

CHAIR:

N. IANNICCA

MEMBERS:

P. BROWN

G. CARLSON

B. CROMBIE

D. DAMERLA

S. DASKO

G. S. DHILLON

J. DOWNEY

C. FONSECA

P. FORTINI

A. GROVES

J. INNIS

J. KOVAC

M. MAHONEY

S. MCFADDEN

M. MEDEIROS

M. PALLESCHI

C. PARRISH

K. RAS

P. SAITO

R. SANTOS

I. SINCLAIR

R. STARR

A. THOMPSON

P. VICENTE



The Council of the
Regional Municipality of Peel
BUDGET

Date: Thursday, January 17, 2019

Time: 9:30 AM

Place: Council Chamber, 5th Floor
Regional Administrative Headquarters
10 Peel Centre Drive, Suite A
Brampton, Ontario

For inquiries about this agenda or to make arrangements for accessibility accommodations including alternate formats, please contact:

Tim Ivanyshyn at (905) 791-7800, ext. 4326 or at

Tim.ivanyshyn@peelregion.ca.

Agendas and reports are available at www.peelregion.ca/council

1. **ROLL CALL**
2. **DECLARATIONS OF CONFLICTS OF INTEREST**
3. **APPROVAL OF MINUTES**
4. **APPROVAL OF AGENDA**
5. **DELEGATION/PRESENTATIONS**
 - 5.1. **Catherine Neville, Vice President, Quality-Based Integrated Programs, Excellence Canada**, Presenting the Region of Peel with the Excellence Canada Platinum Award (Related to 6.1)
 - 5.2. Opening Remarks (Oral)
Remarks by David Szwarc, Chief Administrative Officer
 - 5.3. Corporate Budget Overview
Presentation by Stephen VanOfwegen, Commissioner of Finance and Chief Financial Officer
6. **REPORTS**
 - 6.1. Excellence Canada's Platinum Award for Excellence, Innovation and Wellness (For information) (Related to 5.1)
 - 6.2. 2019 Operating and Capital Budget
7. **REGIONALLY CONTROLLED SERVICES PRESENTATIONS**
 - 7.1. Presentation by Nancy Polsinelli, Commissioner of Health Services
 - 7.2. Presentation by Janice Sheehy, Commissioner of Human Services
 - 7.3. Presentation by Janette Smith, Commissioner of Public Works
 - 7.4. Presentation by Sean Baird, Commissioner, Digital and Information Services
8. **COMMUNICATIONS**
9. **BY-LAWS**

- 10. OTHER BUSINESS**
- 11. NOTICES OF MOTION**
- 12. IN CAMERA MATTERS**
- 13. BY-LAW TO CONFIRM THE PROCEEDINGS OF COUNCIL**
- 14. ADJOURNMENT**

Request for Delegation

FOR OFFICE USE ONLY

MEETING DATE YYYY/MM/DD 2019/01/17	MEETING NAME Regional Council Budget
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Attention: Regional Clerk
Regional Municipality of Peel
10 Peel Centre Drive, Suite A
Brampton, ON L6T 4B9
Phone: 905-791-7800 ext. 4582
E-mail: council@peelregion.ca

DATE SUBMITTED YYYY/MM/DD

2019/01/02

NAME OF INDIVIDUAL(S)

Catherine Neville

POSITION(S)/TITLE(S)

Lead Client Strategist

NAME OF ORGANIZATION(S)

Excellence Canada

E-MAIL

catherine@excellence.ca

TELEPHONE NUMBER

EXTENSION

REASON(S) FOR DELEGATION REQUEST (SUBJECT MATTER TO BE DISCUSSED)

To provide Regional Council with an overview of the recent organization-wide business management assessment conducted by Excellence Canada.

A formal presentation will accompany my delegation Yes NoPresentation format: PowerPoint File (.ppt) Adobe File or Equivalent (.pdf) Picture File (.jpg) Video File (.avi,.mpg) OtherAdditional printed information/materials will be distributed with my delegation : Yes No Attached**Note:**

Delegates are requested to provide an electronic copy of all background material / presentations to the Clerk's Division at **least seven (7) business days prior** to the meeting date so that it can be included with the agenda package. **In accordance with Procedure By-law 9-2018 delegates appearing before Regional Council or Committee are requested to limit their remarks to 5 minutes and 10 minutes respectively (approximately 5/10 slides).**

Delegates should make every effort to ensure their presentation material is prepared in an accessible format.

Once the above information is received in the Clerk's Division, you will be contacted by Legislative Services staff to confirm your placement on the appropriate agenda.

Notice with Respect to the Collection of Personal Information
(Municipal Freedom of Information and Protection of Privacy Act)

Personal information contained on this form is authorized under Section 5.4 of the Region of Peel Procedure By-law 9-2018, for the purpose of contacting individuals and/or organizations requesting an opportunity to appear as a delegation before Regional Council or a Committee of Council. The Delegation Request Form will be published in its entirety with the public agenda. The Procedure By-law is a requirement of Section 238(2) of the *Municipal Act, 2001*, as amended. Please note that all meetings are open to the public except where permitted to be closed to the public under legislated authority. All Regional Council meetings are audio broadcast via the internet and will be posted and available for viewing subsequent to those meetings. Questions about collection may be directed to the Manager of Legislative Services, 10 Peel Centre Drive, Suite A, 5th floor, Brampton, ON L6T 4B9, (905) 791-7800 ext. 4462.

Please complete and return this form via email to council@peelregion.ca

Investing to build our
Community for Life

**Living. Thriving.
Leading.**

2019 Budget

CORPORATE OVERVIEW

Presented to Council January 17, 2019



2019 Budget

High Level Overview

Operating Budget

- Tax Supported Services
 - Utility Rate Supported Services
-

Capital Plan & Budget

Summary

2020 – 2022 Outlook



Respect for
the taxpayer

Value for money

Users pay where
appropriate

Ensure Capital
Plan is sustainable

Borrow for
long term
assets

Work with local
municipalities

Maintain
assets

Maintain flexibility
to mitigate volatility
in rates

Prudent
investing



CORPORATE OVERVIEW

2019 Budget

Bottom Line Impact

AVERAGE PROPERTY TAX INCREASE

1.4%

Brampton	Caledon	Mississauga
1.2%	0.1%	1.6%
+\$65	+\$4	+\$67

Residential

+\$113

Small Business Owner

UTILITY RATE INCREASE

6.5%

+\$38

Residential

+\$101

Small Business Owner



CORPORATE OVERVIEW
2019 Budget

Investing to build our
Community for Life



Living:

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

\$909 million

\$34 million



Thriving:

Communities are integrated, safe and complete.

\$1.41 billion

\$1.20 billion



Leading:

Government is future-oriented and accountable.

\$186 million

\$39 million

\$3.8

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

\$2.5 billion
Operating Budget

\$1.3 billion
Capital Budget

CORPORATE OVERVIEW

2019 Budget

Improving People's Lives

Living:

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

\$909 million

OPERATING

\$34 million

CAPITAL



Responding to **135,500** emergency calls



Providing **757,000** accessible transportation passenger trips



Providing **16,886** fee subsidies for lower-income families to benefit from licensed child care



Providing **11,579** housing subsidies



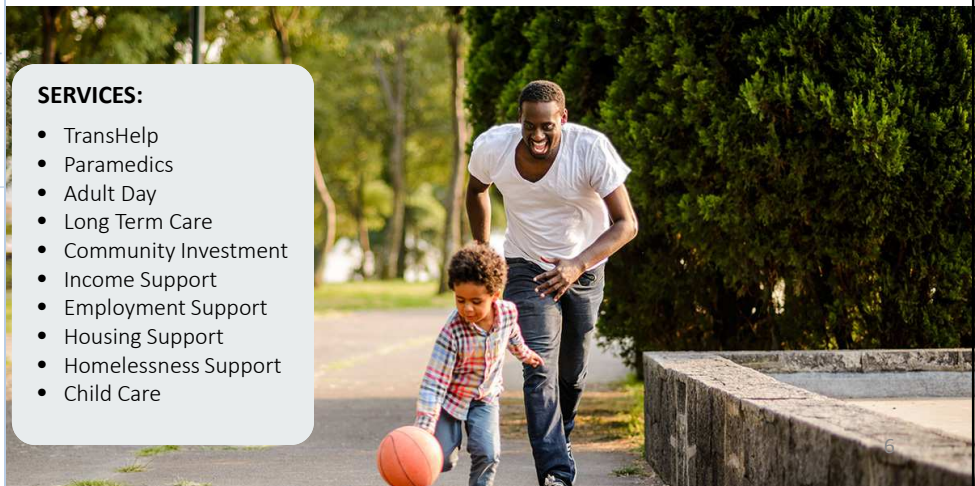
Providing **800+** residents with quality care through five long term care homes



Providing **12,000+** people with shelter beds

SERVICES:

- TransHelp
- Paramedics
- Adult Day
- Long Term Care
- Community Investment
- Income Support
- Employment Support
- Housing Support
- Homelessness Support
- Child Care



CORPORATE OVERVIEW

2019 Budget

Thriving:

Communities are integrated, safe and complete.

\$1.41 billion

OPERATING

\$1.20 billion

CAPITAL

Integrated, Safe and Complete Communities



Treating **575 million litres of water each day** to provide 338,000+ customers safe drinking water



Peel Regional Police responding to **247,000** citizen initiated events and Ontario Provincial Police to **25,300** calls



90% of students receive full immunizations, offering them protection from getting or spreading infectious diseases



Maintaining **1,663 lane kilometres** of road to help keep residents safe and traffic moving



542,000 tonnes of waste managed for 347,100 curbside and 102,900 multi-residential households



58,000 Children and caregivers who participated in EarlyON programs

SERVICES:

- Early Growth and Development
- Chronic Disease Prevention
- Infectious Disease Prevention
- Water Supply
- Wastewater
- Waste
- Roads and Transportation
- Land Use Planning
- Heritage, Arts and Culture
- Police Services
- Conservation Authorities
- Assessment Services



CORPORATE OVERVIEW

2019 Budget

A Future-Oriented and Accountable Government

Leading:

Government is future-oriented and accountable.

\$186 million

OPERATING

\$39 million

CAPITAL



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



72% Employee engagement



8 out of 10 client satisfaction rating



74% of residents reported the Region provides value for tax dollars



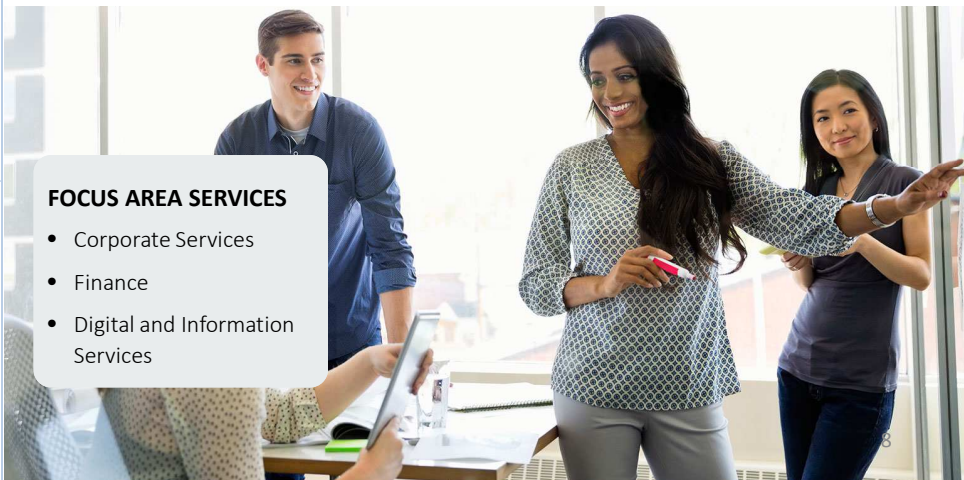
Earned a **Triple-A** credit rating – the highest possible rating



Maintaining **\$28B** of Regional assets, such as roads, bridges and buildings

FOCUS AREA SERVICES

- Corporate Services
- Finance
- Digital and Information Services



Continuing to find ways to save money



- Taxpayer benefits from Peel’s disciplined approach to Continuous Improvement
- Program evaluation, business process management or LEAN
- Alternate service delivery models
- **Cost savings** - \$7.2 million
- **Cost avoidance** - \$3.7 million



Continuous Improvement 2015 - 2018	\$ Million
Regionally Controlled Tax Supported	\$52.9
Utility Rate Supported	12.8
TOTAL	\$65.7

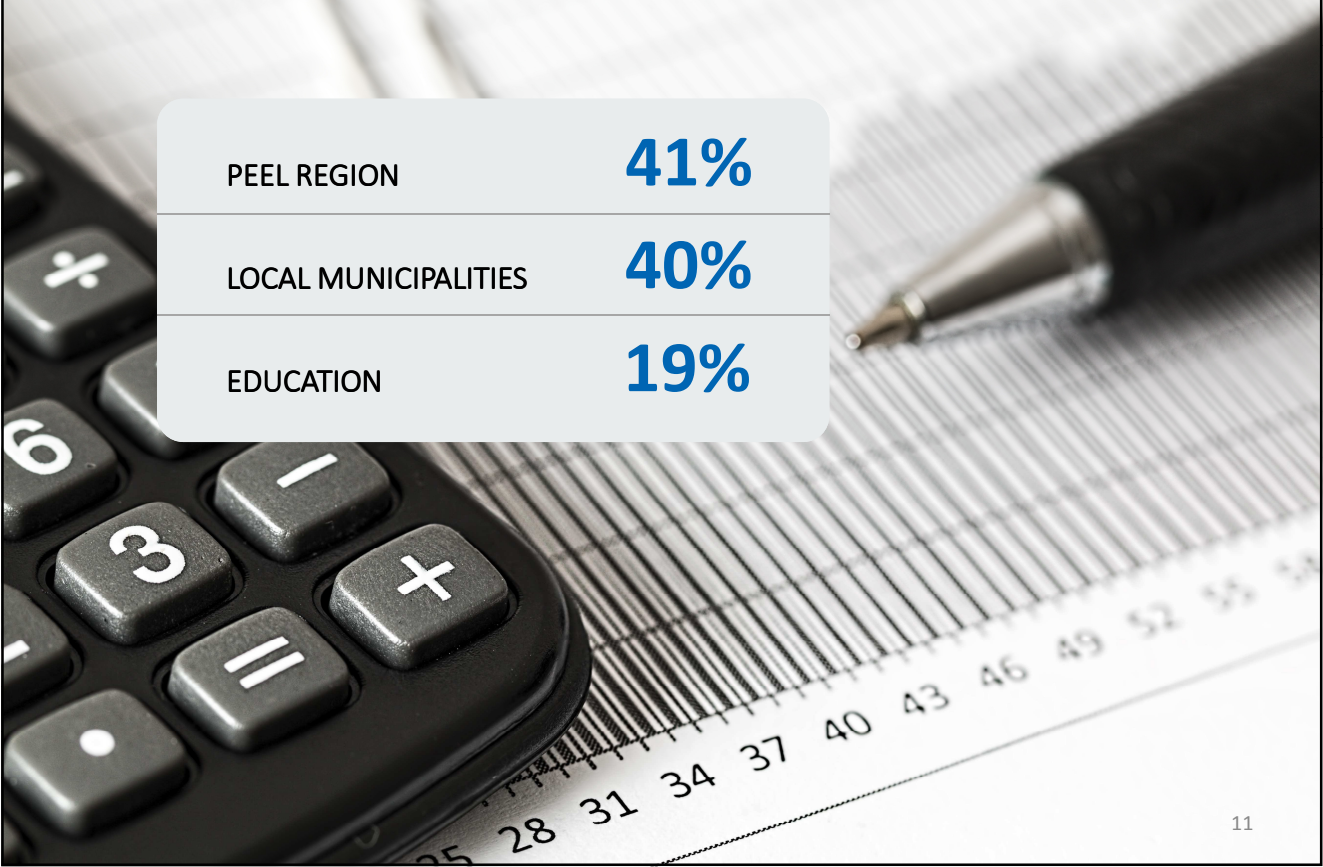
- Legislation and Regulations
- External Funding Levels
- Climate/ Weather
- Changing Nature of Employment
- Economic and Market Volatility



CORPORATE OVERVIEW

2019 Budget

What the Average
Property Tax Bill Funds



PEEL REGION	41%
LOCAL MUNICIPALITIES	40%
EDUCATION	19%

CORPORATE OVERVIEW

2019 Budget

Operating Overview



Tax Supported

Operations	2.3%
Infrastructure Levy	1.0%



Utility Rate Supported

Operations	1.5%
Infrastructure Levy	5.0%

Net Tax Levy

3.3%

Average Utility Rate Increase

6.5%

CORPORATE OVERVIEW

2019 Budget

Proposed
Operating Budget

*Conservation Authorities

\$44M, 2%

*MPAC

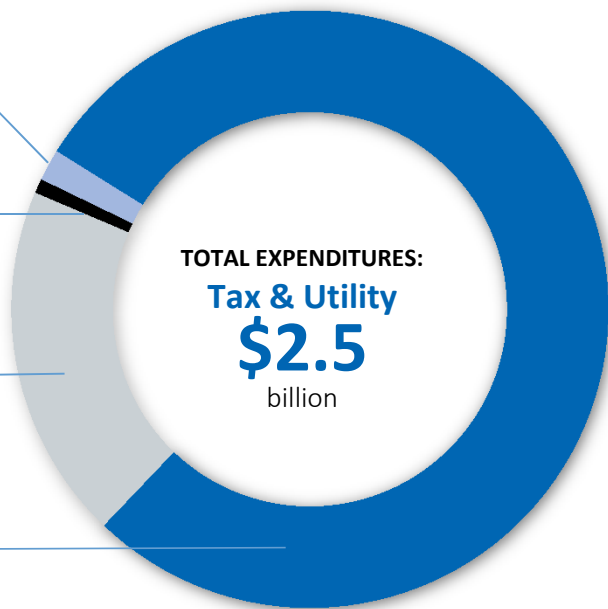
\$19M, <1%

*Police Services

\$481M, 19%

Regional Services

\$1,957M, 78%



*External Agencies Operating Budget total \$544M

MPAC: Municipal Property Assessment Corporation

CORPORATE OVERVIEW

2019 Budget

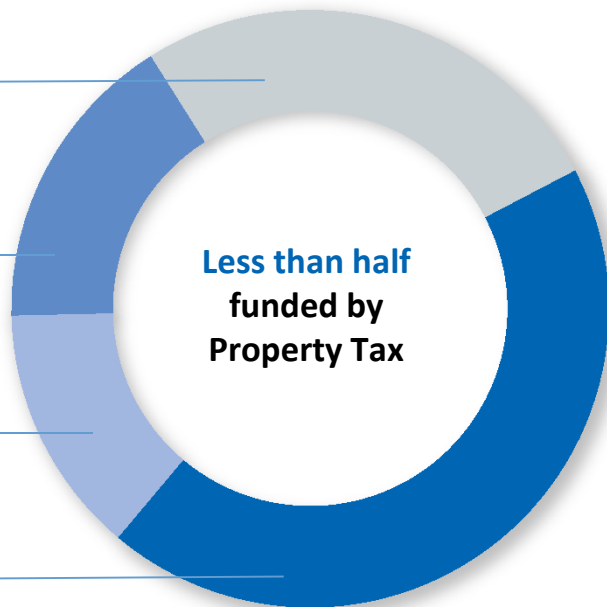
How Do We Fund Our Services?

Grants and Subsidies
\$670M, **27%**

Utility
\$413M, **17%**

Other
\$328M, **13%**

Property Tax
\$1,091M, **43%**



CORPORATE OVERVIEW

2019 Budget

Provincial Share of
Inflation & Growth Costs

Service	2019 Increase Amount (\$M)	Impact on Net Tax Levy (%)
Paramedics	4.8	
Homelessness Support	2.5	
Child Care	1.1	
Long Term Care	0.9	
Infectious Disease Prevention	0.6	
Employment Support	0.6	
Chronic Disease Prevention	0.5	
Waste	0.5	
Early Growth & Development	0.3	
TransHelp	0.05	
Total Provincial Funding* Increases Included	\$11.85	1.1%

*Gross Provincial Funding is **\$670 M**

CORPORATE OVERVIEW

2019 Budget

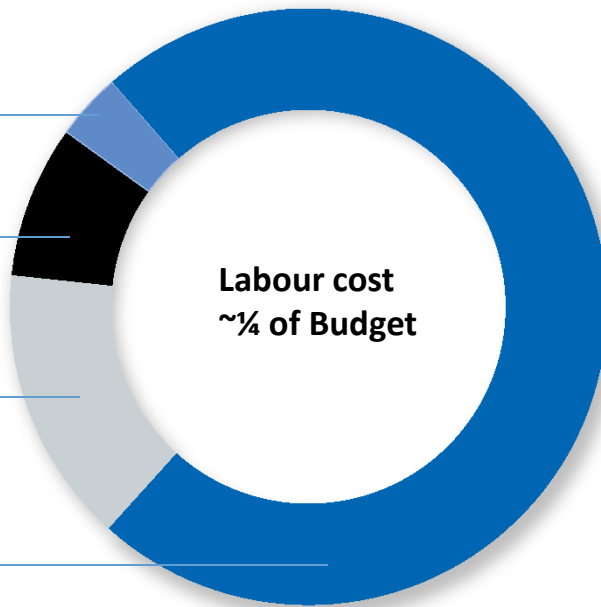
Labour Costs
27% of Budget

Labour Costs Utility Rate Based
\$69M, 4%

Labour Costs Subsidy Based
\$166M, 8%

Labour Costs Property Tax Based
\$287M, 15%

Program Services &
Capital Reserves Contribution
\$1,436M, 73%



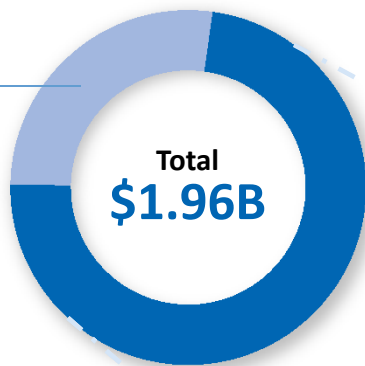
Total Regionally Controlled Services Budget	\$1.96B
Total Labour Costs at 27%	\$0.52B

CORPORATE OVERVIEW

2019 Budget

Non-Labour Costs
73% of Budget

Labour Costs
\$522M, 27%

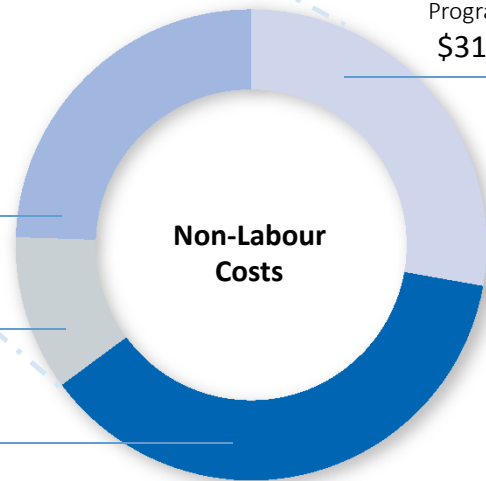


Infrastructure Intensive
Tax & Utility \$358M, 25%

Leveraging the Private Sector
\$217M, 15%

Working with Partners to Achieve Outcomes
\$550M, 39%

Program Services
\$313M, 21%



Note: Regionally Controlled Services only

CORPORATE OVERVIEW

2019 Budget

People Delivering Services to People

Regionally Controlled Services	Resources to Achieve Approved Level of Service	
	2018 * (FTEs)	2019 (FTEs)
Tax Supported:		
Living	2,139	2,193
Thriving	1,178	1,193
Leading	742	751
Total	4,059	4,137
Utility Rate Supported	515	518

*Includes 25 positions made regular in 2019 to maintain service levels previously approved and funded by Council.



CORPORATE OVERVIEW

2019 Budget

Investing to build our
Community for Life

**TAX SUPPORTED
OPERATING**



CORPORATE OVERVIEW

2019 Budget

Respect the Tax Payer

	Council's Target	Proposed Budget
Toronto & Region Conservation*	1.7%	4.6%
Credit Valley Conservation *	3.2%	3.7%
Peel Regional Police **	3.2%	3.2%
Conservation Halton	3.2%	3.0%
Regionally Controlled **	3.2%	2.9%
Ontario Provincial Police	2.5%	(4.8%)
Base Increase sub-total	3.2	3.0
Assessment Growth	(1.1%)	(1.5%)
Base Increase	2.1%	1.5%
Additional Community Priorities directed for 2019	0.3%	1.8%
Net Tax Levy	2.4%	3.3%

*Excludes one time costs

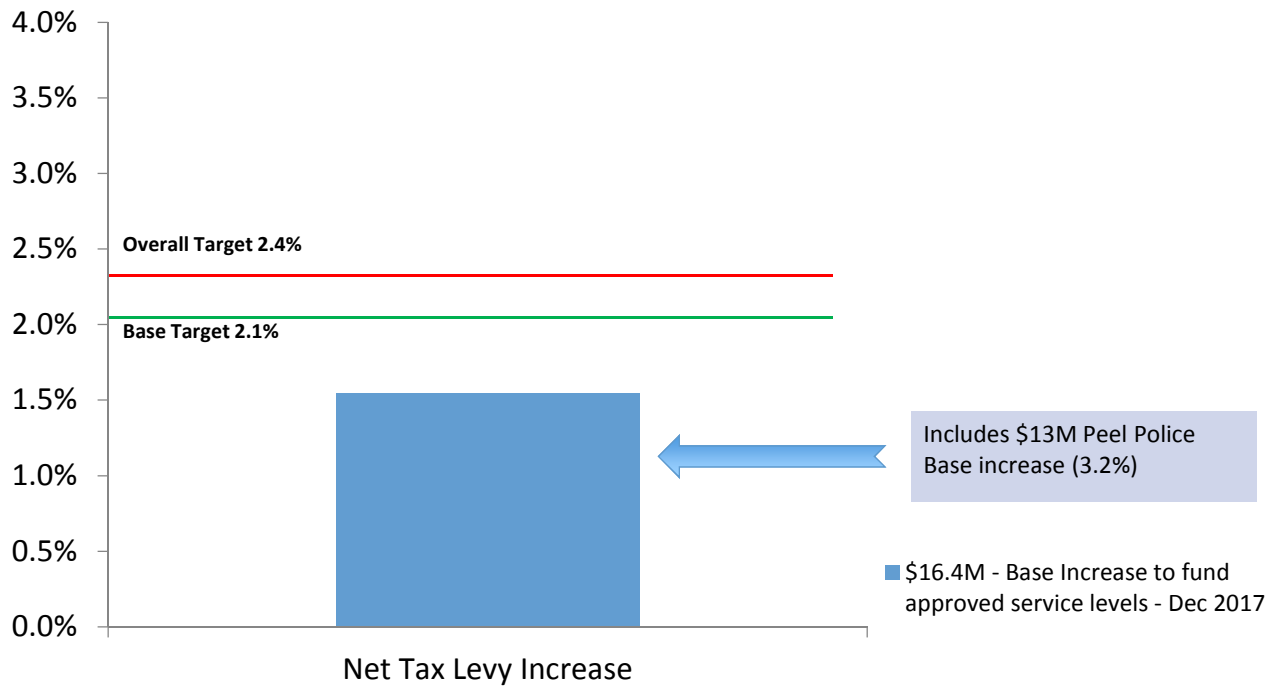
** Excludes Council requested resource plan

CORPORATE OVERVIEW

2019 Budget

How We Arrived at
Proposed Net Tax Levy Increase of 3.3%

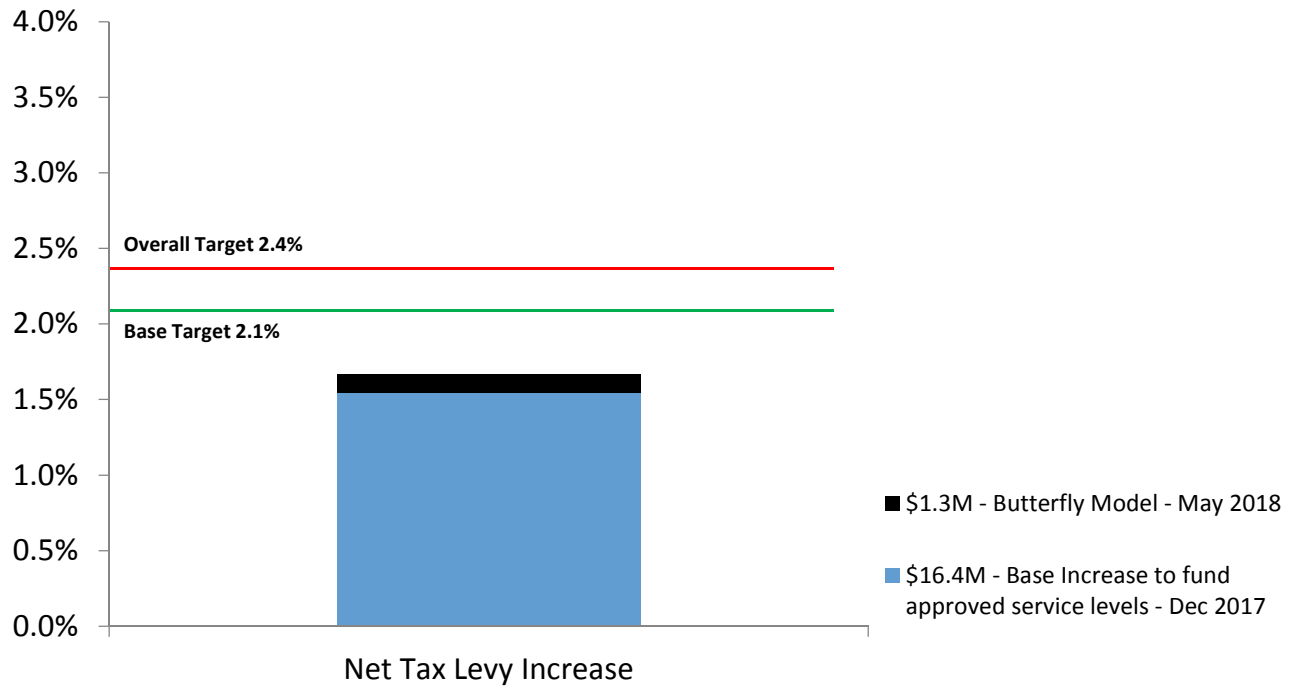
Base +1.5%



CORPORATE OVERVIEW

2019 Budget

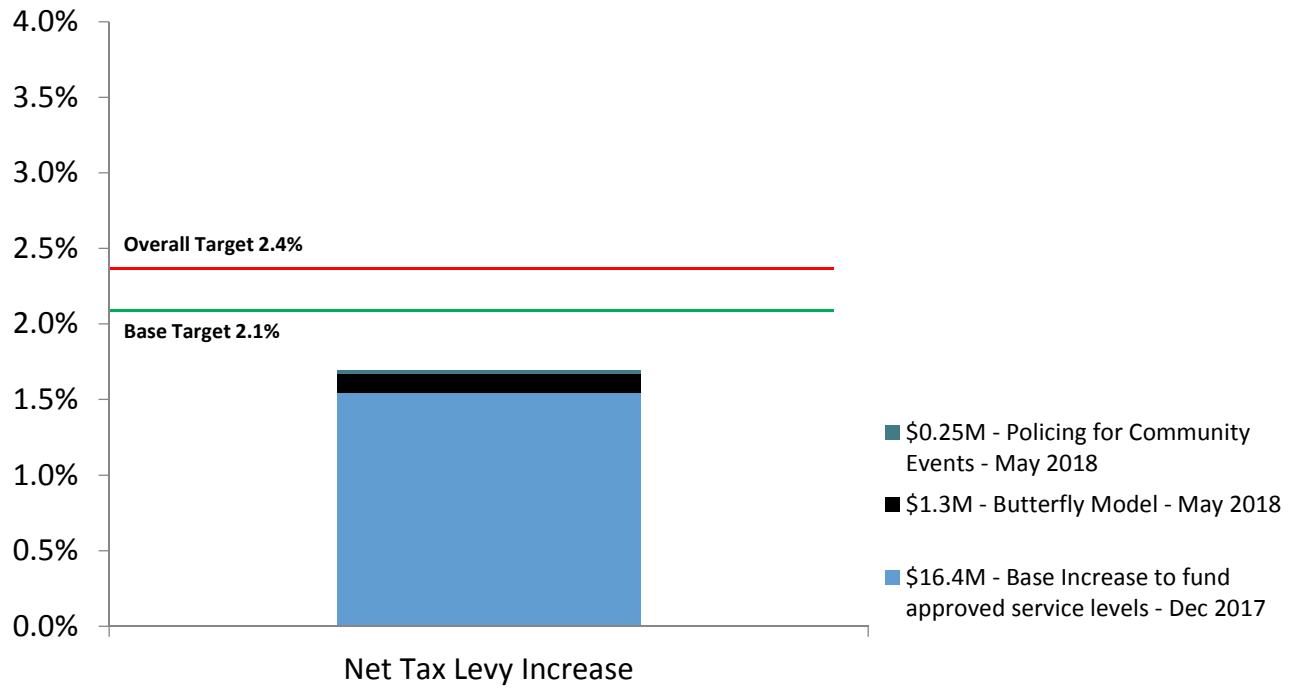
Butterfly Model +0.13%



CORPORATE OVERVIEW

2019 Budget

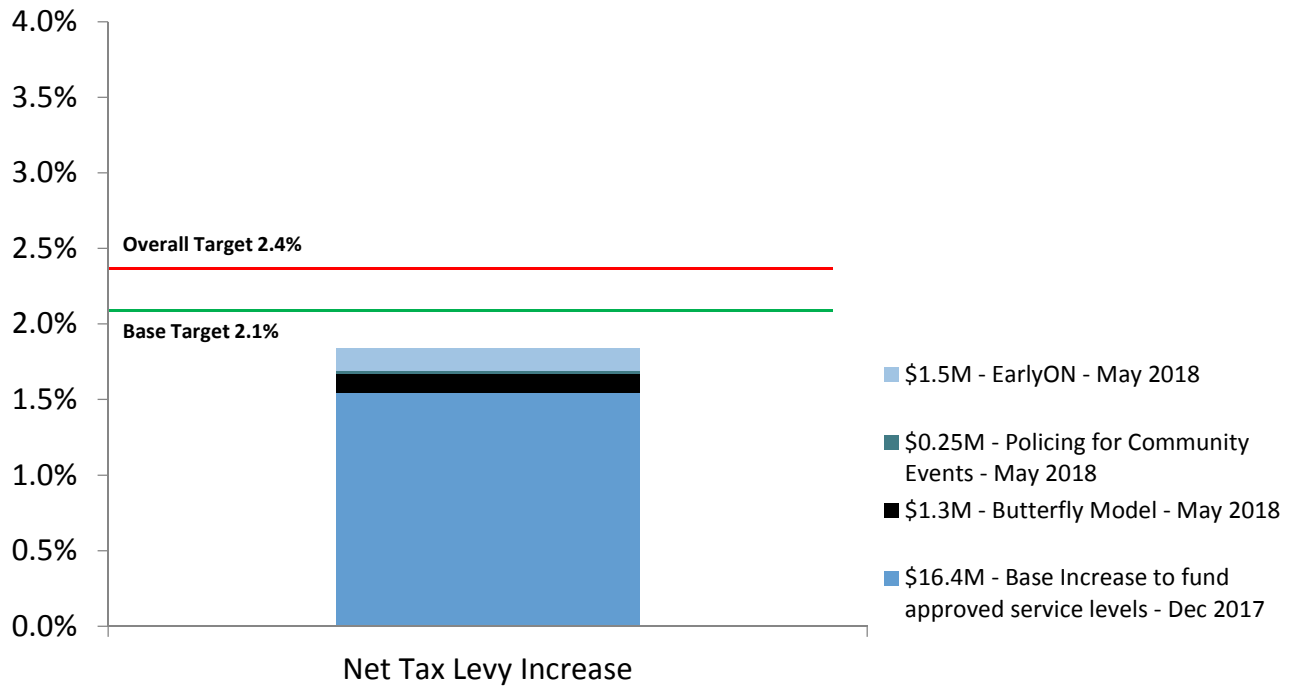
Policing – Community Events +0.02%



CORPORATE OVERVIEW

2019 Budget

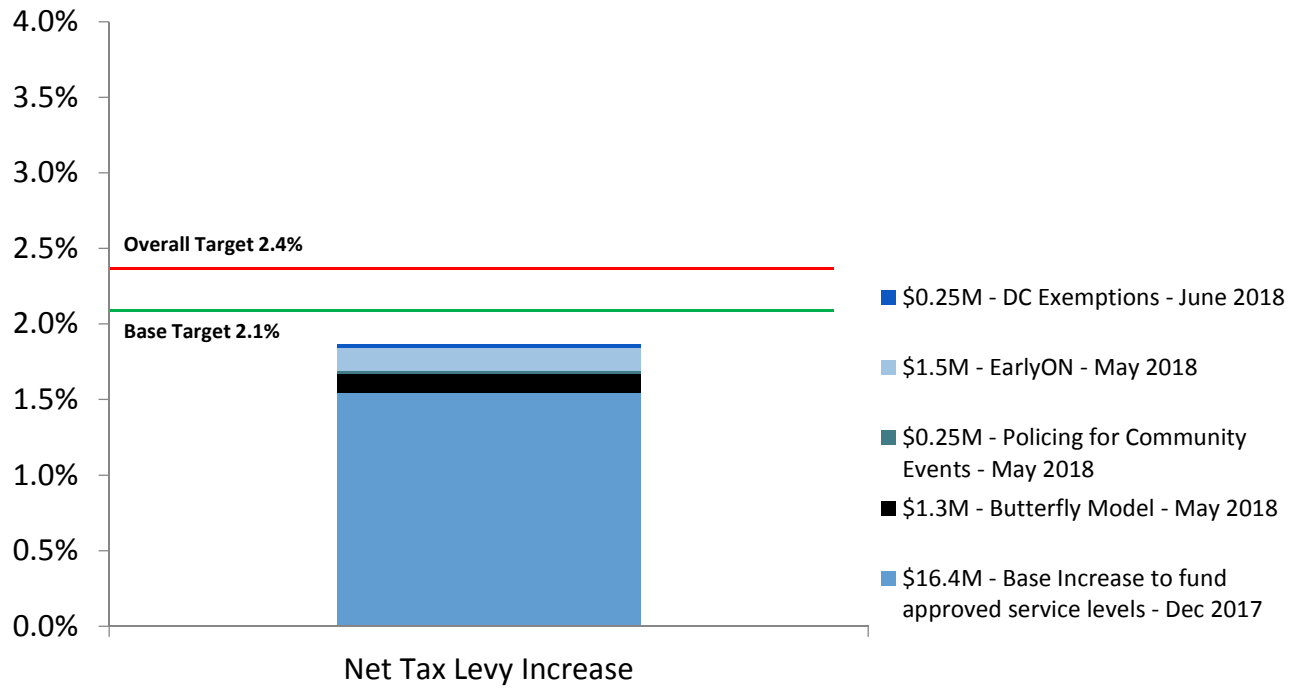
Expanded EarlyON Child Care **+0.14%**



CORPORATE OVERVIEW

2019 Budget

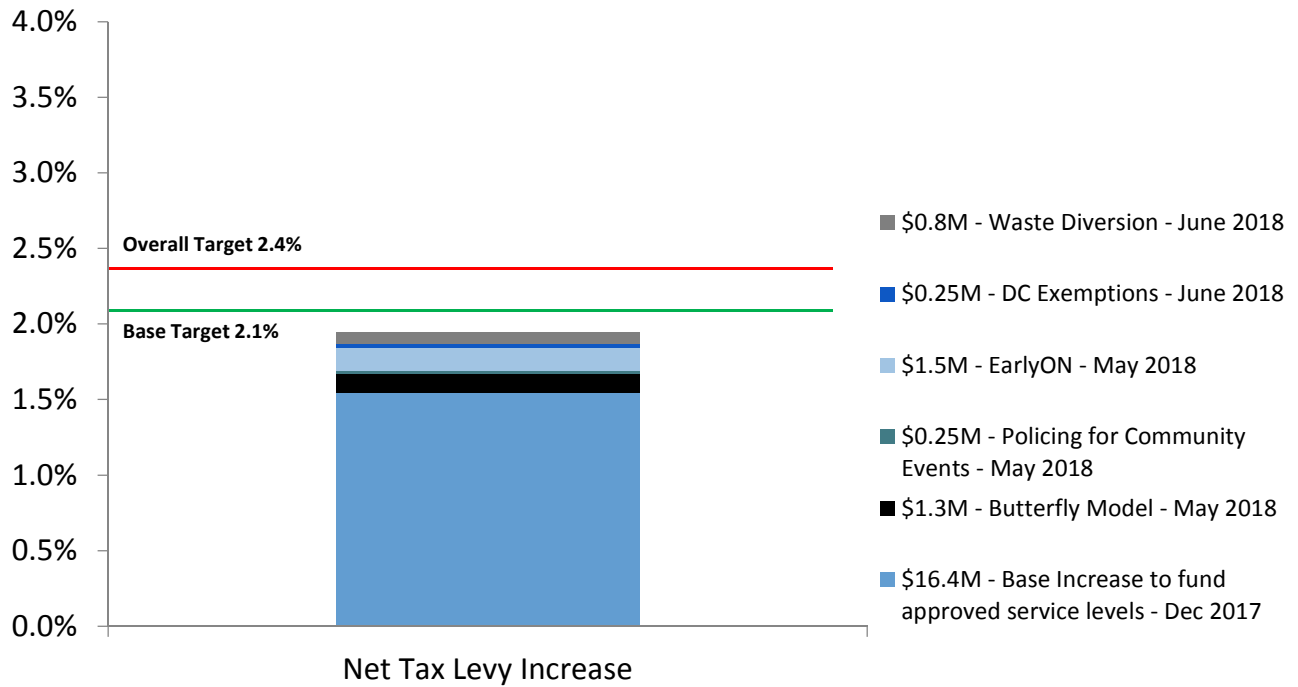
Development Charge Exemptions +0.02%



CORPORATE OVERVIEW

2019 Budget

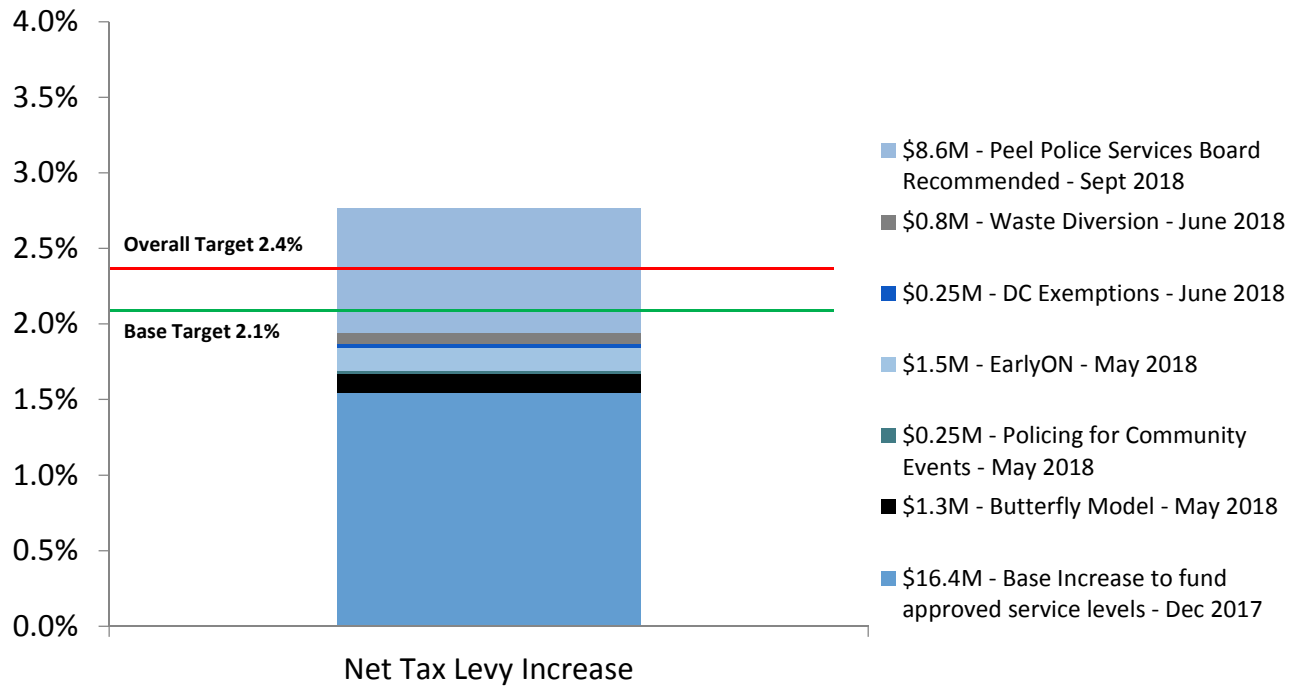
Waste Diversion +0.08%



CORPORATE OVERVIEW

2019 Budget

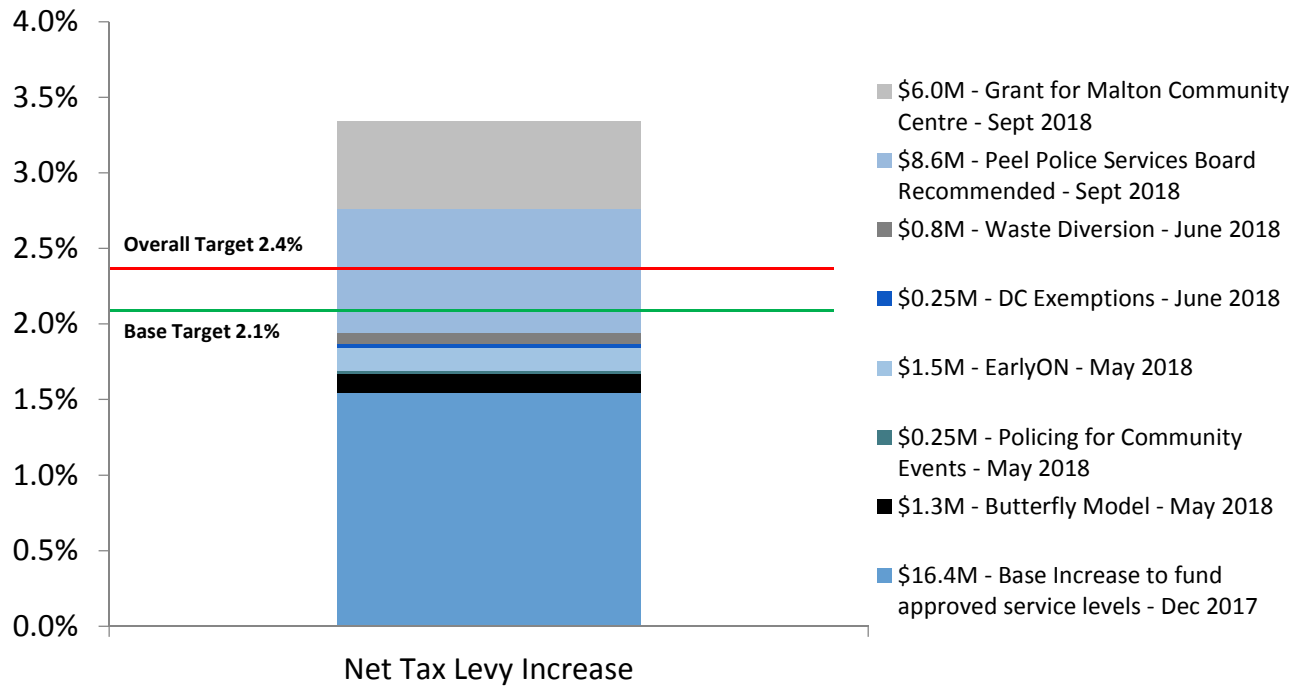
Peel Police Services Board +0.8%



CORPORATE OVERVIEW

2019 Budget


Grant for Malton Community Centre +0.6%



CORPORATE OVERVIEW

2019 Budget

Tax Supported
Budget Increases

	Regionally Controlled	External Agencies*	Total (\$Millions)
2018 Services to 2019 Population	\$2.3	\$13.5	\$15.8
Continuous Improvement Savings	(2.5)	(1.7)	(4.2)
 Service investments	17.6	11.3**	28.9
Capital Infrastructure (1%)	10.4	-	10.4
NET TAX LEVY INCREASE	\$27.8	\$23.1	\$50.9

***External Agencies include:**

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

** Includes PRP's additional resource plan of \$8.6million and CAs' special levy of \$1.3 million.

CORPORATE OVERVIEW

2019 Budget

Improving People's Lives

Living:

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

+\$12.7 million

OPERATING



Note: Regionally Controlled Tax Services



+12,300 paramedic response calls



+68,000 more accessible transportation rides



Pilot for victims of Human Sex Trafficking



Additional 280 child care fee subsidies



Implementation of Butterfly model to enhance quality of life for 73 residents



\$6M grant for Malton Community Centre



CORPORATE OVERVIEW

2019 Budget

Integrated, Safe and Complete Communities

Thriving:

Communities are integrated, safe and complete.



Expansion of EarlyON services for **9,200** children & parents



38.6 KM more sidewalks and paved shoulders



Maintaining **PAMA's** **100+** exhibitions



Moving towards **75%** 3R waste diversion target & **5,000** new households

+\$3.8 million

OPERATING



Note: Regionally Controlled Tax Services



CORPORATE OVERVIEW

2019 Budget

A Future-Oriented and Accountable Government

Leading:

Government is future-oriented and accountable.



\$250K grants for policing at community events



\$132K attract and retain staff in a competitive environment

DC Act

\$250K Development Charge discretionary exemptions



\$262K improve procurement process in a complex environment



(\$4.3M) reduction in tax support of utility operations

+\$1.1 million
OPERATING




Note: Regionally Controlled Tax Services



CORPORATE OVERVIEW

2019 Budget

Respect for the Tax Payer

Request	\$ Millions	Funding Sources	\$ Millions
2018 Services to 2019 Population	(\$0.2)		
Service Demands	11.6		
Capital Infrastructure (1%)	10.4		
Grant to Malton Community Centre	6.0		
Regionally Controlled	27.8		
External Agencies*	14.5		
Additional Peel Police Services Board Request	8.6		
TOTAL Requests	\$50.9		
<p>1.4% Property Tax increase to fund a Gap of</p> <p>\$35M</p>			
			
		Assessment Growth	15.6
		TOTAL Revenues	\$15.6

*External Agencies include:

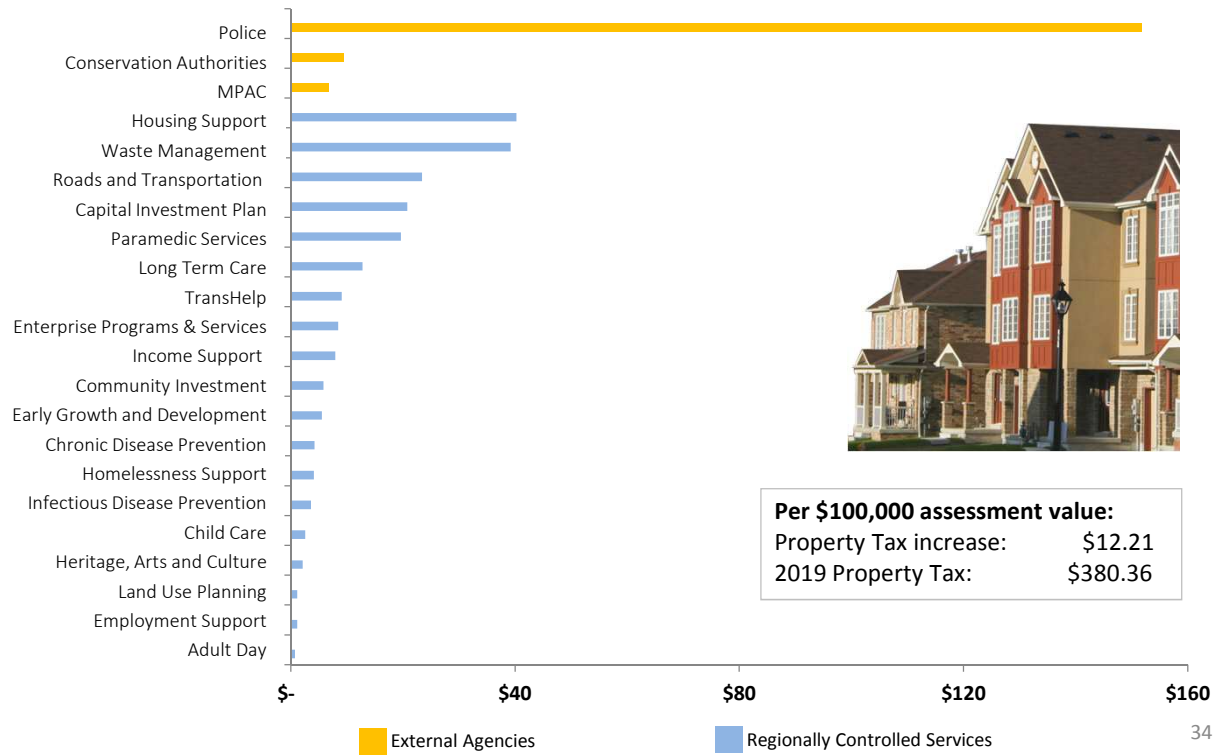
- Peel Regional Police (PRP), Ontario Provincial Police – Caledon, Conservation Authorities (CAs), Municipal Property Assessment Corporation

CORPORATE OVERVIEW

2019 Budget

Where Your 2019 Tax Dollars Will Be Spent













Based on \$100,000 of Residential Assessment



CORPORATE OVERVIEW

2019 Budget

Regional Tax Impact
by Housing Type

		Market Assessment Value ¹	Property Tax ²	2019 Increase ²
		\$251,550	\$997	\$32
		\$396,390	\$1,572	\$50
		\$544,330	\$2,158	\$69
		\$492,970	\$1,456	\$4
		\$425,520	\$1,256	\$3
		\$634,320	\$1,873	\$5
		\$313,670	\$1,191	\$41
		\$468,320	\$1,778	\$61
		\$719,770	\$2,733	\$94

¹ MPAC Value is the average for each housing type

² 2019 Property Tax and 2019 Increase are estimated values

CORPORATE OVERVIEW

2019 Budget

Investing to build our
Community for Life

UTILITY RATE
SUPPORTED
OPERATING




CORPORATE OVERVIEW

2019 Budget

Utility Rate Supported
Budget Increases

Water and wastewater services for 4,550 new customers

	2019 Net Increase (\$Millions)
Maintain Service Level	\$10.9
Continuous Improvement Savings	(\$4.6)
 Service Investments	\$0.1
Capital Infrastructure	\$17.4
Total Increase	\$23.8

Average Utility Rate Increase

6.5%

Utility Rate Payer Impact



Residential

Small Business

Increase

\$0.10/day
\$38/year

\$0.28/day
\$101/year

Annual Water Bill

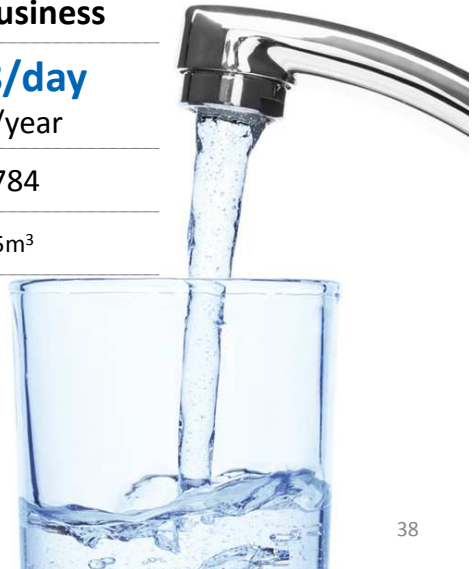
\$697

\$1,784

Annual Consumption

290m³

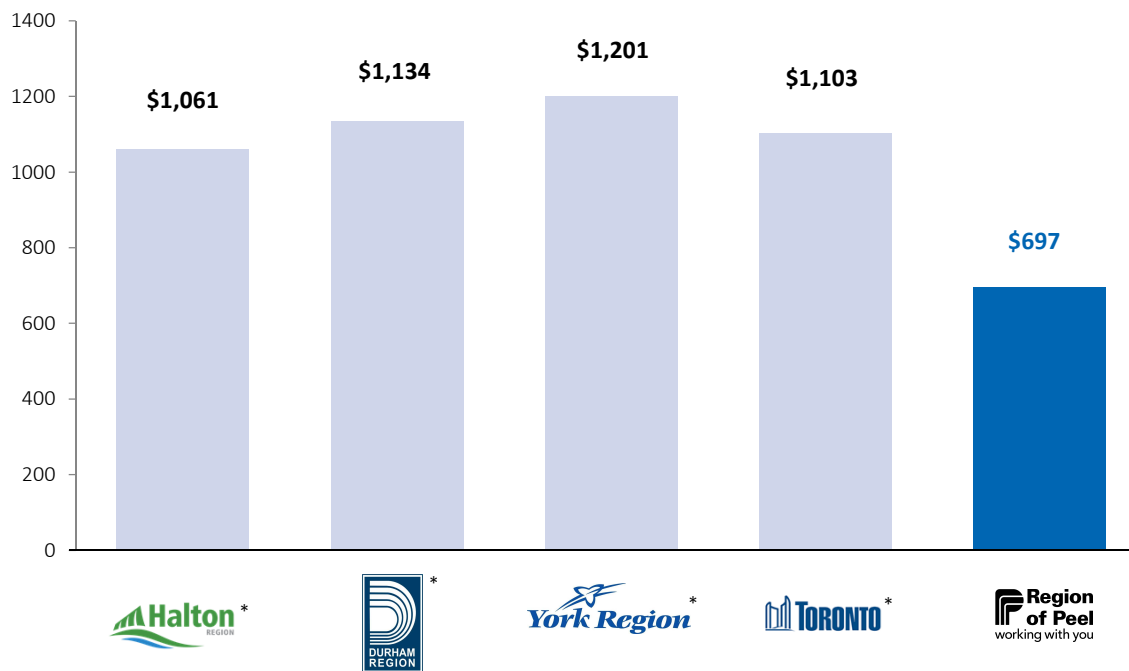
695m³



CORPORATE OVERVIEW

2019 Budget

Utility Rates are Competitive



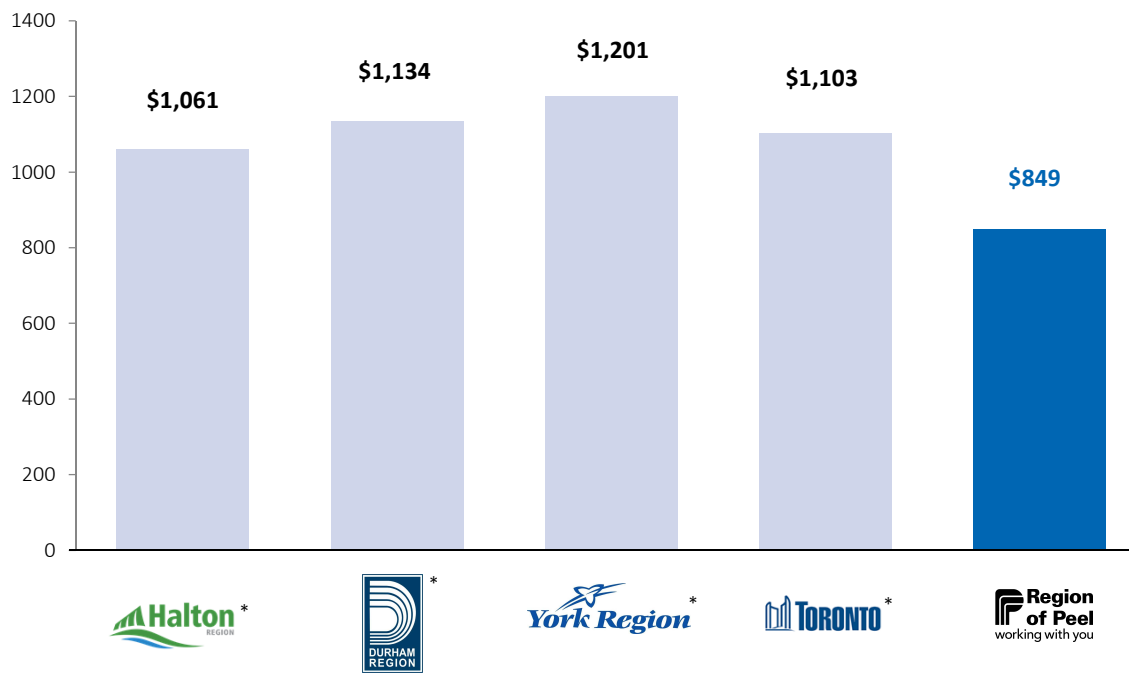
*Based on 2018 Residential Rates

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

CORPORATE OVERVIEW

2019 Budget

Water Bill
2020 – 2022 Outlook



*Based on 2018 Residential Rates

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

CORPORATE OVERVIEW

2019 Budget

Investing to build our
Community for Life

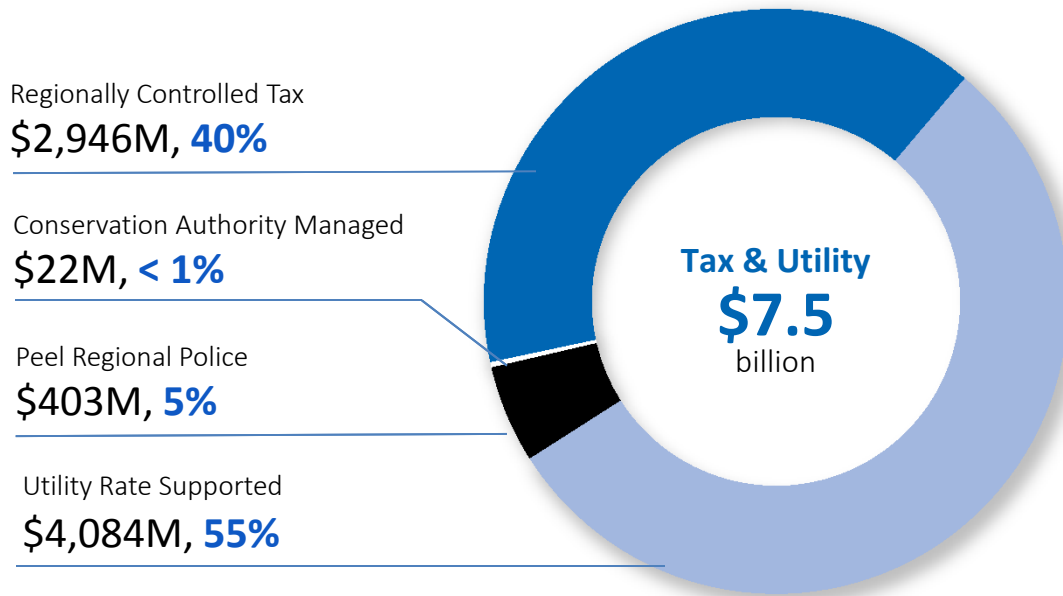
**CAPITAL PLAN
& BUDGET**



CORPORATE OVERVIEW

2019 Budget

Ten Year
Capital Plan



Capital Plan Funding:
■ 55% Reserves ■ 39% Development Charges ■ 3% External ■ 3% Debt

CORPORATE OVERVIEW

2019 Budget

Ten Year Capital Plan
Regionally Controlled - \$7.0B

Living:

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

\$773M

Thriving:

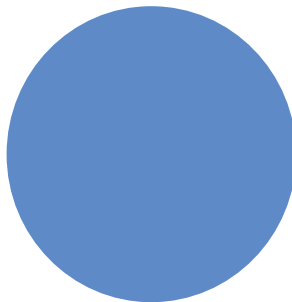
Communities are integrated, safe
and complete.

\$6,070M

Leading:

Government is future-oriented
and accountable.

\$187M



CORPORATE OVERVIEW

2019 Budget

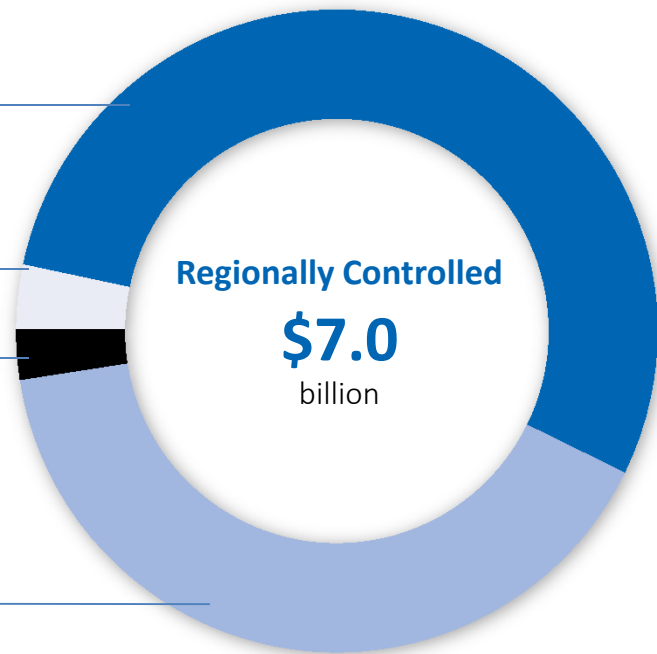
How We Pay for the Capital Plan

Capital Reserves
\$3,791M, 54%

Debt
\$226M, 3%

External
\$180M, 3%

Development Charges
\$2,833M, 40%



Regionally Controlled

\$7.0
billion

CORPORATE OVERVIEW

2019 Budget

Where Do We Invest



State of Good Repair
\$2.9B

42%



DC Funded Growth
\$2.8B

41%



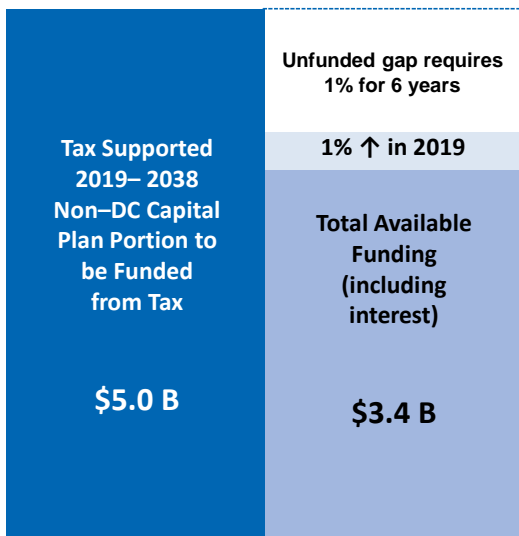
**Non DC Funded Growth
 and Council Priorities**
\$1.3B

17%

Note: Regionally Controlled Services

\$1.6 B - 20 Year Funding Shortfall

Regionally Controlled Tax



Seniors Health & Wellness Village

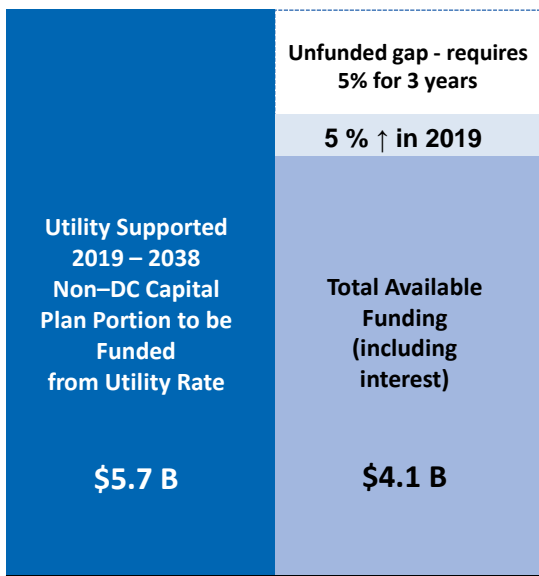
Total Asset Value: \$3.5 B

CORPORATE OVERVIEW

2019 Budget

Ensure the Capital Plan is Sustainable

\$1.6 B - 20 Year Funding Shortfall
Utility Rate

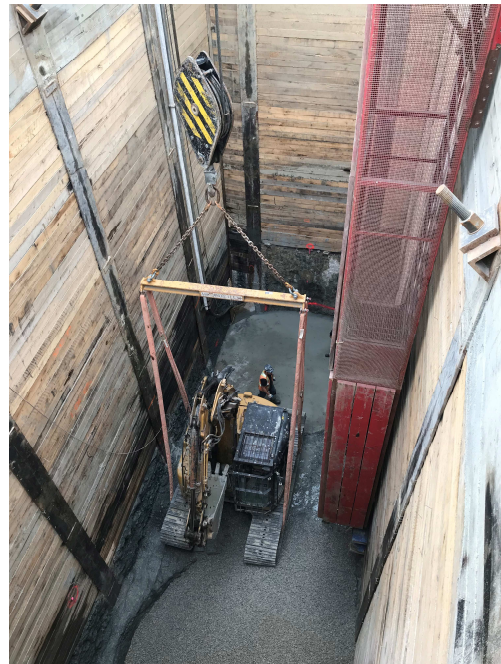


Total Asset Value: \$24.3B



Why Increase Infrastructure Levy

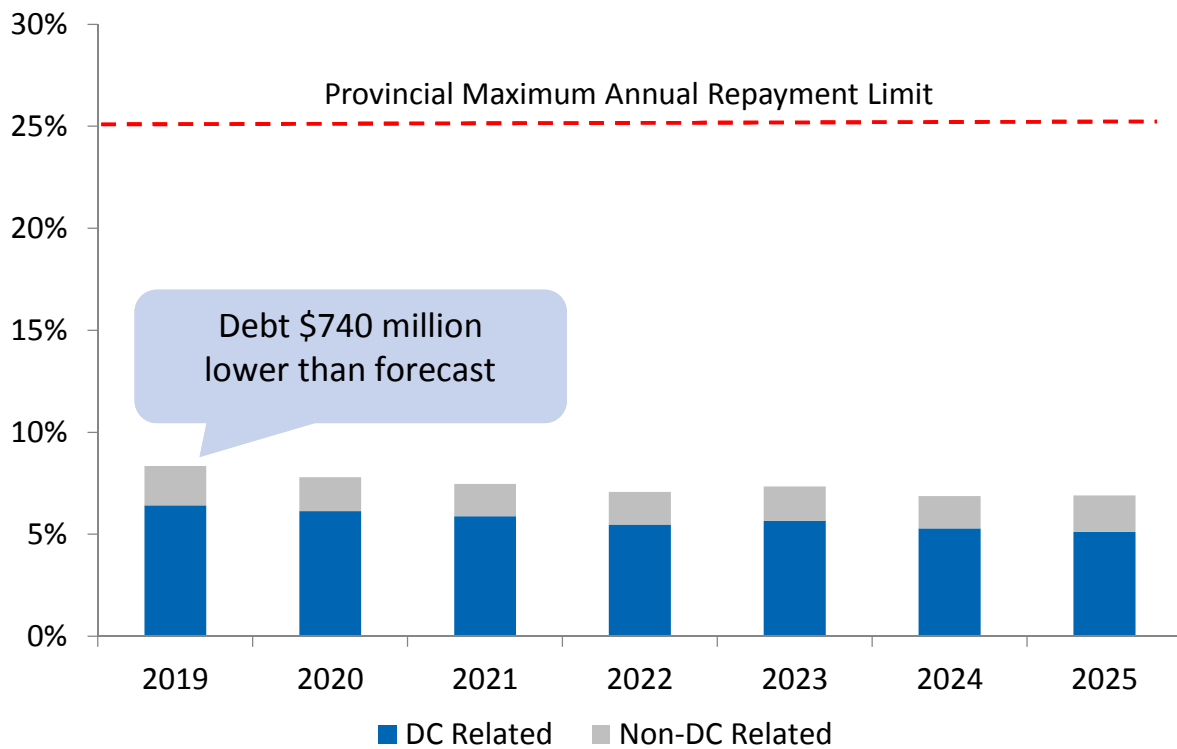
- To match Federal & Provincial infrastructure funding
- To manage unanticipated capital work
- To sustain 2019 and future capital program
- To manage credit rating risk



CORPORATE OVERVIEW

2019 Budget

Borrow Only for Substantial Assets



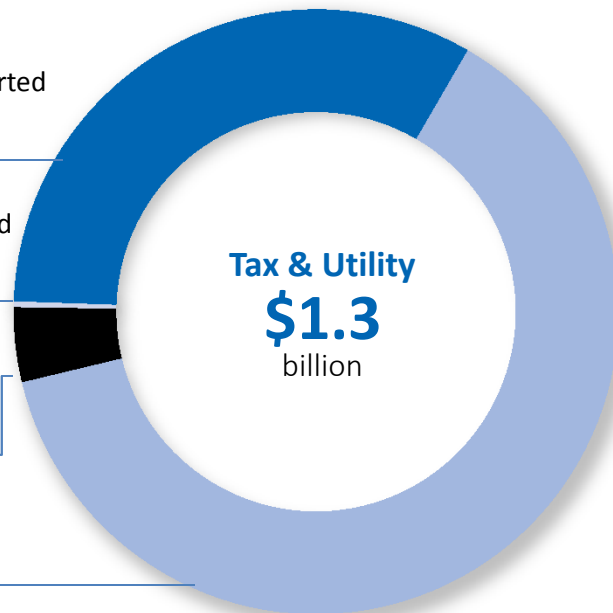
2019 Budget

Regionally Controlled Tax Supported
\$413M, 33%

Conservation Authority Managed
\$4M, <1%

Peel Regional Police
\$51M, 4%

Utility Rate Supported
\$803M, 63%



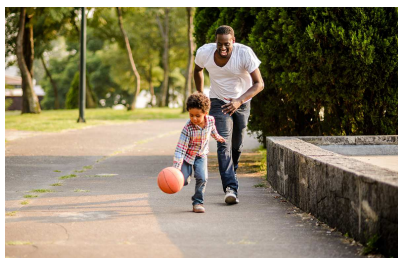
Capital Budget Funding:

- 40% Reserves
- 53% Development Charges
- 2% External
- 5% Debt

CORPORATE OVERVIEW

2019 Budget

Priority Capital Investments
Regionally Controlled - \$1.2B



Living:

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

\$34 million

- Ambulance Fleet and Support Vehicles
- TransHelp – vehicles, technology
- Maintain Long Term Care Homes
- Brampton Youth Shelter



Thriving:

Communities are integrated, safe and complete.

\$1,143 million

- East Brampton Transmission Main Twinning
- Central Brampton Sub-Transmission Main
- G.E. Booth Wastewater Treatment Plant
- Mississauga Road – Bovaird Drive to Mayfield Road
- Anaerobic Digestion Facility
- Cawthra Road Sanitary Trunk Sewer
- Victoria Yard Replacement



Leading:

Government is future-oriented and accountable.

\$39 million

- Maintain Technology Assets
- Maintain Office Facilities

CORPORATE OVERVIEW

2019 Budget

Investing to build our
Community for Life

BUDGET SUMMARY



CORPORATE OVERVIEW

2019 Budget

Respect for
the Taxpayer

Tax Supported Programs	2019 Council's Target	2019 Proposed Budget
Regionally Controlled Services	3.2%	2.9%*
External Agencies	3.2%	3.3%*
Base Net Expenditure Increase	3.2%	3.0%
Assessment Growth	(1.1%)	(1.5%)
Base Pressures sub-total	2.1%	1.5%
Additional Community Priorities Recommended for 2019	0.3%	1.8%
Net Tax Levy	2.4%	3.3%

* Excludes additional Council requested priorities

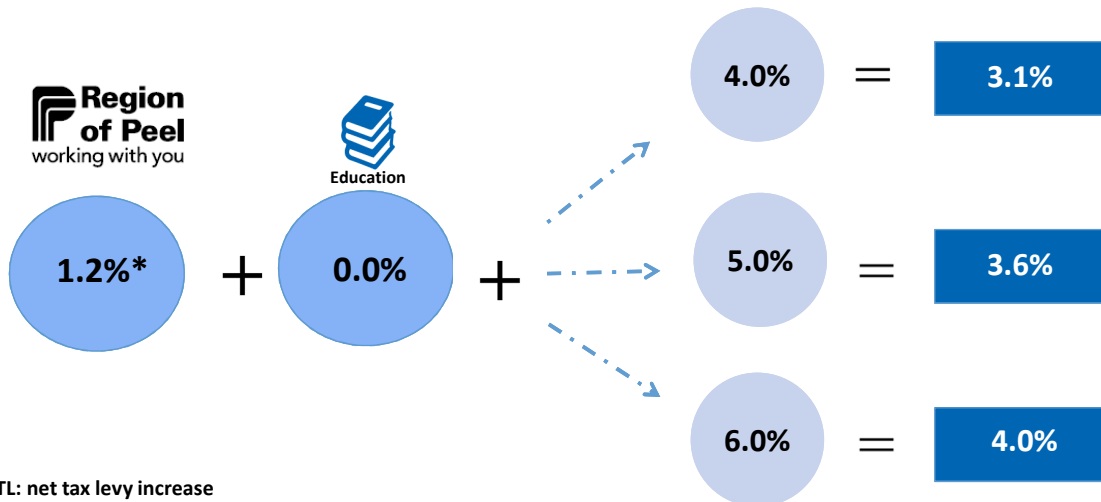
Utility Supported Programs

Operations	2.1%	1.5%
Capital Infrastructure	5.0%	5.0%
Average Utility Rate Impact	7.1%	6.5%

CORPORATE OVERVIEW

2019 Budget

Average Residential Property Tax Impact



NTL: net tax levy increase

Assumptions:

* Peel 37% (3.3% NTL increase)

Education 16% (0% increase)

Local 47% (4% NTL =1.9% property tax increase, 5%=2.4%, 6%=2.8%, 7%=3.3%)

CORPORATE OVERVIEW

2019 Budget

Average Residential Property Tax Impact



0.1%*

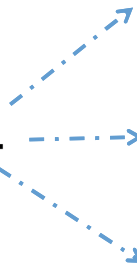
+



Education

0.0%

+



4.0%

=

1.9%

5.0%

=

2.3%

6.0%

=

2.8%

NTL: net tax levy increase

Assumptions:

* Peel 35% (3.3% NTL increase)

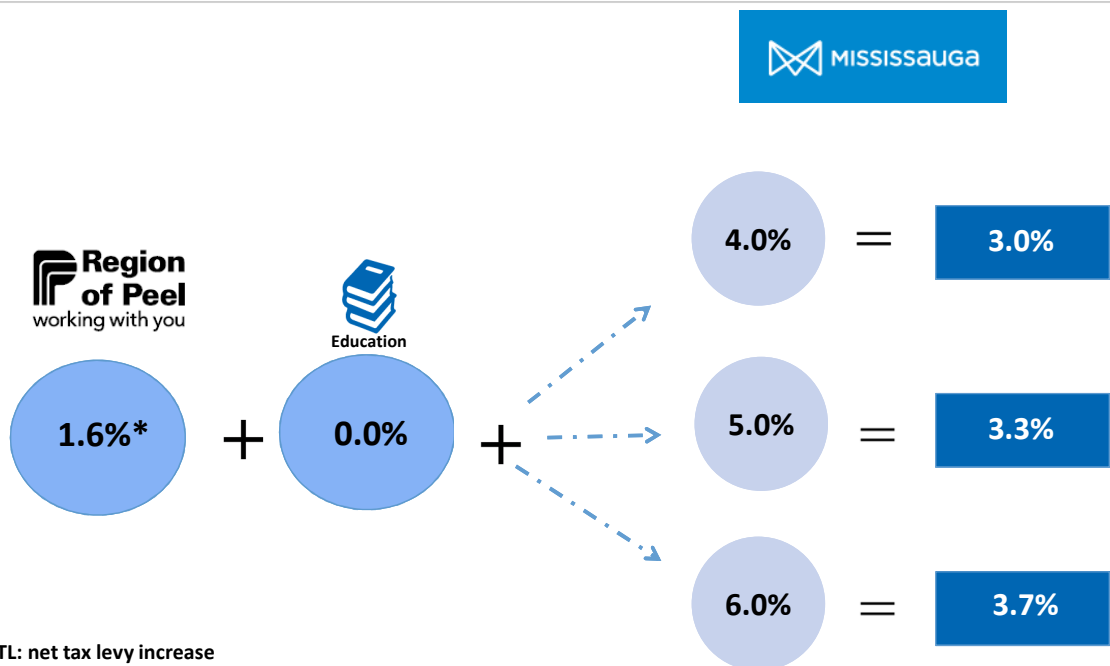
Education 20% (0% increase)

Local 45% (4% NTL =1.8% property tax increase, 5%=2.3%, 6%=2.7%, 7%=3.3%)

CORPORATE OVERVIEW

2019 Budget

Average Residential Property Tax Impact



NTL: net tax levy increase

Assumptions:

* Peel 44% (3.3% NTL increase)

Education 21% (0% increase)

Local 35% (4% NTL =1.4% property tax increase, 5%=1.8%, 6%=2.1%, 7%=2.5%)

CORPORATE OVERVIEW

2019 Budget

Investing to build our
Community for Life

2020 – 2022 OUTLOOK



CORPORATE OVERVIEW

2019 Budget

2020 to 2022
Outlook



	2019	2020*	2021*	2022*
Net Tax Levy Increase	3.3%	3.6%	3.8%	3.5%
Regionally Controlled Services	3.2%	3.0%	3.8%	3.6%
External Agencies	3.6%	4.3%	3.8%	3.5%

*Includes 1% for Tax Supported Capital plan and assumes 1.1% for Assessment Growth

2019 Budget

Next Steps:

Regionally Controlled Service Presentations

Future Budget Meetings:

Thursday, January 24 – External agencies

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

Thursday, January 31 – As required

Living

Thriving

Leading



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



Communities are integrated,
safe and complete.



Government is future-oriented
and accountable.

Investing in better outcomes
for residents

For Information

DATE: January 8, 2019

REPORT TITLE: **EXCELLENCE CANADA'S PLATINUM AWARD FOR EXCELLENCE, INNOVATION AND WELLNESS**

FROM: David Szwarc, Chief Administrative Officer

OBJECTIVE

To provide Regional Council with the results of the recent organization-wide assessment conducted by Excellence Canada.

REPORT HIGHLIGHTS

- In 2006 the Region began using the National Quality Institute's (NQI) framework to guide continuous improvement, which became the foundation for inspiring client satisfaction, instilling trust and confidence within the organization and with clients, and investing in employee engagement.
- After several successful business management accreditations at NQI's highest level, the Region opted out of the re-certification for 2012 to allow time to implement the suggested improvements.
- In 2018 NQI, now called "Excellence Canada" conducted another assessment of the Region's 26 service areas, and the Region successfully achieved the business management accreditation at the Platinum level.
- The Region is the only municipality in Canada to achieve Excellence Canada's "Excellence, Innovation and Wellness Standard" in Platinum, organization-wide. This award recognizes the leadership and commitment to continuous improvement by Regional Council and staff.

DISCUSSION
1. Background

In 2006 the Region began its partnership with the National Quality Institute (NQI), an independent, not-for-profit company dedicated to advancing organizational performance across Canada. At that time, the Region underwent an evaluation by NQI using their Gold standards, the highest level of business management accreditation offered, and was successful in achieving the certification.

The Region of Peel became the first municipality in Canada to receive the Progressive Excellence Program Level IV and the Canada Awards for Excellence Gold Award from NQI. This certification was valid for three years with a requirement to re-apply in 2009 to maintain certification. In 2009, the Region was again successful in its Order of Excellence for Quality

EXCELLENCE CANADA'S PLATINUM AWARD FOR EXCELLENCE, INNOVATION AND WELLNESS

recertification and at the same time also achieved the Progressive Excellence Program Level IV and Canada Award of Excellence for Healthy Workplace. Regional Council was presented with these awards in January 2010, and staff were directed to continue participation in the NQI's Progressive Excellence Program through Resolution 2010-61.

The Region of Peel adopted the NQI framework to support organization-wide standards of excellence, which became the foundation for inspiring client satisfaction, instilling trust and confidence within the organization and with clients, and investing in employee engagement. Peel's excellence journey formalized continuous improvement processes and quality management practices corporate-wide.

With a solid foundation in place and a commitment to continuous improvement, the Region opted out of the required re-certification scheduled for 2012 (Resolution 2011-1187), focusing instead on implementing feedback from the previous accreditation process.

2. Excellence Canada Platinum Assessment

Almost ten years since the last certification, NQI, now named Excellence Canada, has updated their certification criteria and streamlined the process for assessment and evaluation.

In the summer of 2018 Excellence Canada met with Regional staff to provide an overview of their new business management accreditation program, and the Executive Leadership Team agreed to proceed with an "Excellence, Innovation and Wellness Standard" assessment at the Platinum level, which is the highest possible ranking.

The purpose of this assessment is to benchmark the Region against established criteria and provide feedback on strengths, opportunities, as well as recommend priorities for the Region's continued success.

Having a third-party assessment of the Region, benchmarked against well-recognized Canadian management standards supports our commitment to continuous improvement and is one way to demonstrate value to the residents and businesses in Peel, other municipalities and other levels of government. It also recognizes the performance of employees, while helping the Region attract and retain top talent.

a) Platinum Level Criteria & Process

The Platinum standard requires the Region to demonstrate excellence across five theme areas: leadership, organizational planning, customers, human resources, and processes. Each theme area contains between 12 and twenty-four drivers, on which the Region is scored out of 100%. To receive Platinum certification and Canada Award of Excellence recognition, a minimum overall score of 70% is required, with a score of at least 60% for each individual driver.

Between July and December 2018, Excellence Canada reviewed documentation provided by staff, visited several Regional sites and conducted focus group sessions with over 150 staff members, including commissioners, directors, managers, supervisors, front-line staff, as well as the Regional Chair.

EXCELLENCE CANADA'S PLATINUM AWARD FOR EXCELLENCE, INNOVATION AND WELLNESS

Whereas most organizations pursue evaluations for a single department, Excellence Canada applied its Platinum criteria across all 26 services provided by the Region.

b) Results

The Region received an overall score of 85%, and was successful in meeting the Excellence, Innovation and Wellness Standard at the Platinum level, making Peel the only municipality in Canada to do so. This certification will remain valid for 3 years.

Achieving Excellence Canada's Platinum standard is an acknowledgement of Regional Council's leadership, particularly around establishing the Strategic Plan and Term of Council Priorities. Council demonstrates its commitment to the Strategic Plan through evidence- and risk-informed decision making, providing guidance related to the Region's fiduciary responsibilities, and with an emphasis on continuous improvement to better anticipate the needs of Peel's residents and business owners.

These factors created an environment where staff have the focused outcomes needed to deliver services and provide the community with a clear understanding of how the Region intends to create a Community for Life. Each of these components helped validate alignment with Excellence Canada's criteria, and were instrumental in reaching Platinum.

Of the 56 companies with certification in the Excellence, Innovation and Wellness Standard, the Region of Peel joins Peel Regional Police, Sun Life Financial Canada, and ArcelorMittal Dofasco as one of only four companies to receive this award organization-wide.

In their summary of Peel's assessment, Excellence Canada identified the Region as an industry leader in many capacities, including the following:

- The Region's Strategic Plan and Community for Life annual report
- Award-winning budget system
- Strong governance model in place with engaged and supportive leadership
- Focus on measurement and data collection
- Robust risk management framework
- Collection of customer-related data and various ways for customers to provide feedback
- Human Resources planning, including the talent management framework and HR business model
- Strong focus on the wellness and psychological health and safety of employees
- Continuous improvement is embedded in the culture, with annual update to Council
- Standardized project management, vendor performance management, communities of practice, and excellent use of pilot programs are evident

Recognizing that the Region has many initiatives currently underway, specific opportunities to focus on include the following:

- Continue to build resilience with people leaders

EXCELLENCE CANADA'S PLATINUM AWARD FOR EXCELLENCE, INNOVATION AND WELLNESS

- Continue to track effectiveness of communication to staff and the community
- Continue to use technology to improve the customer experience
- Consider adding “financial wellness” to Healthy Workplace Policy Statement, and consider health risk assessments for employees
- Continue to standardize and centralize information/data
- Continue to modernize IT legacy systems

Appendix I contains the detailed report prepared by Excellence Canada, outlining all areas of strength and the specific opportunities where the Region should focus attention on continued improvement.

CONCLUSION

The Region of Peel is the only municipality in Canada to achieve Excellence Canada's Excellence, Innovation and Wellness Standard Platinum certification organization-wide. The Region will receive a Canada Awards for Excellence trophy at an awards ceremony in November 2019.

Results from this process will help inform organizational priorities and will also be applied to current initiatives, many of which are significantly underway.



D. Szwarc, Chief Administrative Officer

APPENDICES

Appendix I – Excellence Canada Final Report

For further information regarding this report, please contact Lindsay Edwards, Manager, Office of the CAO, ext. 7874, lindsay.edwards@peelregion.ca.

Authored By: Lindsay Edwards



EXCELLENCE * CANADA

improving performance, recognizing excellence | améliorer le rendement, reconnaître l'excellence

Canada Awards for Excellence
Benchmark Assessment

EXCELLENCE, INNOVATION AND WELLNESS STANDARD

CONTENTS

PART 1 | OVERVIEW

1.1 BENCHMARK ASSESSMENT DETAILS	4
Purpose of the CAE Benchmark Assessment	5
Benchmark Assessment Process	5
1.2 <i>Excellence, Innovation and Wellness</i>®	6
Expected Outcomes at PLATINUM level	6
Comparison of <i>Excellence, Innovation and Wellness</i> ® Standard to Other Models.....	6
1.3 BENCHMARK ASSESSMENT OUTCOME.....	8
Region of Peel - Best Practices	9
The Assessment Team’s Vital Few	10

PART 2 | EVALUATION AND FEEDBACK

2.1 SCORING GUIDELINES	12
2.2 BENCHMARK ASSESSMENT SCORES – PLATINUM LEVEL	13
2.3 OVERVIEW OF STRENGTHS AND OPPORTUNITIES BY DRIVER.....	21
<i>Excellence, Innovation and Wellness</i> ® Drivers	21
Leadership	22
Planning.....	24
Customers	26
People.....	27
Processes.....	29
2.4 FEEDBACK FROM EMPLOYEES	30
CONCLUSION	35

PART 1 | OVERVIEW

1.1 BENCHMARK ASSESSMENT DETAILS

Assessment Dates	October 18-19, 2018 – Part 1 on site with Commissioners and Directors December 12, 2018 – Part 2 with Managers, Supervisors, and Staff
Requirements Assessed	<i>Excellence, Innovation and Wellness</i> ® Platinum level
Location(s) Visited	3
Number of Employees	5900
Address to Locations Visited	10 Peel Centre Drive, Brampton, Ontario 7075 Rexwood Road, Mississauga, Ontario 7120 Hurontario Street, Mississauga, Ontario
Process Followed	The following formed part of the assessment process: <ul style="list-style-type: none"> • Peel Region sent preliminary documents for EC Team to review: • On site – the EC team reviewed documentation; participated in 2 tours, visited 3 locations, reviewed the intranet, Pulse and conducted focus groups with the following: <ul style="list-style-type: none"> ○ Executive Leaders/Commissioners ○ Directors ○ Managers ○ Supervisors ○ Staff ○ Various individual meetings before, during and following the site visits. This included a discussion with the outgoing Regional Chair, Frank Dale, as well as several partners • Peel Region provided additional documents during and following the site visits • EC compiled a report plus a PowerPoint presentation for review and consideration
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Excellence Canada Lead Assessors	<i>Catherine Neville</i> , Lead Client Strategist, Excellence Canada catherine@excellence.ca / t. 647.973.2244 <i>Kathryn Cestnick</i> , Senior Vice President, Excellence Canada kathryn@excellence.ca / t. 416.220.0135

Region of Peel

BENCHMARK ASSESSMENT

EXCELLENCE, INNOVATION AND WELLNESS®

Purpose of the CAE Benchmark Assessment

To assess and benchmark Region of Peel against the Requirements of the *Excellence, Innovation and Wellness*® Standard and provide feedback on:

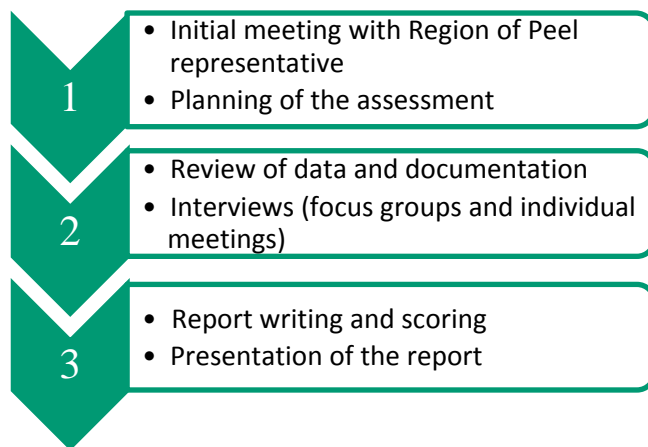
- Strengths
- Opportunities
- Scores compared to other award-winning organizations
- The “vital few” priorities for the Region of Peel

The following information was determined by the Excellence Canada Team through various ways including interviews, focus groups, meetings, on-line and hard copy documentation reviews as well as tours. The EC Team focused on the “system”, not individual or group performance.

Benchmark Assessment Process

An assessment is not an audit. It is a process that helps organizations (a) identify where they sit in relation to the levels of the Standard; and (b) review outcomes in order to move forward and improve.

The Benchmark Assessment process is broken down in to 3 steps:



Assessment Logic



Approach

- Methods, tools, techniques
- Effectiveness of systems
- Consistency
- Reliable data
- Continuous improvement

Deployment

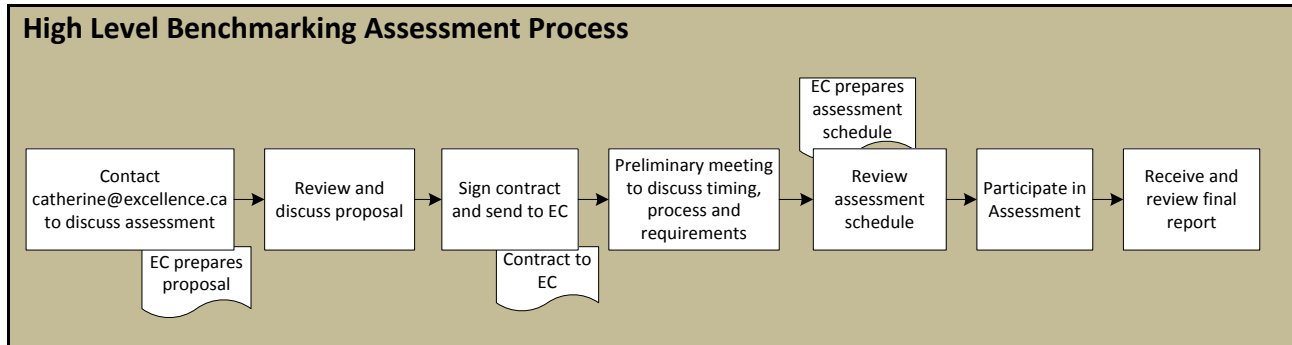
- Across all areas
- Service delivery
- Stakeholder engagement



Results

- Sustained performance levels
- Improvement trends over time
- Benchmark against others
- Link to strategic goals

PART 1 | OVERVIEW



1.2 Excellence, Innovation and Wellness®

Expected Outcomes at PLATINUM level

Platinum level builds on the achievements and outcomes from the previous three levels with a focus on establishing sustainable practices and excellent outcomes. The organization has achieved excellent results and sustained positive trends from its efforts for overall improvement in excellence, innovation and wellness, and can clearly identify sustained improvements against specific objectives and goals.

The key outcomes of Platinum are:

- Sound systemic approach to excellence, innovation and wellness.
- Continual improvement is a “way of life” with full integration into culture and systems.
- Sustained positive improvements in all areas over at least three years (trend data required for some requirements)
- The organization is viewed as a leader within its sector regarding excellence, innovation and wellness, in terms of knowledge sharing, industry and benchmark leadership and best practices.

Comparison of Excellence, Innovation and Wellness® Standard to Other Models

The *EIW* Standard has been benchmarked favourably against the current versions of the following Standards:

- Malcolm Baldrige Award (U.S.)
- Deming Award (Japan and Australia)
- European Quality Award (Europe)
- ISO 9001:2015

We continue to regularly monitor advancements made in these Awards-based programs.

Region of Peel

BENCHMARK ASSESSMENT

EXCELLENCE, INNOVATION AND WELLNESS[®]

Comparison of *Excellence, Innovation and Wellness*[®] Standard to Other Models

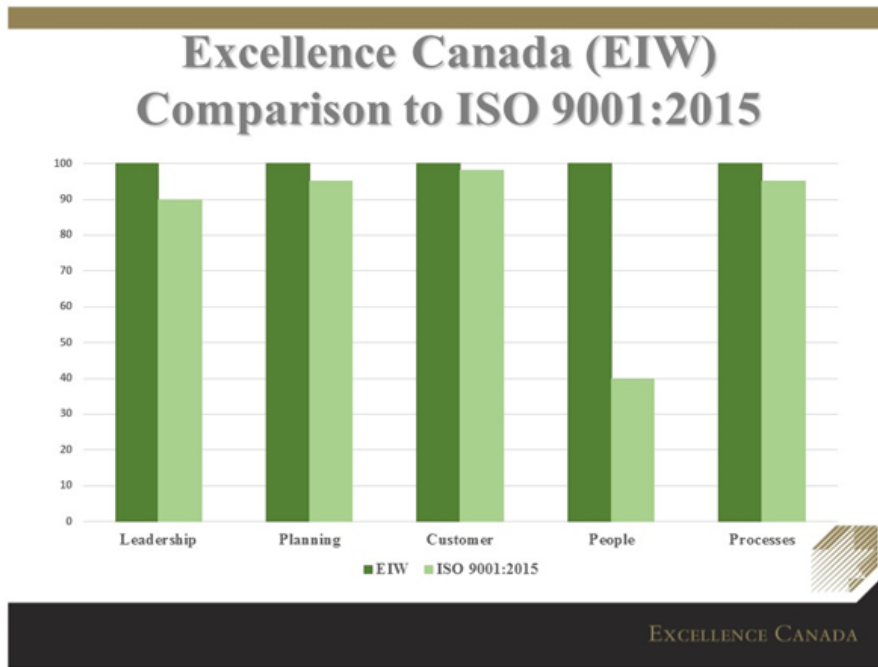


Figure 1: Comparison of *Excellence, Innovation and Wellness*[®] (EIW) Standard to ISO 9001:2015

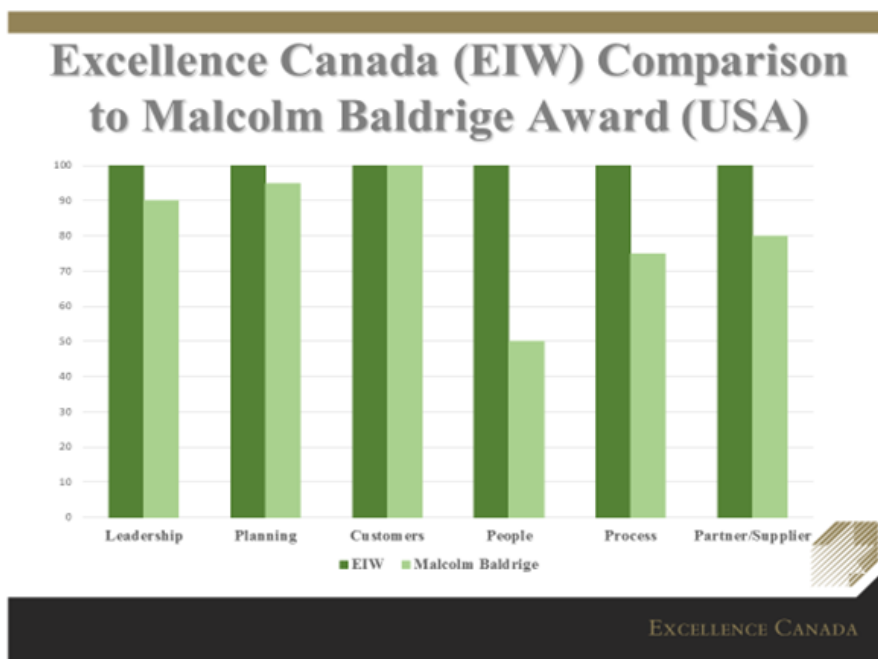


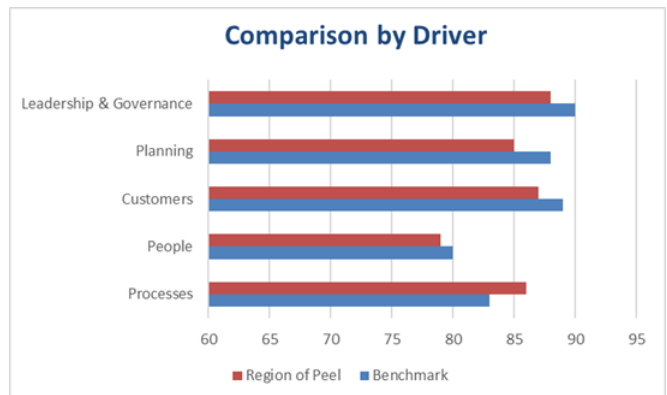
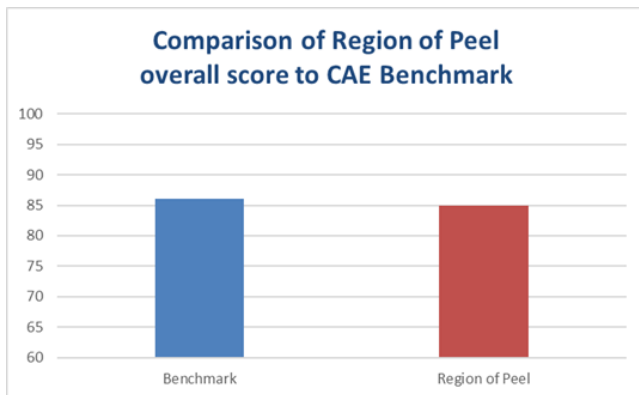
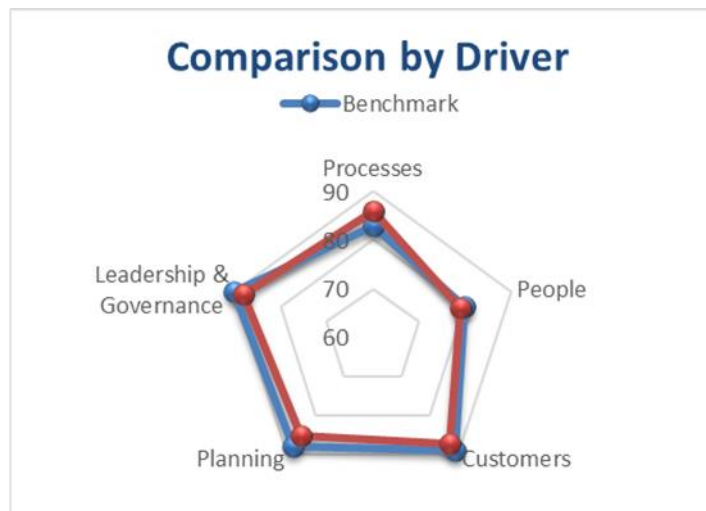
Figure 2: Comparison of *Excellence, Innovation and Wellness*[®] (EIW) Standard to Malcolm Baldrige Award (USA)

PART 1 | OVERVIEW

1.3 BENCHMARK ASSESSMENT OUTCOME

Excellence Canada assessed Region of Peel against the PLATINUM Requirements of the *Excellence, Innovation and Wellness*® Standard. We are pleased to report that the Region of Peel has satisfied the Requirements for the *Excellence, Innovation and Wellness*® Standard at the PLATINUM level. Region of Peel is now eligible to receive a *Canada Awards for Excellence (CAE) trophy* at the *Canada Awards for Excellence* ceremony in 2019.

This report outlines strengths and opportunities that were noted during the assessment process. The Benchmark scores (for the PLATINUM level) are derived from other Excellence Canada clients' scores across all sectors and across Canada.



Region of Peel

BENCHMARK ASSESSMENT

*EXCELLENCE, INNOVATION AND WELLNESS®***Region of Peel - Best Practices**

The following practices stood out as “best practices” compared to other organizations in Canada:

- Community for Life Annual Report
- Award winning integrated budget/planning model based on service outcomes
- Culture of accountability and clarity around outcomes and risk-based planning and reporting
- Culture of innovation, e.g., Butterfly model of care, GFOA, E-Procurement, award winning Budget model, organization-wide employee tablets, etc.
- Performance Management Program (PMP) system where goals are cascaded and aligned to corporate goals, (clear line of sight), supervisors ensure periodic conversations, and employees take ownership of their own career paths
- Leadership development is a priority as evidenced by the talent and career management plan, 360 reviews, leadership competencies, mentoring, job shadowing, lateral opportunities, etc.
- Robust risk management framework, including: all reports that go to Council include a risk consideration section as well as financial implications; all projects include risk component; all departments consider risk in their planning
- Employee Ambassador program and Healthy Workplace Champions
- Sustained focus on continual improvement



PART 1 | OVERVIEW**The Assessment Team's Vital Few**

The Excellence Canada Team recognizes that significant progress is being made in many areas. Our initial take on the Vital Few reflects our assessment of current state.

Vital Few Strengths**Role Model for Excellence in Canada**

During our visit many staff proudly shared examples of where the Region is a role model in Canada. Region of Peel is the first Regional Municipality in Canada to receive the Platinum level of the Excellence, Innovation and Wellness category, and this is supported by many examples of leadership, i.e., EMS (City of Toronto using this model), The Butterfly model, Award winning Asset Management System, Public health led development of nutritional standards, award winning Financial management/Budget system, leader in Cybersecurity, Public Health uses evidence-based decision-making (leader in the province), Vendor Performance system, and Contact centre use of cloud based technology, etc.

Culture of Continual Improvement

Without a doubt the Region has a culture of continual improvement. We were impressed with the report that goes to Council to demonstrate the benefits you continue to receive from these initiatives and your focus on quality. The use of CI Improvement teams and your focus on Lean is commendable.

Outcome focused planning and budgeting

All levels of employees that we talked to referred to the "outcomes" method of looking at strategy, planning and reporting. The Community for Life annual report is an excellent example of showing clear, visually pleasing, and understandable outcomes. This is very forward thinking and very clear for people to understand. Congratulations on changing the culture in looking at the numbers!

Enterprise Risk Management System

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

Region of Peel**BENCHMARK ASSESSMENT*****EXCELLENCE, INNOVATION AND WELLNESS®*****Vital Few Opportunities****Technology**

We heard from many employees that technology is the number one opportunity. They cite out-dated equipment, old legacy systems and need for modernization as hampering the way they work. Having said this, we know that the Region is on a rigorous strategic path to modernize the workplace. This is a daunting initiative and congratulations on recognizing its importance. It will be important to ensure that employees are consulted, well informed about the actual rollout, and where their needs fit into the overall rollout of the plan.

Knowledge Management

Knowledge management as a strategic initiative would benefit from a clear focus. This is especially important due to the frequent shifting of employees to new positions, as well as the aging workforce that may choose to retire in the next few years. There are several levels of knowledge management which should be included, i.e., enterprise intelligence, information creation and sharing, as well as management and document management. The knowledge management system should be linked to other plans, i.e., workforce plan, information technology, risk, etc. We understand that the Region recently completed the "Enterprise Business Intelligence Strategy" and "SharePoint" and all this will help going forward.

Priority Setting and Workload

The challenge is always that there are so many things to do, and not enough hours in the day. We heard several examples of this in the focus groups, e.g., call centres, public health, social services, paramedics, long-term care, etc. Continue to monitor workload and expectations. Set priorities to help staff manage their workloads within normal working hours, with time for their own care and wellness being a significant consideration. Related to priorities is the need to monitor and assess the number of projects that are undertaken at the same time. One employee noted it is hard to say "no" – but prioritizing projects may help to even out the workload in the areas that are experiencing the most stress.

Consistency of Management Practices

We heard several times that policies are not being interpreted or managed in the same manner across all areas, e.g. Paramedic Services. Examples that surfaced several times were the work from home policy and the recognition/appreciation by managers/supervisors for work being done by employees. Continue to find ways to monitor fairness across all areas.

PART 2 | EVALUATION AND FEEDBACK

2.1 SCORING GUIDELINES

An assessment is not an audit. It is a process that helps organizations (a) identify where they sit in relation to the levels of the Standard; and (b) review outcomes in order to move forward and improve.

- Forty points have been allocated for each individual standard (all levels).
- Assessment is not a pass or fail exercise; it is a tool for improvement.
- The assessment team asks themselves if the assessment input shows that the organization is meeting the Standard. The scoring chart is used to determine if your organization meets the individual standard and we apply a score.
- If the team feels the individual standard has been met, 10-40 points is allocated, in multiples of 5.
- After scoring each of the individual standards, the total score is determined.

10 Points

Overview—Activity noted in the individual standards has been discussed but not yet implemented.

- Activity around the subject addressed in the question is approached unsystematically and on an ad-hoc basis.
- The level of effectiveness of the activity is low.
- The organization's focus is "putting out fires" rather than applying prevention techniques, such as data collection, employee involvement and procedure reviews.
- Overall, there is very little implementation of the activity in the organization.

20 Points

Overview—Activity noted in the individual standards has been discussed and implemented in a pilot form or in a few key areas.

- Activity around the subject is at an early stage of implementation in the organization. The level of effectiveness of the activity is good, and the approach being applied is systematic rather than ad-hoc albeit with limited implementation.

- If work processes are connected with the question, key processes impacting the activity are understood and stable. The approach being taken (in most key areas) is more focused on prevention (working to get to root causes of problems) than on "putting out fires".

30 Points

Overview— Activity noted in the individual standards has been discussed and implemented in a systematic manner in all key areas of the organization.

- Activity around the subject is systematic, based on good planning and has been well implemented in all key areas of the organization.
- The level of effectiveness of the activity is very good.
- Key processes impacting the activity are understood, documented, stable and reviewed for improvement in a systematic manner.
- The focus is on continuous improvement of the workplace, with positive results measured in a number of key areas.

40 Points

Overview— Activity noted in the individual standards has been discussed, implemented in a systematic manner in all key areas; and refinements have resulted in good sustained results.

- Activity around the subject is systematic, based on good planning and has been fully implemented with high levels of understanding in all areas.
- The level of effectiveness of the activity is regarded as very good with positive outcomes emanating from extensive cross-functional involvement.
- Key processes impacting the activity are fully understood, documented and reviewed for improvement in a systematic manner in all areas of the organization.
- The focus is on continuous improvement of the workplace environment.

Region of Peel

BENCHMARK ASSESSMENT

EXCELLENCE, INNOVATION AND WELLNESS®

2.2 BENCHMARK ASSESSMENT SCORES – PLATINUM LEVEL REGION OF PEEL

NOTE: A minimum score of 70% of available points and a minimum score of 60% in each of the drivers is required for *Canada Awards for Excellence* Platinum recognition

	Available Points	Actual Score	% per Driver
Leadership			
a) Governance framework policies applicable to the organization's mandate and goals have been established, and such policies have been communicated across all areas.	40	40	
b) Governance framework policies are consistently being met throughout the organization, e.g., accountability for management actions, fiscal control, privacy, security and ethics.	40	40	
c) Indicators of effectiveness of leadership have been established and measured for the Board of Directors; and the Board continually assesses its effectiveness and makes required adjustments as needed.	40	35	
d) The senior leadership team endorses and supports the values and principles.	40	40	
e) There is a vision, mission and/or values statement that has had input from key stakeholders. These statements are communicated broadly.	40	40	
f) A continual improvement policy or statement has been shared within the organization.	40	40	
g) In the decision-making process, the organization considers the wide-spread impact of decisions on customers and employees. Impacts include quality, physical and psychological health and safety, ethical behaviour and societal issues.	40	30	
h) There is a method to review and ensure compliance with relevant provincial and national legislation, regulations and standards, including human rights, privacy, health and safety, disability, accessibility, employment standards, etc.	40	35	
i) A leadership development program is in place that focuses on improving leadership, management, and supervisory skills and abilities, and there is evidence that the leadership development program is effective.	40	35	
j) The senior leadership team assesses its own effectiveness.	40	40	
k) Leaders at all levels influence, and are held accountable for, strengthening organizational culture.	40	35	
l) Efforts are made to reduce silos through methods such as transparency, knowledge sharing and effective communication. Employees believe that the organization operates in an open and transparent manner.	40	25	

... continued on next page

PART 2 | EVALUATION AND FEEDBACK

2.2 BENCHMARK ASSESSMENT SCORES – PLATINUM LEVEL

REGION OF PEEL

	Available Points	Actual Score	% per Driver
Leadership (continued)			
m) A collaborative environment ensures that employees are involved in decisions that directly impact them.	40	30	
n) The corporate social responsibility (CSR) plan demonstrates the organization's commitment to its community and society. Employees are encouraged to participate in activities related to CSR. The organization is known as a role model for CSR in its local geographic community/ communities.	40	40	
o) There is clear accountability and cascading of responsibility for excellence, innovation and wellness. Responsibility and accountability for the overall management of excellence, innovation and wellness are reflected in the individual performance plans of management employees.	40	30	
p) There is evidence of consistency of management practices across the organization to sustain the culture, as reflected in feedback from employees.	40	25	
q) Leaders promote and nurture innovation, and successes are celebrated. The organization is recognized externally as a leader in innovation.	40	35	
r) Highly effective workplace best practices for excellence, innovation and wellness are identified using external benchmarks. These practices are shared, internally and externally.	40	35	
s) Leaders consistently demonstrate ethical behaviour and inclusivity, as assessed through stakeholder feedback.	40	40	
Leadership Driver Score: 670/760			88%

Planning

a) The ongoing planning process is evaluated and there is evidence of improvement over time.	40	40	
b) An organization-wide strategic plan including Key Performance Indicators and a dashboard, e.g., a balanced scorecard, has been developed and implemented with input from key stakeholders. The strategic plan and all related cascading plans are kept current, monitored and evaluated over time to learn and drive improvement.	40	30	
c) Flowing out of the strategic plan, an annual operating plan, with key priorities and clear goals, has been developed and relates to excellence, innovation and wellness.	40	35	

Region of Peel

BENCHMARK ASSESSMENT

EXCELLENCE, INNOVATION AND WELLNESS®

2.2 BENCHMARK ASSESSMENT SCORES – PLATINUM LEVEL

REGION OF PEEL

	Available Points	Actual Score	% per Driver
Planning (continued)			
d) Departmental scorecards/dashboards related to the organization's goals, e.g., balanced scorecard, are developed and used to monitor, measure and evaluate ongoing performance.	40	35	
e) Progress on plans and results is communicated and celebrated.	40	30	
f) Levels and trends are used to measure overall financial performance, i.e., adherence to budgets, expenditure management, revenue and asset management.	40	40	
g) Performance to the enterprise risk management plan is monitored and evaluated and required changes made to the ongoing plan. There is evidence that the ERM program is successfully managing risks in the organization.	40	40	
h) An innovation plan has been developed and shared. Innovation is a way of life, and continually informs product, services and process design.	40	40	
i) A knowledge management system is mature and effective, with lessons learned captured and shared.	40	25	
j) An information technology plan has been implemented and is a true enabler for effective operational excellence.	40	25	
k) The organization uses a variety of methods to communicate its various policies and plans. The effectiveness of both internal and external communications is measured and reviewed and trend data in the reach and impact of communication has shown improvement over time.	40	35	
Planning Driver Score: 375/440			85%

Customers

a) The organization identifies and segments its current customer groups based on needs. Segmentation includes both internal and external customers.	40	30	
b) A customer experience "promise" exists and has been communicated clearly and consistently to all customers and employees.	40	40	
c) The organization communicates with its customer groups using a variety of relevant methods.	40	35	
d) The value of the organization's services has been communicated to its stakeholders.	40	35	

PART 2 | EVALUATION AND FEEDBACK

2.2 BENCHMARK ASSESSMENT SCORES – PLATINUM LEVEL

REGION OF PEEL

	Available Points	Actual Score	% per Driver
Customers (continued)			
e) Employees understand the importance of contributing to a positive customer experience.	40	35	
f) Linked to the strategic plan, a customer experience plan or strategy is in place that defines the customer experience, with a plan for how to execute the plan and measure results. The execution of the customer experience plan or strategy is monitored, evaluated and updated for ongoing improvement.	40	35	
g) Customer requirements (current and future) are identified, analyzed, evaluated and communicated on a repeatable and reliable basis for both existing and potential customers.	40	35	
h) Mechanisms are in place for customers to provide input on their requirements; seek assistance; and give feedback on measures that are relevant to them.	40	35	
i) Levels and trends of performance are used to enhance and improve the customer experience (e.g., loyalty, retention, life cycles, innovative products and services, market share, growth, new markets etc.)	40	35	
j) Service standards exist at key customer contact points and have been communicated to relevant stakeholders. Levels and trends for meeting customer service standards for identified key customer contact points, are used for sustained improvement.	40	35	
k) Levels and trends of performance are used in responding to customer inquiries, complaints and appeals.	40	35	
l) Voice of the customer data is systematically collected and/or recorded and evaluated for ongoing improvement. Results are shared with employees, customers and partners as appropriate.	40	35	
m) Customer relations are proactively managed to improve customer retention.	40	35	
n) Using research and knowledge of markets, employees collaborate with customers to develop innovative solutions that enhance services and products.	40	35	
o) The organization uses benchmarking data, information and other related sources, (e.g., advisory boards and user groups), to evaluate performance and implement innovative practices.	40	35	

Region of Peel

BENCHMARK ASSESSMENT

EXCELLENCE, INNOVATION AND WELLNESS®

2.2 BENCHMARK ASSESSMENT SCORES – PLATINUM LEVEL

REGION OF PEEL

	Available Points	Actual Score	% per Driver
Customers (continued)			
p) The organization identifies its key partners.	40	35	
q) Partnership agreements are in place that define the relationship, roles and responsibilities and desired outcomes.	40	35	
r) Performance to partnership agreements is assessed for sustained improvement.	40	30	
s) There is evidence of positive results where key partners continue to collaborate in an innovative way in the design, development and enhancement of relevant services and/or products.	40	35	
Customers Driver Score: 660/760			87%

People

a) A human resources (HR) plan and a wellness plan are in place, and clearly link to the overall strategic plan and related operational plans. The plans are monitored, evaluated for the impact on employee health, and updated as appropriate.	40	35	
b) A comprehensive healthy workplace policy including physical and psychological health and safety is in place, and has been shared with employees.	40	35	
c) The leaders actively promote a culture of work/life balance.	40	35	
d) Human resources policies have been developed and are easily accessible to all employees. These policies reflect compliance with relevant human rights legislation, and include diversity and inclusion.	40	40	
e) Employees clearly understand their roles and responsibilities as outlined in current position descriptions.	40	35	
f) A workforce plan is in place to support attraction, talent management, succession planning and retention strategies. The plan is evaluated and updated regularly to ensure that it is effective.	40	30	
g) There is a system in place for recruitment, selection, and on-boarding of employees.	40	35	
h) There is a system in place for managing employee performance and development in line with departmental, operational and strategic goals. The system(s) for the management of employee performance and development is applied consistently across the organization.	40	35	

PART 2 | EVALUATION AND FEEDBACK

2.2 BENCHMARK ASSESSMENT SCORES – PLATINUM LEVEL

REGION OF PEEL

	Available Points	Actual Score	% per Driver
People (continued)			
i) Training and development requirements are determined with employee input, and employees are assisted in acquiring and implementing new skills.	40	40	
j) Trend data is used to measure the effectiveness of training and development and its impact on organizational results over time.	40	30	
k) Human resources indicators are identified, measured and analyzed, and the results are used to inform planning.	40	30	
l) Employee engagement and innovation is measured, results are shared and employees are involved in developing and implementing action plans. Results demonstrate improvement over time and are high relative to appropriate external context/benchmarks.	40	30	
m) Employees can easily seek assistance to address issues, concerns and opportunities and their concerns and ideas are promptly addressed.	40	35	
n) Innovative ideas are systematically encouraged, shared and celebrated. There is evidence that innovative ideas generated by employees are documented, considered and when appropriate implemented, communicated and celebrated.	40	35	
o) Wellness assessments are routinely scheduled and conducted to identify new, continuing or emerging physical and psychological health and safety hazards and risks.	40	20	
p) All assessment results are routinely analyzed, and programs are being implemented to address the areas identified as most at risk.	40	20	
q) Actionable plans resulting from all assessments are developed with employee input and plans are shared with employees as appropriate.	40	20	
r) A comprehensive rewards and recognition program has been developed and implemented with employee input.	40	30	
s) There is evidence that diversity and inclusion are embraced in the organizational culture.	40	35	
t) The employees perceive that the organization is a role model for a healthy workplace.	40	30	
People Driver Score: 635/800			79%

Region of Peel

BENCHMARK ASSESSMENT

EXCELLENCE, INNOVATION AND WELLNESS®

2.2 BENCHMARK ASSESSMENT SCORES – PLATINUM LEVEL

REGION OF PEEL

	Available Points	Actual Score	% per Driver
Processes			
a) Key work processes and/or procedures are identified and documented using a consistent, continual improvement methodology across the organization, and are easily accessible by employees.	40	35	
b) Training for process management and related tools has been conducted for involved employees.	40	35	
c) Key internal stakeholders across organizational levels are involved in process improvement activities with demonstrated input from employees directly impacted by any changes in an environment that encourages innovation.	40	30	
d) Key processes are assessed for their impact on the physical and psychological health and safety of employees, customers, partners and suppliers, as applicable.	40	30	
e) Key measures have been identified and data is actively being collected and used to measure and monitor key process stability.	40	35	
f) Levels and trends in performance demonstrate continual improvement in key service and/or product delivery processes.	40	35	
g) Key processes are analyzed, root causes are identified, desired state established, and changes to key processes are documented, implemented, and communicated with the process stakeholders.	40	30	
h) Key processes are reviewed using the deliberate application of innovation.	40	35	
i) Innovative solutions are generated collaboratively with employees and other key stakeholders, with positive results.	40	35	
j) Key projects have been identified.	40	35	
k) Training for project management and related tools has been conducted for involved employees.	40	35	
l) A standardized methodology is in place for managing key projects.	40	35	
m) Projects are managed consistently, monitored and evaluated for success.	40	35	
n) There is evidence of successful project management over time.	40	35	
o) Change management principles and activities have been integrated into improvement plans, processes and projects across the organization, and evaluated for effectiveness.	40	35	
p) The organization has implemented and follows a standardized change management methodology.	40	35	
q) Through the successful implementation of change management, there is clear evidence of “buy-in” to new methods or improvements across the organization.	40	35	

PART 2 | EVALUATION AND FEEDBACK

2.2 BENCHMARK ASSESSMENT SCORES – PLATINUM LEVEL

REGION OF PEEL

	Available Points	Actual Score	% per Driver
Processes			
r) A list of key suppliers is available for employees as required.	40	35	
s) A procurement policy has been established and shared with employees, as required.	40	35	
t) Appropriate information and criteria is used to select capable suppliers.	40	35	
u) Prior to procurement and whenever possible, employees are involved in assessing products or services that impact their health, safety and/or productivity.	40	35	
v) The performance of key suppliers is measured and analyzed for ongoing improvement.	40	35	
w) The organization’s ability to monitor and manage supplier performance has improved over time.	40	35	
x) Key suppliers collaborate in an innovative way in the design, development and enhancement of relevant processes, services and/or products.	40	35	
Processes Driver Score: 825/960			86%

TOTAL SCORES

3,720

3,165

Percentage of available points (*Actual score ÷ Available Points*)

85%

A minimum score of 70% of available points and a minimum score of 60% in each of the drivers is required for Canada Awards for Excellence Platinum recognition

Region of Peel

BENCHMARK ASSESSMENT

EXCELLENCE, INNOVATION AND WELLNESS®

2.3 OVERVIEW OF STRENGTHS AND OPPORTUNITIES BY DRIVER

Excellence, Innovation and Wellness® Drivers**Leadership**

The focus for this driver is on creating the culture, values and overall direction for success. It includes demonstrating good governance and innovation, and fulfilling the organization's legal, ethical, financial and societal obligations.

Planning

Planning incorporates developing strategic, business and improvement plans across all drivers, and it requires monitoring, evaluating and reporting on the progression in meeting defined strategic goals, as well as goals within all plans. All plans are linked to the organization's Strategic Plan.

Customers

The Customer driver examines how the organization engages its customers and partners for satisfaction and success. The term customers may refer to clients, citizens, students, internal services, etc. This driver includes listening, acting and reporting on Voice of the Customer feedback, as well as using collaboration and innovation to improve products, services and relationships.

People

The People driver examines how people are treated, encouraged, supported and enabled to contribute to the organization's overall success. It includes the wellness of employees and their families including both physical and psychological health and safety.

Processes

This driver focuses on the management of processes and projects. It requires a disciplined and common approach toward analyzing and solving process problems and project management across the organization. This facilitates a prevention-based (rather than correction-based) approach to process and project management. The use of change management techniques is an important aspect of this driver. Also included in this driver is the effective management of relationships with suppliers.



PART 2 | EVALUATION AND FEEDBACK

2.3 OVERVIEW OF STRENGTHS AND OPPORTUNITIES BY DRIVER

Leadership**Strengths**

- Strong board governance model in place
- Engaged supportive leadership
- Renewed vision, mission, values and outcomes-focused goals
- Strong focus on positively impacting the community
- Corporate Social Responsibility strategy in place with significant investment by the Region, e.g., environment, social and economic, our people, etc.
- Many examples of innovation, e.g., Double Diamond, moving excess landfill into Lake Ontario for conservatory and habitat, E-procurement, using excess ash for bricks, tablets for all staff, vendor management system, and many more!
- Role model in Canada and leader in the community in many ways, e.g., Triple A credit rating, Budget model, Butterfly program, and many examples of other organizations coming to the Region for advice, programs, systems, etc.
- Nine Box succession planning
- Leadership development is a priority as evidenced by the talent and career management plan, 360 reviews, leadership competencies, mentoring, job shadowing, lateral opportunities, support for professional development, etc.
- Both Council and employees have a Code of Conduct
- Focus on diversity and inclusion
- Leadership competencies developed
- Commissioners, Directors, Managers, Supervisors (CDMS) meet and share best practices

“We purposely run lean because of the taxpayer. Sometimes it’s OK but then sometimes we struggle”

Employee in a focus group

Staff agree that the Region of peel lives its values!

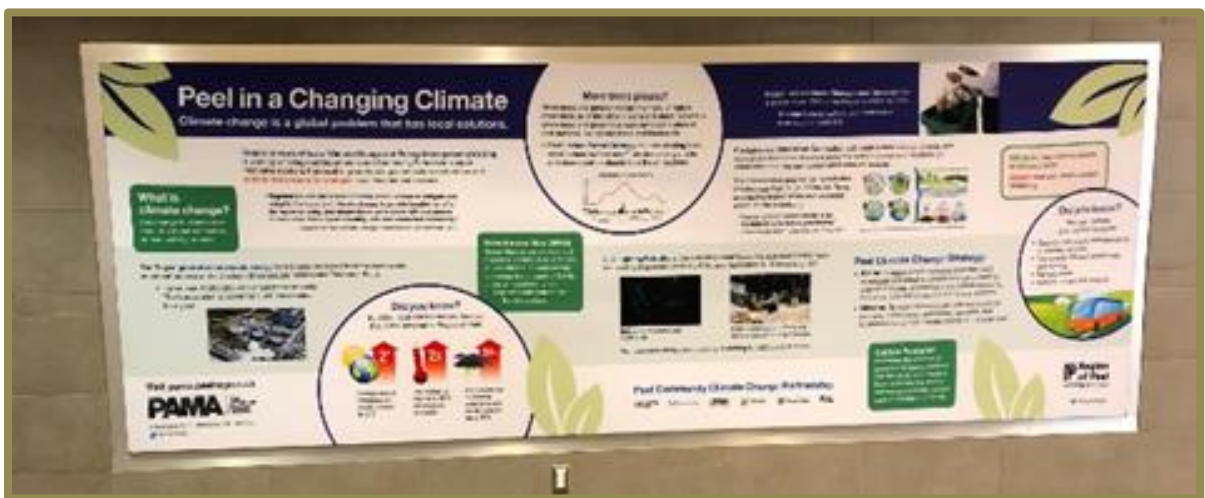
The Assessment Team

Region of Peel
BENCHMARK ASSESSMENT
EXCELLENCE, INNOVATION AND WELLNESS®

Leadership (continued)

Opportunities

- Continue to build resilience with people leaders especially as you have identified that “change is the new normal”
- Silos still exist where information and resources could be shared more effectively



PART 2 | EVALUATION AND FEEDBACK

Planning

Strengths

- Strategic Plan in place: Living, Thriving. Leading
- Broad consultation with stakeholders for planning
- Community for Life annual report with clear service outcomes reported and communicated effectively
- Award winning budget system
- Asset management system, risk-based model
- Long-term financial strategy in place
- Peel's Financial Principles guide the decisions
- Approach of Return on Impact (ROI)
- Strong focus on measurement and data collection with dashboards and annual report
- Robust risk management framework, including: all reports that go to Council include a risk consideration section as well as financial implications; all projects include risk component; and all departments consider risk in their planning
- Communication plan in place
- Communication is strong in most areas, e.g., publications, The Pulse, huddles, emails, tailgate meetings, live streaming, videos, CAO website, etc.
- Stock-take reviews
- Enterprise Business Intelligence Strategy in place



Region of Peel

BENCHMARK ASSESSMENT

EXCELLENCE, INNOVATION AND WELLNESS®

Planning (continued)

Opportunities

Even though we saw many examples of technology starting to improve systems and capture data, knowledge management as a strategic imperative would benefit from a clear focus. This is especially important due to the frequent shifting of employees to new positions, as well as the aging workforce that may choose to retire in the next few years. There are several levels of knowledge management which should be included, i.e., enterprise intelligence, information creation and sharing, as well as management and document management. The knowledge management system should be linked to other plans, i.e., workforce plan, information technology, risk, etc. We understand that the Region recently completed the “Enterprise Business Intelligence Strategy” and “SharePoint” and all this will help going forward.

- Ensure that meaningful information is captured and results are filtered down to the front line staff on a regular basis
- Consider expanding the mandate/role of the ambassadors to further disseminate collect, and share feedback
- Continue to track the effectiveness of communication
- We heard that people are getting better about being outcome driven; continue to focus on the tactical aspects

“Even though communication is strong, there is always room for improvement”

Employee in a focus group



PART 2 | EVALUATION AND FEEDBACK

Customers

Strengths

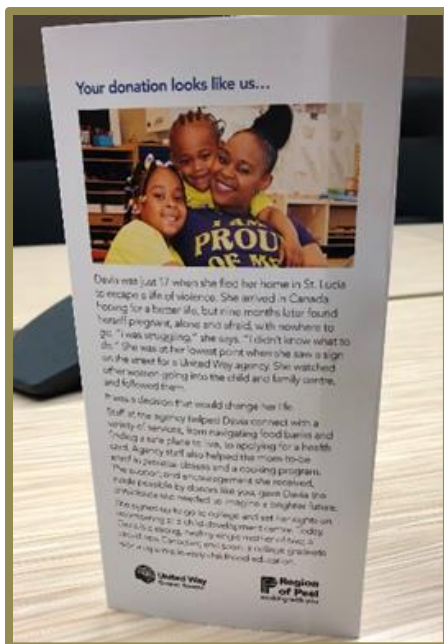
- Excellent focus on the customer is evident!
- Customer Service Commitment Statement developed and visible
- The employee commitment to providing good service is engrained in the culture
- CRM is new and in place
- Collecting customer-related data, e.g., Citizens First, Pulse survey, focus groups, etc.
- Various ways for customers to provide feedback, including social media
- Service standards are in place and results are being monitored and evaluated
- There are many ways for customers to provide feedback including an Ombudsman
- Significant involvement with partners to plan and execute projects
- Internal customers are surveyed regularly
- Ability to service online in some areas, e.g., waste, Transhelp

Opportunities

- Due to the nature of the Region's mandate, many partnerships are in place. Continue to evaluate and monitor the effectiveness of these partnerships with a view to continually evaluate and improve
- Continue to use technology to improve the customer experience
- Continue to collect data and share results with the appropriate stakeholders including the front-line staff that work with the customers

The fact that 25% of people hired are employees coming back, speaks for itself!

EC Assessment Team



Region of Peel
 BENCHMARK ASSESSMENT
EXCELLENCE, INNOVATION AND WELLNESS®

People

Strengths

- Human Resources planning is strong, including a Talent Management Framework and HR Business model
- Strong focus on the wellness and psychological health and safety of employees
- Engagement Surveys with action plans developed in each area, e.g., Your Voice
- Health, Safety and Wellness team in place
- Employee Ambassador program with visible events like Flash Mobs to promote the values
- Dedicated HR business partners as specialists
- Flexible work hours and support for family issues; work from home is available where possible; compressed work weeks, etc.
- Leaders promote a culture of work-life balance
- PMP system where goals are cascaded and aligned to corporate goals, (Clear line of sight), supervisors ensure periodic conversations, and employees take ownership of their own career paths
- Onboarding system in place
- Many programs in place, e.g., fitness, lunch and learns, massage, wellness incentives, yoga, quiet rooms, healthy options in cafeteria, compressed work week, treadmill desks, walking groups, etc.
- EFAP in place
- Ergonomic assessments and sit/stand and treadmill desks are the new standard
- Significant investment in professional development, including mandatory training in mental health and harassment for people leaders
- Employee Recognition – various ways to reward employees, including peer recognition, events, buttons, postcards, Together We're Better, etc.

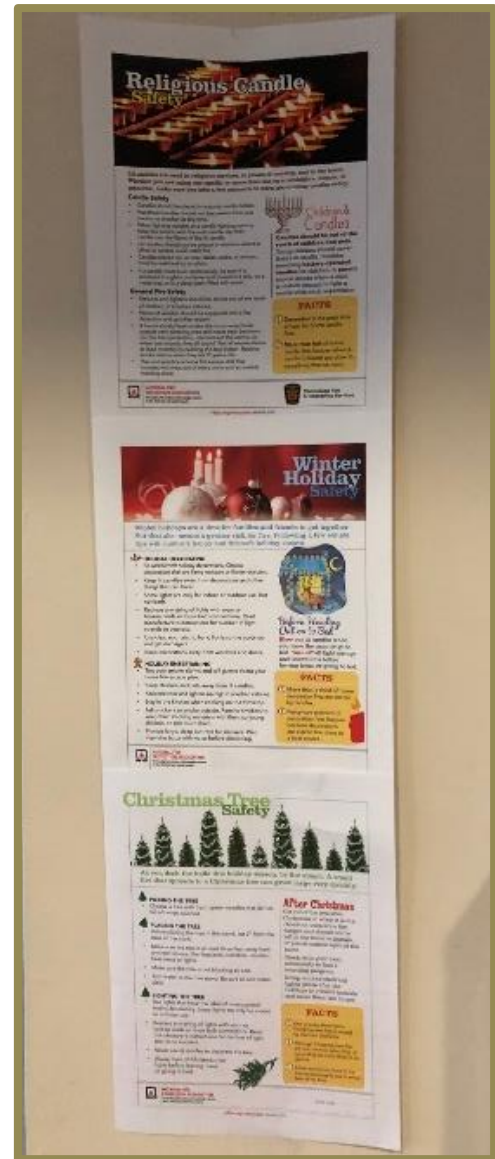


PART 2 | EVALUATION AND FEEDBACK

People (continued)

Opportunities

- Continue to monitor the workload and stressful working conditions in areas that are more affected than others (e.g., Call centre, Long-term care, health and social services, paramedics, etc.)
- We heard that not all managers treat employees the same with respect to flexibility and the application of the working from home policy
- Consider adding “financial wellness” to the Health Workplace Policy Statement (review Excellence Canada’s new Financial Wellness requirements)
- Continue to monitor the “work from home” program to ensure employees still feel engaged and connected to their coworkers. Also, ensure management consistency across all areas in the application of this benefit where possible
- Consider developing awards related to the “values”
- We did not see where employees have been assessed for their own health, e.g., a Health Risk Assessment
- Ensure that the results of the engagement surveys are communicated to front line staff and involve them in action planning based on the results



Region of Peel

BENCHMARK ASSESSMENT

*EXCELLENCE, INNOVATION AND WELLNESS®***Processes****Strengths**

- Continual improvement embedded in the culture
- Each department has a continuous improvement team
- Continuous Improvement update provided to the Council regularly, including \$198 M tax dollars saved between 2010 and 2016, and 20 improvement initiatives in 2016 and first part of 2017 saved \$3.6 M and cost avoidance of \$4.2 M
- Using Lean Six Sigma methodology; many staff have green and yellow belts as well as some with black belts
- We saw many examples of the use of technology to improve customer service as well as systems internally, e.g., e-Procurement system, online bidding, all staff will receive laptops/tablets, digital strategy well underway
- Change management advisory committee
- Change management system (Prosci) embedded in project and program management; change management specialists are available for help
- Enterprise Information System (EIM) for projects, policies and procedures
- Vendor Performance Management System
- Project management office and standardized practices, MS Project online
- Dedicated IT representatives
- There are several “communities of practice” that meet to discuss common issues
- Excellent practices of using pilots to try new initiatives before rolling out (e.g., mock council to try out budget concepts)
- Many examples of documenting “lessons learned”

Opportunities

- We heard a lot about legacy systems and the need to modernize. We realize that this is already underway. Perhaps the “schedule” of implementation could be made available and communicated widely so that employees understand where/when their needs will be met
- Consider a “meeting smart” approach where meetings are shorter (45 minutes) and staff have the permission to opt out if not relevant or join by Skype (Manulife has a great example of this)
- Consider a way to document and share best practices that come from the “communities of practice” discussions
- Continue to work on standardizing and centralizing information (right now there are several mechanisms, Pathways, EIM, etc.)
- A special area of focus should be the paramedics – we heard issues related to processes, work load, scheduling, etc.

“We continue to try to improve – we don’t rest on our laurels!”

Employee in a focus group



PART 2 | EVALUATION AND FEEDBACK

2.4 FEEDBACK FROM EMPLOYEES

We asked employees, “what is it like to work at Peel Region?”

- Evolving
- Stability
- Progressive
- Lots of opportunities to move around and develop
- Dynamic – lots of change
- Commitment to community
- Great pride working for Peel Region
- Good work-life balance – have some flexibility
- Varied work and project and teams
- Love the nature of the work
- We can affect policy
- Pretty open – management
- Finance – we look for challenging questions – we want to know
- Supportive bosses
- Interesting, diverse work re lines of business
- Exposed to great learning
- Proud of the service we provide to residents
- Rewarding Supportive
- Welcoming
- Push to be leading edge, innovative
- Run our business like a business
- They are who they say they are – values are real
- Everyone is on the same page pulling in the same direction – all will help
- Can't believe how helpful people are here
- Collaborative
- Contractors love working with us
- Fairly lean
- Empowered to make decisions
- Fun – I have time to do my job – people are so nice
- People want to share what they do – passionate and proud of what we do

We asked employees, “what has changed the most?”

- Bigger emphasis on wellness, especially mental health
- Modernizing the workplace
- Lots of growth – more employees
- Region continues to grow and we can't keep up the ratio of staff (e.g., Paramedics)
- Our ability to change
- We refreshed our values
- Updated strategic plan – 20-year plan- community for life report – stronger connection to that plan – drilling down to department objectives as well. Better line of sight
- Long term care – try to do our best – we have town halls
- Secondary service level plans connect well to the strategic plan
- Employee engagement – in the old days staff did not get info – now much cascaded – communication – feel more in the know
- Performance management system – gave me structure to do this well
- Can walk new employees through it – very positive result
- Behaviours and competencies clearly articulated – can see their journey
- Connected to values – refreshed recently
- Commissioners – mandate letter – and this connects at all levels
- Strategic plan now addresses community needs so our plans and theirs are more the same
- Good news – mandate letters are being shared to help with priorities – more purposeful
- Have had a lot of change in leadership levels – also presents opportunity to look across departments
- Humanizing the workplace

Region of Peel

BENCHMARK ASSESSMENT

*EXCELLENCE, INNOVATION AND WELLNESS®*2.4 FEEDBACK FROM EMPLOYEES *(continued)***We asked employees, “what has changed the most?” *(continued)***

- Focus on being genuine and transparent
- Leaders strive for a healthy workplace
- More opportunities
- Better strategic alignment
- Better PMP system
- Transparency
- More mobile
- More thoughtful
- New computer rollout
- Cloud-based technology

We asked employees, “what are you most proud of?”

- Commitment to the residents of Peel
- Clarity on our direction
- Strategic plan is meaningful, driving, motivating
- Community for Life
- Progressive culture
- We pursue strategies to improve
- We are not bound by job titles (lots of acting positions)
- We make a difference in the community
- Can work on complex important matters
- Proud to work here – continuing to evolve – always getting better
- We listen to our residents and that informs our planning
- Make a difference in policy – a voice in the province
- Balance in all portfolios
- We want our employees to be successful – lots of opportunities
- Council supports our sector – people side

We asked employees, “what are you most proud of?” *(continued)*

- Balance between using data for strategy – with community input
- Balance in the role where we fit in the public sector – where we add value – collaboration with other parts of the government – unique
- We are citizen centric – we look at their needs first
- Culture of using evidence to make decisions
- Our outcomes have been defined
- We help the whole Region

We asked employees, “what are your biggest challenges?”**DIRECTORS/MANAGERS**

- So many businesses - We now see the need to work differently and collaboratively
- Our capacity is challenged as so much to do
- Government decisions beyond our control
- Decisions in one area may not reap the same benefit in another area
- We make short-term decisions and might not know the long-term effect
- Our diverse population growth (fast growing community)
- Expectations of government and residents
- Change in provincial government right now - large impact
- Financial planning re province – funding up in the air – contingency plans
- Mental health in our area for first responders
- Complexity of our families – more families – more struggles - more poverty – looking at program development and delivery – we need to be innovative
- Also need to support our staff as well – e.g., self-help

PART 2 | EVALUATION AND FEEDBACK

2.4 FEEDBACK FROM EMPLOYEES *(continued)*

We asked employees, “what are your biggest challenges?” *(continued)*

SUPERVISORS/STAFF

- Technology is very old
- Paramedics felt the need to go around IT with an external vendor
- Problems with scheduling – no digital solution
- We have had 4 failed iterations of electronic public health medical records
- Having some of the longer-term employees reengaged with new Values
- Still tend to work in silos – need to understand how we are all connecting
- New political reality. We are more resilient now to deal with it based on our outcomes for the future
- From departmental challenge perspective – having bigger plans – prioritization is still an issue – still stretching
- Need to modernize
- Technology – scheduling, accessing employees on duty
- The gap between community expectations and what we can provide

We asked employees, “if you could change one thing what would it be?”

DIRECTORS/MANAGERS

- Technology! Need whiteboards, Skype, etc.
- Better relations between levels of government
- More empowerment at all levels of the organization
- Make the right decision, not the political one
- More plug-in stations – only 6 – need
- Content rich and insight poor – need to take advantage of the content to make decisions across the whole landscape of the Region (some areas very strong already)

We asked employees, “if you could change one thing what would it be?” *(continued)*

DIRECTORS/MANAGERS

- More parking
- We have been internally focused – need to focus externally more and more – focus for next five years – need to be intentional about this
- Modernization – continue and move faster – need to manage staff expectations
- Shifting from being perfect – looking at quicker wins – if you are going to fail do it more quickly
- Meetings – get agenda in advance and determine if you need to go
- Technology – old legacy systems
- Sort out funding issues with the province – we are underfunded compared to other regions
- Cultural – continue the journey we are on re courage – continue to hold ourselves accountable as leaders; not to be passive/aggressive
- Good risk appetite for program areas; need to take more risk in a public landscape – be a little more bold – be a little more creative
- More social software, e.g., Yammer communities

SUPERVISORS/STAFF

- Better feedback loop for employee feedback, process improvement. (e.g. Paramedics logistics)
- Fix technology barriers
- A little less bureaucracy – where possible
- Very local focus – would be good to look further afield for good practices (Paramedics)
- Reduce number of contracts and/or repeat contracts where possible – more lead time for partners/suppliers to understand what their situation is going to be
- Messages that come from 10 Peel HO need to get cascaded effectively to the other offices on a consistent basis

Region of Peel

BENCHMARK ASSESSMENT

*EXCELLENCE, INNOVATION AND WELLNESS®***2.4 FEEDBACK FROM EMPLOYEES** *(continued)*

We asked employees, “if you could change one thing what would it be?” *(continued)*

SUPERVISORS/STAFF

- Healthy food options should be available equally at all locations
- The ability to better control the influx of our work
- Being agile continues to be an issue
- Funding – for public health – lowest per capita funded for public health – has not kept pace with population growth
- Although Term of Council priorities doable they take time – challenge is to communicate that to the public – will take time
- We encourage collaboration but we have to be mindful that in the short term it will take longer
- Working with the union is hugely challenging and time-consuming
- Not so many meetings
- The commute – but flex hours help
- Fairness re food service at all locations (ivory tower services)
- Leaders to be held accountable for consistency
- Elevator service!
- Fix the silo mentality
- More administrative support/help
- Some forum for employees to come forward with ideas/suggestions without feeling vulnerable
- Improve/strengthen the leadership capabilities of management (soft skills)
- Not enough people to support the community
- Too many projects – need to prioritize
- We don't say “no” very well
- Projects come from all directions – we need a tool to assess and prioritize
- More supervisors (I have 51 direct reports)
- Workload is not changing – people are too stressed

We asked employees, “if you could change one thing what would it be?” *(continued)*

SUPERVISORS/STAFF

- More user-friendly and faster technology
- Our own dispatch centre and ability to buy our own radios (Not MOH)
- Ability to run our own reports
- Gym at 10 Peel
- Length of time to get approvals
- Way too many meetings
- Need to set priorities
- We need to continue to break down the silos

We asked employees, “what does Peel Region do very well – would never change?”

DIRECTORS/MANAGERS

- Community focus
- Dedication
- Sense of pride
- Passion that oozes out of all employees!
- We are always improving
- Looking forward
- Strong desire for betterment and ongoing improvement
- Innovation
- We continue to be progressive
- Leaders in the municipal sector
- Do meet with peers outside the organization, for service areas directly connected with Province
- Peel is very well recognized nationally
- Looking at other best practices and lots of reach-outs to us, both via social media as well
- No walls – can talk to anyone anywhere – no rigid hierarchy
- People easy to get along with

PART 2 | EVALUATION AND FEEDBACK

2.4 FEEDBACK FROM EMPLOYEES *(continued)*

We asked employees, “what does Peel Region do very well – would never change?” *(continued)*

DIRECTORS/MANAGERS

- Flexibility – really all levels
- Here – family is first – go if you need to go
- Wherever in the Region – a true sense of pride in the services we deliver
- We are adding value
- Our voice is heard
- Always opportunities to learn here
- Care that our medics provide to our residents
Don't abandon strategic plan methodology
- Being outcomes-focused and client-centred
- Continue to be respectful to our taxpayers
- Continue to focus on employee engagement
- Leadership at ELT level – find people that are just like them
- David is a very thoughtful leader – residents and staff. Values are real. Need another David. Focus on succession
- 20 years – it's definitely the best time ever, now

SUPERVISORS/STAFF

- Flexible work arrangements
- Support from our leaders
- Training opportunities
- Healthy workplace
- Often told – go try it – quite free rein for a few – others not so much
- Region is a great place to work
- Ability to reach out to the community to understand what they want from government
- The role of HR (human focus) in the organization
- Strong investment in the staff
- Staff becoming more collaborative
- The culture
- People come back

We asked employees, “what does Peel Region do very well – would never change?” *(continued)*

SUPERVISORS/STAFF

- Great reputation – people actually ask me how they can get in
- True sense of pride
- Great leadership
- Culture – openness and trust – most municipalities don't have this
- Commitment to the community – improving lives of Peel residents
- I can charge my car
- Don't change the CAO and the philosophical leadership
- Relationships
- We care about each other
- Flexibility
- Work life balance
- The People
- The Culture
- Respectful
- My Team!
- Ability to move around and grow professionally
- Tuition reimbursement
- Job security
- Opportunities
- I like the work – I can be creative
- Diversity in my job
- Amazing teammates
- Collaboration
- Culture of inclusion
- Feeling of connectedness
- Freedom to have a vision and bring it to reality
- Learning and development opportunities
- Ability to attend and explore events/systems outside the Region

Region of Peel

BENCHMARK ASSESSMENT

EXCELLENCE, INNOVATION AND WELLNESS®

2.4 FEEDBACK FROM EMPLOYEES *(continued)*

We asked employees, “what does Peel Region do very well – would never change?” *(continued)*

SUPERVISORS/STAFF

- Open, approachable leadership
- Trust
- Work life balance
- Doing meaningful work
- The pay is pretty good!
- Caring, supportive environment
- Workforce modernization
- Never stop caring about the residents
- Our CAO is open to change and improvement
- Contribution to the Community!

CONCLUSION

Excellence Canada congratulates Region of Peel on satisfying the Requirements for the *Excellence, Innovation and Wellness®* Standard at the PLATINUM level.

We look forward to celebrating with you at the CAE in November 2019!

Thank you for your dedication to an Excellence journey!





EXCELLENCE CANADA

improving performance, recognizing excellence  améliorer le rendement, reconnaître l'excellence

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REPORT
Meeting Date: 2019-01-17
Regional Council

DATE: January 17, 2019

REPORT TITLE: **2019 OPERATING AND CAPITAL BUDGET**

FROM: Stephen VanOfwegen, Commissioner of Finance and Chief Financial Officer

RECOMMENDATION

That the 2019 Operating Budget at a total value of \$2,502,064,311 as set out in Summary I of the 2019 Consolidated Operating and Capital Budget (attached as Appendix II) to the report of the Commissioner of Finance and Chief Financial Officer, titled "2019 Operating and Capital Budget", be approved;

And further, that the appropriate by-law to apportion the \$1,090,968,025 net levy funding required, be presented for enactment;

And further, that the 2019 Capital Budget for Property Tax and Utility Rate Supported Services totaling \$1,270,891,000 as set out in Summary VI (a) of the 2019 Consolidated Operating and Capital Budget (attached as Appendix II), be approved;

And further, that the Consolidated 10 Year Capital Plan totaling \$7,454,900,000 as summarized in Summary VII of the 2019 Consolidated Operating and Capital Budget (attached as Appendix II) be approved, in principle, for planning purposes;

And further, that the changes to the user fees and charges proposed in Summary VIII of the 2019 Consolidated Operating and Capital Budget (attached as Appendix II), be approved to take effect in accordance with the associated By-law;

And further, that the Water, Wastewater and Waste Management System fees and charges as outlined in Summary IX of the 2019 Consolidated Operating and Capital Budget (attached as Appendix II), be approved to take effect in accordance with the associated By-laws;

And further, that the salary portion of the 2019 Regional Budget which includes a 1.75 per cent non-union salary band adjustment be approved;

And further, that the Commissioner of Finance and Chief Financial Officer be authorized to carry out any necessary technical adjustments and present the necessary levy By-law for enactment;

And further, that the necessary User Fee By-laws be presented for enactment.

2019 OPERATING AND CAPITAL BUDGET

REPORT HIGHLIGHTS

- A copy of the 2019 Budget document (draft) was distributed to Members of Regional Council on December 13, 2018.
- An Executive Overview Presentation of the Budget will take place at the Regional Council Budget meeting on January 17, 2019.
- New User Fees and Charges By-laws will be brought forward to Council for enactment.
- Proposed net tax levy impact of 3.3 per cent or average property tax impact of 1.4 per cent resulting in a property tax increase of \$63 to a residential home assessed at \$515,000 and a \$113 increase to a small business assessed at \$592,000.
- Proposed Utility Rate impact of 6.5 per cent resulting in an increase of \$38 for a residential account with consumption of 290m³ and a \$101 increase for a small business with consumption of 695m³.
- The annual debt carrying costs related to the borrowing for the proposed budget can be supported within the Region of Peel's annual debt repayment limit as calculated in accordance with O. Reg. 403/02.
- All funds raised and collected in 2018 for a sinking fund have been deposited in said fund in accordance with section 424 of the *Municipal Act, 2001*, as amended.

DISCUSSION

1. 2019 Budget Planning Process

In December 2017, as part of the 2018 budget approval, Council set a net tax levy target increase of 2.4 per cent (2.1 per cent for all services plus an additional 0.3 per cent for Council directed priorities) for 2019 assuming assessment growth of 1.1 per cent. The direction represents a balance between financial sustainability, financial vulnerability and financial flexibility, as required by the Region's Long Term Financial Strategy. It also reflects the financial principle of "Respect for the Tax Payer" which is measured by tax increases in line with inflation.

Development of Region of Peel's (Region) 2019 Budget was guided by the 2015 – 2035 Strategic Plan and the priorities for the current Council term. The 2019 Budget continues to invest in the three areas of focus of the Strategic Plan (Living, Thriving and Leading), to build a healthy, safe and connected community that serves its residents today and strengthens a solid foundation for tomorrow.

The Region's Budget, property tax and utility rate plans are 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. By using a risk-based approach to the budget, services that are able to sustain service levels under these trends appropriately saw no significant changes while services seeing increased demand required intervention and additional investment. This focused approach guided increased investments to where they make sense and where they will advance service outcomes to Peel's community.

The development of the Region's 2019 Budget was guided by Council's net tax levy target increase of 2.4 per cent, the Strategic Plan and the Term of Council Priorities. In addition, the proposed 2019 Budget includes additional resources for service level adjustments through significant policy changes and priority initiatives that Council approved in 2018 after the 2019 budget target was established. The initiatives in chronological order are as follows:

2019 OPERATING AND CAPITAL BUDGET

- May 2018 - \$1.3 million to phase in implementation of the Butterfly model in two more Long Term Care homes to enhance the quality of life for 73 residents.
- May 2018 - \$250 thousand to provide grants to cover the cost of policing at community events in Brampton and Mississauga.
- May 2018 - \$1.5 million to phase in enhanced EarlyON child care services to 9,200 children and parents.
- June 2018 - \$250 thousand to fund Development Charge exemptions for facilities such as places of worship and diversified agricultural use. When Council makes a decision not to collect DCs for exemptions, legislation requires that property tax be used to fund the shortfall.
- June 2018 - \$0.8 million to advance the Region's 75% Waste Diversion target.
- September 2018 - Through a Council resolution, the Chief of Peel Regional Police was directed to bring forward its 2019 Budget requirement comprehensively identifying all resourcing shortfalls to enable effective policing – the 2019 budget includes an additional \$8.6 million investment over and above their base target.
- September 2018 - Council endorsed including a marker in the 2019 Budget to provide funding to the City of Mississauga for two thirds of the cost to refurbish its pool in Malton that it intends to use as a community centre. As this program is not a Regional service and is not a Regional asset, \$6 million has been added to the operating budget as a one-time levy.

Presented below are the key timelines for the development and approval of 2019 Budget.

Activity	Date
Approach to the Development of the 2019 Budget – Council Report	March 2018
2018 Annual Update on Region of Peel's Financial Condition	April 2018
External Agencies Presentations on Progress Report and Future Outlook	June 2018
Continuous Improvement Update – Council Report	January 10, 2019
Overview and Update on the Status of Reserves – Council Report	January 10, 2019
The 2018 Infrastructure Status and Outlook – Council Report	January 10, 2019
2019 Budget Presentations <ul style="list-style-type: none"> • Regional Budget Corporate Overview • Regional Services Budget Presentations • Police Services Budget Presentations • Conservation Authorities Budget Presentations • Additional Budget deliberation 	January 17, 2019 January 17, 2019 January 24, 2019 January 24, 2019 January 31, 2019

The 2019 Budget deliberations for Council approval will begin with the Regional Budget Overview presentation on January 17, 2019. An appropriate notice with respect to the intention to adopt a budget was prepared and published in four local newspapers a minimum of 10 days before the final adoption of the budget and posted on the Region's web site, meeting the Region of Peel notice requirements.

2. 2019 Budget Overview

The development of the Region's 2019 Budget was guided by the Region of Peel's (the Region's) 2015 – 2035 Strategic Plan and the community priorities recommended for consideration prior to the 2019 Budget. The Region's 2019 Budget enables the achievement of Peel's vision of "Community for Life", with investments balanced between the needs of residents and the infrastructure needs of the broader community, as well between Council

2019 OPERATING AND CAPITAL BUDGET

priorities, the three areas of focus in the Strategy Plan and the overall consideration of affordability. The Region's 2019 Budget focused the Regional services and resources towards having increased and measurable community impact.

The Executive Summary of the proposed 2019 Budget is contained in Appendix I of the subject report and provides a high level overview of the proposed budget. A comprehensive 2019 consolidated budget analysis is provided in the Appendix II of the subject report.

The annual impact of the proposed 2019 Budget increase is as follows:

	Residential	Small Business
Property Tax Impact of 1.4% ¹	\$63	\$113
Utility Rate Impact of 6.5% ²	\$38	\$101
Total Impact	\$101	\$214

¹ Home assessed by the Municipal Property Assessment Corporation at \$515,000, and small business with an assessed value of \$592,500

² Residential consumption of 290m³, small business consumption of 695m³

After incorporating these increases, a residential homeowner with an assessed value of \$515,000 will pay a Regional tax and utility bill in the amount of \$1,959 and \$697 respectively.

The 2019 Capital Budget for Property Tax and Utility Rate Supported Services totals \$1.3 billion with \$468 million for Tax Supported Services and \$803 million for Utility Rate Services.

In addition to the one year Capital Budget the Region prepares a nine year forecast, which is approved by Council in principle. The Region's 10-year Capital Plan amounts to \$7.5 billion with \$3.4 billion for Tax Supported Services and \$4.1 billion for Utility Rate Services.

3. Budget Document

The Region of Peel is committed to producing a budget that is fiscally responsible and demonstrates accountability and transparency in budget reporting. The development of the 2019 Budget document continues to be based on guidelines of the Government Finance Officers Association of the United States and Canada (GFOA) for effective budget presentation. The 2019 Budget Document includes an Executive Summary, a Consolidated Operating and Capital Budget document ("Consolidated Budget") including detailed budget documents for Regionally Controlled Services, as well as detailed budget documents for Regionally Financed External Organizations. The Executive Summary is attached as Appendix I to this report and an abridged version of the Consolidated Budget is attached as Appendix II.

Similar to the 2017 Community Annual Report, the 2019 Budget represents a budget that continues to place 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 2019 Budget Document presents the overall budget by Council's three areas of focus; Living, Thriving and Leading and provides the detailed budget by services.

2019 OPERATING AND CAPITAL BUDGET

The Budget Document includes discussions on:

- How the 2019 budget is aligned to the Region's Strategic Plan and its three areas of focus – Living, Thriving and Leading
- Major trends Peel is facing
- Service outcomes to meet community needs
- Key investments proposed in 2019 to serve Peel's residents better
- Key budget assumptions and risks
- A high level forecast for years of 2020 to 2022

4. User Fees

Each year a review and update, guided by the financial principle "Users Pay Where Appropriate", as outlined in the Financial Management By-law, is conducted on the user fees. The review and update are to determine changes, additions and deletions to the user fee schedules. The 2019 proposed changes to the user fees and charges have been included within the 2019 Consolidated Budget (see Appendix II) of the budget document:

- Summary VIII of the Consolidated Budget includes all the changes to the 2018 operational fees covered by the User Fees By-law. A complete schedule outlining all 2019 user fees will be attached to the appropriate by-laws when presented to Council for consideration.
- Summary IX includes the 2019 proposed fees and charges related to water consumption, wastewater and waste management systems. Summary IX incorporates a blended increase of 6.5 per cent for water and wastewater services. All effective dates are outlined in Summary IX.

5. Debt Financing

The Region of Peel has issued debt since 2010 primarily to provide appropriate levels of cash flow of development charges for the large utility expansions required to accommodate growth in Peel. The majority of the debt will be repaid with Development Charges (DC) revenues and a minor portion through property taxes. The annual debt carrying costs related to the borrowing for the proposed budget can be supported within the Region of Peel's annual debt repayment limit estimated at approximately \$395 million (per 2017 FIR), and as calculated in accordance with O. Reg. 403/02. To date, the Region's annual debt payment requirements are \$140 million.

In 2018 DC Revenues have been below forecast; however, DC related expenditures are also below initial forecasts. Based on current forecasts, the DC Reserve Fund balance may be in a negative cash position by late 2019. To manage the DC cash flow, and to provide additional flexibility, it may be strategically advantageous to issue DC related debt in the latter part of 2019. The Region may also be required to issue debt in 2019 to support affordable housing and other capital projects such as the Anaerobic Digestion Facility included in the 2019 to 2028 Capital Plan. Staff will seek Council approval prior to issuing any additional debt.

In accordance with section 424 of the *Municipal Act, 2001*, as amended, and the Region's Debt Policy, the 2019 Budget includes all required contributions to sinking funds under

2019 OPERATING AND CAPITAL BUDGET

existing debenture by-laws issued. The Treasurer advises that the sinking fund amounts are as follows:

Funding Source	Amount Budgeted
Development Charges	\$ 45,482,849
Taxes	\$ 1,194,344
Caledon Recovery	\$ 7,715
Total	\$ 46,684,908

Note: These amounts include sinking fund contributions for Coleraine Drive transferred to the Region of Peel from the Town of Caledon.

Also, in accordance with section 424 of the *Municipal Act, 2001*, as amended, and in accordance with the direction from Council on adopting the Region's Debt Policy, the Treasurer confirms that all funds raised and collected in 2018 for a sinking fund have been deposited in said fund. The full accounting of the funds will be provided in the annual Treasury Report to Regional Council and annually as separate audited financial statements to the Audit and Risk Committee.

6. Disclosure of Unfunded Liabilities

In 2009, the disclosure requirements were put in place by O. Reg. 284/09. This has resulted in Region of Peel being required to report on additional liabilities related to post-employment benefits and amortization.

a) Post-Employment Benefits (Peel Regional Police)

The 2019 Budget fully funds the current year retiree benefit payments totaling \$3.3 million, as well as, \$2.3 million for future payments when members retire, leaving \$2.2 million in estimated accrued post-retirement benefit liability unfunded.

At the end of 2019, funding totaling \$43.4 million will have been set aside to fund estimated accrued post-retirement benefit obligations. This represents a balanced approach to maintain financial flexibility while acknowledging future obligations.

b) Tangible Capital Asset Liability

The proposed 2019 annual reserve contributions for both Tax and Utility Rate supported Services exceed respective estimated 2018 amortization expense for Tangible Capital Assets.

7. 2020 Budget Plan

Consistent with the principle of "Respect for the Taxpayer" within the Long Term Financial Planning Strategy, net tax levy increases that are in line with the Canadian Price Index (CPI), generally between 1% and 3%, are recommended. For 2020, CPI for Ontario is currently estimated at 2.3%.

2019 OPERATING AND CAPITAL BUDGET

As noted in Appendix I: Executive Summary, the forecasted net tax levy increase for 2019 is 3.6 per cent which is higher than the upper end of the Bank of Canada inflation target and above current Consumer Price Index increases. The forecast was developed using global and service specific assumptions, i.e., service demand, labour costs, CPI on contracts, operating impact of new capital and previously approved Council tax strategies.

Staff will bring forward a report to Council after the 2019 Budget deliberations to recommend a target increase for 2020 as well as other recommendations required to achieve the target.

CONCLUSION

The proposed 2019 Budget for the Region of Peel advances Council's 20-year Strategic Plan in a fiscally responsible manner. The proposed budget represents an appropriate balance between meeting community needs, and maintaining long term financial sustainability while minimizing the impact on Region of Peel tax and rate payers.



Stephen VanOfwegen, Commissioner of Finance and Chief Financial Officer

Approved for Submission:



D. Szwarc, Chief Administrative Officer

APPENDICES

Appendix I - Executive Summary – Region of Peel Proposed 2019 Budget

Appendix II - 2019 Consolidated Operating and Capital Budget (including Summaries I-IX)

For further information regarding this report, please contact Norman Lum extension 3567 or via email norman.lum@peelregion.ca.

Authored By: Norm Lum

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Investing to build our *Community for Life*

Living



Leading



Thriving

Investing in efficient, outcome-driven
service you can count on.
Today and in the future.

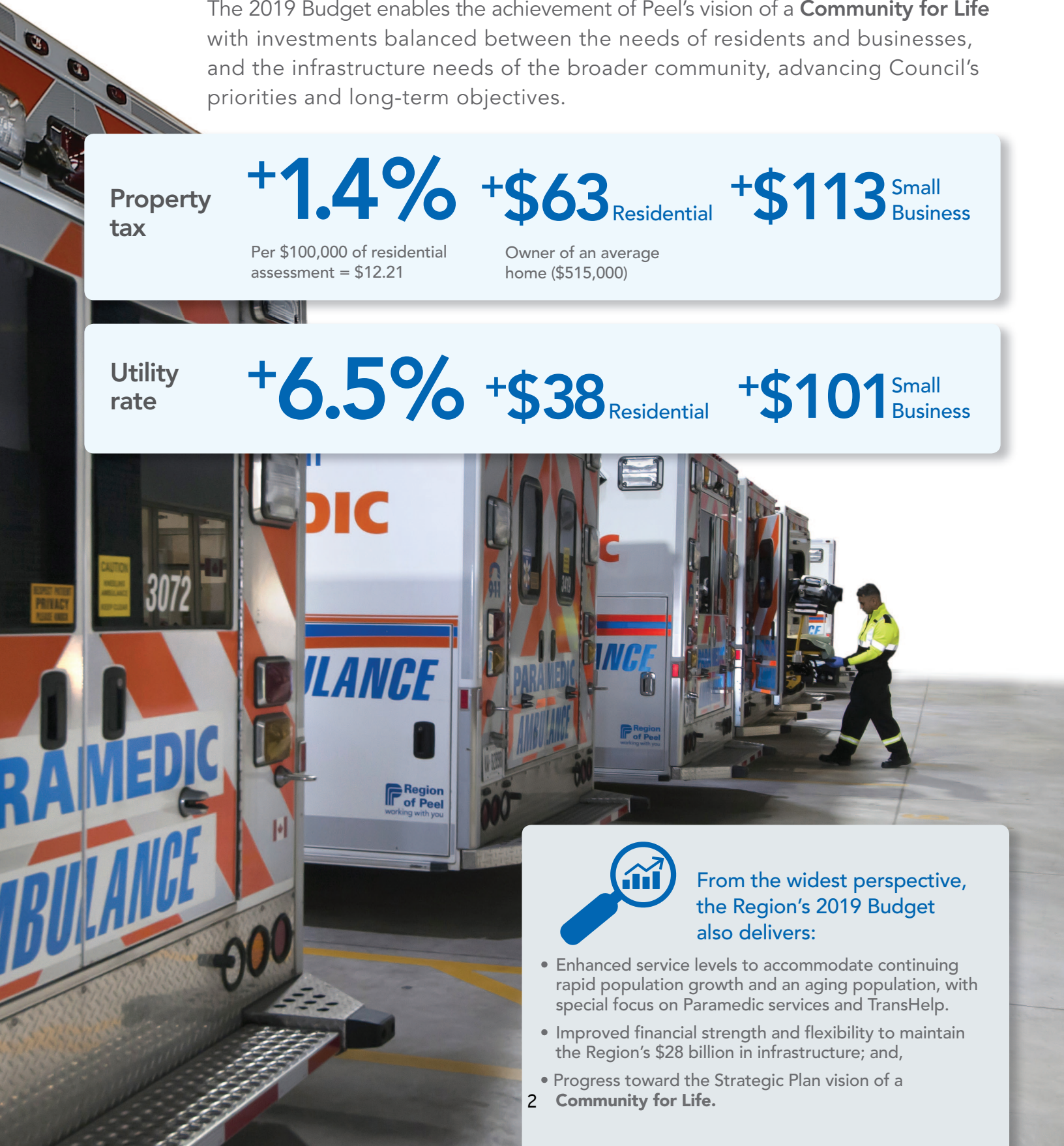
2019 Budget at a Glance

The 2019 Budget enables the achievement of Peel's vision of a **Community for Life** with investments balanced between the needs of residents and businesses, and the infrastructure needs of the broader community, advancing Council's priorities and long-term objectives.

Property tax **+1.4%** **+\$63** Residential **+\$113** Small Business

Per \$100,000 of residential assessment = \$12.21 Owner of an average home (\$515,000)







Utility rate **+6.5%** **+\$38** Residential **+\$101** Small Business



From the widest perspective, the Region's 2019 Budget also delivers:

- Enhanced service levels to accommodate continuing rapid population growth and an aging population, with special focus on Paramedic services and TransHelp.
- Improved financial strength and flexibility to maintain the Region's \$28 billion in infrastructure; and,
- Progress toward the Strategic Plan vision of a **Community for Life**.















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>Growing and rapidly aging population Adding the population equivalent of a City of Hamilton by the year 2041</p>	 <p>Aging Infrastructure Peel's assets are valued at more than \$28 billion</p>	 <p>Climate Change Impact of significant climate change and weather patterns</p>	 <p>Changing economy Impacting employment and market conditions</p>	 <p>Constantly evolving legislation and regulation</p>	 <p>Rapidly Changing Technology Adapting how we connect with residents and deliver services</p>
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Solutions will require longer term integrated planning, increased partnerships, new ways of conducting business and difficult decisions about the business we are in. 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 appetite for tax increases.



Budget Highlights: How we are sustaining current service levels and addressing increased service levels required by a **population that is expected to grow by an average of 20,000 people per year**, while our population continues to age at the same time.

 <p>+12,300 paramedic response calls</p>	 <p>\$6M grant for Malton Community Centre</p>	 <p>\$132K attract and retain staff in a competitive environment</p>
 <p>+68,000 more accessible transportation rides</p>	 <p>Expansion of EarlyON services for 9,200 children and parents</p>	<p>DC ACT \$250K to fund Development Charge discretionary exemptions</p>
 <p>Pilot for victims of Human Sex Trafficking</p>	 <p>Maintaining PAMA's 100+ exhibitions</p>	 <p>(\$4.3M) reduction in tax support of utility operations</p>
 <p>Additional 280 child care fee subsidies</p>	 <p>38.6 KM more sidewalks and paved shoulders</p>	 <p>\$262K to improve procurement process in a complex environment</p>
 <p>Implementation of Butterfly model to enhance quality of life for 73 residents</p>	 <p>Moving towards 75% 3R waste diversion target & 5,000 households</p>	 <p>\$250K grants for policing at community events</p>

2019 Budget Investments

With the support and encouragement of Region of Peel Council, the 2019 Budget invests in the Region's Strategic Plan's three focus areas – **Living, Thriving and Leading** – to continue to build a healthy, safe and connected community that serves its residents and businesses today, and strengthens a solid foundation on which to build toward **Our Community for Life**.



\$3.8
billion

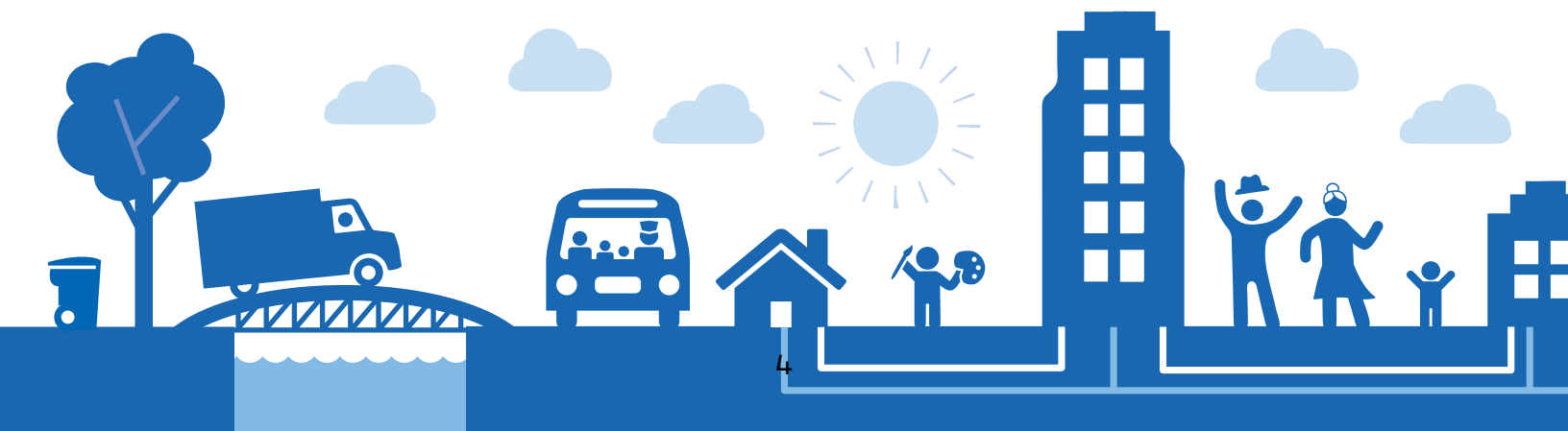
Invested in services that advance and support Council's priorities and long-term outcomes.

\$2.5
billion

2019
Operating budget

\$1.3
billion

2019
Capital budget



EXECUTIVE SUMMARY

Living:

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

We are investing in more paramedics to preserve response times, investing in increased access to accessible transportation and investing in better care for our Long Term Care home residents with dementia.

Thriving:

Communities are integrated, safe and complete.

We are investing in better wastewater handling for storms and flooding, increased waste diversion from landfills and community safety.

Leading:

Government is future-oriented and accountable.

We are investing in increased capacity to manage and deliver essential services and in developing innovative solutions to reduce service costs.

\$909
million

\$1.41
billion

\$186
million

\$34
million

\$1.2
billion

\$39
million

Services

TRANSHELP
PARAMEDICS
LONG TERM CARE
ADULT DAY
INCOME SUPPORT
EMPLOYMENT SUPPORT
COMMUNITY INVESTMENT
HOUSING SUPPORT
HOMELESSNESS SUPPORT
CHILD CARE

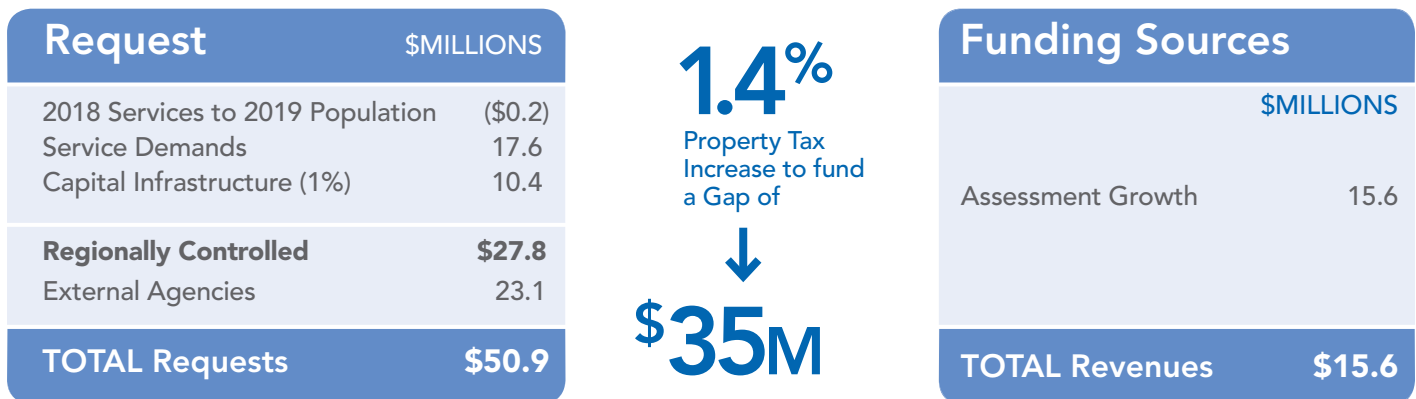
EARLY GROWTH AND DEVELOPMENT
CHRONIC DISEASE PREVENTION
INFECTIOUS DISEASE PREVENTION
WATER SUPPLY
WASTEWATER
WASTE MANAGEMENT
ROADS AND TRANSPORTATION
LAND USE PLANNING
HERITAGE, ARTS AND CULTURE

ENTERPRISE PROGRAMS AND SERVICES
• CORPORATE SERVICES
• FINANCE
• DIGITAL AND INFORMATION SERVICES

PLUS: POLICE
CONSERVATION AUTHORITIES
ASSESSMENT SERVICES

Funding Community Service Needs while Respecting the Taxpayer

The Region of Peel has a demonstrated track record of innovation leading to improved outcomes and value to the taxpayer. A Lean Six Sigma approach has been formally adopted by the Region that supports its Continuous Improvement program to achieve cost savings and efficiencies. Between 2015 and 2018 the Region has **cumulative cost savings of over \$52.9 million** for tax supported programs. However, in order to fund the service demands for 2019 and to ensure the Region’s infrastructure is sustainable, an overall property tax increase of 1.4% is required.



2019 Service Levels

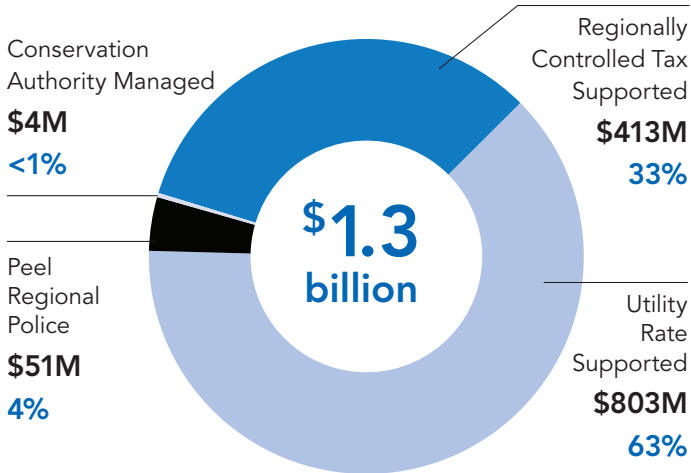
In addition to meeting increasing service demands, the overall property tax and utility rate also pays to maintain the service levels from the prior year.

Highlights of 2019 service levels include:

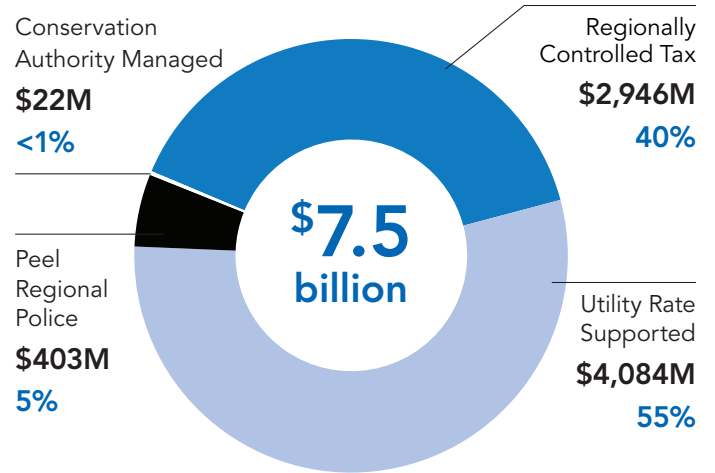
Service Outcome	Service for the Community
Residents and visitors receive quality pre-hospital care from paramedic services	Responding to an estimated 147,000 emergency calls
Residents in need can travel within their community without barriers using accessible transportation	Providing 757,000 Accessible Transportation Passenger Trips
Residents in need have access to a range of housing options	Providing over 11,580 housing subsidies
Waste is collected on time and managed in a safe and environmentally responsible manner	Managing over 542,000 tonnes of waste for 347,100 curbside households and 102,900 multi-residential households
Residents in our Long Term Care homes receive care to enhance their quality of life	Providing 800+ residents with quality care through five long term care homes
Protecting the safety and property of residents	Providing effective and visible policing services including responding to 247,000 citizen initiated events in Mississauga and Brampton by Peel Regional Police
Wastewater is removed in a safe and environmentally responsible manner	Collecting and treating 644 million litres per day of municipal wastewater collected and treated for approximately 331,044 retail and wholesale customer accounts
Residents have access to safe and affordable child care	Providing 16,880 fee subsidies making it possible for lower-income families to benefit from licensed child care

The 2019 Capital Budget and 2019 – 2028 Capital Plan provide the necessary investments to ensure that Peel's assets continue to provide the community with the service levels it has come to depend on as well as meet the needs of both a growing and evolving community.

2019 Capital Budget



2019 – 2028 Capital Plan



Capital Budget Funding:
 40% Reserves | 53% Development Charges
 2% External | 5% Debt

Capital Plan Funding:
 55% Reserves | 39% Development Charges
 3% External | 3% Debt

Highlights of the 2019 Capital Budget



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

\$34 million

- Ambulance Fleet and Support Vehicles
- TransHelp – vehicles and technology
- Maintain Long Term Care Homes
- Brampton Youth Shelter



Thriving: Communities are integrated, safe and complete.

\$1,198 million

- East Brampton Transmission Main Twinning
- G.E. Booth Water Pollution Control Plant
- Central Brampton Sub-Transmission Main
- Mississauga Road – Bovaird Drive to Mayfield Road
- Anaerobic Digestion Facility
- Cawthra Road Sanitary Trunk Sewer
- Peel Regional Police facilities, fleet and technology

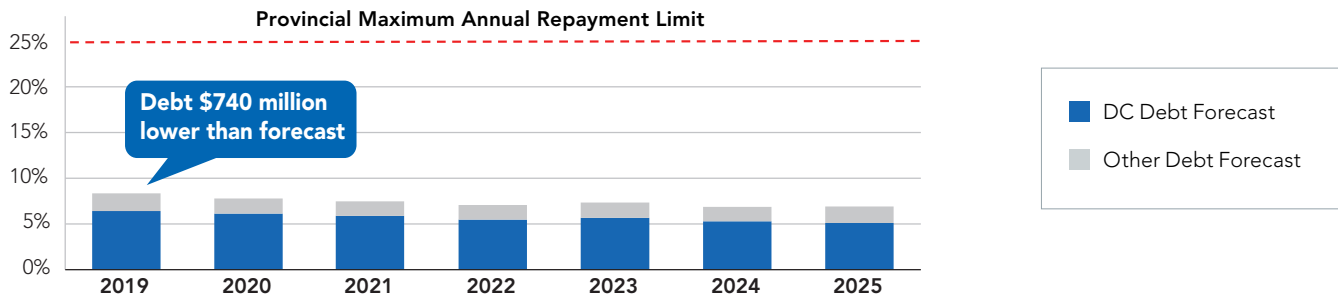


Leading: Government is future-oriented and accountable.

\$39 million

- Maintain Technology Assets
- Maintain Office Facilities

Peel's Long Term Financial Planning Strategy identifies debt as part of its comprehensive capital financing strategy.



Peel's current and future borrowing capacity is well within Provincial Annual Repayment Limits of 25% of own source revenue which means that Peel has flexibility to address significant capital financing requirements. Through Regional Council's work on the Growth Management Committee, additional debt avoided of \$0.74 billion has been achieved relative to the 2015 Development Charge Background study.

Maintaining Taxpayer and Ratepayer Fairness:

Peel Region residents can be assured that their property tax will remain affordable and utility rates will remain the lowest in the Greater Toronto Area. For the 2020 to 2022 period, net tax levy increases averaging 3.6% are forecast after assessment growth of 1.1%. Over the same period, utility rates are forecast to increase by 6.8%.

Tax Supported Programs	FORECAST		
	2020	2021	2022
Regionally Controlled Services	2.0%	2.7%	2.6%
External Agencies*	2.4%	2.2%	2.0%
Less: Assessment Growth	(1.1%)	(1.1%)	(1.1%)
Sub-Total	3.3%	3.8%	3.5%
Council Directed Service Enhancements	0.3%	–	–
Net Tax Levy Impact	3.6%	3.8%	3.5%
Property Tax Impact	1.5%	1.6%	1.5%

* Excludes Conservation Authorities' one-time costs related to Emerald Ash Borer

Utility Supported Programs	FORECAST		
	2019	2020	2021
Operations	2.8%	1.6%	1.1%
Capital Infrastructure	5.0%	5.0%	5.0%
Average Utility Rate Impact	7.8%	6.6%	6.1%

How Peel Region Manages Risks

The 2019 Operating and Capital Budget was developed to reflect significant trends and assumptions such as decreasing electricity prices, continuation of provincial funding commitments, changes to the economy and even the weather. However, there is always the risk that a significant change could happen after the budget is prepared.



Peel Region is well positioned to address the financial impact of risk, as it has maintained a high level of financial flexibility as well as its Triple "A" Credit rating using its Long Term Financial Strategy to guide long term financial decisions.

Budget Principles

The Region's Budget, property tax and utility rate plans are 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.**

By using a risk-based approach to the budget, services that are able to sustain service levels appropriately saw no significant changes while services seeing increased demand – whether from a growing and aging population, changing legislation or being impacted by climate change – required intervention. This focused approach includes increased investments where they make sense and where they will advance service outcomes to Peel's community.



BUDGET FACTS

Peel's population is expected to grow by an average of **20,000 people per year**, while our population continues to age at the same time

\$28 billion in assets remain in good condition because of a strong, risk-based asset management approach

Respect for the Taxpayer
74% of residents have a positive perception of value for tax dollars



Investing to build our **Community for Life**

2019 Budget Summary

Peel Region residents and ratepayers benefit from sound financial management in the efficient and cost-effective delivery of programs and services, advancing Council's priorities and long-term objectives in the three areas of focus: **Living, Thriving and Leading.**

The 2019 Budget effectively implements

Council's directions regarding its priorities and the importance of the affordability of increases in line with the increase in the Canadian cost of living.

The 2019 Budget effectively maintains

service levels for Peel Region's rapidly growing and aging population base.

The 2019 Budget achieves solid progress

against the long-term goals established by Peel Region's strategic plan vision statement: Creating a Community for Life.



Additional information on Peel Region's role in your Community for Life, including extensive financial data, can be found in the 2017 Annual Report to Our Community or online at peelregion.ca/dashboard

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

2019 Consolidated Operating and Capital Budget

Table of Contents

INVESTING TO BUILD OUR COMMUNITY FOR LIFE	1
WHAT YOUR 2019 PROPERTY TAX BILL FUNDS	2
2019 BUSINESS PLANNING PROCESS	2
2019 REGIONAL BUDGET OVERVIEW	5
2019 REGIONAL BUDGET SUMMARY.....	5
2019 SERVICE LEVELS.....	6
2019 OPERATING BUDGET – TAX SUPPORTED SERVICES	9
OVERVIEW.....	9
REGIONALLY CONTROLLED SERVICES.....	12
REGIONALLY FINANCED EXTERNAL ORGANIZATIONS	17
OPERATING BUDGET OUTLOOK 2020-2022 – TAX SUPPORTED SERVICES.....	20
2019 CAPITAL BUDGET AND TEN YEAR PLAN – TAX SUPPORTED SERVICES	21
2019 CAPITAL BUDGET	21
2019-2028 TEN YEAR TAX SUPPORTED CAPITAL PLAN	24
2019 OPERATING BUDGET - UTILITY RATE SUPPORTED SERVICES	28
OVERVIEW.....	28
OPERATING BUDGET PRESSURE	29
OPERATING BUDGET FINANCING.....	31
OPERATING BUDGET OUTLOOK 2020-2022 – UTILITY RATE SUPPORTED SERVICES	32
2019 CAPITAL BUDGET – UTILITY RATE SUPPORTED SERVICES	33
2019 CAPITAL BUDGET	33
2019-2028 TEN YEAR CAPITAL PLAN	34
DISCLOSURE OF 2019 BUDGET KEY ASSUMPTIONS & RISKS	37
CONCLUSION	42
 SUMMARIES	
SUMMARY I(a): 2019 OPERATING BUDGET SUMMARY BY SERVICE.....	43
SUMMARY I(b): 2019 VS 2018 OPERATING BUDGET BY SERVICE	44
SUMMARY I(c): FULL ACCRUAL BASED BUDGET	45
SUMMARY II: SUMMARY OF BUDGET COSTS MITIGATED IN 2019 OPERATING BUDGET	46
SUMMARY III: SUMMARY OF 2019 BUDGET STABILIZATION RESERVE DRAWS	47
SUMMARY IV: 2020-2022 OPERATING BUDGET FORECAST	48
SUMMARY V(a): SUMMARY OF STAFFING RESOURCES	50
SUMMARY V(b): STAFFING RESOURCES TO MEET 2019 SERVICE DEMAND	51
SUMMARY V(c): STAFFING RESOURCES TO MAINTAIN 2018 COUNCIL APPROVED SERVICE LEVELS.....	53
SUMMARY VI(a): 2019 CAPITAL BUDGET – SOURCES OF FINANCING	54
SUMMARY VI(b): 2019 VS 2018 CAPITAL BUDGET	55
SUMMARY VII: 2019 TO 2028 CAPITAL PLAN	56
SUMMARY VIII: SUMMARY OF 2019 USER FEES CHANGES.....	57
SUMMARY IX: 2019 USER FEES	68

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

Investing to Build Our Community for Life

The Region of Peel provides community and infrastructure services to approximately 1.5 million people and 173,000 businesses in Brampton, Caledon and Mississauga. The Region of Peel is part of a two-tier municipal structure providing a range of municipal services to residents and businesses. The Region is made up of three diverse local municipalities within which there are many cultural, economic, and social communities. Peel works closely with the local municipalities and other levels of government to ensure services meet the needs of the community.

The development of the Region’s 2019 Budget was guided by the Region of Peel’s (the Region’s) 2015 – 2035 Strategic Plan and the community priorities recommended for consideration prior to the 2019 Budget. The Region’s 2019 Budget enables the achievement of Peel’s vision of “Community for Life”, with investments balanced between the needs of residents and the infrastructure needs of the broader community, as well between Council priorities, the three areas of focus in the Strategy Plan and the overall consideration of affordability. The Region’s 2019 Budget focused the Regional services and resources towards having increased and measurable community impact.

Below provides a summary of the tax and utility rate impact of the 2019 Budget.

PROPERTY TAX INCREASE

UTILITY RATE INCREASE

1.4%

6.5%

Brampton	Caledon	Mississauga
1.2%	0.1%	1.6%
+ \$63	+4	+67

Residential
MPAC home value
@ \$515,000

+ \$113

Small Business Owner
MPAC small business value
@ \$592,500



+ \$38

Residential
Average household
consumption @ 290m³

+ \$101

Small Business Owner
Average small business
consumption @ 695m³

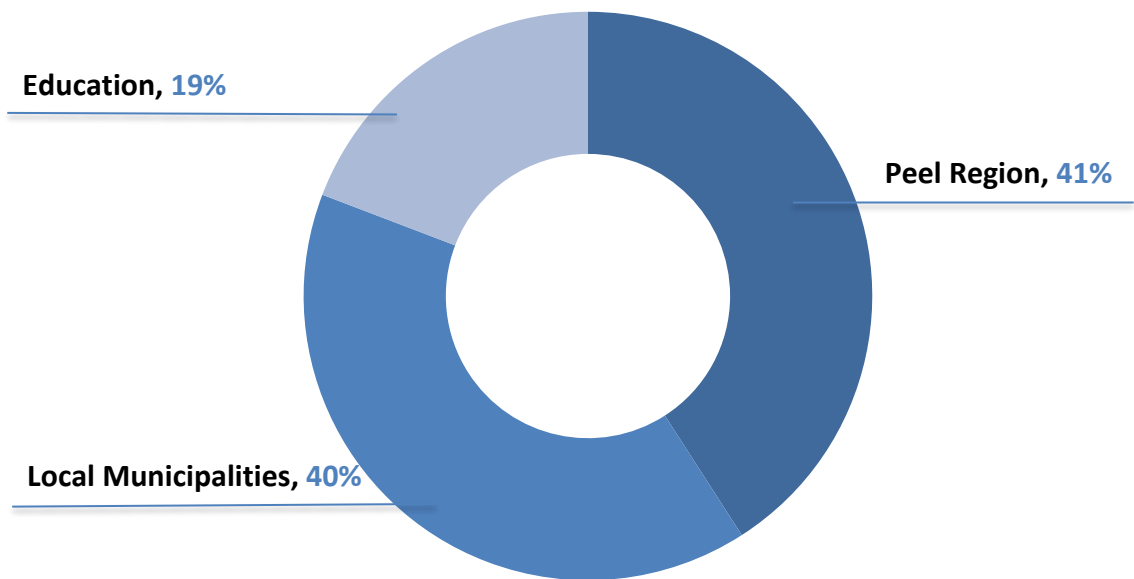
APPENDIX II 2019 OPERATING AND CAPITAL BUDGET

In December 2017, as part of the 2018 Budget approval, Council set a net tax levy target increase of 2.4 per cent for 2019, 2.1 per cent to maintain existing service levels plus 0.3 per cent for community priorities identified prior to the budget process. This target assumed assessment growth of 1.1 per cent. The development of the Region's 2019 Budget was guided by Council's target and aligned with Strategic Plan, Council's priorities and service outcomes. During 2018 Council identified additional priorities to be included in the 2019 Budget for consideration.

The Region's 2019 Budget includes a net tax levy increase of 3.3 per cent (or an overall property tax increase of 1.4 per cent) and a utility rate increase of 6.5 per cent. The Region's utility rates remain the lowest in the Greater Toronto Area (GTA) with the 2019 increase.

What Your 2019 Property Tax Bill Funds

The property tax bill has three components: cost of Regional services, cost of local municipal services, and cost of education. The chart below displays the breakdown of the three components affecting Peel's taxpayer. The education portion (residential only) of the combined tax bill has gradually decreased from 29% in 2001 to 19% in 2018. The proportions vary between the local municipalities, depending on a number of factors including their relative share of total assessed market value by the Municipal Property Assessment Corporation (MPAC).



2019 Business Planning Process

Peel's 2019 Budget process started in early 2018 using Council's Strategic Plan and Term of Council priorities (ToCPs) as the foundation for its annual planning and budgeting process. Emphasis was 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
- Changing nature of employment

APPENDIX II 2019 OPERATING AND CAPITAL BUDGET

The Region's budget, property tax and utility rate plans are 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. By using a risk-based approach to the budget, services that are able to sustain service levels under these trends, appropriately saw no significant changes while services seeing increased demand required intervention and additional investment. This focused approach guided increased investments to where they make sense and where they will advance service outcomes to Peel's community.

Similar to the 2017 Community Annual Report, the 2019 Budget represents 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 2019 Budget Document presents the overall budget by Council's three areas of focus: Living, Thriving and Leading. As illustrated below, the Region's 2019 Budget includes operating investments of \$2.5 billion and capital investments of \$1.3 billion in an array of Regional services to support and advance Council's long term vision for Peel.



As seen in *Chart 1*, in December 2017, Council directed Regional staff and External Agencies to develop the 2019 Budget to achieve an overall net tax levy increase of 2.4 per cent. Council's budget target reflects Peel's Long Term Financial Planning Strategy principle of "Respect for the Taxpayer" which is measured by tax increases in line with inflation. Regionally Controlled Services and External Agencies were asked to reduce from the 2019 Forecast included in the 2018 Budget in developing the 2019 budget.

Chart 1

APPENDIX II 2019 OPERATING AND CAPITAL BUDGET

	2018 Approved	2019 Forecast*	2019 Council Target (Dec. 2017)
Net Tax Levy	2.4%	3.6%	2.4%
Utility Rate	6.5%	6.5%	N/A

*As forecasted in the 2018 Budget

Before making 2019 budget recommendations to Council, overall pressures and priorities were considered. The pressures identified for the 2019 Budget include needs for direct service delivery services as well as for internal services which are critical in supporting the delivery of Peel's public services. The 2019 Budget requests resources needed to support Peel's strategic outcomes, under the areas of focus of Living, Thriving and Leading.

The development of the Region's 2019 Budget was guided by Council's net tax levy increase target, the Strategic Plan and the Term of Council Priorities. In addition, the 2019 Budget includes additional resources for service level adjustments through significant policy changes that Council approved in 2018 after the 2019 budget target was established, such as the approval to implement the Butterfly model in the long term care homes, increased waste diversion, expansion of the EarlyON child care program, increased resources for Police Services as well as grant funding to the City of Mississauga for the Malton Community Centre.

The 2019 Budget demonstrates an emphasis on providing the right services in the most cost effective way, thereby ensuring value for money to Peel's tax and utility rate payers. It reflects Peel's commitment to being citizen focused, maintaining and improving existing services, while being fiscally responsible and financially stable.

To better understand whether Peel is meeting these expectations, Peel conducts a number of surveys to solicit public input across a broad spectrum of its services. The Focus GTA Spring 2018 survey shows that 72 per cent of Peel residents are satisfied with Regional Government and that 74 per cent feel they receive good value for tax dollars. This is on par with the rating a year ago. The results of this study also confirm that the Region's priorities align to the issues raised by the communities in Peel.

Key timelines for the development and approval of the 2019 Budget are presented below.

Activity	Date
Approach to the Development of the 2019 Budget – Council Report	March 2018
Update on the Status of the Long Term Financial Planning Strategy	April 2018
External Agencies Presentations on Progress Report and Future Outlook	June 2018
Continuous Improvement Update – Council Report	January 10, 2019
Overview and Update on the Status of Reserves – Council Report	January 10, 2019
The 2018 Infrastructure Status and Outlook – Council Report	January 10, 2019
2019 Budget Presentations	
• Regional Budget Corporate Overview	January 17
• Regional Services Budget Presentations	January 17
• Police Services Budget Presentations	January 24
• Conservation Authorities Budget Presentations	January 24
• Additional Budget deliberation	January 31

The 2019 Budget deliberations for Council approval will begin with the Regional Budget Overview presentation on January 17, 2019. An appropriate notice with respect to the intention to adopt a budget was prepared and published in four local newspapers a minimum of 10 days before the final adoption of the budget and posted on the Region's web site, meeting the Region of Peel notice requirements.

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

2019 Regional Budget Overview



2019 Regional Budget Summary

The Budget has two distinct components: the Tax Supported Budget and the Utility Rate Supported Budget. These two components are further broken down into Operating Budget and Capital Budget. The Tax Supported Budget supports both Regionally Controlled Services and Regionally Financed External Organizations.

The 2019 Region of Peel Operating Budget totals \$2.5 billion, and the 2019 Region of Peel Capital Budget totals \$1.3 billion, inclusive of the Tax and Utility Rate Budgets.

The chart below displays the total 2019 Operating and Capital Budgets as well as the average annual increase to the tax and utility rates for Peel's average household and small business.

Chart 2

2019 Regional Budget Overview - \$3.8B Operating Budget - \$2.5B & Capital Budget – \$1.3B 10-Year Capital Plan - \$7.5B			
 Property Tax Supported		 Utility Rate Supported	
Operating Budget	\$1,974M	Operating Budget	\$528M
Capital Budget	\$468M	Capital Budget	\$803M
10-Year Capital Plan	\$3,371M	10-Year Capital Plan	\$4,084M
*Property Tax Increase	1.4%	Average Utility Rate Increase	6.5%
(includes 1.0% for Infrastructure)		(includes 5.0% for Infrastructure)	
**Impact :		Impact:	
Home assessed at \$515,000	\$63	Household water consumption of 290m ³	\$38
Small Business assessed at \$592,500	\$113	Small Business water consumption of 695m ³	\$101
Commercial assessed at \$1,777,700	\$338		
Industrial assessed at \$1,766,900	\$375		
Region's Portion of Annual Residential Municipal Tax Bill	\$1,959	Annual Residential Water Bill	\$697

* Assumed weighted average municipal portion of tax bill is approximately 41 per cent

** Weighted average of 3 local municipalities. Actual impact will vary based on the MPAC assessment and the local municipality.

APPENDIX II 2019 OPERATING AND CAPITAL BUDGET

2019 Service Levels

The 2019 Budget includes resources to deliver current levels of service and service level increases to support the areas of focus defined in the Strategic Plan: Living, Thriving and Leading. The budget provides funding to support the services to the taxpayers and ratepayers in Peel.

Here are some highlights of our 2019 services in each area of focus.



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

In 2019, Peel will improve people's lives in their time of need by:

- Providing 757,000 TransHelp trips
- Providing 19,250 households with income support through Ontario Works (OW) program
- Supporting 3,100+ people through Employment Services
- Providing over 11,579 housing subsidies
- Providing 12,000+ people with shelter beds
- Providing 16,880+ fee subsidies making it possible for lower-income families to benefit from licensed child care
- Responding to an estimated 147,000 emergency calls
- Providing 800+ residents with quality care through five long term care homes
- Providing 37,400 days of care to support clients and their caregivers in Adult Day Services



Thriving = Communities are integrated, safe, and complete.

In 2019, Peel will contribute to integrated, safe and complete communities by:

- Managing over 542,000 tonnes of waste for 347,100 curbside households and 102,900 multi-residential households
- Collecting and treating 644 million litres per day of municipal wastewater collected and treated for approximately 331,000 retail and wholesale customer accounts
- Treating, transmitting, and distributing 575 million litres per day of municipal water to over 338,080 retail and wholesale customer accounts
- Maintaining 1,660+ lane kilometres of roads, 180 structures (including bridges and major culverts) and 480+ signalized intersections
- Providing 80,000 children with dental screening and providing 13,000 children with urgent treatment
- Conducting 11,000 health inspections at 6,000 food premises
- Welcoming more than 30,000 visitors with local arts and exhibitions at the Peel Art Gallery, Museum and Archives (PAMA) to build a connected community that embraces diversity and inclusivity
- Providing effective and visible policing services including responding to 247,000 citizen initiated events in Brampton and Mississauga by Peel Regional Police.
- Providing effective and visible policing services including responding to over 25,300 calls for service by Ontario Provincial Police in Caledon
- Continuing to work with Conservation Authorities who regulate approximately 37,800 hectares of land to protect life and property of Peel residents from hazards due to flooding, erosion and slope failure as

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

well as manage approximately 5,580 hectares of Peel public land providing opportunities for recreation for Peel citizens, and the project to plant approximately 189,900 trees, shrubs and seedlings over the course of 2019



Leading = Government is future-oriented and accountable.

In 2019, Peel will be a future-oriented and accountable government by:

- Maintaining Peel’s high credit rating
- Modernizing service delivery by leveraging technology and implementing the digital strategy
- Maintaining a skilled, healthy and engaged work force to provide critical services to residents
- Identifying energy savings that reduce costs and greenhouse gas emissions
- Continuing to seek alternative service delivery methods to improve cost effectiveness and the quality of Peel services
- Supporting higher procurement demand in an increasingly complex environment in an efficient manner through modernized processes
- Managing and planning for the replacement of the Region’s \$28 billion in infrastructure

2019 Budget Highlights: Some of the ways we are sustaining current service levels and addressing increased service demand required by a population that is expected to grow by an average of 20,000 people per year, while our population continues to age at the same time, include:



Living



+12,300 paramedic response calls



Additional **280** child care fee subsidies



+68,000 more accessible transportation rides



Implementation of **Butterfly** model to enhance quality of life for **73** residents



Pilot for **victims of Human Sex Trafficking**



\$6M grant for Malton **Community Centre**

APPENDIX II
2019 OPERATING AND CAPITAL BUDGET

Thriving



Expansion of **EarlyON** services to **9,200** children and parents



Moving towards **75%** 3R waste diversion target & **5,000** households



+55 police officers for community safety



38.6 KM more sidewalks and paved shoulders



Water and wastewater service for **4,550** new customers



Maintaining PAMA's **100+** exhibitions

Leading



(\$4.3M) reduction in tax support of utility operations



\$132K to attract and retain staff in a competitive environment



\$250K grants for policing at community events



\$262K to improve procurement process in a complex environment

DC Act

\$250K to fund Development Charge discretionary exemptions

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

2019 Operating Budget – Tax Supported Services

Overview

The Tax portion of the Operating Budget supports both Regionally Controlled services and Regionally Financed External Organization services. *Chart 3* below indicates the services included in each group.

Chart 3

Property Tax Supported Services		
Living	Thriving	Leading
Regionally Controlled Services		
<ul style="list-style-type: none"> • Adult Day • Child Care • Community Investment • Employment Support • Homelessness Support • Housing Support • Income Support • Long Term Care • Paramedics • TransHelp 	<ul style="list-style-type: none"> • Chronic Disease Prevention • Early Growth and Development • Heritage, Arts and Culture • Infectious Disease Prevention • Land Use Planning • Roads and Transportation • Waste Management 	<ul style="list-style-type: none"> • Enterprise Programs and Services <ul style="list-style-type: none"> • Corporate Services • Finance • Digital and Information Services
Regionally Financed External Services		
	<ul style="list-style-type: none"> • Police • Conservation Authorities* • Assessment Services (MPAC) 	

*Also partially funded from Utility Rate

Tax Rate Impact

As mentioned earlier, budget preparation includes consideration of the overall tax bill facing residents of Peel including the portions for local municipalities and education. Peel strives for minimal impact on taxpayers while maintaining essential and expected service delivery in keeping with the Region's financial principles. *Chart 4* below provides a summary of the 2019 Tax Supported Net Budget.

Chart 4

2019 Net Tax Levy Impact							
	2018	2019	2019 vs. 2018		Assessment Growth		Net Levy
	\$M	\$M	\$M	%	\$M	%	%
Regional Services	581.6	609.1	27.5	4.7			1.8
Police	414.3	435.5	21.2	5.1			1.4
Conservation Authorities	25.3	27.0	1.7	6.7			0.2
MPAC	19.0	19.5	0.5	2.5			-
Total	\$1,040.1	\$1,091.0	\$50.9	4.9%	\$15.6	1.50%	3.3%

Note: Number may not add due to rounding

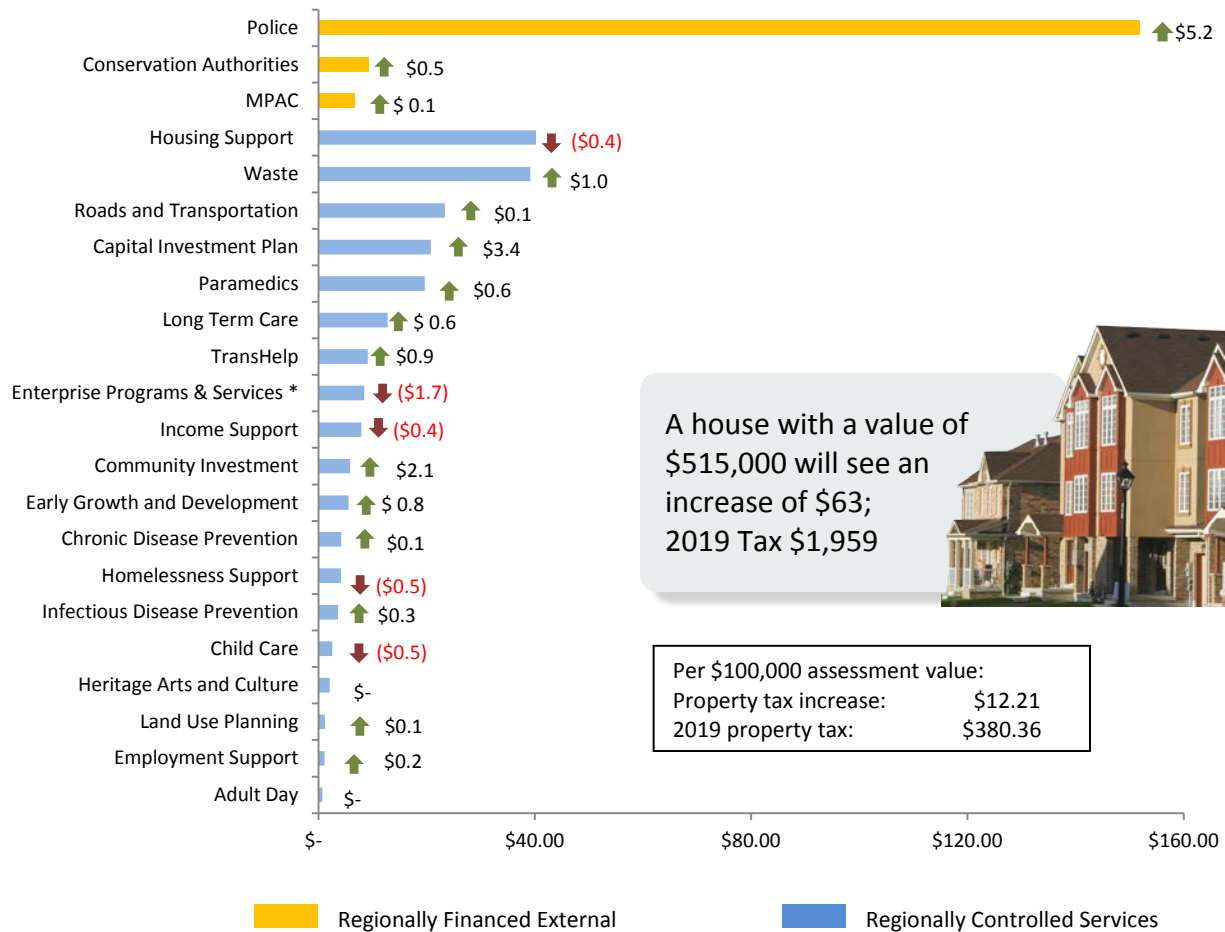
**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

The 2019 Budget results in a net levy increase of \$50.9 million equivalent to a net tax levy increase of 3.3 per cent after assessment growth (see Summary I (a) & (b) for the net budget increase by service and a comparison between 2019 and 2018 budgets). Thirty-one per cent or \$15.6 million of the total increase is funded by growth in the property assessment base of 1.5 per cent and the remaining 69 per cent or \$35.3 million is funded by a net tax levy increase of 3.3 per cent.

The 3.3 per cent tax levy increase is composed of 1.7 per cent increase for Regionally Controlled Services and 1.6 per cent increase for Regionally Financed External Organizations.

Chart 5 outlines where the 2019 tax dollars will be spent based on a residential assessment of \$100 thousand.

Chart 5 **Where Your 2019 Tax Dollars Will Be Spent**
(Based on \$100,000 of Residential Assessment)



* Enterprise Programs & Services includes Corporate Services, Finance, and Digital & Information Services (DIS)

Note: numbers may not add due to rounding; \$ - denotes no material change

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

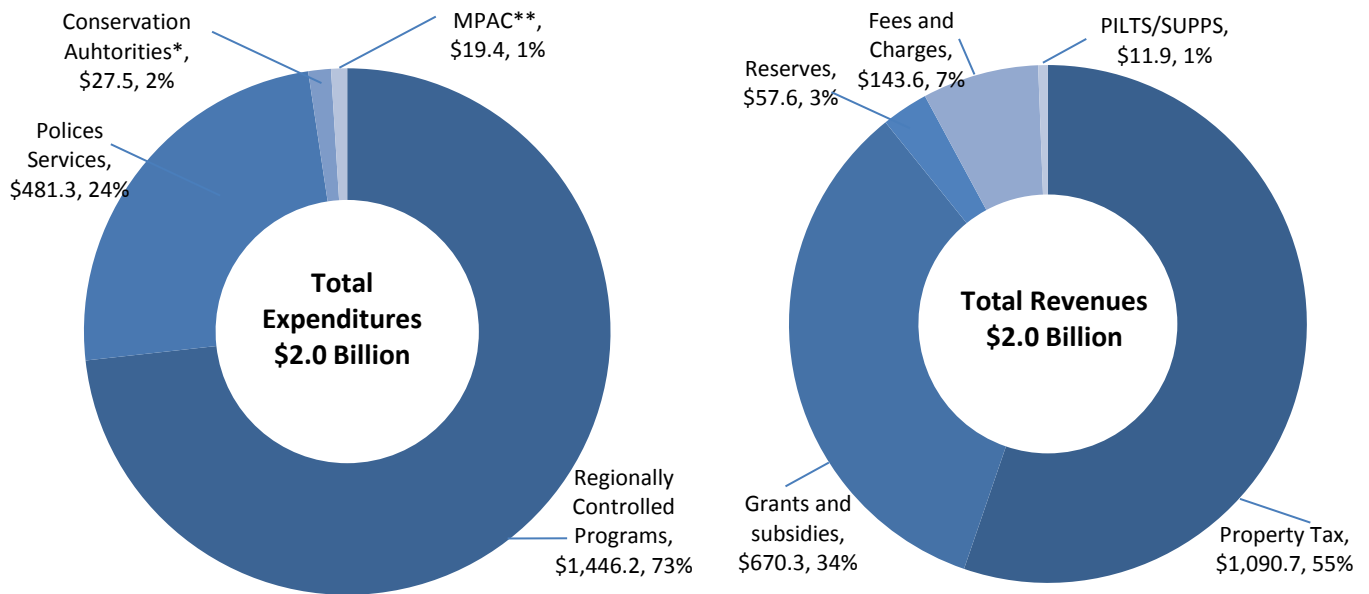
Total Expenditures and Revenues

The 2019 Property Tax Supported Operating Budget totals \$2.0 billion for both Regionally Controlled Services and Regionally Financed External Organizations.

- Forty-five per cent or \$883 million of the total gross budget is funded by non-property tax revenue sources
- Fifty-five per cent or \$1,091 million is funded by property tax.

Chart 6 displays the 2019 total operating budget expenditure allocation and related funding sources for Tax Supported Services.

Chart 6 2019 Tax Supported Operating Budget (\$M)



*Excludes \$16M in Conservation Authorities expenditures funded by Utility rates

** MPAC: Municipal Property Assessment Corporation;
PILTS/SUPPS: Payment in Lieu of Taxes and Supplementary Taxes;

2019 Budget on a Modified Accrual Basis

The Region presents its budget using a modified accrual method which is in accordance with *Municipal Act, 2001* requirements. To enable alignment with the Audited Financial Statements, which are done under a full accrual basis as required by the Public Sector Accounting Board (PSAB), Summary 1(c) provides a reconciliation of the 2019 Budget from the modified accrual method to a full accrual method .

For more information on the difference between a modified accrual versus a full accrual basis, please see the Budget Accounting Policy under the Disclosure of 2019 Key Budget Assumptions & Risks section.

APPENDIX II 2019 OPERATING AND CAPITAL BUDGET

Regionally Controlled Services - 1.7 Per Cent Net Tax Levy Increase

Operating Budget Pressures

The Regionally Controlled Tax Supported Services 2019 net budget totals \$609.3 million (including the Community Events Policing grants), representing an increase of \$27.8 million or 4.8 per cent over the 2018 Budget. After assessment growth, this is equivalent to a net tax levy increase of 1.7 per cent. The budget increase includes \$11.6 million to enable community priorities identified by Council and a \$6.0 million grant to the City of Mississauga for the Malton Community Centre. The remaining budget increase of \$10.2 million is to maintain and enhance Regional tax supported services.

The 2019 Budget increases are categorized as Base Pressures, Service Demand and Capital Infrastructure Funding.

Base Pressures

Base pressures are the additional costs required to provide 2018 level of service in 2019. Broadly speaking, base pressures include adjustments due to inflation, economic factors, annualization of previous Council decisions and prior year tax management decisions. The impact of the 2019 base pressures is an overall decrease of \$0.2 million which is net of funding increases and efficiencies as summarized below.

Labour Costs

Labour costs increased by \$3.9 million over the 2018 budget. Included in the labour cost increase are settlements of expired bargaining agreements and economic adjustments for bargaining (as per bargained contracts) and non-bargaining employees.

Other Pressures

Other pressures include annualized costs of previous Council decisions and additional costs on goods and services driven by inflation. Service contracts impacted by inflation include operating contracts for Roads, Transportation and Waste. These pressures are partially offset by increases in funding and revenue such as additional funding in needs-based Public Health funding from the Province (\$1.1 million), additional Paramedic funding (\$4.8 million) and increase in Community Homelessness Partnering Initiative (CHPI) funding of \$2.5 million, and 2018 carry-forward of Child Care funding to 2019 of \$1.1 million.

Costs Mitigated through Efficiencies

A total of \$2.5 million in budgeted costs have been mitigated through various initiatives and are presented in Summary II of this document. As presented to Council on January 10, 2019 through the report titled "LEAN – Continuous Improvement Update", staff look year around for ways to save money. Over the past year, staff have completed over 20 improvement initiatives, found better ways to do business such as implementation of eBidding and eProcurement, which no longer requires vendors to be physically present to submit bids.

Service Demand










Service demand represents incremental investments that support Council's outcomes as defined under the Strategic Plan's areas of focus of Living, Thriving and Leading. These additions respond to priority needs of the community and advance the Region towards its long term strategic objectives and Council's vision for Peel. The 2019 budget includes \$17.6 million in additional Service investments. The 2019 costs are fully annualized.

APPENDIX II 2019 OPERATING AND CAPITAL BUDGET

Chart 7 provides the details of service needs by strategic areas of focus of “Living, Thriving and Leading”.








Chart 7

Living: People’s lives are improved in their time of need

Service	Service Outcome	2019 Investment Outcomes	Investments	
			Gross (\$'000)	Net (\$'000)
 TransHelp	Peel residents in need can travel within their community without barriers	Increase trip delivery by 68,000 to meet demand	2,251	2,119
		Support service growth, improve passenger experience, and integrate with conventional transit	119	119
 Housing Support	Residents in need have access to a range of housing options in Peel	Operationalize Peel Housing and Homelessness plan	564	564
 Homelessness Support	Homelessness in Peel is prevented	Support for victims of Human Sex Trafficking	1,350	-
 Income Support	Peel residents in need have access to available financial supports	Support Ontario Works modernization Project	30	15
		Support Funerals cost for lower income families	40	40
 Long Term Care	Residents in our Long Term Care homes receive care to enhance their quality of life	Implement one Butterfly household at Sheridan Villa and one at Davis Centre for 73 residents	1,615	1,295
 Paramedics	Peel residents and visitors receive quality pre-hospital care	Operationalize the fourth reporting station at Erin Mills/Thomas and 3 satellite stations	1,048	524
		Invest to answer increased 911 calls and growing demand for pre-hospital care including medical supplies and equipment	3,162	1,581
 Child Care	Residents have access to safe and affordable child care	Provide an additional 280 fee subsidies	1,405	-
 Employment Support	Peel residents in need have the tools and skills to find and keep a job	Decrease demand for Learning Earning and Parenting program	(50)	-
		Support innovation and entrepreneurship through community agency	150	150
 Community Investment	Community groups in need have support to deliver services to Peel residents	Upstream investment in integrated service delivery to support community safety, well-being and poverty reduction strategies	252	252
		Grant to the City of Mississauga for the Malton Community Centre	6,000	6,000
Living - Total			17,936	12,659




**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

Thriving - Communities are integrated, safe and complete

Service	Service Outcome	2019 Investment Outcomes	Investments	
			Gross (\$'000)	Net (\$'000)
 Waste Management	Waste in the Region of Peel is collected on time and managed in a safe and environmentally responsible manner	Manage increased tonnage of waste collection and processing for 5,000 new households	1,109	1,109
		Invest in 75% Diversion, reduction of contamination in recyclables	811	811
 Roads & Transportation	People and goods can move safely and efficiently throughout Peel	Proactive maintenance on our roads (bridges, ditching, grass cutting) and oversee implementation of the Sustainable Transportation Strategy	331	331
 Chronic Disease Prevention	Peel residents live longer and healthier due to reduced risk of chronic diseases	To support the development of the Community Safety and Wellbeing Plan as per Bill 175 (<i>Safer Ontario Act</i>)	272	-
 Infectious Disease Prevention	Peel residents are protected against infectious diseases		258	-
 Heritage, Arts and Culture	Peel residents are engaged in an understanding of our history and culture	Education program study to meet the public needs fully funded from reserves	50	-
 Land Use Planning	Communities in Peel are complete and sustainable for residents and businesses	Expedite municipal development priorities	352	-
 Early Growth and Development	Children in Peel are supported to achieve their mental and physical potential	Expansion of EarlyON services for 9,200 children and parents	1,530	1,530
		To support the development of the Community Safety and Wellbeing Plan as per Bill 175 (<i>Safer Ontario Act</i>)	167	-
Thriving - Total			4,880	3,781

APPENDIX II 2019 OPERATING AND CAPITAL BUDGET

Leading - Government is future-oriented and accountable

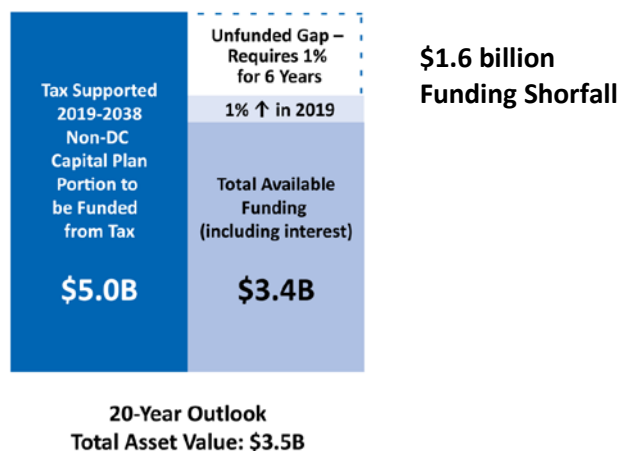
Service	Service Outcome	2019 Investment Outcomes	Investments	
			Gross (\$'000)	Net (\$'000)
 Corporate Services	The Region of Peel is an accountable and transparent government	Attract and retain staff in a more competitive environment	882	132
		Identify energy savings, secure financial incentives and competitive energy advantages	160	-
 Finance	The Region of Peel is financially sustainable	Support for increasingly more complex procurements	132	132
		Operationalize pilot project to improve procurement processes	24	130
		Provide tax based funding for Development Charge By-law discretionary exemptions	250	250
 Police	Increased community safety	Establish grant program to subsidize police presence at community events	250	250
Leading - Total			1,698	894

Capital Infrastructure Funding – Through the Property Tax

An outcome under the Strategic Plan's area of focus of Leading is *"I trust that sustainability and long-term benefits to future generations are considered."* To ensure the Region's services are sustainable, the state of good repair of its capital assets are closely monitored and evaluated on a regular basis. Similar to most municipalities, having sufficient funds to maintain its infrastructure is a primary concern.

As illustrated in Chart 8, based on the most recent reserve adequacy assessment, current Tax Supported reserve levels and contributions are inadequate to fund the forecasted 20-year (2019-2038) capital requirements including the significant financing gap in the state of good repair of social housing stock. There is a funding gap currently estimated at \$1.6 billion. To address the long term under-funding of the tax supported capital requirements, a one per cent infrastructure levy is proposed in the 2019 Tax Support budget, which represents approximately \$10.4 million of the tax levy increase. Current analysis shows an annual increase for six more years until 2025 will close the funding gap.

Chart 8



APPENDIX II 2019 OPERATING AND CAPITAL BUDGET

Operating Budget Financing

The 2019 Budget is supported by a number of revenue sources including Assessment Growth, Payment In Lieu of Taxes and Supplementary Taxes, Grants and Subsidies, User Fees, and Working Fund Draws.

Assessment Growth

The growth in revenue from increased property assessment in Peel for 2019 is estimated at 1.5 per cent, which has been incorporated in the 2019 Budget and is higher than the 2019 forecast of 1.1% from the 2018 Budget.

Payment In Lieu of Taxes (PILTs) and Supplementary Taxes

The 2019 budget includes \$11.9 million from Payment In Lieu of Taxes (PILTs) and Supplementary Taxes after tax write-offs and rebates. The 2019 budget include an increase \$0.5 million due to additional PILTs revenue received from the Greater Toronto Airports Authority and an adjustment for the first year impact of the eligibility changes for the vacant unit rebate phase-out (\$0.5 million), which has been offset by forecasted reduction in supplementary taxes of \$1.0 million.

Grants and Subsidies

Provincial funding assumptions are reviewed annually. The 2019 Regionally Tax Supported budget includes \$653.0 million in grants and subsidies, a \$11.85 million or 1.8 per cent increase over 2018 budget. About 71 per cent of the increase is a result of additional funding in Paramedic, Homelessness Support and Child Care. The increase in subsidies also includes the needs-based Public Health funding from the Province of \$1.1 million.

User Fees, Service Charges and Recoveries

User fees and service charges are collected for Regional services to recover the costs. This is in keeping with the Region's financial principle of "Users Pay Where Appropriate". The 2019 Budget includes an estimated revenue of \$118.6 million. Key items include Federal Gas Tax funding which is allocated to local municipalities, reimbursement for the costs of services provided by the Region to Peel Living and fees from senior residents at long term care homes.

Rate Stabilization Reserve Draws

The 2019 Tax Supported Budget includes \$15.2 million in rate stabilization fund draws (including \$0.5 million for the Public Works Health & Safety Initiative) to support various initiatives as presented in Summary III.

Staffing Resources to Achieve Level Service*

As in *Chart 9* below, the 2019 Regionally Controlled Tax Supported Operating Budget includes 4,137.5 full-time equivalent staffing resources to deliver services to meet the service demands of Peel's community (Summary V (a)-(c)).

Chart 9

	Staffing Resources to Achieve Level of Service	
	2018	2019
Tax Supported Services	4,059.0	4,137.5

*Regular Positions(Full-Time Equivalent, FTE)

APPENDIX II 2019 OPERATING AND CAPITAL BUDGET

Through previous budgets, Council approved funding to provide service levels which utilized 6 regular positions to implement the Butterfly model in Long Term Care homes and 16 contract staff for the delivery of other services. The 2018 level of service reflects these becoming regular FTEs in 2019 to sustain the approved service level and funding approved by Council.

The 2019 Budget adds 77.5 full-time equivalent staffing resources for Regionally Controlled Tax Supported services. These staffing resources help to support and achieve service outcomes in Housing, Community Investment, Paramedics, Long Term Care, TransHelp, Land Use Planning, Roads and Transportation, Waste Management, Finance and Corporate Services.

Regular and temporary positions are approved and managed in accordance with the Workforce Level and Control Policy HR04-01. The overall 2019 Tax Supported Budget includes wage gapping in the amount of \$6.6 million (66 positions), which recognizes the financial impact of the natural staff turnover patterns.

Regionally Financed External Organizations – 1.6 Per Cent Net Tax Levy Increase

Overview

In the proposed 2019 Budget, the Region's tax levy includes financing to non-Regionally controlled external organizations for a total net cost of \$481.9 million or \$23.4 million over the 2018 Budget. The proposed increase is equivalent to a net tax levy increase of 1.6 per cent after assessment growth.

The following table outlines the external organizations that Peel is required to fund based on provincial legislation and the corresponding method of apportionment:

External Agencies Funded by the Region:	Method of Apportionment for External Agencies:
Peel Regional Police (PRP)	Budgeted costs are apportioned to the cities of Brampton and Mississauga property tax
Ontario Provincial Police (OPP) Caledon Detachment	Budgeted costs are apportioned to the Town of Caledon property tax
Three Conservation Agencies: <ul style="list-style-type: none"> - Credit Valley Conservation (CVC) - Toronto and Region Conservation Authority (TRCA) - Conservation Halton (CH) 	Budgeted costs are partially funded by municipalities within the watersheds they manage. Peel's allocation is funded by property tax with a portion on the utility bill
Municipal Property Assessment Corporation (MPAC) for assessment services	Budgeted costs are funded by municipalities according to a formula based on assessment value and the number of properties in each municipality as a per cent of the provincial totals. The budgeted cost is apportioned to property tax.

APPENDIX II 2019 OPERATING AND CAPITAL BUDGET

Operating Budget Pressures

For the Regionally Financed External Organizations, the following drivers outline the 2019 proposed budget changes:

Peel Regional Police

The Peel Regional Police 2019 net budget of \$423.1 million represents an increase of \$21.6 million or 5.4 per cent over the 2018 Budget mainly due to:

- Base budget increases totalling \$8.9 million primarily related to cost of living and other inflationary increases. Offset by the inclusion of \$0.1 million in increased revenue resulting from a reduction in external contract costs;
 - 7 full-time positions were eliminated as a result of contracted services; this results in cost mitigation opportunities in the amount of \$1.2 million in 2019
- Service demand increases totalling \$11.6 million to address community safety and workload pressures resulting from growth within the Region, this includes 45 additional officers, 10 Speciality Bureau Officers, 5 Prisoner Escort Officers and 14 Civilian Support positions. An additional 10 Communicators are also needed to respond to increased call volume.
- Other Pressures increased by \$2.1 million to address budget impacts primarily related to the operating requirements of the completed capital projects and a budget increase for the Police Services Board;

Policing at Community Events

An additional amount of \$0.25 million has been included in the Regionally Controlled 2019 Budget to fund the cities of Brampton and Mississauga for Peel Regional Police presence at community events as per Council Resolutions 2018-211 and 2018-503.

Ontario Provincial Police (Town of Caledon)

The 2019 net budget for Caledon OPP totals \$12.2 million, representing a decrease of (\$0.62) million or (4.8%) over the 2018 Budget. The decrease is driven by annual billing adjustments due mainly to (municipal policing) contract enhancement savings. The savings offset the cost of living and inflationary increases.

Conservation Authorities (CAs)

The 2019 net budgets submitted by the three Conservation Authorities totalling \$26.9 million represents an increase of \$1.7 million or 6.7 per cent over the 2018 Budget. Highlights of the budget increases, related drivers and funding sources are:

- \$1.7 million levy increase is mainly driven by watershed and climate change special levy projects and labour costs funded by the general levy.
- 2019 one-time cost reduction, (\$0.05) million funded from reserves to address Emerald Ash Borer (EAB) impacts and restoration efforts on CVC and TRCA owned properties; continuation of proposed funding is anticipated from Peel's EAB Reserve, until 2020 for TRCA and 2023 for CVC.
- 2019 one-time cost reduction, (\$2.6) million, attributed to the completion of Council approved TRCA Bolton Camp site servicing capital project, thereby reducing the need for funding from Peel's Utility Rate Capital Reserve. Bolton Camp Phase II Operational costs have been added to the special levies for up to 20-years; funding requirements for Peel will be reduced as alternate sources of funding are explored and secured

APPENDIX II 2019 OPERATING AND CAPITAL BUDGET

- No increase for Utility Rate funding as most recent CA project costs were infrastructure driven rather than being watershed focused. The utility rate will be revisited in the next budget cycle as the project focus shifts.

The funding from Peel will be incorporated into each conservation authorities' budget which will subsequently be approved by their respective boards.

Chart 10

Conservation Authorities (CAs) \$000's	General Levy Increases	Special Levy Increases	TOTAL Increase	% Increase
Conservation Levies:				
Credit Valley Conservation	\$298	\$549	\$847	3.7%
Toronto & Region Conservation	\$61	\$762	\$823	4.6%
Conservation Halton	\$15	(\$1)	\$14	3.0%
Sub-total CA Levy Increase	\$374	\$1,310	\$1,684	4.1%
One-Time Costs for EAB & Bolton Camp		-\$2,652	-\$2,652	(83.9%)
Total CA Levy Increase	\$374	\$3,962	\$4,336	(2.2%)
Less Peel Funding:				
• Utility Rate	-	-	-	-
• Peel Reserves	-	\$2,652	\$2,652	(100.0%)
Net Budget	\$374	\$1,310	\$1,684	6.7%

Note: One-Time Costs consist of Emerald Ash Borer (EAB) costs for CVC and TRCA as well as (2018) TRCA Bolton Camp Costs

Municipal Property Assessment Corporation

MPAC's 2019 net budget of \$19.4 million represents an increase of \$0.5 million or 2.5 per cent over the 2018 Budget. The 2019 Budget is based on historical trends for MPAC budget costs. The provincial allocation formula has a higher impact on high growth municipalities.

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

Operating Budget Outlook 2020-2022 – Tax Supported Services

2020- 2022 Forecast

The 2020-2022 financial outlook is based on maintaining existing service levels to a growing and changing population in the most cost effective manner, general assumptions for inflation, and the operational impact of capital works. Changing legislation, provincial subsidy and the fluctuating economy will continue to influence budget increases over the next three years.

As seen in *Chart 11* below, based on current Council directed service levels, staff have forecasted an average net tax levy increase of 3.6 per cent over 2020 - 2022. Also included in these forecasts is the impact of the capital plan on the Operating budget such as the new anaerobic digestion facility to increase waste diversion, increased lane kilometres, new paramedic stations and the investment in sustaining Peel’s infrastructure. Summary IV provides details on the forecasted net budget increases for 2020-2022. These forecasted increases may change as Council determines priorities throughout the next four years.

Chart 11 Operating Forecast 2020 – 2022 – Tax Supported

	2019 Budget	Forecast		
	%	2020	2021	2022
Regionally Controlled	1.7%	2.0%	2.7%	2.6%
External Agencies	1.6%	2.4%	2.2%	2.0%
Tax Assessment Growth	(1.5%)	(1.1%)	(1.1%)	(1.1%)
Subtotal	1.5%	3.3%	3.8%	3.5%
Additional Community Priorities Recommended for 2019	1.8%	0.3%	-	-
Net Tax Levy Impact	3.3%	3.6%	3.8%	3.5%
Property Tax Impact*	1.4%	1.5%	1.6%	1.5%

* Based on weighted average municipal portion of tax bill is approximately 41 per cent.

Consistent with the principle of “Respect for the Taxpayer” within the Long Term Financial Planning Strategy, net tax levy increases that are in line with the Canadian Price Index (CPI), generally between 1% and 3%, are recommended. For 2020, CPI is currently estimated at 2.3%. Staff will bring forward a report to Council after the 2019 Budget deliberations to recommend a target increase for 2020 as well as other recommendations required to achieve the target.

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

2019 Capital Budget and Ten Year Plan – Tax Supported Services

2019 Capital Budget - \$467.6 Million

The Region’s Capital Budget supports the financial principles of “Ensure the capital plan is sustainable”, “Borrow only for substantial long term assets at affordable levels” and “Maintain assets”. The 2019 Tax Supported Capital Budget totals \$467.6 million (Summary VI(a)). Regionally Controlled services represent over 88 per cent (\$412.6 million) of the total tax supported capital plan with Peel Regional Police and Conservation Authorities accounting for the balance. Similar to the 2019 Operating Budget, the 2019 Capital Budget also supports the three areas of focus and outcomes of the Strategic Plan.

The two largest components of the 2019 Tax Supported Capital Budget are Roads and Transportation at \$218.4 million or 47 per cent and Waste at \$117.8 million or 25 per cent which support Council’s priorities of improving goods movement and increasing waste diversion. A comparison of the 2019 Capital Budget with the 2018 Capital Budget is provided in Summary VI(b). Some of the major capital works in the 2019 Tax Supported Capital Budget are as follows:



Living: \$34.1 million

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

- \$14.0 million to build a permanent youth shelter in Brampton
- \$6.3 million for additional Paramedic ambulances to address call volume growth and to support regular replacement of existing fleet and support vehicles as well as planning for future stations
- \$4.7 million to support affordable housing incentives pilot programs and Housing technology
- \$4.7 million for major facility maintenance and equipment repair at the Long Term Care Homes
- \$4.5 million to support TransHelp including vehicle purchase



Thriving: \$394.7 million

Communities are integrated, safe and complete.

- \$135.0 million for road widening and improvement of intersections to accommodate growth
- \$108.7 million for design and construction of an anaerobic digestion facility to support the 75% waste diversion target
- \$70.0 million for road reconstruction and resurfacing to support goods movement
- \$51.0 million to enable Peel Regional Police to meet service demands including facilities revitalization and expansion, information technology requirements and replacement of fleet vehicles
- \$13.0 million for road improvement and cycling initiatives



Leading: \$38.8 million

Government is future-oriented and accountable.

- \$23.4 million to maintain and acquire new technology assets
- \$12.2 million to keep the Regional office facilities in a state of good repair

APPENDIX II 2019 OPERATING AND CAPITAL BUDGET

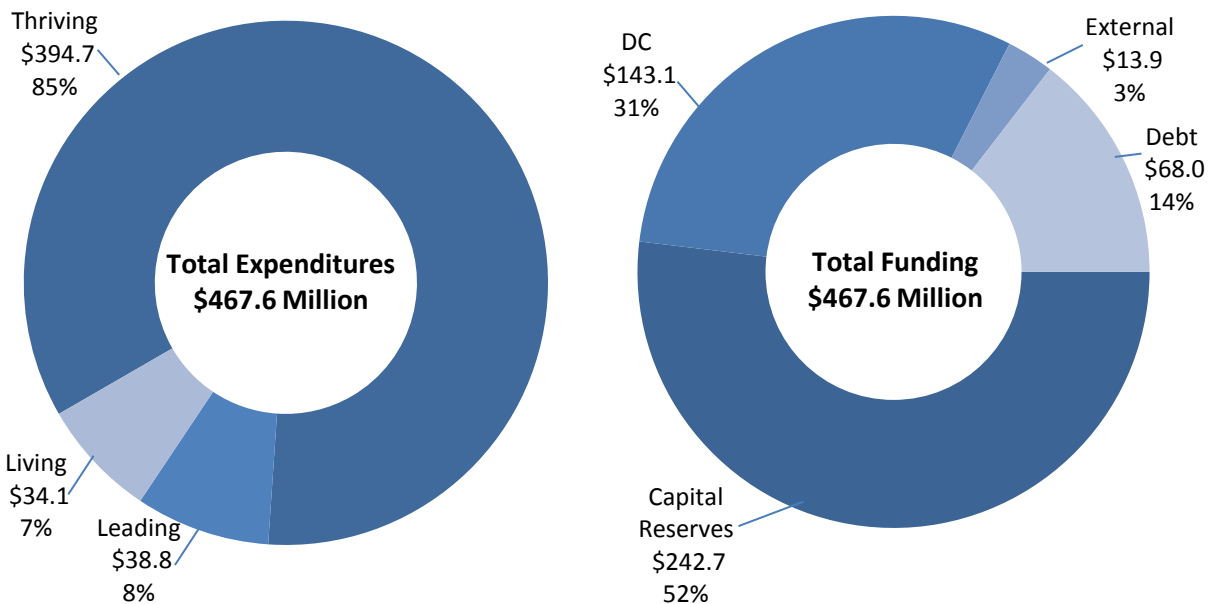
2019 Capital Budget Financing

The Region's capital financing follows the principles of the Long Term Financial Planning Strategy. To implement Peel's "Pay As You Go" principle, growth is funded by development charges where possible and capital reserves are used to fund the state of good repair. Debt is used to cash flow development charges and is leveraged to finance non-development charge eligible growth infrastructure including the development of waste facilities and affordable housing.

The 2019 Tax Supported Capital Budget is financed from development charges, reserves and reserve funds, debt and external funding sources which include funding from other municipal partners. Of the 2019 Tax Supported Capital Budget of \$467.6 million, 52 per cent is funded by capital reserves and reserve funds, 31 per cent is funded by Development Charge (DC) Reserve funds, 14 per cent is financed through debt, and 3 per cent is financed by external sources. *Chart 12* below provides the components of the 2019 Capital Budget by area of focus and the funding sources.

Chart 12

2019 Tax Supported Capital Budget (\$M)



Operating Impact of 2019 Capital Budget

The 2019 Capital Budget includes new infrastructure which will enhance Peel's service levels to meet the demands of our growing community. When these capital works become operational there will be a direct impact on the operating budget requiring additional resources to service the public. The future expected net operating impact of the 2019 Capital Budget is estimated at \$11.4 million, phased in over several years as the work is completed. These expected operating costs associated with capital projects have been included in the future years' operating budget forecast.

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

Chart 13

(In \$ Million)	2019	2020	2021	2022 onward	Total
Housing Support	\$0.1	\$0.2	-	-	\$0.3
Waste Management	-	-	-	\$8.0	\$8.0
Peel Regional Police	\$1.0	\$2.4	\$0.6	\$0.1	\$4.1
Total Operating Impact	\$1.1	\$2.6	\$0.6	\$8.1	\$12.4

- **Housing Support:** operating costs related to Housing Enabling Technology
- **Waste Management:** Anaerobic Digestion Facility is anticipated to become operational in 2024 with an additional annual operating cost of approximately \$8 to \$10 million
- **Peel Regional Police:** operating funds for the purchase of specialized operational equipment for police officers as well as maintenance and subscription costs related to information technology

APPENDIX II 2019 OPERATING AND CAPITAL BUDGET

2019-2028 Ten Year Tax Supported Capital Plan - \$3.4 Billion

2019-2028 Capital Plan

In addition to the one year Capital Budget, the Region prepares a nine year forecast which is approved by Council in principle. Planning beyond the horizon of the single budget year allows the Region to assess the sustainability of future plans. As the Region's assets approach the end of their useful life, the Region must ensure that there is a plan to repair, replace or decommission these assets to support the community's needs over the long term and to meet Peel's growth requirements. The Ten Year Capital Budget for Tax Supported services totals \$3.4 billion (Summary VII).

Highlights of the 2019-2028 Tax Supported Capital Plan include the following:

Living: \$773.0 million

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

- \$377 million for loan requests to maintain the assets of Housing providers
- \$120 million for affordable housing development projects
- \$109 million for the maintenance of four Long Term Care homes and equipment replacement and a new Long Term Care home to address needs of growing frail senior population
- \$50 million for Paramedic satellite and reporting stations
- \$45 million for the replacement and addition of Paramedic vehicles due to growth
- \$14 million for a new Youth Shelter in Brampton
- \$9 million for Transhelp vehicle purchase

Thriving: \$2,410.9 million

Communities are integrated, safe and complete.

- \$1.5 billion investing in Roads and Transportation including \$1.2 billion for road widenings, resurfacing, and structure rehabilitation, \$72 million for Private Noise Wall Conversion Programs and \$11 million for storm sewer remediation
- \$403 million for Police Services to ensure community safety
- \$354 million for new Waste infrastructure to support 75% Diversion Target including Anaerobic Digestion Facility Mixed Waste Processing Facility and Material Recovery Facility,
- \$22 million for monitoring, remediation and closure of landfill sites
- \$19 million for waste facility and equipment maintenance
- \$18 million for growth related purchases of waste containers
- \$13 million for enhancement of the Peel Curing Facility
- \$10 million to maintain PAMA facilities

Leading: \$187.2 million

Government is future-oriented and accountable.

- \$147 million to maintain asset condition and current service levels for existing Peel-owned capital assets (state of good repair)
- \$39 million for climate change studies and investments as well as technology initiatives to provide modern service to citizens

APPENDIX II 2019 OPERATING AND CAPITAL BUDGET

2019-2028 Capital Plan by Classification – Regionally Controlled Tax

The 2019-2028 Regionally Tax Supported Capital Plan can be separated into three general categories: State of Good Repair (SOGR), DC Funded Growth, and Non-DC Funded Growth & Council Priorities as displayed in the table below. Throughout the budget process the Capital Plan is vetted thoroughly to ensure value for money. *Chart 14* illustrates the total Regionally Controlled Tax Supported Capital Plan by category.

Chart 14

Tax Supported Services (Excludes External Agencies)	2019-2028 Capital Plan (\$ M)	%
State of Good Repair	\$ 1,068.3	36%
DC Supported Growth	\$ 1,031.8	35%
Non-DC Growth & Council Priorities	\$ 846.2	29%
Total	\$2,946.3	100%

State of Good Repair capital work is estimated at \$1,068.3 million which represents the capital investment in existing Peel-owned capital assets to maintain asset condition and current service levels using Peel’s Asset Management Strategy. The strategy uses a risk based approach to give a strategic perspective on the state of Peel’s infrastructure highlighting where reinvestments in capital assets are most needed to maintain state of good repair and service levels to the public. The strategy provides a framework that guides the services in planning the most appropriate capital work to address infrastructure needs. The majority of the State of Good Repair capital work in the 10-Year Capital Plan relates to road resurfacing, office facilities maintenance and keeping housing stock in good condition.

DC Funded Growth capital work estimated at \$1,031.8 million represents the capital investment to service the growth in Peel’s population, financed from DC Reserve Funds. The majority of the Growth capital work in the Regionally Controlled Tax Supported 10-year Capital Plan relates to road widenings primarily in Brampton, most notably along Mayfield Road, Mississauga Road, Bovaird Drive, Dixie Road, Highway 50, Airport Road and Steeles Avenue.

Non-DC Growth and Council Priorities capital work of \$846.2 million represents other capital asset acquisitions and improvements which are largely related to service enhancements and non-DC funded growth that are funded from reserves and reserve Funds and external recoveries. Major capital work in the 10-Year Capital Plan includes waste facilities to support Council’s diversion target of 75 per cent by 2034 and additional affordable housing.

2019-2028 Capital Plan Financing

The 2019-2028 Tax Supported Capital Plan of \$3.4 billion including external agencies is funded by three sources: 57 per cent is funded by reserves and reserve Funds, 32 per cent is funded by DC reserve funds, 7 per cent is funded by debt financing and 4 per cent is funded by external sources.

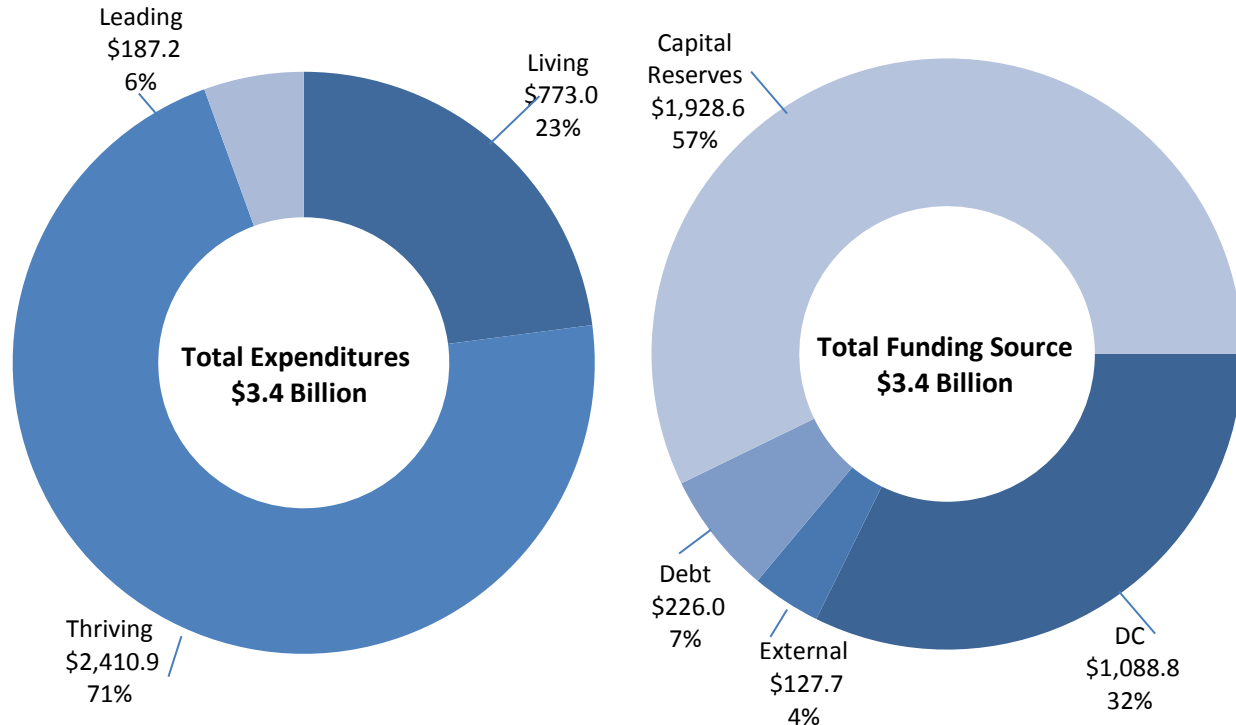
Ontario changed its *Development Charges Act* in December 2015 which allows Peel to use development charges to help pay for waste diversion initiatives. The new waste diversion portion of the Capital Plan will attract development charges following the next DC by-law update.

APPENDIX II 2019 OPERATING AND CAPITAL BUDGET

Chart 15 below provides the components of the 2019 Capital Budget by area of focus and funding source.

Chart 15

2019-2028 Ten Year Tax Supported Capital Plan (\$M)



Sustainable Financing

Adequacy of Reserves/Liquidity

Capital Reserves are used to fund the state of good repair of existing assets and other capital work not eligible for DC funding. The types of capital projects supported by these reserves include replacement of Regional vehicles and equipment, resurfacing of Regional roads, major building equipment repairs and building maintenance, replacement of Regional buildings and waste infrastructure development. Capital Reserves provide the resources to advance the Region's Capital Plan. They provide financial flexibility to meet long term financing requirements and help achieve the long term financial sustainability of Peel's infrastructure.

Regional Council has adopted the strategy to increase the tax supported reserves by one per cent of the net tax levy rate since 2007. Since its implementation, this solution was implemented each year except 2010 to support the non-DC portion of the capital plan. These increases in the capital reserves also contributed to Peel's overall liquidity and financial condition which supports Peel's Triple A (AAA) credit rating.

On April 10, 2014 Council approved the report titled "2014 Annual Update on Peel's Financial Condition", which directed staff to use a 20-year capital forecast of the state of good repair to assess the capital reserve adequacy. Based on the most recent reserve adequacy assessment, current reserve levels and contributions are not sufficient to fund the Regionally Controlled Tax Supported 20-year capital forecast. There is a projected **shortfall of \$1.6 billion** by the end of 2038. Included in the 2019 Tax Supported Operating Budget is a one per cent net tax levy increase or \$10.4 million to mitigate the funding shortfall and to support Peel's long term

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

infrastructure requirements. An annual increase of one per cent each year for further six years from 2020 to 2025 will be required to close the gap.

Leveraging Debt

To support growth driven capital projects and other infrastructure intensive service enhancements that are not eligible for DC funding such as waste facilities and affordable housing units, debt will be leveraged where appropriate during the period of the Capital Plan. Peel can maintain sufficient flexibility and overall liquidity to be able to meet the infrastructure needs of the community through a combination of debt and internal capital reserves to fund these types of projects,. In the 2019-2028 Capital Plan, debt and capital reserves have been identified to finance projects such as the anaerobic digestion facility, and additional affordable housing ensuring generational equity. Staff will seek Council approval prior to issuing any additional debt.

Development Charges

Based on a new DC background study directed by Council to initiate in July 2014, Regional Council passed a new DC By-law on September 10, 2015, to ensure the growth related capital plan is sustainable. Council also approved the collection of residential hard service DC's at the time of subdivision agreement, improving liquidity and reducing reliance on debt. Through the expanded engagement of the Growth Management Committee, it is anticipated that the next DC Background Study and new by-law will commence and be completed in 2020.

APPENDIX II 2019 OPERATING AND CAPITAL BUDGET

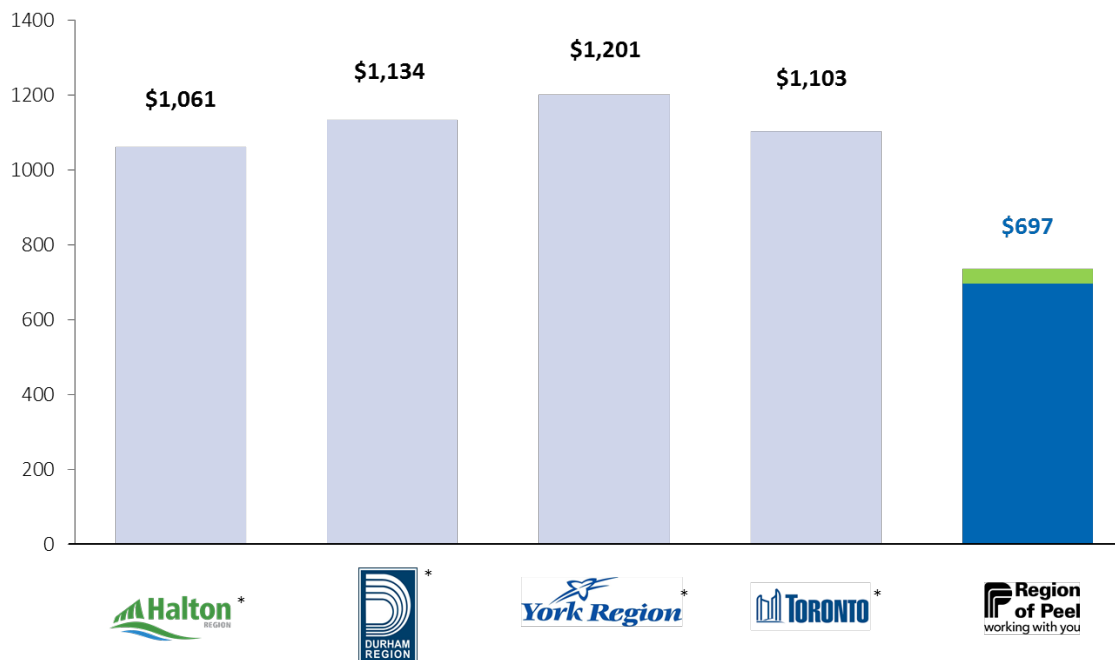
2019 Operating Budget - Utility Rate Supported Services

Overview - 6.5 Per Cent Utility Rate Increase

The Utility Rate Supported Operating Budget totals \$527.7 million. Besides providing water and wastewater services to Peel Region's citizens and businesses, Peel also provides services to York Region and City of Toronto and the costs for these services are fully recovered. Utility Rate user fees also provide \$17.7 million in financial support to the three conservation authorities which serve the Region. The Water and Wastewater service budget increases are based on identified cost pressures and forecasted billable flows.

Included in the Utility Rate expenditures are the debt costs (interest and sinking fund contributions) to finance Peel's growing population and related infrastructure requirements. These debt costs totalling \$106 million currently have no impact on the Utility Rate as they are completely funded from development charge revenues.

The Utility Rate Supported Operating Budget is financed mostly through revenue from consumers. Other financing sources include external sources (i.e. York Region), grants, and sewer surcharge revenue. The 2019 Water and Wastewater Budget results in a blended utility rate increase of 6.5 per cent.



*Based on 2018 Residential Rates

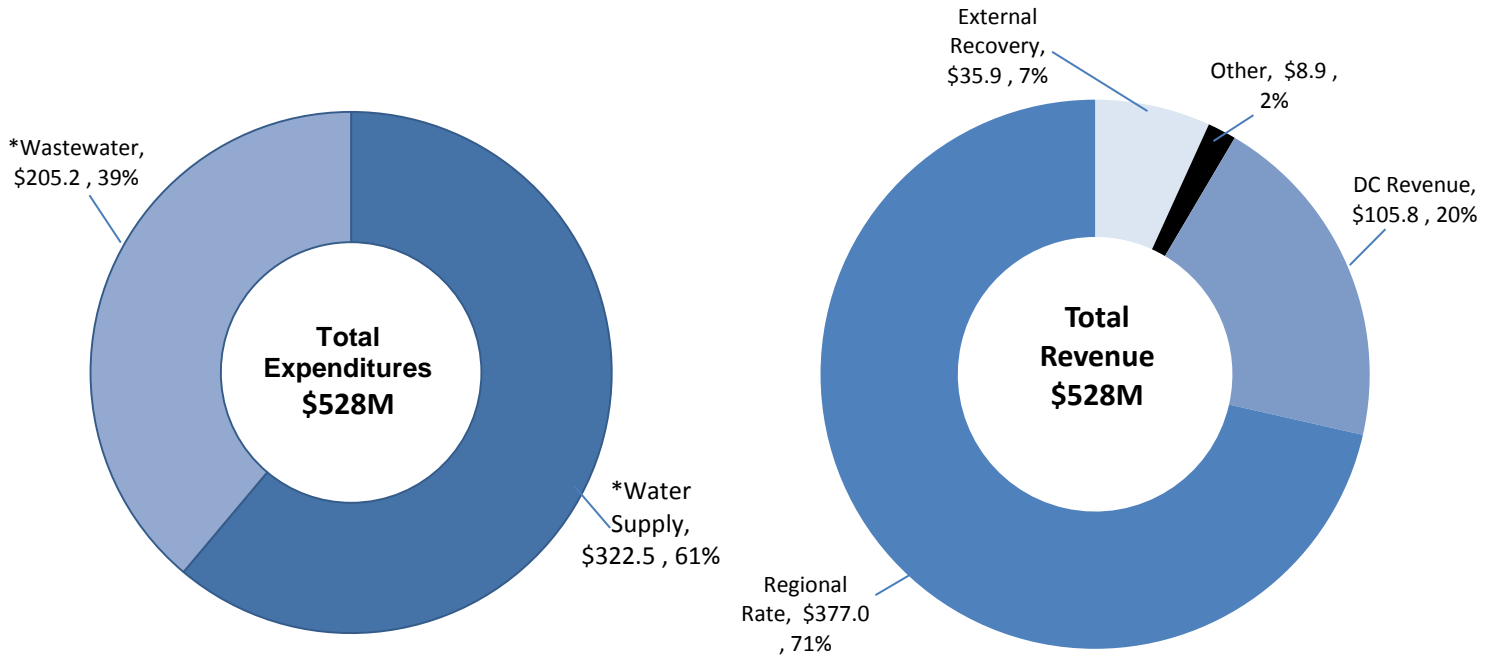
Note: York Region - average of three municipalities: Markham, Vaughan & Richmond Hill

This 6.5 per cent utility rate increase translates into an increase of \$38 or \$0.10 per day to the residential annual water bill based on average household consumption of 290m³ and an increase of \$101 or \$0.28 per day to the small business water bill based on average consumption of 695m³. In 2019 the average residential homeowner will pay a water bill in the amount of \$697 based on average household consumption. However, Peel's utility rate will be the lowest rate in comparison to neighbouring GTA regions even before their relative 2019 utility rate increases.

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

Chart 16

2019 Utility Rate Supported Operating Budget (\$M)



*Note: includes \$17 million Conservation Authorities expenditures and \$106 million Debt financing cost funded by DCs

Operating Budget Pressure

The Peel required billings determine the utility rate applied to Peel users. The 2019 Utility Supported Operating Budget has an increase of \$23.8 million in Peel required billings to meet the demand of a number of significant pressures offset by operational efficiencies. The pressures are categorized as Base Pressures, Service Demand and Capital Infrastructure Funding.

Base Pressures

Base pressures include adjustments for inflation, economic factors and prior year management decisions. \$10.9 million related to base pressures in the 2019 Utility Rate budget includes:

- \$1.9 million inflationary impact related to materials, supplies and services as well as labour costs
- \$4.4 million for the reduction of tax support of utility operations
- The ten-year Ontario Clean Water Agency (OCWA) contract increase of \$2.4 million

The above pressures are partially offset by efficiencies of \$4.6 million including hydro cost reduction and the savings through the use of an online staff ordering system in the Water Supply service.

The budget includes resources to provide water and wastewater services for 4,550 new customers in 2019.



Service Demand

The chart below includes the Service demand in the 2019 Utility Rate Supported Budget.

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

Chart 17

Thriving - Communities are integrated, safe and complete

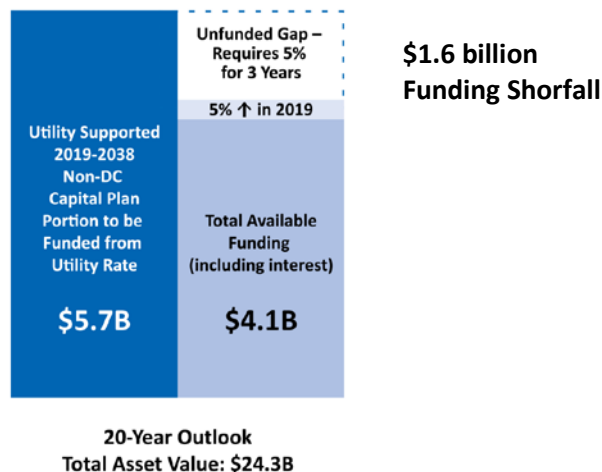
Service	Service Outcome	2019 Investment Outcomes	Investments	
			Gross (\$'000)	Net (\$'000)
 Water Supply	Safe, reliable and high quality drinking water is available to Peel customers	Maintain and repair vehicles for a growing fleet predominately in water and wastewater services	107	107
 Wastewater	Wastewater in the Region of Peel is removed in a safe and environmentally responsible manner	Support enforcement of by-law pertaining to discharges from construction projects to regional storm sewers (mostly recovered from user fees)	27	27
Thriving - Total			134	134

Capital Infrastructure Funding – Through the Utility Rate

The commitment to maintain quality water and wastewater services and comply with regulations includes a continued focus on asset management work. Each year, information on the condition of Peel's infrastructure is updated and re-evaluated over the 20-year horizon as per Council's direction in 2014, to validate the long-term adequacy needs for the capital reserves.

Based on the most recent assessments of Peel's water and water infrastructure, it is estimated that approximately \$5.7 billion will be required over the next 20 years to predominately finance the state of good repair of water and wastewater assets. This level of investment will be sufficient to maintain current service levels to the public and manage infrastructure risks. As illustrated in Chart 18, there is a **funding gap currently estimated at \$1.6 billion**, which has largely been driven by the growth in Peel's infrastructure combined with some of Peel's more significant infrastructure approaching the end of its lifecycle. To mitigate the current unfunded shortfall and to support Peel's long-term financial sustainability, an increase of 5 per cent infrastructure rate or \$17.4 million has been included in the 2019 Utility Rate Supported budget. Analysis shows an annual increase for three more years until 2022 will close the current funding gap.

Chart 18



APPENDIX II 2019 OPERATING AND CAPITAL BUDGET

Water Consumption

In addition to operating costs, the other factor to determine the utility rate is billable flow or average water consumption volume, which has been declining in recent years. The trend is influenced by changes in the Building Code, Built form and changes in the nature of employers. Peel's utility rate costs are primarily fixed (87 per cent) as the service is infrastructure intensive so there is little ability to reduce operating costs when billed volumes decline. Consumption is reviewed each year and adjustments are made when necessary to Peel's budgeted flows.

Operating Budget Financing

User Fees and Service Charges

The 2019 Utility Rate Supported budget includes approximately \$9.3 million in general user fees and service charges. In addition to general user fees and service charges, the Utility Rate budget includes fees charged to York Region of \$26.0 million, which represents the full cost recovery of providing water and wastewater services to York Region. The largest component of the Utility Rate budget is the direct billing to Peel's residential and commercial ratepayers which represents approximately 91 per cent of the total funding source.

Rate Stabilization Reserve Draw

The 2019 Utility Rate Supported Budget includes \$0.4 million in rate stabilization fund draws to support various initiatives as show in Summary III.

*Staffing Resources**

As in the *Chart 19* below, the 2019 Utility Rate Supported Operating Budget includes 518.25 full-time equivalent staffing resources to deliver services to meet the demands of Peel community (Summary V (a)-(c)).

Chart 19

	Staffing Resources to Achieve Level of Service	
	2018*	2019*
Utility Rate Services	515.25	518.25

**Regular Positions(Full-Time Equivalent, FTE)*

Through previous budgets, Council approved funding to provide service levels which utilized three contract staff for service delivery. The 2018 level of service reflects these becoming regular FTEs in 2019 to sustain the approved service level and funding approved by Council. In addition, the 2019 Budget adds three full-time staffing resources to support fleet growth, wastewater capital condition assessment and rehabilitation, and for environmental control to ensure enforcement of by-laws.

The overall 2019 Utility Rate budget includes wage gapping in the amount of \$0.95 million (10 positions), which recognizes the financial impact of the natural staff turnover patterns.

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

Operating Budget Outlook 2020-2022 – Utility Rate Supported Services

The 2019 Utility Rate Supported Budget increase provides the balance to maintain capital infrastructure in a state of good repair, address service level requirements while minimizing the impact to Peel's ratepayer. Assumptions for demand reflect the trends over the past five years and take into account new growth.

For the period 2020-2022, Peel Utility Rate Supported services are forecasting an average combined annual rate increase of 6.8 per cent, of which 74 per cent is to maintain infrastructure which currently projects a funding shortfall of \$1.6 billion. A number of key assumptions such as the water and wastewater capital stabilization reserve contributions, energy prices, Peel water consumption, and operating costs in water and wastewater services will continue to influence the rates in future budgets. Included in the forecast is a 5.0 per cent increase from 2020 to 2022 to support state of good repair of existing and new regional infrastructure.

Peel's current Utility Rates are the lowest in comparison to similar municipalities in Ontario. With the forecasted increases to 2022, Peel's Utility Rates are expected to remain the lowest in comparison to similar municipalities. Displayed in *Chart 20* are the projected utility rate increases for the next three years. Of note, all utility rate increases are effective on April 1 of the budget year.

Chart 20

	Forecasted Utility Rate Impact 2019 – 2022			
	Budget		Forecast	
	2019	2020	2021	2022
Operations	2.9%	3.2%	1.8%	1.4%
Consumption Adjustment	-1.4%	-0.4%	-0.2%	-0.3%
Capital Infrastructure	5.0%	5.0%	5.0%	5.0%
Total Utility Rate Impact *	6.5%	7.8%	6.6%	6.1%
Household Bill (annual consumption of 290m ³)	\$697	\$748	\$799	\$849
Small Business (annual consumption of 695m ³)	\$1,784	\$1,915	\$2,046	\$2,174

Note: The 3 year forecast impact is an average of 6.8% per cent from 2020-2022 assuming 0.24% consumption growth. 74 per cent of the increase is to maintain the state of good repair of infrastructure which currently has a projected reserve shortfall of \$1.6 billion.

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

2019 Capital Budget – Utility Rate Supported Services

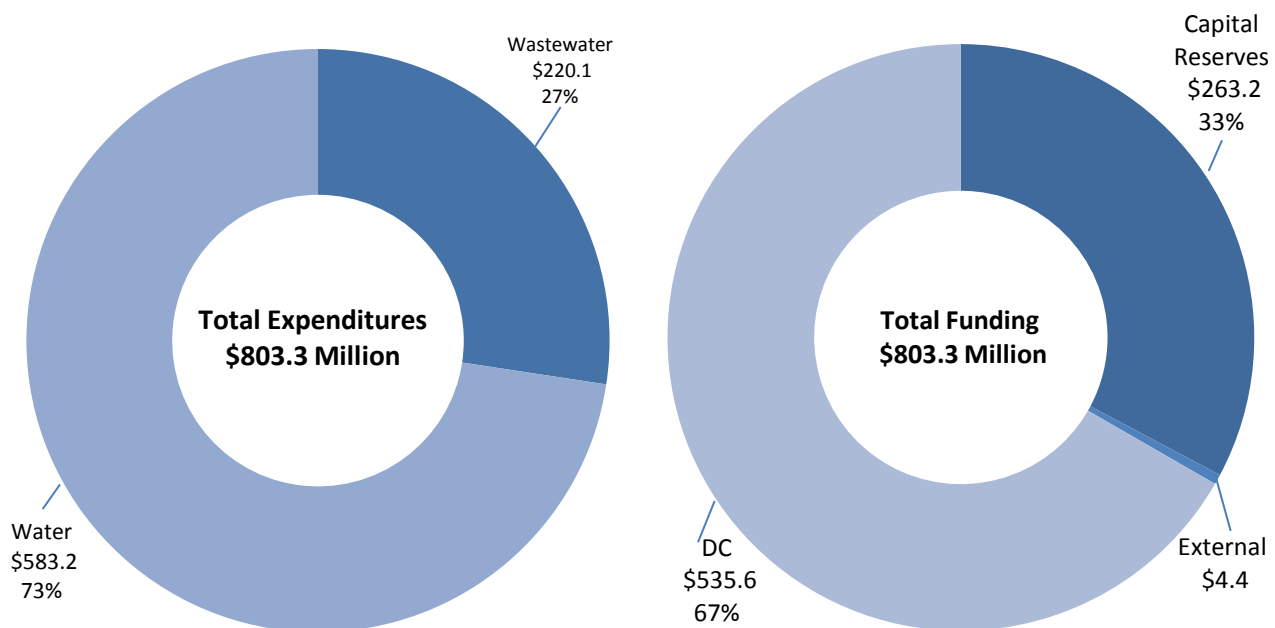
2019 Capital Budget - \$803.3 Million

The 2019 Utility Rate Supported Capital Budget totals \$803.3 million (Summary VI(a)). Water Supply accounts for \$583.2 million or 73 per cent and Wastewater totals \$220.1 million or 27 per cent. A comparison of the 2019 Capital Budget with the 2018 Capital Budget is provided in Summary VI(b). *Chart 21* below provides the breakdown of the two services that make up the total of the 2019 Utility Rate Supported Capital Budget.

As presented in *Chart 21* below, of the 2019 Utility Rate supported capital budget of \$803.3 million, 67 per cent or \$535.6 million is funded from DC reserves, 33 percent or \$263.2 million from Capital Reserves, and \$4.4 million from External Funding.

Chart 21

2019 Utility Rate Supported Capital Budget (\$M)



Thriving: \$803 million

Communities are integrated, safe and complete.

Highlights of the 2019 investments include:

- \$354 million to construct new transmission water mains to service growth in Brampton
- \$68 million to construct new sanitary sewers to service growth in Peel
- \$65 million for major capital improvements at the lake-based wastewater treatment plants
- \$52 million to construct new distribution system water mains to service growth in Peel
- \$50 million to invest in the Region's linear water infrastructure, including replacing aging water mains
- \$48 million for improvements and upgrades at the Beckett Sproule and East Brampton Water Pumping Station in central Brampton
- \$42 million to construct new sewers in the Cawthra Road/Burnhamthorpe area to provide for growth and reduce the risk of flooding
- \$33 million for replacement and rehabilitation in the Region's linear wastewater infrastructure

APPENDIX II 2019 OPERATING AND CAPITAL BUDGET

Operating Impact of Capital

There is no operating impact related to the 2019 Utility Rate Supported capital budget.

2019-2028 Ten Year Capital Plan - \$4.1 Billion

2019-2028 Capital Plan

As in the Tax Supported Services, the Utility Rate Supported Services also prepares a nine year forecast, which is presented to Council to approve in principle. The Ten Year Capital Budget for Utility Rate Supported Services totals \$4.1 billion.

Highlights of the 2019-2028 Capital Plan include:

- \$303.5 million for replacement of Watermains, system improvements and looping of dead-end mains in Mississauga over the 2019 – 2028 period
- \$246 million for local collection system repair and replacement in Peel
- \$245 million for East to West Diversion Sanitary Trunk Sewer in 2020
- \$242 million for major capital improvements at the treatment facility including demolition works, new inlet conduit, new odour control facility, new primary clarifiers (2019 – 2022)
- \$210.7 million for future transmission systems projects anticipated in the sixth year or later of the Region's capital plan for the water program
- \$189.2 million for replacement of Watermains, system improvements and looping of dead-end mains in Brampton over 2019 – 2028
- \$162.1 million for construction of a transmission main from Beckett-Sproule Pumping Station to the East Brampton Reservoir (\$152.1M specifically requested in 2019)
- \$132.9 million for Construction of a sub-transmission main from Beckett-Sproule Pumping Station to the East Brampton Pumping Station (\$125.0 million specifically requested in 2019)

2019-2028 Capital Plan by Classification

The 2019-2028 Utility Rate Supported Capital Plan of \$4.1 billion can be separated into three general categories as in *Chart 22: State of Good Repair, DC Funded Growth, Non-DC Funded Growth & Council Priorities*.

State of Good Repair (SOGR) capital work estimated at \$1.9 billion represents the capital improvements on existing Peel-owned capital assets to maintain asset condition and current levels of service including meeting current regulatory requirements. The Region's investment in the state of good repair of its assets is guided by the principles of the Asset Management Policy.

DC Funded Growth capital work estimated at \$1.8 billion represents investment in new capital to service Peel's population growth financed from DC funding sources. Approximately 44 per cent of the total Utility Rate Supported capital work is to address this pressure from growth.

Non-DC Growth and Council Priorities capital work of \$0.4 billion represents capital asset acquisitions and improvements which are largely required for anticipated service enhancements and are funded from internal reserves. This category also includes capital work such as system improvements to address low water pressure in multiple areas and system enhancement to optimize process and increase security level.

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

Chart 22

Utility Rate Supported Services	2019-2028 Capital Plan (\$ M)	%
State of Good Repair	\$1,865.0	46%
DC Supported Growth	\$1,819.8	44%
Non-DC Growth and Council Priorities	\$ 399.0	10%
Total	\$4,083.8	100%

2019-2028 Capital Plan Financing

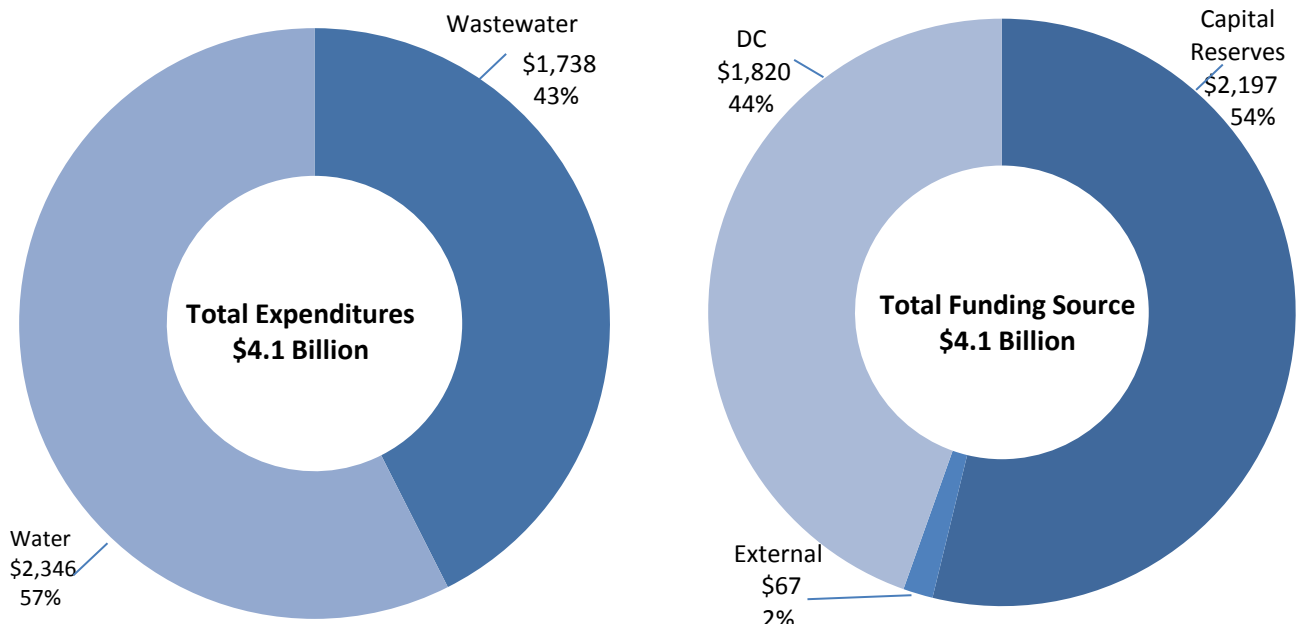
The 2019-2028 Utility Rate Supported Capital Plan of \$4.1 billion (Summary VII) is funded by three sources: 54 per cent is funded by reserves and reserve Funds, 44 per cent is funded by DC reserve fund, and the remaining 2 per cent of the total plan is funded by external sources (e.g. York Region, Metrolinx, Local Municipalities, etc.).

In 2017 the Utility Rate supported services received Phase I funding from federal and provincial infrastructure funding programs. Phase 2 of the infrastructure funding programs won't be announced until the fall of 2019. Once Phase 2 of the funding program is announced, staff will report to Council with funding programs details as well as the projects that the Region will apply for funding. External funding will reduce the pressure on the internal capital reserves.

Chart 23 provides the components of the 2019-2028 capital plan by service and the funding sources.

Chart 23

2019-2028 Utility Rate Supported Capital Plan (\$M)



APPENDIX II 2019 OPERATING AND CAPITAL BUDGET

Sustainability – Adequacy of Reserves

Capital Reserves are used to fund the state of good repair of existing assets and other capital work not eligible for DC funding. The types of capital projects supported by these reserves include replacement of vehicles, replacement of linear assets, pipes, feeder mains and facilities.

Capital Reserves provide the resources to advance the Region's capital plan. They provide financial flexibility to meet long term financing requirements and help achieve the long term financial sustainability of its infrastructure.

In 2008, Council adopted the strategy to increase the utility rate supported reserves each year to support the components of the capital plan not eligible for development charges. Since its implementation, except in year 2010, Council approved utility rate increases in range of three to seven per cent in annual budgets to strengthen Utility Rate Supported Capital Reserves. The increases in the capital reserves are also an important factor in Peel's overall liquidity and financial condition which supports Peel's Triple "A" (AAA) credit rating.

Similar to the Tax Supported Capital Plan staff use a 20-year capital forecast of state of good repair to assess the capital reserve adequacy for Utility Rate Supported services. Based on the most recent reserve adequacy assessment there is a projected **shortfall of \$1.6 billion** in available funding by the end of year 2038. Included in the 2019 Utility Rate Budget is a 5 per cent rate levy increase or \$17.4 million to mitigate the unfunded shortfall and to support Peel's long term infrastructure requirements. An annual increase of 5 per cent for another three years from 2020 to 2022 will be required to close the gap.

APPENDIX II 2019 OPERATING AND CAPITAL BUDGET

Disclosure of 2019 Budget Key Assumptions & Risks

Budget preparation requires assumptions to be made based on the best available information and are updated annually based on historical trends. The budget reflects an appropriate level of risk but there are certain items which should be highlighted:

Budget Accounting Policy

The Region's budgets are prepared based on a modified accrual basis while the Region's financial annual reports which report the actual results utilize the full accrual basis of accounting in accordance with Canadian public sector accounting standards.

Since 2009, the Canadian public sector accounting standards have incorporated the capitalization of tangible capital assets (TCA) and amortization expenses in the financials for all Ontario municipalities. For budget purposes, *Ontario Regulation 284/09 of the Municipal Act, 2001*, allows municipalities to exclude TCA amortization from the budget.

Different from the financial annual report, the Region's operating budget does not include amortization expenses. Instead, it includes annual contributions to capital reserves to address the potential tangible capital asset liability. The 2019 annual reserve contributions for Tax and Utility Rate supported services both exceed their respective estimated 2018 amortization expense for tangible capital assets.

The Region's Financial Annual Report includes a reconciliation of the budget and actual results. The current approach that the Region utilizes to prepare its budgets provides Council with the information to make decisions on potential changes in tax and utility rates. The Region's 2019 Budget is prepared according to the *Ontario Regulation 284/09 of the Municipal Act, 2001*. See Summary I(C) for a presentation and reconciliation of the 2019 Budget under a full accrual basis.

Labour Costs

- **Contract Settlements:** The 2019 Budget includes assumptions for interest arbitration awards for bargaining unit staff. The assumptions are consistent with Council direction for negotiating purposes.
- **Pay Equity:** The Region regularly assesses compliance with pay equity legislation. Dependent on the negotiated increases to union members and non-union staff pay band increases, there may be a pay equity impact.
- **Employment Standards Act:** The provincial Conservative government has announced it is reviewing recent changes to the Employment Standards Act implemented by the previous provincial government. It is not known which, if any of the recent changes might be adjusted. While the impact is unknown at this point in time, in general the Region exceeds the new requirements introduced by the changes to the Employment Standards Act.
- **OMERS:** The OMERS Sponsors Corporation is currently undertaking a Comprehensive Plan Review. One potential outcome of this review could be increases to the Regions OMERS contribution levels. The review is ongoing and any potential changes are not anticipated to take effect before January of 2021.

Economic and Market Volatility

- **Revenue for Recycled Materials:** China's regulation on imports of recyclables continues to generate significant risk in marketing the Region's commodities and related revenue generation. The 2019 Budget

APPENDIX II 2019 OPERATING AND CAPITAL BUDGET

includes a reserve draw of \$5.2 million to offset temporary impact of these regulations as well as costs during the shutdown of the Material Recovery Facility (MRF) while it undergoes capital improvements.

- **Energy Costs:** The Region of Peel is one of the largest consumers of electricity in Peel. Energy costs are a significant component of the operating costs of Peel's Utility Rate Supported services. For 2019, the energy cost is forecasted to decrease by 9.6 per cent largely due to the two new Provincial legislations to reduce electricity costs. Given the potential volatility in energy costs and the variability of electricity consumption that may be brought about by changes in Regional facilities or operations, the actual expenditures may vary from the budget amount.
- **Ontario Works (OW) Caseload:** OW caseload is influenced by the performance of Peel's economy. The Region analyzes trends when forecasting caseload levels, and the 2019 budget includes an average monthly caseload of 19,250, based on actual and projected caseload levels. In 2019, social assistance benefit costs continue to be paid for fully by the Province.
- **Paramedic Call Volume:** Paramedic call volume grows at an average annual rate of 5.0 per cent (based 10 years of data). The 5.0 per cent average annual growth rate provides a stable proxy for planning and staffing requests through the budget process. Year over year increases vary (from 1.4 per cent to 9.3 per cent). It is noteworthy that this fluctuation places varying demand on the paramedic system and introduces an element of increased risk in years of higher than average growth.
- **Sinking Fund Rate of Return:** The Region contributes amounts to sinking funds to be used to retire long term debt in the future. The amount required to be contributed annually is dependent upon the rate of return on the sinking fund investments. Lower than expected returns would eventually cause increases in annual contributions.
- **Supplemental Assessment, Property Tax Rebates and Write-offs:**
Changes in the economy contribute to spikes in assessment growth, property tax rebates and property tax write-offs for items such as vacant commercial properties.

Supplemental taxation is additional property tax revenues generated from new assessments that MPAC has added to the Region's tax roll in the year from new development or renovations / upgrades to existing structures. The amount of additional revenue is dependent on the number and type of property changes processed by MPAC and therefore varies annually.

Property tax write-offs result from assessment appeals to the Assessment Review Board (ARB) and Requests for Reconsideration (RfRs) submitted to MPAC. Successful appeals can result in adjustments for multiple taxation years. The annual property tax write-off expense varies as it is dependent on a number of factors that are beyond the municipality's control, such as the number of successful appeals, the change in assessed value and the number of taxation years impacted. Adding to this volatility is a number of outstanding centralized appeals for banner stores (such as Canadian Tire and Home Depot stores) still to be resolved. As a means to mitigate potential risk and support the Region's long-term financial sustainability, an allowance for property tax appeals in the amount of \$16.6 million has been established to address the potential losses associated with the outstanding assessment appeals. The adequacy of the allowance is reviewed annually. The ARB has recently implemented a new process for assessment appeals which stipulates a strict timeframe for completing appeals and a new process for scheduling appeals. It is the intention of the ARB to have all appeals heard within the four year assessment cycle.

Property tax adjustments also result from applications made to the municipalities for the Region's rebate programs, including vacancies in commercial and industrial buildings, eligible charities, and low-income seniors and low income persons with disabilities homeowners. The Provincial government has introduced flexibility for municipalities to amend their vacant unit rebate program to respond to community needs. The Region initiated a consultation process with the business community resulting in Regional Council approving a phase out of the vacant unit rebate program by 2020 taxation year (as legislated by O. Reg. 581/17).

APPENDIX II 2019 OPERATING AND CAPITAL BUDGET

Weather

- **Utility Rate Supported Services and Transportation:** Operations of three Regional services are influenced by seasonal weather patterns: Water Supply, Wastewater and Roads & Transportation. Weather impacts water consumption demand primarily during the summer and the roads maintenance program in the winter. Managing financial risks associated with weather volatility in these programs is supported by Rate Stabilization Reserves.

Regulations and Legislation

- **Changes to Regulations and Legislation:** The 2019 Budget was developed with an understanding of the cost to comply with relevant regulations and legislation. As changes in regulations and legislation come into place staff will assess the cost of compliance and report to Council appropriately. For example, the need to adhere to the required legislation such as the *Construction Lien Act (CLA)*, *Ontarians with Disabilities Act (AODA)*, *ON1Call Act*, *Canadian Environmental Protection Act (CEPA)* and *Waste Free Ontario Act* may pose future challenges.

The Province introduced in 2018 the Ontario Cannabis Legalization Implementation Fund (OCLIF) to fund municipalities for additional costs related to the legalization of recreational cannabis. No revenue or expenditures have been included in the 2019 Budget. As additional details are released from the Province, staff will report back to Council on the implementation of funding as well as implications for Peel's services.

- **Ontario Public Health Standards:** Provincial funding received is currently insufficient to meet the Ontario Public Health Standards in full, and as a result, Public Health prioritizes its efforts and activities towards those areas of greatest need as identified through health status data. Council is advised when there are significant risks in not meeting the standards. The 2019 Budget assumptions for provincial funding recognize that in some programs the level of funding falls short of prescribed formulas and/or does not recognize the needs of a growing population. Funding to cover inflation has been assumed for the 2019 Budget but there is significant risk that the payment will not be provided which will impact service levels.

In 2018, the Province implemented the Modernized Standards and a new Accountability Framework and Organizational Requirements. The operational impacts of these changes are not yet known and therefore no adjustment has been made to the 2019 Budget.

- **Changes to Valuation Process for Multi-residential Properties:** For the 2016 reassessment, MPAC changed the methodology for valuing multi-residential properties to a Direct Capitalization on Net Operating Income approach. Previous valuations were based on the Gross Income Multiplier approach. No special consideration can be given to social housing/ non-profit buildings which must be assessed using the same methodology as all multi-residential properties.

For the 2018 taxation year, the reassessment property tax impact for Peel Living/Peel Region properties was mitigated by the City of Mississauga's adjustment of the 2018 tax ratio for the multi-residential property class. The 2019 reassessment impact is unknown at this time and it is anticipated that the multi-residential reassessment property tax impact will be reviewed/analyzed annually to determine if a further tax ratio adjustment is necessary to minimize this impact.

APPENDIX II 2019 OPERATING AND CAPITAL BUDGET

Grants & Subsidies

- **Provincial Funding:** Provincial funding is a primary source of revenue to offset the municipal cost to deliver Health and Human Services. The Region of Peel receives a total of \$670 million in external funding from upper levels of government. The 2019 Budget assumptions for provincial funding include \$11.85 million for the Provincial share of inflation and growth through various cost sharing formulas. This funding represents an impact of 1.1 per cent on the net tax levy. With the current Provincial review of services, there is significant risk to the funding amount.

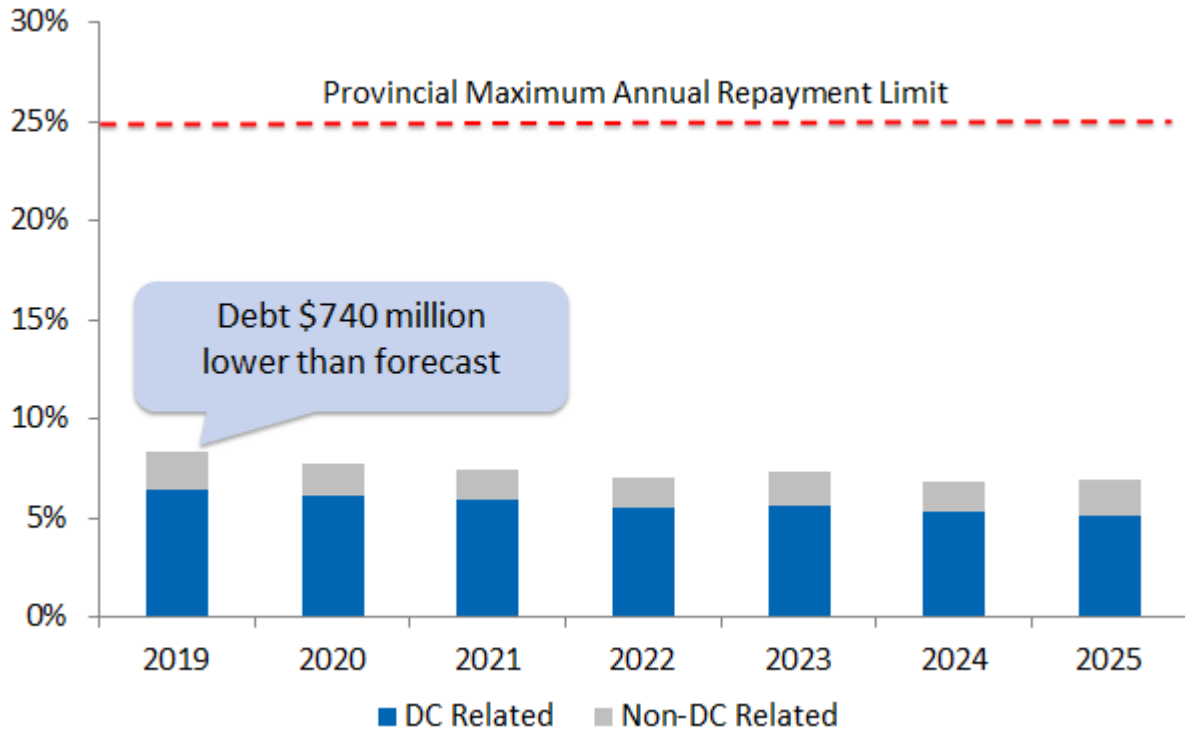
Rate Stabilization Reserves

- **Contingent Draws:** Rate Stabilization Reserves are used to minimize annual fluctuations in property tax and utility rates as they provide funding for one-time costs, allow significant pressures to be phased in and are also used to address program pressures where there is some degree of uncertainty. These are especially important given that historical analysis shows that there can be noticeable swings in revenues from year to year. The 2019 Budget includes \$18.1 million in contingent Regional Rate Stabilization Reserve draws, \$15.2 million for Regionally Controlled Tax supported including \$0.5 million for the Public Works Health & Safety Initiative, \$0.4 for Regionally Controlled Utility Rate supported, \$0.5 million for Conservation Authorities and \$2.0 million for Peel Regional Police. Utilization of the Rate Stabilization Reserves is contingent on Peel's actual 2019 financial performance. Summary III provides details on the 2019 Proposed Rate Stabilization Reserve Draws.

Debt Financing

- **Tax Supported Debt:** As of August 31, 2018 Tax supported debt totals \$73.5 million. Debt financing costs of \$6.1 million are included in the 2019 tax supported operating budget.
- **Debt to Support Affordable Housing:** To maximize both the number of affordable housing units that can be developed and the use of internal capital reserves, debt will be leveraged where appropriate during the period of the Capital Plan. However, the final financial strategy for affordable housing projects in 2019 will be determined upon completion of the Housing Master Plan document.
- **Peel Housing Corporation Mortgages:** While the Region of Peel does not directly hold the mortgages related to Peel Housing Corporation, as its sole shareholder, the Region of Peel is required to include the building mortgages as part of its overall debt capacity. Future Debt requirements of the Peel Housing Corporation will also contribute to Peel's overall debt capacity. The Peel Housing Corporation Board will need to determine its debt requirements and seek approval from Council prior to debt issuance.
- **Development Charge Supported Debt:** During the 2015 DC By-law update, the total level of debt to be issued by 2018 was estimated at \$1.96 billion. By actively managing the growth capital program DC debt issued to date is \$1.43 billion (\$1.18 billion net of sinking funds) in addition to savings of \$210 million from enhanced expenditure management.
- **2019 New Debt Requirements:** DC related debt charges are funded by DC revenues. The Region is exploring debt for growth and new service enhancements to maintain overall liquidity and will report to Council on projects such as the Anaerobic Digestion Facility supporting waste diversion and affordable housing. Staff have included a total of \$226 million in potential debt financing and will seek Council approval prior to issuing any additional debt.
- **Debt and the Annual Repayment Limit:** The Annual Repayment Limit (ARL) represents the amount of debt the Region of Peel can issue based on 25 per cent of its own source revenues. As shown in the chart below, Peel is estimated to be at 8.0 per cent of its 25 per cent ARL in 2019 and remain below 8.5 per cent until forecast year 2022. To the end of 2018, DC related debt is approximately \$740 million lower than forecast in the 2015 DC Background Study.

APPENDIX II 2019 OPERATING AND CAPITAL BUDGET



- Development Charge Adequacy:** On June 14, 2018 Council received an information report titled “Development Charges Program Update”, which included an annual test of the adequacy of DC rates. The annual update determined that Development Charge rates were adequate and an increase of 14.1 per cent would be required to existing DC rates to maintain sustainability. The required increase is below the 20 per cent threshold established by Council in 2012. Through the expanded engagement of the Growth Management Committee, it is anticipated that the next DC Background Study and a new by-law be available in early 2020.

Uncertain Liabilities

- GO Transit:** The 2019 Budget does not include Peel’s potential liability to GO Transit of \$222.4 million (at October 31, 2018), which includes the September 2018 year-to-date amount for the 2007 through 2018 fiscal years. This represents an unfinanced liability due to Peel Regional Council’s decision to limit funding for GO Transit to the growth capital plan funded through development charges. The potential GO Liability can be mitigated through the balance retained in Peel’s Tax supported Stabilization and Capital Reserves.
- Post-Employment Benefits:** Regionally Controlled Services post-employment benefits costs are based on the latest third party actuarial review including post-employment amounts for those on Long Term Disability and have been included in the 2019 Budget.

APPENDIX II 2019 OPERATING AND CAPITAL BUDGET

Conclusion

The services provided by the Region of Peel touch the lives of the residents of the three local municipalities in essential ways and contribute to the ability of their residents, businesses and communities to thrive. Peel's services are focused on positive outcomes for 1.49 million residents and 173,000 businesses.

The 2019 Operating Budget advances the Strategic Plan and carries on Peel's tradition of appropriately balancing the priority needs of the community while keeping tax and utility rates as low as possible. Overall, the 2019 Budget:

- Is responsible and efficient
- Supports the strategic outcomes of "Living, Thriving and Leading"
- Meets priority needs of the Peel community
- Is responsive to changes in the environment
- Is part of prudent, long-term financial planning that ensures the provision of required programs and services now and in the future.

The 2019 Capital Budget and the 2019-2028 Ten Year Capital Forecast represent the long term commitment by the Region to serve Peel residents and tax and rate payers through prudent asset management and responsible and necessary maintenance of Regional infrastructure, which assists in delivering the services our citizens need and expect.

Overall, the 2019 Budget for the Region of Peel advances Council's 20-year Strategic Plan in a fiscally responsible manner. The budget represents an appropriate balance between meeting community needs, and maintaining long term financial sustainability while minimizing the impact on Region of Peel tax and utility rate payers.

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

6.2-62

**2019 Operating Budget Summary by Service
(\$'000)**

SUMMARY I(a)

	2019 Proposed Budget				2018 Budget Net Expenditure	Change from 2018	
	Total Expenditure	Revenue Grants	Revenue Other	Net Expenditure		\$	%
Property Tax Supported							
Adult Day	6,897	(3,845)	(972)	2,080	2,149	(70)	(3.3)
Child Care	172,891	(165,329)	(287)	7,275	8,425	(1,150)	(13.7)
Community Investment	16,704	(23)	-	16,681	10,499	6,182	58.9
Employment Support	21,212	(17,946)	-	3,266	2,685	581	21.6
Homelessness Support	39,272	(24,672)	(2,780)	11,820	13,076	(1,256)	(9.6)
Housing Support	171,758	(26,109)	(30,257)	115,392	114,816	576	0.5
Income Support	246,777	(224,045)	-	22,731	23,514	(782)	(3.3)
Long Term Care	93,759	(39,275)	(17,801)	36,684	34,510	2,174	6.3
Paramedics	109,362	(53,014)	(104)	56,245	53,855	2,389	4.4
TransHelp	30,071	(744)	(3,270)	26,057	23,255	2,802	12.1
Living	908,703	(555,003)	(55,470)	298,230	286,786	11,444	4.0
Chronic Disease Prevention	35,602	(23,198)	(332)	12,071	11,701	370	3.2
Early Growth and Development	54,163	(38,094)	(180)	15,889	13,352	2,536	19.0
Heritage Arts and Culture	6,431	(43)	(384)	6,004	5,883	121	2.1
Infectious Disease Prevention	34,195	(22,700)	(1,185)	10,309	9,277	1,033	11.1
Land Use Planning	6,392	-	(3,092)	3,300	3,110	189	6.1
Roads and Transportation	70,341	-	(3,277)	67,064	65,656	1,409	2.1
Waste	144,549	(13,417)	(18,738)	112,394	107,917	4,477	4.1
Thriving	351,673	(97,453)	(27,189)	227,031	216,896	10,135	4.7
Enterprise Programs and Services (EPS) *							
CAO Office	1,157	-	-	1,157	1,113	44	3.9
Corporate Services	24,860	-	(2,800)	22,060	22,010	50	0.2
Council & Chair	2,817	-	-	2,817	2,519	298	11.8
Finance	11,258	-	(2,467)	8,791	8,307	484	5.8
Non-Program (Less Capital Allocation)	66,806	(15,277)	(80,576)	(29,047)	(23,976)	(5,071)	(21.1)
Digital and Information Services	19,325	-	(862)	18,463	18,706	(244)	(1.3)
Subtotal Enterprise Programs and Services	126,223	(15,277)	(86,705)	24,241	28,679	(4,439)	(15.5)
Capital Allocation	59,589	-	-	59,589	49,202	10,387	21.1
Leading	185,811	(15,277)	(86,705)	83,829	77,881	5,948	7.6
Regionally Controlled Services	1,446,186	(667,733)	(169,364)	609,090	581,563	27,527	4.7
External Organizations - Thriving							
Police							
Peel Regional Police	468,574	(17,887)	(27,617)	423,070	401,510	21,560	5.4
Ontario Provincial Police	12,489	-	(320)	12,169	12,788	(619)	(4.8)
Community Events Policing Grant *	250	-	-	250	-	250	100.0
Subtotal Police Services	481,313	(17,887)	(27,937)	435,489	414,298	21,191	5.1
Conservation Authorities	27,452	-	(510)	26,942	25,258	1,684	6.7
Municipal Property Assessment Corporation	19,448	-	-	19,448	18,970	478	2.5
Subtotal Conservation and Assessment	46,899	-	(510)	46,389	44,227	2,162	4.9
Region Financed External Organizations	528,212	(17,887)	(28,447)	481,878	458,525	23,353	5.1
Total Property Tax Supported	1,974,398	(685,620)	(197,810)	1,090,968	1,040,088	50,880	4.9
Utility Rate Supported - Thriving							
Water Supply	322,515	-	(73,118)	249,397	240,130	9,267	3.9
Wastewater	205,151	-	(41,614)	163,536	149,026	14,510	9.7
Total Utility Rate Supported Services	527,666	-	(114,733)	412,933	389,156	23,778	6.1
Total Region	2,502,064	(685,620)	(312,543)	1,503,901	1,429,244	74,658	5.2

2019 Operating Budget by Area of Focus

Living	908,703	(555,003)	(55,470)	298,230	286,786	11,444	4.0
Thriving	1,407,551	(115,340)	(170,369)	1,121,842	1,064,577	57,266	5.4
Leading	185,811	(15,277)	(86,705)	83,829	77,881	5,948	7.6
Total Region	2,502,065	(685,620)	(312,544)	1,503,901	1,429,244	74,658	5.2

Note: May not add up due to rounding

* Costs for Community Events Policing Grant are budgeted through EPS

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

6.2-63

SUMMARY I (b)

**2019 VS 2018 Operating Budget by Service
(\$'000)**

	2018		2019		2019 Variance			
	Total Expenditure	Net Expenditure	Total Expenditure	Net Expenditure	Total Expenditure		Net Expenditure	
					\$	%	\$	%
Property Tax Supported								
Adult Day	6,785	2,149	6,897	2,080	111	1.6	(70)	(3.3)
Child Care	185,525	8,425	172,891	7,275	(12,634)	(6.8)	(1,150)	(13.7)
Community Investment	10,499	10,499	16,704	16,681	6,204	59.1	6,182	58.9
Employment Support	19,594	2,685	21,212	3,266	1,619	8.3	581	21.6
Homelessness Support	36,663	13,076	39,272	11,820	2,609	7.1	(1,256)	(9.6)
Housing Support	171,325	114,816	171,758	115,392	433	0.3	576	0.5
Income Support	237,995	23,514	246,777	22,731	8,781	3.7	(782)	(3.3)
Long Term Care	90,171	34,510	93,759	36,684	3,588	4.0	2,174	6.3
Paramedics	100,576	53,855	109,362	56,245	8,786	8.7	2,389	4.4
TransHelp	27,472	23,255	30,071	26,057	2,600	9.5	2,802	12.1
Living	886,605	286,786	908,703	298,230	22,098	2.5	11,444	4.0
Chronic Disease Prevention	35,388	11,701	35,602	12,071	214	0.6	370	3.2
Early Growth and Development	52,035	13,352	54,163	15,889	2,127	4.1	2,536	19.0
Heritage Arts and Culture	6,196	5,883	6,431	6,004	235	3.8	121	2.1
Infectious Disease Prevention	33,490	9,277	34,195	10,309	705	2.1	1,033	11.1
Land Use Planning	5,762	3,110	6,392	3,300	629	10.9	189	6.1
Roads and Transportation	68,942	65,656	70,341	67,064	1,399	2.0	1,409	2.1
Waste	140,729	107,917	144,549	112,394	3,820	2.7	4,477	4.1
Thriving	342,543	216,896	351,673	227,031	9,130	2.7	10,135	4.7
Enterprise Programs and Services (EPS) *								
CAO Office	1,113	1,113	1,157	1,157	44	3.9	44	3.9
Corporate Services	24,451	22,010	24,860	22,060	409	1.7	50	0.2
Council & Chair	2,519	2,519	2,817	2,817	298	11.8	298	11.8
Finance	10,927	8,307	11,258	8,791	331	3.0	484	5.8
Non-Program(Less Capital Allocation)	67,205	(23,976)	66,806	(29,047)	(399)	(0.6)	(5,071)	(21.1)
Digital and Information Services	19,893	18,706	19,325	18,463	(568)	(2.9)	(244)	(1.3)
Subtotal Enterprise Programs and Services	126,108	28,679	126,223	24,241	115	0.1	(4,439)	(18.3)
Capital Allocation	49,202	49,202	59,589	59,589	10,387	21.1	10,387	21.1
Leading	175,310	77,881	185,811	83,829	10,501	6.0	5,948	7.6
Regionally Controlled Services	1,404,458	581,563	1,446,186	609,090	41,728	3.0	27,527	4.7
External Organizations - Thriving								
Police								
Peel Regional Police	446,022	401,510	468,574	423,070	22,552	5.1	21,560	5.4
OPP	13,108	12,788	12,489	12,169	(619)	(4.7)	(619)	(4.8)
Community Events Policing Grant*	-	-	250	250	250	100.0	250	100.0
Subtotal Police Services	459,130	414,298	481,313	435,489	22,183	4.8	21,191	5.1
Conservation Authorities	28,420	25,258	27,452	26,942	(968)	(3.4)	1,684	6.7
Municipal Property Assessment Corporation	18,970	18,970	19,448	19,448	478	2.5	478	2.5
Subtotal Conservation and Assessment	47,389	44,227	46,899	46,389	(490)	(1.0)	2,162	4.9
Region Financed External Organizations	506,519	458,525	528,212	481,878	21,693	4.3	23,353	5.1
Total Property Tax Supported	1,910,977	1,040,088	1,974,398	1,090,968	63,421	3.3	50,880	4.9
Utility Rate Supported - Thriving								
Water Supply	313,695	240,130	322,515	249,397	8,820	2.8	9,267	3.9
Wastewater	190,940	149,026	205,151	163,536	14,210	7.4	14,510	9.7
Total Utility Rate Supported Services	504,635	389,156	527,666	412,933	23,031	4.6	23,778	6.1
Total Region	2,415,612	1,429,243	2,502,064	1,503,901	86,452	3.6	74,658	5.2

Note: May not add up due to rounding

* Costs for Community Events Policing Grant are budgeted through EPS

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

6.2-64

**2019 Budget - Full Accrual Based
(\$'000)**

SUMMARY I (c)

	Revenue	Expenses
Operating Budget		
Council Proposed Budget	2,502,064	2,502,064
In-year budget adjustments	-	-
Board Proposed Peel Housing Corporation	99,830	99,830
Adjustment for intercompany transactions	(49,839)	(49,839)
PSAB Adjustments		
Contributions to reserves/reserve funds	-	(428,212)
Contributions from reserves/reserve funds	(54,324)	-
Payment to sinking fund for debt retirement	-	(50,853)
Other liabilities	-	(2,144)
Other adjustments	(14,154)	(14,154)
Adjusted Operating Budget	2,483,577	2,056,692
Capital Budget		
Council Proposed Budget	1,270,891	1,270,891
Timing difference between budget and spending	(521,339)	(521,339)
Board Proposed Peel Housing Corporation	44,377	44,377
Timing difference between budget and spending	(15,841)	(15,841)
PSAB Adjustments	-	-
Contributions from reserves/reserve funds	(375,446)	-
Acquisition of tangible capital assets	-	(583,278)
Amortization	-	294,383
Adjusted Capital Budget	402,642	489,193
Other		
Reserve fund interest and other revenue	58,517	
Budget as presented in Financial Statements	2,484,038	2,057,181

The schedule above provides a reconciliation of the total proposed 2019 Budget to the full accrual (PSAB) method.

Note: The Region presents its budget using a modified accrual method which is in accordance with *Municipal Act, 2001* requirements.

Under full accrual budgeting revenues are recognized as they are earned, even if the money has not been received, and spending on goods and services when it is incurred, even if the invoice has not yet been paid. Where capital investments are concerned, this treatment also requires that when a new asset is built or acquired, its full cost is not recorded in that year. Instead, only a portion of the cost, called amortization, is recorded as an expense in the year of acquisition and every subsequent year of the asset's useful life.

To enable alignment and comparison with the Audited Financial Statements, which are done under a full accrual basis as required by the Public Sector Accounting Board (PSAB), Summary I(c) provides a reconciliation of the 2019 Budget from the modified accrual method to a full accrual method.

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

6.2-65

**Summary of Budget Costs Mitigated in 2019 Operating Budget
('000)**

SUMMARY II

Service	Budget Costs Mitigated	Total Expenditures	Total Revenue	Net Costs
Property Tax Supported				
Paramedics	Linen supplies inventory review	(96)		(96)
Paramedics	Conversion of leasehold to regionally owned facilities	(160)		(160)
Living		(256)	-	(256)
Infectious Disease Prevention	Expenditure reduction after operational review	(95)		(95)
Chronic Disease Prevention	Expenditure reduction after operational review	(379)		(379)
Early Growth and Development	Expenditure reduction after operational review	(81)		(81)
Roads and Transportation	Decrease in cost due to LED street light conversion in Brampton and Caledon	(365)		(365)
Roads and Transportation	Decrease in cost due pavement of gravel road	(55)		(55)
Waste	Lower cost due to LED lighting retrofits	(77)		(77)
Thriving		(1,052)	-	(1,052)
Corporate Services	Office facility operation expense efficiencies	(333)		(333)
Finance	Savings from self-insuring benefit review	(892)		(892)
Leading		(1,225)	-	(1,225)
Regionally Controlled Tax Supported Services Subtotal		(2,533)	-	(2,533)
Conservation Authorities	General Levy –program service review	(6)		(6)
Police	PRP Efficiencies - 7 full-time positions eliminated	(1,157)	(157)	(1,000)
Police	OPP Budget Reduction for annual billing adjustments driven by Labour contract enhancement savings	(715)		(715)
Property Tax Supported Services Total		(4,411)	(157)	(4,254)
Utility Rate Supported Services - Thriving				
Water	Electricity savings by participating in the Industrial Conservation Initiative	(4,600)		(4,600)
Water	Online staff ordering system	(70)		(70)
Utility Rate Supported Services Total		(4,670)	-	(4,670)
Total Budget Costs Mitigated		(9,081)	(157)	(8,924)

Note: May not add up due to rounding

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

6.2-66

SUMMARY III

Service	2019 Budget \$'000	Reason for the Draw
Tax Supported Services		
Roads and Transportation	\$370	To support Emerald Ash Borer tree removal program (One-time funding, until 2021) ¹
Waste Management	\$635	To fund 8 contract staffing resources with the purpose to increase Waste Diversion and increase Waste Diversion rate (One-time funding) ¹
	\$5,200	To mitigate impact of China National Sword (Council ref# 2018-644) ¹
Homelessness Support	\$1,350	Human trafficking strategy - pilot funding for specialized programming in a service hub delivered by non-profit service providers and operating funds for dedicated emergency housing supports (Total \$5.4 M for over 4 years till 2022) ¹
Infectious Disease Prevention	\$263	To fund contract staffing resources to support the development of Community Safety and Well Being plan (One-time funding, phase out in 2021) ¹
Early Growth and Development	\$171	To fund contract staffing resources to support the development of Community Safety and Well Being plan (One-time funding, phase out in 2021) ¹
Chronic Disease Prevention	\$278	To fund contract staffing resources to support the development of Community Safety and Well Being plan (One-time funding, phase out in 2021) ¹
Long Term Care	\$274	To fund Statutory Holiday costs for part-time staff (Two year cost phase in plan, approved in 2018, phase out in 2019) ¹
	\$320	To fund Butterfly Model implementation for two approved households in 2019 (One-time funding) ¹
Enterprise Programs and Services	\$150	To create a two year vendor of record (VoR) pilot for recruitment services (phase out in 2020) ¹
	\$500	To replace the existing non-union job evaluation program (One-time funding) ¹
	\$100	To develop a Legal Register for the development of an occupational Health and Safety management system (One-time funding) ¹
	\$723	To fund staffing resources required to enable the Region's Cash Management Strategy. Reserve draw for associated expenses will in effect be paid from increased interest earnings (Council ref# ARC-8-2017) ¹
	\$30	External legal fee recovery for local municipalities' debt issuance (On going, to be reviewed for external recoveries) ¹
	\$100	External consulting costs, equally shared amongst Finance/Treasury divisions (To be reviewed in 2020 budget) ¹
	\$250	Total \$500K over two years for Citrix license and maintenance services to allow for virtualization of E-agenda and Financial Information Centre (Two year plan, phase out in 2020) ¹
	\$250	For the Regional Digital Strategy's continuous improvement philosophy to increase operational efficiencies across all programs and services (pilot program phase out in 2019) ¹
	\$50	Conduct consulting study, including recommendations and resource requirements for establishment of Peel Art Gallery Museum and Archives (PAMA) special events products (One-time funding) ¹
	\$3,650	WSIB Actuarial Adjustment as per Actuarial Study (A similar amount will be required for 2020) ¹
Water Supply	\$248	To fund the Billing operations 3.5 contract staffing resources (One-time funding) ²
	\$500	To fund the Public Work Health & Safety initiative (One-time funding) ¹
Wastewater	\$130	To fund staffing resource for managing a new dedicated management system team (One-time funding) ²
Regionally Controlled Programs	\$15,542	
External Organizations		
Conservation Authorities	\$510	To support Emerald Ash Borer tree removal
Peel Regional Police	\$2,000	To fund one-time expenditures
Total External Organizations	\$2,510	
Total Region	\$18,052	

¹ Total draw from Tax Supported Rate Stabilization Reserve is \$15.2 M

² Total draw from Utility Rate Supported Rate Stabilization Reserve is \$0.4 M

Note: May not add up due to rounding

APPENDIX II
2019 OPERATING AND CAPITAL BUDGET

6.2-67

SUMMARY IV

2020-2022 Operating Budget Forecast
(\$'000)

	2019 Proposed Budget					2020 Forecast				
	Expense	Revenue	Net Exp	\$	%	Expense	Revenue	Net Exp	\$	%
Property Tax Supported										
Adult Day	6,897	(4,817)	2,080	(70)	(3.3%)	7,081	(4,836)	2,245	165	7.9%
Child Care	172,891	(165,616)	7,275	(1,150)	(13.7%)	174,198	(166,733)	7,465	190	2.6%
Community Investment	16,704	(23)	16,681	6,182	58.9%	10,772	(23)	10,749	(5,931)	(35.6%)
Employment Support	21,212	(17,946)	3,266	581	21.6%	21,761	(18,429)	3,332	66	2.0%
Homelessness Support	39,272	(27,452)	11,820	(1,256)	(9.6%)	38,261	(26,955)	11,306	(514)	(4.3%)
Housing Support	171,758	(56,366)	115,392	576	0.5%	175,104	(56,832)	118,273	2,881	2.5%
Income Support	246,777	(224,045)	22,731	(782)	(3.3%)	251,367	(228,033)	23,334	603	2.7%
Long Term Care	93,759	(57,075)	36,684	2,174	6.3%	97,245	(57,070)	40,174	3,490	9.5%
Paramedics	109,362	(53,118)	56,245	2,389	4.4%	113,533	(55,502)	58,032	1,787	3.2%
TransHelp	30,071	(4,014)	26,057	2,802	12.1%	33,447	(4,496)	28,951	2,894	11.1%
Living	908,703	(610,473)	298,230	11,444	4.0%	922,770	(618,910)	303,860	5,630	1.9%
Chronic Disease Prevention	35,602	(23,531)	12,071	370	3.2%	36,471	(23,891)	12,580	509	4.2%
Early Growth and Development	54,163	(38,274)	15,889	2,536	19.0%	56,516	(38,660)	17,856	1,968	12.4%
Heritage Arts and Culture	6,431	(427)	6,004	121	2.1%	6,926	(432)	6,494	490	8.2%
Infectious Disease Prevention	34,195	(23,886)	10,309	1,033	11.1%	35,090	(24,307)	10,783	474	4.6%
Land Use Planning	6,392	(3,092)	3,300	189	6.1%	6,750	(3,294)	3,455	156	4.7%
Roads and Transportation	70,341	(3,277)	67,064	1,409	2.1%	72,528	(3,313)	69,215	2,151	3.2%
Waste	144,549	(32,155)	112,394	4,477	4.1%	147,747	(30,613)	117,134	4,740	4.2%
Thriving	351,673	(124,642)	227,031	10,135	4.7%	362,029	(124,511)	237,518	10,488	4.6%
Enterprise Programs and Services (EPS) *										
CAO Office	1,157	-	1,157	44	3.9%	1,179	-	1,179	23	2.0%
Corporate Services	24,860	(2,800)	22,060	50	0.2%	24,501	(2,233)	22,268	208	0.9%
Council & Chair	2,817	-	2,817	298	11.8%	2,881	-	2,881	64	2.3%
Total Corporate Services	28,834	(2,800)	26,034	392	1.5%	28,561	(2,233)	26,328	295	1.1%
Finance	11,258	(2,467)	8,791	484	5.8%	12,083	(2,889)	9,193	403	4.6%
Non-Program (Less Capital Allocation)	66,806	(95,853)	(29,047)	(5,071)	(21.1%)	64,863	(96,751)	(31,888)	(2,841)	(9.8%)
Total Finance	78,063	(98,320)	(20,256)	(4,587)	(29.3%)	76,946	(99,641)	(22,695)	(2,438)	(12.0%)
Digital and Information Services	19,325	(862)	18,463	(244)	(1.3%)	19,999	(869)	19,130	667	3.6%
Subtotal Enterprise Programs and Services	126,222	(101,982)	24,241	(4,439)	(15.5%)	125,506	(102,743)	22,763	(1,476)	(6.1%)
Capital Allocation	59,589	-	59,589	10,387	21.1%	70,189	-	70,189	10,600	17.8%
Leading	185,811	(101,982)	83,829	5,948	7.6%	195,694	(102,743)	92,952	9,123	10.9%
Regionally Controlled Services	1,446,186	(837,096)	609,090	27,527	4.7%	1,480,493	(846,163)	634,330	25,240	4.1%
External Organizations - Thriving										
Police Services										
Peel Regional Police	468,574	(45,504)	423,070	21,560	5.4%	491,744	(45,504)	446,240	23,170	5.5%
Ontario Provincial Police	12,489	(320)	12,169	(619)	(4.8%)	12,859	(320)	12,539	370	3.0%
Community Events Policing Grant*	250	-	250	250	100.0%	250	-	250	-	-
Subtotal Police Services	481,313	(45,824)	435,489	21,191	5.1%	504,853	(45,824)	459,029	23,540	5.4%
Conservation Authorities	27,452	(510)	26,942	1,684	6.7%	29,613	(445)	29,168	2,226	8.3%
Municipal Property Assessment Corporation	19,448	-	19,448	478	2.5%	19,928	-	19,928	480	2.5%
Subtotal Conservation and Assessment	46,899	(510)	46,389	2,162	4.9%	49,541	(445)	49,096	2,706	5.8%
Region Financed External Organizations	528,212	(46,334)	481,878	23,353	5.1%	554,394	(46,269)	508,125	26,247	5.4%
Total Property Tax Supported	1,974,398	(883,430)	1,090,968	50,880	4.9%	2,034,887	(892,432)	1,142,455	51,487	4.7%
Utility Rate Supported - Thriving**										
Water Supply	322,515	(73,118)	249,397	9,267	3.9%	339,180	(73,169)	266,011	16,614	6.7%
Wastewater	205,151	(41,614)	163,536	14,510	9.7%	216,888	(41,667)	175,221	11,685	7.1%
Total Utility Rate Supported Services	527,666	(114,733)	412,933	23,778	6.1%	556,068	(114,836)	441,232	28,299	6.9%
Total Region	2,502,064	(998,163)	1,503,901	74,658	5.2%	2,590,955	(1,007,267)	1,583,687	79,786	5.3%

Note: May not add up due to rounding

* Costs for Community Events Policing Grant are budgeted through EPS

** Peel Direct Billing

APPENDIX II
2019 OPERATING AND CAPITAL BUDGET

6.2-68

SUMMARY IV

2020-2022 Operating Budget Forecast
(\$'000)

	2021 Forecast					2022 Forecast				
	Expense	Revenue	Net Exp	\$	%	Expense	Revenue	Net Exp	\$	%
Property Tax Supported										
Adult Day	7,270	(4,856)	2,415	170	7.6%	7,465	(4,875)	2,589	175	7.2%
Child Care	176,607	(168,954)	7,654	189	2.5%	179,066	(171,218)	7,848	194	2.5%
Community Investment	10,947	(23)	10,924	175	1.6%	11,019	(23)	10,996	72	0.7%
Employment Support	22,135	(18,758)	3,376	44	1.3%	22,519	(19,096)	3,423	47	1.4%
Homelessness Support	38,409	(26,988)	11,421	115	1.0%	37,182	(25,643)	11,539	119	1.0%
Housing Support	177,508	(56,547)	120,961	2,688	2.3%	180,497	(56,605)	123,892	2,931	2.4%
Income Support	256,049	(232,095)	23,954	620	2.7%	260,825	(236,234)	24,591	637	2.7%
Long Term Care	100,616	(57,618)	42,998	2,824	7.0%	102,963	(58,374)	44,589	1,591	3.7%
Paramedics	117,695	(57,510)	60,185	2,153	3.7%	122,101	(59,638)	62,463	2,278	3.8%
TransHelp	37,463	(4,917)	32,546	3,595	12.4%	42,348	(5,657)	36,690	4,145	12.7%
Living	944,699	(628,266)	316,433	12,573	4.1%	965,985	(637,364)	328,621	12,188	3.9%
Chronic Disease Prevention	37,095	(23,993)	13,103	522	4.2%	38,013	(24,375)	13,638	536	4.1%
Early Growth and Development	58,129	(38,916)	19,213	1,357	7.6%	59,043	(39,321)	19,722	508	2.6%
Heritage Arts and Culture	7,117	(438)	6,679	185	2.9%	7,269	(443)	6,825	146	2.2%
Infectious Disease Prevention	35,707	(24,438)	11,269	486	4.5%	36,652	(24,885)	11,767	498	4.4%
Land Use Planning	7,021	(3,497)	3,525	69	2.0%	7,412	(3,699)	3,713	188	5.3%
Roads and Transportation	74,659	(3,349)	71,310	2,095	3.0%	76,551	(3,386)	73,165	1,855	2.6%
Waste	151,679	(30,662)	121,017	3,883	3.3%	154,407	(30,711)	123,697	2,679	2.2%
Thriving	371,407	(125,292)	246,116	8,597	3.6%	379,346	(126,820)	252,526	6,411	2.6%
Enterprise Programs and Services (EPS) *										
CAO Office	1,203	-	1,203	23	2.0%	1,227	-	1,227	24	2.0%
Corporate Services	24,938	(2,266)	22,672	404	1.8%	25,238	(2,299)	22,939	267	1.2%
Council & Chair	2,947	-	2,947	66	2.3%	3,014	-	3,014	67	2.3%
Total Corporate Services	29,087	(2,266)	26,822	493	1.9%	29,479	(2,299)	27,180	358	1.3%
Finance	12,477	(2,920)	9,557	364	4.0%	12,794	(2,952)	9,842	285	3.0%
Non-Program (Less Capital Allocation)	62,918	(97,220)	(34,302)	(2,414)	(7.6%)	62,517	(97,222)	(34,705)	(403)	(1.2%)
Total Finance	75,395	(100,140)	(24,745)	(2,050)	(9.0%)	75,311	(100,174)	(24,863)	(118)	(0.5%)
Digital and Information Services	20,692	(877)	19,815	685	3.6%	21,396	(884)	20,511	696	3.5%
Subtotal Enterprise Programs and Services	125,174	(103,283)	21,892	(872)	(3.8%)	126,186	(103,357)	22,828	936	4.3%
Capital Allocation	81,281	-	81,281	11,092	15.8%	92,886	-	92,886	11,605	14.3%
Leading	206,455	(103,282)	103,173	10,221	11.0%	219,071	(103,357)	115,714	12,541	12.2%
Regionally Controlled Services	1,522,562	(856,840)	665,721	31,391	4.9%	1,564,402	(867,541)	696,862	31,140	4.7%
External Organizations - Thriving										
Police Services										
Peel Regional Police	513,624	(45,504)	468,120	21,880	4.9%	535,514	(45,504)	490,010	21,890	4.7%
Ontario Provincial Police	13,259	(320)	12,939	400	3.2%	13,674	(320)	13,354	415	3.2%
Community Events Policing Grant*	250	-	250	-	-	250	-	250	-	-
Subtotal Police Services	527,134	(45,824)	481,310	22,281	4.9%	549,438	(45,824)	503,614	22,304	4.6%
Conservation Authorities	31,613	(470)	31,143	1,975	6.8%	33,228	(425)	32,803	1,661	5.3%
Municipal Property Assessment Corporation	20,421	-	20,421	492	2.5%	20,925	-	20,925	504	2.5%
Subtotal Conservation and Assessment	52,033	(470)	51,563	2,467	5.0%	54,153	(425)	53,728	2,165	4.2%
Region Financed External Organizations	579,167	(46,294)	532,873	24,748	4.9%	603,591	(46,249)	557,342	24,470	4.6%
Total Property Tax Supported	2,101,728	(903,134)	1,198,594	56,139	4.9%	2,167,994	(913,790)	1,254,204	55,610	4.6%
Utility Rate Supported - Thriving**										
Water Supply	356,122	(73,220)	282,902	16,891	6.3%	372,979	(73,272)	299,706	16,805	5.9%
Wastewater	228,938	(41,720)	187,218	11,997	6.8%	240,421	(41,775)	198,646	11,428	6.1%
Total Utility Rate Supported Services	585,060	(114,940)	470,120	28,888	6.5%	613,400	(115,047)	498,353	28,232	6.0%
Total Region	2,686,789	(1,018,074)	1,668,714	85,027	5.4%	2,781,393	(1,028,837)	1,752,557	83,842	5.0%

Note: May not add up due to rounding

* Costs for Community Events Policing Grant are buc

** Peel Direct Billing

Summary of Staffing Resources*

SUMMARY V(a)

	Resources to Achieve Level of Service	
	2018**	2019 Proposed
Adult Day	49.32	49.32
Child Care	72.77	72.77
Community Investment **	29.22	31.22
Employment Support	68.55	68.55
Homelessness Support	21.33	21.33
Housing Support **	135.81	140.31
Income Support **	343.10	343.10
Long Term Care **	710.43	724.43
Paramedics	582.08	613.08
TransHelp	126.70	128.70
Living	2,139.31	2,192.81
Chronic Disease Prevention	255.99	255.99
Early Growth and Development	225.68	225.68
Heritage Arts and Culture	32.20	32.20
Infectious Disease Prevention	241.69	241.69
Land Use Planning **	47.50	50.50
Roads and Transportation **	186.30	189.30
Waste Management **	188.00	197.00
Thriving	1,177.36	1,192.36
CAO Office	4.00	4.00
Corporate Services	351.86	356.86
Council & Chair	3.00	3.00
Total Corporate Services	358.86	363.86
Finance **	173.30	177.30
Digital & Information Service **	210.20	210.20
Leading	742.36	751.36
Total Regionally Controlled Property Tax Supported	4,059.03	4,137.53
Utility Rate Supported - Thriving		
Water Supply **	284.63	285.63
Wastewater	230.63	232.63
Total Utility Rate Supported Services	515.25	518.25
Total Regionally Controlled	4,574.28	4,654.78
Peel Living	66.00	66.00
Peel Regional Police	2,977.00	3,054.00
Total Region	7,617.28	7,774.78

* Regular Positions (Full Time Equivalent, FTE)

** These numbers include positions made regular in 2019 to maintain service levels previously approved and funded by Council.

Staffing Resources to Meet 2019 Service Demand

Service	Full-Time Resources Required	Resource Function
Housing Support	1.0	Provides financial feasibility analysis for housing development.
	1.0	Implements Peel's Housing and Homelessness Plan.
	1.0	Lead new and innovative strategy and program design to achieve better outcomes.
	1.0	Provides project coordination support for the Peel Housing and Homelessness Plan.
	0.5	Provides service to clients in need of housing supports.
Community Investment	2.0	Advancing integrated service delivery, community safety, well-being and poverty reduction initiatives
Paramedics	20.0	Address growth in call volume to ensure continued expert, reliable pre-hospital care.
	4.0	Provide day-to-day, on the road supervision of growing paramedic workforce.
	7.0	Ready, maintain and clean vehicles at the fourth Reporting Station (Erin Mills) in accordance with the PRPS Divisional Model.
Long Term Care	2.8	Facilitate the adoption of family-style mealtimes through the expansion of food service role and support the meaningful engagement of residents in food preparation activities at Davis Centre and Sheridan Villa.
	2.8	Enhance person-centred care by creating an environment that encompasses home like activities and facilitate individual interactions based on resident's life history at Davis Centre and Sheridan Villa.
	8.4	Provide one-to-one Individualized engagement activities and personal care designed to support difficult stages of dementia leading to increased levels of purposeful activity and wellbeing at Davis Centre and Sheridan Villa.
TransHelp	1.0	Lead customer experience initiatives such as on-line booking, cameras on buses and other projects in the master plan to integrate with conventional transit such as PRESTO.
	1.0	Develops the technology to allow clients to book trips on line. Supports future growth, enables integration with conventional transit and manages the day to day systems to maintain operations.
Total Living	53.5	
Land Use Planning	1.0	Leads, develops and reviews functional servicing reports to support development applications and ensure there is sufficient water and wastewater infrastructure to service growth.
	2.0	Coordinates the review of development applications and approves related water and wastewater servicing applications.
Roads and Transportation	2.0	Assesses and conducts proactive preventative maintenance of Region's assets (bridges and culverts, ditching, retaining walls, etc.)
	1.0	Oversees implementation of the Sustainable Transportation Strategy.
Waste Management	3.0	Monitors a recycling and waste diversion performance of multi-residential properties and provides education to residents to ensure proper participation in Peel's recycling programs.
	2.0	Enforce Waste Collection By-Law onto residents and contractors. Staff is required to deal with growth component of the curbside and multi-residential collection.
	1.0	Conducts waste composition audits driving waste policy/program changes and establishment of new waste policies and programs in support of 75% diversion target.
	1.0	Monitors and directs collection trucks at the newly developed leaf, yard waste and wood chip transfer operations at the Fewster Community Recycling Centre.
	1.0	Oversees the construction, commissioning as well as operation of the Anaerobic Digestion Facility.
	1.0	Updates waste collection design standards and by-laws as required to accommodate evolving residential development designs.
Water Supply	1.0	To perform repairs and maintenance to additional PW and Paramedic vehicles and equipment as a result of the continuing growth in Fleet.

Staffing Resources to Meet 2019 Service Demand

SUMMARY V (b)

Service	Full-Time Resources Required	Resource Function
Wastewater	1.0	Enforcement of Environmental control by-laws given the considerable growth in Peel's industrial and commercial sector.
	1.0	Capital condition assessment and rehabilitation for large diameter pipes .
Total Thriving	18.0	
Finance	2.0	Management of \$28 billion asset portfolio
	1.0	Support increasingly more complex procurements
	1.0	Operationalize pilot project to improve procurement processes.
Corporate Services	1.0	Attract and retain staff in a more competitive environment
	2.0	Identify energy savings and secure energy related financial incentives
	2.0	Replace more costly external legal resources.
Total Leading	9.0	
Total Regionally Controlled	80.5	

Staffing Resources to Maintain 2018 Council Approved Service Levels*

Service	Full-Time Resources Required	Resource Function
Income Support	2.0	Project support for Ontario Works program modernization initiatives.
Housing Support	1.0	Measurement & program evaluation support for implementation of the Peel Housing & Homelessness Plan.
Community Investment	1.0	Project support related to implementation of the Peel Poverty Reduction Strategy and Peel Community Safety & Wellbeing Plan.
Long Term Care	1.4	Working and eating alongside people in the homes as they prepare, serve and share family-style meals together
	1.4	Researching each person's life story and build that history into every interaction, including personal care tasks
	3.2	Providing customized care approaches built on individual preferences and stages of dementia are delivered within true, home-like surroundings
Total Living	10.0	
Land Use Planning	2.0	Coordinates the review of development applications and related water and wastewater servicing approvals.
	1.0	Conducts research and presents data. Liaisons with internal and external stakeholders. Organizes and coordinates five existing stakeholder committees.
Roads and Transportation	1.0	Implements, monitors and reviews the effectiveness of countermeasures recommended in the Road Safety Strategic Plan.
	1.0	Invoices external parties to recover cost of damaged Regional infrastructure from traffic accidents. Position was recommended by Internal Audit. Cost of the position is fully funded by recovered costs.
Waste Management	1.0	Supplies new bins and carts and repairs, maintains and replaces existing bins and carts to multi-residential buildings, business improvement areas, etc.
Water Supply	3.0	Inspects new Regional capital infrastructure to ensure it is constructed in accordance with Regional asset standards and specifications.
Total Thriving	9.0	
Finance	1.0	Support increasing procurement levels.
Digital & Information Service	3.0	Ensuring the Region has evolving information technology to best serve residents and businesses.
	1.0	Ensuring the Region has evolving information technology to best serve residents and businesses.
	1.0	Ensuring the Region has evolving information technology to best serve residents and businesses.
Total Leading	6.0	
Total Regionally Controlled	25.0	

* These numbers include positions made regular in 2019 to maintain service levels previously approved and funded by Council.

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

6.2-73

**2019 Capital Budget - Sources of Financing
(\$'000)**

SUMMMARY VI (a)

	Development Charges	Reserves & Reserve Funds	External Funding	Debt Funding	Total Financing	% of Total
Property Tax Supported						
TransHelp	12	4,058	-	-	4,070	0.3%
Adult Day	-	-	-	-	-	-
Child Care	-	131	-	-	131	0.01%
Community Investment	-	-	-	-	-	-
Employment Support	-	-	-	-	-	-
Homelessness Support	4,200	9,978	-	-	14,178	1.1%
Housing Support	-	4,745	-	-	4,745	0.4%
Income Support	-	-	-	-	-	-
Long Term Care	-	4,711	-	-	4,711	0.4%
Paramedics	625	5,686	-	-	6,311	0.5%
Living	4,837	29,310	-	-	34,146	2.7%
Chronic Disease Prevention	-	-	-	-	-	-
Early Growth and Development	-	-	-	-	-	-
Heritage Arts and Culture	-	100	-	-	100	0.01%
Infectious Disease Prevention	-	-	-	-	-	-
Land Use Planning	2,022	1,413	-	-	3,435	0.3%
Roads and Transportation	135,220	70,229	12,921	-	218,370	17.2%
Waste Management	-	49,820	-	67,985	117,805	9.3%
Thriving	137,242	121,562	12,921	67,985	339,710	26.7%
Corporate Services	-	12,211	-	-	12,211	1.0%
Finance	90	3,010	-	-	3,100	0.2%
Digital and Information Services	-	23,439	-	-	23,439	1.8%
Leading	90	38,660	-	-	38,750	3.0%
Regionally Controlled Tax Supported	142,169	189,532	12,921	67,985	412,607	32.5%
External Organizations - Thriving						
Police Services	887	49,149	982	-	51,018	4.0%
Conservation Authorities	-	4,000	-	-	4,000	0.3%
Region Financed External Organizations	887	53,149	982	-	55,018	4.3%
Total Property Tax Supported	143,056	242,681	13,903	67,985	467,625	36.8%
Utility Rate Supported - Thriving						
Water Supply	423,956	157,841	1,400	-	583,197	45.9%
Wastewater	111,688	105,382	3,000	-	220,070	17.3%
Total Utility Rate Supported Services	535,643	263,223	4,400	-	803,267	63.2%
Total Region	678,699	505,904	18,303	67,985	1,270,891	100.0%

Note: May not add up due to rounding

**2019 vs 2018 Capital Budget Summary
(\$'000)**

SUMMARY VI (b)

	2019 Capital Budget	2018 Capital Budget	Change from 2018	
			\$	%
Property Tax Supported				
TransHelp	4,070	2,850	1,220	43%
Adult Day	-	7	(7)	(100%)
Child Care	131	804	(673)	(84%)
Community Investment	-	20	(20)	(100%)
Employment Support	-	550	(550)	(100%)
Homelessness Support	14,178	330	13,848	4196%
Housing Support	4,745	8,360	(3,615)	(43%)
Income Support	-	-	-	-
Long Term Care	4,711	4,133	578	14%
Paramedics	6,311	5,622	689	12%
Living	34,146	22,675	11,471	51%
Chronic Disease Prevention	-	-	-	
Early Growth and Development	-	1,240	(1,240)	(100%)
Heritage Arts and Culture	100	392	(292)	(74%)
Infectious Disease Prevention	-	700	(700)	(100%)
Land Use Planning	3,435	1,368	2,067	151%
Roads and Transportation	218,370	131,226	87,144	66%
Waste Management	117,805	14,105	103,700	735%
Thriving	339,710	149,030	190,680	128%
Corporate Services	12,211	7,601	4,610	61%
Finance	3,100	4,400	(1,300)	(30%)
Digital and Information Services	23,439	21,944	1,495	7%
Leading	38,750	33,946	4,804	14%
Regionally Controlled Tax Supported Services	412,607	205,650	206,957	101%
External Organizations - Thriving				
Police Services	51,018	54,403	(3,385)	(6%)
Conservation Authorities	4,000	-	4,000	-
Region Financed External Organizations	55,018	54,403	615	1%
Total Property Tax Supported	467,625	260,053	207,572	80%
Utility Rate Supported - Thriving				
Water Supply	583,197	285,695	297,502	104%
Wastewater	220,070	176,762	43,308	25%
Total Utility Rate Supported Services	803,267	462,457	340,810	74%
Total Region	1,270,891	722,511	548,380	76%

Note: May not add up due to rounding

**2019 to 2028 Capital Plan - Sources of Financing
(\$'000)**

SUMMARY VII

	Development Charges	Reserves & Reserve Funds	External Funding	Debt Funding	Total Financing	% of Total
Property Tax Supported						
TransHelp	58	16,102	-	-	16,160	0.2%
Adult Day	-	-	-	-	-	-
Child Care	-	4,407	-	-	4,407	0.1%
Community Investment	-	-	-	-	-	0.0%
Employment Support	-	-	-	-	-	0.0%
Homelessness Support	4,200	13,393	-	-	17,593	0.2%
Housing Support	26,400	405,713	42,000	36,000	510,113	6.8%
Income Support	-	-	-	-	-	-
Long Term Care	17,000	91,613	-	-	108,613	1.5%
Paramedics	4,825	111,306	-	-	116,131	1.6%
Living	52,483	642,534	42,000	36,000	773,017	10.4%
Chronic Disease Prevention	-	3,000	-	-	3,000	0.04%
Early Growth and Development	-	-	-	-	-	-
Heritage Arts and Culture	-	9,877	-	-	9,877	0.1%
Infectious Disease Prevention	2,880	720	-	-	3,600	0.05%
Land Use Planning	3,177	9,318	-	-	12,495	0.2%
Roads and Transportation	953,629	505,799	71,109	-	1,530,537	20.5%
Waste Management	-	236,560	-	190,000	426,560	5.7%
Thriving	959,686	765,274	71,109	190,000	1,986,069	26.6%
Corporate Services	-	92,106	-	-	92,106	1.2%
Finance	1,080	7,120	-	-	8,200	0.1%
Digital and Information Services	-	86,893	-	-	86,893	1.2%
Leading	1,080	186,119	-	-	187,199	2.5%
Regionally Controlled Tax Supported	1,013,249	1,593,928	113,109	226,000	2,946,286	39.5%
External Organizations - Thriving						
Police Services	75,537	312,849	14,600	-	402,986	5.4%
Conservation Authorities	-	21,839	-	-	21,839	0.3%
Region Financed External Organizations	75,537	334,688	14,600	-	424,825	5.7%
Total Property Tax Supported	1,088,786	1,928,615	127,709	226,000	3,371,110	45.2%
Utility Rate Supported - Thriving						
Water Supply	1,046,359	1,266,281	33,616	-	2,346,256	31.5%
Wastewater	773,403	930,734	33,398	-	1,737,535	23.3%
Total Utility Rate Supported Services	1,819,762	2,197,015	67,014	-	4,083,790	54.8%
Total Region	2,908,548	4,125,630	194,723	226,000	7,454,900	100.0%

Note: May not add up due to rounding

SUMMARY OF 2019 USER FEES CHANGES

Each year, as part of the business planning and budget process, all fees and charges in the current User Fees and Charges By-laws are reviewed and updated to form part of the Region's annual financial plan.

The revised fees or changes are presented to Regional Council for approval through budget. With Council's approval, the "Schedule A" attached to the Region's general Fees By-law is amended and the new Schedule A is attached to the newly enacted Fees By-law.

In 2019 there will be 389 user fees in total. The proposed 2019 User Fees include 130 changes: 7 new fees have been introduced, 102 fees increased, 9 fees discontinued, 3 fee decreased and 9 fees were changed for other reasons. Table A and Table B below provide a summary of the proposed changes by type and by program.

Similar to the Region's Budget, the 2019 User Fee Schedule A now reflects a format that focuses on services and service outcomes to Peel's community as opposed to administrative structure and strives to streamline how the information is presented to both Council and the public.

TABLE A: 2019 User Fee Summary of Changes

TYPE OF CHANGE		Number of Changes
New	I New fees for new Product/Service being provided	1
	II New fee to recover costs due to higher volumes	1
	III New fees that were previously under one fee, but are now split into multiple fees	2
	IV New fees to reflect past and present business practices	3
Increase	V Increased fees due to inflation and/or materials/services/labour cost increases	95
	VI Increased fees to align with current market	7
Delete	VII Deleted fees as service is no longer offered	6
	VIII Deleted fee as the fee was combined with another fee	0
	IX Deleted fees as the fees will be approved by Council on a case by case basis	0
	X Deleted fee as fee is no longer being imposed	3
	XI Deleted Fee as fee will be included in contracts between the parties	0
Decrease	XII Decreased fees to align with current market	3
	XIII Decreased fees due to change in services or process	0
Other	XIV Other fee changes (deleted fee to correct duplication; modified fees for rounding; fees changed from set amount to actual cost recovery; change in fee due to HST not being applicable/HST being applicable)	9

TABLE B: Number of Fee Changes by Service

DEPARTMENTS/SERVICES	TYPE OF CHANGE														TOTAL
	New Fees				Increases		Deletions					Decreases		Other	
	I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	XIII	XIV	
PART 1: Corporate Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PART 2: Finance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PART 3: Heritage, Arts and Culture*	1	0	2	0	7	5	0	0	0	0	0	0	0	0	15
PART 4: Public Works - Water Supply**	0	1	0	3	59	0	0	0	0	0	1	0	4	68	
PART 4: Public Works - Wastewater	0	0	0	0	1	0	0	0	0	0	2	0	0	3	
PART 4: Public Works - Roads and Transportation***	0	0	0	0	12	0	0	0	2	0	0	0	0	14	
PART 4: Public Works - TransHelp****	0	0	0	0	0	2	0	0	0	0	0	0	0	2	
PART 4: Public Works - Land Use Planning*****	0	0	0	0	3	0	0	0	0	0	0	0	2	5	
PART 4: Public Works - Waste Management	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
PART 5: Health Services - Health General*****	0	0	0	0	0	0	0	0	0	0	0	0	1	1	
PART 5: Health Services - Chronic Disease Prevention*****	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
PART 5: Health Services - Infectious Disease Prevention*****	0	0	0	0	0	0	0	0	1	0	0	0	1	2	
PART 5: Health Services - Adult Day*****	0	0	0	0	2	0	2	0	0	0	0	0	0	4	
PART 5: Health Services - Long Term Care	0	0	0	0	1	0	0	0	0	0	0	0	0	1	
PART 5: Health Services - Paramedic Services*****	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
PART 6: Peel Regional Police	0	0	0	0	10	0	2	0	0	0	0	0	1	13	
PART 7: Digital and Information System*****	0	0	0	0	0	0	2	0	0	0	0	0	0	2	
TOTAL	1	1	2	3	95	7	6	0	0	3	0	3	0	130	

See next page for further comments to proposed changes

NOTES:

Fees Reclassification:

Moved from PART 1: Corporate Services: Integrated Planning to Part 4: Public Works - Land Use Planning

Moved from PART 4: Water Supply: Assumed consumption rate/per day to PART 4: Water Supply: Unauthorized Water Usage

Moved all 86 fees from PART 4: Water - Operations Support to PART 4: Water Supply

Moved from PART 4: Land Use Planning: Subdivision Engineering & Inspection Fees; Connection Administration & Inspection Fees; and Cross Boundary Servicing Applications to PART 4: Public Works: Water Supply

Moved from PART 5: Chronic Disease Prevention: Food Handler Classroom Instruction and Certification Exam; Food Handler Home Study (materials only); Food Handler Certification Exam only; and Replacement Food Handler Training & Certification Wallet Card to PART 6: Infectious Disease Prevention

Moved from PART 5: Adult Day: Guest Meals Fees; Meals on Wheels to PART 5: Long Term Care

Moved from PART 5: Adult Day: Personal Health Information Protection Act (PHIPA) to PART 5: Health General

Deleted Fees:

2 User fees under PART 4: Roads and Transportation are deleted due to service no longer offered (digital copies are provided now and there is no charge)

1 User fee under PART 5: Infectious Disease Prevention is deleted due to fee is no longer being imposed (publicly funded since 2016)

2 User fees under PART 5: Adult Day is deleted due to service is no longer offered

2 User fees under PART 6: Peel Regional Police are deleted due to service is no longer offered

2 User fees under PART 7: Digital and Information System are deleted due to service is no longer offered

Additional Changes: User Fee Name/Footnote Changes:

*PART 3: Heritage, Arts and Culture Pg #1 name change

**PART 4: Water Supply Pg #2 name change

***PART 4: Roads and Transportation Pg #5 name change

****PART 4: TransHelp Pg #6 name change

*****PART 4: Land Use Planning Pg #6 name change

*****PART 5: Health Services - Health General Pg #7 name change, note change

*****PART 5: Health Services - Chronic Disease Prevention Pg #7 name change

*****PART 5: Health Services - Infectious Disease Prevention Pg #7 note deleted

*****PART 5: Health Services - Adult Day Pg #8 notes deleted

*****PART 5: Health Services - Paramedic Services Pg #8 note change

*****PART 7: Digital and Information Services Pg #9 number change and name change

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

6.2-78

**SUMMARY VIII
Pg #1**

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2018 Current Fee	2019 Proposed Fee	HST (+ or n/a)	2019 Proposed Fees inclusive of applicable taxes	Variance 2018 vs 2019	Key
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Integrated Planning - Planning Publications

Regional Official Plan - current Office Consolidation	Moved to Land Use Planning of PART 4: PUBLIC WORKS						
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PART 3: HERITAGE, ARTS AND CULTURE*

*2018 By-Law - "Service Innovation, Information Technology"

*2019 Proposed By-Law - "Heritage, Arts and Culture"

Archives Fees

Photocopies – high resolution (aerial photographs; certain other graphical media)**	copy	\$2.00	\$2.00	+	\$2.26	\$0.00	
Copies/clips from Undigitized Moving Images or Custom Edits - Commercial	Item	n/a	Actual costs + \$50.00 surcharge	+	Actual costs + \$50.00 surcharge + HST	\$0.00	III
Copies/clips from Undigitized Moving Images or Custom Edits - Non Commercial	Item	n/a	Actual costs	+	Actual costs + HST	\$0.00	III

**2018 By -Law - "Photocopies - high resolution (photographs; other graphical media)"

**2019 Proposed By-Law - "Photocopies – high resolution (aerial photographs; certain other graphical media)"

Programs

Adult Programs, members	adult	\$25.50-\$76.50	\$25.50 - \$102.00	+	\$28.82 - \$115.26	\$0.00 - \$25.50	VI
Adult Programs	adult	\$30.00-\$90.00	\$30.00 - \$120.00	+	\$33.90-\$135.60	\$0.00 - \$30.00	VI
Private Tours, members or Not for Profit	group	\$63.75	\$6.80 per person (group minimum of 15)	+	\$6.80 per person (group minimum of 15) + HST	\$0.00	V
Private Tours	group	\$75.00	\$8.00 per person (group minimum of 15)	+	\$8.00 per person (group minimum of 15) + HST	\$0.00	V
PAMA Kids Camp, members	child	\$157.25	\$191.25 - \$234.60	n/a	\$191.25 - \$234.60	\$34.00 - \$77.35	VI
PAMA Kids Camp	child	\$185.00	\$225.00 - \$276.00	n/a	\$225.00 - \$276.00	\$40.00 - \$91.00	VI
Birthday Parties at PAMA	group (15)	\$150.00-\$280.00	\$150.00 - \$400.00	n/a	\$150.00 - \$400.00	\$0.00 - \$120.00	VI

Facility Rental Business Hours

Facility Rental during business hours	1/2 day	\$200.00	\$250.00	+	\$282.50	\$50.00	V
Facility Rental during business hours, Member or Not for Profit	1/2 day	\$170.00	\$212.50	+	\$240.13	\$42.50	V
Facility Rental, business hours, full day	day	\$400.00	\$500.00	+	\$565.00	\$100.00	V
Facility Rental, business hours, full day, Member or Not for Profit	day	\$340.00	\$425.00	+	\$480.25	\$85.00	V

Courtroom Use Fees- Weekdays (Occupancy 90 people)

Wedding or Event photos only	package	\$245.00	\$270.00	+	\$305.10	\$25.00	V
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Exhibitions

Travelling Exhibition fee to borrow PAMA exhibitions	Variable per exhibition per month	n/a	Actual cost	+	Actual Cost + HST	n/a	I
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**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2018 Current Fee	2019 Proposed Fee	HST (+ or n/a)	2019 Proposed Fees inclusive of applicable taxes	Variance 2018 vs 2019	Key
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PART 4: PUBLIC WORKS**Water Supply†**

†2018 By-Law - "Water"

†2019 Proposed By-Law - "Water Supply"

Hydrant Permits

Application Fee*	per application**	\$250.00	\$250.00	+	\$282.50	\$0.00	N/A
Meter Rental Fee***	day	\$3.00	\$3.00	+	\$3.39	\$0.00	N/A
Service Frozen Meter/Hydrant/Appurtenance****	per unit†	Actual Costs	Actual Costs	+	Actual Costs + HST	\$0.00	N/A
Meter/Hydrant/Appurtenance returned broken*****	per unit†	Actual Costs	Actual Costs	+	Actual Costs + HST	\$0.00	N/A
Meter/Appurtenance not returned*****	per unit†	Actual Costs	Actual Costs	+	Actual Costs + HST	\$0.00	N/A
Lost Valve	per unit‡	Actual Costs	Actual Costs	+	Actual Costs + HST	\$0.00	N/A
Water Charge	per cubic meter	n/a	Actual Costs	n/a	Actual Costs	Actual Costs	IV
Backflow Rental Fee	per day	n/a	\$3.00	n/a	\$3.00	\$3.00	IV
Assumed consumption rate/per day	Moved to Unauthorized Water Usage section of PART 4: PUBLIC WORKS						

*2018 By-Law - "Administration Charge (+ charge for water used based on current rates)"

*2019 Proposed By-Law - "Application Fee"

**2018 By-Law - "permit"

**2019 Proposed By-Law - "per application"

***2018 By-Law - "Meter Rental Fee (no charge for first day)"

***2019 Proposed By-Law - "Meter Rental Fee"

****2018 By-Law - "Frozen Meter & Appurtenances/Hydrant"

****2019 Proposed By-Law - "Service Frozen Meter/Hydrant/Appurtenance"

*****2018 By-Law - "Large Meter & Appurtenances returned broken"

*****2019 Proposed By-Law - "Meter/Hydrant/Appurtenance returned broken"

*****2018 By-Law - "Large Meter & Appurtenances lost/not returned"

*****2019 Proposed By-Law - "Meter/Appurtenance not returned"

†2018 By-Law - "meter"

†2019 Proposed By-Law - "per unit"

‡2018 By-Law - "valve"

‡2019 Proposed By-Law - "per unit"

Unauthorized Water Usage

Assumed consumption charges*	per day	\$22.00	\$25.00	n/a	\$25.00	\$3.00	V
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*2018 By-Law - "Assumed consumption rate/per day"

*2019 Proposed By-Law - "Assumed consumption charges"

Turn-off or Turn-on for Collection**(extended hours - Monday-Friday, 8:30 am - 9:00 pm)**

Utility Arrears Certificate	account	n/a	\$35.00	n/a	\$35.00	\$35.00	II
Overdue Utility Charges transferred to Tax Roll	account	n/a	\$35.00	n/a	\$35.00	\$35.00	IV

Metering and Installation**Replacement Charges - Damaged Equipment**

Standard Residential Service Size	equipment	\$76.42 + materials	\$77.77 + materials	n/a	\$77.77 + materials	\$0.68	V
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Customer-Requested Meter Removal/Re-Installation**(including required turn-on/off, regular hours - Monday-Friday, 8:30 am - 4:30 pm)**

Standard Residential Service Size (regular hours)	removal	\$76.42 + materials	\$77.77 + materials	n/a	\$77.77 + materials	\$0.68	V
Standard Residential Service Size (after hours)	removal	\$114.63	\$116.65	n/a	\$116.65	\$2.02	V

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

6.2-80

**SUMMARY VIII
Pg #3**

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2018 Current Fee	2019 Proposed Fee	HST (+ or n/a)	2019 Proposed Fees inclusive of applicable taxes	Variance 2018 vs 2019	Key
Meter Installation Charges Sub-Divisions and Flat Rate							
Meter Size, 16mm x 19mm	meter	\$453.00	\$468.00	n/a	\$468.00	\$15.00	V
Meter Size, 19mm	meter	\$504.00	\$518.00	n/a	\$518.00	\$14.00	V
Meter Size, 25mm	meter	\$553.00	\$574.00	n/a	\$574.00	\$21.00	V

**Meter Installation Charges Industrial, Commercial, Institutional
(38mm and greater are applicant installed)**

Meter Size, 16mm x 19mm	meter	\$482.00	\$501.00	n/a	\$501.00	\$19.00	V
Meter Size, 19mm	meter	\$538.00	\$556.00	n/a	\$556.00	\$18.00	V
Meter Size, 25mm	meter	\$623.00	\$652.00	n/a	\$652.00	\$29.00	V
Meter Size, 38mm	meter	\$1,179.00	\$1,206.00	n/a	\$1,206.00	\$27.00	V
Meter Size, 50mm	meter	\$1,320.00	\$1,360.00	n/a	\$1,360.00	\$40.00	V
Meter Size, 75mm Tru-Flo	meter	\$4,583.00	\$4,677.00	n/a	\$4,677.00	\$94.00	V
Meter Size, 100mm Tru-Flo	meter	\$5,918.00	\$6,040.00	n/a	\$6,040.00	\$122.00	V
Meter Size, 150mm Tru-Flo	meter	\$11,492.00	\$11,723.00	n/a	\$11,723.00	\$231.00	V
Meter Size, 100mm Protectus Fireline and Domestic use	meter	\$6,580.00	\$6,820.00	n/a	\$6,820.00	\$240.00	V
Meter Size, 150mm Protectus Fireline and Domestic use	meter	\$11,520.00	\$11,760.00	n/a	\$11,760.00	\$240.00	V
Meter Size, 200mm Protectus Fireline and Domestic use	meter	\$14,981.00	\$15,288.00	n/a	\$15,288.00	\$307.00	V
Meter Size, 250mm Protectus Fireline and Domestic use	meter	\$20,250.00	\$20,289.00	n/a	\$20,289.00	\$39.00	V
Meter Size, 250X300mm Protectus Fireline and Domestic use	meter	\$21,300.00	\$20,289.00	n/a	\$20,289.00	-\$1,011.00	XII

Frozen & Damaged Meters

All charges are pro-rated charges based on the remaining life of the meter

Meter Size, 16 mm & 16mm X 19mm	meter	\$158.04 down to \$8.32	\$168.00 down to \$8.88	+	\$189.84 down to \$10.03	\$9.96 down to \$0.56	V
Meter Size, 19mm	meter	\$202.56 down to \$10.66	\$214.16 down to \$11.27	+	\$242.00 down to \$12.74	\$11.60 down to \$0.61	V
Meter Size, 25mm	meter	\$246.63 down to \$12.98	\$266.76 down to \$14.04	+	\$301.44 down to \$15.87	\$20.13 down to \$1.06	V
Meter Size, 38mm	meter	\$612.10 down to \$32.22	\$632.20 down to \$33.27	+	\$714.39 down to \$37.60	\$20.10 down to \$1.05	V
Meter Size, 50mm	meter	\$745.62 down to \$39.24	\$768.51 down to \$40.45	+	\$845.36 down to \$45.71	\$22.89 down to \$1.21	V
Meter Size, 75mm Tru-Flo	meter	\$3,163.04 down to \$166.48	\$3,243.52 down to \$170.71	+	\$3,665.18 down to \$192.90	\$80.48 down to \$4.23	V
Meter Size, 100mm Tru-Flo	meter	\$4,218.10 down to \$222.01	\$4,321.26 down to \$227.43	+	\$4,883.02 down to \$257.00	\$103.16 down to \$5.42	V
Meter Size, 150mm Tru-Flo	meter	\$8,208.23 down to \$432.01	\$8,395.08 down to \$441.85	+	\$9,486.44 down to \$499.29	\$186.85 down to \$9.84	V
Meter Size, 150mm Protectus	meter	\$12,705.85 down to \$668.73	\$12,930.60 down to \$680.56	+	\$14,611.58 down to \$769.03	\$224.75 down to \$11.83	V
Meter Size, 200mm Protectus	meter	\$16,479.28 down to \$867.33	\$16,770.61 down to \$882.66	+	\$18,950.79 down to \$997.41	\$291.33 down to \$15.33	V
Meter Size, 250mm Protectus	meter	\$21,398.00 down to \$1,126.21	\$21,793.82 down to \$1,147.04	+	\$24,627.02 down to \$1,296.16	\$395.82 down to \$20.83	V

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

6.2-81

**SUMMARY VIII
Pg #4**

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2018 Current Fee	2019 Proposed Fee	HST (+ or n/a)	2019 Proposed Fees inclusive of applicable taxes	Variance 2018 vs 2019	Key
Upgrading and Downgrading							
Meter Size, 16mm X 19mm	meter	\$283.97	\$303.72	+	\$343.20	\$19.75	V
Meter Size, 19mm	meter	\$330.83	\$351.54	+	\$397.24	\$20.71	V
Meter Size, 25mm	meter	\$382.50	\$410.73	+	\$464.12	\$28.23	V
Meter Size, 38mm	meter	\$850.04	\$879.36	+	\$993.68	\$29.32	V
Meter Size, 50mm	meter	\$996.46	\$1,029.02	+	\$1,162.79	\$32.56	V
Meter Size, 75mm Tru-Flo	meter	\$4,196.95	\$4,289.23	+	\$4,846.83	\$92.28	V
Meter Size, 100mm Tru-Flo	meter	\$5,524.84	\$5,644.33	+	\$6,378.09	\$119.49	V
Meter Size, 150mm Tru-Flo	meter	\$10,975.47	\$11,205.00	+	\$12,661.65	\$229.53	V
Meter Size, 150mm Protectus Fireline and Domestic use	meter	\$10,780.01	\$11,012.93	+	\$12,444.61	\$232.92	V
Meter Size, 200mm Protectus Fireline and Domestic use	meter	\$14,111.04	\$14,412.66	+	\$16,286.31	\$301.62	V
Meter Size, 250mm Protectus Fireline and Domestic use	meter	\$19,187.46	\$19,596.93	+	\$22,144.53	\$409.47	V

Meter Test Request*

A. Meter is removed and sent to third party for testing for Volumetric and Odometer Tests

Meter Size, 16mm X 19mm	meter	\$265.69	\$270.00	n/a	\$270.00	\$4.31	V
Meter Size, 19mm	meter	\$265.69	\$270.00	n/a	\$270.00	\$4.31	V
Meter Size, 25mm	meter	\$265.69	\$270.00	n/a	\$270.00	\$4.31	V
Meter Size, 38mm	meter	\$372.43	\$379.87	n/a	\$379.87	\$7.44	V
Meter Size, 50mm	meter	\$372.43	\$379.87	n/a	\$379.87	\$7.44	V

B. Field tests costs only for meters greater than 25 mm which have test fees and only test for volumetric results Own Forces

Meter Size, 38mm	meter	\$273.00	\$278.00	n/a	\$278.00	\$5.00	V
Meter Size, 50mm	meter	\$273.00	\$278.00	n/a	\$278.00	\$5.00	V
Meter Size, 75mm	meter	\$328.00	\$334.00	n/a	\$334.00	\$6.00	V
Meter Size, 100mm	meter	\$328.00	\$334.00	n/a	\$334.00	\$6.00	V
Meter Size, 150mm	meter	\$328.00	\$334.00	n/a	\$334.00	\$6.00	V

Note - All meters greater than 25 mm will be tested on site by Peel staff and repairs will be completed to ensure meter accuracy

C. Third Party Field Test

Meter Size 75 mm to 150 mm	meter	\$591.00	\$602.00	n/a	\$602.00	\$11.00	V
Meter Size 100 mm to 250 mm Protectus	meter	\$591.00	\$602.00	n/a	\$602.00	\$11.00	V

D. Third Party volumetric tests only at Atlantic Liquid Meters

Meter Size, 16mm x 19mm	meter	\$194.00	\$197.17	n/a	\$197.17	\$3.17	V
Meter Size, 19mm	meter	\$194.00	\$197.17	n/a	\$197.17	\$3.17	V
Meter Size, 25mm	meter	\$194.00	\$197.17	n/a	\$197.17	\$3.17	V
Meter Size, 38mm	meter	\$237.00	\$239.36	n/a	\$239.36	\$2.36	V
Meter Size, 50mm	meter	\$237.00	\$239.36	n/a	\$239.36	\$2.36	V

*The Commissioner of Public Works is authorized to exempt property owners from the payment of fees in respect of a water meter test request in circumstances where it is determined that the water meter has been found to be over-registering."

Comprehensive Watermain Drawings

Custom GIS Plots*	linear foot	\$60.00 per linear foot with a \$250.00 minimum per request	\$90.00 per linear foot with a \$450.00 minimum per request	+	\$101.70 per linear foot with a \$508.50 minimum per request	\$30.00	V
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*Maximum fee for all Comprehensive Watermain drawings requested simultaneously is \$50 plus tax per request

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

6.2-82

**SUMMARY VIII
Pg #5**

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2018 Current Fee	2019 Proposed Fee	HST (+ or n/a)	2019 Proposed Fees inclusive of applicable taxes	Variance 2018 vs 2019	Key
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Connection Administration & Inspection Fees*

Water Service Residential (up to 50mm)	administration/inspection up to 3 engineering submissions	\$1,345.00 (This amount includes non-refundable sum of \$600.00)	\$1,345.00 (This amount includes non-refundable sum of \$703.50)	n/a	\$1,345.00 (This amount includes non-refundable sum of \$703.50)	Non-refundable sum of \$103.50	XIV
Sewer Service Residential	administration/inspection up to 3 engineering submissions	\$1,345.00 (This amount includes non-refundable sum of \$600.00)	\$1,345.00 (This amount includes non-refundable sum of \$703.50)	n/a	\$1,345.00 (This amount includes non-refundable sum of \$703.50)	Non-refundable sum of \$103.50	XIV
Water/Sewer Service - ICI (Per program - Water and Wastewater)	administration/inspection up to 3 engineering submissions	\$2,400.00 (This amount includes non-refundable sum of \$1,120.00)	\$2,400.00 (This amount includes non-refundable sum of \$1,280.00)	n/a	\$2,400.00 (This amount includes non-refundable sum of \$1,280.00)	Non-refundable sum of \$160.00	XIV
Water Service - hydrant & valve	administration/inspection up to 3 engineering submissions	\$2,400.00 (This amount includes non-refundable sum of \$1,120.00)	\$2,400.00 (This amount includes non-refundable sum of \$1,280.00)	n/a	\$2,400.00 (This amount includes non-refundable sum of \$1,280.00)	Non-refundable sum of \$160.00	XIV

PART 4: PUBLIC WORKS

Wastewater

TV Inspections

Residential	call	\$530.00	\$500.00	n/a	\$500.00	-\$30.00	XII
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Emergency Sewer Back-Up Charges

Residential	call	\$530.00	\$500.00	n/a	\$500.00	-\$30.00	XII
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Environmental Control Fees

Labour (2 person crew) incl. Overtime	hour	\$173.25	\$175.00	+	\$197.75	\$1.75	V
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PART 4: PUBLIC WORKS

Roads and Transportation*

*2018 By-Law - "Transportation - Roads"

*2019 Proposed By-Law - "Roads and Transportation"

Pavement Degradation Fee

Last Reconstruction or Last Resurfacing 0 to 5 (yrs)	per square meter	\$22.00	\$22.44	n/a	\$22.44	\$0.44	V
Last Reconstruction or Last Resurfacing 6 to 10 (yrs)	per square meter	\$13.00	\$13.26	n/a	\$13.26	\$0.26	V
Last Reconstruction or Last Resurfacing more than 10 (yrs)	per square meter	\$6.00	\$6.12	n/a	\$6.12	\$0.12	V

Traffic Information/Administration Fees (Traffic Signals and Systems)

Signal Timing Fees	per intersection	\$53.95	\$55.03	n/a	\$55.03	\$1.08	V
Legal Letter	letter	\$467.11	\$476.45	n/a	\$476.45	\$9.34	V
Maintenance Recovery Administration Cost	recovery	\$197.17	\$201.11	n/a	\$201.11	\$3.94	V

Traffic Development/Administration Fees (Traffic Development)

Access/servicing Compliance letters	letter	\$295.39	\$301.30	n/a	\$301.30	\$5.91	V
Temporary Access Fee	permit	\$319.97	\$326.37	n/a	\$326.37	\$6.40	V

Traffic Information/Administration Fees (Traffic Operations)

ATR Count	per location per year	\$27.64	\$28.19	n/a	\$28.19	\$0.55	V
24-Hour Volume Map	per map per year	\$27.64	\$28.19	n/a	\$28.19	\$0.55	V
8-Hour Manual Count	count per year	\$27.64	\$28.19	n/a	\$28.19	\$0.55	V
Providing Collision Information	per location per year	\$27.64	\$28.19	n/a	\$28.19	\$0.55	V

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

6.2-83

**SUMMARY VIII
Pg #6**

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2018 Current Fee	2019 Proposed Fee	HST (+ or n/a)	2019 Proposed Fees inclusive of applicable taxes	Variance 2018 vs 2019	Key
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Contract Plans & Documents

Volume 1 - hard copy	document	Actual Costs	\$0.00	n/a	\$0.00	- Actual Costs	X
Contract Plans (1-20 sheets)	set	Actual Costs	\$0.00	n/a	\$0.00	- Actual Costs	X

PART 4: PUBLIC WORKS

TransHelp*

*2018 By-Law - "Transportation - TransHelp & Accessible Transportation"

*2019 Proposed By-Law - "TransHelp"

TransHelp Adult Fares	1 trip (one way)	\$3.50	\$3.75	n/a	\$3.75	\$0.25	VI
TransHelp Monthly Pass	monthly	\$118.00	\$124.00	n/a	\$124.00	\$6.00	VI

PART 4: PUBLIC WORKS

Land Use Planning*

*2018 By-Law - "Development Services"

*2019 Proposed By-Law - "Land Use Planning"

Development Engineering Review Fees

Site Servicing on Regional Roads - Residential (Per program - Roads, Water and Wastewater)	administration/ inspection up to 3 engineering submissions	\$1,980.00 (This amount includes non-refundable sum of \$855.00)	\$1,980.00 (This amount includes non-refundable sum of \$1,120.50)	n/a	\$1,980.00 (This amount includes non-refundable sum of \$1,120.50)	Non-refundable sum of \$265.50	XIV
Site Servicing on Regional Roads - ICI (Per program - Roads, Water and Wastewater)	administration/ inspection up to 3 engineering submissions	\$3,200.00 (This amount includes non-refundable sum of \$1,440.00)	\$3,200.00 (This amount includes non-refundable sum of \$1,840.00)	n/a	\$3,200.00 (This amount includes non-refundable sum of \$1,840.00)	Non-refundable sum of \$400.00	XIV
Cost for Updating as Constructed Information - SUBDIVISIONS (Per Program - Water and Wastewater)	per KM of pipe	\$649.75 or a minimum charge of \$406.80 + HST	\$750.00 or a minimum charge of \$459.68 + HST	+	\$847.50 or a minimum charge of \$519.44	\$100.25 or a minimum charge of \$52.88	V
Cost for Updating as Constructed Information - RESIDENTIAL (Per Program - Water and Wastewater)	each	\$40.00	\$45.00	+	\$50.85	\$5.00	V
Cost for Updating as Constructed Information - ICI (Per Program - Water and Wastewater)	each	\$60.00	\$66.00	+	\$74.58	\$6.00	V

Subdivision Engineering & Inspection Fees (based on estimated cost of Regional works)

Brampton/Caledon/Mississauga (Per program - Water and Wastewater)	Moved to Water Supply section of PART 4: PUBLIC WORKS
Miscellaneous Development Projects (Per program - Water and Wastewater)	
Front End Financing Agreement (FEFA), administration and processing fee (Per program - Water and Wastewater)	
Re-inspection fees for Development related projects (Per program - Water and Wastewater)	

Connection Administration & Inspection Fees

Water Service Residential (up to 50mm)	Moved to Water Supply section of PART 4: PUBLIC WORKS
Sewer Service Residential	
Water/Sewer Service Residential installed under Capital Project (Per program - Water and Wastewater)	
Water/Sewer Service - ICI (Per program - Water and Wastewater)	
Water/Sewer Service - ICI installed under Capital Project (Per program - Water and Wastewater)	
Water Service - hydrant & valve	
Processing requests/revisions to existing residential services (Per program - Roads, Water and Wastewater)	
Processing requests/revisions to existing non-residential and multi-residential services (Per program - Water and Wastewater)	
Water system interruption RESIDENTIAL (up to 300mm diameter watermain)	
Water system interruption ICI (up to 300mm diameter watermain)	
Water system interruption RESIDENTIAL AND ICI (on 400mm or larger diameter watermain)	
Confirmation of Capacity Statement (Per program - Water and Wastewater)	

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

6.2-84

**SUMMARY VIII
Pg #7**

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2018 Current Fee	2019 Proposed Fee	HST (+ or n/a)	2019 Proposed Fees inclusive of applicable taxes	Variance 2018 vs 2019	Key
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Cross Boundary Servicing Applications

Residential cross boundary servicing requests administration and processing fee (Per program - Water and Wastewater)	Moved to Water Supply section of PART 4: PUBLIC WORKS						
Non-Residential cross boundary servicing requests administration and processing fee (Per program - Water and Wastewater)							

PART 5: HEALTH SERVICES

Health General*

*2018 By-Law - "Public Health"

*2019 Proposed By-Law - "Health General"

Personal Health Information Protection Act (PHIPA)*	page	\$0.20	\$30 for first 20 pages then 25 cents for each page	n/a	\$30 for first 20 pages then 25 cents for each page	\$26 for the first 20 pages then \$0.05 for each additional page	XIV
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*2018 Budget - Footnote: Any Health Information Custodian ("HIC") or their agent is authorized to exempt, in whole or in part, any person from the Personal Health Information Protection Act (PHIPA) fees, where he or she is of the opinion that the payment of such fees may cause undue financial hardship to the person requiring the service in question.

*2019 Budget - Footnote change: Any PHIPA Access Request Representative is authorized to exempt, in whole or in part, any person from the Personal Health Information Protection Act (PHIPA) fees, where he or she is of the opinion that it is fair and equitable to do so.

PART 5: HEALTH SERVICES

Chronic Disease Prevention*

*2018 By-Law - "Environmental Health"

*2019 Proposed By-Law - "Chronic Disease Prevention"

Food Handler Classroom Instruction and Certification Exam	Moved to Infectious Disease Prevention section of PART 5: HEALTH SERVICES						
Food Handler Home Study (materials only)							
Food Handler Certification Exam only							
Replacement Food Handler Training & Certification Wallet Card							

PART 5: HEALTH SERVICES

Infectious Disease Prevention*†

†2018 By-Law - "Communicable Diseases Healthy Sexuality Clinic Fees"

†2019 Proposed By-Law - "Infectious Diseases Prevention"

Antibacterial Antiprotozoal Products ±	package	\$10.62	Actual Cost	+	Actual Cost + HST	Actual Cost	XIV
HPV Vaccine (series of 3 doses) ±	client	\$141.75	\$0.00	+	\$0.00	-\$141.75	X

± 2018 Budget - Footnote: Healthy Sexuality Program Staff (managers, supervisors, physicians, registered nurses and/or public health nurses employed by the Regional Corporation) are authorized to adjust Healthy Sexuality Clinic Fees as a result of changes to the cost of existing products and/or changes in products as directed by the Ministry of Health and Long-Term Care and/or other suppliers.

± 2019 Proposed Budget - Footnote deleted: ~~Healthy Sexuality Program Staff (managers, supervisors, physicians, registered nurses and/or public health nurses employed by the Regional Corporation) are authorized to adjust Healthy Sexuality Clinic Fees as a result of changes to the cost of existing products and/or changes in products as directed by the Ministry of Health and Long-Term Care and/or other suppliers.~~

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

6.2-85

**SUMMARY VIII
Pg #8**

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2018 Current Fee	2019 Proposed Fee	HST (+ or n/a)	2019 Proposed Fees inclusive of applicable taxes	Variance 2018 vs 2019	Key
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PART 5: HEALTH SERVICES

Adult Day†

†2018 By-Law - "Seniors Services"

†2019 Proposed By-Law - "Adult Day"

Seniors Day Program Fees	day	\$22.50	\$22.95	n/a	\$22.95	\$0.45	V
Seniors Day Program Fees - Minimum Fee per Day	day	\$11.25	\$11.48	n/a	\$11.48	\$0.23	V
Guest Meals Fees	Moved to Long Term Care section of PART 5: HEALTH SERVICES						
Meals on Wheels	Moved to Long Term Care section of PART 5: HEALTH SERVICES						
Project Lifesaver Peel**	Transmitter	\$300.00		n/a	\$0.00	-\$300.00	VII
Project Lifesaver Peel***	Transmitter Monthly Maintenance	\$10.00		n/a	\$0.00	-\$10.00	VII

**2018 Budget - Footnote: The Project Lifesaver Coordinator may waive the transmitter fee where the Applicant's income for the previous tax year (Applicant defined as the adult Participant or the legal guardians of the child Participant) is less than the LICO as published by Statistics Canada or where the transmitter is a replacement transmitter

**2019 Proposed Budget - Footnote deleted: The Project Lifesaver Coordinator may waive the transmitter fee where the Applicant's income for the previous tax year (Applicant defined as the adult Participant or the legal guardians of the child Participant) is less than the LICO as published by Statistics Canada or where the transmitter is a replacement transmitter

***2018 Budget - Footnote: The Project Lifesaver Coordinator may reduce the transmitter monthly maintenance fee where the Applicant's income for the previous tax year (Applicant defined as the adult Participant or the legal guardians of the child Participant) is less than the LICO as published by Statistics Canada.

***2019 Proposed Budget - Footnote deleted: The Project Lifesaver Coordinator may reduce the transmitter monthly maintenance fee where the Applicant's income for the previous tax year (Applicant defined as the adult Participant or the legal guardians of the child Participant) is less than the LICO as published by Statistics Canada.

PART 5: HEALTH SERVICES

Paramedic Services*

*2018 Budget - Footnote: Any Health Information Custodian ("HIC") or their agent is authorized to exempt, in whole or in part, any person from the Ambulance Call Report Fee, where he or she is of the opinion that the payment of such fees may cause undue financial hardship to the person requiring the service in question.

*2019 Budget - Footnote change: Any PHIPA Access Request Representative is authorized to exempt, in whole or in part, any person from the Personal Health Information Protection Act (PHIPA) fees, where he or she is of the opinion that it is fair and equitable to do so.

PART 6: PEEL REGIONAL POLICE

Human Resources

Personnel File Copy	copy	\$179.00	\$183.00	n/a	\$183.00	\$4.00	V
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Communications Centre

Audio File	compact disc	\$56.70	\$57.50	n/a	\$57.50	\$0.80	V
Audio File Copy	compact disc	\$3.80	\$0.00	n/a	\$0.00	-\$3.80	VII
False Alarm Attendance	per occurrence	\$173.00	\$173.00	+	\$195.49	HST applicable*	XIV

*2019 By-Law amended to reflect HST applicable

Records Search Unit

Police Vulnerable Sector Check	request	\$33.00	\$34.00	n/a	\$34.00	\$1.00	V
Police Information Check	request	\$33.00	\$34.00	n/a	\$34.00	\$1.00	V

Customer Services Unit

Motor Vehicle Accident Notes	request	\$144.00	\$147.00	n/a	\$147.00	\$3.00	V
Motor Vehicle Accident Notes - Additional	per request	\$10.00	\$0.00	n/a	\$0.00	-\$10.00	VII

**APPENDIX II
2019 OPERATING AND CAPITAL BUDGET**

6.2-86

**SUMMARY VIII
Pg #9**

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2018 Current Fee	2019 Proposed Fee	HST (+ or n/a)	2019 Proposed Fees inclusive of applicable taxes	Variance 2018 vs 2019	Key
Division Operations							
Recording of Interview Statements - Crown's Disclosure Copy*	dvd	\$3.85	\$3.85	n/a	\$3.85	\$0.00	
Recording of Interview Statements - Additional Crown's Disclosure Copy**	dvd	\$14.00	\$14.25	n/a	\$14.25	\$0.25	V
Recording of Interview Statements - Additional Copy Defence***	dvd	\$40.65	\$41.60	n/a	\$41.60	\$0.95	V
Digital Recording Cells - Crown copy	dvd	\$10.30	\$10.50	n/a	\$10.50	\$0.20	V
Digital Recording Cells - Additional Copy	dvd	\$16.35	\$16.75	n/a	\$16.75	\$0.40	V
Digital Recording Cells - Additional Copy Defence	dvd	\$42.70	\$43.70	n/a	\$43.70	\$1.00	V

*2018 By-Law - "DVD Recording - Crown's Disclosure Copy"

*2019 Proposed By-Law - "Recording of Interview Statements - Crown's Disclosure Copy"

**2018 By-Law - "DVD Recording - Additional Crown's Disclosure Copy"

**2019 Proposed By-Law - "Recording of Interview Statements - Additional Crown's Disclosure Copy"

***2018 By-Law - "DVD Recording - Additional Copy Defence"

***2019 Proposed By-Law - "Recording of Interview Statements - Additional Copy Defence"

PART 7: DIGITAL AND INFORMATION SERVICES*

*2018 By-Law - "PART 3: Service Innovation, Information Technology"

*2019 Proposed By-Law - "PART 7: Digital and Information Services"

Information & Technology Services

IT Solutions - Direct service programs

Distribution Media (disc, CD, DVD and FTP)	unit	Actual Costs	\$0.00	+	\$0.00	\$0.00	VII
Computer/telephone maintenance and IT Solutions services	per agreement	per negotiated agreement	\$0.00	n/a	\$0.00	\$0.00	VII

2019 Sewer Surcharge Rate and Sewer Waste Disposal Charge By-law

SCHEDULE A

Sewer Surcharge Rate and Sewer Waste Disposal Charge

The Sewer Surcharge Rate and Sewer Waste Disposal Charge set out below are effective for all accounts rendered on or after the day this by-law comes into effect.

1. Qualitative Sanitary Sewer Surcharge Rate: \$360.00 per 1,000 cubic meters.
2. Sewer Waste Disposal Charge: \$13.87 per 1,000 gallons.

2019 Wastewater System Fees and Charges (Sewer Charge Rates) By-law

SCHEDULE A

The Wastewater System Fees and Charges (Sewer Charge Rates) set out below are effective for all accounts rendered on or after April 1, 2019.

Metered Consumption

Each metered service shall be billed separately. The metered rates shall be as follows:

- (a) \$5.17 per thousand Imperial gallons, and
- (b) \$1.1367 per cubic metre (m³)

Unmetered Consumption

A flat rate of \$12.85 per month for consumers whose water consumption is unmetered.

2019 Water Consumption Fees and Charges By-law

SCHEDULE A

The Water Consumption Fees and Charges rates set out below are effective for all accounts rendered on or after April 1, 2019.

Metered Consumption

Each metered service shall be billed separately. The metered rates shall be as follows:

- (a) \$6.69 per thousand Imperial gallons, and
- (b) \$1.4725 per cubic metre (m³)

Unmetered Consumption

A flat rate of \$18.60 per month for consumers whose water consumption is unmetered.

2019 Waste Management System Fees By-law

Effective date: all rates set out below are effective for all accounts rendered on or after the day this by-law comes into effect.

	Description	Proposed Rates	
1	Community Recycling Centre Minimum Drop-off (50 kg or less)	\$5.00	per drop off
2	Community Recycling Centre Drop-off (over 50 kg)	\$0.10	per kilogram (kg)
3	Community Recycling Centre Drop-Off Fee (scales non-operational) - Car/Minivan	\$5.00	per drop off
4	Community Recycling Centre Drop-Off Fee (scales non-operational) - Pick-ups and Larger Vehicles	\$10.00	per drop off
5	Community Recycling Centre Drop-Off Fee (scales non-operational) - Trailers	\$5.00	+ appropriate vehicle fees per drop off
6	Dedicated loads of Yard Waste (Caledon and Bolton CRCs only)	No Charge	if deemed acceptable
7	Community Recycling Centre Drop-off Fee: -Household Hazardous Waste -Reusable Goods -Dedicated Loads of Blue Items -Dedicated Loads of Passenger Car or Light Truck Tires -Dedicated Loads of any size Tires (effective at Caledon CRC only) -Dedicated Loads of Waste Electrical and Electronic Equipment	No charge	if deemed acceptable
8	Business Hazardous Waste System Fees		
	145B Latex Paint	No Charge	4 Litre Can
	145B Latex Paint (20L pail)	No Charge	20 litre Pail
	145B Alkyd Paint	No Charge	4 Litre Can
	145 B Alkyd Paint (20L Pail)	No Charge	20 litre Pail
	148A Acids	\$1.00	Litre
	148A Caustics	\$1.00	Litre
	148A Dry Cell Battrieis	No Charge	Kg
	148A Rechargeable Batteries	No Charge	Kg
	148A Oxidizers	\$1.75	Litre
	213I Bulk Thinners	\$0.75	Litre
	221 Bulf Fuel	\$0.75	Litre
	263A Organic Peroxides	\$41.37	Kg
	231L Latex Tars	No Charge	20 litre Pail
	263A Misc Flammable	No Charge	4 Litre Can
	263A Misc Flammable	No Charge	20 litre Pail
	242A Pesticides	No Charge	Litre
	261A Pharmaceuticals	\$0.65	Kg
	312P Syringes in Biohazard Containers	\$8.03	Kg
	146T Fluorescent light bulbs	\$0.14	Foot
	146T Compact Fluorescent Bulbs	\$0.46	Bulb
	331I Fire Extinguishers	\$3.11	Cylinder
	252L Motor Oil	No Charge	Litre
	Oil Filters	No Charge	Filter
	212L Glycol	No Charge	Litre
	331I Aerosols	No Charge	Container
	331I All Sizes Propane	No Charge	Cylinder
	331I All sizes Non-Flam Gas Cylinders	No Charge	Cylinder
	331I All Sizes Flam Gas Cylinders	No Charge	Cylinder
	Automotive Batteries	No Charge	Battery
	Caustic Pail	\$7.25	20 litre Pail
	Grease	\$7.25	20 litre Pail
	Water Reactives	\$41.37	kg
	Waste Vegetable Oil	No Charge	Litre
	Adminstrative Fee for Invoicing	\$35.00	per invoice

Investing to build our
Community for Life



2019 Budget Services to be presented

Living

- Paramedic Services
- Long Term Care
- Adult Day

Thriving

- Chronic Disease Prevention
- Infectious Disease Prevention

Investing to build our
Community for Life

Living
Paramedic Services

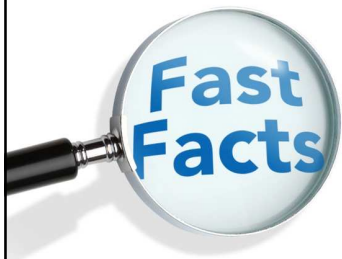
2019 Budget



Expert, reliable pre-hospital care



2019 Budget PARAMEDIC SERVICES



40%

increase in total calls each day between 2015 (288 calls per day) to 2019 (404 projected calls per day)

39%

of calls received in 2018 were from those aged 65 years and older

68%

of calls received in 2018 were dispatched as life-threatening

7%

were transported to hospital as life-threatening

5 top medical issues

general illness; musculoskeletal trauma; respiratory distress; abdominal pain; mental health

Sustaining Paramedic Services

- Mental wellness initiatives
- Council endorsed response times
- Pre-hospital medical research
- Advocacy for dispatch reform



How We Are Adapting



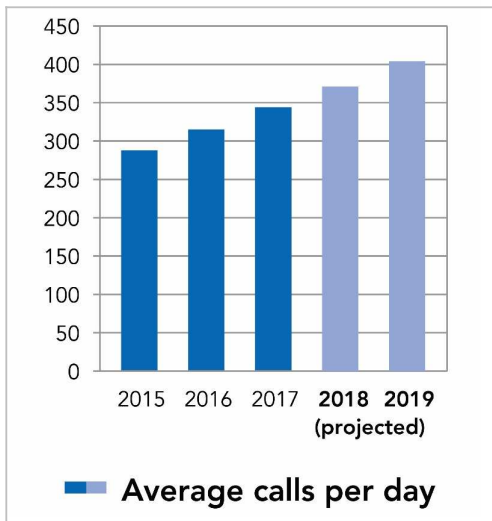
- Conversion of leased to Region-owned buildings **\$160K**
- Efficiencies in inventory management **\$96K**
- Reduction in shift overruns **\$70K**



2019 Service Investments



Service Pressure



Investment

Investing to answer increased 911 calls and growing demand for pre-hospital care

Operationalizing reporting and satellite stations

+\$2.1M Operating
+2.8M Capital

Service outcome:
Peel residents and visitors receive quality pre-hospital care

Summary of 2019 Net Operating Budget

2018 Net Base Budget (In \$Millions)	\$53.9
Cost to maintain 2018 service level	
<ul style="list-style-type: none"> • Inflation: Labour costs/Goods and services 2.3 • WSIB premium increase related to Post Traumatic Stress Disorder 1.3 • Increase in base provincial subsidy (3.3) 	
Sub-total: Cost to maintain 2018 service level	\$0.3
2019 Service Demand	2.1
2019 Proposed Net Budget Change from 2018	\$2.4
Proposed Total 2019 Net Budget	\$56.2

* Figures may not add due to rounding

2019 Capital Budget – \$6.3 Million

Key Highlights

- Ambulances
- Defibrillators
- Future satellite stations



Key Financial Information

	Resources to Achieve Level of Service		
	2018	2019	
Net Expenditures (\$M)	\$53.9	\$56.2	
Full-time Staffing Resources	582	613	
Capital Investment (\$M)		\$6.3	
10-Year Capital Investment (\$M)		\$116.1	
Outlook Years	2020	2021	2022
Net Increase (\$M)	\$1.8	\$2.2	\$2.3
% Increase	3.2%	3.7%	3.8%

Investing to build our
Community for Life

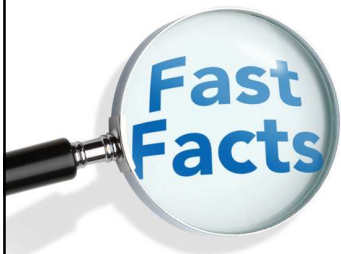
Living
Long Term Care

2019 Budget



Quality person-centred care for
residents with complex needs

2019 Budget LONG TERM CARE



900
residents received care

50%
reduction of inappropriate use of antipsychotics in the Malton Village Butterfly household

75%
reduction in staff sick time in the Butterfly household

83%
of residents are totally or extensively dependent on staff

Sustaining Long Term Care Services

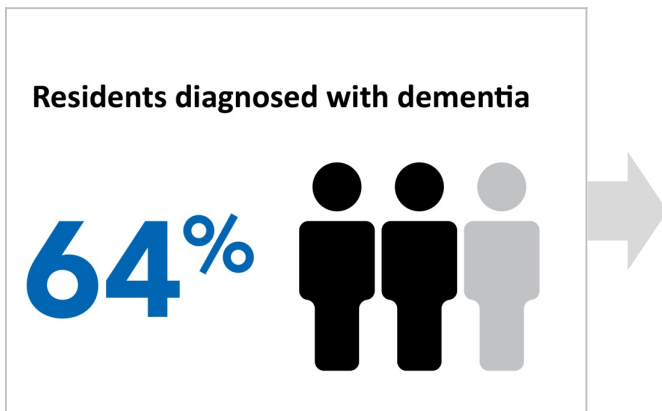
- Expanded Butterfly model
- Trained staff in LEAN methodology
- Decreased hospital transfers with Prevention of Error-Based Transfers Project (POET)
- Achieved highest performance rating from Ministry



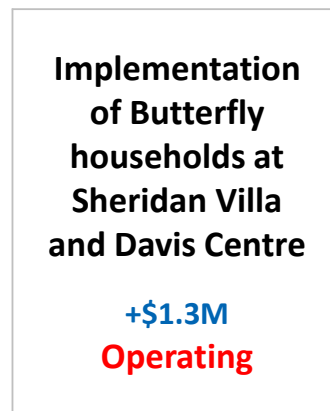
2019 Service Investments



Service Pressure



Investment



Service outcome:

Residents in our Long Term Care homes receive care to enhance their quality of life

Summary of 2019 Net Operating Budget

2018 Net Base Budget (In \$Millions)	\$34.5
Cost to maintain 2018 service level	
• Inflation: Labour costs/Goods and services	2.0
• Increase in base provincial subsidy	(0.4)
• Increase resident revenue	(0.7)
Sub-total: Cost to maintain 2018 service level	\$0.9
2019 Service Demand	1.3
2019 Proposed Net Budget Change from 2018	\$2.2
Proposed Total 2019 Net Budget	\$36.7

2019 Capital Budget – \$4.7 Million

Key Highlights

- Generator replacement (Davis Centre)
- Cooling project (Tall Pines)
- Kitchen flooring (Malton Village)



Key Financial Information

	Resources to Achieve Level of Service		
	2018	2019	
Net Expenditures (\$M)	\$34.5	\$36.7	
Full-time Staffing Resources	710	724	
Capital Investment (\$M)		\$4.7	
10-Year Capital Investment (\$M)		\$108.6	
Outlook Years	2020	2021	2022
Net Increase (\$M)	\$3.5	\$2.8	\$1.6
% Increase	9.5%	7.0%	3.7%

Investing to build our
Community for Life

Living
Adult Day

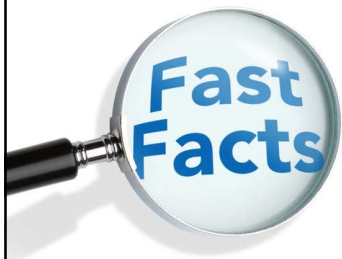
2019 Budget



Supports the delay or prevention of
admission to hospital or Long Term Care



2019 Budget ADULT DAY



37,400

days of care provided annually to support clients and their caregivers

61%

of current clients had complex care needs

52%

of current clients have been diagnosed with a cognitive impairment (i.e. dementia)

54%

of clients and caregivers surveyed say that Adult Day Services contributes to the ability to continue living at home

Sustaining Adult Day Services

- Advocating for expanded services to allow aging in place
- Planning for program expansion at the Seniors Health and Wellness Village at Peel Manor



Summary of 2019 Net Operating Budget

2018 Net Base Budget (In \$Millions)	\$2.2
Cost to maintain 2018 service level	
• Inflation: Labour costs/Goods and services	0.1
• Increase in base provincial funding	(0.2)
Sub-total: Cost to maintain 2018 service level	\$(0.1)
2019 Service Demand	\$0.0
2019 Proposed Net Budget Change from 2018	\$(0.1)
Proposed Total 2019 Net Budget	\$2.1

Key Financial Information

	Resources to Achieve Level of Service		
	2018	2019	
Net Expenditures (\$M)	\$2.2	\$2.1	
Full-time Staffing Resources	49	49	
Capital Investment (\$M)		\$0.0	
10-Year Capital Investment (\$M)		\$0.0	
Outlook Years	2020	2021	2022
Net Increase (\$M)	\$0.2	\$0.2	\$0.2
% Increase	7.9%	7.6%	7.2%

Investing to build our
Community for Life

Thriving
Chronic Disease Prevention

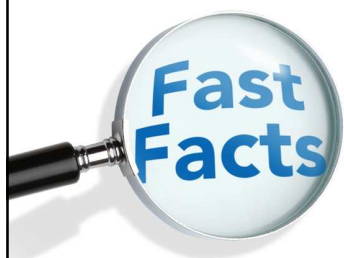
2019 Budget



Improving lives and reducing burden



2019 Budget CHRONIC DISEASE PREVENTION



38%

of grade 12 students in Peel reported using cannabis in 2017

>99,000

children given free dental screenings and 12,400 children received urgent care services in 2018

1,238

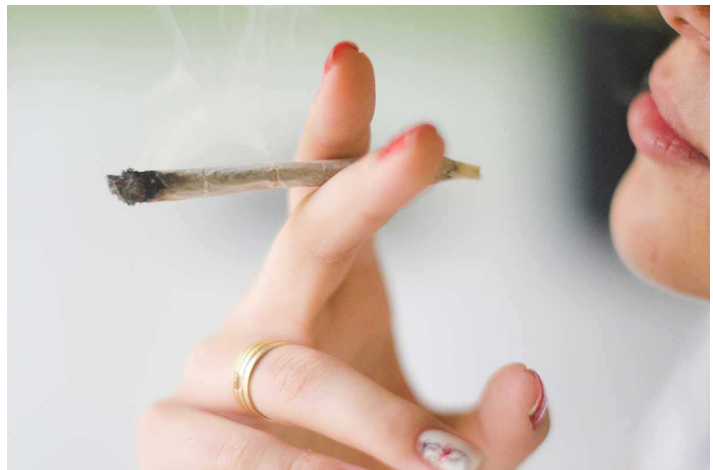
tobacco and 461 e-cigarette Youth Access inspections completed to prevent retailers from selling youth tobacco products and e-cigarettes in 2018

800

seniors received dental care in 2018

Sustaining Chronic Disease Prevention Services

- Providing enforcement of recreational cannabis
- Working with partners to provide harm reduction options
- Expanding preschool preventive oral health services





How We Are Adapting

- Purchase of used dental bus – **\$250K**



2019 Service Investments



Service Pressure

Poverty
Racism
Lack of a Youth Voice
Community Design
Lack of Economic Opportunity
THE REVIEW OF THE
rootsof youthviolence
Issues in Education System
Family Issues
Health Problems
Issues in Justice System

Investment

Creation of
Community Safety
and Well Being plan

+\$0.3M Gross*
Operating

Service outcome:
Peel residents live longer and healthier
due to reduced risk of chronic diseases

* Funded from reserves

Summary of 2019 Net Operating Budget

2018 Net Base Budget (In \$Millions)	\$11.7
Cost to maintain 2018 service level	
<ul style="list-style-type: none"> • Inflation: Labour costs/Goods and services • Decrease in base provincial subsidy 	0.3 0.1
Sub-total: Cost to maintain 2018 service level	\$0.4
2019 Service Demand	0.0
2019 Proposed Net Budget Change from 2018	\$0.4
Proposed Total 2019 Net Budget	\$12.1

2019 Budget CHRONIC DISEASE PREVENTION

Key Financial Information

	Resources to Achieve Level of Service		
	2018	2019	
Net Expenditures (\$M)	\$11.7	\$12.1	
Full-time Staffing Resources	256	256	
Capital Investment (\$M)		\$0.0	
10-Year Capital Investment (\$M)		\$3.0	
Outlook Years	2020	2021	2022
Net Increase (\$M)	\$0.5	\$0.5	\$0.5
% Increase	4.2%	4.2%	4.1%

Investing to build our
Community for Life

Thriving
Infectious Disease
Prevention

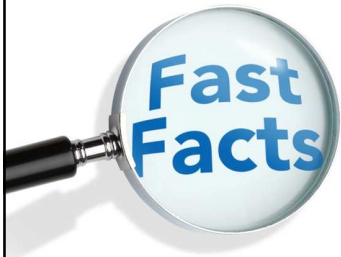
2019 Budget



Vigilant health protection saves lives



2019 Budget INFECTIOUS DISEASE PREVENTION



62,000

vaccine doses delivered in the 2018/2019 school year

95.6%

of food inspections received a green pass

100,000

wastewater catch basins treated to help prevent the spread of West Nile Virus

>500,000

clean needles distributed

Sustaining Infectious Disease Prevention Services

- Preventing disease through vaccines, healthy sexuality clinics, and inspections
- Re-focusing Hepatitis C case management
- Providing free harm reduction supplies



Summary of 2019 Net Operating Budget

2018 Net Base Budget (In \$Millions)	\$9.3
Cost to maintain 2018 service level	
<ul style="list-style-type: none"> • Inflation: Labour costs/Goods and services • Decrease in base provincial subsidy 	0.8 0.2
Sub-total: Cost to maintain 2018 service level	\$1.0
2019 Proposed Net Budget Change from 2018	\$1.0
Proposed Total 2019 Net Budget	\$10.3

Key Financial Information

	Resources to Achieve Level of Service		
	2018	2019	
Net Expenditures (\$M)	\$9.3	\$10.3	
Full-time Staffing Resources	242	242	
Capital Investment (\$M)		\$0.0	
10-Year Capital Investment (\$M)		\$3.6	
Outlook Years	2020	2021	2022
Net Increase (\$M)	\$0.5	\$0.5	\$0.5
% Increase	4.6%	4.5%	4.4%

Investing to build our
Community for Life



Summary of 2019 Service Budgets

	2018(\$M)*	2019 (\$M)*	+/- (\$M)
Paramedic Services	\$53.9	\$56.2	\$2.4
Long Term Care	\$34.5	\$36.7	\$2.2
Adult Day	\$2.2	\$2.1	\$(0.1)
Chronic Disease Prevention	\$11.7	\$12.1	\$0.4
Infectious Disease Prevention	\$9.3	\$10.3	\$1.0

* Net expenditure

* Figures may not add due to rounding

Investing to build our
Community for Life



Summary of Service Outcomes

Service	Outcome
Paramedics	Expert, reliable pre-hospital care
Long Term Care	Quality person-centred care for residents with complex needs
Adult Day	Supports the delay or prevention of admission to hospital or Long Term Care
Chronic Disease Prevention	Improving lives and reducing burden
Infectious Disease Prevention	Vigilant health protection saves lives

Investing to build our
Community for Life



2019 Budget Services to be presented

Thriving

- Early Growth and Development

Living

- Housing Support
- Homelessness Support
- Income Support
- Employment Support
- Community Investment
- Child Care

Investing to build our
Community for Life

Thriving
Early Growth and
Development

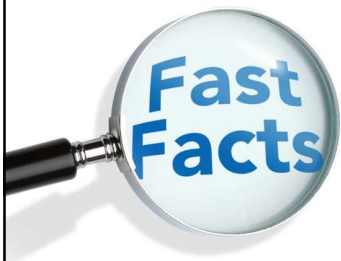
2019 Budget



Early support delivers lifelong benefits



2019 Budget EARLY GROWTH AND DEVELOPMENT



58,000

children and parents/caregivers participated in EarlyON programs

2,263

children with special needs will benefit from enhanced resources

400

Peel child care providers participated in physical literacy training

2,250

home visits to support breastfeeding

Sustaining Early Growth and Development Services

- Enhancing supports to children with special needs
- Collaborating with early years community partners
- Promoting healthy behaviours and physical activity



2019 Service Investments



Service Pressure




EarlyON
Child and Family Centre

Implementing the new EarlyON service delivery model as endorsed by Council, ensuring access to high quality programs



Investment



Expanded EarlyON programs

+\$1.5M
Operating

Service outcome:

Children in Peel are supported to achieve their mental and physical potential

Summary of 2019 Net Operating Budget

2018 Net Base Budget (In \$Millions)	\$13.4
Cost to maintain 2018 service level	
<ul style="list-style-type: none"> • Inflation: Labour costs/Goods and services • Increase from child care to special needs 	0.6 0.4
Sub-total: Cost to maintain 2018 service level	\$1.0
2019 Service Demand	1.5
2019 Proposed Net Budget Change from 2018	\$2.5
Proposed Total 2019 Net Budget	\$15.9

Key Financial Information

	Resources to Achieve Level of Service		
	2018	2019	
Net Expenditures (\$M)	\$13.4	\$15.9	
Full-time Staffing Resources	226	226	
Capital Investment (\$M)		\$0	
10-Year Capital Investment (\$M)		\$0	
Outlook Years	2020	2021	2022
Net Increase (\$M)	\$1.9	\$1.3	\$0.5
% Increase	12.4%	7.6%	2.6%

Investing to build our
Community for Life

Living
Housing Support

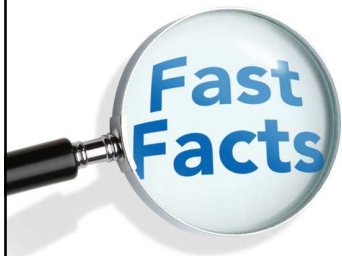
2019 Budget



Affordable, sustainable and
adequate housing stock



2019 Budget HOUSING SUPPORT



11,568

households received housing subsidies

903

households placed from the wait list

7,505

units maintained and repaired

965

units in development

Sustaining Housing Support Services

- Investing to increase affordable housing
- Ensuring existing stock is in a state of good repair
- Ongoing administration of subsidies and supports
- Advocating to influence government policy



How We are Adapting

ADAPTING

- Implementing the 10-year Peel Housing and Homelessness Plan
- Transforming the delivery of services
- Targeting incentives for private sector to build for middle-income households



2019 Service Investments



Service Pressure



Growing need for emergency, transitional, affordable, and middle-income housing



Investment



Transform service
Catalyze new development


+\$0.6M
Operating

Service outcome:
Residents in need have access to a range of housing options in Peel

2019 Service Investments




Service Pressure



Manual processes
Inability to make evidence-based decisions
Outdated client experience



Investment



Housing Technology
+\$2.0M
Capital

Service outcome:
Residents in need have access to a range of housing options in Peel

2019 Service Investments



Service Pressure



Need for more affordable housing for low and middle-income households



Investment



Affordable Housing Incentives Pilot Program

+\$2.7M
Capital

Service outcome:

Residents in need have access to a range of housing options in Peel

Summary of 2019 Net Operating Budget

2018 Net Base Budget (In \$Millions)	\$114.9
Cost to maintain 2018 service level	
<ul style="list-style-type: none"> • Inflation: Labour costs/Goods and services (0.3) • Decrease in housing providers subsidy costs (1.1) • Federal funding decrease (per provincial/federal direction) 1.4 	
Sub-total: Cost to maintain 2018 service level	\$0.0
2019 Service Demand	0.6
2019 Proposed Net Budget Change from 2018	\$0.6
Proposed Total 2019 Net Budget	\$115.4

2019 Capital Budget – \$4.8 Million

Key Highlights

- \$2.7M Affordable Housing Incentives Pilot Program
- \$2.0M Housing Technology
- \$0.1M state of good repair for Region owned housing



Key Financial Information

	Resources to Achieve Level of Service		
	2018	2019	
Net Expenditures (\$M)	\$114.9	\$115.4	
Full-time Staffing Resources	85	90	
Full-time Staffing Resources – Peel Living	116	116	
Capital Investment (\$M)		\$4.8	
10-Year Capital Investment (\$M)		\$510	
Outlook Years	2020	2021	2022
Net Increase (\$M)	\$2.9	\$2.7	\$2.9
% Increase	2.5%	2.3%	2.4%

Investing to build our
Community for Life

Living
Homelessness Support

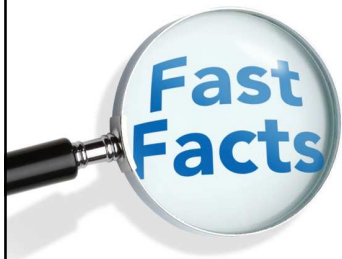
2019 Budget



Homelessness in Peel is prevented



2019 Budget HOMELESSNESS SUPPORT



13,519

visits to Regional shelters

1,310

served in youth emergency shelters

600+

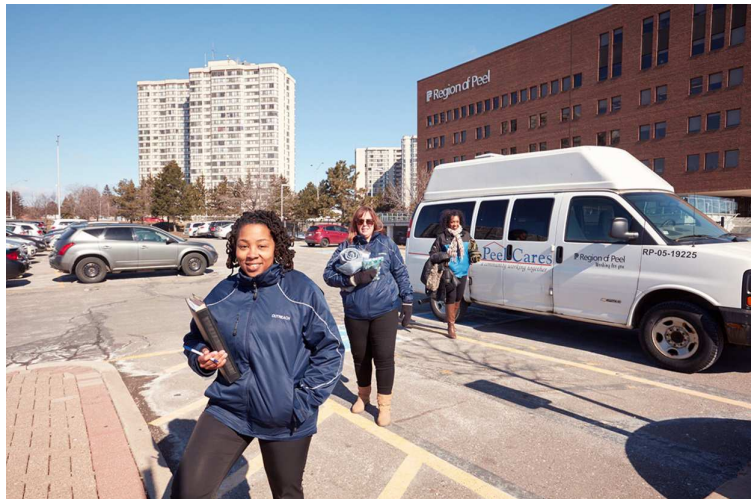
individuals assisted through transitional housing

63%

of Canadian Sex Trafficking court cases originate in the Greater Toronto Area

Sustaining Homelessness Support Services

- Emergency and transitional shelters
- Mobile outreach support
- Eviction prevention
- Housing with supports





How We are Adapting

- Focusing on prevention and diversion
- Transforming service to help people get and keep housing

2019 Service Investments



Service Pressure



Gaps in safe housing options, and specialized programming for victims of Human Sex Trafficking



Investment



Pilot programming and supports for victims of Human Sex Trafficking
+\$1.4*
Operating

Service outcome:
Homelessness in Peel is prevented

* Funded from reserves

2019 Service Investments



Service Pressure



Current leased youth shelter in Brampton is temporary and requires high levels of support to mitigate risk



Investment

Permanent location for Youth Shelter in Brampton



**+\$14.0M
Capital**

**Service outcome:
Homelessness in Peel is prevented**

Summary of 2019 Net Operating Budget

2018 Net Base Budget (In \$Millions)	\$13.1
Cost to maintain 2018 service level	
<ul style="list-style-type: none"> • Inflation: Labour costs/Goods and services • Increase in provincial funding • Increase in recovery from Income Support 	1.6 (2.5) (0.4)
Sub-total: Cost to maintain 2018 service level	(\$1.3)
2019 Service Demand (\$1.4M funded from reserves)	0.0
2019 Proposed Net Budget Change from 2018*	(\$1.3)
Proposed Total 2019 Net Budget	\$11.8

*Budgeted expenditures for this service have increased. The net reduction is due to an increase in subsidy to this service.

Key Financial Information

	Resources to Achieve Level of Service		
	2018	2019	
Net Expenditures (\$M)	\$13.1	\$11.8	
Full-time Staffing Resources	21	21	
Capital Investment (\$M)		\$14.2	
10-Year Capital Investment (\$M)		\$17.6	
Outlook Years	2020	2021	2022
Net Increase (\$M)	(\$0.5)	\$0.1	\$0.1
% Increase	(4.3%)	1.0%	1.0%

Investing to build our
Community for Life

Living
Income Support

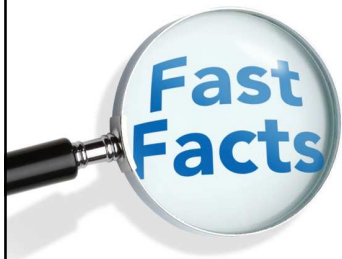
2019 Budget



Financial supports and benefits



2019 Budget INCOME SUPPORT



19,059

households receiving income support through Ontario Works

100%

of Ontario Works benefit costs paid by the Province

2.7%

Peel population in receipt of financial assistance

800+

Ontario Works applications processed monthly

Sustaining Income Support Services

- Integrating Ontario Works and other social services
- Evolving business processes to address gaps in Provincial technology
- Exploring alternative service delivery models





How We are Adapting

- Triaging incoming client calls for shorter wait times
- Providing efficient access to client information through document scanning
- Implementing provincial direction for social assistance

Summary of 2019 Net Operating Budget

2018 Net Base Budget (In \$Millions)	\$23.5
Cost to maintain 2018 service level	
<ul style="list-style-type: none"> • Inflation: Labour costs/Goods and services 0.3 • Realignment of resources for service needs (1.1) • Ontario Works increase in benefit costs (1.5%) and decrease in caseload (19,500 to 19,250) – 100% funded by the Province 0.0 	
Sub-total: Cost to maintain 2018 service level	(\$0.8)
2019 Service Demand	0.0
2019 Proposed Net Budget Change from 2018*	(\$0.8)
Proposed Total 2019 Net Budget	\$22.7

*The net reduction is due to realignment of resources between services.

Key Financial Information

	Resources to Achieve Level of Service		
	2018	2019	
Net Expenditures (\$M)	\$23.5	\$22.7	
Full-time Staffing Resources	343	343	
Capital Investment (\$M)		\$0	
10-Year Capital Investment (\$M)		\$0	
Outlook Years	2020	2021	2022
Net Increase (\$M)	\$0.6	\$0.6	\$0.6
% Increase	2.7%	2.7%	2.7%

Investing to build our
Community for Life

Living
Employment Support

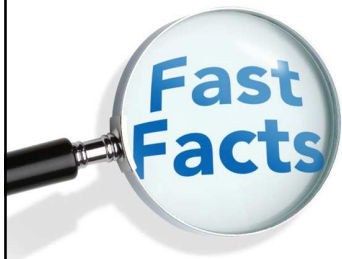
2019 Budget



Assisting Ontario Works clients to find
employment



2019 Budget EMPLOYMENT SUPPORT



3,168

clients working with
Employment Support Services

9.8%

caseloads with employment
earnings

\$957

average earnings per month

555

clients supported through
the Wellness Success Program

511

clients placed in employment
or internship opportunities

Sustaining Employment Support Services

- Building strong relationships with local employers
- Enhancing technology to modernize service
- Ongoing investment in youth employment programs



How We are Adapting



- Proposal for system enhancements in alignment with the recently announced provincial social assistance plan
- Implementing a case management portfolio focused on job ready clients

Summary of 2019 Net Operating Budget

2019 Net Base Budget (In \$Millions)	\$2.7
Cost to maintain 2018 service level	
• Inflation: Labour costs/Goods and services	0.0
• Realignment of resources for service needs	0.7
• Removal of 2018 Case Management Software	(0.3)
Sub-total: Cost to maintain 2018 service level	\$0.4
2019 Service Demand	0.2
2019 Proposed Net Budget Change from 2018*	\$0.6
Proposed Total 2019 Net Budget	\$3.3

*The net increase is due to realignment of resources between services.

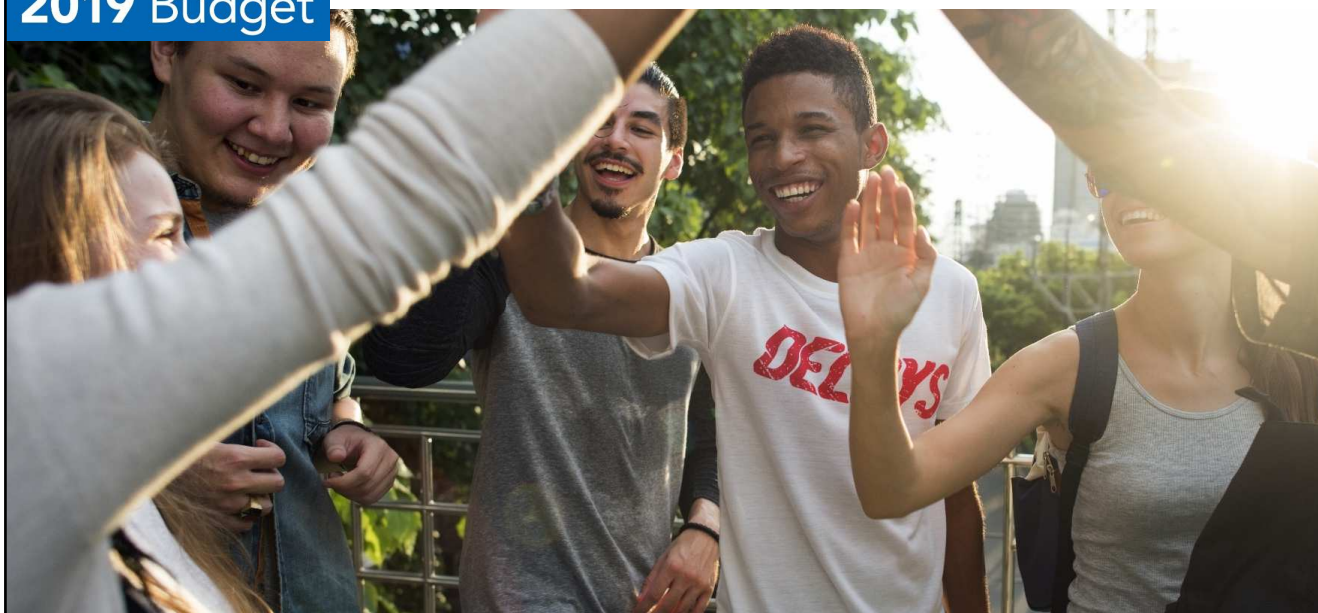
Key Financial Information

	Resources to Achieve Level of Service		
	2018	2019	
Net Expenditures (\$M)	\$2.7	\$3.3	
Full-time Staffing Resources	69	69	
Capital Investment (\$M)		\$0	
10-Year Capital Investment (\$M)		\$0	
Outlook Years	2020	2021	2022
Net Increase (\$M)	\$0.07	\$0.04	\$0.05
% Increase	2.0%	1.3%	1.4%

Investing to build our
Community for Life

Living
Community Investment

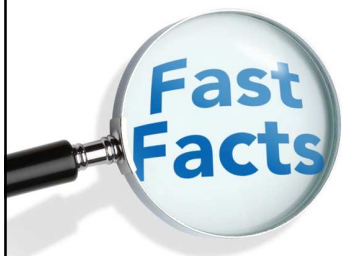
2019 Budget



Supports to the non-profit sector



2019 Budget COMMUNITY INVESTMENT



14.7%

Peel households experienced poverty according to 2016 Census data

3,700+

residents provided with subsidized transportation

3,000+

individuals completed their tax returns at Region of Peel clinics to maximize their incomes

14%

Peel households experiencing marginal, moderate or severe food insecurity

Sustaining Community Investment Services

- Providing core funding to the non-profit sector to improve services
- Enabling the development of community hubs that are evidence informed and demonstrate integrated service delivery
- Advancing the outcomes of Peel Poverty Reduction Strategy



2019 Service Investments



Service Pressure



Investment

Grant to the City of
Mississauga

+\$6.0M
Operating

Service outcome:

Community groups in need have support to deliver services to Peel residents

2019 Service Investments



Service Pressure

Need for upstream investments to address poverty, supporting community safety and well-being



Peel Poverty Reduction Strategy

Awareness, Inclusion, Access, Opportunity.

The Peel Poverty Reduction Committee works with community partners and residents to make Peel a livable community for ALL.


Income Security


Economic Opportunity


Well-being and Social Inclusion



Investment

Increasing resident access to affordable transit, food security, tax benefits, health and integrated community services

+ \$0.2M
Operating

Service outcome:

Community groups in need have support to deliver services to Peel residents

Summary of 2019 Net Operating Budget

2018 Net Base Budget (In \$Millions)	\$10.5
Cost to maintain 2018 service level	
<ul style="list-style-type: none"> • Inflation: Labour costs/Goods and services • Planned increase in sustainability grants • Revenue recovery from Ontario Works for eligible Community Investment grants 	0.1 0.1 (0.3)
Sub-total: Cost to maintain 2018 service level	(\$0.1)
2019 Service Demand	\$6.3
2019 Proposed Net Budget Change from 2018	\$6.2
Proposed Total 2019 Net Budget	\$16.7

Key Financial Information

	Resources to Achieve Level of Service		
	2018	2019	
Net Expenditures (\$M)	\$10.5	\$16.7	
Full-time Staffing Resources	29	31	
Capital Investment (\$M)		\$0	
10-Year Capital Investment (\$M)		\$0	
Outlook Years	2020	2021	2022
Net Increase (\$M)	(\$5.9)	\$0.2	\$0.1
% Increase	(35.6%)	1.6%	0.7%

Investing to build our
Community for Life

Living
Child Care

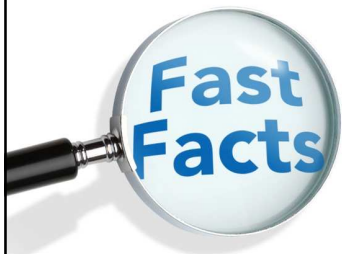
2019 Budget



Affordable and accessible child care



2019 Budget CHILD CARE



45,637

licensed child care spaces supported by funding

16,886

fee subsidies provided to lower-income families

12,100

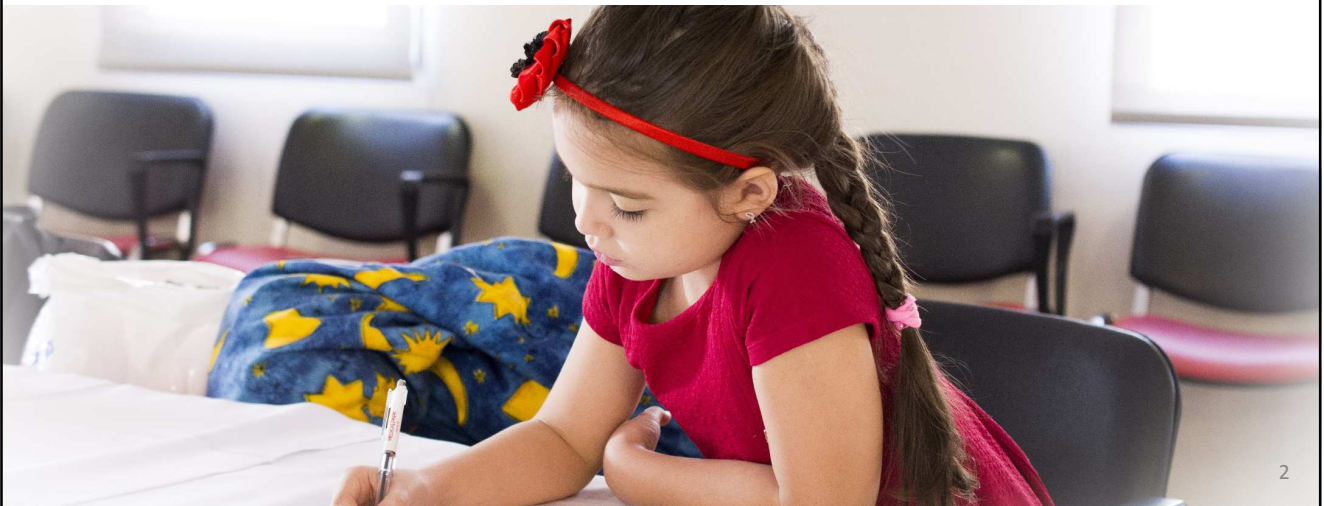
children supported through reduced child care fees

4,100

child care staff received the provincially funded Wage Enhancement Grant

Sustaining Child Care Support Services

- Increasing access to licensed child care
- Continuing to improve child care affordability
- Strengthening the economic viability of the child care sector



Summary of 2019 Net Operating Budget

2018 Net Base Budget (In \$Millions)	\$8.4
Cost to maintain 2018 service level	
<ul style="list-style-type: none"> • Inflation: Labour Costs/Goods and services • Fee subsidy inflation and rate increase (offset by provincial funding) • Reduction in special purpose and general operating fund to address priority programs in Early Growth & Development* 	0.1 0.0 (1.2)
Sub-total: Cost to maintain 2018 service level	(\$1.1)
2019 Service Demand	0.0
2019 Proposed Net Budget Change from 2018	(\$1.1)
Proposed Total 2019 Net Budget	\$7.3

* This is a reallocation of base budget.

Key Financial Information

	Resources to Achieve Level of Service		
	2018	2019	
Net Expenditures (\$M)	\$8.4	\$7.3	
Full-time Staffing Resources	73	73	
Capital Investment (\$M)		\$0.1	
10-Year Capital Investment (\$M)		\$4.4	
Outlook Years	2020	2021	2022
Net Increase (\$M)	\$0.2	\$0.2	\$0.2
% Increase	2.6%	2.5%	2.5%

Investing to build our
Community for Life



Summary of 2019 Service Budgets

	2018(\$M)*	2019 (\$M)*	+/- (\$M)
Early Growth and Development	\$13.4	\$15.9	\$2.5
Housing Support	\$114.9	\$115.4	\$0.6
Homelessness Support	\$13.1	\$11.8	\$(1.3)
Income Support	\$23.5	\$22.7	\$(0.8)
Employment Support	\$2.7	\$3.3	\$0.6
Community Investment	\$10.5	\$16.7	\$6.2
Child Care	\$8.4	\$7.3	\$(1.1)

* Net expenditure

Investing to build our
Community for Life



Summary of Service Outcomes

Service	Outcome
Early Growth and Development	Early support delivers lifelong benefits
Housing Support	Affordable, sustainable and adequate housing stock
Homelessness Support	Homelessness in Peel is prevented
Income Support	Financial supports and benefits
Employment Support	Assisting Ontario Works clients to find employment
Community Investment	Supports to the non-profit
Child Care	Affordable and accessible child care

Investing to build our
Community for Life



2019 Budget Services to be presented

Thriving

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

Living

- TransHelp

Investing to build our
Community for Life

Thriving
Water Supply

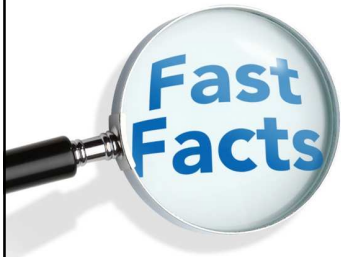
2019 Budget



Safe, reliable and high quality drinking water



2019 Budget WATER SUPPLY



572 million

litres of safe drinking water
produced every day

4,311 km

length of watermains

25,942

fire hydrants inspected
annually

50,828

tests performed annually confirming
high quality drinking water

Sustaining Water Supply Services

- Maintained and updated facilities to meet the needs of Peel's population
- Implemented new repair techniques to minimize water service disruptions
- Added infrastructure to support growth and minimize operational risks



How We are Adapting



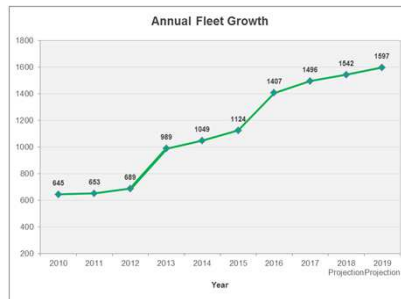
- Saving **\$4.6M** in electricity costs in 2019 by participating in the Industrial Conservation Initiative
- Reduced locate unit cost by **23%**, (**\$300K** annually), through the utility locate services partnership with Locates Alliance Consortium
- Reduced greenhouse gas emissions equivalent to **24.6 tonnes** of CO2 annually by implementing green fleet strategy
- Saved **\$70K** through process improvements by introducing an online staff ordering system

2019 Service Investments



Service Pressure

Investment



Investing to support fleet growth

+\$107K
Operating

Growth in Regional fleet

Service outcome:
Safe, reliable and high quality drinking water

2019 Service Investments

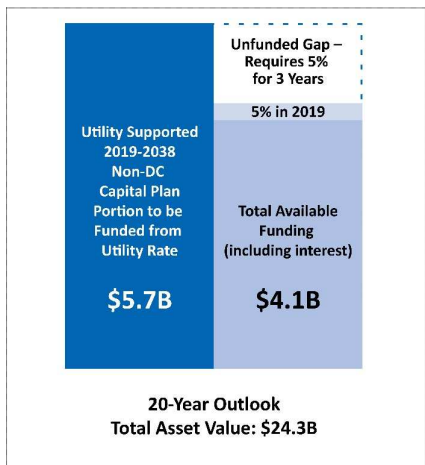


Service Pressure



Extensive capital program for aging infrastructure

Funding Gap



Investment



\$10.8M
5% Infrastructure Levy

Service outcome:
Safe, reliable and high quality drinking water

Summary of 2019 Net Operating Budget

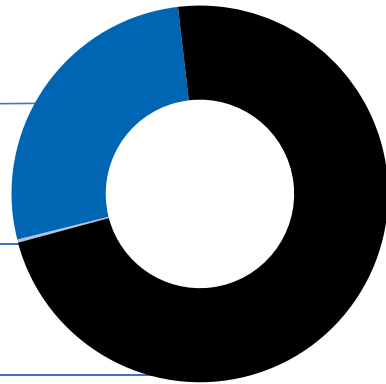
2018 Net Base Budget (In \$Millions)	\$220.2
Cost to maintain 2018 service level	
<ul style="list-style-type: none"> • Electricity (3.6) • Ontario Clean Water Agency (OCWA) contract 0.6 • Reduction in tax support of Utility operations 2.2 • Inflation and other 0.7 	
Sub-total: Cost to maintain 2018 service level	(\$0.1)
2019 Service Demand	
<ul style="list-style-type: none"> • Investing to address fleet growth 0.1 • 5% Infrastructure Levy 10.8 	
Sub-total: Service Demand	\$10.9
2019 Proposed Net Budget Change from 2018	\$10.8
Proposed Total 2019 Net Budget	\$231.0

2019 Capital Budget – \$583.2 Million

State of Good Repair
\$157.8M, **27%**

Externally Funded
\$1.5M, **0.3%**

DC Funded Growth
\$424.0M, **72.7%**



Key Highlights

- \$354M to construct new transmission watermains to service growth
- \$52M to construct new distribution system watermains to service growth
- \$50M investment in the Region's linear water infrastructure, including replacing aging watermains
- \$48M for improvements and upgrades at the Beckett Sproule and East Brampton Water Pumping Stations

In \$Millions

Key Financial Information

	Resources to Achieve Level of Service		
	2018	2019	
Net Expenditures (\$M)	\$220.2	\$231.0	
Full-Time Staffing Resources	285	286	
Capital Investment (\$M)		\$583.2	
10-Year Capital Investment (\$M)		\$2,346.2	
Outlook Years	2020	2021	2022
Net Increase (\$M)	\$16.6	\$16.9	\$16.8
% Increase	7.2%	6.8%	6.3%

Investing to build our
Community for Life

Thriving
Wastewater

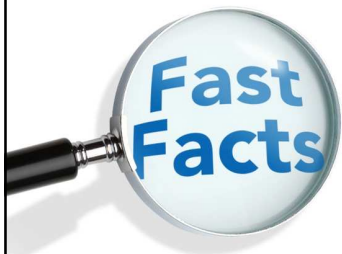
2019 Budget



Safely treating millions of litres of
wastewater everyday



2019 Budget WASTEWATER



633 million

litres of wastewater treated in Region of Peel facilities every day

3,395 km

length of sanitary sewer mains operated by Peel

417 km

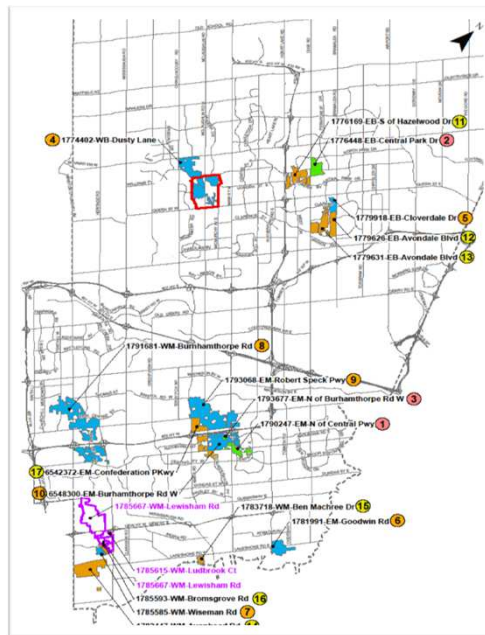
of sewer mains inspected annually by closed-circuit television cameras (12% of the system)

326,544

wastewater accounts

Sustaining Wastewater Services

- Maintaining a network of flow meters and investing in top inflow and infiltration areas
- Investing in sewer condition assessment, rehabilitation and expansion to address overflows



Top 17 Inflow and Infiltration Sites

How We are Adapting



- Avoided an increase of **\$3.0M** in electricity costs for 2018 by participating in the Industrial Conservation Initiative
- Enhanced existing capital standards to reduce amount of inflow and infiltration impacting our wastewater collection system
- Enhanced inspection and rehabilitation program for large trunk sewers



2019 Service Investments



Service Pressure



- Growing population
- Aging infrastructure
- More intense rainfall



Investment



Investing in wastewater condition assessment and rehabilitation

Operationalizing by-law enforcement

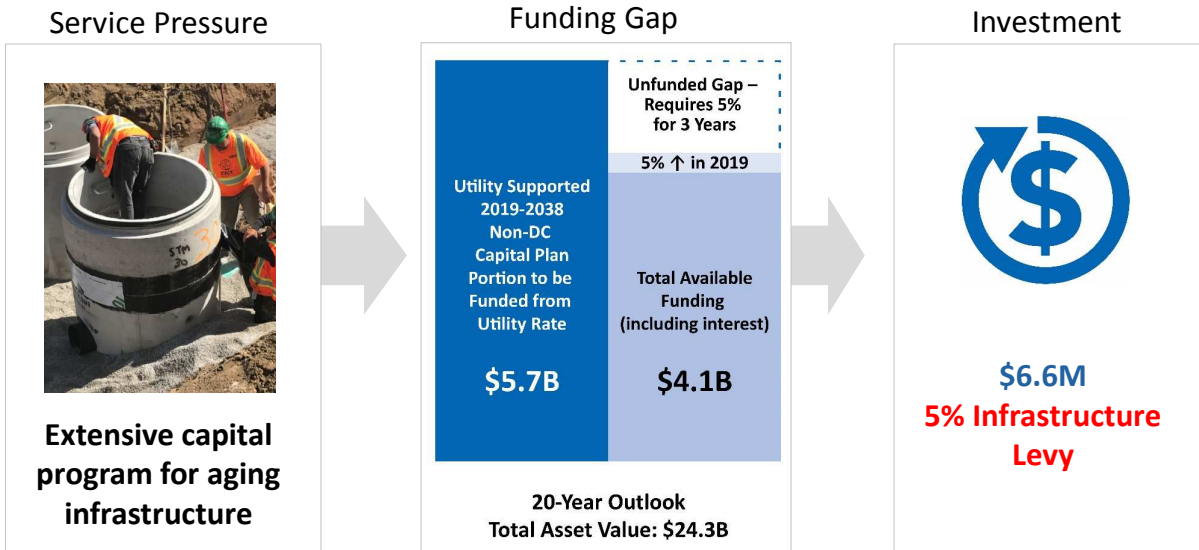
+\$284K

Operating

Service outcome:

Wastewater is removed in a safe and environmentally responsible manner

2019 Service Investments



Service outcome:
Wastewater is removed in a safe and environmentally responsible manner

Summary of 2019 Net Operating Budget

2018 Net Base Budget (In \$Millions)	\$133.1
Cost to maintain 2018 service level	
<ul style="list-style-type: none"> • Electricity 1.3 • Ontario Clean Water Agency (OCWA) contract 1.8 • Reduction in tax support of Utility operations 2.2 • Inflation and other 1.1 	
Sub-total: Cost to maintain 2018 service level	\$6.4
2019 Service Demand	
<ul style="list-style-type: none"> • Condition reassessment and rehabilitation and by-law enforcement* 0.0 • 5% Infrastructure Levy 6.6 	
Sub-total: Service Demand	\$6.6
2019 Proposed Net Budget Change from 2018	\$13.0
Proposed Total 2019 Net Budget	\$146.1

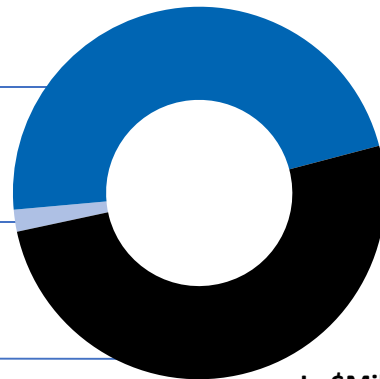
* Mostly recovered from capital and user fee

2019 Capital Budget – \$220.1 Million

State of Good Repair
\$104.2M, **48%**

Externally Funded
\$4.2M, **2%**

DC Funded Growth
\$111.7M, **50%**



In \$Millions

Key Highlights

- \$68M to construct new sanitary sewers to service growth in Peel
- \$65M in major capital improvements at the lake-based wastewater treatment plants
- \$42M to construct new sewers in the Cawthra Road/Burnhamthorpe area to provide for growth and reduce the risk of flooding due to sewer surcharging
- \$33M investment in replacement and rehabilitation in Peel's linear wastewater infrastructure

Key Financial Information

	Resources to Achieve Level of Service		
	2018	2019	
Net Expenditures (\$M)	\$133.1	\$146.1	
Full-Time Staffing Resources	231	233	
Capital Investment (\$M)		\$220.1	
10-Year Capital Investment (\$M)		\$1,737.5	
Outlook Years	2020	2021	2022
Net Increase (\$M)	\$11.7	\$12.0	\$11.4
% Increase	8.0%	7.6%	6.7%

Investing to build our
Community for Life

Thriving
Waste Management

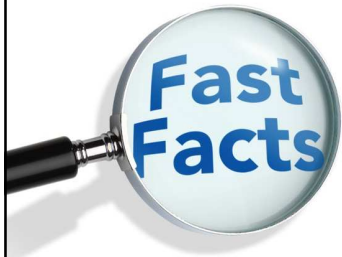
2019 Budget



Reliable, safe and environmentally responsible



2019 Budget WASTE MANAGEMENT



534,000

annual tonnage of residential waste managed

5,000+

additional number of Peel Region households annually

50%

diversion rate from landfill

65%

percentage of Peel's curbside households participating in the Green Bin program

Sustaining Waste Management Services

- Building an Anaerobic Digestion facility
- Testing textile collection in partnership with non-profit organizations
- Developed Yard Waste Transfer Station to shorten unloading times and improve curbside collection service



How We are Adapting



- Working with other municipalities and industry partners to influence provincial direction
- Upgrading the Material Recovery Facility to ensure recyclables can be marketed
- Updating the way we plan, design, implement and measure our education and communication to better connect with our residents

2019 Service Investments



Service Pressure



+5,000
households



Investment



+\$117.8M
Capital

- Increased tonnage due to 5,000 new households
- Service Demand and Growth
- 75% Diversion Target
- Education/Enforcement

+\$1.9M
Operating

Service outcome:

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

2019 Budget WASTE MANAGEMENT

Summary of 2019 Net Operating Budget

2018 Net Base Budget (In \$Millions)	\$107.9
Cost to maintain 2018 service level	
• Inflation	1.9
• Lower commodity revenue and temporary shutdown of Material Recovery Facility	-
• Lower revenue – permanent impact	0.7
Sub-total: Cost to maintain 2018 service level	\$2.6
2019 Service Demand	1.9
2019 Proposed Net Budget Change from 2018	\$4.5
Proposed Total 2019 Net Budget	\$112.4

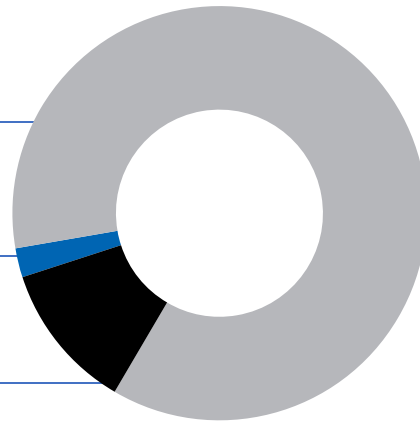
2019 Budget WASTE MANAGEMENT

2019 Capital Budget – \$117.8 Million

Non-DC Funded Growth
\$101.5M, **86%**

State of Good Repair
\$2.7M, **2%**

DC Funded Growth
\$13.6M, **12%**



In \$Millions

Key Highlights

- \$109M for Anaerobic Digestion facility to support 75% diversion target
- \$68M is funded by debt

2019 Budget WASTE MANAGEMENT

Key Financial Information

	Resources to Achieve Level of Service		
	2018	2019	
Net Expenditures (\$M)	\$107.9	\$112.4	
Full-time Staffing Resources	188	197	
Capital Investment (\$M)		\$117.8	
10-Year Capital Investment (\$M)		\$426.6	
Outlook Years	2020	2021	2022
Net Increase (\$M)	\$4.8	\$3.9	\$2.7
% Increase	4.2%	3.3%	2.2%

Investing to build our
Community for Life

Thriving
Land Use Planning

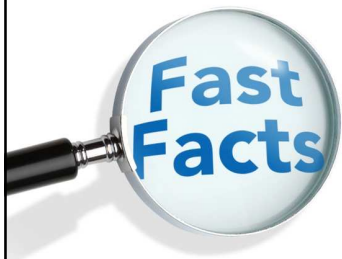
2019 Budget



Guiding Peel's development and enhancing
our residents' quality of life



2019 Budget LAND USE PLANNING



37%

Peel's estimated population growth rate by 2041

2,845

development submissions reviewed in 2018

30,000

housing units in the development approvals process

Sustaining Land Use Planning Services

- Implementing customer service improvements for planning application review and engineering approvals



How We are Adapting



ADAPTING

- Working with key stakeholders to implement an integrated approach to planning, servicing and financing growth
- **\$740M** lower forecasted debt*



*Compared to 2015 DC Background Study

2019 Service Investments



Service Pressure



Increasing number and more complex applications



Investment

Expedite review of development applications and related Water and Wastewater Services

**+\$0.4M
Operating**

Service outcome:
Communities in Peel are complete and sustainable for residents and businesses

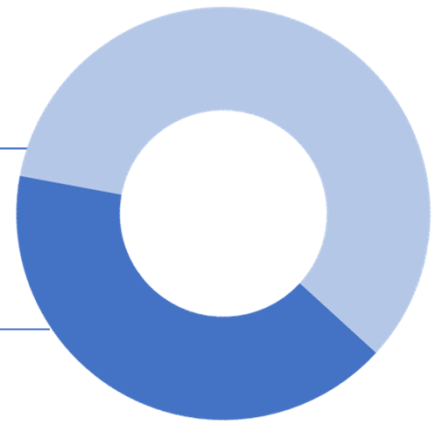
Summary of 2019 Net Operating Budget

2018 Net Base Budget (In \$Millions)	\$3.1
Cost to maintain 2018 service level	
• Inflation	0.2
Sub-total: Cost to maintain 2018 service level	\$0.2
2019 Service Demand	-
2019 Proposed Net Budget Change from 2018	\$0.2
Proposed Total 2019 Net Budget	\$3.3

2019 Capital Budget – \$3.4 Million

DC Funded Growth
\$2.0M, **59%**

Non-DC Funded Growth
\$1.4M, **41%**



In \$Millions

Key Highlights

- Funding for the protection of key natural heritage features (Greenlands Securement, Watershed Planning, Provincial Growth Plan)
- Official Plan reviews/appeals and amendments/long-range studies

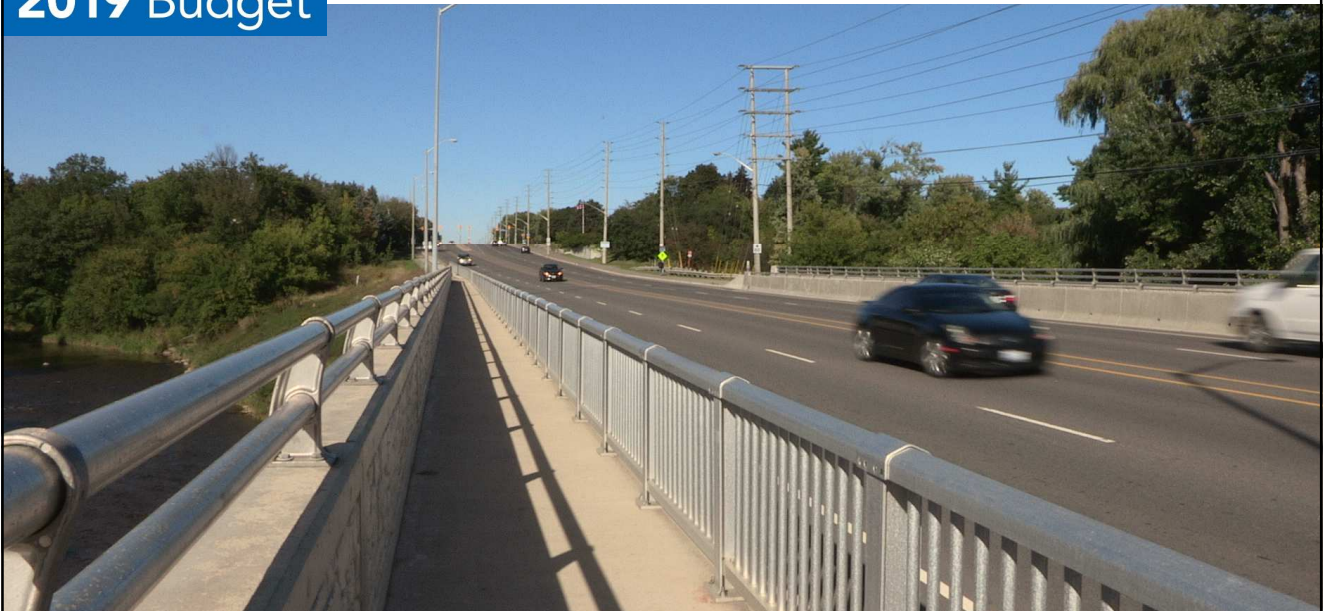
Key Financial Information

	Resources to Achieve Level of Service		
	2018	2019	
Net Expenditures (\$M)	\$3.1	\$3.3	
Full-time Staffing Resources	48	51	
Capital Investment (\$M)		\$3.4	
10-Year Capital Investment (\$M)		\$12.5	
Outlook Years	2020	2021	2022
Net Increase (\$M)	\$0.2	\$0.0	\$0.2
% Increase	4.7%	2.0%	5.3%

Investing to build our
Community for Life

Thriving
Roads and Transportation

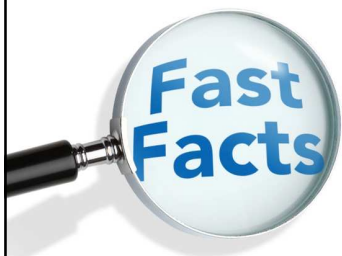
2019 Budget



Safe, reliable and efficient movement
throughout Peel



2019 Budget ROADS AND TRANSPORTATION



**1,663
lane km**
of arterial roads maintained

100%
compliance with winter
road maintenance
service levels

350 km
total length of sidewalks,
multi-use trails and paved
shoulders

1,500 metres
of noise walls constructed
to reduce traffic noise
for residents

Sustaining Roads and Transportation Services

- Implementing a Sustainable Transportation Strategy to address congestion
- Adapting to and mitigating the effects of climate change by applying low-impact development measures
- Improving safety through the Vision Zero framework



How We are Adapting



- Conversion of street lights in Brampton and Caledon to LED, resulting in **\$365K** savings annually
- Working with local municipalities to identify collective efficiencies in roads operations
- Paved Winston Churchill Blvd, saving **\$55K** annually for loose top maintenance



2019 Service Investments



Service Pressure



- Traffic Congestion



- Aging Infrastructure



Investment



- Proactive maintenance of our roads
- Construction of new active infrastructure

+\$0.3M
Operating

Service outcome:

People and goods can move safely and efficiently throughout Peel

Summary of 2019 Net Operating Budget

2018 Net Base Budget (In \$Millions)	\$65.7
Cost to maintain 2018 service level	
<ul style="list-style-type: none"> • Inflation • Increased contract costs for traffic signals, winter and summer maintenance 	0.5 0.6
Sub-total: Cost to maintain 2018 service level	\$1.1
2019 Service Demand	0.3
2019 Proposed Net Budget Change from 2018	\$1.4
Proposed Total 2019 Net Budget	\$67.1

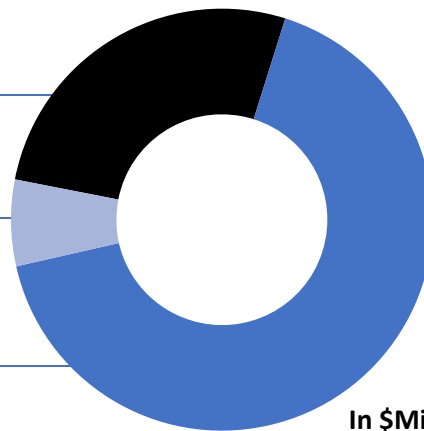
2019 Budget ROADS AND TRANSPORTATION

2019 Capital Budget – \$218.4 Million

State of Good Repair
\$58.5M, **27%**

Non-DC Funded Growth
\$14.4M, **7%**

DC Funded Growth
\$145.4M, **66%**



In \$Millions

Key Highlights

- \$135M for widening of roads and improvement of intersections to accommodate growth
- \$70M for road reconstruction and resurfacing, and repairs of structures to maintain level of service
- \$13M for a variety of projects that support capital projects and program development

Key Financial Information

	Resources to Achieve Level of Service		
	2018	2019	
Net Expenditures (\$M)	\$65.7	\$67.1	
Full-time Staffing Resources	186	189	
Capital Investment (\$M)		\$218.4	
10-Year Capital Investment (\$M)		\$1,530.5	
Outlook Years	2020	2021	2022
Net Increase (\$M)	\$2.2	\$2.1	\$1.9
% Increase	3.2%	3.0%	2.6%

Investing to build our
Community for Life

Living
TransHelp

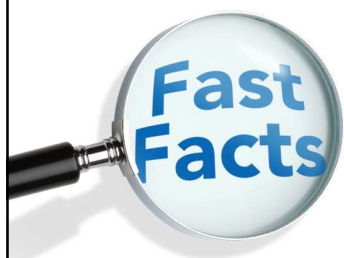
2019 Budget



Provides specialized public transit so
residents can travel without barriers



2019 Budget TRANSHELP



718,000

trips provided in 2018

255

new applications monthly (over half of these new applications are due to the expansion of AODA guidelines)

10,000+

passengers served in 2018

88%

overall satisfaction rate with our services

Sustaining Accessible Transportation Services

- Leveraging conventional transit
- Focusing on service quality





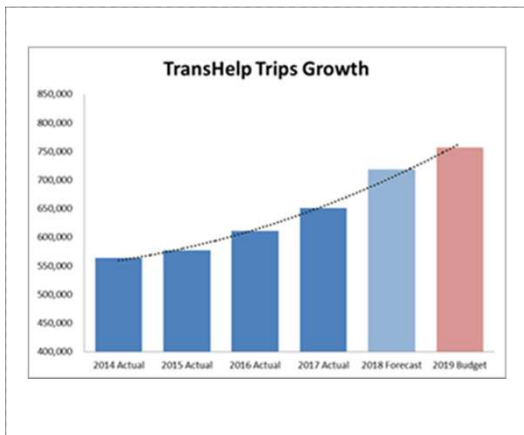
How We are Adapting

- Improved convenience through online trip booking
- Increased flexibility by offering same day service
- Enhanced passenger and driver safety through the installation of video cameras on buses
- Increased awareness of conventional transit's accessibility features through one-on-one travel training

2019 Service Investments



Service Pressure



Investment



68,000 more



+\$2.1M
Operating

Service outcome:
Peel residents in need can travel
without barriers

Summary of 2019 Net Operating Budget

2018 Net Base Budget (In \$Millions)	\$23.3
Cost to maintain 2018 service level	
• Inflation	0.7
Sub-total: Cost to maintain 2018 service level	\$0.7
2019 Service Demand	2.1
2019 Proposed Net Budget Change from 2018	\$2.8
Proposed Total 2019 Net Budget	\$26.1

2019 Capital Budget – \$4.1 Million

Key Highlights

- \$1.5M for TransHelp vehicle replacements
- \$0.7M for travel training program implementation
- \$0.7M for video camera installation on TransHelp buses



Key Financial Information

	Resources to Achieve Level of Service		
	2018	2019	
Net Expenditures (\$M)	\$23.3	\$26.1	
Full-time Staffing Resources	127	129	
Capital Investment (\$M)		\$4.1	
10-Year Capital Investment (\$M)		\$16.2	
Outlook Years	2020	2021	2022
Net Increase (\$M)	\$2.9	\$3.6	\$4.1
% Increase	11.1%	12.4%	12.7%

Investing to build our
Community for Life



Summary of 2019 Service Budgets

	2018 (\$M)*	2019 (\$M)*	+/- (\$M)
Water supply	\$220.2	\$231.0	\$10.8
Wastewater	\$133.1	\$146.1	\$13.0
Waste Management	\$107.9	\$112.4	\$4.5
Land Use Planning	\$3.1	\$3.3	\$0.2
Roads and Transportation	\$65.7	\$67.1	\$1.4
TransHelp	\$23.3	\$26.1	\$2.8

* Net expenditure

Investing to build our
Community for Life



Summary of Service Outcomes

Service	Outcome
Water Supply	Safe, reliable and high quality drinking water
Wastewater	Wastewater is removed in a safe and environmentally responsible manner
Waste Management	Waste in the Region of Peel is collected on time and managed in a safe and environmentally responsible manner
Land Use Planning	Communities in Peel are complete and sustainable for residents and businesses
Roads and Transportation	Safe, reliable and efficient movement throughout the Region
TransHelp	Peel residents in need can travel without barriers

Investing to build our
Community for Life

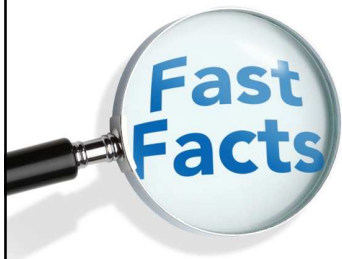
2019 Budget

Leading
Enterprise Programs
and Services (EPS)



Government is future-oriented and accountable



2019 Budget ENTERPRISE PROGRAMS AND SERVICES (EPS)

81%

of \$28B in managed assets are rated “good” or “very good”

4,000

MWh in energy savings

AAA/Aaa

one of 11 Canadian municipalities with a Triple A credit rating

74%

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

72%

employee engagement

70%

increase in number of procurements since 2015

69%

increase in active legal files since 2015

Sustaining Enterprise Programs and Services

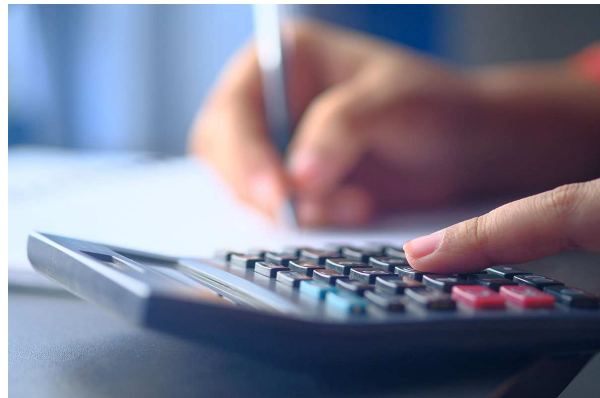
- A robust talent management framework
- A modernized procurement by-law
- A sophisticated technological environment
- A strategy to maintain Regional assets
- A program to manage energy use



How We are Adapting



- **\$0.3M** reduction in facilities operating and maintenance
- **\$0.6M** reduction in corporate energy use
- **\$0.9M** in savings from review of self-insured benefits



2019 Service Investments

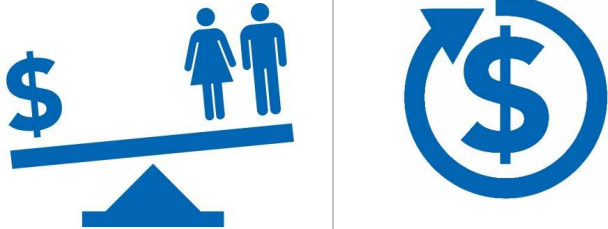


Service Pressure

Icons representing service pressure: three workers in blue uniforms, a question mark, a classical building, and a wrench. Arrows point from the workers to the question mark and building, and from the building to the wrench.

Changing legislation and increased competition to attract and retain talent

Investment

Icons representing investment: a scale with a dollar sign on the left and two people on the right, and a circular arrow with a dollar sign inside.

Centralized best practices and upgraded performance management

+\$132K of ongoing costs
\$750K in one time and pilot investments funded from reserves

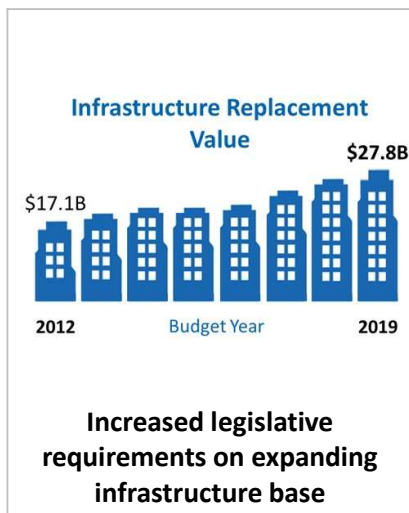
Service outcome:

The Region of Peel has employees with the skills to deliver on outcomes

2019 Service Investments



Service Pressure



Investment

Management and planned replacement of the Region's \$28B in infrastructure

No impact on tax levy
\$269K allocated to utility rates

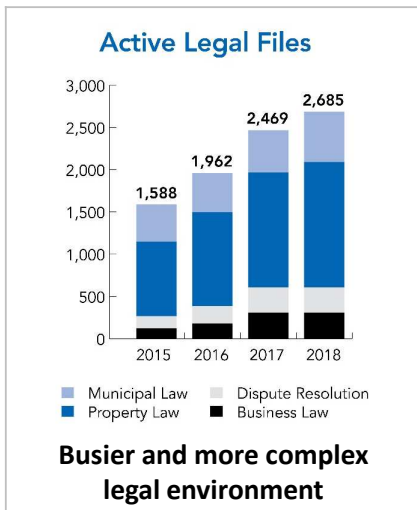
Service outcome:

The Region of Peel builds, maintains and monitors infrastructure to best serve its residents and businesses

2019 Service Investments



Service Pressure



Investment

Increased in-house legal expertise to replace more costly external counsel

No impact on tax levy
\$316K funded through reduced reliance on external legal resources

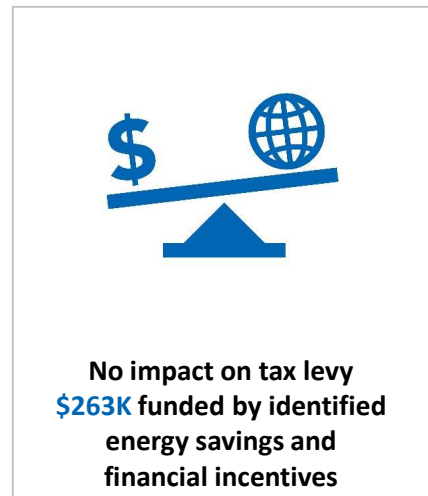
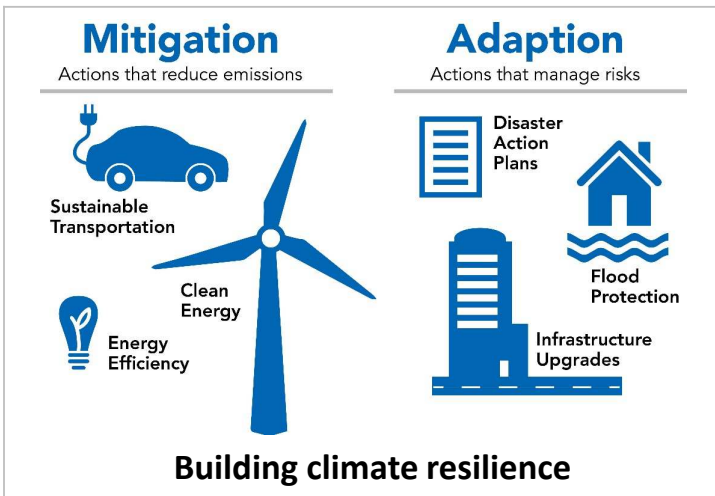
Service outcome:
The Region of Peel is well managed and adaptable

2019 Service Investments



Service Pressure

Investment

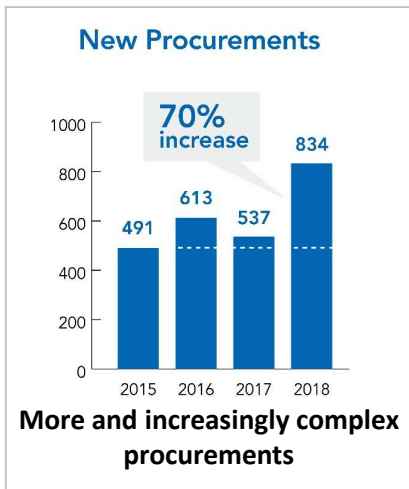


Service outcome:
The Region of Peel is well managed and adaptable

2019 Service Investments



Service Pressure



Investment

eProcurement

Sustainable Procurement

Vendor Management

Operationalize pilot project to improve processes and support increasingly complex procurements

+\$262K of ongoing operating costs

Service outcome:
The Region of Peel is financially sustainable

Summary of 2019 Net Operating Budget

2018 Net Base Budget (In \$Millions)	\$77.9
Cost to maintain 2018 service level	
• Inflation: Labour costs/Goods and services	2.1
• Base provincial subsidy increase/Reduced reserve contribution	-
• Budget expenditures reduced/Offset revenue increase	(7.2)
Sub-total: Cost to maintain 2018 service level	(\$5.1)
2019 Service Demand - EPS	0.9
Sub-total: EPS without 1% Infrastructure Levy	(\$4.2)
2019 Service Demand - 1% Infrastructure Levy	10.4
2019 Proposed Net Budget Change from 2018	\$6.2
Proposed Total 2019 Net Budget	\$84.1

2019 Budget ENTERPRISE PROGRAMS AND SERVICES (EPS)

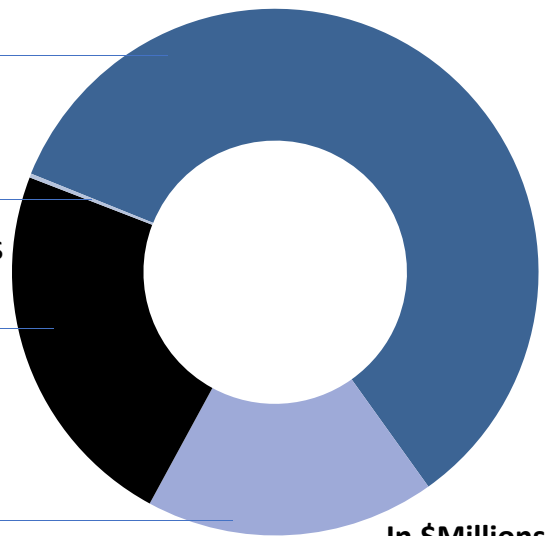
2019 Capital Budget – \$38.8 Million

State of Good Repair – Information Technology
\$22.9M, **59%**

Development Charge Updates
\$0.1M, **<1%**

State of Good Repair – Regional Office Facilities
\$9.9M, **26%**

Other
\$2.2M, **6%** Energy Management
\$3.7M, **9%** Other



In \$Millions

2019 Budget ENTERPRISE PROGRAMS AND SERVICES (EPS)

Key Financial Information

		Resources to Achieve Level of Service	
		2018	2019
Net Expenditures:			
- EPS without Infrastructure Levy (\$M)		\$28.7	\$24.5
- 1% Infrastructure Levy (\$M) - \$10.4M Increase		\$49.2	\$59.6
Total EPS Net Expenditure (\$M)		\$77.9	\$84.1
Full-time Staffing Resources		742	751
Capital Investment (\$M)			\$38.8
10-Year Capital Investment (\$M)			\$187.2
Outlook Years	2020	2021	2022
Net Increase/(Decrease):			
- 1% Infrastructure Levy (\$M)		\$10.6	\$11.6
- Remaining (\$M)		(\$1.5)	\$0.9
% Increase/(Decrease)		10.9%	12.1%

Investing to build our
Community for Life

Thriving
Heritage, Arts and Culture

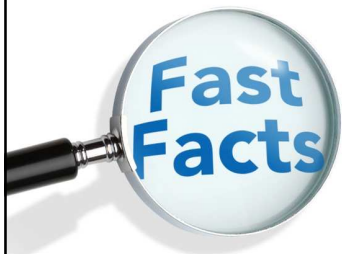
2019 Budget



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



2019 Budget HERITAGE, ARTS AND CULTURE



100+

exhibitions since 2012

31,000

projected attendance in 2018

82%

of visitors satisfied with
PAMA services

5,500

contemporary and historic
works of art in many media

Sustaining Heritage, Arts and Culture

- School and public programs to foster arts literacy and awareness of our diverse cultural heritage
- Build cross-cultural understanding through multi-dimensional programming and inclusive co-creative experiences
- Outreach services to residents of retirement and Long Term Care homes



Summary of 2019 Net Operating Budget

2018 Net Base Budget (In \$Millions)	\$5.9
Cost to maintain 2018 service level	
<ul style="list-style-type: none"> • Inflation: Labour costs/Goods and services • Base provincial subsidy increase/Reduced reserve contribution • Budget expenditures reduced/Offset revenue increase 	0.1 - -
Sub-total: Cost to maintain 2018 service level	\$0.1
2019 Service Demand	0.0
2019 Proposed Net Budget Change from 2018	\$0.1
Proposed Total 2019 Net Budget	\$6.0

2019 Capital Budget – \$0.1 Million

Key Highlights

- Implementation of revised storage plan



Key Financial Information

	Resources to Achieve Level of Service		
	2018	2019	
Net Expenditures (\$M)	\$5.9	\$6.0	
Full-time Staffing Resources	32	32	
Capital Investment (\$M)		\$0.1	
10-Year Capital Investment (\$M)		\$9.9	
Outlook Years	2020	2021	2022
Net Increase (\$M)	\$0.5	\$0.2	\$0.1
% Increase	8.2%	2.9%	2.2%

Investing to build our
Community for Life



Summary of 2019 Service Budgets

	2018(\$M)*	2019(\$M)*	+/- (\$M)
Leading Enterprise Programs and Services (EPS)	\$28.7	\$24.5	(\$4.2)
1% Infrastructure Levy	\$49.2	\$59.6	\$10.4
Thriving Heritage, Arts and Culture	\$5.9	\$6.0	\$0.1

* Net expenditure

Investing to build our
Community for Life



Summary of Service Outcomes

Service	Outcome
Leading Enterprise Programs and Services (EPS)	Government is future-oriented and accountable
Thriving Heritage, Arts and Culture	Supports residents being engaged in an understanding of our history and culture, and to live in cohesive communities