

Executive Summary

2026–2029 Business Plan
and 2026 Budget

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Message from the Chief Administrative Officer



Peel Region is an award-winning anchor institution with one of Canada's most diverse communities. More than 1.66 million residents and over 246,000 businesses rely on us to deliver critical programs and infrastructure at scale, driving efficiencies and community partnerships.

Our staff have weathered multi crises over the last 5 years and the uncertainty continues with new legislation, still to pass at the time of writing, redefining future Peel Region services.

My admiration and thanks go to the staff who continue to provide award winning services everyday, illustrated recently by our Water and Wastewater team who recently received a "Utility of the Future Today" global award from the Water Environmental Federation for their current operations and effectiveness. We also received a Aaa/AAA credit rating for our 30th consecutive year, which is remarkable.

The 2026 proposed Budget addresses how we can respond to

- Building homes faster
- Declining development charge revenue
- Increasing community affordability issues
- Changing global market impacts
- Increasing vulnerability in the community
- A rapidly growing population

The 2026 Budget and Business Plan invests in Peel's future and addresses these pressures and challenges, aggressively supporting the housing-enabling infrastructure Peel requires to meet provincial housing targets in a fiscally responsible way.

Our [latest Strategic Agenda](#) reiterates our commitment to housing and social impact, sustainability, service excellence, future readiness, and fostering an environment where our employees are supported in their wellness, growth, and creativity. This year we have made significant progress on our Strategic Agenda and continued our important work to mitigate climate impacts and de-colonize our systems.

Peel is deeply mindful of the economic challenges that both residents and businesses are facing. We have expanded our Continuous Improvement Program to achieve cost savings and cost avoidance to ensure taxpayers get value for their money and maintain our reputation as an efficient, effectively run, fiscally responsible government that delivers value for money.

We will also keep leveraging Peel's strong reputation as an innovative organization that proactively mitigates risks, challenges and disruptions as we continue to work with and seek financial support from all levels of government to build homes faster and support affordability.

I thank Peel Region Council for their support and guidance, as well as our talented and dedicated employees for their dedication, professionalism and resilience.

With the support of our community, we'll continue our journey as a strong, inclusive, and sustainable Community for Life.

A handwritten signature in black ink that reads "G. Kent." The signature is written in a cursive, flowing style.

Gary Kent. CPA, CGA, ICD.D (he/him)
Chief Administrative Officer

Message from the Chief Financial Officer



It is my great privilege to present the 2026 Budget to our community.

As we pass the midpoint of this decade, Peel stands at a pivotal moment. The COVID-19 health crisis may be behind us, but its lasting social and economic impacts – alongside rapid growth and new pressures – continue to challenge Peel's ability to keep pace.

We are pushing forward with building homes faster by ensuring house-enabling infrastructure is in place. However, we must also find ways to fund and deliver

deeply affordable housing for residents who need it most.

That is why the 2026 Budget invests in transitional housing for encampment residents and the development of new community housing. We are also significantly expanding our paramedic services to ensure timely emergency responses. These investments complement our increased support for the health and human services and the advancement of Peel's organics waste processing program.

With these critical investments and our community's growing needs, we must ask: what does financial stability mean for Peel Region? For over 3 decades, Peel has maintained Aaa/AAA credit ratings – a testament to our strong foundation of long-term financial sustainability. However, with limited municipal revenue tools and rising demand, that financial sustainability is being tested.

These tools – including debt – are forecasted to be under increasing strain as we work to meet provincial housing development targets and provide deeply affordable options for vulnerable populations. We continue to monitor and assess these long-term capital requirements, but maintaining Peel's financial health may require innovative funding approaches for capital projects that keep our assets in a state of good repair.

The 2026 Budget proposes an average residential property tax increase of:

- 1.98% for Peel Region services;
- 2.16% for the Peel Regional Police; and
- 0.06% for the other external agencies.

I want to thank everyone involved in the preparing the 2026 Budget for their dedication to delivering efficient and effective public services.

We look forward to Council's deliberations.

A handwritten signature in black ink, appearing to read 'D. Valeri'.

Davinder Valeri, CPA, CA (she/her)

Chief Financial Officer and Commissioner of Corporate Service

About Peel Region

Peel Region is a diverse municipality that is home to approximately 1.66 million people and 246,000 businesses. Pearson International Airport, Canada's largest, is in Peel region.

Peel is also multiethnic – it's home to over 90 distinct ethnic groups and over half of Peel residents were born outside Canada.

This executive summary provides an overview of how the 2026 Budget is created and what the 2026 Budget proposes to do. It highlights how the budget will help the community continue to grow in 2026 with needed investments in community housing, housing-enabling infrastructure and public safety and well-being.

Some key facts about Peel Region:

Exhibit 1. Magnitude, Scale, Complexity, and Integration Services

 Peel's population is 1.66 million, which is larger than 6 of Canada's provinces	 1 in 10 Ontarians live in Peel	 69% of residents identify with a racialized group, the highest percentage in the GTA
 Second largest water and wastewater system in Ontario and fourth largest in Canada	 Average of neighbouring municipalities are 35% higher than Peel water bills	 Third largest community housing provider in Ontario
 21% of all goods movement GDP in Ontario carried on Peel region roads	 \$1.8 billion worth in goods travel to, from or through Peel everyday	 Second largest police service in Ontario and third largest in Canada
 Second largest in paramedic service in Ontario	 Second largest waste management program in Ontario and fourth largest in Canada	 Second largest public health service in Ontario and one of the largest in Canada
 \$13.2 million annual funding to 148 community agencies in the non-profit sector	 \$4.3 billion 2026 Proposed Operating Budget and \$3.1 billion 2026 Capital Budget	 Total value of Peel assets is \$51.5 billion

About the Budget and Business Plan

What's the budget for?

The budget is how Peel pays for the services and infrastructure that residents and business need. There are 2 budgets - an operating budget and a capital plan.

The operating budget pays for services like TransHelp, paramedics and child care, while the capital plan pays for infrastructure and facilities, like roads, treatment plants and affordable housing.

The capital plan and operating budget are funded in diverse ways. Broadly speaking, the operating budget is funded through property taxes and utility charges, while the capital plan is funded through development charges, capital reserves, and, when advisable, debt.

How does the budget get put together?

Peel Region Council decides how municipal services are delivered. Their decisions are guided by the [Peel Region Strategic Plan 2015-2035](#), which sets out a vision and long-term outcomes for the community.

Peel Region's budget is a recommendation to Peel Region Council on what services Peel Region needs to deliver effectively and efficiently over the next year and into the future. In addition to the 2026 budget year, there is also a 4-year planning horizon for the operating budget and a 10-year planning horizon for the capital plan where Peel Region provides its best estimates on what future budgets might look like.

As a service-focused municipality, the budget is made up of 18 service business plans. Each business plan is aligned to Peel's Strategic Plan and includes an overview of the service, the pressures it faces, plans to do over the next 4 years, our commitment to continuous improvement and goal of delivering value for tax dollars and enhanced service experience. Peel Region Council approves the service business plans and budgets that guide how services are delivered, how resources are used, and where investments are made.

To address emerging complexities and risks as well as, to stay on track with achieving the Strategic Plan's long-term outcomes, Peel Region Council approved [Peel's Strategic Agenda 2024–2027](#) which outlines the short-term work to move Peel Region closer to its long-term vision of a Community for Life.

Peel's Strategic Agenda is organized by 5 pillars – Housing and Social Impact, Sustainability, Service Excellence, Our People, and Future Ready – each with corresponding outcomes and key initiatives.

A visual of the 5 Pillars of Peel's Strategic Agenda 2024–2027 and the corresponding outcomes are below:



Housing and Social Impact outcome. We will amplify collective impact, strengthen partnerships and integration to address vital, pressing community needs, including providing affordable housing options and supports to residents in need.

Sustainability outcome. We will ensure Peel delivers value for money and is environmentally and financially sustainable today and for the future.

Service Excellence outcome. We will deliver high-quality services, enhance value, and elevate organizational effectiveness.

Our People outcome. We will foster an environment where employees are supported in their wellness, growth, and creativity.

Future Ready outcome. We will enable future preparedness in managing disruption, volatility, uncertainty, growth, complexity and ambiguity with resilience and foresight.

In July 2025, Peel Region Council received the update report [*Progress on Peel's Strategic Agenda \(2024-2027\) and 20-year Strategic Plan*](#). With a deep commitment to social value creation, responsible stewardship of taxpayer dollars, transparency, accountability and value for money, the report speaks to Peel's key impacts and accomplishments since the launch of our Strategic Agenda. Peel's significant progress is further highlighted in the report's appendix: [*Accomplishments and Impacts of Peel's Strategic Agenda and Strategic Plan*](#).

Ongoing performance monitoring and reporting on the advancement of the Peel's Strategic Plan, Strategic Agenda and Continuous Improvement Program will continue to be brought forward to Peel Region Council annually.

External agency funding

In addition to our services that Peel Region Council oversees, Peel also provides funding to several agencies, such as the Peel Regional Police, Ontario Provincial Police (Caledon) and 3 conservation authorities. Although the fiscal impact of the external agency budgets is ultimately approved by Peel Region Council, the respective boards of each external agency, and not Peel Region Council, approves the budget submission that is presented to Peel Region Council.

Table 1. Budget process

Month	Activity
February	Executive Leadership Team (ELT): Priority setting discussion
March	Executive Leadership Team (ELT): Priority setting and direction to services for business planning
March–July	Service Directors: Develop proposed budget and business plans based on ELT direction, Link to Strategic Plan, Master Plans and service outcomes, risks, and opportunities
May/ June	ELT: Review and feedback on budget requests, cost containment and overall budget direction Regional Council: Approach to 2026 Budget
July/ August	Service Directors: Refine and complete budget development (capital and operating), service business plans and presentations based on feedback from ELT
September	ELT: Review of final proposed budget and budget requests
September/ October	Service Directors: Finalization of service business plans and presentations
October/ November	Develop Consolidated Business Plan and Budget: 2026–2029 Business Plan, 2026 Budget and presentations; distribute to Council
November/ December	Regional Council: Deliberation of the proposed business plan and budget on: • Day 1 – November 20, 2025 • Peel Regional Police • Corporate overview • Day 2 – November 27, 2025 • Peel Region services • Day 3 – December 4, 2025 • Conservation authorities • If required – December 11, 2025 <i>Agenda subject to flow of budget discussions with Council.</i>

Peel 2026 Budget highlights

Meeting the needs of a Community for Life

To support the critical needs of the growing community, the 2026 Budget proposes to maintain services and support growth while planning for long-term financial sustainability.

Some of the key highlights include:

Exhibit 2. 2026 Budget highlights

 Supporting population-driven service demand	 Building homes faster
 Enhancing community safety and well-being	 Keeping Peel's infrastructure assets in good repair
 Developing deeply affordable housing	 Managing the impacts of funding shortfalls

Details are provided in the following pages about how the 2026 Budget invests in Peel's people, infrastructure, including housing-enabling infrastructure, and policies that support a Community for Life.



Supporting population-driven service demand

Peel's services need to grow with the community. The 2026 Budget will invest an additional annual \$7.3 million in operating and \$29.5 million in capital to meet current and future needs.

The 2026 Budget supports increased service demand by:

- Adding 40 Paramedics to support Peel's growing needs and call volume.
- In addition to hiring new paramedics, we are strengthening paramedic services in Peel by investing funds to enhance ambulance communication center leadership, improve scheduling of paramedics, logistical staff, and leadership support operations for a new paramedic reporting station in Brampton for a total investment in Paramedic Services of \$8.5 million.
- Investing \$3.2 million for increased TransHelp ridership to ensure quality services and operational efficiency.
- \$0.2 million to support the Water Bill Adjustment Program and continue to provide financial relief to customers with unexpectedly high-water bills due to undetected leaks.
- \$29.1 million in capital to redevelop Peel's Integrated Waste Management Facility and Curing Facility to change the current processing structure for yard waste and organics to help in achieving Peel's 75% diversion goal by 2034.
- Capital investments to transform the donated "Wilson Lands" in Caledon into a hub for integrated health and community services.



Building homes faster

Peel is building housing-enabling infrastructure to support the Province of Ontario's accelerated housing targets. The 2026 Budget will allocate nearly \$2 billion in capital funding to build homes faster.

The 2026 Capital Water and Wastewater Budget of \$1,852.4 million builds homes faster by investing:

- \$594.2 million for a water transmission and distribution system.
- \$347.1 million for a wastewater primary collection system.
- \$227.8 million for water treatment facilities and pumping stations.
- \$352.0 million for a wastewater local collection system.
- \$239.9 million for wastewater treatment facilities and sanitary pumping stations.

Major projects include:

- \$260.0 million for Upper West Sanitary Trunk Sewer Diversion.
- \$144.8 million for Water Main Construction on Derry Road East.
- \$130.0 million for the Williams Parkway Sub-Transmission Main.
- \$102.0 million for Clarkson Water Resource Recovery Facility expansion.
- \$55.0 million for the Macville Booster Pumping Station.

The budget also invests in operating funds to support getting homes built faster by investing in adoption and integration of the latest Smart Water technologies to advance Peel's wastewater collection system and support technical operations for plant optimizations.



Enhancing community safety and well-being

As Peel has changed dramatically over a half century, and new challenges to our community's public health system have emerged. The 2026 Budget invests an additional annual \$4.7 million alongside \$1.5 million in capital to enhance community safety and well-being.

The 2026 Budget enhances community safety and well-being by:

- \$1.5 million to manage and oversee the complex logistics operations within Health Services, including Personal Protective Equipment, Infection Prevention and Control and medical supply distribution.
- \$1.2 million to catch up on immunization record screening and the enforcement and routine school immunizations.
- \$0.4 million to drive community health solutions by supporting the delivery of high-impact initiatives—like the Community Response Table with 100+ partners—and support key priorities such as International Students and Youth Violence Prevention.
- \$0.3 million to sustain and expand emotion-based care practices, ensuring seniors with dementia receive compassionate, person-centred support.
- \$0.3 million to align strategic opportunities, and lead initiatives with Ontario Health, local Ontario Health teams, and community partners to streamline services, reduce wait times, and improve access.
- \$0.2 million to support the External Violence against Paramedics program and mandatory threat management training program for paramedic recruits.
- \$0.2 million for resources to manage increased pressures and demands resulting from complex communicable diseases.
- \$0.8 million in capital to ensure that the mobile dental vehicle can continue to provide preventive dental services to underserved children in schools with high dental needs.
- \$0.8 million in capital to improve safety, accessibility and convenience at Sheridan Villa Long Term Care Centre.



Keeping Peel's infrastructure assets in good repair

The 2026 Budget proposes a 1.0% Infrastructure Levy for Peel Region Tax Supported programs and a 6.0% Infrastructure Levy for Utility Rate-Supported programs. This will help Peel maintain its assets in a state of good repair.

These levies would allow Peel to invest an additional annual \$4.0 million in capital and \$0.5 million in operating to support necessary state of good repair investments.

Some of the key projects these levies would support include...

- \$321.3 million for road construction, intersection improvements, and active transportation.
- \$77.1 million for road reconstruction, structure replacement/rehabilitations and other asset management works.
- \$227.8 million for pumping station expansion, rehabilitation, and water treatment plant equipment replacement.
- \$160.3 million to maintain the state of good repair of buildings in Peel Living.
- \$31.1 million for Long Term Care homes.
- \$28.9 million for ambulances and other fleet purchases.
- \$6.1 million for ambulance equipment.
- \$5.0 million to maintain Peel-owned housing in a state of good repair.
- \$1.0 million to support Peel's shelter system's state of good repair.



Developing deeply affordable housing

As Peel supports housing enabling infrastructure, we also need to find housing solutions for our community's most vulnerable. The 2026 Budget invests an additional annual \$11.9 million in operating and \$63.6 million in capital to develop and expand deeply affordable housing options in Peel.

The 2026 Budget invests in the development of deeply affordable housing options by:

- Providing \$44.0 million for a supportive transitional housing solution for those in Peel's homeless encampments.
- Investing \$15.3 million to ensure the completion of Springbrook House (Brampton Youth Shelter) and Basswood Senior Residences (Peel Manor Seniors).
- Investing \$7.6 million to implement the Encampment Policy and Protocols to effectively manage homeless encampments in Peel.
- Investing \$3.5 million to further support homeless asylum claimants in their settlement journey.
- Investing \$2.5 million to create a sustainable community housing system through end of mortgage agreements across Peel.
- \$1.4 million for increased shelter capacity due to the growing needs in Peel's homelessness population.
- \$1.1 million in funding to help Peel Housing Corporation meet its growing business demands.
- \$0.4 million to support the successful delivery of housing services to meet growing client demands.



Managing the impacts of funding shortfalls

Peel is a national leader in municipal financial management. However, for many years, Peel and other fast-growing municipalities have not received additional funding for services mandated to deliver. These services include Public Health, Long Term Care, and Housing. While we are thankful for the investments from other levels of government, this persistent funding shortfall has had serious implications on the long-term financial health of Peel and has put limits on our capacity to develop a community for life.

Some of the funding shortfall impacts for 2026 include:

- Senior Services base pressures, including salaries and goods and services are increasing by about \$7.13 million. However, funding only increased by \$2.25 million, leaving a gap of \$4.88 million for 2026.
- There have been planned reductions in funding over time, but significantly more investment from the Canadian and Ontario governments in community housing is required. The 2026 Canadian government funding decrease is \$4.0 million.
- Public Health's base pressures increased \$3.87 million. However Provincial funding increase has been limited to 1%, or \$0.56 million, leaving a gap of \$3.31 million for 2026.
- Early Years and Child Care is faced with a 2026 reduction in funding of \$0.5 million due to changes in Ontario government funding for administration.

The net result is that taxpayers in Peel have had to pay more to make up the difference left by funding shortfalls to ensure municipal services are not eroded.

- For the second year in a row, the 2026 Budget includes, a draw from the Tax Rate Stabilization reserve of approximately 50% of the 2025 funding impact, totaling \$9.33 million to provide time for advocacy and to phase in the impact to taxpayers. This reserve draw will be reversed in the 2027 Budget, resulting in a need for additional funding. If this funding shortfall is not met by new Ontario or Canadian government funding, an increase to property tax dollars will be needed to fill the gap.



Enhancing community safety and well-being through Police Services (external agency)

The Peel Regional Police budget invests an additional annual \$75.4 million in operating, plus \$12.4 million to fund capital infrastructure and \$378.5 million in capital to enhance community safety and well-being.

These investments include:

- Hiring 175 police officers and 25 civilian professionals at a cost of \$30.3 million to address historical underinvestment in staffing, regional growth (population, households, registered vehicles, and calls to 9-1-1), growing community needs and demands, increasing complexity of crime, and our commitment to community safety.
- Investing in capital projects of \$378.5 million to expand, maintain and/or replace critical infrastructure, vehicles, equipment, facilities and technological assets.
- Investing \$12.4 million in operating to fund the expansion of facilities infrastructure.

Some of our recent accomplishments supporting community safety and well-being through police services include:

- Peel Regional Police launched a newly centralized unit to enhance the Service's response to hate-motivated crimes / incidents, as well as culturally sensitive incidents. The Hate Crime Unit, working in conjunction with the Cross Functional Support Team within the Community Safety and Well-Being Bureau, will provide a more streamlined and culturally responsive approach to community safety. Further, these teams will provide specialized support to frontline officers, strengthen investigative capacity, provide enhanced support to victims and build stronger trust with communities that are most impacted.
- In April 2025, the Peel Police Foundation was launched – a new non-profit organization that will raise charitable funds to support community partners in their efforts to address the critical and diverse needs of our community. The foundation will work closely with community partners to expand programs and services to enhance public safety and better respond to issues like mental health, addiction, homelessness, youth engagement and intimate partner violence.

- Peel Regional Police remain committed to addressing repeat violent crime and continue to work with all levels of government to advance reforms that close gaps in the bail system. Peel Regional Police and the Peel Police Service Board hosted Ontario's first policing-led Victims and Survivors Symposium. The symposium had more than 250 attendees, bringing together victims, survivors, community partners and police services to address the impacts of violent crime and repeat offenders, highlight systemic gaps, and call for change. The symposium was delivered in partnership with Durham Regional Police, Halton Regional Police and York Regional Police, alongside community organizations including the Safe Centre of Peel at Our Place Peel, Victim Services of Peel and EFry.
- In partnership with the Catholic Family Services of Peel Dufferin and the Safe Centre of Peel, Peel Regional Police launched the Safe Centre Response Team pilot project – the first-of-its-kind in Ontario policing, and a continuing part of the evolution of the Community Safety and Well-Being Plan. The Safe Centre Response Team supports victims of intimate partner violence in Peel with improved upfront care and referrals. Building on the success of the partnership with the Safe Centre of Peel and enhancing assistance provided to victims, a second Safe Centre location will open with our partners in Mississauga in the fourth quarter of 2025.
- To better support and safeguard those with dementia/Alzheimer's in Peel, we have partnered with the Alzheimer's Society of Peel to launch Project Lantern. As part of the initiative, members of the Divisional Mobilization Units work with those living with Alzheimer's and dementia and their families to identify risks, discuss safeguarding information, and encourage their participation in the Vulnerable Persons Registry – an online portal that contains select personal and medical information that can assist in locating a missing vulnerable individual.
- In March 2025, Peel Regional Police launched the new Youth Engagement Strategy, a progressive and forward-thinking initiative that is aimed at shaping the Service's future engagement with youth, parents/guardians and community partners who serve youth. The Strategy will be carried out in consultation with community partners and youth over the coming years. This will include the creation of specific initiatives, such as establishing a youth mentorship program, providing training opportunities for our members to better engage with youth, and strengthening support to youth affected by hate and bias. The new strategy builds on the foundation of the numerous existing programs to support the youth of our community and is designed to encourage a positive relationship and engagement between youth and police.

Peel 2026 Budget financial overview

The budget is divided between services that are supported by property taxes (which includes Peel financed external organizations like Peel Regional Police) and those that are supported by the utility (Water/Wastewater) rate.

2026 Peel Region Budget Overview: \$7.4 billion

Operating Budget: \$4.3 billion and Capital Budget: \$3.1 billion

10-Year Capital Plan: \$26.1 billion



Property Tax Supported

Peel Region Services		Regionally Funded External Agencies (includes Peel Regional Police)	
Budget Item	Amount	Budget Item	Amount
Operating Budget	\$2,492 million	Operating Budget	\$1,005 million
Budgeted Rate Stabilization Reserve Draws	(\$46 million)	Budgeted Rate Stabilization Reserve Draws	(\$8 million)
Capital Budget	\$868 million	Capital Budget	\$379 million
10-Year Capital Plan	\$5,917 million	10-Year Capital Plan	\$1,779 million
Property Tax Increase*	1.98%	Property Tax Increase	2.22%
Impact:**		Impact:	
Average Home assessed at \$580,400	\$125	Average Home assessed at \$580,400	\$141
Small Business assessed at \$641,900	\$220	Small Business assessed at \$641,900	\$248
Commercial assessed at \$1,925,700	\$661	Commercial assessed at \$1,925,700	\$744
Industrial assessed at \$1,937,300	\$733	Industrial assessed at \$1,937,300	\$825
Peel Region Services' Portion of Annual Residential Municipal Tax Bill	\$1,577	External Agencies' Portion of Annual Residential Municipal Tax Bill Municipal Tax Bill	\$1,571

* Assumed weighted average municipal portion of residential tax bill is approximately 45.5%

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



Utility Rate Supported

Budget Item	Amount
Operating Budget	\$858 million
Budgeted Rate Stabilization Reserve Draws	(\$3 million)
Capital Budget	\$1,852 million
10-Year Capital Plan	\$18,398 million
Average Utility Rate Increase (includes 6.0% for Infrastructure)	7.8%
Impact:	
Household water consumption of 290m ³	\$75
Small Business water consumption of 695m ³	\$173
Annual Residential Water Bill	\$1,111

Tax operating budget summary

The 2026 combined impact of Peel Region Services and Peel Funded External Agencies is a 4.20% increase in property taxes, which is comprised of 1.98% for Peel Region Services, 2.16% for Peel Regional Police and 0.06% for Other Externally Controlled Organizations after assessment growth.

Table 2. Total Region

Budget Drivers	Net Tax Levy Increase (%)	Property Tax Increase (%)
Peel Region Services	4.3%	1.98%
Peel Regional Police	4.7%	2.16%
Other Peel Funded External Agencies	0.1%	0.06%
Total Net Regionally and Externally Controlled	9.2%	4.20%

Note: Numbers may not add due to rounding

About 47% of the total proposed net tax levy increase of 9.2% is for Peel Region services which are overseen by Peel Region Council. This increase is largely driven by higher costs to maintain services, an infrastructure levy and new service investments that address priority community needs.

Table 3. Peel Region Services

Budget Drivers	Budget Change (in \$ millions)	Tax Levy Increase (%)	Property Tax Increase (%)
Maintain Existing Service Levels	37.8	2.3	1.03
Infrastructure Levy	16.8	1.0	0.46
Net External Funding Impacts	8.4	0.5	0.23
New Service Investments:			
Effectively Managing Homeless Encampments: Implementing the Encampment Policy & Protocols (BR# 57)	7.6	0.5	0.23
Sustaining Emergency Care: Ambulance Enhancements (BR#24))	3.3	0.2	0.09
Incremental staffing resources required to support increasing TransHelp trip demand and clients (BR#76)	3.2	0.2	0.09
Remaining Service Investments	11.8	0.6	0.29
Cost Containment	(7.0)	(0.4)	(0.19)
Total Peel Region Services	\$81.9	4.9%	2.23%
Assessment Growth	(8.3)	(0.5)	(0.26)
Total Net Peel Region Services	\$73.6	4.3%	1.98%

Note: Numbers may not add due to rounding

53% of the total proposed net tax levy increase of 9.2% is for Regionally Financed External Agencies budgets, which are overseen and governed by their own respective boards. The increase is largely driven by increases in the Peel Regional Police budget.

Table 4. External Agencies (Regionally Financed)

Budget Drivers	Budget Change (in \$ millions)	Tax Levy Increase (%)	Property Tax Increase (%)
Peel Regional Police			
Maintain Service Levels	75.4	4.5	2.04
Community Safety Levy	12.4	0.7	0.32
Ontario Provincial Police	0.8	<0.1	0.02
Conservation Authorities			
Credit Valley Conservation Authority	1.0	0.1	0.03
Toronto and Region Conservation Authority	0.6	<0.1	0.02
Conservation Halton	0.03	<0.1	<0.01
Assessment Services	0.7	<0.1	0.02
Total Externally Agencies	\$91.0	5.4%	2.45%
Assessment Growth	(8.2)	(0.5)	(0.22)
Total Net Externally Controlled	\$82.8	4.9%	2.22%

Note: Numbers may not add due to rounding

Utility Rate Budget Summary

The 2026 Utility Rate increase of 7.8% includes the assumptions of 1.3% customer growth and 0.25% consumption growth. The Utility Rate increase includes a 6.0% infrastructure levy.

Table 5. Total Region

	Budget Increase (%)	Customer Growth (%)	Consumption Growth (%)	Utility Rate Increase (%)
Water and Wastewater	7.6%	1.3%	0.25%*	7.8%

*Consumption growth for water is influenced not only by new customer growth, but also by customer behavior, weather conditions, and overall economic conditions.

Peel Region in depth

Peel Region serves more than 1.66 million residents and approximately 246,000 businesses in Brampton, Caledon, and Mississauga. We deliver a wide range of resident focused services across Peel. Peel region is the second largest municipality in the Greater Toronto Area (GTA) and growing steadily.

Regional Government

Since 1974, Peel has been delivering a wide range of programs and services to enhance our community.

This includes public health, seniors' services, paramedic services, housing support, income support, childcare, community investment, roads, TransHelp, waste management, development services, water and wastewater, business services, clerks, information and technology, real property asset management, and a heritage, arts and culture facility.

We are governed by the Regional Chair and 24 members of Council, who represent the City of Mississauga (12), City of Brampton (9) and the Town of Caledon (3).

The elected council is supported by a team of professional staff who are dedicated to improving the lives of residents and businesses in Peel and achieving a vision for a Community for Life.

Location

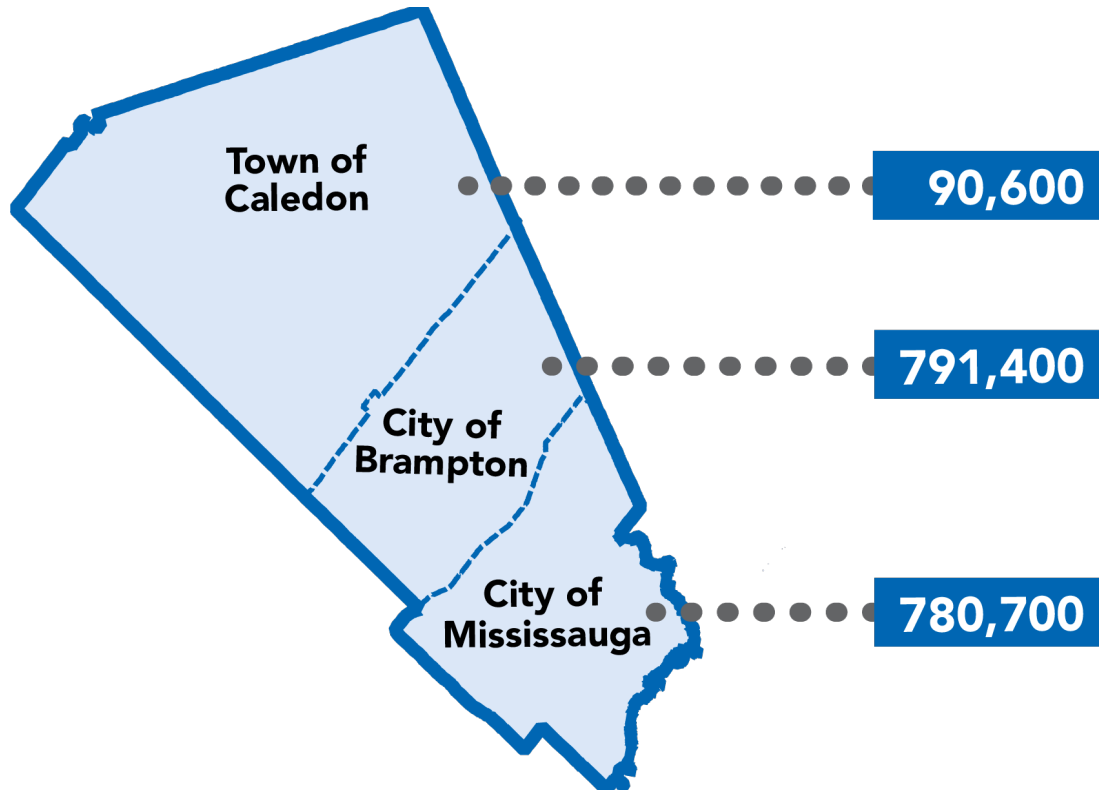
Peel region is located 45 kilometres west of the City of Toronto or about a 30-minute drive.

Peel encompasses a mixed landscape of bustling urban centres, charming villages, rural lands, and Toronto Pearson International Airport. Our geography is as diverse as our population. Portions of the Oak Ridges Moraine, the Niagara Escarpment, Etobicoke Creek, and the Lake Ontario waterfront are contained within our borders.

Breakdown of Peel's population

Peel region has a population of approximately 1.66 million residents who live in the Town of Caledon, City of Brampton, and City of Mississauga.

- Town of Caledon – 90,600.
- City of Brampton – 791,400.
- City of Mississauga – 780,700.



We are industrious

Peel region is a significant freight hub for Canada. An estimated \$1.8 billion worth of commodities travel to, from and through Peel every day making goods movement a pillar of Peel's economy.



We are diverse

Peel has the highest percentage of racialized people in the GTA. 69% of people in Peel identify with a racialized group. By comparison, just 34% of Ontarians and 27% of Canadians overall identify with a racialized group. Since 2006, the racialized population of Peel increased by 72%.

Table 6. Distribution of Racialized Population

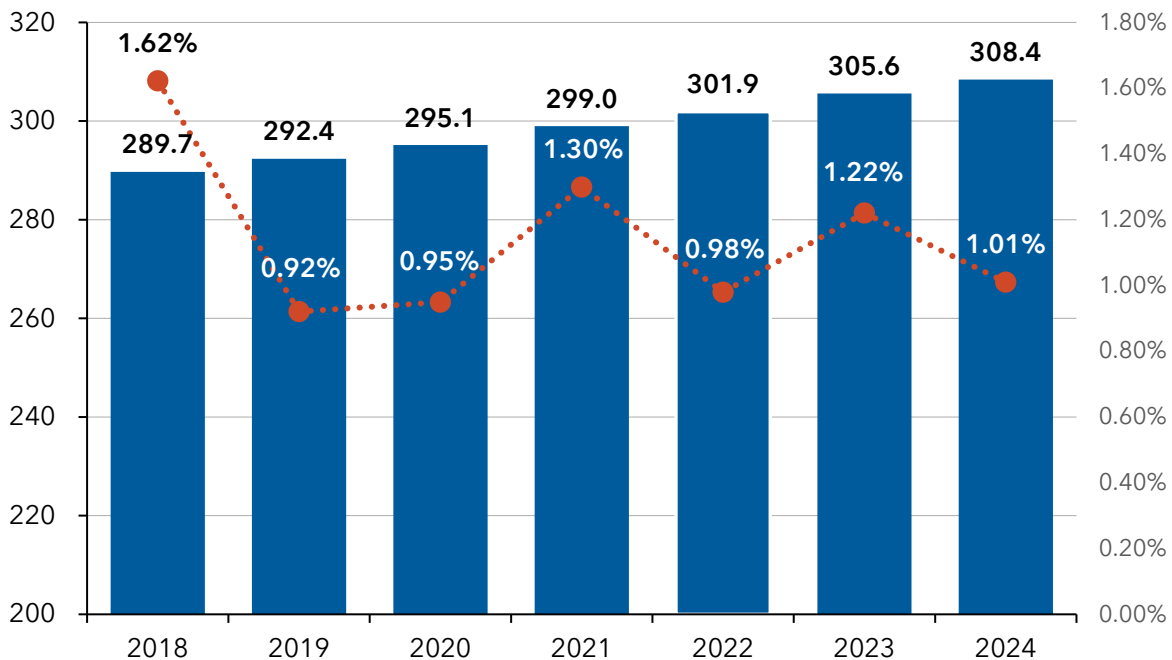
	Percentage
South Asian	54.3%
Black	13.9%
Chinese	6.1%
Filipino	6.1%
Arab	5.0%
Latin American	3.2%
Southeast Asian	2.7%
West Asian	1.6%
Korean	0.6%
Japanese	0.3%
Other	6.2%

Economy

Peel region has a population of 1.66 million residents and, in 2024 remained the second largest region in the Greater Toronto Area (GTA). Peel has the youngest population among the GTA regions with an average age of 39 years. Peel's economy benefits from this young, growing and educated workforce. It also benefits from being located within the economic hub of the GTA and being close to the American market.

The annual growth in Peel's total taxable assessment base accelerated alongside significant growth in Peel in the early 2000s, peaking at 3.96% in 2005. Growth has remained positive since then but slowed as the base increased and required more to generate the same level of growth as before. In 2024, the growth of 1.01% observed fell below the long-term average of 2.07% but was in line with more recent trend.

Figure 1. Sustained growth in Peel's taxable assessment base (in \$ billions)



Peel's long-term growth prospects remain positive. Total population is forecasted to be 2.28 million by 2051. Factors that contribute to its long-term population growth are:

- Planned increase in immigration.
- Diverse communities and cultures that attract newcomers.
- Location and transportation advantages.

Diversified economic base

The industries in Peel's economy are more diverse than ever, strengthening our ability to overcome slumps in any given industry. In 2024, the distribution of Peel's business establishments were as follows:

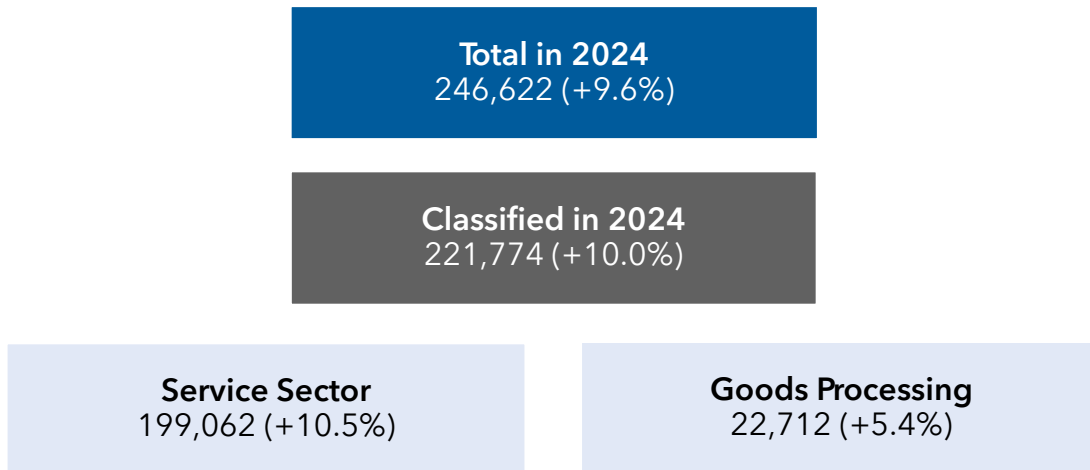
Table 7. Distribution of Peel's business establishments

	Percentage
Finance, Insurance, Real Estate Rental and Leasing	26.0%
Transportation and Warehousing	24.2%
Professional, Scientific and Technical Services	13.4%
Construction	7.6%
Trade	7.4%
Healthcare and Social Assistance	4.8%
Admin. Supp, Waste Mgt and Remediation Services	3.7%
Accommodation and Food Services	2.3%
Other and Other Services	10.6%

Peel's businesses continue to grow

In 2024, Peel saw more business establishments with growth in both goods processing and the service sector. This continued business growth contributed to greater employment opportunities in Peel.

Exhibit 3. Business establishments



In fact, there were approximately 21,500 additional small businesses in 2024, a growth of 9.6%. Government supports played a major factor in cushioning the impacts of the pandemic on businesses. However, some businesses will likely be challenged by a constantly changing business environment.

Our values

Peel Region delivers its services through a culture highlighted by 5 core values: Care and Support, Leadership, Inclusion, Collaboration and Transparency. These values guide our decisions, actions and how we will interact with our community.

- **Care and support.** We respect and care about everyone, while supporting their well-being and success.
- **Leadership.** We are all leaders in the work we do to motivate, inspire, and achieve a *Community for Life*.
- **Inclusion.** We create opportunities for everyone to contribute, be successful and recognized for their diversity and experience – fostering safety, respect and a sense of belonging.
- **Collaboration.** We find and implement solutions together to achieve our goals.
- **Transparency.** We build trust in our services, programs, and each other by being genuine, transparent, and accountable.



Awards and achievements

Peel Region was named by Forbes magazine as one of **Canada's Best Employers** in 2024 and 2025, under the Government Services category.

Additionally, Peel Region was the first municipality to receive the **Platinum Award for Excellence, Innovation and Wellness** from Excellence Canada in 2019, and was recertified in 2024, demonstrating organizational excellence against the 5 drivers of leadership, planning, people, customers and process.

Peel Region has also achieved a **Aaa/AAA credit rating for 30 consecutive** years and is currently only one of 5 Canadian municipalities to be rated Aaa/AAA by both Moody's Ratings and S&P Global Ratings, respectively. This is the highest rating a credit rating agency can provide and reflects Peel Region's continued strength in stable property taxes and user fees, supportive economic growth, strong governance and financial management practices, excellent liquidity and modest debt levels.

In addition to these honours, Peel Region also received the following awards and recognition:

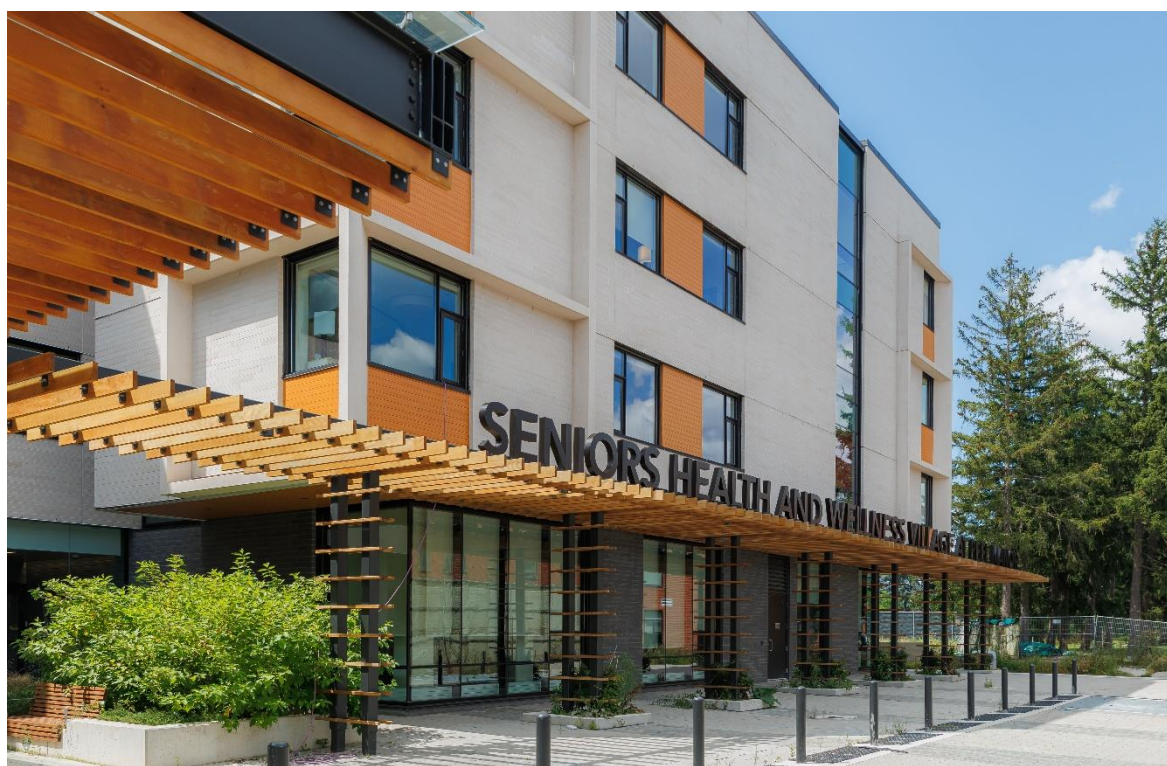
- **2025 Brampton Urban Design Awards:** The Seniors Health and Wellness Village (SHWV) at Peel Manor has been recognized with the Award of Excellence and the Healthy by Design Award in the Building Design category, and named Best Overall Project, honouring its innovative approach to integrated care for seniors.
- **2025 Utility of the Future Today Award:** The Water and Wastewater Division was recognized for excellence in partnerships and engagement. Peel Region is the only Canadian municipality to receive the recognition this year.
- **2025 Green Cities Award:** Credit Valley Conservation recognized Peel Region for the development of Canada's first CSA-compliant smart blue roof to help prevent flooding and promote water conservation.
- **Institute of Public Administration of Canada (IPAC) Innovation Award:** Peel Region's Asylum Claimant Response Team was recognized at the 2025 National Public Service Symposium for their work in creating a culturally responsive system of care for asylum claimants.
- **Institute of Public Administration of Canada (IPAC) Established Leader Award:** Aileen Baird, Director Housing Services, was recognized at the 2025 National Public Service Symposium for leadership in transforming housing service delivery.
- **2025 Governor General's Emergency Medical Services (EMS) Exemplary Service Medals:** 10 Peel paramedics were honoured with this distinguished medal in recognition of at least 20 years of exemplary service, and 2 paramedics were recognized for 30 years of exemplary service.

- **Ubuntu Leadership Award:** Peel Regional Police and members of the Black community recognized Janel Morrison, Supervisor Housing Services, for leadership in bringing COSTI, Peel Police, and Peel Region together to find upstream strategies to ensure success and safety for all at the new Peel Reception Centre, the largest shelter of its kind to serve homeless asylum claimants in Peel region.
- **Municipal Service Delivery Officials (MSDO) Excellence in Access, Equity and Human Rights Award:** The Income and Social Supports Assessment Unit was recognized for their work in ensuring Ontario Works services are equitable, inclusive, and accessible to everyone, especially those facing barriers like language, trauma, or digital exclusion.
- **Ontario Public Works Association Project of the Year Award:** Peel Region received this award under the Historical Restoration/Preservation category for the Belfountain Rehabilitation and Corridor Improvements Project.
- **Municipal Waste Association Promotion and Education Bronze Award:** Under the “Surprise Us” category, Peel Region received this award for its Waste Education School Lunchbox Initiative.
- **2025 Industry Innovation Award:** Peel Region was recognized by Waste to Resource Ontario (W2RO) for its Multi-Residential Organics Diversion program.
- **Infrastructure Award of Excellence:** The Greater Toronto Sewer and Watermain Contractors Association recognized Darrin Dodds, Manager Engineering Water Linear, for fair project management and fostering cooperative relationships on a project to reduce costs and improve outcomes and relationships with communities impacted by construction.
- **2025 Chief Information Officer (CIO) Awards Canada:** The Digital Peel program was recognized for leveraging technology to drive digital transformation and deliver measurable business value.
- **International Association of Business Communicators (IABC) OVATION Award:** The Early Years and Child Care Communications team was recognized for their integrated communications strategy.
- **Distinguished Budget Presentation Award:** Government Financial Officers Association (GFOA) of the United States and Canada recognized Peel Region with this award for the 2025-2028 Business Plan and 2025 Budget document.
- **Canadian Award for Financial Reporting (CAnFR) and the Popular Annual Financial Report Award (PAFR):** Government Financial Officers Association (GFOA) of the United States and Canada recognized Peel Region with these awards for excellence in government accounting and financial reporting. Peel Region has received the CAnFR 20 times and the PAFR twice.

- **2025 Best Human Resources (HR) Communication Strategy Award Recipient and 2025 Best Talent Management Strategy Excellence Awardee:** Canadian HR Awards recognized Peel Region for demonstrating excellence in their HR strategies.
- **International Standards for the Professional Practice of Internal Auditing:** Peel Region's Internal Audit division was recognized by the Institute of Internal Auditors for their effective and quality internal audit services and has been awarded the highest level of conformance consistently since 2004.
- **Law Department Leader of the Year Excellence Awardee:** Canadian Law Awards recognized Peel Region's Regional Solicitor and Commissioner of Legislative Services Patricia Caza as one of nine Excellence Awardees for demonstrating outstanding leadership.

A full listing of awards and recognitions can be found on [Awards and recognition - peelregion.ca](https://www.peelregion.ca/awards/).

Figure 2. Front entrance of the award-winning Seniors Health and Wellness Village



Employee profile

At Peel Region, our people are our greatest strength.

We're committed to fostering a workplace where employees feel empowered to grow, thrive, and contribute their unique talents. Our culture promotes mental well-being, flexibility, and innovation – making space for creativity and bold solutions.

We offer competitive, transparent compensation aligned with equity principles, helping us attract and retain top talent. As one of Canada's most diverse regions, we're building a workforce that reflects our community and ensures everyone can reach their full potential.

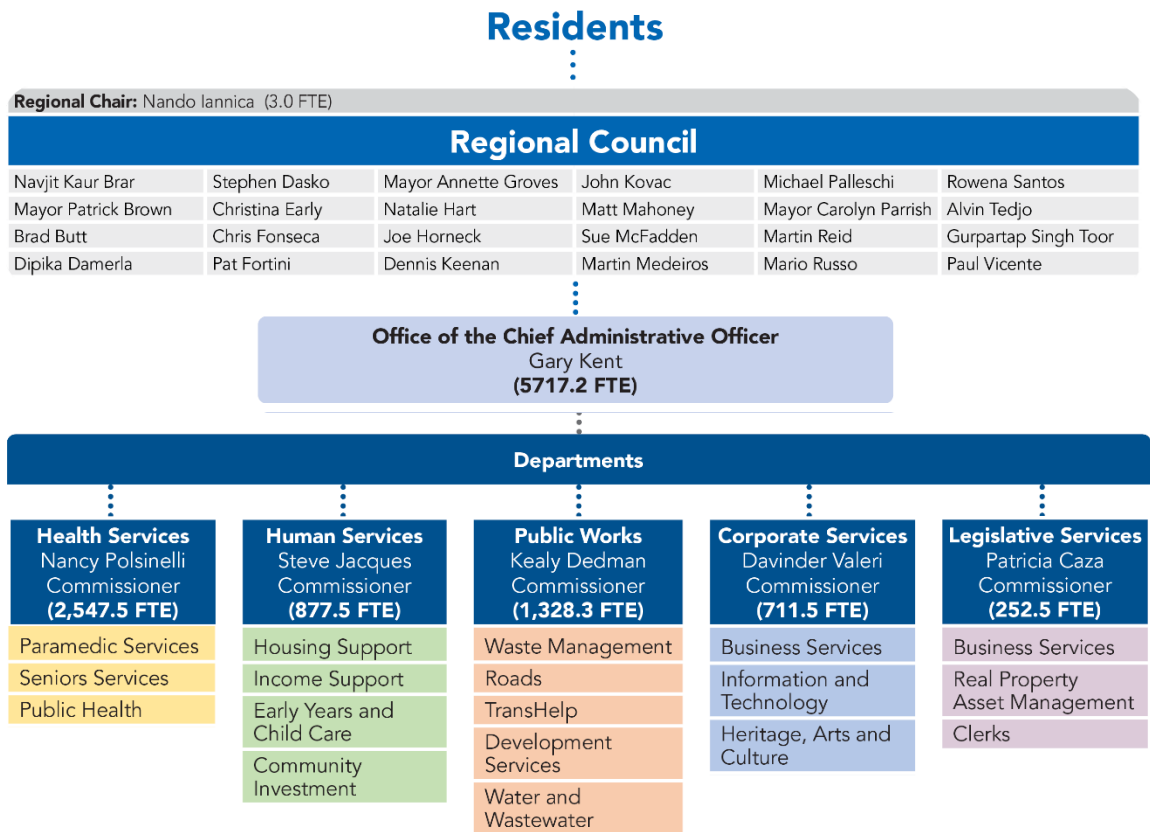
At Peel, diversity is celebrated, voices are heard, and every employee belongs.

Figure 3. Participants at the 2025 Peel Leadership Conference



Organizational structure

Peel Region (5,720.2 FTE, 2025)



Peel Region services

Health Services

Paramedic Services
• Out-of-Hospital Care
• Community Programs
• Community Paramedicine
• Operational Support
• Fleet Equipment and Supply Management
• Corporate Logistics
• Psychological Health and Safety
• Quality and Education
Seniors Services
Seniors Services Development
• Adult Day Services
• Caregiver Support and Education
• Overnight Respite Care
• Neurobehavioural Service
• Thrive Program
• Emotion-based Butterfly Model of Care
Long Term Care
• 24/7 Resident Care and Services
• Emotion-based Butterfly Model of Care
• Specialized Behavioural Support Units
• Neurobehavioural Nurse Practitioner Program
Public Health
• Chronic Disease and Injury Prevention
• Communicable Disease
• Community Safety and Well-being
• Family Health
• Health Protection
• Immunization Services
• Public Health Intelligence

Human Services

Housing Support
• System oversight, strategic planning and advocacy • Financial assistance and case management • Emergency shelter and homelessness supports • Transitional housing operations and maintenance • Affordable and subsidized rental housing operations and maintenance • Programs to increase affordable supply
Income Support
• Access and System Navigation • Assessment and Financial Support • Stability Support • Program Support and Accountability
Early Years and Child Care
• Plan, fund, and oversee Licensed Child Care • Provide Child Care Subsidy for families with lower incomes • Administer funding to lower child care fees for all families • Partner with child care providers to ensure quality child care services • Plan, fund and oversee Special Needs Resourcing services for children in licensed child care • Plan, fund and oversee EarlyON Child and Family Centres
Community Investment
• Peel Poverty Reduction Initiatives • Community Investment Funding Program • Anti-Human Sex Trafficking Program • Community Intelligence • Community Engagement • Affordable Transit Program

Public Works

Waste Management
• Waste Education, Policy, and Program Development • Waste Collections • Community Recycling Centres • Transfer, Haulage, Processing and Disposal • Infrastructure Development and Maintenance
Roads
• Policy and Modelling • Development • Infrastructure Programming and Studies • Design and Construction • Operations • Maintenance
TransHelp
• Passenger Support Services • Operations and Maintenance • Performance and Accountability
Development Services
• Development Services Brampton • Development Services Mississauga • Development Services Caledon • Environment and Resource Program • Planning and Performance • Strategy and Analytics
Water and Wastewater
• Infrastructure Planning, Partnerships and Compliance • Water and Wastewater Operations • Water and Wastewater Engineering Services

Corporate Services

Business Services
• Climate Change and Energy Management
• Communications
• Culture and Inclusion
• Finance
• Government Relations
• Human Resources
• Internal Audit
• Legal Services
• Procurement
• Service Peel
• Strategy and Transformation
• Office of the CAO
Information and Technology
• Content and Data Analytics
• Cybersecurity
• Enterprise Platforms and Business Solutions
• Governance and Service Management
• Infrastructure, Connectivity and Operations
• Resident Digital Services
• Strategy and Architecture
• Workforce Enabling Services
Heritage, Arts and Culture
• Art Gallery
• Museum
• Education and Programming
• Facility Rentals
• Visitor Services
• Memberships and Donations
• Volunteer Program
• PAMA Retail Shop

Legislative Services

Real Property Asset Management
• Capital Planning, Assessments, and Design
• Construction Management and Asset Renewal
• Facility Maintenance and Operations
• Workplace Design and Accommodation
• Facility and Capital Acquisitions
• Emergency Management, Corporate Security, and Business Continuity Planning
Clerks
• Freedom of Information
• Privacy Compliance
• Council and Committee Support
• Archives and Records Management
• Accountability and Transparency Services

Conclusion

Peel's long-term financial health is facing some significant challenges. The persistent backdrop of economic and political uncertainty has the potential to impact Peel's overall financial health, and factors outside of our control, such as periods of increased market volatility may make accessing debt capital markets more difficult, potentially leading to increased borrowing costs for Peel Region.

These factors, during a time when Peel is making necessary investments in housing-enabling infrastructure to support massive population growth could result in the deterioration of our overall financial flexibility and sustainability, as Peel is expected to approach the statutory debt limit for municipalities prior to the end of the planning horizon.

Despite these challenges, service delivery to residents and businesses in the Peel community must continue to be our number one priority. This year's budget makes important and necessary investments that support Peel's long-term growth while also attempting to mitigate these serious risks described above.

As this is the community's budget, we encourage you to [visit our budget site](#), where you can read over the full budget document, watch our latest budget videos, attend Budget meetings, and provide comments and ask questions on programs and services that matter to you.

Executive summary of services

Peel Region delivers a wide range of services. For business planning purposes, each service has developed a business plan and budget that is in line with the corporate direction and the Strategic Plan. Each of the service business plans is developed using the framework below:

Executive summary

Core services

- Purpose of the service.
- Service levels and trends.
- Performance measurements.

The 2026–2029 Business Plan outlook

- Plans for the future.
- Finding efficiencies.
- Leveraging technology.
- Maintaining infrastructure.

Proposed Operating Budget

- High level revenue and expenditures.
- Costs to maintain service levels and costs for proposed service level increases.

Proposed Capital Plan and Capital Budget

- Overview of the 10 Year Capital Plan and 2026 Capital Budget.
- Lists of capital projects for the capital budget and 10 Year capital plan.

Budget requests

- Two-page explanations of budget requests (BR) that explain what is being requested, why it's being requested, what is the impact of the request and how much will it cost.

The following pages are the Executive Summaries for each service.

Housing Support

Mission: Housing Services collaborates with all levels of government, community partners, and housing providers to provide access to safe, deeply affordable, community, and supportive housing. Through effective system planning, funding and program delivery, we work hard to prevent homelessness and promote long-term housing stability for Peel residents.

Services we provide

- Oversee Peel Region's affordable housing system.
- Along with our community partners, we build, fund, own, and operate emergency, transitional, supportive, subsidized, and affordable rental housing.
- Administer housing subsidies and financial assistance.
- Provide case management supports.
- Provide street outreach to the homeless living rough.

Interesting facts about this service

- In 2024, the affordable housing system provided housing, financial assistance or supports to over 46,970 households in Peel region.
- Over \$130 million in subsidies were administered in 2024 to over 10,500 households, with more than 35,900 households waiting for subsidized housing in Peel region.
- 8,600 families, single adults and youth (which includes asylum claimants) were served in an emergency shelter or overflow hotel in 2024.
- Peel Housing Corporation (PHC) is Peel region's largest affordable housing provider representing almost half of the affordable units across Peel. PHC currently operates over 6800 units in 69 residential properties across Peel region, maintaining \$3.4 billion of assets.
- Capital investments of over \$1 billion are in the 10-year plan to maintain existing and build new shelters, community and supportive housing.

Highlights of the Business Plan

Priorities for 2026 include:

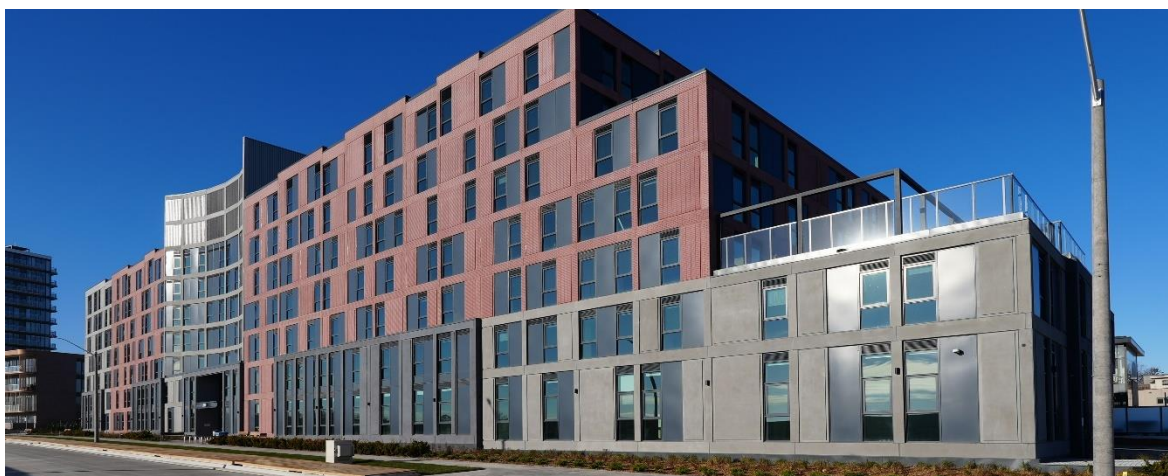
- Improving service to residents experiencing homelessness.
- Investing in community housing providers, including PHC to increase capacity and to maintain assets in a state of good repair.

- Completing key capital projects to increase shelter beds, and deeply affordable, subsidized and supportive housing units.
- Investing in people and technology to deliver modern, responsive services at a time when demand is increasing exponentially.

Table 8. Budget summary

	2026	2027	2028	2029
Operating Net Investment (in \$ thousands)	243,777	295,085	324,415	326,748
Capital Net Investment (in \$ thousands)	270,955	133,706	103,680	221,928
Full Time Equivalents	221.9	234.9	245.9	252.9
Full Time Equivalents Peel Living	173.0	186.0	192.0	195.0

Figure 4. Credit River Way - A new 150-unit community housing building in Mississauga that we completed in 2024. Owned by the Peel Region and operated by PHC.



Waste Management

Mission: To provide reliable, cost-effective, customer-focused services that maximize resource recovery, support innovation and foster a circular economy.

Services we provide

- Collection, processing and disposal of waste from residents and eligible small businesses.
- Operation of 6 Community Recycling Centres (CRCs) where residents can drop off a wide range of recyclable materials and re-usable items.
- Management of 20 former landfills, including ongoing monitoring and/or management of landfill gas and leachate.
- Promotion and education to encourage reduction, reuse and recycling and to educate residents and students about Peel's programs.
- Advocacy for fair and progressive Provincial and Federal waste management legislation, regulations and programs.

Interesting facts about this service

- Peel operates the second largest municipal waste management program in the province, collecting over 570,000 tonnes of waste from 1.66 million residents in approximately 345,000 curbside households and 123,500 units within 1,060 multi-residential buildings.
- About 70% of Peel's waste services are delivered by third party contractors.
- In 2024, a total of 450,000 customers visited Peel's Community Recycling Centres, an increase of over 5,000 visits from 2023.
- In 2023, in partnership with one of Peel's collection contractors, Ontario's first electric waste collection vehicle was introduced.
- Over 42% of Peel's households have now signed up for waste reminders, with over 274,000 notifications being sent each week by text, email or phone.

Highlights of the Business Plan

- Full transition of Peel's Blue Box program to producers begins January 1, 2026.
- Waste Collection to be transferred to local municipalities October 1, 2027.

- The producers' contractor will take over all blue box operations, except collection and processing from non-eligible sources, which Peel will continue to be responsible for.
- Over the next few years, Peel will transition its in-house green bin organics processing to third-party processing, including demolition of Peel's existing in-house composting tunnels, expansion of Peel's transfer capacity, and optimization of short and long-term processing contracts.
- In 2024, Council directed staff to competitively procure 100,000 tonnes-per year of third-party mixed waste processing capacity for a 20-year term, with the facility located at the vendor's site(s).
- Since 2020, increases in waste collection costs have far outpaced headline Consumer Price Index (CPI) increases which is a key driver of the budget increases reflected in the table below.

Table 9. Budget summary

	2026	2027	2028	2029
Operating Net Investment (in \$ thousands)	153,542	165,516	169,535	173,986
Capital Net Investment (in \$ thousands)	22,465	48,332	42,650	35,084
Full Time Equivalents	236.9	236.9	236.9	236.9

Paramedic Services

Mission: Elevating emergency and community health care, together.

Services we provide

- Quality out-of-hospital, emergency, and community care – including specialized response teams.
- Logistical inventory management and supply.
- Ambulance fleet maintenance.
- Identifying and continuously exploring innovative alternative models of care to support patients.
- Continuous learning and quality accuracy.
- By maintaining a strong focus on advance care models, employee health and well-being, and critical infrastructure, Paramedic Services remains committed to delivering high-quality care to both residents and visitors in Peel Region.

Interesting facts about this service

- To date in 2025, 44% of patients who received services are 65 years of age or older.
- Paramedic Services responded to an average of 407 calls per day in 2024.
- Peel Paramedics respond to over 97% of Peel’s emergency calls.
- In 2024, 3,593 appointments were made through the Community Paramedicine program.
- The Low Acuity Diversion program – implemented at all 3 hospitals in Peel – and has saved 2,055 hours in the emergency health system in 2024.

Highlights of the Business Plan

- Paramedic Services continues to enhance patient-centered care approaches to improve quality, access, and outcomes for a rapidly growing and increasingly diverse population with complex care needs.
- Health system partnerships have played a critical role in addressing pressures.
- Employee well-being is foundational to delivering care and continues to be a central focus.
- Leveraging data and technology to drive decision-making, optimizing resource allocation, and innovative service delivery.

Table 10. Budget summary

	2026	2027	2028	2029
Operating Net Investment (in \$ thousands)	127,562	146,029	153,221	161,452
Capital Net Investment (in \$ thousands)	38,011	91,995	9,570	2,826
Full Time Equivalents	862.4	937.7	995.7	1,044.4

Figure 5. A proud moment for our program on October 3, 2025, as we broke ground on Dockstader, our fifth reporting station, that strengthens our support for care in Peel. This milestone reflects our continued investment in the future of Paramedic Services.



Roads

Mission: To provide safe, efficient, and accessible transportation services for the residents and businesses of Peel.

Services we provide

- Peel offers transportation services that provide safe travel and community access for residents and businesses.
- Services include infrastructure programming, policy, modelling, design, construction, operations, and maintenance of a multi-modal network of road assets and related structures. These assets include roadways, bridges, sidewalks and multi-use trails, stormwater infrastructure, streetlighting, traffic signals, noise and retaining walls, signs, safety barriers and street trees.

Interesting facts about this service

- 52% of commercial truck trips in Ontario use Peel roads; a large proportion of which have their origin or destination in Peel.
- 56% of the dollar value of goods shipped by road in Ontario are carried by commercial vehicles in Peel.
- Transportation infrastructure replacement value is \$4.5 billion.
- Peel operates 26 Regional roads consisting of approximately 1,700 lane kilometres, 733 signalized and unsignalized intersections and over 9,700 streetlights.
- Peel owns and maintains 182 major structures (bridges and major culverts), 357 km of storm sewers, 60 km of noise and retaining walls, and approximately 14,800 trees along Regional roads.
- Peel has 390 km of active transportation facilities including multi-use trails, cross rides, and sidewalks.

Highlights of the Business Plan

- Major components of Roads' \$105.6 million Operating Budget include summer and winter maintenance of our roads, the operation and maintenance of traffic signals and streetlighting, as well as the operation of red-light cameras and automated enforcement to support community safety.
- Major components of Roads' \$434.5 million Capital Budget include road construction, intersection and active transportation improvements, and structure rehabilitations.

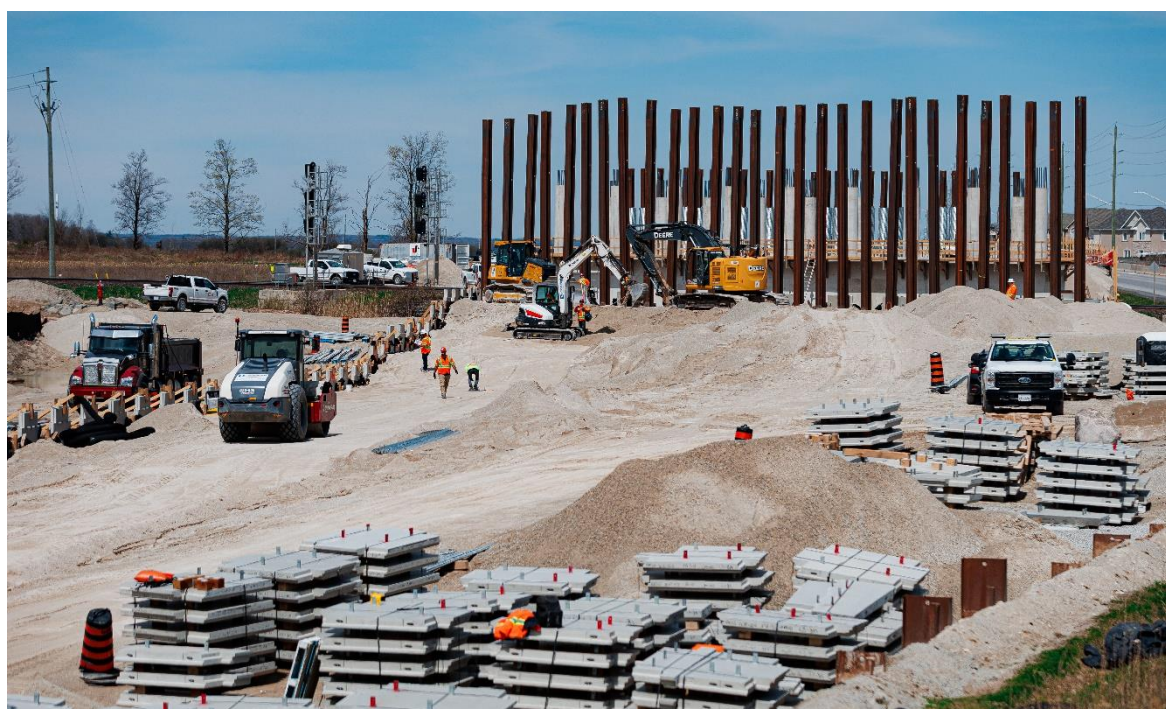
- To ensure services meet the needs of the future, the Business Plan provides for:
 - Improvements to Peel roads, including: intersection and road widening projects throughout Peel; designing 3 additional roundabouts in Caledon to slow traffic and reduce the number of severe collisions; improvements on Airport Road; and corridor improvements along Highway 50. This work will be completed in conjunction with investments in maintaining a state of good repair and asset management.
 - A focus on supporting the Ontario Government in the delivery of rapid transit projects, such as the Hazel McCallion Line and various bus rapid transit line projects.

Table 11. Budget summary

	2026	2027	2028	2029
Operating Net Investment (in \$ thousands)	105,586	106,083	106,507	106,947
Capital Net Investment (in \$ thousands)	434,527	554,569	300,995	286,570
Full Time Equivalents	221.4	221.4	221.4	221.4

Note: Both the operating and capital investment reflect the full year's budget, despite the proposed July 1, 2026, transition date, to ensure planning continuity.

Figure 6. Construction at the Mississauga Road widening project May 2025



Seniors Services

Mission: To provide compassionate, loving, respectful care that is individualized for everyone we serve.

Services we provide

Seniors Services consists of 2 divisions: Seniors Services Development and Long-Term Care. There are 5 Peel Long-Term Care Centres with Adult Day Services co-located within each centre. Adult Day Services is also provided virtually.

Seniors Services Development provides support for seniors and older adults living in the community, including:

- Adult Day Services (virtual and in-person).
- Emotion-Based Butterfly model of care.
- Caregiver Support and Education.
- Overnight Respite Care.
- Neurobehavioural Services.
- Thrive Program.

Long-Term Care services include:

- 24/7 Resident Care and Services.
- Emotion-Based Butterfly model of care.
- Specialized Behavioural Support Units.
- Neurobehavioural Nurse Practitioner Program.

Services supporting seniors in Peel include:

- Central West Regions Behavioural Supports Ontario (BSO) Lead Agency.

With continued focus on innovative and person-centred care delivery, as well as employee well-being and workplace culture, Seniors Services is committed to providing high quality care to clients, residents, caregivers, and families in Peel region.

Interesting facts about this service

- In 2024, 32,661 in-person visits and 10,521 virtual visits were provided by Adult Day Services, and this number continues to increase alongside the waitlist.
- 93% of clients reported that Adult Day Services contributed to their ability to live at home.

- 861 residents served in Peel Long-Term Care centres required increased staffing to meet legislative obligations to support quality care, and infection prevention and control measures.
- 88% of residents reported that the overall quality of care they receive at the centres is good.

Highlights of the Business Plan

- Ensuring safe and sustainable wraparound services at the Seniors Health and Wellness Village at Peel Manor.
- Enhancing workforce stability to prevent service disruptions and ensure high-quality, consistent care for residents and clients.
- Building staff capacity to sustain and expand emotion-based care practices, supporting innovative care models, enhancing training, and strengthening partnerships.
- Progressing the planning and assessments required to transform the Wilson Lands site, in Caledon, into a future health and wellness hub.
- Improve the accessibility of Sheridan Villa parking and align with bylaw requirements.

Table 12. Budget summary

	2026	2027	2028	2029
Operating Net Investment (in \$ thousands)	62,404	71,086	75,172	77,530
Capital Net Investment (in \$ thousands)	31,155	11,490	14,664	15,385
Full Time Equivalents	990.0	1,026.6	1,029.6	1,031.2

Figure 7. Seniors participating in our Adult Day Services program at Seniors Health and Wellness Village



Public Health

Mission: To keep people healthy and reduce their risk of becoming ill.

Services we provide

- Infectious disease prevention, management, and immunization.
- Chronic disease and injury prevention.
- Protection from environmental health hazards and other health risks.
- Promotion of children's healthy growth and development.
- Public health emergency management.
- Health promotion and healthy policy development.
- Population health assessment and surveillance.
- In addition, the Health Services Department's Health Strategy, Planning and Partnerships Division provides:
 - Community safety and well-being leadership, planning and implementation.
 - Operational and strategic health system coordination.

Interesting facts about this service

- Investing in upstream population-based prevention leads to significant cost savings and improved health outcomes:
 - On average, every dollar invested in public health saves \$8 of avoided health and social service costs.¹
- Protecting our community against infectious diseases and health hazards:
 - 71,634 vaccination doses administered at 357 schools, 6 Peel flagship and community sites.
 - 15,725 cases of reportable diseases investigated and/or monitored to reduce transmission risk.
 - 20,565 inspections conducted for food safety, small drinking water systems, personal service settings, recreational water facilities, childcare centres, and tobacco, vaping and waterpipe by-law.
- Promoting mental and physical health across the lifespan:
 - 7,264 home visits completed by the Healthy Babies Healthy Children program to support families with young children.
 - 76,100 children screened for dental issues, identifying 44,000 children with preventive dental needs and 9,700 with urgent dental needs requiring treatment by a dentist.

¹ Masters R, Anwar E, Collins B, Cookson R, Capewell S. Return on Investment of Public Health Interventions: A Systematic Review. *Journal of Epidemiology and Community Health*. 2017 Aug;71(8):827-834. Available from: <https://jech.bmj.com/content/71/8/827>

- 7,272 low-income seniors received free dental care.
- Approximately 250 community partners to be reached by the end of 2025 with updated Public Health data on the cost of healthy eating in Peel to strengthen advocacy efforts on food insecurity.
- Improving service delivery:
 - \$696,000 federal grant awarded to support harm reduction in Peel.
 - \$188,000 costs avoided from continuous improvement initiatives.
 - 100+ community partners collaborated on Peel's Community Safety and Well-being Plan to improve health and social services access and reduce downstream costs like policing.

Highlights of the Business Plan

- Improve community health and well-being by addressing the determinants of health and reducing health inequities through programs and services that meet the requirements of the Ontario Public Health Standards.
- Adapt programs and services to meet the evolving health needs of Peel's growing and diverse population, strengthen partnerships, and ensure local health system changes reflect the needs of all residents, especially the most vulnerable.
- Advance the 2020–2029 Public Health strategic priorities, which address the public health needs of Peel residents, now and in the future: practicing effective public health through evidence-informed and quality services; enabling active living and healthy eating; promoting mental well-being; reducing health-related impacts of climate change; and advancing health equity.
- Continue fostering a learning organization where employees continually adapt and improve through collaboration, innovation, knowledge sharing, planning, and continuous quality improvement.
- Implement the updated Community Safety and Well-Being Plan, including Council-directed initiatives, by leveraging community partnerships and opportunities in alignment with Ontario government legislation.

Table 13. Budget summary

	2026	2027	2028	2029
Operating Net Investment (in \$ thousands)	46,969	56,835	63,783	71,007
Capital Net Investment (in \$ thousands)	1,300	2,350	550	550
Full Time Equivalents	772.7	786.8	795.0	807.1

TransHelp

Mission: To provide safe, efficient, specialized public transit that enables residents with disabilities to travel without barriers and maintain independence through an accessible and integrated transit network.

Services we provide

- Providing door-to-door specialized public transit that enables residents with disabilities to travel without barriers and maintain independence.

Interesting facts about this service

- TransHelp is projected to provide 820,000+ door-to-door trips in 2025 to more than 20,000 registered users living with disabilities.
- TransHelp will be celebrating 45 years of delivering specialized transit service to Peel residents in 2026.
- Passenger satisfaction ratings have consistently remained over 85%.
- TransHelp operates 7 days a week from 6 am to 1 am, including holidays.
- Brampton Civic and Credit Valley Hospitals are TransHelp's top 2 destinations.

Highlights of the Business Plan

- Major component of TransHelp's \$36.2 million Operating budget is cost of delivering 820,000 trips.
- Major component of TransHelp's \$3.8 million Capital budget is maintaining our assets in a state of good repair.
- As TransHelp prepares to meet the needs of the future, the Business Plan provides information on:
 - Updating the Accessible Transportation Master Plan to reflect current ridership, aging population forecasts and growth.
 - Planning for the implementation of PRESTO to support transit integration.
 - Ensuring the TransHelp program continues to meet the needs of residents in an efficient and financially sustainable manner.

Table 14. Budget summary

	2026	2027	2028	2029
Operating Net Investment (in \$ thousands)	36,194	37,238	38,608	40,036
Capital Net Investment (in \$ thousands)	3,839	6,164	1,529	1,414
Full Time Equivalents	131.3	132.3	132.3	134.3

Figure 8. Staff helping client exiting a Transhelp vehicle



Income Support

Mission: To provide income and stability supports to Peel residents to enable self-sufficiency and improved quality of life.

Services we provide

- Help Peel residents navigate and access income and community support and services.
- Provide application and assessment services for income and support programs such as Ontario Works, Child Care Fee Subsidy, and emergency assistance programs.
- Delivery of the Ontario Works social assistance program by offering case management and stability support services to help clients move toward employment.
- Oversee and ensure accountability for the delivery of the Ontario Works program in Peel.

Interesting facts about this service

- More than 37,000 residents (2.3% of Peel's population) receive Ontario Works assistance for an average of 2 years. They face complex barriers resulting in the need for intensive case management and stability support.
- In 2024, the maximum monthly Ontario Works benefit for basic needs and shelter for a single person was \$733, less than a third of Peel's Living Wage (the wage a worker needs to cover their basic needs and community participation).
- Ontario Works rates have not increased since 2018.
- Ontario Works benefits paid to Peel clients are projected to exceed \$304.5 million in 2026.
- At the municipal level, the Ontario Works social assistance program now focuses on 'life stability support' as a core program element as the Income Support service continues to align its program delivery with the Ontario government's vision for transforming the social assistance program.

Highlights of the Business Plan

- Due to economic uncertainty, the increase in asylum seekers and the addition of Ontario Disability Support Program non-disabled adult clients to stability support services, there continues to be a sharp increase in applications and demand for Income Support services.

- Clients face increasingly complex barriers to finding and keeping employment, such as mental health challenges and addictions.
- Monthly Ontario Works rates for single individuals have been frozen at \$733 since 2018. This lack of increase leaves vulnerable clients unable to afford basic, essential living expenses.
- Systemic barriers, complex needs, and rising living costs are not only overwhelming Ontario Works clients and urgently escalating the demand for support, but these economic realities are also straining resources and overwhelming staff tasked with providing critical assistance.
- Income Support is creating more equitable access for clients through inclusive, modernized services and better access to digital solutions.
- Ensuring Peel's needs are well represented by participating in provincially led client, employee, and community partner engagement opportunities.
- Completing file audits to ensure greater program accountability by verifying that program rules and requirements are being followed.
- Equipping staff with training and support to deliver services that lead to successful client outcomes.

Table 15. Budget summary

	2026	2027	2028	2029
Operating Net Investment (in \$ thousands)	34,791	38,275	40,791	43,380
Capital Net Investment (in \$ thousands)	–	–	–	–
Full Time Equivalents	398.7	414.7	424.7	434.7

Early Years and Child Care

Mission: To build and support an early years and child care system that is responsive to current and future needs of children and families in Peel.

Services we provide

Plan, support, fund, evaluate, and oversee the early years and child care system, working with service providers to ensure families have accessible, accountable, affordable, diverse and inclusive and high-quality early years and child care services.

- **Licensed child care.** We assess and respond to child care service needs, provide funding to reduce parent fees, support child care providers so that they can maintain operations as well as provide funding to support wages for child care staff.
- **EarlyON child and family centres.** We oversee free programs that help families with children 6 years and younger to grow and learn together. EarlyON connects families with early childhood professionals who can answer questions about child development.
- **Child care subsidy.** We reduce the amount of money that eligible families pay for child care for children 12 years and younger so that families with lower incomes have access to licensed child care.
- **Special needs resourcing.** Through Peel Inclusion Resource Services (PIRS) we support access, inclusion, participation and belonging of all children in licensed child care by connecting providers and families with free special needs resourcing supports. A diagnosis is not needed.

Interesting facts about this service

- Early Years and Child Care Services has one of Peel's largest program budgets with a total budget of \$649.3 million in 2026.
- 96% of licensed child care centre sites and 95% of licensed home child care agencies in Peel participate in the Canada-Wide Early Learning and Child Care (CWELCC) plan which aims to give families access to more affordable and high-quality child care options by lowering fees, increasing spaces and supporting inclusion.
- Even with the Ontario government's goal for CWELCC of an average of \$10 a day for child care fees, 81% of families who receive child care subsidy now pay \$10 or less a day for child care. In addition, families with children 6 years and older do not qualify for CWELCC. These families will still need ongoing financial support to afford licensed child care.

- Peel has not had a wait list for child care subsidy since 2013; however, many families who qualify for child care subsidy are now waiting for spaces to become available in the system due to higher child care demand since CWELCC started.
- Peel's Early Years and Child Care workforce includes 5,700 qualified staff, over 75% of whom are Registered Early Childhood Educators (RECEs). Attracting and retaining this workforce to align with system growth remains a challenge due to inequities in wages and benefits compared to the school board sector, policy and legislative barriers, and inflexible education and training pathways.
- In 2024, EarlyON programs in Peel recorded 646,598 visits from children and families, an increase of 9% over 2023.
- 99% of licensed child care programs participate in PIRS.

Highlights of the Business Plan

- The addition of 10,768 new child care spaces to be achieved between 2024 and 2026 under our Ontario government 3-year target.
- Improving EarlyON and child care programs, policies, and practices to ensure that they reflect the diversity of our community and that families feel like they belong when accessing these programs.
- Investing in EarlyON to address system demand and funding pressures to provide greater stability in the EarlyON system and ensure families and children continue to have access to these important programs.
- Improving navigation of the early years and child care system so that families have increased awareness of services that are available.
- Implementing strategies to attract, hire and keep qualified educators. Peel needs approximately 1,245 more early years and child care staff to operate the new spaces to be added by 2026.
- Continued technology improvements to modernize reporting and funding administration while reducing administrative burden for our sector partners.
- Ongoing implementation of CWELCC to improve child care affordability to the province's goal of an average of \$10 a day by 2026.
- Improving access to the child care subsidy programs so that all families have access to affordable child care.

Table 16. Budget summary

	2026	2027	2028	2029
Operating Net Investment (in \$ thousands)	20,619	24,358	24,801	25,252
Capital Net Investment (in \$ thousands)	175	3,087	796	1,604
Full Time Equivalents	125.1	125.1	125.1	125.1

Business Services

Mission: Provide trusted, cost-effective, and responsive business supports across the organization to enable Peel Region services to achieve the outcomes that matter most to residents and businesses.

Services we provide

- Business Services is made up of 12 teams that provide shared services to the entire organization. This value-creating partnership enables reliable supports to Peel Region services so they can focus on what matters most – getting the job done for our community.
- Business Services consists of: Climate Change and Energy Management, Communications, Culture and Inclusion (C&I), Finance, Government Relations, Human Resources (HR), Internal Audit, Legal Services, Procurement, Service Peel, Strategy and Transformation, and the Office of the Chief Administrative Officer (OCAO).

Interesting facts about this service

- Manages Peel Region's \$4.3 billion operating and \$3.1 billion capital budgets annually and oversees approximately \$1.3 billion of funding from upper levels of government.
- Manages a \$3.3 billion investment portfolio, achieving a 5-year annualized realized investment return of 2.87%, equating to approximately \$434 million in realized investment income over the 2020–2024 period.
- Awards approximately \$2.4 billion value of procurement contracts annually to enable services to the community.
- Proactively plans for and operates infrastructure assets valued at \$51.5 billion to sustainably deliver Peel Region services.
- Successfully placed 1,709 hires in job vacancies in 2024, with 51% of all new hires self-identifying as belonging to a marginalized or under-represented group.
- Gained 25,000 *Connect to Peel* subscribers, now reaching 231,000 monthly readers. Grew Peel Region's social media network by 6.2%, reaching a milestone 175,000 total followers.
- With 19 million views, peelregion.ca is our primary public service channel. Every interaction on the website – whether paying a bill, finding a waste collection schedule, or reading public health updates – happens at scale.

- Manages Peel Region’s corporate greenhouse gas emissions, achieving 3.5% decrease in 2023 compared to previous inventory levels before accounting for external factors.

Highlights of the Business Plan

- Advancing Peel Region’s 20-year Strategic Plan with the launch of Peel’s Strategic Agenda 2024–2027 and Community Impact Reporting.
- Supporting Lean Six Sigma Practices and Lean Six Sigma initiatives across the organization resulting in \$361,000 in cost savings and \$3.4 million in cost avoidance through the completion of 36 continuous improvement initiatives (CIs) in 2025. Combined with service reviews, operational changes, and line-by-line budget reviews, Peel Region’s overall cost containment reached \$8.1 million.
- Delivering on 20 actions from the Climate Change Master Plan to manage Peel Region’s assets for climate risk and reduce corporate greenhouse gas emissions by 45% below 2010 levels by 2030.
- Developing an equitable and inclusive program and service delivery model that prioritizes well-being and fosters a deep sense of belonging. This model will be supported by dedicated resources, capacity-building training, and clear guidelines to enable meaningful collaboration with all individuals and communities.
- Addressing labour market challenges through modernized recruitment strategies that focus on diversity hiring practices and retention strategies including a Total Rewards review.
- Supporting psychological and physical health and well-being for employees.
- Modernizing HR services by implementing cloud-based SAP SuccessFactors for payroll and launching the Employee Service Centre, enhancing employee access to timely HR support and a seamless experience.
- Enhancing Procurement’s Vendor Performance Management, Vendor Code of Conduct, Contractor Health and Safety, and Sustainable Procurement programs, while also prioritizing the procurement of Canadian and non-U.S. goods and suppliers and tracking of tariff data.
- Advancing Peel Region’s commitment to digital accessibility and digital service delivery with updated policy, process improvements, and access to 29 new forms and services on peelregion.ca.

Table 17. Budget summary

	2026	2027	2028	2029
Operating Net Investment (in \$ thousands)	19,795	23,602	26,116	28,590
Capital Net Investment (in \$ thousands)	5,438	2,400	2,400	4,150
Full Time Equivalents	577.5	591.1	592.0	596.0

Information and Technology

Mission: To create an enhanced digital experience by supporting the adoption of digital practices with secure, reliable, and modern technologies.

Services we provide

- **Resident digital services.** Deliver a portfolio of new digital services for residents and partners.
- **Workforce enabling services.** Create a connected and engaged workplace.
- **Governance and service management.** Provide strategic guidance and support for all technology related services. Support and prioritize technology implementations.
- **Content and data analytics.** Enable informed decisions through research, business analytics and open data.
- **Enterprise platforms and business solutions.** Design, develop, implement and operationalize technology solutions.
- **Infrastructure, connectivity and operations.** Provide reliable IT infrastructure and protect Peel Region technology assets.
- **Strategy and architecture.** Establish and execute IT policies, standards, and strategies.
- **Cybersecurity.** Operations, structure and processes essential to preventing, detecting, and responding to threatening events.

Interesting facts about this service

- More than 125 terabytes of digital data are managed across our enterprise systems – roughly equal to the combined floor area of 5 Toronto reference libraries or 50 million books.
- The top 3 most visited pages on the Census Information Hub are all about understanding our Peel community better. The pages on ethnic diversity and religion, immigration, and population and dwellings are the most popular among visitors!
- Over the past 12 months, more than 23.2 million emails were received, of which 34.3% (8 million messages) contained cybersecurity threats that were detected and stopped by IT's Security systems and processes.
- The Public Sector Network (PSN) is a state-of-the-art fiber network co-owned by Peel Region, Mississauga, Brampton, and Caledon, with over 900 kilometers of fiber – the distance of almost 1,625 CN towers stacked on top of each other.

- The Salesforce platform team supports 43 different Salesforce software applications used by the organization to deliver many services to residents. More than 10% of Peel Region employees use these Salesforce applications on a regular basis, and usage continues to grow as Peel services and programs are offered through digital channels.
- From January 2024 to July 2025, there was 62,586 digital transactions from customers to initiate a service online.
- 20% of Peel Region employees use GIS applications supported by IT Solutions.

Highlights of the Business Plan

- Today, people expect public services to be digitally accessible, requiring governments to keep pace with modern expectations. Peel Region is keenly aware of the evolving needs of its residents; Council approved the Strategic Agenda 2024-2027, which sets out to advance Peel Region's 20-year Strategic Plan and a vision of a Community for Life. Our Strategic Agenda is organized in 5 strategic pillars: Housing and Social Impact, Sustainability, Service Excellence, Our People and Future Ready. Enable digital government through technology is IT's vision and is part of the Service Experience pillar.
- While remaining committed to meeting service expectations and pressures by modernizing digital infrastructure, investment in the management of cybersecurity risks, and risks related to critical systems failure is important.
- Bill 45, Peel Transition Implementation Act, 2025 and the *Protect Ontario by Building Faster and Smarter Act, 2025*, has created a level of uncertainty in our portfolio of Peel services and programs. As a result, several large technology projects and programs had to be rescoped or paused. IT had to stay flexible to meet the changing needs and priorities of our programs.

Table 18. Budget summary

	2026	2027	2028	2029
Operating Net Investment (in \$ thousands)	19,214	21,524	22,888	24,231
Capital Net Investment (in \$ thousands)	45,882	46,718	34,522	20,505
Full Time Equivalents	216.0	225.0	231.0	232.0

Community Investment

Mission: Community Investment enables the community and internal Peel Region partners to effectively plan and implement equitable solutions that contribute to improved outcomes for Peel’s vulnerable populations. We work together to reduce and mitigate poverty in Peel while also amplifying the voices of equity-deserving residents (including those living in poverty, newcomers and vulnerable residents) and funding, connecting, and collaborating with the agencies that serve them.

Services we provide

- Provide equitable funding for Peel’s community, not-for-profit organizations that reach vulnerable residents, and to deliver quality programs and services.
- Implementing the Anti-Human Sex Trafficking Program that prevents and reduces victimization through awareness campaigns and helps survivors recover their dignity and well-being by connecting them with dedicated services.
- Leading the implementation of the Peel Poverty Reduction Strategy (2018-2028) to: raise awareness of anti-poverty advocacy positions through campaigns and community collaboration; empower and enable people with lived experience of poverty; and to mitigate the effects of poverty and reduce its prevalence among residents in Peel.
- Developing community partnerships and providing centralized support for Human Services engagement activities and strategies to continually adapt service delivery to meet the evolving needs of residents in Peel.
- Delivering the Affordable Transit Program to improve access to transportation for low-income individuals in Peel Region.

Interesting facts about this service

- Approximately 23% of Peel residents were impacted by some level of food insecurity.
- 13% of Peel’s population, or approximately 198,930 residents live in poverty.
- A total of \$3.25 million was invested in food insecurity in 2024. The fund was instrumental in addressing immediate and systemic food insecurity challenges, supporting expansion, operations, transportation and distribution solutions. The funding contributed to the procurement of approximately 35% more pounds of food in 2024 compared to 2023, serving 117,574 Peel residents.

- Provided discounted transit for more than 8000 residents that live at or below the low-income measure through the Affordable Transit Program (ATP).
- Provided more than \$13.2 million in funding to support community agencies.
- Enabled 1.84 million service interactions through agencies funded by the Community Investment Program in 2024.
- Invested \$0.6 million in Peel Region's first Black funding framework that was co-designed with 12 Black Peel Executive Directors ensuring accountability and accessibility while advancing equity and addressing systemic discrimination in Peel.
- Supported more than 307 victims, survivors, and those at-risk of being sex trafficked through support services provided through the Anti-Human Sex Trafficking Program – the first municipal program of its kind.

Highlights of the Business Plan

- 43 B3 (Black-led, Black-serving, Black-focused) agencies who serve over 600,000 Peel residents were funded in 2024-2025. 37% of B3 agencies funded were new agencies to Peel region.
- The 2025 Food Security Fund invested \$4.34 million in Peel's food sector to improve access to emergency food, support growth of community capacity, and address structurally systemic issues underlying food security.
- Launched the Youth in Poverty Research Project. The project will examine how the changing nature of poverty in Peel impacts diverse youth (ages 15-24) and how local institutions and organizations can adapt to better meet the needs of youth, promote growth and reduce poverty.
- Carried out a comprehensive review of the Affordable Transit Program to increase accessibility to transit subsidies, reduce barriers to essential services and supports for low-income individuals in Peel and improve the efficiency and effectiveness of how the program is administered.
- Peel Region's Anti-Human Sex Trafficking program will continue to support awareness and coordination of services to victims, survivors, and those at risk of sex trafficking.

Table 19. Budget summary

	2026	2027	2028	2029
Operating Net Investment (in \$ thousands)	19,032	22,650	24,889	25,130
Capital Net Investment (in \$ thousands)		–	–	–
Full Time Equivalents	35.8	41.8	41.8	41.8

Heritage, Arts and Culture

Mission: Heritage, Arts, and Culture, which operates under the name Peel Art Gallery, Museum and Archives (PAMA), exists to share the story of Peel by providing diverse opportunities for creative exploration and discussion to help build cohesive communities.

Services we provide

- Art Gallery and Exhibitions.
- Museum exhibitions and care of permanent collections.
- Education and Programming.
- Facility Rentals.
- Visitor Services.
- Membership and Donations.
- Volunteer Program.
- PAMA Retail Store.

Interesting facts about this service

- PAMA has approximately 22,000 art and historical artifacts in its collection, valued at \$18 million, making it the largest combined collection in Peel region.
- PAMA Art Gallery hosted 10 exhibitions featuring 93 artists. 39% of the works presented were from the PAMA permanent collection and 19% were by indigenous artists.
- PAMA museum hosted 14 exhibitions. 13 were a combination of permanent collection and travelling exhibits. 1 was online.
- 75% of the collections have been photographed, catalogued and returned to storage after an extensive Museum HVAC project that closed storage.
- PAMA's commitment to diversity, equity, inclusion and accessibility (DEIA) initiatives is illustrated through continued partnerships and events with Festival of Literary Diversity (FOLD), Peel Pride, Algoma University, Mississauga Arts Council (MAC), the Brampton Arts Organization (BAO), Caledon – Alton School House Volunteers Association, Mississauga Poet Laureate – Andrea Josic, Hispanic Canadian Arts and Culture Association, Living Hyphen and Brampton and Caledon Community Living Exhibition – Unveiling ability; Empowerment through art.

Highlights of the Business Plan

- Stewardship of significant Ontario heritage buildings and associated cultural landscapes through ongoing maintenance, preservation, and responsive care.
- Engagement with underrepresented groups such as youth, Indigenous, 2SLGBTQI+ through collaborative program planning and development.
- Art and Museum collections reflective of the rich diversity and culture of Peel Region.
- Engaging Peel communities through pop-up exhibitions and partnering with local post-secondary institutions to develop incubators and collaborative programs.

Table 20. Budget summary

	2026	2027	2028	2029
Operating Net Investment (in \$ thousands)	6,139	6,373	6,491	6,612
Capital Net Investment (in \$ thousands)	3,060	2,665	1,524	1,691
Full Time Equivalents	18.5	19.5	19.5	19.5

Real Property Asset Management

Mission: To enable effective program and service delivery through client-centred, sustainable, and cost-efficient shared services that add value in real property asset management.

Services we provide

- Strategic asset management and capital planning as well as design and construction project management services.
- Real property planning/administration, acquisition, leasing/licensing, design, construction, life-cycle renewal, and disposal for all Peel owned and leased properties.
- Facility management; including operations and maintenance, and occupant services.
- Emergency response strategy, business continuity planning and management of security supports to programs and services.

Interesting facts about this service

- 12.7 million square feet managed through the Real Property Asset Management's (RPAM) program, valued at over \$3.9 billion in construction replacement value.
- Over \$130 million of state of good repair (SOGR) work budget approved annually to reset asset lifecycles and to ensure continuous operations of the programs within Peel facilities.
- Regional Emergency Management (REM) receives on average over 380 notifications annually through the Duty Officer.
- REM supports local emergency planning, response and recovery, as well as provincial efforts like flood and forest fire response for evacuated First Nations. This year, REM has supported over 2,500 individuals from 4 different remote Ontario communities over 12 weeks. Additionally, support is provided for international events, such as resettlement of displaced individuals from conflict zones.

Highlights of the Business Plan

- **Continue to support real property services and address facility needs for Peel's portfolio.** Office buildings, Peel Regional Paramedic Services (PRPS) facilities, health clinics, Peel Art Gallery, Museum and Archives (PAMA), Long-Term Care (LTC) homes, Learn Play Centres, Peel-owned affordable housing buildings and shelters, Peel Housing Corporation's (PHC) housing and Peel Regional Police facilities.

- \$1.1 billion in the **10-year SOGR capital budget** across all portfolios; with \$130 million of SOGR capital projects and \$29 million in decarbonization capital projects scheduled to be implemented over the next 2–5 years.
- **New development projects in construction.** Dockstader PRPS reporting station and the Mavis Yard expansion.
- **Net zero and low carbon retrofit projects.** Arcadia Glen, Lakeview Promenade, Queen Frederica, Derrybrae Place, Malton Village LTC Decarbonization and other redevelopments underway.

Table 21. Budget summary

	2026	2027	2028	2029
Operating Net Investment (in \$ thousands)	6,015	6,020	6,193	6,385
Capital Net Investment (in \$ thousands)	9,536	21,922	20,582	13,093
Full Time Equivalents	125.0	125.0	126.0	127.0

Figure 9. 10 Peel Centre Drive Suite B, Peel Region's headquarters



Development Services

Mission: Delivering innovative, efficient, equitable and transparent services that meets the needs of our communities, supports economic development, and aligns with the long-term objectives of both Regional and local partners.

Services we provide

- Support growth in Peel by providing timely input into local municipal development applications and growth forecasts to efficiently provide Peel Region programs, services and infrastructure.
- Interpret legislation and advise on implications related to Peel's legislated responsibilities.
- Manage and analyze development and affordable housing related data relied on by internal and external partners.
- Provide professional planning expertise to internal divisions and stakeholders to achieve their long-range master planning and development objectives.
- Advance Regional Council priorities, which include Peel Agricultural Advisory Working Group, Greenlands Securement program and Major Office Incentives program.

Interesting facts about this service

- Reviewed and provided comments on 4,236 local municipal development applications in 2024 and 2,038 as of the end of July 2025. In total, 3,482 applications are projected by the end of 2025 in support of population growth and municipal housing targets.
- Provided comments, on average, 2 business days earlier than the timelines jointly established between Peel and the local municipalities. This is a significant improvement from 2023, when comments were 8 business days late.
- Supported affordable housing initiatives that resulted in securing contributions of 1,705 affordable housing units, \$6.6 million in cash contributions, 7.8 hectares of land for affordable housing, and 2,057 barrier-free units, and proposed or identified 240 opportunities for childcare.

Highlights of the Business Plan

- The Development Services Service Business Plan outlines the budget requirements to undertake both, responsibilities that continue to be a

legislated role for Peel or support work plan items as directed by Regional Council. Including:

- Providing development planning expertise to support affordable and supportive housing projects, as well as new police and paramedics facilities.
- Responding to Environmental Registry of Ontario postings, Official Plan Reviews or Official Plan Amendments under review and requests for input related to regional interests.
- Managing Greenland Securement funds to protect conservation lands

Table 22. Budget summary

	2026	2027	2028	2029
Operating Net Investment (in \$ thousands)	4,319	4,406	4,469	4,532
Capital Net Investment (in \$ thousands)	2,002	1,982	1,962	1,941
Full Time Equivalents	36.0	36.0	36.0	36.0

Note:

- Servicing Connections (15 FTE) have been relocated to Water and Wastewater in 2025 to improve service integration.
- The 2025 Service Business Plan identified 51 FTE in Development Services. With the removal of 15 FTE from the Servicing Connections Team, there are 36 FTE remaining in Development Services.

Clerks

Mission: As trusted partners we are committed to quality shared services to support organizational success and serve as the gateway for members of the public, agencies, and staff to access their regional government.

Services we provide

The Clerks division is responsible for the management and administration of the following services:

- Freedom of information.
- Privacy compliance.
- Council and committee support.
- Archives and records management.
- Accountability and transparency services.

Interesting facts about this service

- Archives manages a growing collection of more than 1.5 linear kilometres of government and non-government records documenting the history and development of Peel and its people. Also, serving as the official archives of the area municipalities and the two largest school boards in Peel. It maintains a wide range of privately donated records, as well as records on loan from the Province of Ontario.
- Archival staff responded to over 2,600 research inquiries in 2024.
- In 2024, the Freedom of Information team received 421 requests and ranked within the top 4 of municipal corporations in Ontario for number of requests received.
- In 2024, the Freedom of Information (FOI) team positioned itself to begin processing Ambulance Call Report (ACR) requests and other requests for personal health information submitted under the *Personal Health Information Protection Act* (PHIPA), transitioning this process from Peel Paramedic Services.
- The digitization of the FOI request form including online payment options has proved to be an efficient and client-friendly process.
- In 2024, the council and committee support team facilitated 922 council decisions and the enactment of 75 Regional bylaws.

Highlights of the Business Plan

- Investing in additional space for processing and storage capacity to keep pace with the growth of the archives collection and the increasing demand of the growing Peel community.

- Implementation of improved technology to support the hybrid meeting model for Council and committee meetings.

Table 23. Budget summary

	2026	2027	2028	2029
Operating Net Investment (in \$ thousands)	3,252	3,502	3,572	3,646
Capital Net Investment (in \$ thousands)	–	–	–	–
Full Time Equivalents	31.0	32.0	32.0	32.0

Regional Chair and Council

Mission: Since 1974 Peel has been delivering a wide range of programs and services to enhance our community. It is governed by the Regional Chair and 24 members of Council, who represent Mississauga, Brampton and Caledon.

The Regional Chair is the political head of Peel Region and is also known as the Chief Executive Officer of the Regional Corporation. The Chair is elected by the 24 members of Regional Council to preside over meetings of Council and to ensure its decisions are implemented.

Services we provide

- Peel Region's economic growth and development is largely due to its responsible management, innovative programs and its ability to respond to the needs of the community.
- Peel Region Council approves Peel Region's Strategic Plan, by-laws, policies, operating Budget, capital Budget and capital plan.
- Members of Regional Council also sit on multiple committees and boards including the Police Services Board and boards of the Credit Valley Conservation Authority and Toronto and Region Conservation Authority.

Interesting facts about this service

- Peel Region Council is made up by councillors and mayors from the City of Brampton, Town of Caledon and City of Mississauga.
- Committee and Advisory Committees are created by Council resolution to investigate and report on a particular matter or concern.
- These committees have no legal identity as part of the organizational structure, nor do they possess any statutory powers. Generally, they look to Regional Council for their authority to act, except for the Interim Period Approvals Committee.

Table 24. Budget summary

	2026	2027	2028	2029
Operating Net Investment (in \$ thousands)	1,832	1,870	1,899	1,928
Capital Net Investment (in \$ thousands)	–	–	–	–
Full Time Equivalents	3.0	3.0	3.0	3.0

Water and Wastewater (Utility Rate)

Mission: Providing clean water for life.

Services we provide

- Planning, design, construction, operation and maintenance of Water & Wastewater (W&WW) infrastructure including water treatment plants, water transmission, distribution and pumping systems, reservoirs, elevated tanks, water resource recovery facilities, and wastewater collection systems.
- The management of all W&WW programs including strategic planning, asset management, inflow and infiltration, regulatory compliance, strategic partnerships, infrastructure planning to support development and housing initiatives, by-law enforcement, spills response, coordination with external agencies and utilities and public education.
- Water meter installations, billing services and service connections are also included as part of the overall W&WW program delivery.

Interesting facts about this service

- W&WW infrastructure is one of the largest assets owned and operated by Peel Region with a replacement value of over \$40.3 billion.
- Peel Region produces on average 571 million litres of safe drinking water and treats 667 million litres of wastewater every day.
- 4,800 km length of watermains and 3,760 km length of sanitary sewer mains are maintained annually.
- The inspection of 28,242 hydrants and approximately 240 km of sewer mains was undertaken in 2025.
- Services are provided to 344,678 water accounts and 338,232 wastewater accounts.
- Peel Region provides significant W&WW services to York Region.
- Received a "Utility of the Future Today" global award in 2025.

Highlights of the Business Plan

- Updating the W&WW Master Plan to accommodate growth to 2051 and reviewing implications of accelerated growth.
- Implementing a long-term financial plan for W&WW which includes long term state of good repair infrastructure planning and execution.
- Continuing to deliver capital projects at an accelerated pace including implementing alternative delivery models in support of new development.

- Implementing a robust Contractor Safety Management Program to underpin the health and safety of contractors working on capital projects.
- Reviewing and developing Environmental Social and Governance goals and metrics.
- Progressing toward ISO 45001 Compliance and Certification for an Occupational Health and Safety Management system and ISO 55001 Compliance for Asset Management for W& WW.
- Enabling development of a District Energy (DE) system within Lakeview Village by supplying thermal energy embedded in wastewater, a low carbon source of energy and developing a region-wide strategy for utilization of thermal energy.
- Assessing a triple-bottom line approach to managing biosolids and biogas generated within our Water Resource Recovery facilities.
- Maintaining service levels by making operating investments and improving customer service through Lean initiatives.

Table 25. Budget summary

	2026	2027	2028	2029
Operating Net Investment (Peel required billings) (in \$ thousands)	610,282	655,062	702,023	746,866
Capital Net Investment (in \$ thousands)	1,852,369	3,334,576	3,556,323	2,185,567
Utility Rate Increase	7.8%	7.0%	7.0%	6.0%
Full Time Equivalents	720.7	785.7	838.7	860.7

Figure 10. Row of outdoor wastewater secondary clarifier tanks at a Peel Region water resource recovery facility



Peel Regional Police (external agency)

Mission: Committed to community safety and well-being through progressive, innovative and inclusive service excellence.

Services we provide

- Promoting and maintaining the safety and well-being of our community through crime prevention initiatives, effective response to citizen calls for service and proactive approaches.
- Ongoing collaboration with policing and community partners to provide support to community members and ensure community safety under the framework of the Ontario Government's Community Safety and Well-Being plan.

Interesting facts about the service

- Peel Regional Police is the second largest municipal police service in Ontario and the third largest in Canada, providing police services to 1.6 million residents in Brampton and Mississauga.
- Comprised of 4 public divisions and specialized units, we also provide policing and security to Canada's largest and busiest international airport with a passenger volume of over 46 million in 2024.
- We continue to focus on modernizing policing, adopting a community safety and well-being philosophy throughout our operations to strengthen response, build trust and mitigate risks to safety and well-being. We utilize and continue to look to alternative service delivery models to bolster response to community needs in areas of mental health and addiction, family and intimate partner violence, road safety and eliminating systemic discrimination.
- In 2024, the Peel Regional Police 9-1-1 communications centre became the first major Public Safety Answering Point in Canada to transition to Next Generation 9-1-1 technology, supporting enhanced public safety response in Peel Region and meeting the growing service needs of our community. With the adoption of the new system, and ongoing comprehensive work, the average 9-1-1 call wait times improved from 64 seconds in 2023 to 12 seconds in 2025 (as of September 30), reducing call wait times by approximately 81%.

Highlights of the Business Plan

- Addition of 175 officers and 25 civilian professionals to address historical underinvestment in staffing, regional growth (population, households, registered vehicles and calls to 9-1-1), growing

community needs and demands, increasing complexity of crime and our commitment to community safety.

- Capital investments to replace infrastructure, vehicles and equipment, expansion of facilities and advancing innovation to better meet the needs of our community.

Table 26. Budget summary

	2026	2027	2028	2029
Operating Net Investment (in \$ millions)	837.3	969.6	1,092.3	1,224.5
Capital Net Investment (in \$ millions)	378.5	92.0	93.1	162.2
Operating Required to Fund Capital Infrastructure (in \$ millions)	12.4	12.4	12.4	12.4
Full Time Equivalents	4,094	4,254	4,414	4,594

Ontario Provincial Police (external agency)

Mission: To serve our province by protecting its citizens, upholding the law and preserving public safety.

Services we provide

The Ontario Provincial Police (OPP) provide a vast array of programs and services.

Community Safety Services include:

- Major Crime Unit.
- Criminal Investigation Services.
- Emergency Response Team.
- Motor Vehicle Collisions.
- Crime Stoppers.
- Police record checks.

The Organization is led by the Commissioner, the highest-ranking member of the OPP. The Organization is divided into 5 commands: Culture and Strategy, Traffic Safety and Operational Services, Corporate Services, Investigations and Organized Crime, and Field Operations.

Interesting facts about this service

- 324 municipalities received municipal services on a cost recovery basis, which includes the Town of Caledon. The service provides expert front-line, investigative and administrative police service to the people of Ontario.
- Service costs for the OPP only impact the property tax for residents and businesses of the Town of Caledon. Police services for the City of Brampton and City of Mississauga are provided by Peel Regional Police.
- As of April 1, 2024, the Community Safety and Policing (CSP) Act came into effect, replacing the old Police Services Act (1990). The new act focuses on addressing community safety, enhancing police oversight, modernizing policing and establishing consistent mandated training requirements.
- Historically, under the previous Police Services Act, Peel Region was responsible for providing adequate and effective police services within Peel in accordance with its needs. The new legislation provides that Police Service Boards, and the OPP Commissioner are responsible for providing adequate and effective policing in the area for which they have policing responsibility in accordance with its needs.

Highlights of the Business Plan

Priorities for the Budget are providing front-line municipal police services including:

- Traffic Safety and Enforcement.
- Effective Community Engagement – Crime Prevention.
- Focused Patrols.
- Property and Violent Crime Reduction.
- Community initiatives, Mobile Response Team.

The current Caledon OPP agreements include additional contract enhancement positions, above the base level of service, to address:

- Traffic Unit.
- Community Response Unit.
- Mobile Crisis Response Team (MCRT).
- Community Street Crime Unit.

OPP Billing for the Town of Caledon is comprised of 2 major components:

- Base Services (50.7% of allocated costs), which are allocated among municipalities on a per property basis.
- Calls for Service (49.3% of allocated costs), these are activity driven costs which are allocated to municipalities based on their individual usage level.
- Additional costs are billed to municipalities based on the contract agreements and individual usage, and includes Overtime, Prisoner Transportation, Court Security and Enhancements.

For the Town of Caledon OPP, the 2026 Budget and forecast years 2027–2029 is summarized as follows:

Table 27. Budget summary

	2026	2027	2028	2029
Operating Net Investment (in \$ thousands)	16,329	18,893	19,474	20,072
Capital Net Investment (in \$ thousands)	–	–	–	–

Conservation Authorities (external agency)

Mission: Conservation Authorities (CAs) play a vital role in providing programs and services that further the conservation, restoration, development and management of natural resources in watersheds and addressing climate change risks within Peel. These outcomes are provided primarily through **3 Conservation Authorities (CAs)**, namely, Credit Valley Conservation (CVC), Toronto and Region Conservation Authority (TRCA) and Conservation Halton (CH).

Services we provide

- Protecting Peel's natural environment by applying a watershed approach to manage the natural resources and natural hazards in various jurisdictions.
- TRCA and CVC's jurisdictions cover the majority of Peel region (97.7%) and CH watershed covers a smaller jurisdiction (1.1%). All 3 CAs are responsible for delivery of mandatory services that include protecting communities from natural hazards, source water protection, management of CA lands, and other required services.
- In addition, CAs deliver important non-mandatory projects and services that are municipally requested and required by Peel Region, including:
 - Restoration on private and public lands, trail design and construction, environmental studies.
 - Addressing climate change risks, providing services, events, and environmental programs for various audiences including schools, businesses, and residents.
- Both conservation authorities also own significant and well-used parks and greenspaces throughout Peel Region, which are funded through admission fees, user fees, and the Peel Region budget (through the tax levy).
- It should be noted that Ontario government funding over the years to support the CAs is negligible.

Interesting facts about this service

Both CVC and TRCA

- Continue a funding partnership with Peel Region that dates back 50+ years.
- Operate and maintain 6 dams, 3 dikes, 3 flood control channels in Peel.
- Own 5,794 hectares of CA land and own 243 km of CA managed trails.

- Operate 28 groundwater monitoring sites (24 Ontario government network sites).
- Operate real-time monitoring gauge network for: 28 streamflow stations, 7 climate stations and 13 rainfall stations in Peel.
- Managed the development of the Jim Tovey Lakeview Conservation Authority in partnership with Peel Region. This is a waterfront parkland between Marie Curtis Park and Lakefront Promenade in the City of Mississauga. The new 26-hectare park, which is scheduled to be fully operational by 2026, features natural meadows, new beach, coastal forest, coastal wetlands and estuarine habitat and island habitat for shorebirds.

Highlights of the Business Plan

- Operating under current MOUs executed on February 5, 2024 (CVC), January 1, 2024 (TRCA), January 1, 2024 (CH).
- Conservation Authorities are funded through a combination of municipal levies (based on MPAC property assessments), self-generated revenue (e.g., parks and planning fees), and grants and other sources.

Table 28. Budget summary

(in \$ thousands)	2026	2027	2028	2029
Credit Valley Conservation Authority	30,140	31,227	32,172	33,148
Toronto and Region Conservation Authority	21,716	22,315	22,937	23,561
Conservation Halton	587	618	647	677
Total Net Expenditure	52,445	54,160	55,757	57,386
Total Utility Rate Funding	(16,028)	(16,028)	(16,028)	(16,028)
Total Net Tax Expenditure	\$36,416	\$38,132	\$39,729	\$41,358

Assessment Services (external agency)

Mission: Assessment services are provided by the Municipal Property Assessment Corporation (MPAC). MPAC is an independent, not-for-profit corporation funded by all Ontario municipalities.

Services we provide

- Responsible for delivering property values.
- Provide insights and services to taxpayers, municipalities, governments and businesses.

Interesting facts about this service

- MPAC is Ontario's property expert.
- Largest assessment jurisdiction in North America.
- MPAC creates and maintains a comprehensive database of information for each of the more than 5 million properties in Ontario.

Table 29. Budget summary

	2026	2027	2028	2029
Operating Net Investment (in \$ thousands)	21,144	21,866	22,613	23,386
Capital Net Investment (in \$ thousands)	—	—	—	—