies on area municipalities	\$ 1,037,228	\$ 1,043,679	\$ 991,309
Direct charges on ratepayers	390,156	401,482	369,259
Contributions – other governments	841,148	796,150	675,651
Contributions – developers	333,900	257,130	249,300
Contributed tangible capital assets	-	64,734	34,872
Investment income	51,867	67,559	57,353
Fees, service charges and other	156,377	174,541	174,730
<b>TOTAL REVENUES</b>	<b>2,810,676</b>	<b>2,805,275</b>	<b>2,552,474</b>
<b>EXPENSES (Note 15)</b>			
General government	75,040	80,068	79,614
Protection to property and persons	479,160	480,911	459,532
Transportation services	149,344	149,139	180,052
GO Transit	-	14,470	13,843
Gas tax transferred to area municipalities	34,283	34,283	32,725
Environmental services	583,791	585,966	596,470
Health services	175,167	175,352	164,420
Social and family services	618,260	605,922	528,785
Social housing	205,089	190,749	179,715
Planning and development	9,263	9,656	6,656
Assessment/other	18,970	18,980	18,503
<b>TOTAL EXPENSES</b>	<b>2,348,367</b>	<b>2,345,496</b>	<b>2,260,315</b>
Annual surplus	462,309	459,779	292,159
Accumulated surplus, beginning of year	11,092,127	11,092,127	10,799,968
<b>ACCUMULATED SURPLUS, END OF YEAR</b> (Note 11)	<b>\$ 11,554,436</b>	<b>\$ 11,551,906</b>	<b>\$ 11,092,127</b>

The accompanying notes are an integral part of these consolidated financial statements.

## THE REGIONAL MUNICIPALITY OF PEEL

### Consolidated Statement of Change in Net Financial Assets

For the year ended December 31, 2018  
(All dollars in \$000)

	2018 Budget (Note 13)	2018	2017
<b>ANNUAL SURPLUS</b>	\$ 462,309	\$ 459,779	\$ 292,159
Acquisition of tangible capital assets	(556,569)	(559,463)	(464,469)
Amortization of tangible capital assets	279,366	279,267	275,211
Contributed tangible capital assets	-	(64,734)	(34,872)
Write-down of tangible capital assets	-	-	26,959
Loss on sale of tangible capital assets	-	162	633
Proceeds on sale of tangible capital assets	-	1,336	1,438
	185,106	116,347	97,059
Acquisition of inventory	-	(11,850)	(11,075)
Acquisition of prepaid expenses	-	(5,023)	(21,551)
Consumption of inventory	-	11,505	10,824
Use of prepaid expenses	-	4,613	18,711
Change in net financial assets	\$ 185,106	\$ 115,592	\$ 93,968
Net financial assets, beginning of year	104,417	104,417	10,449
<b>NET FINANCIAL ASSETS, END OF YEAR</b>	\$ 289,523	\$ 220,009	\$ 104,417

The accompanying notes are an integral part of these consolidated financial statements.

# THE REGIONAL MUNICIPALITY OF PEEL

## Consolidated Statement of Cash Flows

For the year ended December 31, 2018  
(All dollars in \$000)

	2018	2017
<b>OPERATING ACTIVITIES</b>		
Annual surplus	\$ 459,779	\$ 292,159
Items not involving cash		
Amortization of tangible capital assets	279,267	275,211
Loss on sale of tangible capital assets	162	633
Contributed tangible capital assets	(64,734)	(34,872)
Write-down of tangible capital assets	-	26,959
Change in non-cash assets and liabilities		
Accounts receivable	(8,179)	(7,594)
Recoverable gross long-term debt from area municipalities	9	9
Accounts payable and accrued liabilities	46,793	38,865
Deferred revenue	21,882	(7,159)
Change in landfill closure and post-closure liability	5,966	19,418
Change in employee future benefits and post-employment liabilities	9,940	7,064
Other liabilities	(304)	109
Prepaid expenses	(410)	(2,840)
Inventory	(345)	(251)
Net change in cash and cash equivalents from operating activities	749,826	607,711
<b>CAPITAL ACTIVITIES</b>		
Proceeds on sale of tangible capital assets	1,336	1,438
Cash used to acquire tangible capital assets	(559,463)	(464,469)
Net change in cash and cash equivalents from capital activities	(558,127)	(463,031)
<b>INVESTING ACTIVITIES</b>		
Proceeds from disposals and redemptions of investments	763,305	527,895
Acquisition of investments	(1,217,260)	(167,757)
(Increase) in loans receivable	(601)	(2,040)
Net change in cash and cash equivalents from investing activities	(454,556)	358,098
<b>FINANCING ACTIVITIES</b>		
Repayment of long-term debt	(4,051)	(3,974)
Accrual for interest payments	671	673
Contributions to sinking fund	(46,683)	(46,678)
Investment income earned on sinking fund	(7,788)	(6,830)
Repayment of mortgages payable	(22,113)	(22,171)
Net change in cash and cash equivalents from financing activities	(79,964)	(78,980)
Net change in cash and cash equivalents	(342,821)	423,798
Cash and cash equivalents, beginning of year	818,742	394,944
<b>CASH AND CASH EQUIVALENTS, END OF YEAR</b>	<b>\$ 475,921</b>	<b>\$ 818,742</b>
Cash paid for interest	\$ 81,024	\$ 70,622
Cash received from interest	68,191	51,070

The accompanying notes are an integral part of these consolidated financial statements.

# THE REGIONAL MUNICIPALITY OF PEEL

## Notes to the Consolidated Financial Statements

For the year ended December 31, 2018  
(All dollars in \$000)

The Regional Municipality of Peel ("Region") is an upper-tier municipality in the Province of Ontario ("Province"), Canada. The provisions of provincial statutes such as the *Municipal Act*, *Municipal Affairs Act* and related legislation guide its operations.

### 1. Significant Accounting Policies

The consolidated financial statements ("financial statements") of the Region are the representation of management and are prepared in accordance with Canadian public sector accounting standards ("PSAS"), as recommended by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada ("CPA Canada").

The focus of these financial statements is on the financial position of the Region and the changes thereto. The consolidated statement of financial position includes all the financial assets and liabilities of the Region as well as non-financial assets. Financial assets are those assets that could provide resources to discharge existing liabilities or finance future operations. Net financial assets form a part of the financial position and are the difference between financial assets and liabilities. This provides information about the Region's overall future revenue requirements and its ability to finance activities and meet its obligations. Non-financial assets are normally used to deliver services. Their value lies with their service potential rather than their ability to generate future cash inflows. They form part of the financial position, as they provide resources that the Region can employ in the future to meet its objectives. The accumulated surplus is made up of the combination of net financial assets and non-financial assets.

Significant aspects of the accounting policies adopted by the Region are as follows:

#### a) Basis of Presentation

The financial statements reflect the financial activities of all entities that are accountable to and controlled by the Region, which include:

- Peel Police Services Board ("Peel Police")
- Peel Housing Corporation ("PHC")

All inter-departmental and inter-organizational transactions are eliminated on consolidation. Also included are the Regional contributions to the local conservation authorities, and the funding thereof. The Region is required, by legislation, to reimburse the Municipal Property Assessment Corporation for the cost of Assessment Services that are not administered or controlled by the Region.

Funds held in trust by the Region for residents of Peel Manor and Sheridan Villa Senior Citizens' Residences, the Tall Pines and Malton Village Long-Term Care Centres, and the Vera M. Davis Community Care Centre in the amount of \$218 (2017 – \$196), are not included in the financial statements. The financial activity and position of the trust funds are reported separately in the trust funds financial statements.

The Region maintains separate funds for the purpose of providing for periodic repayments on debt to be retired by means of debt retirement funds and sinking funds. The financial activity and position of this fund are disclosed separately in the debt retirement funds and the sinking funds financial statements.

## b) Basis of Accounting

### i. Accrual Method of Accounting

The Region follows the accrual method of accounting. The accrual basis of accounting recognizes revenue in the period in which the transactions or events occurred that gave rise to the revenues. Expenses are the cost of goods or services acquired in the period, whether or not payment has been made or invoices received.

### ii. Cash and Cash Equivalents

Cash and cash equivalents include short-term, highly liquid investments with a term to maturity of 90 days or less at acquisition.

### iii. Investment Income

Investment income earned on surplus current fund, capital fund, reserves and reserve funds (other than obligatory reserve funds) are reported as revenue in the period earned. Investment income on unspent obligatory reserve funds is added to obligatory reserve fund balances.

Temporary investments are carried at the lower of cost and market value. Portfolio investments are carried at cost, unless there are impairments in value, at which time they are written down to recognize the loss in value. Discounts or premiums are amortized using the effective interest method.

### iv. Loans Receivable

Loans receivable are valued at cost. Recoverability is reviewed annually and a valuation allowance is recorded when recoverability is impaired. A loan receivable is written off when it is no longer recoverable. Recoveries of loans receivable previously written off are recognized in the year received. Interest revenue is recognized as it is earned.

### v. Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

#### a. Tangible Capital Assets

Tangible capital assets are recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The Region does not have any tangible capital assets recognized at nominal value. The cost, less residual value, of tangible capital assets, excluding land and landfill sites, are amortized on a straight-line basis over their estimated useful lives as follows:

Assets	Useful life – years
Land improvements	5 – 99
Buildings	20 – 100
Building improvements	8 – 100
Leasehold improvements	2 – 40
Equipment and furnishings	3 – 80
Linear	15 – 90
Linear improvements	50
Structures	20 – 60
Vehicles	3

Annual amortization is charged in the year of acquisition and in the year of disposal. Assets under construction are not amortized until the asset is in service.

#### **b. Contributions of Tangible Capital Assets**

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and are also recorded as revenue.

#### **c. Interest Capitalization**

The Region capitalizes interest costs associated with the acquisition or construction of a tangible capital asset relating to certain projects.

#### **d. Natural Resources**

Natural resources that have not been purchased are not recognized as assets in the financial statements.

#### **vi. Deferred Revenue – Development Charges**

Development charges, collected under the authority of Sections 33 to 35 of the *Development Charges Act, 1997*, are reported as deferred revenue in the consolidated statement of financial position in accordance with PSAS. Amounts applied to qualifying capital projects are recorded as revenue in the fiscal period in which the funds are expended on qualifying capital projects. Development charges will also be applied to cover costs for servicing debt including interest on borrowings and contributions to sinking funds to retire debt.

#### **vii. Tax Revenue**

Property tax revenue is recognized on an accrual basis when the tax is authorized by the passing of the tax levy by-law. Taxes are levied on properties listed on the assessment roll at the time the by-law is passed based on the approved budget and tax rates. Supplementary taxation is recognized as additional billings issued to properties that are added to the assessment roll during the year.

At year-end, the Region evaluates the likelihood of having to repay taxes as a result of tax appeals or other changes and recognizes a liability if the amount can be reasonably estimated.

#### **viii. Government Transfers**

Government transfers are recognized in the financial statements in the period in which the events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made, and there are no stipulations that give rise to a liability.

#### **ix. Employee Future Benefits and Post-Employment Liabilities**

The Region accounts for its participation in the Ontario Municipal Employee Retirement System ("OMERS"), a multi-employer public sector pension fund, as a defined contribution plan.

Vacation entitlements are accrued for as entitlements are earned.

Sick leave benefits were discontinued in 1986 and there are no remaining balances from prior years.

Other post-employment benefits and compensated absences are accrued in accordance with the projected benefit method, pro-rated on service and management's best estimate of salary escalation and retirement ages of employees. Actuarial valuations, where necessary for accounting purposes, are generally performed triennially. The discount rate used to determine the accrued benefit obligation was determined by reference to the Region's short and long-term rate of borrowing. Unamortized actuarial gains/losses are amortized on a straight-line basis over the expected average remaining service life of the related employee groups. Unamortized actuarial gains/losses for event-triggered liabilities, such as those determined as claims related to Workplace Safety and Insurance Board ("WSIB"), are recorded when determined.

Costs related to prior-period employee services arising out of plan amendments are recognized in the period in which the plan is amended.

Where applicable, the Region has set aside Reserves intended to fund these obligations, either in full or in part. These Reserves were created under municipal by-law and do not meet the definition of a plan asset under *PSAS 3250 Retirement Benefits*. Therefore, for the purposes of these financial statements, the plans are considered unfunded.

#### **x. Landfill Liability**

The costs to close an existing landfill site and to maintain closed landfill sites are based on the future estimated expenditures required over a twenty-five year period, discounted using the Region's long-term borrowing rate. These costs are reported as a liability on the consolidated statement of financial position. Landfill sites are amortized using the units of production method based upon capacity used during the year.

#### **xi. Liability for Contaminated Sites**

A liability for the remediation of a contaminated site is recognized as the best estimate of the amount required to remediate the contaminated site when the following specified criteria are present:

- Contamination exceeding an environmental standard exists,
- The Region is either directly responsible or accepts responsibility,
- It is expected that the future economic benefit will be given up, and
- A reasonable estimate of the amount is determinable.

If the likelihood of the Region's obligation to incur these costs is either not determinable, or if an amount cannot be reasonably estimated, the costs are disclosed as contingent liabilities in the Notes to the financial statements.

#### **xii. Foreign Currency Translation**

Monetary assets and liabilities denominated in foreign currencies are translated at the prevailing rates of exchange at the year-end date. Revenue and expenses are translated at the exchange rate prevailing on the transaction date. Realized and unrealized exchange gains and losses are included in the consolidated statement of operations.

#### **xiii. Use of Estimates**

The preparation of these financial statements in conformity with PSAS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amount of revenues and expenses during the period. Significant estimates relate to accounts receivable, accrued liabilities, landfill closure and post-closure liability, liabilities for contaminated sites, employee future benefits and post-employment liabilities and expenses. Due to the inherent uncertainty in making estimates, actual results could differ from those estimates.

## **2. Adoption of Accounting Policies**

Effective January 1, 2018, the Region adopted the following new Canadian public sector accounting standards on a prospective basis. The adoption of these new standards has not had a material impact on these financial statements.

### **a) PS 2200 Related Party Disclosures**

PS 2200 defines related parties and established disclosures required for related party transactions. A related party exists when one party has the ability to exercise control or shared control over the other. Related parties include key management personnel, their spouse or dependents and the entities they control or have shared control. Disclosure of information about related party transactions and the relationship underlying them is required when they have occurred at a value different from that which would have been arrived at if the parties were unrelated, and they have, or could have, a material financial effect on the financial statements.

Key management personnel of the Region and its consolidated entities are those individuals having authority and responsibility for planning, directing and controlling the activities and have been identified as Members of Regional Council, the Police Services Board and the Peel Housing Corporation Board, in addition to the Region's Executive Leadership Team, Police's Chief Management Group and specific members of Regional and Police staff for the purpose of this reporting. The Region and its consolidated entities have a wide variety of controls in place to ensure that key management personnel do not enter into transactions with related parties.

## b) PS 3420 Inter-Entity Transactions

PS 3420 provides guidance on how to account for and report transactions between public sector entities that comprise a government's reporting entity from both a provider and recipient perspective. The main features of the new section deal with the measurement of these transactions. Inter-entity transactions are disclosed in accordance with the requirements of PS 2200 – Related Party Disclosures.

## c) PS 3210 Assets

PS 3210 provides additional guidance on the definition of assets and what is meant by economic resources, control, past transactions or events and from which future economic benefits are expected to be obtained.

## d) PS 3320 Contingent Assets

PS 3320 introduces a definition for possible assets arising from existing conditions or situations involving uncertainty which will ultimately be resolved when one or more future events occur that are not wholly within the government's control. Disclosure is required under this standard when the occurrence of a confirming future event is considered likely.

## e) PS 3380 Contractual Rights

PS 3380 requires disclosure of information pertaining to future rights to economic resources arising from contracts or agreements that will result in both an asset and revenue in the future. Such disclosure includes the nature, extent and timing of the contractual rights.

## 3. Cash and Cash Equivalents and Portfolio Investments

Cash and cash equivalents and portfolio investments reported on the consolidated statement of financial position have cost and market values as follows:

### 2018

	Cost	Market Value
Cash	\$ 448,933	\$ 485,645
Cash equivalents	26,988	27,198
<b>Cash and cash equivalents</b>	<b>\$ 475,921</b>	<b>\$ 512,843</b>
<b>Portfolio investments</b>	<b>\$ 1,874,678</b>	<b>\$ 1,897,374</b>

### 2017

	Cost	Market Value
Cash	\$ 722,776	\$ 722,776
Cash equivalents	95,966	96,855
<b>Cash and cash equivalents</b>	<b>\$ 818,742</b>	<b>\$ 819,631</b>
<b>Portfolio investments</b>	<b>\$ 1,420,723</b>	<b>\$ 1,448,090</b>

Included in the Region's investment portfolio are Region of Peel debentures at coupon rates that vary from 1.57 to 6.70 per cent (2017 – 1.57 to 6.69 per cent) with a carrying value \$7,934 (2017 – \$19,258).

## 4. Accounts Receivable

The balance for accounts receivable is comprised of the following:

	<b>2018</b>	<b>2017</b>
Federal and provincial governments	\$ 45,573	\$ 41,590
Other municipalities	20,518	14,926
Wastewater and water billings	61,305	53,748
Accrued interest	7,394	5,964
Sundry	31,376	41,759
<b>Total</b>	<b>\$ 166,166</b>	<b>\$ 157,987</b>

## 5. Loans Receivable

The balance for loans receivable includes the following:

- a) A 30-year memorandum of understanding at 5.196 per cent with Credit Valley Conservation ("CVC") to be used to finance the renovation of their head office facility.
- b) A 20-year loan agreement at 5.12 per cent with Abbeyfield Houses of Caledon ("Abbeyfield") to be used to finance the construction of affordable housing for senior citizens.
- c) An interest-free subsidy agreement with Cervantes Lions Non-Profit Housing Corporation due on the day immediately following the fifteenth anniversary of the expiry of the housing provider's operating agreement with the Region.
- d) A loan to Shalimar International Housing Corporation; interest to be charged based on the prevailing capital market rate beginning September 1<sup>st</sup>, 2031; all principal and interest owing to be repaid by September 2<sup>nd</sup>, 2046.
- e) A loan to Ahneen Co-operative Homes; interest to be charged based on the prevailing capital market rate beginning February 1<sup>st</sup>, 2027; all principal and interest owing to be repaid by February 2<sup>nd</sup>, 2042.
- f) A loan to Forum Italia Non-Profit Housing Corporation; interest to be charged based on the prevailing capital market rate beginning July 2<sup>nd</sup>, 2025; all principal and interest owing to be repaid by July 2<sup>nd</sup>, 2040.
- g) A loan to Grace Retirement and Community Enterprises Inc.; interest to be charged based on the prevailing capital market rate beginning August 2<sup>nd</sup>, 2018; all principal and interest owing to be repaid by August 2<sup>nd</sup>, 2033.

- h) An interest-free subsidy agreement with Erin Court Co-operative Homes; repayable through future operational surpluses.

	<b>2018</b>	<b>2017</b>
CVC – memorandum of understanding	\$ 5,831	\$ 5,958
Abbeyfield Houses of Caledon – loan agreement	206	219
Cervantes Lions Housing – subsidy agreement	-	179
Shalimar International Housing – loan agreement	767	767
Ahneen Co-operative Homes – loan agreement	671	671
Forum Italia Non-Profit Housing – loan agreement	1,449	1,223
Grace Retirement and Community Enterprises Inc. – loan agreement	2,518	1,947
Erin Court Co-operative Homes – subsidy agreement	444	321
<b>Total</b>	<b>\$ 11,886</b>	<b>\$ 11,285</b>

- i) Future Repayments  
Estimated future receipts of loans receivable are as follows:

	<b>Total</b>
2019	\$ 148
2020	156
2021	163
2022	174
2023	182
Subsequent to 2024	11,063
<b>Total</b>	<b>\$ 11,886</b>

## 6. Accounts Payable and Accrued Liabilities

The balance for accounts payable and accrued liabilities is comprised of the following:

	2018	2017
Trade accounts payable	\$ 386,758	\$ 351,746
Provincial government	236,554	215,401
Other municipalities	16,633	26,005
<b>Total</b>	<b>\$ 639,945</b>	<b>\$ 593,152</b>

## 7. Deferred Revenue

Deferred revenues set aside for specific purposes by legislation, regulation or agreement as at December 31, are composed of the following:

	Balance at December 31, 2017	Inflows	Revenue Earned	Balance at December 31, 2018
Development Charges	\$ -	\$ 257,130	\$ 257,130	\$ -
Federal Gas Tax	35,510	42,284	46,197	31,597
Provincial Gas Tax	80	746	744	82
General – Region	45,930	85,245	57,455	73,720
General – PHC	4,290	118	-	4,408
	85,810	128,393	104,396	109,807
York/Peel Water Supply Agreement	32,295	-	2,115	30,180
<b>Total</b>	<b>\$ 118,105</b>	<b>\$ 385,523</b>	<b>\$ 363,641</b>	<b>\$ 139,987</b>

In 2001, the Region entered into a Long-Term Water Supply Agreement (“Agreement”) with the Region of York (“York”) to supply potable water. The Agreement stipulates a maximum day water demand in each year to be supplied to York. New infrastructure, constructed and used jointly by both Regions since the inception of the Agreement, has been funded through agreed cost-sharing based on allocating the flow capacity available to the Region and York on a project-by-project basis.

In 2013, negotiations with York on the cost-share split for the Hanlan Feedermain resulted in a reduction to the maximum day water demand supplied to York. The reduction in flow requirement impacts the majority of infrastructure which forms part of this agreement. As such, a credit for the investment made by York to-date for this jointly used infrastructure was warranted. The credit in the amount of \$30,180 (2017 – \$32,295) will be used to fund York’s share of the construction costs of jointly used infrastructure in the future. In 2017, it was agreed that the remaining balance of the credit will be paid to York upon completion of the Hanlan Feedermain project.

## 8. Landfill Closure and Post-Closure Liability

The *Environmental Protection Act* sets out regulatory requirements to properly close and maintain all active and inactive landfill sites. Under environmental law, there is a requirement for closure and post-closure care of solid waste landfill sites.

Landfill closure and post-closure care are activities for landfill sites that are expected to occur in perpetuity and requirements have been defined in accordance with industry standards and include final covering and landscaping of the landfill, pumping of groundwater and leachates from the site, and ongoing environmental monitoring, site inspection and maintenance.

The Region has twenty landfill sites, nineteen of which are closed. The Caledon site has capacity but is not currently accepting waste. To fill the remaining unused 5 per cent capacity would result in an estimated remaining life of one year. For the Caledon site and the closed sites, the estimated liability for these expenditures is calculated for a twenty-five year period.

The estimated liability of \$43,778 (2017 – \$37,812) included in the financial statements represents the sum of the discounted future cash flows for closure and post-closure care activities discounted at the Region's long-term borrowing rate of 4.00 per cent (2017 – 4.00 per cent).

As at December 31, the Region maintained a reserve of \$16,172 (2017 – \$17,010), which will be used to fund expected future costs.

## 9. Employee Future Benefits and Post-Employment Liabilities

Employee future benefits and post-employment liabilities reported on the consolidated statement of financial position consist of the following:

	2018	2017
Retirement benefits:		
- Peel Police	\$ 72,936	\$ 68,227
- Peel Police (LTD recipients)	4,036	4,233
- Peel Region	9,427	8,736
- Peel Region (LTD recipients)	4,004	4,149
	90,403	85,345
Workplace Safety and Insurance Board	30,775	25,893
<b>Total</b>	<b>\$ 121,178</b>	<b>\$ 111,238</b>

### a) Retirement Benefits

The liability for retirement benefits is for the Region's and the Peel Police's share of costs associated with extending the coverage for health, dental, and life insurance benefits to qualifying employees. Benefit coverage, except for life insurance coverage, and health care spending account for Peel Police, ceases at the age of 65. The valuation treats enrolled members in receipt of long-term disability for two years or less, or WSIB benefits, as continuing to receive active service benefits.

The liability is based on the actuarial valuations as at December 31, 2017, with estimates to December 31, 2018.

The following significant actuarial assumptions adopted in the valuations were based on management's best estimates.

• Future discount rates	3.65 per cent per year for Peel Police 4.0 per cent per year for Peel Region
• Future inflation rate	1.75 per cent per year
• Future salaries	Escalate at 2.75 per cent per year
• Future dental premium rates:	
- Peel Police	Escalate at 2.75 per cent per annum
- Peel Region	Escalate at 3.75 per cent per annum
• Future health care premium rates:	
- Peel Police	Initial rate of 6.0 per cent decreasing by 0.25 per cent per year to the ultimate rate of 4.0 per cent
- Peel Region	Initial rate of 6.75 per cent decreasing by 0.33 per cent per year to the ultimate rate of 3.75 per cent

The following are the actuarial results for the accrued benefit liability reported on the consolidated statement of financial position:

### Retirement Benefits Liability

	2018	2017
Accrued benefit obligation at January 1	\$ 95,757	\$ 85,750
Add: plan amendment	-	31
Add: benefit service cost	4,650	10,271
Add: interest accrued	3,627	3,461
Deduct: benefit payments	(3,887)	(3,756)
Accrued benefit obligation at December 31	100,147	95,757
Deduct: unamortized actuarial loss	(9,744)	(10,412)
<b>Liability at December 31</b>	<b>\$ 90,403</b>	<b>\$ 85,345</b>

### Retirement Benefits Expense

	2018	2017
Current period benefit cost	\$ 4,650	\$ 10,271
Interest on accrued benefit obligation	3,627	3,461
Amortization of actuarial losses	668	701
<b>Total</b>	<b>\$ 8,945</b>	<b>\$ 14,433</b>

The actuarial loss is the result of assumptions used in the above noted valuations that varied from assumptions used in prior valuations. These assumptions pertained to the distribution of covered employees, discount rate, escalation of health care rates, projected mortality rates, and benefit coverage. The actuarial loss will be amortized over the expected average remaining service life of employees.

## b) Workplace Safety and Insurance Board

The Region is a Schedule II employer under the *Workplace Safety and Insurance Act*, and, therefore, self-insures the entire risk of their own WSIB claims and is responsible for reimbursing the WSIB for all costs relating to its workers' claims.

The liability reported in the consolidated statement of financial position is based on the actuarial valuation as at December 31, 2017, with estimates to December 31, 2018, that estimated potential liabilities of the Region under the provisions of the *Workplace Safety and Insurance Act*.

The result of the actuarial valuation is as follows:

### WSIB Liability

	2018	2017
Accrued benefit obligation at January 1	\$ 45,031	\$ 22,516
Add: estimated cost of claims (service cost)	6,683	6,258
Add: interest accrued	1,712	972
Deduct: expected benefits paid	(5,451)	(4,025)
Expected accrued benefit obligation at December 31	47,975	25,721
Actual accrued benefit obligation at December 31	47,975	45,031
Deduct: unamortized actuarial loss	(17,200)	(19,138)
<b>Liability at December 31</b>	<b>\$ 30,775</b>	<b>\$ 25,893</b>

### WSIB Benefits Expense

	2018	2017
Current period benefit cost	\$ 6,684	\$ 6,258
Interest on accrued benefit obligation	1,712	972
Amortization of actuarial losses	1,938	21
<b>Total</b>	<b>\$ 10,334</b>	<b>\$ 7,251</b>

## 10. Long-Term Debt

Under the terms of the *Municipal Act, 2001*, Regional Council has approved the issuing of debentures to finance its own capital expenses and tangible capital assets, and those of the area municipalities within the annual debt repayment limit prescribed by the Ministry of Municipal Affairs. Debentures issued for such purposes are direct, joint and several obligations of the Region and local municipalities.

In 2018, the Region issued \$53,270 (2017 – \$38,853) in debenture debt, of which \$46,270 (2017 – \$38,853) was on behalf of the City of Mississauga, \$7,000 (2017 – \$Nil) was on behalf of the Town of Caledon.

### a) Net Long-Term Debt

The total for long-term liabilities reported in the consolidated statement of financial position consists of the following:

	2018	2017
Total long-term liabilities incurred by the Region including amounts incurred on behalf of area municipalities	\$ 1,672,413	\$ 1,645,825
Less: Total value of Region's sinking fund deposits	(269,046)	(214,705)
Less: Value of Town of Caledon sinking fund assumed by the Region	(909)	(779)
<b>Total long-term liabilities</b>	<b>1,402,458</b>	<b>1,430,341</b>
Mortgages payable by Peel Housing Corporation	151,608	173,721
<b>Total mortgages payable on income-producing properties</b>	<b>151,608</b>	<b>173,721</b>
Recoverable from lower-tiers		
City of Mississauga	181,491	155,895
Town of Caledon	17,948	13,585
Less: Town of Caledon debt assumed by Region	(4,948)	(4,948)
<b>Total recoverable gross long-term debt from area municipalities</b>	<b>194,491</b>	<b>164,532</b>
<b>Net Long-Term Debt at December 31</b>	<b>\$ 1,359,575</b>	<b>\$ 1,439,530</b>

Serial debt and sinking fund debentures issued by the Region mature between December 2020 and June 2053 and have interest rates ranging between 1.30 per cent and 6.65 per cent.

Mortgages of \$151,608 (2017 – \$173,721) on PHC properties are secured by a first charge on specific assets of PHC with amortization periods ranging from five to 50 years and interest rates ranging from 1.04 per cent to 8.0 per cent.

Sinking funds were established to provide for the orderly retirement of sinking fund debentures issued by the Region totaling \$1,433,000 (2017 – \$1,433,000). These debentures mature between December 2021 and June 2053.

## b) Future Principal Repayments

Estimated future principal repayments for the Region, including sinking fund contributions and PHC, are as follows:

	Peel Housing Corporation	Region of Peel	Total
2019	\$ 18,969	\$ 50,829	\$ 69,798
2020	18,109	50,950	69,059
2021	18,309	161,264	179,573
2022	18,248	42,403	60,651
2023	17,626	42,539	60,165
Subsequent to 2024	60,347	458,517	518,864
Net sinking fund debt repayable	-	401,465	401,465
<b>Total</b>	<b>\$ 151,608</b>	<b>\$ 1,207,967</b>	<b>\$ 1,359,575</b>

Total interest charges in the amount of \$68,002 (2017 – \$69,249) are reported in the consolidated statement of operations. The charges consist of \$5,810 (2017 – \$6,898) for interest on PHC mortgages and \$62,192 (2017 – \$62,351) for debenture debt.

## 11. Accumulated Surplus

The accumulated surplus consists of the following balances:

	2018	2017
Investment in tangible capital assets and social housing	\$ 11,141,972	\$ 10,769,911
Reserves and reserve funds	1,952,537	1,849,976
Capital fund	(1,471,423)	(1,456,524)
Current fund	27,064	19,166
Less: unfunded liabilities		
Retiree benefits:		
– Peel Police	(35,932)	(33,752)
– Peel Region	(5,843)	(5,843)
Workplace Safety and Insurance Board	(8,512)	(8,512)
Landfill closure and post-closure costs	(43,778)	(37,812)
Other	(4,179)	(4,483)
<b>Total Accumulated Surplus</b>	<b>\$ 11,551,906</b>	<b>\$ 11,092,127</b>

**a) Surplus Management Strategy**

The Region has a surplus management strategy that permits year-end transfers to and from reserves to manage the level of surplus carried forward into the next fiscal year. Such transfers are made to ensure that future commitments of the Region can be met, and are based on management's planning of infrastructure replacement, property tax rate and user rate stabilization, potential exposure to program funding shortfalls and contingent liabilities. The allocation of these transfers and their purpose is disclosed annually to Regional Council following completion of the year-end audit. The financial statements include the transfers made to reserves under the surplus management strategy.

**b) Reserves and Reserve Funds**

Reserves and reserve funds are established by Regional Council as appropriate, and are included in the accumulated surplus position of the Region.

## **12. Pension Agreements**

The Region makes contributions to OMERS on behalf of approximately 8,275 eligible employees. OMERS is a defined benefit pension plan, fully funded by equal contributions from participating employers and employees, and by the investment earnings of the OMERS Fund. OMERS pensions are calculated using a defined benefit formula, taking into account length of service and average annual wage (based upon the highest 60 consecutive months of earnings), that is designed to integrate with the pension payable from the Canada Pension Plan.

During the year, the Region's contribution to OMERS for current service was \$69,386 (2017 – \$66,891). The Region's contributions are reported in the consolidated statement of operations. Employee contributions also amount to \$69,386 (2017 – \$66,891).

For the December 31, 2018 year end, the funded portion of the OMERS pension plan increased to 96 per cent (2017 – 94 per cent). Pension plan assets increased to \$97,000,000 (2017 – \$95,000,000) primarily due to strong investment returns.

### 13. Budget Data

The budget amounts presented in the consolidated financial statements are based on the 2018 operating and capital budgets approved by Regional Council on November 16, 2017. The following reconciles the approved budget to the budget amounts presented in the consolidated financial statements using the accrual basis of accounting, in accordance with PSAS. Budgets established for tangible capital asset acquisitions are on a project-oriented basis, the costs of which may be carried over one or more fiscal years. Where amounts were budgeted for on a project-oriented basis, the budget amounts used are based on actual projects that took place during the year to reflect the same basis of accounting that was used to report the actual results.

	<b>Revenues</b>	<b>Expenses</b>
<b>Operating Budget</b>		
Council Approved Budget	\$ 2,372,791	\$ 2,372,791
In-year budget adjustments	42,821	42,821
Board Approved Peel Housing Corporation	98,325	98,325
Adjustment for intercompany transactions	(48,412)	(48,412)
PSAB Adjustments		
Contributions to reserves/reserve funds	-	(435,275)
Contributions from reserves/reserve funds	(48,948)	-
Payment to sinking fund for debt retirement	-	(50,726)
Other liabilities	-	(5,966)
Other adjustments	(14,141)	(14,141)
<b>Adjusted Operating Budget</b>	<b>2,402,436</b>	<b>1,959,417</b>
<b>Capital Budget</b>		
Council Approved Budget	723,000	723,000
Timing difference between budget and spending	(45,857)	(45,857)
Board Approved Peel Housing Corporation	70,582	70,582
PSAB Adjustments		
Contributions from reserves/reserve funds	(388,056)	-
Acquisition of tangible capital assets	-	(616,145)
Amortization	-	257,370
<b>Adjusted Capital Budget</b>	<b>359,669</b>	<b>388,950</b>
<b>Other</b>		
Reserve fund interest and other revenue	48,571	-
<b>Budget as presented in Financial Statements</b>	<b>\$ 2,810,676</b>	<b>\$ 2,348,367</b>

## 14. Tangible Capital Assets

2018

Cost	Balance at December 31, 2017	Additions	Disposals & Write-downs	Balance at December 31, 2018
Land	\$ 1,171,054	\$ 27,512	\$ (384)	\$ 1,198,182
Land improvements	41,387	-	-	41,387
Buildings and building improvements	2,387,055	45,381	-	2,432,436
Leasehold improvements	25,650	2,467	-	28,117
Linear and linear improvements	7,933,055	240,822	-	8,173,877
Structures	231,884	6,047	-	237,931
Vehicles	87,920	12,725	(6,785)	93,860
Equipment and furnishings	2,049,402	51,154	(4,833)	2,095,723
Construction work in progress	952,245	238,089	-	1,190,334
<b>Total cost</b>	<b>\$ 14,879,652</b>	<b>\$ 624,197</b>	<b>\$ (12,002)</b>	<b>\$ 15,491,847</b>

Accumulated Amortization	Balance at December 31, 2017	Disposals	Amortization	Balance at December 31, 2018
Land improvements	\$ 16,550	\$ -	\$ 1,280	\$ 17,830
Buildings and building improvements	677,176	-	45,696	722,872
Leasehold improvements	12,270	-	1,078	13,348
Linear and linear improvements	2,282,147	-	140,021	2,422,168
Structures	101,276	-	5,657	106,933
Vehicles	47,555	(5,674)	8,788	50,669
Equipment and furnishings	787,552	(4,830)	76,747	859,469
<b>Total accumulated amortization</b>	<b>\$ 3,924,526</b>	<b>\$ (10,504)</b>	<b>\$ 279,267</b>	<b>\$ 4,193,289</b>

Net Book Value	Balance at December 31, 2018
Land	\$ 1,198,182
Land improvements	23,557
Buildings and building improvements	1,709,564
Leasehold improvements	14,769
Linear and linear improvements	5,751,709
Structures	130,998
Vehicles	43,191
Equipment and furnishings	1,236,254
Construction work in progress	1,190,334
<b>Total net book value</b>	<b>\$ 11,298,558</b>

## 14. Tangible Capital Assets (Continued)

2017

Cost	Balance at December 31, 2016	Additions	Disposals & Write-downs	Balance at December 31, 2017
Land	\$ 1,149,779	\$ 21,382	\$ (107)	\$ 1,171,054
Land improvements	39,003	2,384	-	41,387
Buildings and building improvements	2,316,243	70,812	-	2,387,055
Leasehold improvements	23,521	2,200	(71)	25,650
Linear and linear improvements	7,779,280	181,889	(28,114)	7,933,055
Structures	229,885	3,751	(1,752)	231,884
Vehicles	83,858	13,240	(9,178)	87,920
Equipment and furnishings	1,983,416	71,329	(5,343)	2,049,402
Construction work in progress	821,654	132,354	(1,763)	952,245
<b>Total cost</b>	<b>\$ 14,426,639</b>	<b>\$ 499,341</b>	<b>\$ (46,328)</b>	<b>\$ 14,879,652</b>

Accumulated Amortization	Balance at December 31, 2016	Disposals	Amortization	Balance at December 31, 2017
Land improvements	\$ 15,258	\$ -	\$ 1,292	\$ 16,550
Buildings and building improvements	632,347	-	44,829	677,176
Leasehold improvements	11,249	-	1,021	12,270
Linear and linear improvements	2,149,955	(5,108)	137,300	2,282,147
Structures	95,862	(167)	5,581	101,276
Vehicles	46,719	(7,612)	8,448	47,555
Equipment and furnishings	715,223	(4,411)	76,740	787,552
<b>Total accumulated amortization</b>	<b>\$ 3,666,613</b>	<b>\$ (17,298)</b>	<b>\$ 275,211</b>	<b>\$ 3,924,526</b>

Net Book Value	Balance at December 31, 2017
Land	\$ 1,171,054
Land improvements	24,837
Buildings and building improvements	1,709,879
Leasehold improvements	13,380
Linear and linear improvements	5,650,908
Structures	130,608
Vehicles	40,365
Equipment and furnishings	1,261,850
Construction work in progress	952,245
<b>Total net book value</b>	<b>\$ 10,955,126</b>

**a) Construction in Progress**

Assets under construction having a value of \$1,190,334 (2017 – \$952,245) have not been amortized. Amortization of these assets will commence when the asset is put into service.

**b) Contributed Tangible Capital Assets**

Contributed tangible capital assets transferred to the Region in 2018 amounted to \$64,734 (2017 – \$34,872). The majority of tangible capital assets transferred were from developers, and included water and wastewater local mains as well as land.

**c) Works of Art and Cultural Assets**

The Region manages and controls various works of art and non-operational historical cultural assets including buildings, artifacts, paintings and sculptures located at Region sites and public display areas. These assets are not recorded as tangible capital assets and are not amortized.

**d) Write-Downs**

The write-down of tangible capital assets during the year was \$Nil (2017 – \$26,959) in the consolidated statement of operations.

**e) Interest Capitalization**

In 2018, the Region capitalized \$151 (2017 – \$112) of interest cost.

## 15. Expenses by Object

The consolidated statement of operations reports expenses for the Region by functions or by business programs. The following is a summary of expenses by object.

	<b>2018</b>	<b>2017</b>
Salary and wages	\$ 850,232	\$ 807,241
Services and rents	371,743	366,022
Materials and supplies	88,592	87,049
Grants and transfer payments	594,364	511,516
Debt charges	68,002	69,249
Intra-government transfers	(42,571)	(38,979)
Amortization	279,267	275,211
Other operational expenses	135,867	183,006
<b>Total</b>	<b>\$ 2,345,496</b>	<b>\$ 2,260,315</b>

## 16. Contractual Obligations and Contingent Liabilities

- a) As at December 31, 2018 outstanding contractual obligations for capital works amounted to approximately \$557,399 (2017 – \$491,901). Regional Council has authorized the financing of these obligations.
- b) As at December 31, 2018 the Region has been named as defendant or co-defendant in a number of outstanding legal actions. No provision has been made for any claims that are expected to be covered by insurance or where the consequences are undeterminable. A provision of \$8,997 (2017 – \$9,755) has been made for those claims not expected to be covered by insurance.
- c) Under the terms of various operating lease agreements, future minimum payments are as follows:

2019	\$	2,340
2020		1,307
2021		1,113
2022		674
2023		571
Subsequent to 2023		2,312
<b>Total</b>	<b>\$</b>	<b>8,317</b>

- d) Under a 10-year service agreement, effective January 1, 2010, the Region has contracted the operations of the South Peel wastewater and water treatment systems to the Ontario Clean Water Agency (“OCWA”).

Included in the consolidated statement of operations are the 2018 charges from OCWA totaling \$38,495 (2017 – \$37,105). The consolidated statement of financial position reflects only the capital assets of the wastewater and water treatment facilities and the service charges due to or from OCWA.

- e) The Peel Regional Police provide policing services to the Greater Toronto Airports Authority (“GTAA”). Under a service agreement, the GTAA provides funding to fully offset any costs incurred by the Peel Regional Police. In 2018, the Peel Regional Police received \$16,561 (2017 – \$16,430) from the GTAA.
- f) Under contracts approved by the Region in 2005 with amendments in 2012 and 2016, a private waste management corporation will provide waste disposal capacity at current market rates (additional 24 years until December 31, 2042) and waste transfer services to the Region. The 2018 annual cost is \$17,400.
- g) Under separate contracts approved by the Region in 2014, two private waste management companies provide services including, but not limited to: bi-weekly, alternating garbage cart and recycling cart collection, bi-weekly bulky item collection, weekly organics cart collection, seasonal yard waste collection, garbage exemption collection periods, and manual (bag based) garbage, recycling and organics bin collection at specified locations. Each contract term is for an eight-year-plus-nine-month period which began on January 2016, with two additional, separate twelve-month period extension options, based on satisfactory service, performance and pricing. The 2018 annual cost for the two contracts is \$42,000.
- h) The Region has issued letters of credit for \$13,685 (2017 – \$13,353) in order to meet the credit requirements and conditions of certain agreements related to capital projects.
- i) The Region has identified a contaminated site on a piece of land downloaded from the federal government. The Region is currently working with the federal government to determine who accepts responsibility for the remediation of this site and has, therefore, not recognized a liability for this site in the consolidated statement of financial position.

## **17. Liability for Contaminated Sites**

As at December 31, 2018, there are no contaminated sites that meet the specified criteria and no liability (2017 – \$Nil) for contaminated sites has been recorded in these consolidated financial statements.

## **18. Comparative Figures**

Certain prior year figures have been reclassified to conform to the financial statement presentation adopted in the current year.

## **19. Municipal Act, 2001**

Since the introduction of Current Value Assessment (“CVA”) taxation in 1998, provincial legislation mandates a limit to assessment-related tax increases for the commercial, industrial and multi-residential classes. The purpose of this limit is to ensure that the impact of CVA reform is manageable for taxpayers in these three property classes. These assessment-related tax adjustments are capped using a number of Council-adopted parameters which include the optional capping tools and capping program enhancements. Adoption of the capping parameters is designed to maximize the number of properties moving to full CVA-based taxation with the capping enhancements providing a four-year phase-out and/or immediate exit from the capping program for an eligible municipality. In 2018, the Province provided municipalities with additional flexibility such as the option to limit the capping protection to reassessment-related changes prior to 2018, and exclusion of vacant land from the four-year phase-out eligibility criteria providing that the remaining properties are within 50 per cent of CVA level taxes. The Region’s 2018 Tax Capping Policy – Selection of Options staff report presented to Regional Council on May 10, 2018 details the capping options selected for implementation in the 2018 taxation year. The legislation permits the costs of capping to be funded by limiting the property tax decreases within the subject property class.

While the local municipalities have the jurisdiction responsibility for managing the tax collection system, the Region is responsible for acting as the “banker” in order to balance out the overall impact of the capping initiative on a broader Regional basis. Implementation may cause some year-to-year variances. Such post-billing capping variances are written-off at the local municipal level and funded between the Region, the local municipality and the school board based on the tax rate prorated shares of the write-offs.

## 20. Segmented Information

The Region of Peel is a diversified municipal government institution providing a wide range of services to its residents that include: general government, protection to property and persons, transportation, environmental, health and social and family services. The Region also controls and administers Peel Housing Corporation, a non-profit housing organization.

For management reporting purposes, the Region's operations and activities are reported by Program Services. Program Services were created for the purpose of recording specific activities to attain certain objectives in accordance with regulations, restrictions or limitations. Regional services are provided by divisions and their activities are reported in Program Services.

Divisions disclosed in the Segmented Information, along with the services they provide, are as follows:

### **General Government**

General government comprises divisions under Finance, Corporate Services and the Executive Office, Council and Digital & Information Services. The divisions provide direct support to the various citizen-facing Regional services, as well as Council and Committee. These divisions also supply financial and administrative leadership for the Regional Corporation.

Also included are corporate expenses and revenues that are not directly attributable to any individual service, but do impact the overall tax requirement.

### **Protection to Property and Persons**

Protection to property and persons consists of Police Services and the conservation authorities. Police Services partners with the community to maintain social order and contribute to a safe environment in which to live, work and visit. Funding is provided to support the operating costs, special projects and land purchases for three conservation authorities in the Region.

### **Transportation Services**

Transportation services is responsible for Roads and TransHelp services. The mandate of the Roads division is to provide safe, reliable and secure roads while respecting the environment. TransHelp provides transit services to Peel residents unable to utilize conventional modes of public transportation.

### **GO Transit**

GO Transit includes the Region's apportionment of capital costs billed by GO Transit.

## **Gas Tax Transferred to Local Municipalities**

This segment includes the Federal Gas Tax revenue that is transferred to local municipalities.

## **Environmental Services**

Environmental services is responsible for Water, Wastewater and Waste Management Services. The Water Program sustainably delivers high quality drinking water, and the related support services, in an efficient and reliable manner. The mandate of Wastewater is to manage, collect and treat municipal wastewater. Waste Management provides environmentally sustainable waste management services to residents and small businesses while maximizing recovery of valuable resources.

## **Health Services**

Health services includes Public Health and Paramedic Services. Public Health is mandated by the *Ontario Health Protection and Promotion Act* and other legislation. Public Health provides programs and services in six key areas: communicable disease control and prevention; clinical services; enforcement; youth and adult illness prevention; early childhood development; and health surveillance. The mandate of Paramedic Services is to decrease suffering and improve and promote community safety.

## **Social and Family Services**

Children's services plans, manages and coordinates a Region-wide early learning and child care system. Long-Term Care operates five long-term care facilities for seniors. Ontario Works delivers a range of programs providing employment and financial assistance to residents in need.

## **Social Housing**

Social housing is responsible for administering social housing providers, the rent supplement programs, and managing a social housing waiting list.

Peel Housing Corporation is a non-profit housing company providing over 16,000 residents with affordable rental units.

## **Planning and Development**

Regional planning provides planning policy and research and development planning services that respond to the growth and change experienced in Peel.

## **Assessment Services**

Assessment Services is the funding to the Municipal Property Assessment Corporation, which administers province-wide property assessment services for municipalities.

## Segmented Information

For the year ended December 31, 2018  
(All dollars in \$000)

	General Government		Protection to Property & Persons		Transportation Services		GO Transit		Gas Tax Transferred To Area Municipalities	
	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017
<b>Operations Revenue</b>										
Levies on area municipalities	1,043,679	991,309	-	-	-	-	-	-	-	-
Direct charges on ratepayers	-	-	-	-	-	-	-	-	-	-
Contributions - other governments	16,529	15,123	18,935	16,970	22,518	14,899	-	-	34,283	32,724
Contributions - developers	450	798	2,672	3,303	49,594	23,481	1,500	-	-	-
Contributed capital assets	-	-	-	-	2,956	1,680	-	-	-	-
Investment income	16,225	11,762	5,561	4,655	5,696	5,332	-	-	-	-
Fees and service charges	29,656	32,539	27,736	26,631	7,434	7,895	-	-	-	-
	1,106,539	1,051,531	54,904	51,559	88,198	53,287	1,500	-	34,283	32,724
<b>Expenses</b>										
Salaries and wages	72,682	73,279	386,122	368,860	44,392	41,997	-	-	-	-
Services and rents	26,421	30,469	30,698	30,336	31,985	26,394	-	-	-	-
Materials and supplies	3,348	3,558	12,181	11,068	9,157	8,078	-	-	-	-
Grants and transfer payments	30,430	27,066	47,596	43,630	48	131	-	-	34,283	32,725
Debt charges	2,966	3,007	-	-	586	605	-	-	-	-
Intra-government transfers	(88,558)	(89,596)	(16,968)	(14,431)	(26,890)	(24,853)	-	-	-	-
Amortization	10,367	16,063	12,614	11,997	54,291	54,088	-	-	-	-
Other operating expenses	22,412	15,768	8,668	8,072	35,570	73,612	14,470	13,843	-	-
	80,068	79,614	480,911	459,532	149,139	180,052	14,470	13,843	34,283	32,725
<b>Annual Surplus (Deficit)</b>	1,026,471	971,917	(426,007)	(407,973)	(60,941)	(126,765)	(12,970)	(13,843)	0	(1)

Environmental Services		Health Services		Social & Family Services		Social Housing		Planning & Development		Assessment Services		Total	
2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017
-	-	-	-	-	-	-	-	-	-	-	-	1,043,679	991,309
401,482	369,259	-	-	-	-	-	-	-	-	-	-	401,482	369,259
72,048	47,983	95,703	91,088	486,325	408,318	49,809	48,546	-	-	-	-	796,150	675,651
189,219	221,159	625	536	52	23	13,018	-	-	-	-	-	257,130	249,300
61,778	33,192	-	-	-	-	-	-	-	-	-	-	64,734	34,872
26,757	24,752	1,713	1,902	3,093	2,232	8,256	6,482	-	-	258	236	67,559	57,353
25,815	27,570	1,323	1,123	18,612	18,151	60,797	59,859	3,168	962	-	-	174,541	174,730
777,099	723,915	99,364	94,649	508,082	428,724	131,880	114,887	3,168	962	258	236	2,805,275	2,552,474
60,252	54,187	130,322	121,780	136,501	130,378	10,328	8,771	9,633	7,989	-	-	850,232	807,241
173,269	171,438	11,725	11,247	13,084	12,935	65,105	64,049	476	651	18,980	18,503	371,743	366,022
48,849	50,538	7,595	6,668	7,379	7,072	50	44	33	23	-	-	88,592	87,049
-	-	664	783	423,067	353,334	58,246	53,817	30	30	-	-	594,364	511,516
57,882	57,977	-	-	-	-	6,568	7,660	-	-	-	-	68,002	69,249
50,704	55,684	16,994	14,576	16,872	15,364	6,303	6,352	(1,028)	(2,075)	-	-	(42,571)	(38,979)
176,715	168,529	6,585	5,590	3,645	3,954	15,031	14,972	18	18	-	-	279,266	275,211
18,295	38,117	1,467	3,776	5,374	5,748	29,118	24,050	494	20	-	-	135,868	183,006
585,966	596,470	175,352	164,420	605,922	528,785	190,749	179,715	9,656	6,656	18,980	18,503	2,345,496	2,260,315
191,133	127,445	(75,988)	(69,771)	(97,840)	(100,061)	(58,869)	(64,828)	(6,488)	(5,694)	(18,722)	(18,267)	459,779	292,159



# Community for Life

## 2018 Debt Retirement and Sinking Funds Financial Statements

The Regional Municipality of Peel, Ontario, Canada  
for the year ended December 31, 2018

## Independent Auditor's Report

To the Members of Council, Inhabitants and Ratepayers of the  
Regional Municipality of Peel

### Opinion

We have audited the financial statements of the debt retirement and sinking funds of the Regional Municipality of Peel, which comprise the statement of financial position as at December 31, 2018, and the statements of operations, change in net financial assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the debt retirement and sinking funds of the Regional Municipality of Peel as at December 31, 2018, and the results of its operations, change in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the debt retirement and sinking funds of the Regional Municipality of Peel in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Regional Municipality of Peel's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Regional Municipality of Peel or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the debt retirement and sinking funds of the Regional Municipality of Peel's financial reporting process.

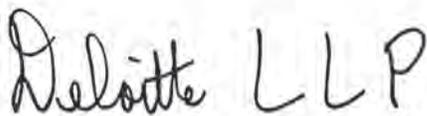
## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the debt retirement and sinking funds of the Regional Municipality of Peel's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Regional Municipality of Peel's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Regional Municipality of Peel to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the debt retirement and sinking funds of the Regional Municipality of Peel to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Chartered Professional Accountants  
Licensed Public Accountants  
May 2, 2019

# THE REGIONAL MUNICIPALITY OF PEEL

## Debt Retirement and Sinking Funds Statement of Financial Position

As at December 31, 2018  
(All dollars in \$000)

	2018	2017
<b>FINANCIAL ASSETS</b>		
Cash	\$ 13,411	\$ 44,880
Accrued interest	646	308
Investments (Note 9)		
(Fair value 2018 – \$257,929 ; 2017 – \$177,178)	<b>256,089</b>	170,457
<b>TOTAL FINANCIAL ASSETS</b>	<b>270,146</b>	215,645
<b>LIABILITY</b>		
Actuarial requirements for retirement of sinking fund debt (Note 2d)	<b>265,817</b>	212,121
<b>NET FINANCIAL ASSETS</b>	<b>4,329</b>	3,524
<b>ASSET ALLOCATION</b>		
Region of Peel	<b>269,879</b>	215,419
Town of Caledon	<b>267</b>	226
	<b>\$ 270,146</b>	\$ 215,645
<b>ASSET ALLOCATION</b>		
Debt retirement fund	-	-
Sinking fund	<b>270,146</b>	215,645
	<b>\$ 270,146</b>	\$ 215,645

The accompanying notes are an integral part of these financial statements.

**THE REGIONAL MUNICIPALITY OF PEEL**  
**Debt Retirement and Sinking Funds Statement of Operations**

For the year ended December 31, 2018  
 (All dollars in \$000)

	2018	2017
<b>REVENUES</b>		
Contributions (Note 6)	\$ 46,708	\$ 46,703
Investment income	7,793	6,841
<b>TOTAL REVENUES</b>	<b>54,501</b>	53,544
<b>EXPENSES</b>		
Provision for actuarial requirements	53,696	52,220
Payment of interest from debt retirement fund	-	420
<b>TOTAL EXPENSES</b>	<b>53,696</b>	52,640
<b>EXCESS OF REVENUES OVER EXPENSES FOR THE YEAR</b>	<b>\$ 805</b>	\$ 904

The accompanying notes are an integral part of these financial statements.

## THE REGIONAL MUNICIPALITY OF PEEL Debt Retirement and Sinking Funds Statement of Cash Flows

For the year ended December 31, 2018  
(All dollars in \$000)

	2018	2017
<b>OPERATING ACTIVITIES</b>		
Excess of revenues over expenses	\$ 805	\$ 904
Change in non-cash assets and liabilities		
Accrued interest	(338)	(62)
Increase in actuarial requirements	53,696	52,220
<b>NET CHANGE IN CASH FROM OPERATING ACTIVITIES</b>	<b>54,163</b>	<b>53,062</b>
<b>INVESTING ACTIVITIES</b>		
Acquisition of investments	(85,632)	(35,279)
<b>NET CHANGE IN CASH FROM INVESTING ACTIVITIES</b>	<b>(85,632)</b>	<b>(35,279)</b>
Net change in cash	(31,469)	17,783
Cash, beginning of year	44,880	27,097
<b>CASH, END OF YEAR</b>	<b>\$ 13,411</b>	<b>\$ 44,880</b>

## THE REGIONAL MUNICIPALITY OF PEEL Debt Retirement and Sinking Funds Statement of Change in Net Financial Assets

For the year ended December 31, 2018  
(All dollars in \$000)

	2018	2017
Excess of revenues over expenses for the year	\$ 805	\$ 904
Net financial assets, beginning of year	3,524	2,620
<b>NET FINANCIAL ASSETS, END OF YEAR</b>	<b>\$ 4,329</b>	<b>\$ 3,524</b>

The accompanying notes are an integral part of these financial statements.

# THE REGIONAL MUNICIPALITY OF PEEL

## Debt Retirement and Sinking Funds

### Notes to the Financial Statements

For the year ended December 31, 2018  
(All dollars in \$000)

#### 1. Purpose of Funds

The Region of Peel Debt Retirement Fund is a separate fund maintained for the purpose of providing periodic repayments of debt associated with Debenture Series "AD" assumed by the Town of Caledon to be retired by means of debt retirement funds on hand with the Regional Municipality of Peel (the "Region") and further contributions from the Town of Caledon.

The Region of Peel Sinking Fund is a separate fund maintained for the purpose of providing periodic repayments for debt to be retired by means of sinking funds.

#### 2. Summary of Significant Accounting Policies

These financial statements are the representation of management and are prepared by management in accordance Canadian public sector accounting standards, as recommended by Public Sector Accounting Board ("PSAB") of Chartered Professional Accountants of Canada ("CPA Canada"). The significant accounting policies are summarized below:

##### (a) Basis of Accounting

The Region of Peel Debt Retirement and Sinking Funds follow the accrual method of accounting for revenues and expenditures.

##### (b) Revenue Recognition

Contributions are recognized in the year receivable. Investment income is recognized as revenue when earned.

##### (c) Investments

Investments are recorded at amortized cost. Discounts on zero-coupon bonds are amortized on a compound interest basis over the term of the investment. The discounts or premiums on any coupon-bearing investment are amortized on a straight-line basis over the term of the investment.

Investment purchases are accounted for on the settlement date. There are no transaction costs incurred in the purchase of investments.

##### (d) Provision for Actuarial Requirements

The provision for actuarial requirements for the Sinking Fund represents the amounts required which, together with interest compounded annually, will be sufficient to retire the related debt at maturity, based on contributions to the Sinking Fund to date. The actuarial requirements were calculated using a rate of 4 per cent per annum on debt issued in 2010 and 2 per cent, 2.5 per cent, 3.25 per cent or 4 per cent per annum on debt issued in 2011 and thereafter. The excess or deficiency of financial assets over these requirements is included in the fund balance.

### 3. Caledon Debt Retirement Fund

The Caledon Debt Retirement Fund was fully depleted by December 31, 2017.

The Town of Caledon has assumed the remaining balance of the debt repayments related to Debenture Series "AD" in the amount of \$4,793.

### 4. Allocation of Series DQ Debenture Repayment

The Town of Caledon continues to pay \$433 in Series DQ debt that was spent on projects unrelated to the arterial road transferred to the Region in 2014. The interest expense and sinking fund payments related to that portion of debt will be paid annually by the Town of Caledon to the Region.

### 5. Allocation of Surplus

In 2018, there was no surplus declared payable to the Region by the Debt Retirement and Sinking Fund Committee (2017 – \$nil).

The following is the apportionment of the sinking fund balance.

#### Sinking Fund Surplus / (Deficit)

	2018 Total \$	2017 Total \$	Town of Caledon %	Region of Peel %
Series DQ	311	230	0.09	99.91
Series EB	864	831	0.32	99.68
Series EC	2,560	1,837	-	100
Series EP	(22)	(14)	-	100
Series EQ	428	626	-	100
Series FX	188	14	-	100
	<b>4,329</b>	<b>3,524</b>	-	-

### 6. Contributions

In 2018, there were no contributions made to the Debt Retirement Fund (2017 – \$nil). Contributions to the Sinking Fund were \$46,708 (2017 – \$46,703).

### 7. Financial Instruments

The Debt Retirement Fund and Sinking Funds are subject to market risk and interest rate price risk with respect to the investment portfolio.

## 8. Principal Repayment

Principal repayments issued on behalf of the Town of Caledon are due as follows:

	\$
2031	641
2041	433
<b>Total</b>	<b>1,074</b>

## 9. Investment Portfolio

Investments consist of provincial, municipal and bank bonds bearing yield rates from 2.11 to 4.44 per cent, and coupon rates from 3.05 to 5.20 per cent, maturing from June 2021 to January 2053.

## 10. Excess Over Actuarial Requirements

	2018 \$	2017 \$
Consists of:		
Debt Retirement Fund	-	-
Sinking Fund	4,329	3,524
<b>Total</b>	<b>4,329</b>	<b>3,524</b>



# Community for Life

## 2018 Trust Funds Financial Statements

The Regional Municipality of Peel, Ontario, Canada  
for the year ended December 31, 2018

## Independent Auditor's Report

To the Members of Council, Inhabitants and Ratepayers of  
the Regional Municipality of Peel

### Opinion

We have audited the financial statements of the trust funds of the Regional Municipality of Peel, which comprise the statement of financial position as at December 31, 2018, and the statements of financial activities and fund balance and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the trust funds of the Regional Municipality of Peel as at December 31, 2018, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the Auditor's *Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the trust funds of the Regional Municipality of Peel in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Regional Municipality of Peel's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Regional Municipality of Peel or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the trust funds of the Regional Municipality of Peel's financial reporting process.

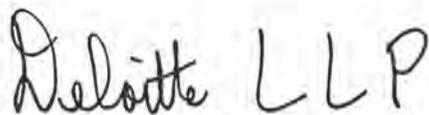
## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the trust funds of the Regional Municipality of Peel's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Regional Municipality of Peel's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Regional Municipality of Peel to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the trust funds of the Regional Municipality of Peel to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Chartered Professional Accountants  
Licensed Public Accountants  
May 2, 2019

## THE REGIONAL MUNICIPALITY OF PEEL TRUST FUNDS

### Statement of Financial Position

As at December 31, 2018  
(All dollars in \$000)

	2018	2017
<b>FINANCIAL ASSET</b>		
Cash	\$ 218	\$ 196
<b>FUND BALANCE</b>		
Residents' equity	\$ 218	\$ 196

## THE REGIONAL MUNICIPALITY OF PEEL TRUST FUNDS

### Statement of Financial Activities and Fund Balance

For the year ended December 31, 2018  
(All dollars in \$000)

	2018	2017
<b>REVENUES</b>		
Deposits from residents	\$ 484	\$ 503
<b>EXPENSES</b>		
Payment for maintenance, withdrawals by residents and estate payments	462	520
Excess (deficiency) of revenues over expenses	22	(17)
Fund balance, beginning of year	196	213
<b>FUND BALANCE, END OF YEAR</b>	<b>\$ 218</b>	<b>\$ 196</b>

## THE REGIONAL MUNICIPALITY OF PEEL TRUST FUNDS

### Statement of Cash Flows

For the year ended December 31, 2018  
(All dollars in \$000)

	2018	2017
Excess (deficiency) of revenues over expenses	\$ 22	\$ (17)
Cash, beginning of year	196	213
<b>CASH, END OF YEAR</b>	<b>\$ 218</b>	<b>\$ 196</b>

The accompanying notes are an integral part of these financial statements.

# THE REGIONAL MUNICIPALITY OF PEEL TRUST FUNDS

## Notes to the Financial Statements

For the year ended December 31, 2018

### 1. Significant Accounting Policies

These financial statements reflect the financial position, statement of operations, and cash flows of funds held in trust by the Regional Municipality of Peel ("the Region") for residents of the Peel Manor and Sheridan Villa Senior Citizens' Residences, the Tall Pines and Malton Village Long Term Care Centres, and the Vera M. Davis Community Care Centre.

These financial statements are the representation of management and are prepared by management in accordance with Canadian accounting standards for not-for-profit organizations, and reflect the following policies:

#### (a) Basis of Accounting

Revenues are recorded in the period in which the transactions or events occurred that gave rise to the revenue.

Expenses are recorded in the period the goods and services are acquired and a liability is incurred, or transfers are due.

#### (b) Use of Estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the period. Actual results could differ from these estimates.



# Community for Life

## 2018 Five-Year Review

The Regional Municipality of Peel, Ontario, Canada  
for the year ended December 31, 2018

## Five-Year Financial Review

### Years Ended 2014 to 2018

Unaudited

(All dollars in \$000)

	2018	2017	2016	2015	2014
<b>Statement of Financial Position</b>					
Financial assets	\$ 2,723,142	\$ 2,573,269	\$ 2,481,026	\$ 2,174,091	\$ 2,230,137
Financial liabilities	2,503,133	2,468,852	2,470,577	2,321,127	2,327,712
Net financial assets (debt)*	220,009	104,417	10,449	(147,036)	(97,575)
Tangible capital assets	11,298,558	10,955,126	10,760,026	10,530,091	10,048,495
Prepays & inventory	33,339	32,584	29,493	28,975	26,460
<b>Accumulated Surplus</b>	<b>\$ 11,551,906</b>	<b>\$ 11,092,127</b>	<b>\$ 10,799,968</b>	<b>\$ 10,412,030</b>	<b>\$ 9,977,380</b>
<b>Reserves and Reserve Funds</b>					
Reserves and reserve funds	\$ 1,952,537	\$ 1,849,976	\$ 1,726,090	\$ 1,613,042	\$ 1,570,305
	<b>\$ 1,952,537</b>	<b>\$ 1,849,976</b>	<b>\$ 1,726,090</b>	<b>\$ 1,613,042</b>	<b>\$ 1,570,305</b>
<b>Long-term liabilities (Note A below)</b>					
Long-term debt	\$ 1,402,458	\$ 1,430,341	\$ 1,468,192	\$ 1,341,784	\$ 1,353,836
Recoverable from area municipalities	(194,491)	(164,532)	(145,583)	(120,877)	(92,387)
Revenues from Peel Housing Corporation properties	151,608	173,721	195,892	219,939	242,403
	<b>\$ 1,359,575</b>	<b>\$ 1,439,530</b>	<b>\$ 1,518,501</b>	<b>\$ 1,440,846</b>	<b>\$ 1,503,852</b>
<b>Net long-term liabilities recovered from (Note A below)</b>					
Property taxation	\$ 72,484	\$ 75,060	\$ 77,579	\$ 80,131	\$ 82,858
Revenue from development charges	1,135,483	1,190,749	1,245,030	1,140,776	1,178,591
Revenues from Peel Housing Corporation properties	151,608	173,721	195,892	219,939	242,403
	<b>\$ 1,359,575</b>	<b>\$ 1,439,530</b>	<b>\$ 1,518,501</b>	<b>\$ 1,440,846</b>	<b>\$ 1,503,852</b>
<b>Charges for net long-term liabilities (Note A below)</b>					
Supported by:					
Property taxation	\$ 3,860	\$ 3,904	\$ 3,967	\$ 4,007	\$ 4,016
Revenue from development charges	58,332	58,447	55,553	55,075	55,203
Revenues from Peel Housing Corporation properties	5,810	6,898	8,110	9,246	10,490
	<b>\$ 68,002</b>	<b>\$ 69,249</b>	<b>\$ 67,630</b>	<b>\$ 68,328</b>	<b>\$ 69,709</b>
<b>Debt repayment limit (As prescribed by the Province)</b>	<b>\$ 277,981</b>	<b>\$ 254,481</b>	<b>\$ 260,144</b>	<b>\$ 245,774</b>	<b>\$ 224,507</b>

\* Net Financial Assets (debt) represents the difference between financial assets and liabilities.

Note A: The Region's share of its own sinking funds is deducted to arrive at net long-term liabilities as it represents funds accumulated to retire those liabilities.

## Five-Year Financial Review (Continued)

### Years Ended 2014 to 2018

Unaudited

(All dollars in \$000)

	2018	2017	2016	2015	2014
<b>Statement of Operations</b>					
<b>Sources of revenue</b>					
Levies on area municipalities	\$ 1,043,679	\$ 991,309	\$ 963,485	\$ 937,857	\$ 897,166
Direct charges on ratepayers	401,482	369,259	365,280	324,429	303,374
Contributions – other governments	796,150	675,651	612,012	619,687	525,107
Contributions – developers	257,130	249,300	311,057	281,936	265,487
Contributed capital assets	64,734	34,872	58,615	85,656	134,335
Investment income	67,559	57,353	56,046	61,280	71,260
Fees, service charges and other	174,541	174,730	166,884	161,184	159,191
	<b>2,805,275</b>	<b>2,552,474</b>	<b>2,533,379</b>	<b>2,472,029</b>	<b>2,355,920</b>
<b>Expenses by function</b>					
General government	80,068	79,614	88,560	51,401	64,359
Protection to property and persons	480,911	459,532	453,327	435,846	425,139
Transportation services	149,139	180,052	121,950	132,966	118,881
GO Transit	14,470	13,843	18,291	17,303	36,389
Gas tax transferred to area municipalities	34,283	32,725	32,725	31,166	31,170
Environmental services	585,966	596,470	577,310	538,334	510,842
Health services	175,352	164,420	150,994	148,819	146,240
Social and family services	605,922	528,785	501,266	474,095	443,864
Social housing	190,749	179,715	176,503	183,913	177,473
Planning and development	9,656	6,656	6,496	5,694	5,719
Assessment/other	18,980	18,503	18,019	17,842	17,551
	<b>2,345,496</b>	<b>2,260,315</b>	<b>2,145,441</b>	<b>2,037,379</b>	<b>1,977,627</b>
Annual surplus	459,779	292,159	387,938	434,650	378,293
Accumulated surplus, beginning of year	11,092,127	10,799,968	10,412,030	9,977,380	9,599,087
<b>Accumulated surplus, end of year</b>	<b>\$ 11,551,906</b>	<b>\$ 11,092,127</b>	<b>\$ 10,799,968</b>	<b>\$ 10,412,030</b>	<b>\$ 9,977,380</b>
<b>Expenses by object</b>					
Salaries, wages and employee benefits	\$ 807,661	\$ 768,262	\$ 747,526	\$ 716,302	\$ 702,909
Debt servicing	68,002	69,249	67,630	68,328	69,709
Amortization	279,267	275,211	270,110	251,273	237,573
Operating and general expenditures	596,202	636,077	567,549	532,072	539,010
Transfers to others	594,364	511,516	492,626	469,404	428,426
	<b>\$ 2,345,496</b>	<b>\$ 2,260,315</b>	<b>\$ 2,145,441</b>	<b>\$ 2,037,379</b>	<b>\$ 1,977,627</b>

Annual Surplus represents the difference between revenues and expenses for the year.

Accumulated Surplus is the sum of net financial assets and non-financial assets.

## Five-Year Financial Review (Continued)

Years Ended 2014 to 2018

Unaudited

(All dollars in \$000)

	2018	2017	2016	2015	2014
<b>RESERVE AND RESERVE FUNDS</b>					
<b>TAX SUPPORTED CAPITAL RESERVES</b>					
General government	\$ 159,207	\$ 188,929	\$ 144,929	\$ 136,614	\$ 108,740
Health services	7,085	6,752	9,380	8,945	25,795
Social housing	135,430	126,286	111,905	44,938	22,227
Protection to property and persons	33,974	46,881	51,992	36,650	44,726
Social and family services	101,386	92,945	65,236	52,634	30,358
Transportation services	170,058	170,405	172,676	160,586	152,102
Waste management	148,650	112,431	133,243	134,464	167,157
	<b>755,788</b>	<b>744,627</b>	<b>689,362</b>	<b>574,831</b>	<b>551,105</b>
<b>UTILITY RATE SUPPORTED CAPITAL RESERVES</b>					
Wastewater	328,996	319,087	301,226	305,230	293,476
Water	249,569	217,657	199,650	201,772	222,924
	<b>578,565</b>	<b>536,744</b>	<b>500,876</b>	<b>507,002</b>	<b>516,400</b>
<b>Total Capital Reserves</b>	<b>1,334,353</b>	<b>1,281,371</b>	<b>1,190,238</b>	<b>1,081,833</b>	<b>1,067,505</b>
<b>WORKING FUND RESERVES</b>					
General government	87,284	79,333	75,553	121,836	108,332
Health services	8,443	7,836	7,400	4,979	2,207
Social housing	41,366	40,128	39,014	37,834	8,848
Other	9,089	8,422	8,455	8,024	7,770
Protection to property and persons	928	900	876	850	823
Social and family services	6,977	6,758	10,015	9,703	35,408
Transportation services	11,214	10,885	10,589	10,276	9,950
Waste management	7,440	7,222	7,026	6,818	6,602
Wastewater	30,336	29,446	28,646	11,858	13,022
Water	12,463	7,345	7,146	1,929	1,926
	<b>215,540</b>	<b>198,275</b>	<b>194,718</b>	<b>214,107</b>	<b>194,889</b>
<b>RESERVE FUND</b>					
General government	1,371	1,298	1,230	1,159	1,053
Protection to property and persons	1,231	1,125	1,073	1,472	1,421
Social and family services	1,661	1,613	1,569	1,522	1,958
Transportation services	30	32	87	84	81
Waste management	263	255	249	242	234
	<b>4,557</b>	<b>4,323</b>	<b>4,207</b>	<b>4,479</b>	<b>4,747</b>

## Five-Year Financial Review (Continued)

Years Ended 2014 to 2018

Unaudited

(All dollars in \$000)

	2018	2017	2016	2015	2014
<b>SPECIALTY RESERVES</b>					
General government	37,816	36,046	34,351	32,703	31,056
Social housing	108,612	105,588	100,319	95,907	90,796
Social and family services	608	590	574	557	539
Waste management	60,194	48,418	39,104	29,297	21,964
	<b>207,231</b>	<b>190,642</b>	<b>174,348</b>	<b>158,464</b>	<b>144,355</b>
<b>POLICE</b>					
Other	6,840	6,639	6,458	6,764	1,255
Tax supported capital reserves	142,508	130,349	119,270	112,678	119,924
Working fund reserves	41,509	38,377	36,851	34,717	37,630
	<b>190,856</b>	<b>175,365</b>	<b>162,578</b>	<b>154,159</b>	<b>158,809</b>
<b>Total Reserve and Reserve Funds</b>	<b>\$ 1,952,537</b>	<b>\$ 1,849,976</b>	<b>\$ 1,726,090</b>	<b>\$ 1,613,042</b>	<b>\$ 1,570,305</b>

## Five-Year Statistical Review

### Years Ended 2014 to 2018

Unaudited

	2018	2017	2016	2015	2014
<b>TAXABLE ASSESSMENT</b> (Normalized to reflect the assessment in current dollars, in \$millions)					
Residential	\$ 217,530	\$ 214,247	\$ 211,199	\$ 208,154	\$ 204,308
Non-residential	54,885	54,300	53,871	53,390	52,859
<b>Total Taxable Assessment</b> (Note B below)	<b>\$ 272,415</b>	<b>\$ 268,547</b>	<b>\$ 265,070</b>	<b>\$ 261,544</b>	<b>\$ 257,167</b>

	2018	2017	2016	2015	2014
<b>TAXABLE ASSESSMENT</b> (By year of assessment, in \$millions)					
Residential	\$ 205,249	\$ 190,028	\$ 175,798	\$ 165,481	\$ 154,754
Non-residential	52,619	49,792	47,814	45,882	43,909
<b>Total Taxable Assessment</b> (Note B below)	<b>\$ 257,868</b>	<b>\$ 239,820</b>	<b>\$ 223,612</b>	<b>\$ 211,363</b>	<b>\$ 198,663</b>

	2018	2017	2016	2015	2014
<b>BUILDING PERMITS</b> (in \$millions)					
Residential	\$ 1,764	\$ 1,651	\$ 2,404	\$ 3,086	\$ 2,140
Non-residential	1,193	1,188	1,089	1,326	1,481
<b>Total Building Permits</b>	<b>\$ 2,957</b>	<b>\$ 2,839</b>	<b>\$ 3,493</b>	<b>\$ 4,412</b>	<b>\$ 3,621</b>

	2018	2017	2016	2015	2014
<b>PER CAPITA INFORMATION</b>					
Taxable assessment (Based on normalized value)	\$ 146,584	\$ 145,845	\$ 147,898	\$ 147,418	\$ 146,352
Current expense	1,581	1,539	1,502	1,443	1,417
Reserves, reserve funds and development charges	1,316	1,259	1,209	1,142	1,125

	2018	2017	2016	2015	2014
Net Long-term Liabilities Supported by:					
Property taxation	\$ 49	\$ 51	\$ 54	\$ 57	\$ 62
Revenue from development charges	765	811	872	808	842
Revenues from income producing properties	102	118	137	156	174
<b>Total Net Long-term Liabilities</b>	<b>\$ 916</b>	<b>\$ 980</b>	<b>\$ 1,063</b>	<b>\$ 1,020</b>	<b>\$ 1,077</b>

	2018	2017	2016	2015	2014
<b>Dollars per Average Household</b>					
Property taxes (Note C on next page)	\$ 1,896	\$ 1,842	\$ 1,851	\$ 1,816	\$ 1,783
Utility charges (Note D on next page)	659	618	589	579	540
<b>Average Homeowner Cost</b>	<b>\$ 2,555</b>	<b>\$ 2,460</b>	<b>\$ 2,440</b>	<b>\$ 2,395</b>	<b>\$ 2,323</b>

Note B: In 2018, second year of four year phase-in of re-assessment using 2016 as the base year.

Residential includes: residential, multi-residential (including new multi-residential), farmland and managed forests property tax classes.

Non-residential includes: commercial, industrial and pipelines property tax classes.

## Five-Year Statistical Review (Continued)

### Years Ended 2014 to 2018

Unaudited

	2018	2017	2016	2015	2014
<b>HOUSING STARTS</b> (units)	4,978	6,739	5,362	8,100	4,607
<b>POPULATION AT YEAR END</b>					
Mississauga	754,000	753,000	746,000	745,000	745,000
Brampton	657,000	644,000	613,000	600,000	585,000
Caledon	73,000	72,000	69,000	67,000	66,000
<b>Total Peel Population</b> (Note E below)	<b>1,484,000</b>	<b>1,469,000</b>	<b>1,428,000</b>	<b>1,412,000</b>	<b>1,396,000</b>
<b>HOUSEHOLDS</b> (Note F below)	446,486	442,105	430,180	424,586	419,066
<b>EMPLOYEES</b> (Continuous full-time)					
Peel Regional Police	3,127	2,940	2,998	2,905	2,870
Other Regional services	4,455	4,349	4,141	4,205	4,030
<b>Total Employees</b>	<b>7,582</b>	<b>7,289</b>	<b>7,139</b>	<b>7,110</b>	<b>6,900</b>
<b>EMPLOYEES PER HUNDRED THOUSAND RESIDENTS</b> (Continuous full-time)					
Peel Regional Police	211	200	210	206	206
Other Regional services	300	296	290	298	289
<b>Total Employees Per Hundred Thousand Residents</b>	<b>511</b>	<b>496</b>	<b>500</b>	<b>504</b>	<b>495</b>

Note C: 2014 based on residential taxable assessment value of \$431,000.

2015 based on residential taxable assessment value of \$452,500.

2016 based on residential taxable assessment value of \$474,000.

2017 based on residential taxable assessment value of \$484,000.

2018 based on residential taxable assessment value of \$515,000.

2017 and 2018 values restated based on a mathematical average for calculating average current value assessment and average taxes, which better reflect current property value and taxes payable for an average residential property in Peel.

The numbers will change every year as it is updated the current year price.

Note D: 2014 based on an average household water use of 31 tens of cubic metres per year.

2015 based on an average household water use of 31 tens of cubic metres per year.

2016 based on an average household water use of 29 tens of cubic metres per year.

2017 based on an average household water use of 29 tens of cubic metres per year.

2018 based on an average household water use of 29 tens of cubic metres per year.

Note E: Total population for periods 2014-2015 reflect interpolated values using CAGR method between 2011 and 2016 Census population with undercount.

2016 population figures are from the 2016 Census, with undercount.

2017 and 2018 population figures reflect an estimated value based on 2016 Census data adjusted using the Peel Data Centre Population and Household Monitoring Table (CMHC Housing absorptions, residential demolitions) and undercount of 3.26% from Hemson Consulting Ltd -Region of Peel Ward and Census Tract Population Age Structure Forecast, 2018

Note F: Total household for periods 2014-2015 reflect interpolated values using CAGR method between 2011 and 2016 Census households.

2016 household figures are from the 2016 Census.

2017 and 2018 household figures reflect an estimated value based on 2016 Census data adjusted using the Peel Data Centre Population and Household Monitoring Table (CMHC Housing Starts and Completions, residential demolitions).

# Peel's largest employers

Accenture Inc.	HB Group Insurance Management Ltd.	Re/Max
Adesa Toronto	Hewlett-Packard (Canada) Co.	Region of Peel
ADP Canada	HGC The Harman Group	Reha Enterprises Ltd.
Air Canada	Hilton	Roche
Air Transat	HMS Host	Rogers Communications
Alectra Utilities	Honeywell Ltd.	Royal Bank of Canada
Amazon Distribution Centres	Husky Injection Molding Systems	Shoppers Drug Mart
Bank of Montreal	Just Energy Group	SkyService FBO Inc.
Baxter Canada Corporation	Kaneff Group of Companies	SNC Lavalin Nuclear/ Candu Energy Inc.
BD Canada	Kingsway Real Estate Brokerage	Sobeys Inc.
Bell Canada	LifeLabs Inc.	Soti Inc.
Blackberry Ltd.	Livingston International Inc.	Staples Advantage Canada
Canada Border Services Agency	Loblaw Companies Ltd.	Suncor Energy
Canada Post Corp.	Magna Precision Technologies	Symcor Inc.
Canada Revenue Agency	Maple Leaf Consumer Foods	Sysco Food Services
Canadian Imperial Bank of Commerce	Maple Lodge Farms	Taro Pharmaceuticals Inc.
Canadian Tire Corporation, Ltd.	Maritime-Ontario	TD Canada Financial Group
CitiFinancial Canada Inc.	Matrix Logistics Services Ltd.	Technicolor Canada Inc.
City of Brampton	Maxxam Analytics Inc.	The Personal Insurance Company
City of Mississauga	McDonald's	The Rosedale Group
Coca-Cola Refreshments Canada Ltd.	Metro Inc.	Tim Hortons Inc.
Community Living Mississauga	MHI Canada Aerospace Inc.	TJX Canada
Costco Wholesale	Microsoft Canada Co.	Town of Caledon
Cyclone Manufacturing Inc.	Mother Parker's Tea & Coffee Inc.	Trillium Health Partners
Davis & Henderson Ltd.	Olymel L.P.	Triple M Metal L.P.
Dufferin-Peel Catholic District School Board	Oracle Corp. Canada	TST Overland Express
Dynacare Medical Laboratories	Patheon Inc.	Tyco Integrated Fire And Security
FCA Canada Inc. (Brampton Assembly Plant)	PCL Constructors Canada Inc.	University of Toronto Mississauga
Federal Express Canada Ltd.	Peel District School Board	UPS Canada Ltd.
Gate Gourmet Group Inc.	Peel Regional Police	Walmart Canada Inc.
General Electric Canada	PepsiCo Foods Canada	Wheels Group
GlaxoSmithKline Inc.	Petro Canada	World Vision Canada
Greater Toronto Airport Authority	PointClickCare	
Hatch Ltd.	Polar Pak	
	Pouchmakers Canada Inc.	
	Purolator Courier Ltd.	

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Note: Including total employment for all Peel Region locations

# Region of Peel partners

## Auditors

Deloitte LLP  
Chartered Professional Accountants

## Lead banker

Royal Bank of Canada

## Credit rating agencies

Moody's Investors Service  
S&P Global Rating

## Insurance advisor/consultant

Aon Reed Stenhouse Inc.

## Debt issuance syndicate

BMO Nesbitt Burns Inc.  
CIBC World Markets Inc.  
National Bank Financial Inc.  
RBC Capital Markets Inc.  
Scotia Capital Inc.  
TD Bank Financial Group

## Custodian agent

RBC Investor & Treasury Services

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For more Investor Relations information, visit  
our website at [peelregion.ca/investors](https://peelregion.ca/investors)

10 Peel Centre Drive,  
Brampton, ON L6T 4B9

7120 Hurontario Street,  
Mississauga, ON L5W 1N4

Visit our website at [peelregion.ca](https://peelregion.ca)  
Email us at [info@peelregion.ca](mailto:info@peelregion.ca)

