




Budget 2026

Budget Overview

November 20, 2025





Agenda

High Level Overview

Tax Supported Budget

- Operating Budget
- 2026 Capital Budget and 10 Year Capital Plan

Utility Rate Supported Budget

- Operating Budget
- 2026 Capital Budget and 10 Year Capital Plan

Looking Ahead

Next Steps



Factors for the Budget

Building Homes
Faster

Accelerated
Housing Growth

Provincial funding
shortfalls

Legislation and
regulations

Evolving
technology

Aging
infrastructure

Providing Deeply
Affordable
Housing

Community Safety
and Well-Being

Economic and
market volatility
(inflation)

Responding to
community needs

Housing
affordability

Transition of
Services

Reflects Peel's financial principles

Respect the taxpayer

Ensure the Capital Plan is sustainable

Prudent borrowing

Work with local municipalities

Manage assets

Value for money

User pay where appropriate

Maintain flexibility to mitigate volatility in rates

Invest responsibly

Triple A

Credit Rating

30 years

Funding a growing community

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



Efficient and effective service delivery

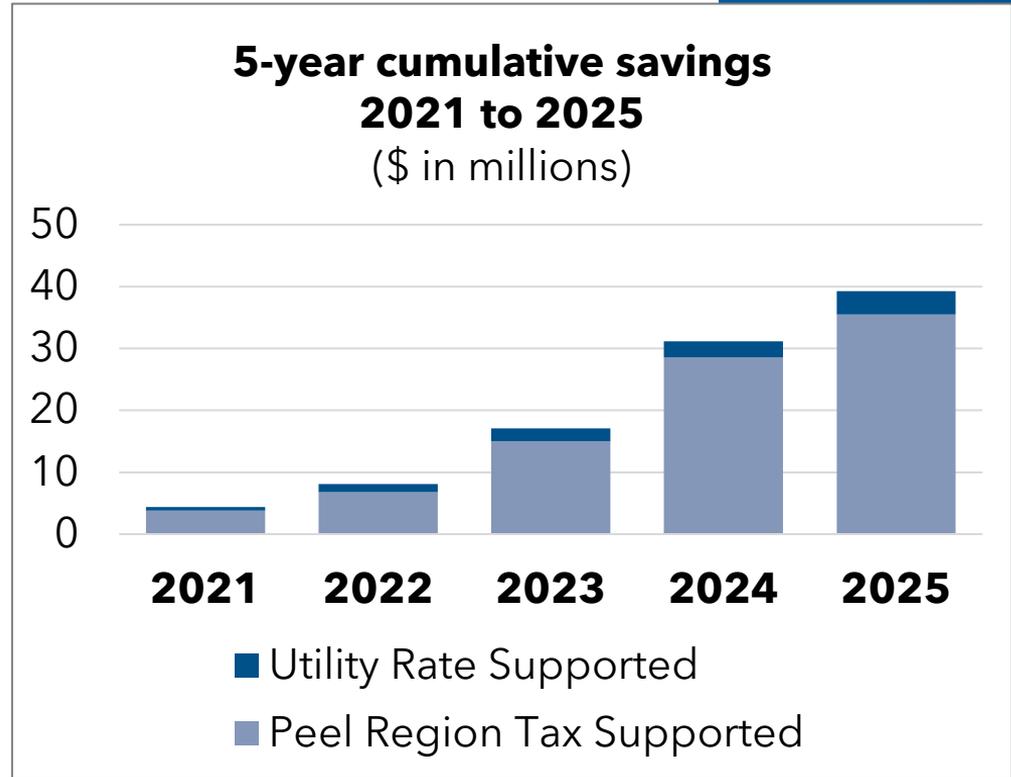
Peel has a disciplined approach to Continuous Improvement

- Program evaluation
- Business process management or Lean Six Sigma
- Service level reviews
- Line-by-line reviews
- Alternate service delivery models
- Identified areas for cost savings and cost avoidance

Expanding the understanding of Lean Six Sigma to more staff to identify opportunities for improvement



Continuing to find ways to save money



2026 Tax Supported Budget Impacts

Budget Drivers	Budget Increase (\$ millions)	Tax Levy Impact (%)	Property Tax Increase (%)
Base Budget Increase	\$47.7	2.80%	1.28%
Budget Requests - Paramedics Services, non FTE requests	\$10.2	0.60%	0.27%
Budget Requests - FTE Requests	\$15.6	0.90%	0.43%
Total Budget Requests	\$25.8	1.50%	0.70%
Total Net Peel Region Services	\$73.5	4.30%	1.98%

Property tax impact

Average property tax increase Peel Region Services

1.98%

Average property tax increase External Agencies

Peel Regional Police **2.16%**

Others **0.06%**

Property tax impact Peel Region Services

Average residential

+ \$125

Average small business owner

+ \$220

Property tax impact External Agencies

Average residential

+ \$141

Average small business owner

+ \$248

Utility rate impact

Utility rate increase

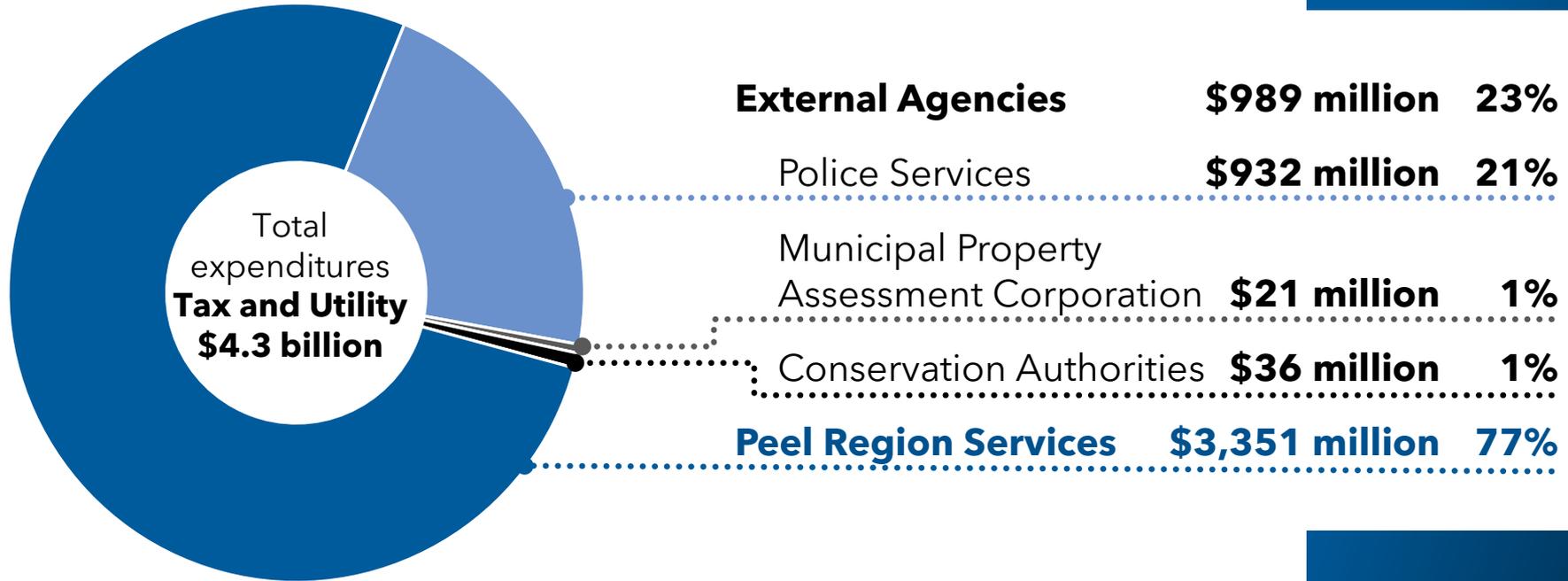
7.8%

Utility rate impact

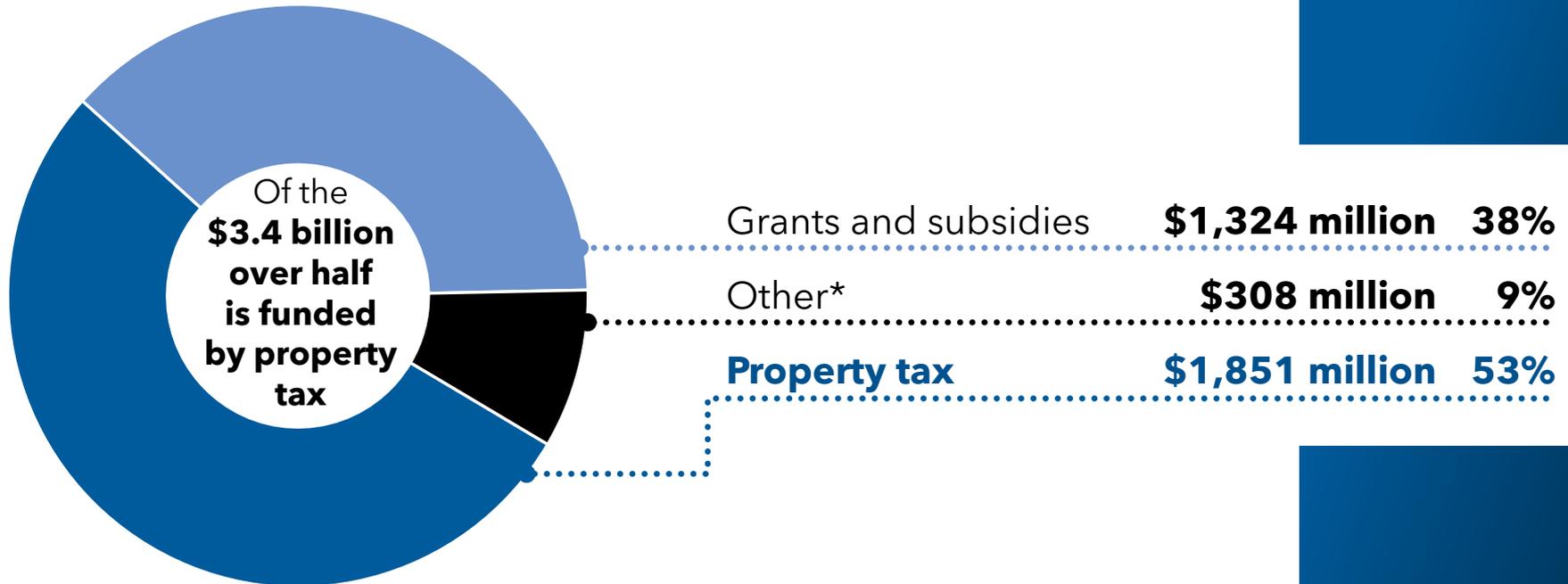
Residential
+ \$75

Small business owner
+ \$173

Total proposed operating budget

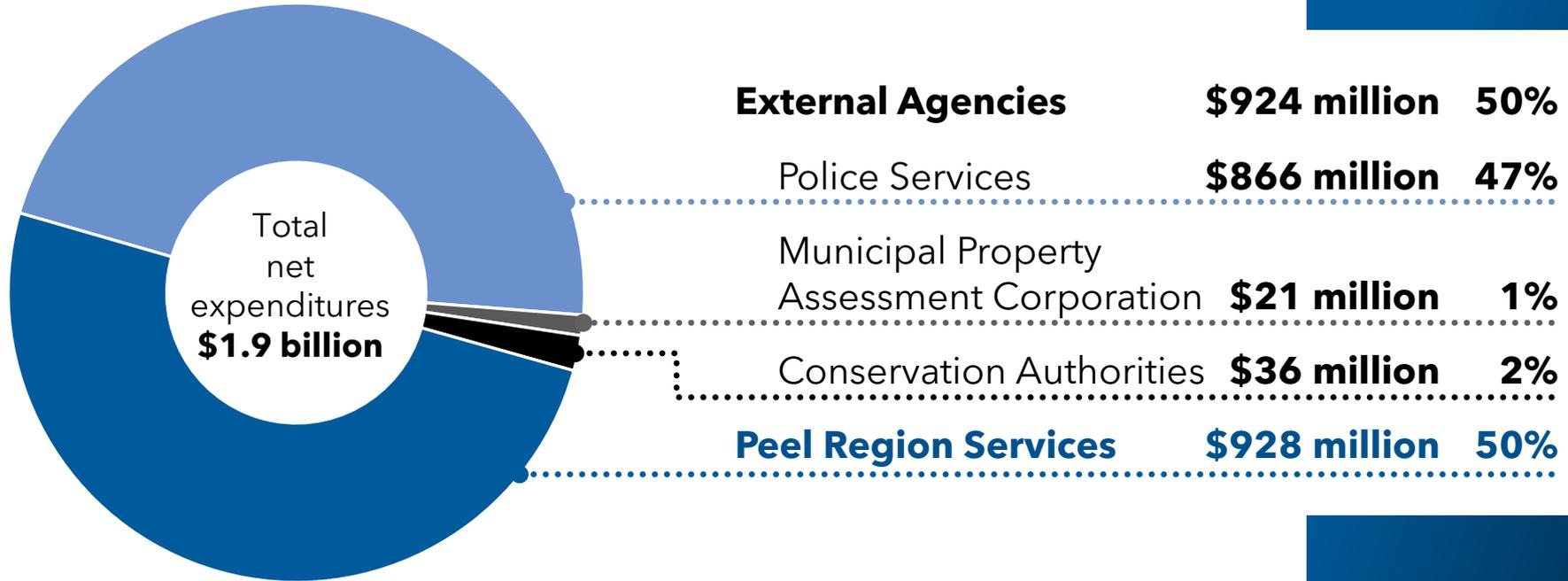


Tax proposed operating budget funding

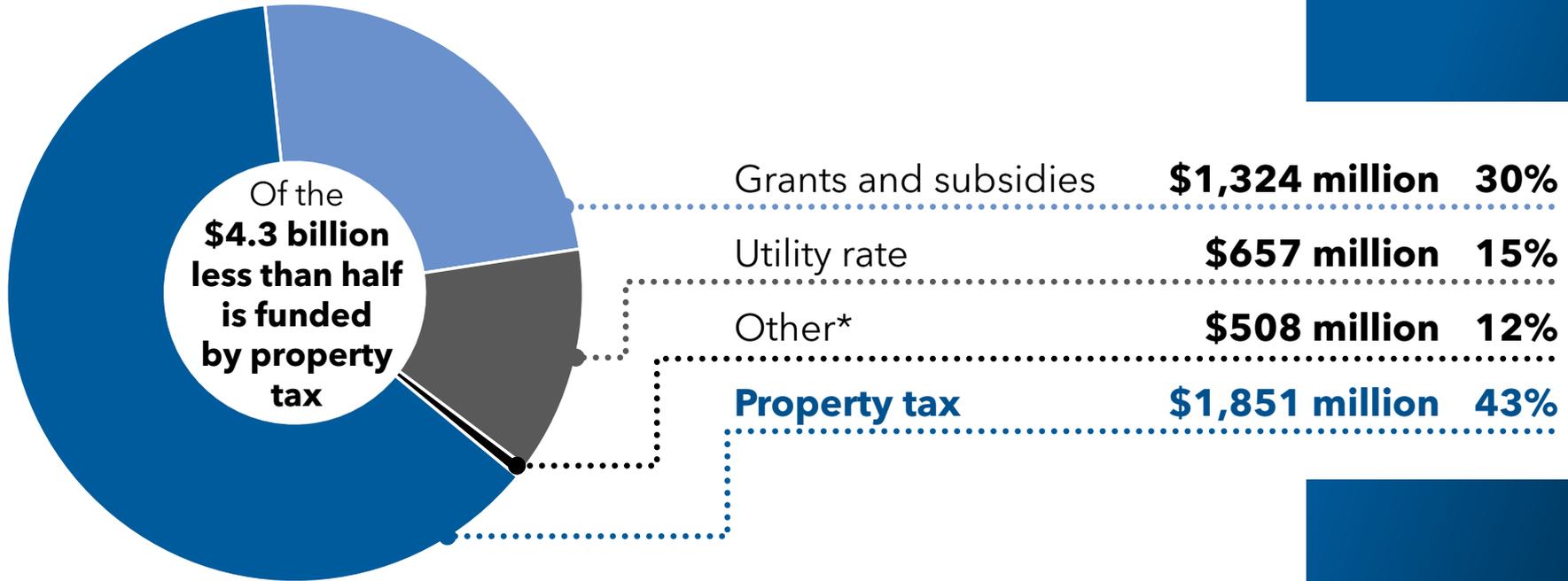


*Includes Transfers from DCs (\$1M), Contributions from Reserves (\$118M), User Fees (\$23M), Other Service Fees & Charges (\$166M)

Net tax proposed operating budget



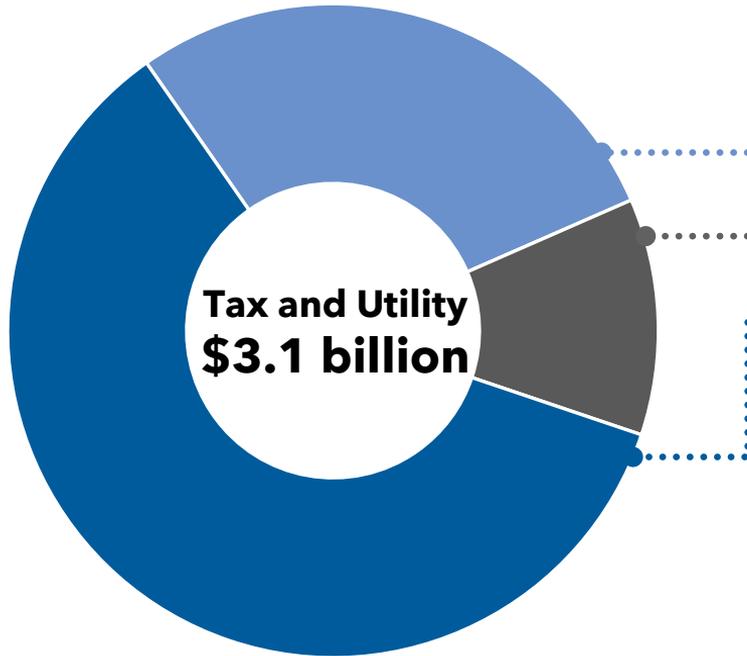
Total proposed operating budget funding



*Includes Transfers from DCs (\$185M), Contributions from Reserves (\$121M), User Fees (\$32M), Other Service Fees & Charges (\$169M)

2026 Capital Budget

40% Tax Supported



Peel Region Services Tax \$868 million 28%

Police Services \$379 million 12%

Utility Rate Supported \$1,852 million 60%

Capital Plan Funding

- 55% Development Charges*
- 36% Capital Reserves
- 8% Debt*
- <1% External Funding

Budget Overview

2026 Budget

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

What the Budget pays for

People's lives are improved in their time of need

\$1.8 billion (Operating Budget)

\$0.3 billion (Capital Budget)



Housing Support

11,238 housing subsidies provided



Community Investment

\$14.2 million in Community Investment grants to agencies providing services to residents



Early Years and Child Care

Approximately **9,500** fee subsidies provided, making it possible for families to access affordable licensed childcare



Paramedic Services

158,314 estimated emergency calls responded to by Paramedics



Income Support

Providing an average of **30,251** residents with Ontario Works assistance monthly



Seniors Services

861 residents provided with quality care through 5 long term care homes

What the Budget pays for

Communities are integrated, safe and complete

\$1.3 billion (Operating Budget) **\$2.3 billion (Capital Budget)**



Public Health

20,775 compliance health inspections conducted at **7,035** food premises



Waste Management

470,000+ tonnes of residential waste managed



Heritage, Arts and Culture

19,000 in person visitors welcomed to Peel Art Gallery, Museum and Archives (PAMA), supporting a connected and inclusive community.



Water and Wastewater

Treating, transmitting, and distributing **571 million** litres per day of municipal water to over **344,782** retail and wholesale customer accounts



Roads

1,700 lane kilometres of road maintained to help keep residents safe and traffic moving



TransHelp

867,640 TransHelp trips provided to residents

What the Budget pays for

Government is future-oriented and accountable

\$0.2 billion (Operating Budget)

\$60 million (Capital Budget)



Real Property Asset Management

12.7 million square feet of Peel Region buildings managed



Information and Technology

Transforming and modernizing service delivery by implementing the digital strategy



Business Services

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



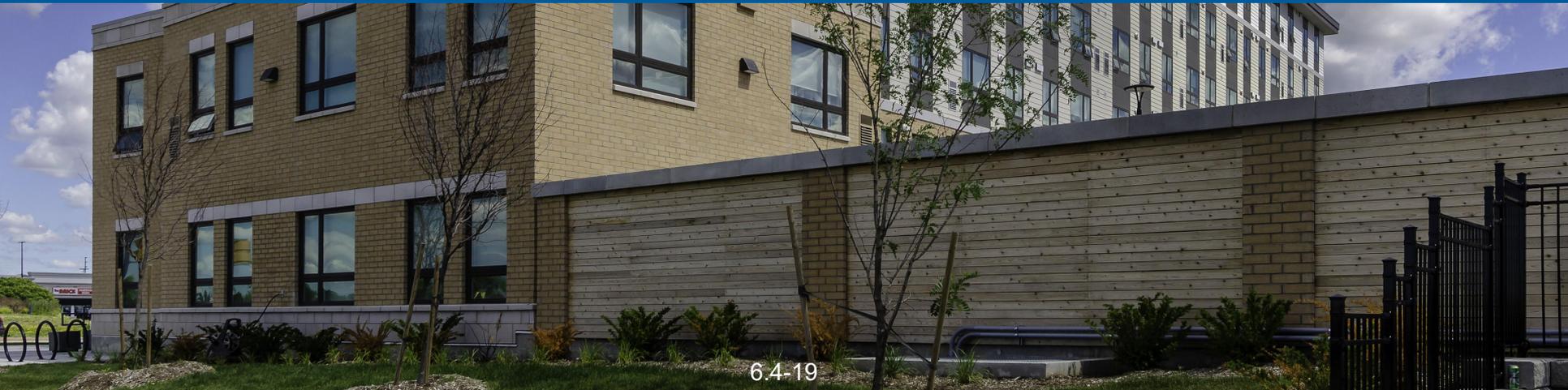
Clerks

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



2026 Budget

Tax supported operating



Property Tax impact

In \$ millions

Peel Region Services	Budget change	Budget change	Net Tax levy increase	Property tax impact
Peel Region - maintain 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%
Cost Containment		(\$7.0)	(0.4%)	(0.19%)
Peel Region - New service investments				
• Effectively Managing Homeless Encampments: Implementing the Encampment Policy & Protocols	\$7.7			
• Sustaining Emergency Care: Ambulance Enhancements	\$3.3			
• Incremental staffing resources required to support increasing TransHelp trip demand and clients	\$3.2			
• Various other initiatives	\$11.7	\$25.9	1.5%	0.70%
Total Peel Region Services		\$81.9	4.9%	2.23%
Assessment growth		(\$8.3)	(0.5%)	(0.26%)
Total Net Peel Region		73.6	4.3%	1.98%

Note: Numbers may not add up due to rounding

Property Tax impact

In \$ millions

	Budget change	Budget change	Net Tax levy increase	Property tax impact
Peel Regional Police				
• Maintain service levels	\$75.4			
• Community safety levy (capital financing for facilities)	\$12.4	\$87.8	5.2%	2.37%
Assessment growth		(\$7.5)	(0.4%)	(0.20%)
		\$80.3	4.7%	2.16%
Ontario Provincial Police, Conservation Authorities and Municipal Property Assessment Corporation (MPAC)		\$3.2	0.2%	0.09%
Assessment growth		(0.7)	<(0.1%)	(0.02)%
Total Net other external agencies (OPP, Conservation authorities, and MPAC)		\$2.5	0.2%	0.06%
Total Net External Agencies		\$82.8	4.9%	2.22%
Total Net Peel Region (from previous slide)		\$73.6	4.3%	1.98%
Total Net Region		\$156.4	9.2%	4.20%

Note: Numbers may not add up due to rounding

What the average property tax bill funds

46%

Peel Region
Services

40%

Local
municipalities

14%

Education

Average Property tax impact

4.20%

Average Property tax impact by municipality

Residential

Brampton	Caledon	Mississauga
4.1%	2.6%	4.5%
+\$287	+\$139	+\$269

Small business owner

+ \$468

Average Property tax impact

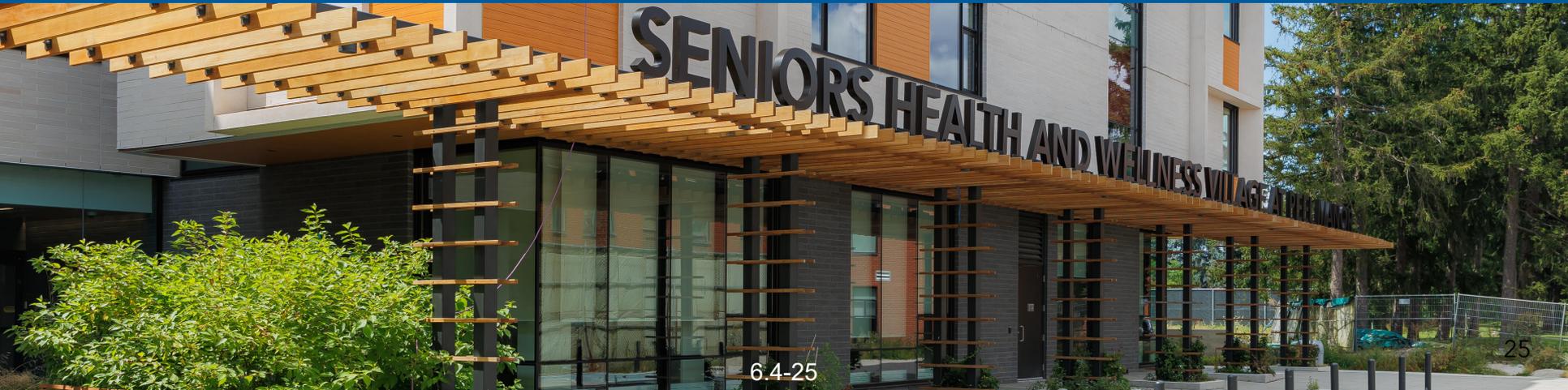
Residential*				
	Region	Brampton	Caledon	Mississauga
Peel Region Services	1.98% +\$125	1.92% +\$134	2.26% +\$123	1.99% +\$120
Police Services	2.16% +\$138	2.15% +\$150	0.24% +\$13	2.43% +\$146
Other External	0.06% +\$3	0.04% +\$3	0.06% +\$3	0.06% +\$3
Total	4.20% +\$266	4.11% +\$287	2.56% +\$139	4.48% +\$269

*Based on average home assessed at \$580,400

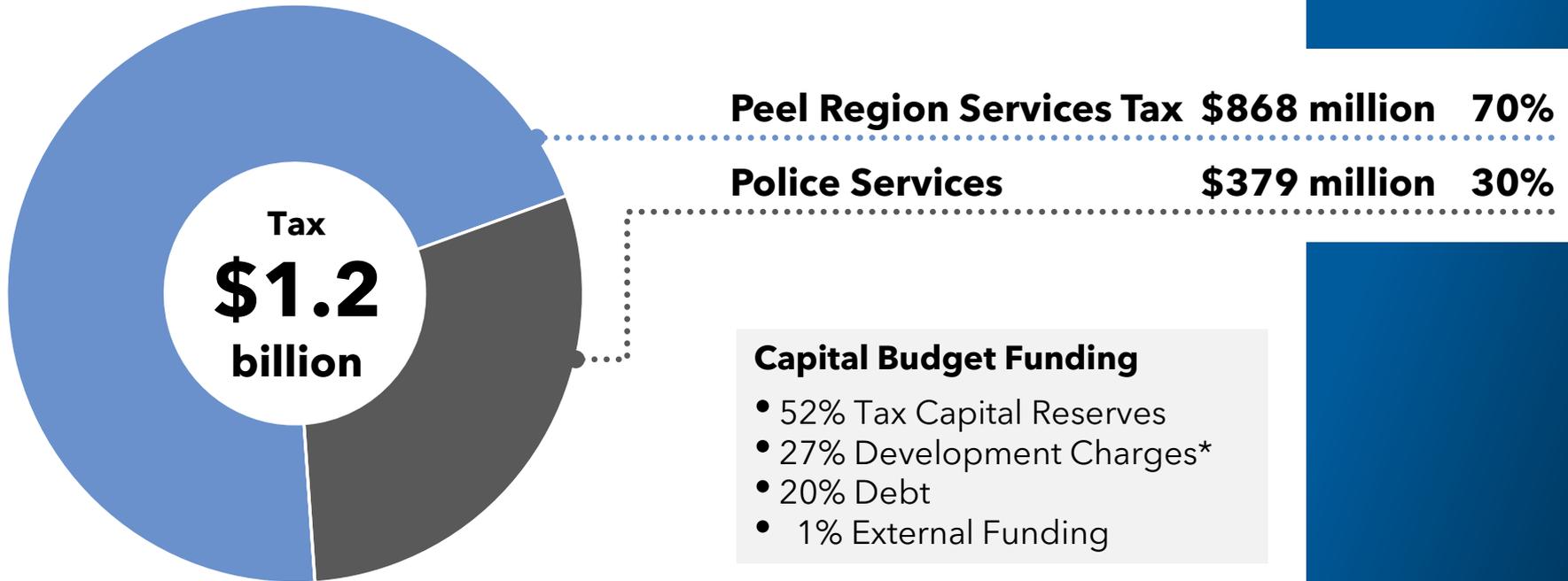


2026 Budget

Tax supported Capital Budget and plan



2026 Capital Budget



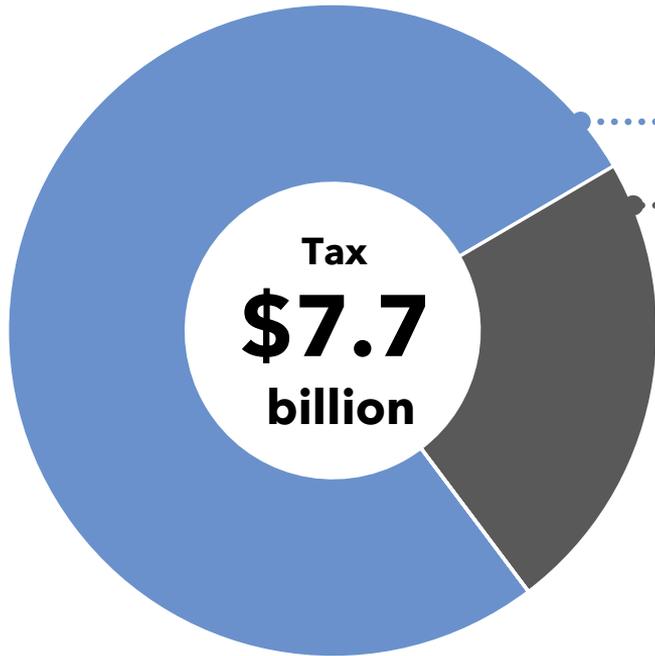
*Debt is used to manage timing mismatch between development charge collections and growth infrastructure expenditures.

Capital Budget by areas of focus

Peel Region Services Tax – \$868 million

People's lives are improved in their time of need.	Communities are integrated, safe and complete.	Government is future-oriented and accountable.
\$340 million – 39%	\$467 million – 54%	\$61 million – 7%
<ul style="list-style-type: none">• Peel Living state of good repair (\$160.3 million)• Transitional housing for encampment (\$44.0 million)• State of good repair for Community Housing Providers loans, Peel owned shelters and buildings• Enhancement and state of good repair for ambulance and other fleet (\$28.9 million)• Installation and upgrades of boilers, air conditioner, and HVAC system at Sheridan Villa and Malton Village (\$23.0 million)	<ul style="list-style-type: none">• Road construction, intersection improvements, and active transportation (\$321.3 million)• Road reconstruction, structure replacement /rehabilitations and other asset management works (\$77.1 million)• Redevelopment of organic and yard waste processing infrastructure (\$7.9 million)• Traffic related programs (\$7.8 million)	<ul style="list-style-type: none">• Enterprise Resource Planning (ERP)/SAP implementation which will modernize and replace the Region's legacy human resources, finance and procurement technologies (\$19.7 million)• Implementation of Integrated Asset Management/Maximo to modernize and replace legacy asset management technologies (\$11.7 million)• Major maintenance requirements at 10 Peel Centre Drive and 7120 Hurontario Street (\$9.5 million)

2026 to 2035 10-year Capital Plan



Peel Region Services Tax	\$5,917 million	77%
Police Services	\$1,779 million	23%

Capital Budget Funding

- 74% Tax Capital Reserves
- 20% Development Charges*
- 3% Debt
- 3% External Funding

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

Capital Plan by areas of focus

Peel Region Services Tax – \$5,917 million

People's lives are improved in their time of need.	Communities are integrated, safe and complete.	Government is future-oriented and accountable.
\$2057 million – 35%	\$3,467 million – 59%	\$393 million – 6%
<ul style="list-style-type: none"> • Peel Living State of Good Repair (\$979.4 million) • Peel Community Housing Development Program (\$333.8 million) • Loans for Community Housing Provider State of Good Repair (\$104.5 million) • New ambulances for growth and replacement of vehicles reaching the end of their useful life (\$96.4 million) • Growth-related Paramedics satellite and reporting stations (\$83.8 million) 	<ul style="list-style-type: none"> • Road construction, intersection improvements, and active transportation (\$1,789.1 million) • Road reconstruction and resurfacing, structures and other asset management works (\$1,172.7 million) • Purchase and replace Waste collection containers (\$70.4 million) • Traffic related programs (\$60.4 million) • Site improvement and maintenance at all waste management facilities (\$49.3 million) 	<ul style="list-style-type: none"> • Major maintenance requirements at 10 Peel Centre Drive and 7120 Hurontario Street (\$110.3 million) • Enterprise Resource Planning (ERP)/SAP implementation (\$54.5 million) • Workforce Enablement Program (\$43.6 million) • Integrated Asset Management/Maximo implementation (\$30.4 million)

Ensure the Capital Plan is sustainable

Tax supported

20-Year Outlook State of Good Repair

Tax Supported
2026–2045 Non-DC
Capital Plan
\$10.8 billion

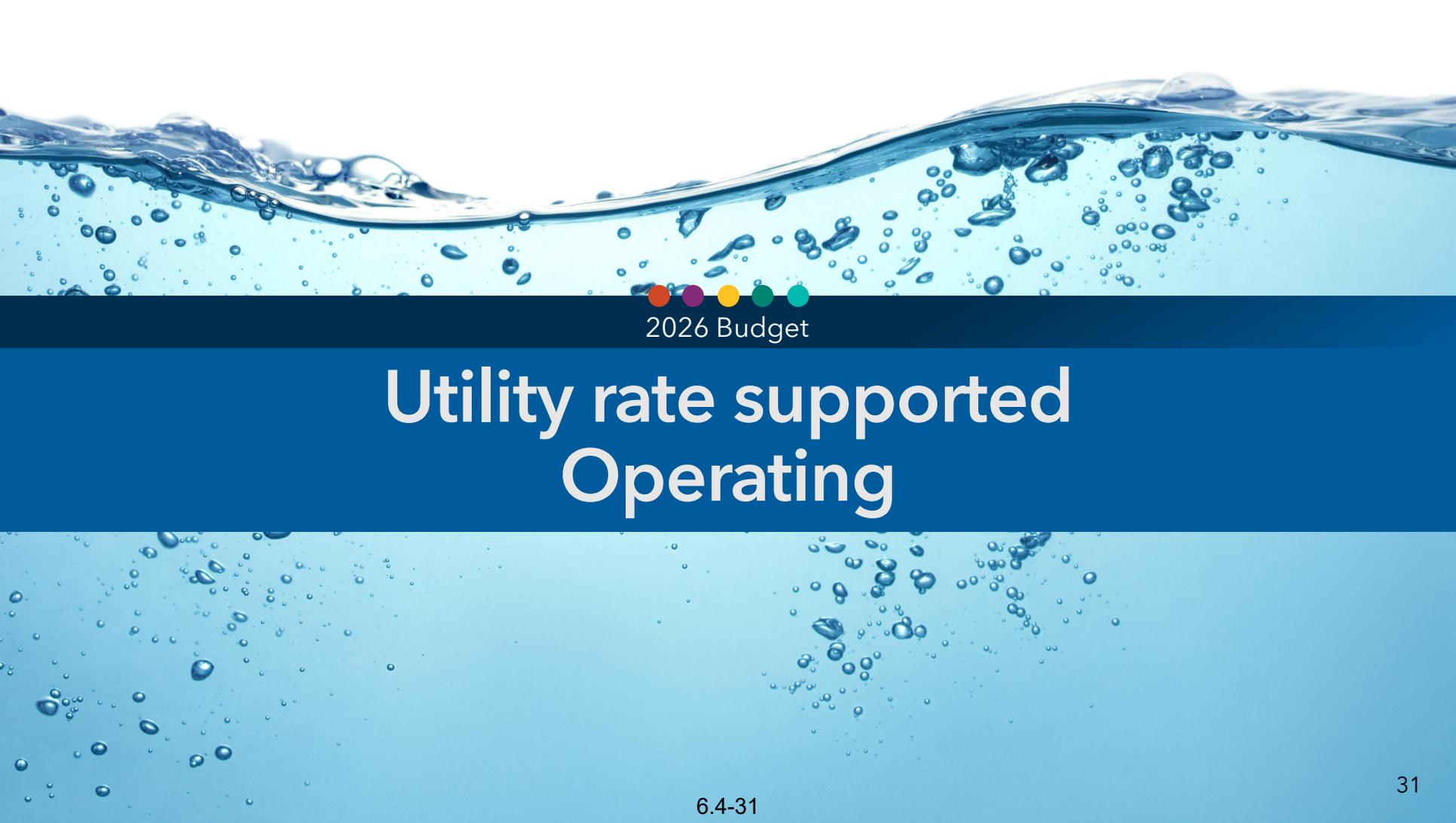


\$5.3 billion Funding Shortfall

Total asset value: **\$9.9 billion**
Peel Region Services.

Based on 2025 update to Council, November 13, 2025

Note:
Peel Regional Police is excluded



2026 Budget

Utility rate supported Operating



Utility Rate supported budget

Water and wastewater services for 4,200 new customers

	2026 net increase (\$ in millions)
Maintain service level	10.1
Cost Containment	(1.1)
Service investments	0.7
Capital Infrastructure Levy	33.4
Total increase	43.1
Average Utility Rate Increase	7.8%



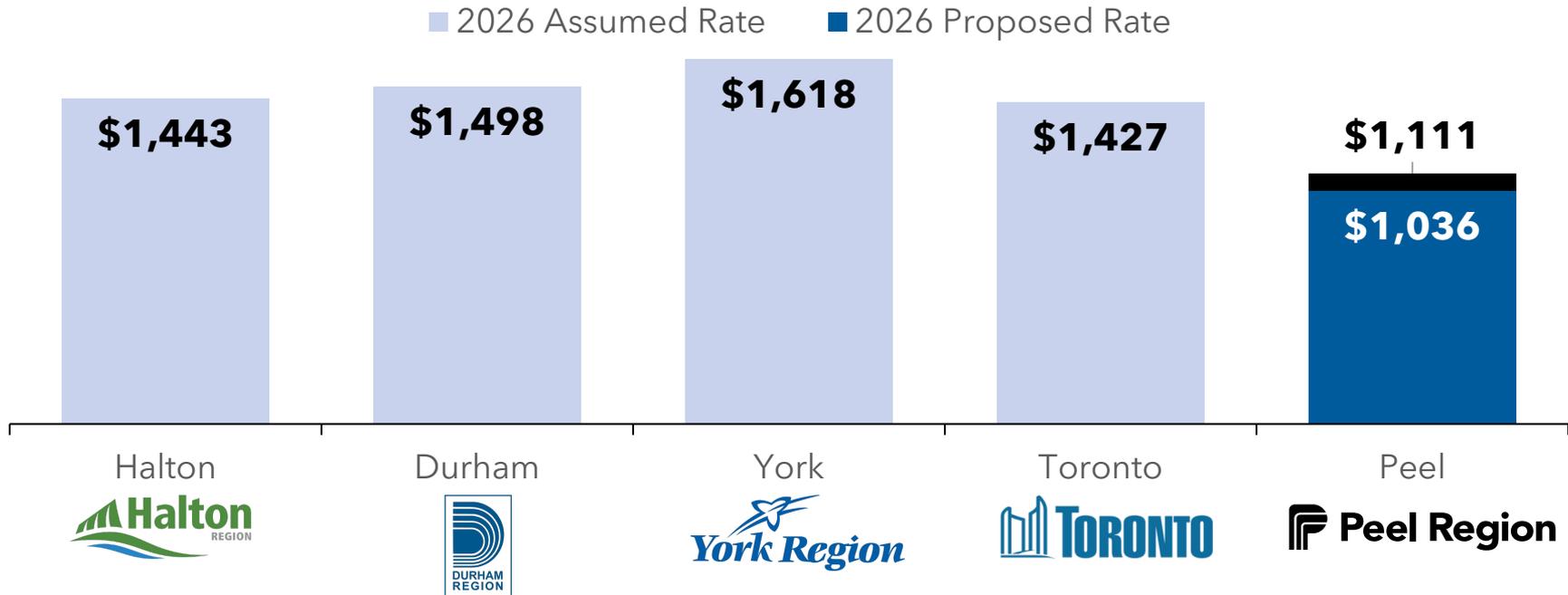
Users pay where appropriate

Utility rate payer impact



Issue	Residential	Small Business
Increase	\$0.21/day \$75/year	\$0.47/day \$173/year
Annual Water Bill	\$1,111	\$2,670
Annual Consumption	290m ³	695m ³

Neighbouring municipalities are 35% higher than Peel water bills



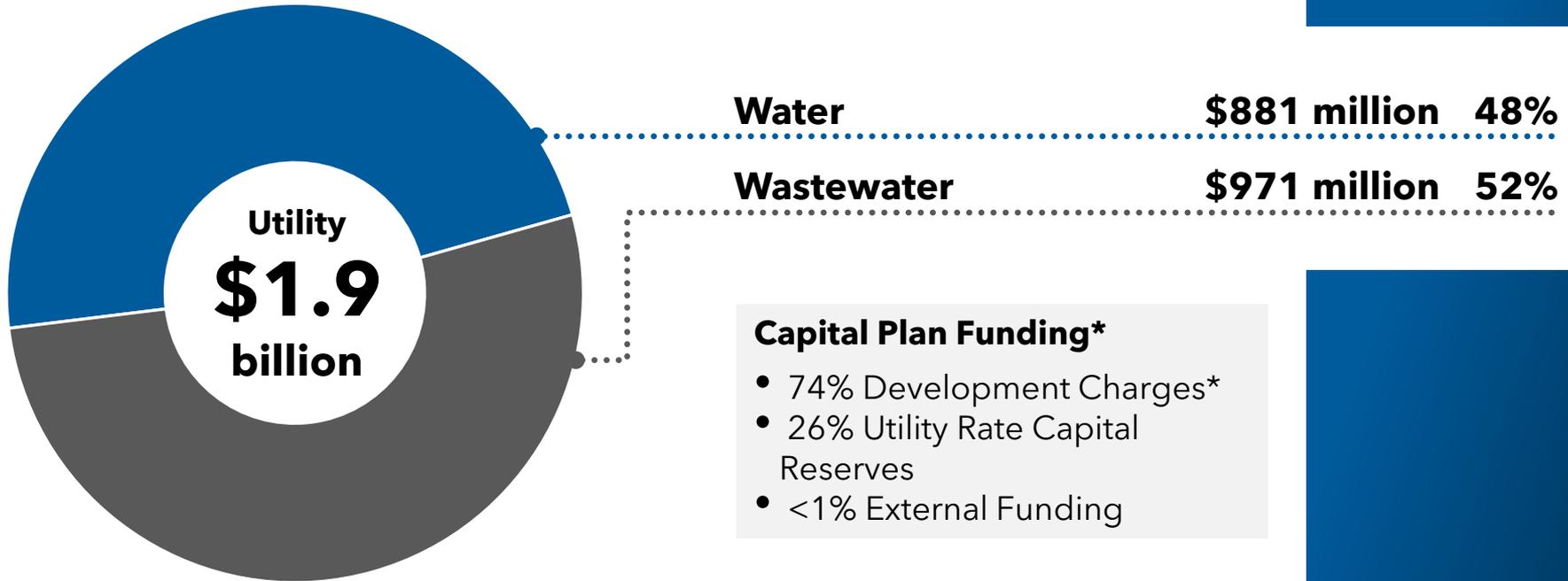
Note: York Region - average of three municipalities: Markham, Vaughan & Richmond Hill



2026 Budget

Utility rate supported Capital Budget and plan

2026 Capital Budget



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

2026 Capital Budget highlights

Major capital projects

\$260.0
million

Upper west sanitary
trunk sewer diversion

\$144.8
million

Water main
construction on
Derry road east

\$130.0
million

Williams Parkway
sub-transmission
main

\$102.0
million

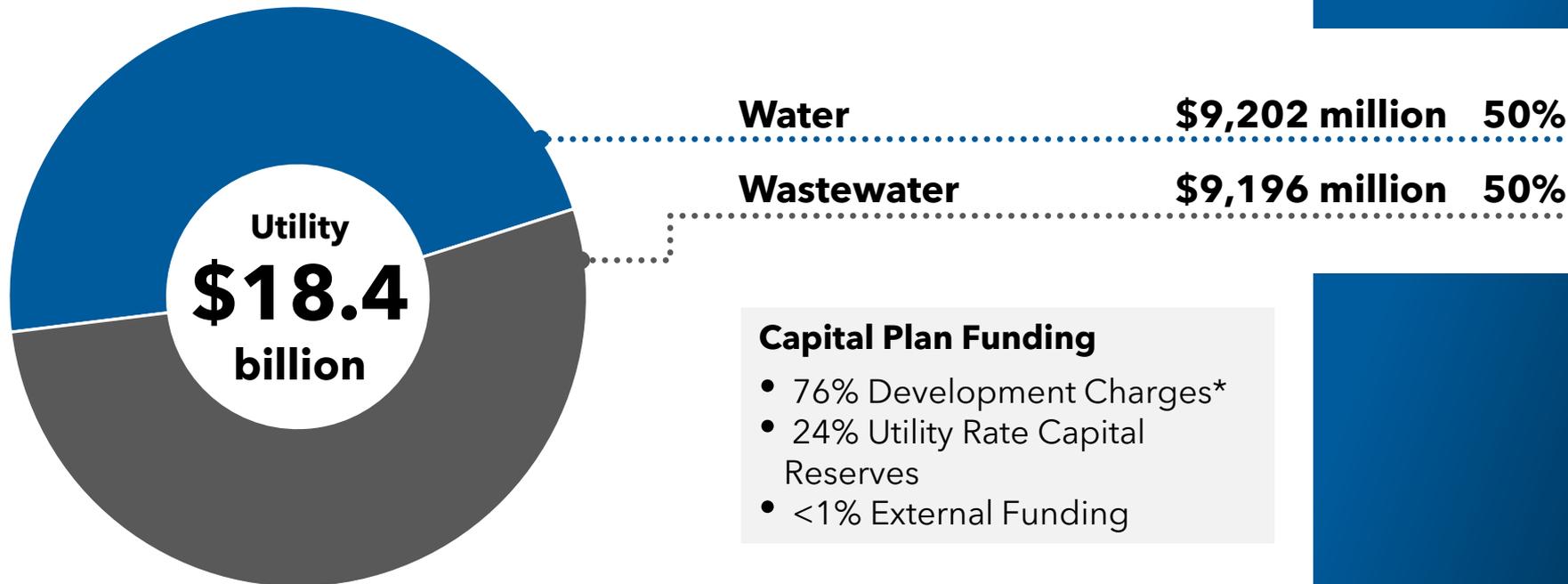
Clarkson water
resource recovery
facility expansion

\$55.0
million

Macville booster
pumping station

10-year Capital Plan

2026 to 2035



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

10-year Capital Plan highlights

Major capital projects

\$5,981.3
million

Water main
construction and
replacement

\$5,595.1
million

Wastewater collection
main construction
and replacement

\$3,057.5
million

Expansion of water
resource recovery
facilities and sewage
pumping
stations

\$2,916.0
million

Water treatment plant
and pumping station
expansion and
rehabilitation

\$442.5
million

Condition asset
and replacement
of wastewater
facilities

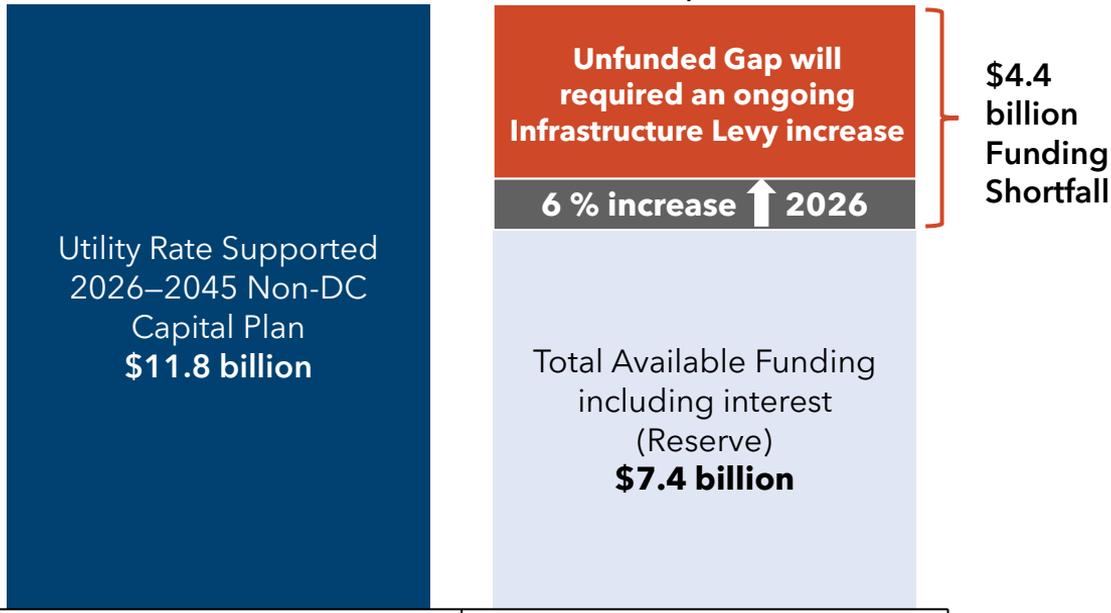
\$133.6
million

Operation support
facility expansions,
equipment upgrades
and technology
initiatives

Ensure the Capital Plan is sustainable

Utility Rate Supported

20-Year Outlook State of Good Repair



Note: Numbers may not add due to rounding

6.4-40

Total Asset Value:
\$41.1 billion

Peel Region Services,
based on 2025 update to
Council on November 13,
2025



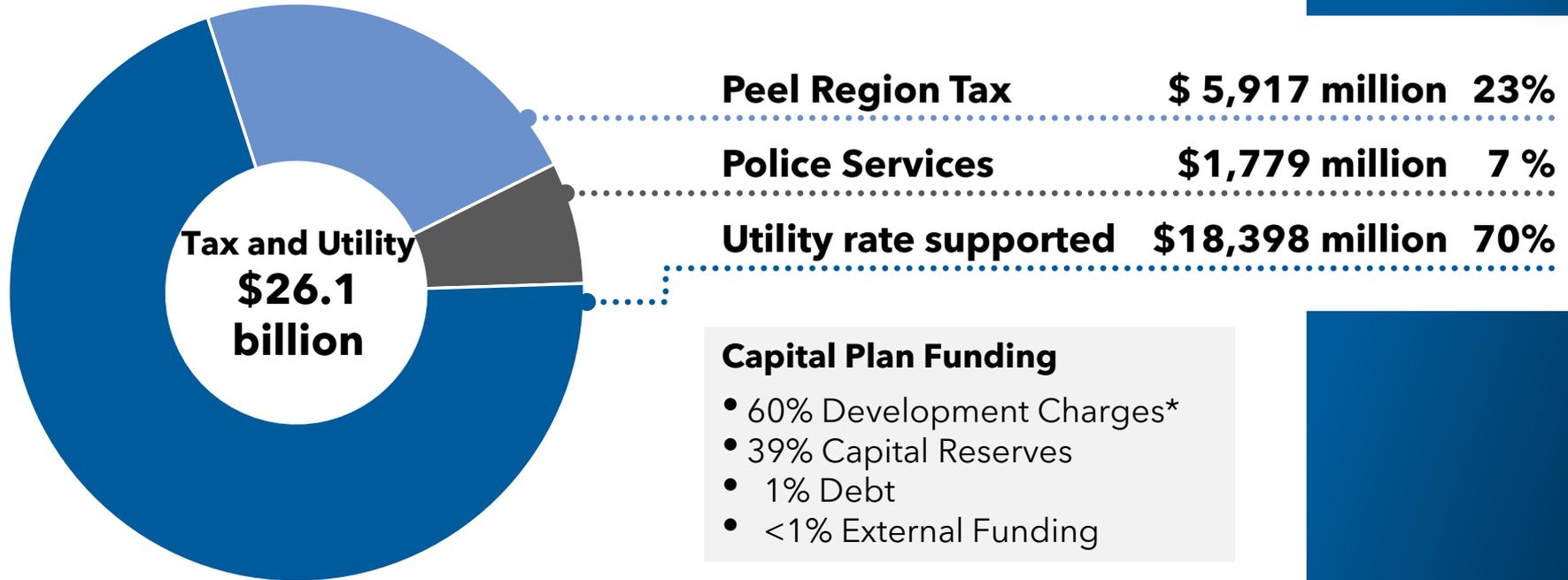
2026 Budget

Looking Ahead



10-year Capital Plan

2026 to 2035

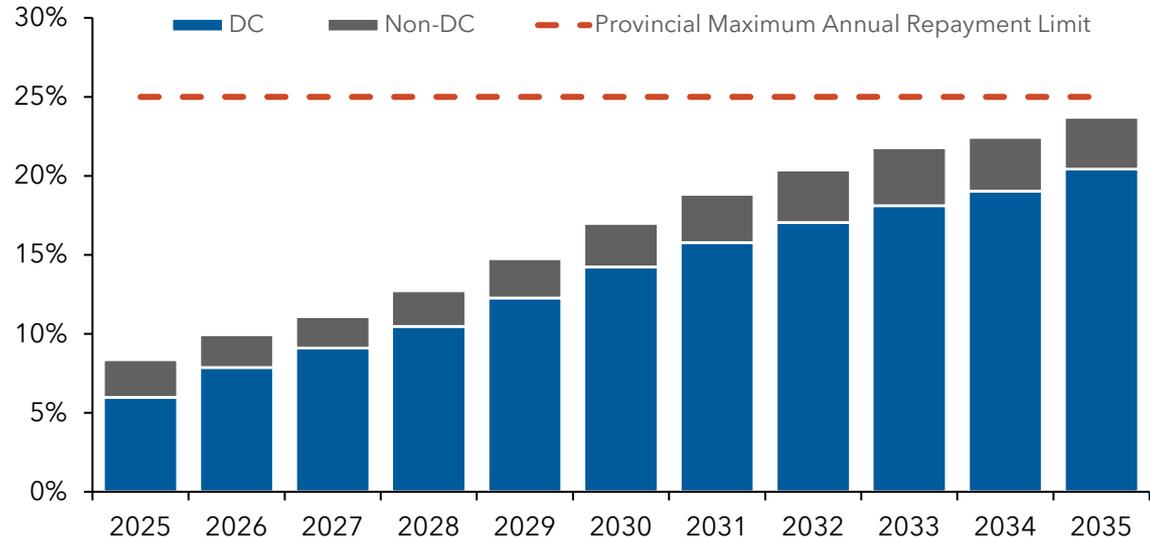


*Debt will be used to manage timing mismatch between development charge collections and growth infrastructure expenditures.

Managing long-term debt requirements

Strategic, planned approach

- Regional net debt outstanding approximately \$1.9 billion, as at September 30, 2025.
- Debt levels are expected to increase to help finance infrastructure requirements needed to meet Province's growth targets.
- Reduction in financial flexibility.



Tax supported programs

2027 to 2029 Outlook

	2027*	2028*	2029*
Net Tax Levy Increase	13.9%	8.8%	7.3%
Peel Region Services	6.9%	3.4%	2.0%
Peel Regional Police	6.7%	5.3%	5.2%
Other External Agencies	0.2%	0.1%	0.1%

Note: Numbers may not add up due to rounding.

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

Utility Rate program

2027 to 2029 Outlook

	2027*	2028*	2029*
Utility Rate Increase	7.0%	7.0%	6.0%

* Includes 5.5% infrastructure levy



Next Steps

Future Budget Meetings

November 27, 2025

Peel Services Presentations:

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





Next Steps

Future Budget Meetings

December 4, 2025

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

December 11, 2025

- Additional Budget Deliberation, if required



Budget Process

In the 2026 Operating and Capital Budget Report:

- Appendix I - Proposed Budget Requests by Funding Types (new FTEs included in the proposed 2026 budget)
- Appendix VI - Cost containment measures included in budget
- Appendix VII - Options for Council Consideration - Non-recommended Cost Containment Measures



2026 Budget

Questions

