



Corporate Overview

November 21, 2024



Agenda

High Level Overview

Tax Supported Budget

- Operating Budget
- 2025 Capital Budget and 10 Year Capital Plan

Utility Rate Supported Budget

- Operating Budget
- 2025 Capital Budget and 10 Year Capital Plan

Looking Ahead

Next Steps

Factors for the Budget

Accelerated
Housing Growth

Provincial funding
shortfalls

Legislation and
regulations
(Bill 112/Bill 185)

Evolving
technology

Aging
infrastructure

Climate
emergency

Diversity, Equity
and Inclusion

Economic and
market volatility
(inflation)

Responding to
community needs

Housing
affordability



Reflects Peel's financial principles

Respect the taxpayer

Value for money

**Ensure the Capital Plan
is sustainable**

User pay where appropriate

Prudent borrowing

Triple A
Credit Rating

**Maintain flexibility to
mitigate volatility in
rates**

**Work with local
municipalities**

29 years

Invest responsibly

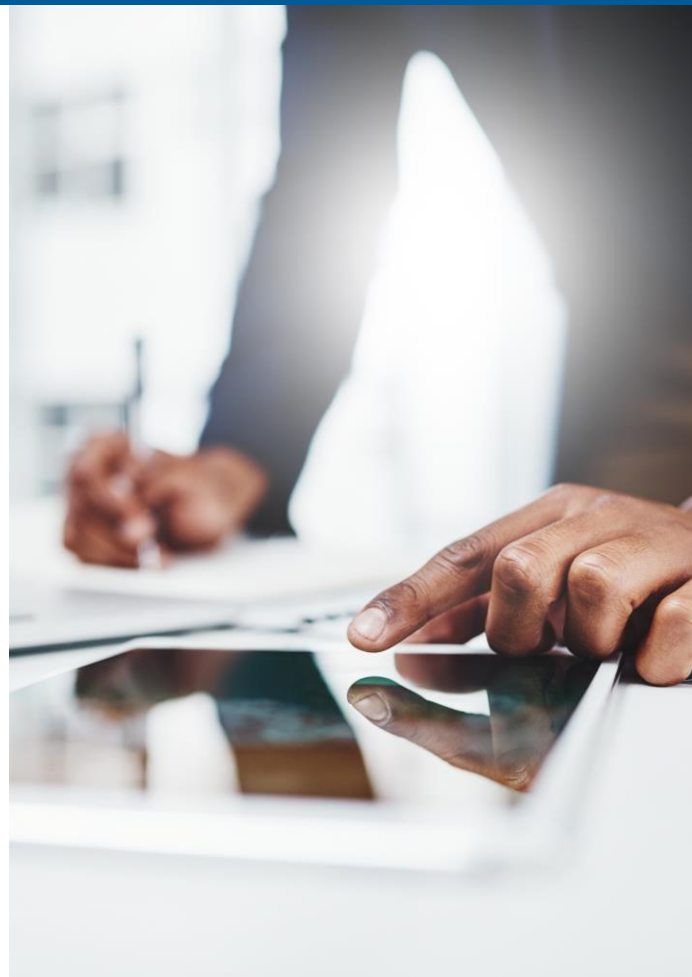
Manage assets

Funding a Growing Community

Issue	Approach
Service Demand	Meet priority needs of a growing and aging community with the expectation of the Province meeting its funding commitments
Population growth	Paramedics, Public Health, Seniors Services, Housing, and Early Years and Child Care partially funded by the Province, balance by property tax, reserve draws and efficiencies
Inflation	Shortfall funded by a combination of cost savings, reserve draws and property tax

Efficient and Effective Service Delivery

- The Region has a disciplined approach to Continuous Improvement
 - Program evaluation
 - Business process management or LEAN
 - Service level reviews
 - Line-by-line reviews
 - Alternate service delivery models
 - Identified areas for cost savings and cost avoidance
- Expanding the understanding of LEAN to more staff to identify opportunities for improvement



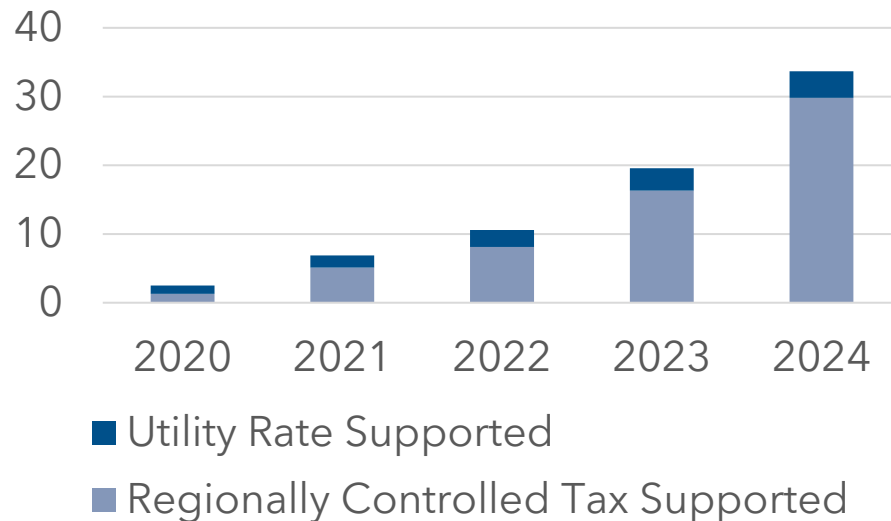
Continuing to find ways to save money

2025 Efficiencies - \$14.9 million

Cost savings - \$ 10.1 million

Cost avoidance - \$4.8 million

5 Year Cumulative Savings (2020 - 2024) (\$Million)



Bottom Line Impact – Property Tax

**Average property tax increase -
Regionally Controlled**

1.3%

**Average property tax increase -
External Agencies**

PRP 4.1%

Other Ext 0.1%

Property tax impact

Average Residential

+ \$ 73

Average Small Business Owner

+ \$ 128

Property tax impact

Average Residential

+ \$ 248

Average Small Business Owner

+ \$ 436

Bottom Line Impact – Utility Rate

Utility rate increase

5.9%

Utility rate impact

Residential

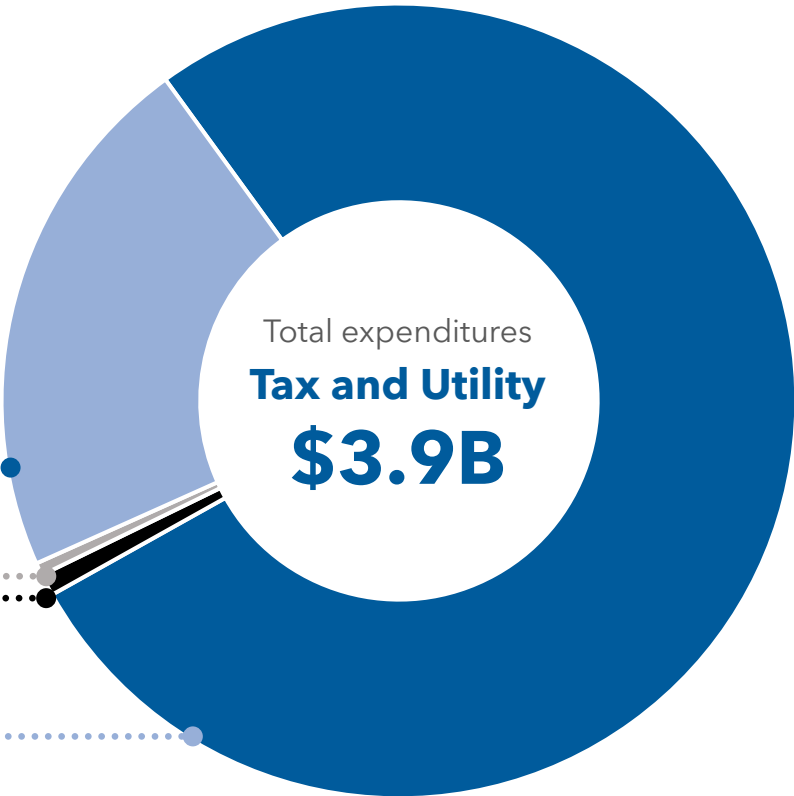
+ \$ 62

Small Business Owner

+ \$ 118

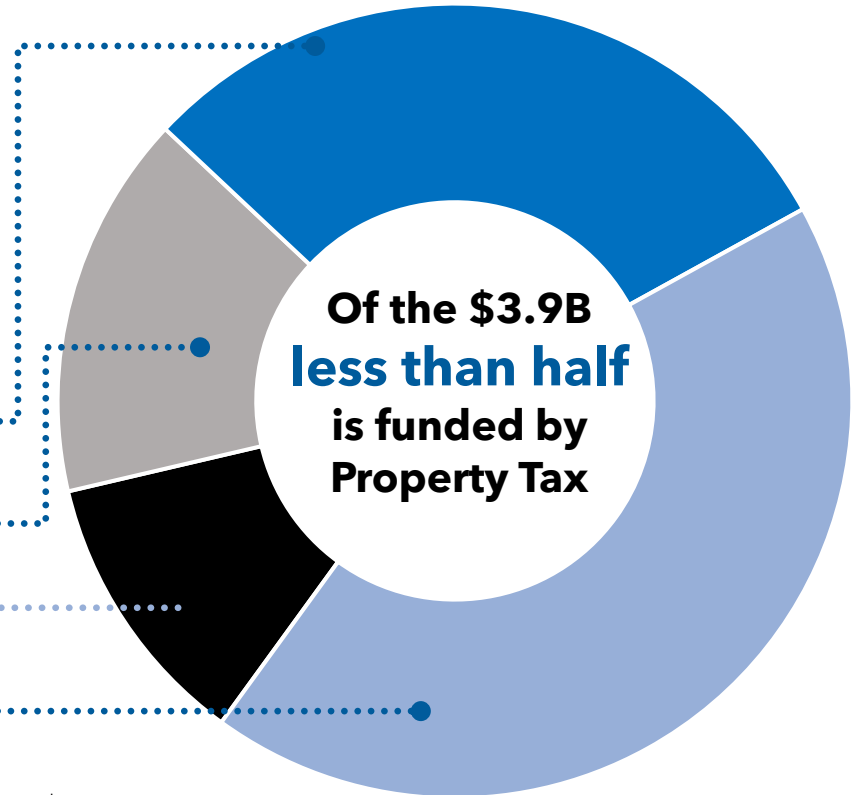
Total proposed operating budget

External Agencies	\$893M	23%
Police Services	\$838M	21%
Municipal Property Assessment Corporation	\$20M	1%
Conservation Authorities	\$35M	1%
Regionally Controlled Services	\$3,015M	77%



Total proposed operating budget funding

Grants and subsidies	\$1,172M	30%
Utility rate	\$612M	16%
Other*	\$443M	11%
Property tax	\$1,681M	43%



*Includes Transfers from DCs (\$115M), Contributions from Reserves (\$105M), User Fees (\$12M), Other Service Fees & Charges (\$214M)

2025 Capital Budget

26% Tax Supported

Regionally Controlled Tax \$435M 19%

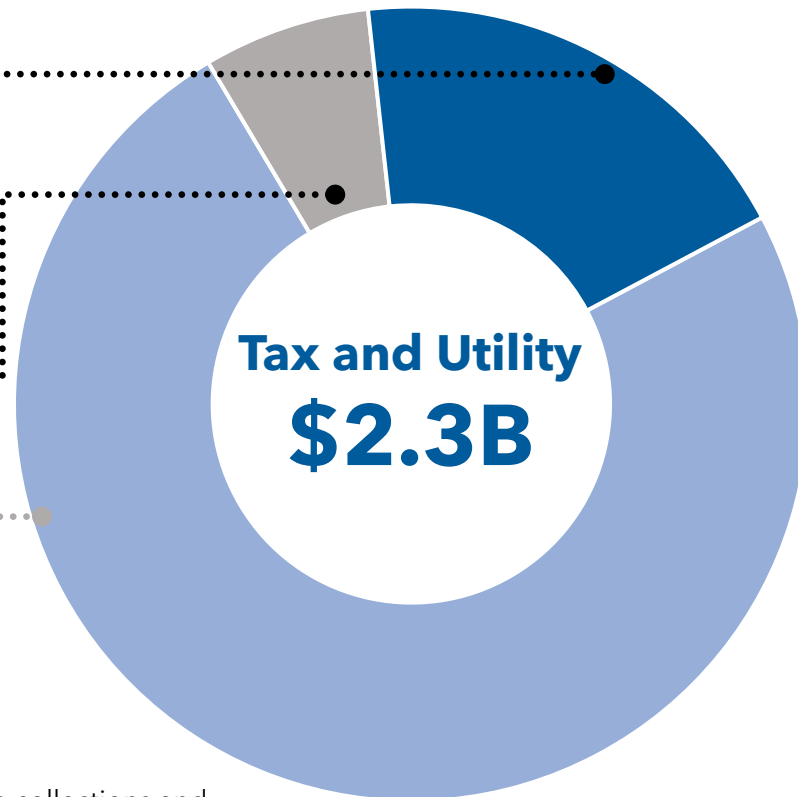
Police Services \$156M 7%

Utility Rate Supported \$1,704M 74%

Capital Plan Funding

- 64% Development Charges*
- 35% Capital Reserves
- <1% Debt*
- <1% External Funding

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



What the Budget Pays for

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

\$1.6 Billion (Operating Budget)

\$0.1 Billion (Capital Budget)



Housing Support - Providing **11,045** housing subsidies



Community Investment - Providing services to residents through agencies funded by **\$14.2** million in Community Investment grants



Paramedic Services - Responding to an estimated **142,899** emergency calls by end of 2024



Income Support - Providing an average of **29,000** residents with Ontario Works assistance on a monthly basis.



Seniors Services - Providing **866** residents with quality care through five long term care homes



Early Years and Child Care - Providing approximately **9,665** fee subsidies making it possible for families to access affordable licensed childcare.

What the Budget Pays for

Communities are integrated, safe and complete.

\$2.1 Billion (Operating Budget)

\$2.1 Billion (Capital Budget)



Public Health - Conducting **18,037** compliance health inspections at **6,866** food premises



Water and Wastewater - Treating, transmitting, and distributing **566 million litres per day** of municipal water to over **343,150 retail and wholesale customer accounts**



Waste Management - Managing over **450,000** tonnes of residential waste



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



Heritage, Arts and Culture - Welcoming **19,000** estimated in person 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.

What the Budget Pays for

Government is future-oriented and accountable.

\$0.2 Billion (Operating Budget)

\$0.05 Billion (Capital Budget)



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



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



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



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

Tax supported operating



Regionally Controlled Services	Budget Change	Budget Change	Tax Levy Increase	Property Tax Impact
Regionally Controlled - Maintain Service Levels		\$15.4M	1.1%	0.4%
Infrastructure Levy		\$14.8M	1.0%	0.4%
Net External Funding Impacts		\$9.4M	0.6%	0.3%
Regionally Controlled - New Service Investments				
• Additional Paramedics to Support a Growing Demand	\$1.5M			
• Strengthening Capacity to Protect Peel Communities Against Communicable Diseases and Outbreaks	\$1.0M			
• Strengthening Tuberculosis Program Capacity to Address Growing Population Needs	\$0.8M			
• Various other initiatives	\$5.4M	\$8.7M	0.6%	0.3%
Regionally Controlled - Growth		\$1.4M	0.1%	<0.1%
Total Regionally Controlled		\$49.7	3.4%	1.5%
Assessment Growth		(\$7.2)	(0.5%)	(0.2%)
Total Net Regionally Controlled		42.5M	2.9%	1.3%

Figures may not add due to rounding

	Budget Change	Budget Change	Tax Levy Increase	Property Tax Impact
Peel Regional Police				
• Maintain Service Levels	\$131.7M			
• Community Safety Levy (capital financing for facilities)	\$12.4M	\$144.1M	9.7%	4.3%
Assessment Growth		(\$5.5)M	(0.4%)	(0.2%)
Total Net Peel Regional Police		\$138.6M	9.3%	4.1%
Ontario Provincial Police, Conservation Authorities and Municipal Property Assessment Corporation (MPAC)		\$6.0M	0.3%	0.2%
Assessment Growth		(\$0.6)M	<(0.1%)	<(0.1%)
Total Net Other External Agencies (OPP, Conservation Authorities and MPAC)		\$5.4M	0.2%	0.1%
Total Net External Agencies		\$144.0M	9.5%	4.2%
Total Net Regionally Controlled (from previous slide)		\$42.5M	2.9%	1.3%
Total Net Region		\$186.5M	12.5%	5.5%

What the average Property Tax bill funds

Peel Region **44%**

**Local
municipalities** **41%**

Education **15%**



Property Tax Impact

Regionally
Controlled

2.9%

x

44%

=

1.3%

External
Agencies

9.6%

x

44%

=

4.2%

Total
Region

12.5%

x

44%

=

5.5%

Net Tax
Levy
Change

Average
portion of
Property
Tax Bill

Average
property tax increase

Bottom Line Impact

Average property tax impact

5.5%

Average Property tax impact

Residential

Brampton

Caledon

Mississauga

5.3%

3.1%

6.0%

+\$340

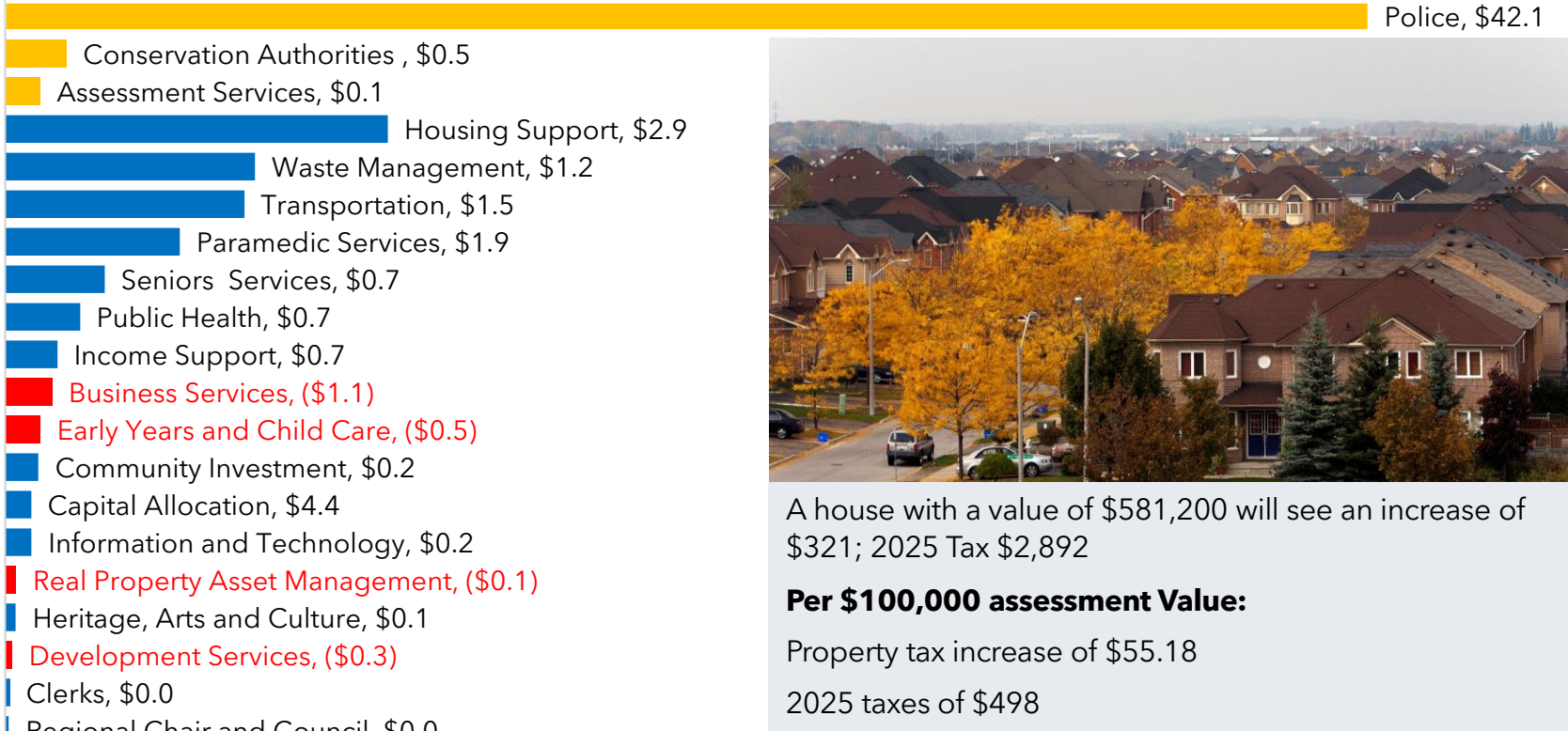
+\$161

+\$327

Small Business Owner

+ \$ 564

Where your 2025 tax dollars will be spent



A house with a value of \$581,200 will see an increase of \$321; 2025 Tax \$2,892

Per \$100,000 assessment Value:

Property tax increase of \$55.18

2025 taxes of \$498



Tax Supported Capital Budget and Plan



2025 Capital Budget

Police Services

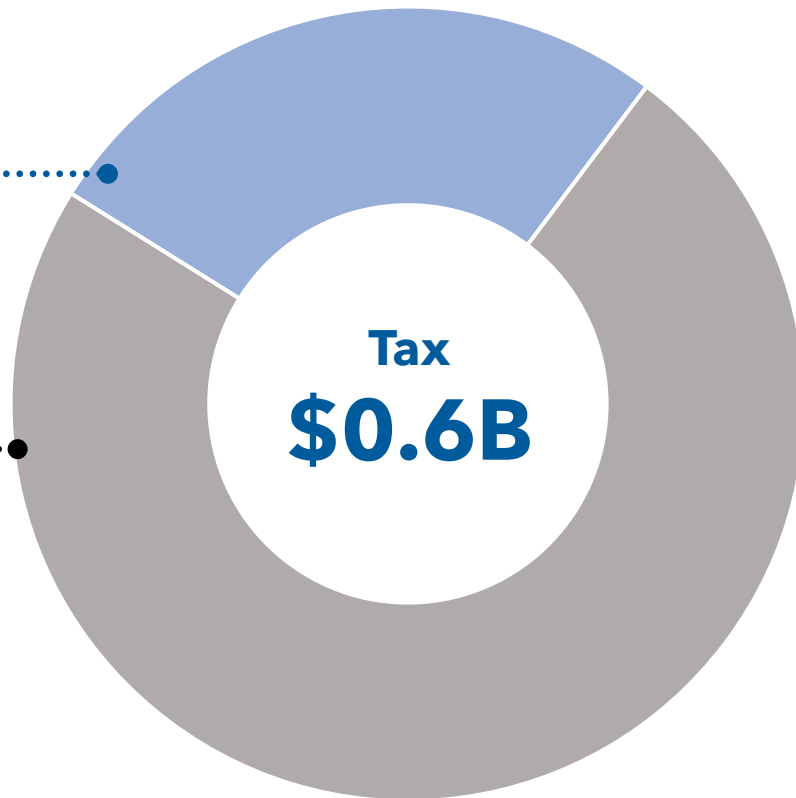
\$156M 26%

Regionally Controlled Tax

\$435M 74%

Capital Budget Funding

- 67% Tax Capital Reserves
- 30% Development Charges*
- 2% Debt
- 1% External Funding



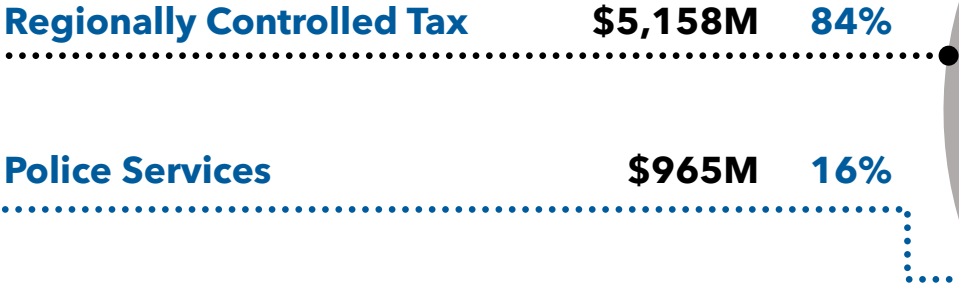
*Debt will be used from time to time to manage mismatch between development charge collections and growth infrastructure expenditures.

Capital Budget by areas of focus

Regionally Controlled Tax – \$435 Million

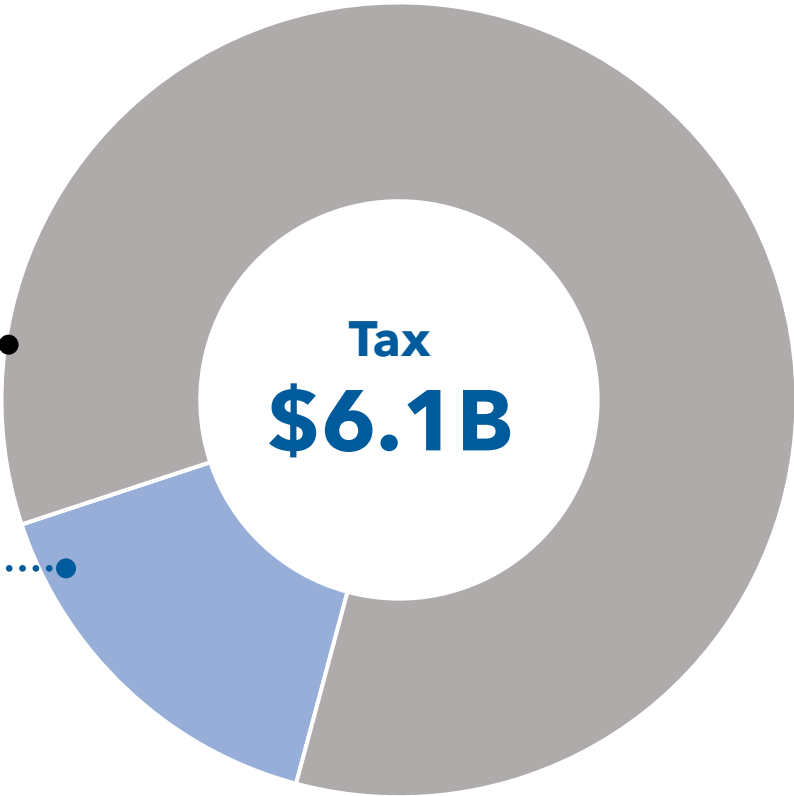
People's lives are improved in their time of need.	Communities are integrated, safe and complete.	Government is future-oriented and accountable.
\$127M 29%	\$257M 59%	\$51M 12%
<ul style="list-style-type: none"> • Peel Living State of Good Repair (\$61.3M) • Enhancement and state of good repair for ambulance and other fleet (\$17.3M) • Support youth community hub capital development (\$12.0M) • Installation and upgrades of cooling system, generator and electrical system at Sheridan Villa (\$8.3M) • Peel owned Housing and Shelters State of Good Repair (\$7.6M) 	<ul style="list-style-type: none"> • Road construction, intersection improvements, and active transportation (\$168.1M) • Road reconstruction, structure replacement /rehabilitations and other asset management works (\$56.7M) • Traffic related programs (\$5.6M) • Purchase and replace waste collection containers (\$5.4M) 	<ul style="list-style-type: none"> • Enterprise Resource Planning (ERP)/SAP implementation which will modernize and replace the Region's legacy human resources, finance and procurement technologies (\$18.4M) • Implementation of Integrated Asset Management/Maximo to modernize and replace legacy asset management technologies (\$9.8M) • Implementation of Enterprise Construction Project Management and Activity based Budgeting Solutions (\$3.4M)

2025-2034 10 Year Capital Plan



Capital Plan Funding

- 68% Tax Capital Reserves
- 25% Development Charges*
- 4% External Funding
- 3% Debt



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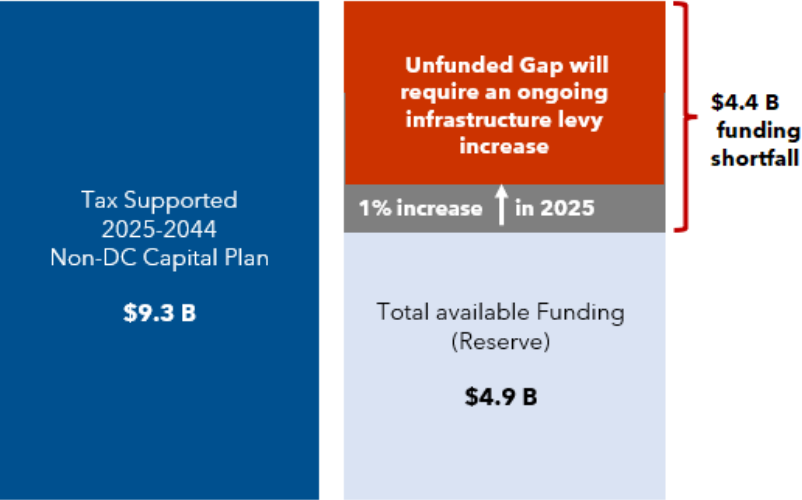
10-Year Capital Plan by areas of focus

Regionally Controlled Tax – \$5.2 Billion

People's lives are improved in their time of need.	Communities are integrated, safe and complete.	Government is future-oriented and accountable.
\$1,649M 32%	\$3,098M 60%	\$410M 8%
<ul style="list-style-type: none"> • Peel Living State of Good Repair (\$672.4M) • Peel Community Housing Development Program (\$265.8M) • Loans for Community Housing Provider State of Good Repair (\$113.2M) • New ambulances for growth and replacement of vehicles reaching the end of their useful life (\$99.0M) • Growth-related Paramedics reporting stations and satellite (\$72.9M) 	<ul style="list-style-type: none"> • Road construction, intersection improvements, and active transportation (\$1,756.1M) • Road reconstruction/resurfacing and other asset management related works (\$844.6M) • Purchase and replace Waste collection containers (\$119.4M) • Construction of a new waste transfer station at 125 Orenda Road in Brampton (\$50.0M) 	<ul style="list-style-type: none"> • Major maintenance requirements at 10 Peel Centre Drive and 7120 Hurontario Street (\$101.6M) • Enterprise Resource Planning (ERP)/SAP implementation (\$72.9M) • Integrated Asset Management/Maximo implementation (\$40.2M) • Workforce Enablement Program implementation (\$34.1M)

Ensure the Capital Plan is Sustainable Tax Supported

20-Year Outlook State of Good Repair



Total asset value: **\$10.0 B** Regionally Controlled Services
Based on 2024 update to Council, November 21, 2024
Note: Peel Regional Police is excluded





Utility rate supported operating



Utility Rate supported budget





Water and wastewater services for 4,200 new customers

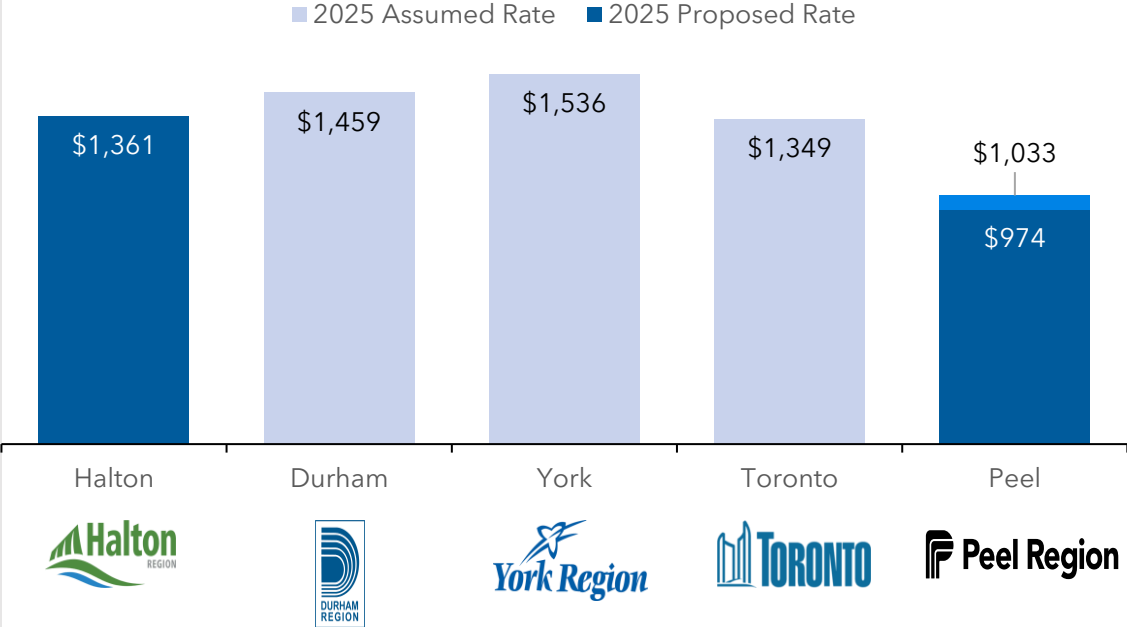
	2025 Net Increase (\$Millions)
Maintain Service Level	11.7
Continuous Improvement Savings	-
Service Investments	2.7
Capital Infrastructure	25.5
Total Increase	39.9
Average Utility Rate Increase	5.9%

Users Pay Where Appropriate

Utility Rate Payer Impact

Issue	 Residential	 Small Business
Increase	\$0.17/day \$62/year	\$0.32/day \$118/year
Annual Water Bill	\$1,036	\$2,497
Annual Consumption	290m ³	695m ³

Peel Water Bills
are over 38% below
GTA Average



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



Utility Supported Capital Budget and Plan



2025 Capital Budget

Water

\$802M 47%

Wastewater

\$902M 53%

Utility
\$1.7B

Capital Plan Funding*

- 75% Development Charges**
- 24% Utility Rate Capital Reserves
- <1% External Funding

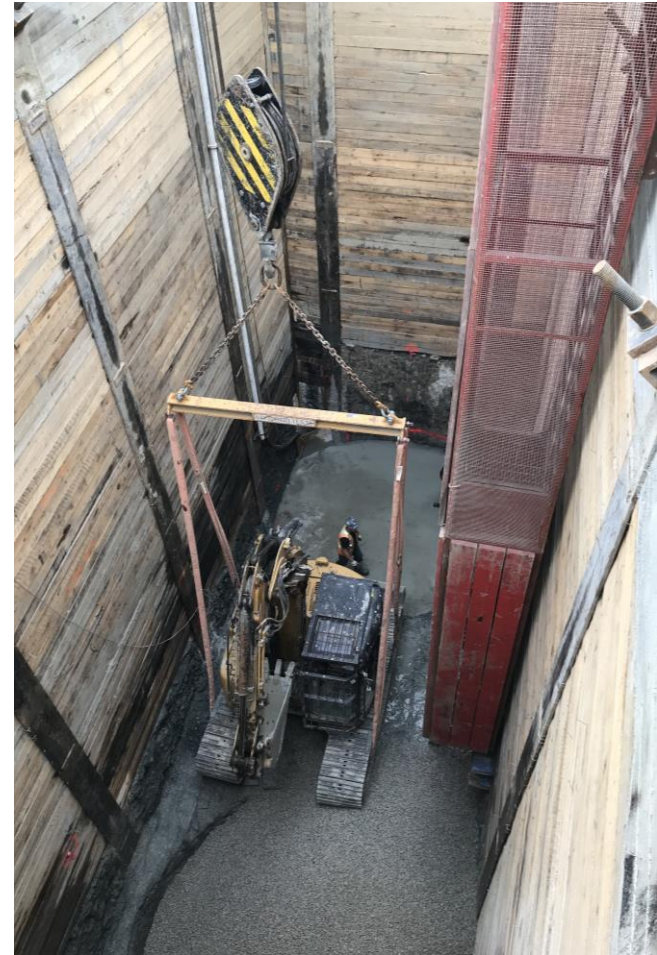
*Significant development-related Construction Funding has not been included in the 2025 10-year capital plan.

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

Highlights of the 2025 Capital Budget

Major capital projects

- Wastewater collection main replacement and construction (\$615.3M)
- Water main replacement and construction (\$558.1M)
- Expansion of Water Resource Recovery Facilities (\$169.2M)
- Condition asset and rehabilitation program (\$90.3M)
- Sanitary sewer installations (\$77.6M)
- Pumping station expansion, rehabilitation and water treatment plant equipment replacement.(\$43.4M)



2025-2034 10 Year Capital Plan

Water

\$8,824M 51%

Wastewater

\$8,515M 49%

Utility
\$17.3B

Capital Plan Funding*

- 76% Development Charges**
- 24% Utility Rate Capital Reserves
- <1% External Funding

*Significant development-related Construction Funding has not been included in the 2025 10-year capital plan.

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Highlights of the 2025-2034 10 Year Capital Plan

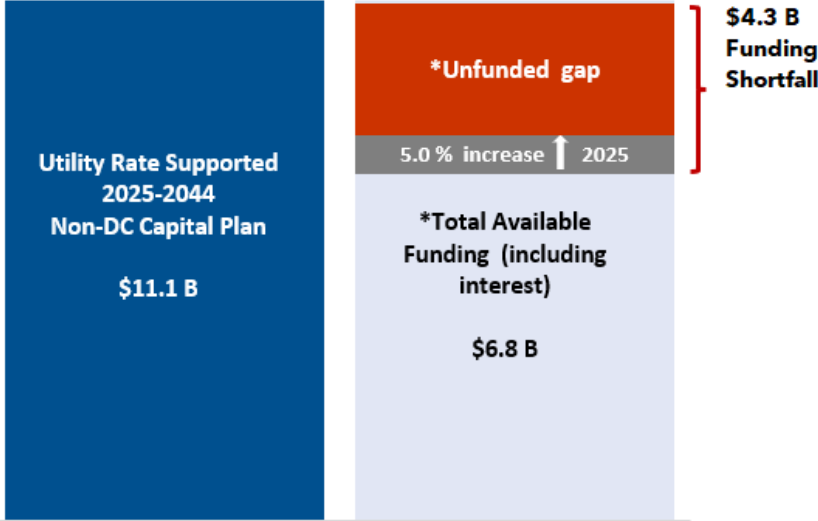
Major capital projects

- Wastewater collection main construction and replacement (\$5,271.7M)
- Water main construction and replacement (\$5,002.1M)
- Water treatment plant and pumping station expansion and rehabilitation (\$2,562.1M)
- Expansion of Water Resource Recovery Facilities (\$1,926.7M)
- Condition asset and replacement (\$876.0M)



Ensure the Capital Plan is Sustainable Utility Rate Supported

20-Year Outlook State of Good Repair



* Requires Infrastructure rate increase in future years
Total asset value: **\$40.3 B** Regionally Controlled Services
Based on 2024 update to Council, November 21, 2024



2025-2034 10 Year Capital Plan

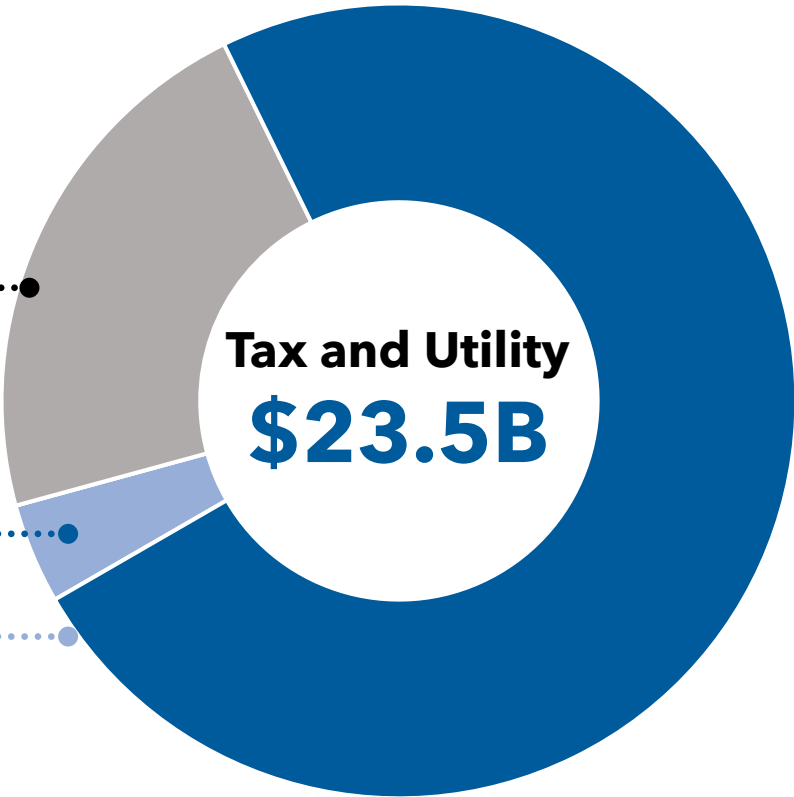
Regionally Controlled Tax \$5,158M 22%

Police Services \$965M 4%

Utility Rate Supported \$17,339M 74%

Capital Plan Funding

- 63% Development Charges*
- 35% Capital Reserves
- 1% Debt
- 1% External Funding

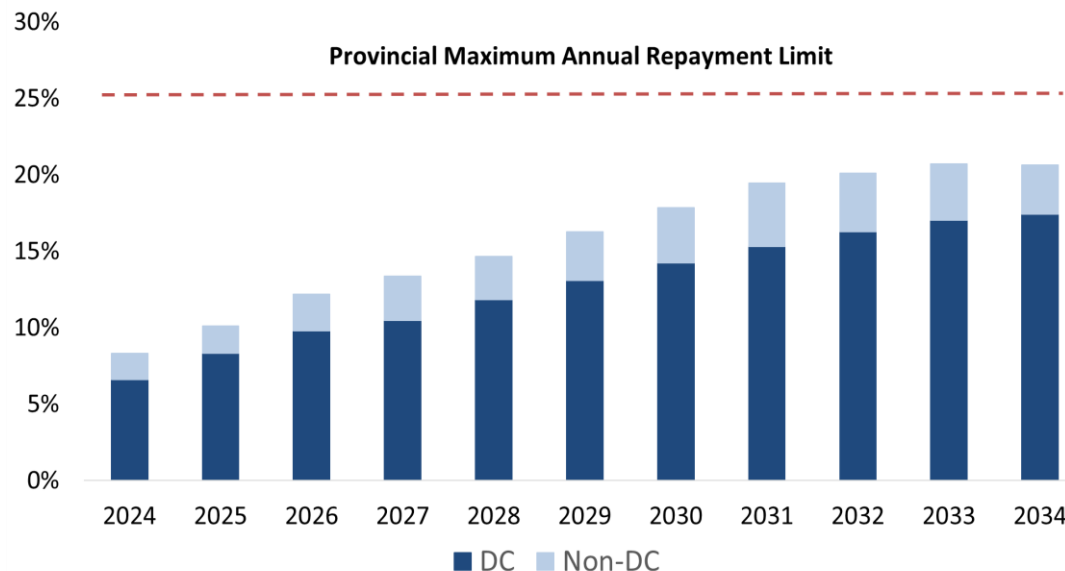


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Managing long-term debt requirements

Strategic, Planned Approach

- Regional net debt outstanding ~\$1.4 billion, as at Oct. 31, 2024.
- Debt levels are expected to increase to help finance infrastructure requirements needed to meet Province's growth targets.
 - Growth in Non-DC contribution to Annual Repayment Limit (ARL) are being driven primarily by increasing borrowing requirements for community safety.
- Reduction in financial flexibility.
 - Increasing and more immediate borrowing requirements relative to historical levels.
 - ARL expected to increase but remain below provincial limit however, future borrowing capacity may be limited given the expected increase in ARL over the 10-year planning horizon.






Looking Ahead



Tax Supported Programs


2026 to 2028 Outlook

	2025	2026*	2027*	2028*
Net Tax Levy Increase	12.5%	11.4%	10.0%	8.3%
Regionally Controlled Services	2.9%	4.5%	4.0%	2.5%
External Agencies	9.6%	6.9%	6.0%	5.8%

*Includes 1% for Tax Supported Capital plan, assumes 0.9% for Assessment Growth, and reflects the known impacts of provincial funding changes.

Utility Rate Supported Programs

2026 to 2028 Outlook

	2025*	2026**	2027**	2028**
Utility Rate Increase	5.9%	7.7%	6.7%	6.5%

* Includes 5.0% infrastructure levy; rates may change due to the review of the Utility Long Term Financial Plan

** Includes 6.0% infrastructure levy

Next Steps

Future Budget Meetings:

November 28, 2024

Regional Services Presentations:

- Housing Support
- Water and Wastewater
- Public Health
- Paramedic Services
- Seniors Services
- Community Investment

Future Budget Meetings:

December 5, 2024

- Additional Regional services, if required
- Conservation Authorities:
 - Credit Valley Conservation (CVC)
 - Toronto & Region Conservation Authority (TRCA)
- Follow up from Day 1 and Day 2

December 12, 2024

- Additional Budget Deliberation, if required

Services being Presented	Net Expenditure (\$M)
Peel Regional Police	761.9
Housing Support	219.3
Water and Wastewater	611.9
Public Health	43.1
Paramedic Services	100.3
Seniors Services	56.8
Community Investment	18.8
Credit Valley Conservation	19.9
Toronto Regional Conservation Authority	14.3
Total	1,846.3

Services available for presentation or questions	Net Expenditure (\$M)
Waste Management	142.6
Transportation	137.5
Income Support	30.1
Business Services	27.1
Early Years and Child Care	20.4
Information and Technology	14.7
Real Property Asset Management	6.0
Heritage, Arts and Culture	5.9
Development Services	3.8
Clerks	3.1
Regional Chair and Council	1.8
Capital Allocation	14.8
Ontario Provincial Police	18.0
Conservation Halton	0.6
Assessment Services	20.3
Total	447.1

Questions?