

Community for Life



2018 Annual report to our community

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

 **Region
of Peel**
working with you

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

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

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

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

Kindest personal regards,

Nando Iannicca
Regional Chair and
Chief Executive Officer

Message from the Chief Administrative Officer (CAO)

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

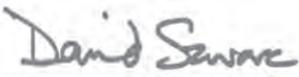
Our **2018 Community for Life Annual Report** is the story of our progress so far. It details the measurable outcomes we are working towards in our 20-year Strategic Plan, while providing transparent financial reporting.

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

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

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

Sincerely,



David Szwarc
Chief Administrative Officer
@CAOPeel 



Message from the Chief Financial Officer (CFO)

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

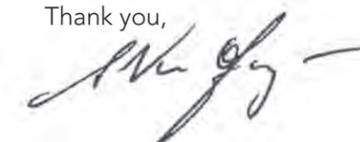
This report is structured to give a birds-eye view to all Regional services, and an opportunity to zoom in to see service outcomes and community impact in detail. The report also highlights the achievements through the application of Peel's Long-term Financial Planning Strategy. The Strategy is used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

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

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

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

Thank you,



Stephen VanOfwegen
Chief Financial Officer
@PeelCFO 



Organizational overview

Peel Regional Council for the 2018–2022 Term

					
Patrick Brown City of Brampton Mayor	George Carlson City of Mississauga Ward 11	Bonnie Crombie City of Mississauga Mayor	Dipika Damerla City of Mississauga Ward 7	Stephen Dasko City of Mississauga Ward 1	Gurpreet Dhillon City of Brampton Wards 9, 10
					
Johanna Downey Town of Caledon Ward 2	Chris Fonseca City of Mississauga Ward 3	Pat Fortini City of Brampton Wards 7, 8	Annette Groves Town of Caledon Ward 5	Jennifer Innis Town of Caledon Ward 3, 4	John Kovac City of Mississauga Ward 4
					
Matt Mahoney City of Mississauga Ward 8	Sue McFadden City of Mississauga Ward 10	Martin Medeiros City of Brampton Wards 3, 4	Michael Palleschi City of Brampton Wards 2, 6	Carolyn Parrish City of Mississauga Ward 5	Karen Ras City of Mississauga Ward 2
					
Pat Saito City of Mississauga Ward 9	Rowena Santos City of Brampton Wards 1, 5	Ian Sinclair Town of Caledon Ward 1	Ron Starr City of Mississauga Ward 6	Allan Thompson Town of Caledon Mayor	Paul Vicente City of Brampton Wards 1, 5



Nando Iannicca
Regional Chair

2018 Executive Leadership Team



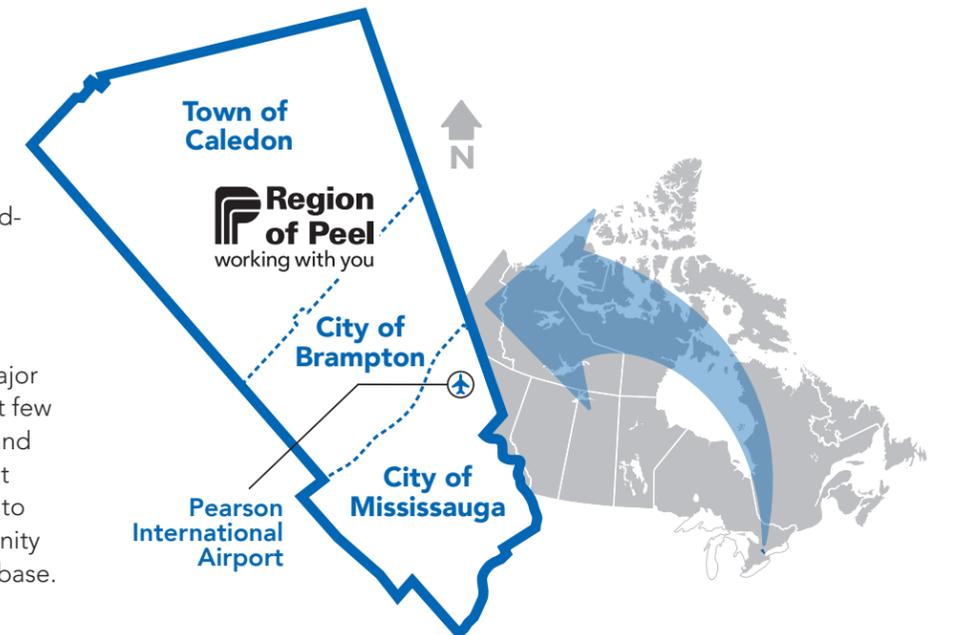
Left to Right:
Janette Smith (Public Works),
Catherine Matheson (Corporate Services),
Stephen VanOfwegen (Finance and CFO),
David Szwarc (CAO),
Nancy Polsinelli (Health Services),
Sean Baird (Digital and Information Services),
Janice Sheehy (Human Services)

Corporate organization chart



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

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



Our role in your *Community for Life*

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

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



Our services

Adult Day



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

Employment Support



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

Child Care



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

Heritage Arts and Culture



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

Chronic Disease Prevention



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

Homelessness Support



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

Community Investment



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

Housing Support



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

Early Growth and Development



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

Income Support



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

Infectious Disease Prevention



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

Land Use Planning



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

Long Term Care



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

Paramedics



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

Roads and Transportation



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

TransHelp



Provides transportation to residents with disabilities.

Waste



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

Wastewater



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

Water Supply



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

Region of Peel Strategic Plan

2015-2035

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

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

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

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

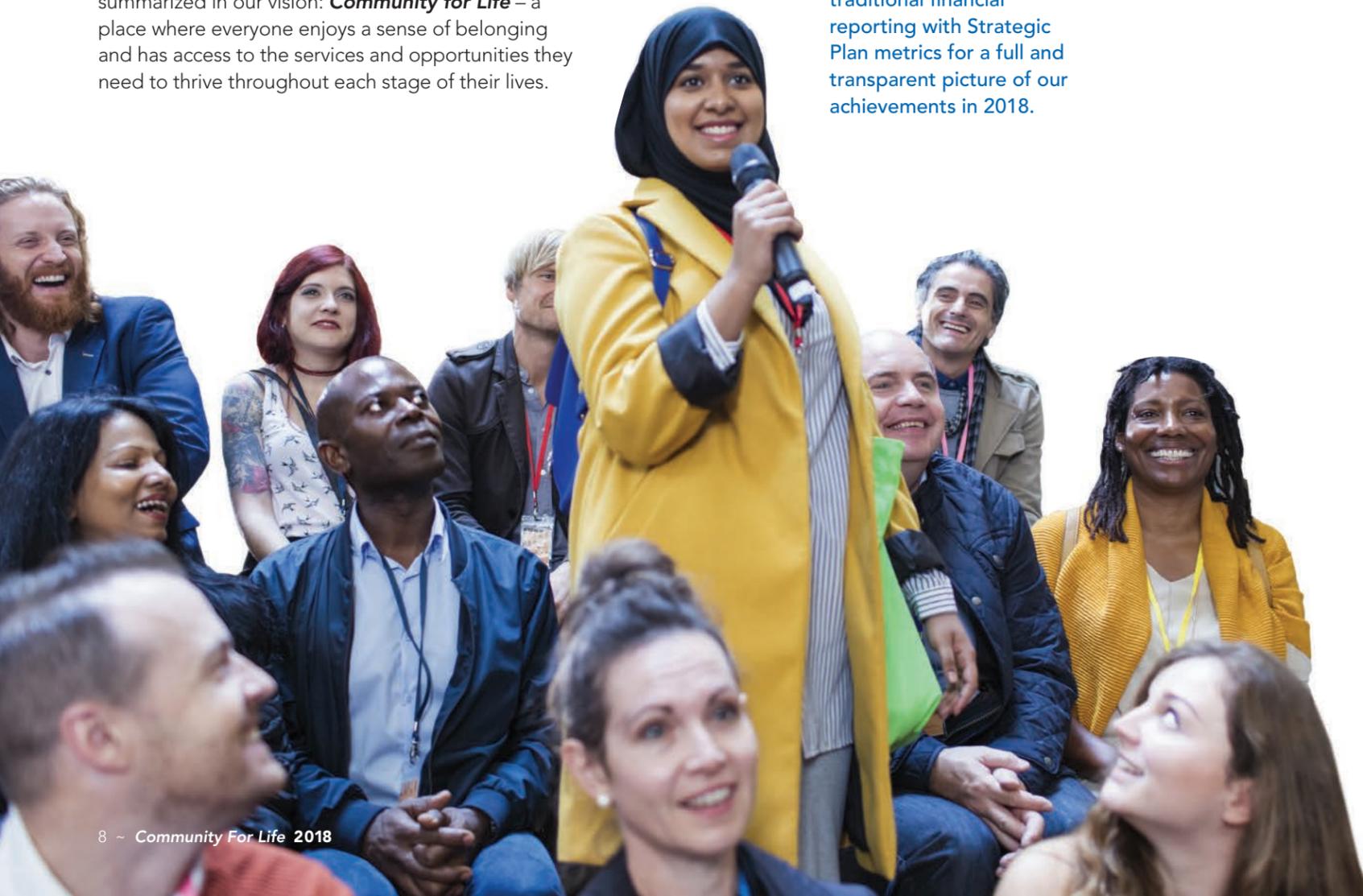
You told us that you wanted us to address congestion, build safe and connected communities, and provide opportunities for residents to flourish throughout their lifespan. These priorities are summarized in our vision: **Community for Life** – a place where everyone enjoys a sense of belonging and has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

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

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



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



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



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

- increase affordable housing
- reduce poverty
- increase stable employment
- increase waste diversion
- adapt to and mitigate the effects of climate change
- promote healthy and age-friendly built environments
- improve goods movement
- plan and manage growth
- modernize service delivery
- attract and retain top talent
- create a modernized workplace

By 2035, you will...

- have access to services that meet your needs at all stages of life
- have affordable housing options
- have access to employment opportunities of your choice
- have access to culturally appropriate services
- have access to local, nutritious food sources
- have a responsibility to contribute to community well-being
- live in a community that is environmentally friendly
- live in a community that promotes mobility, walkability, and various modes of transportation
- live in a community that embraces diversity and inclusion
- live in a community that promotes economic sustainability and future investments in Peel
- live in a community where growth is well-managed
- live in a community where the built environment promotes healthy living
- trust that sustainability and long-term benefits to future generations are considered
- trust that the Region of Peel is a model and progressive employer
- trust that co-ordination and partnerships occur
- trust that a systematic approach to innovation is in place
- trust that the community voice and participation are welcome
- trust that the Region of Peel is a well-managed government

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

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

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

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

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

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

Carmela

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



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

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



To watch Carmela's story, visit peelregion.ca/People

Living

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

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

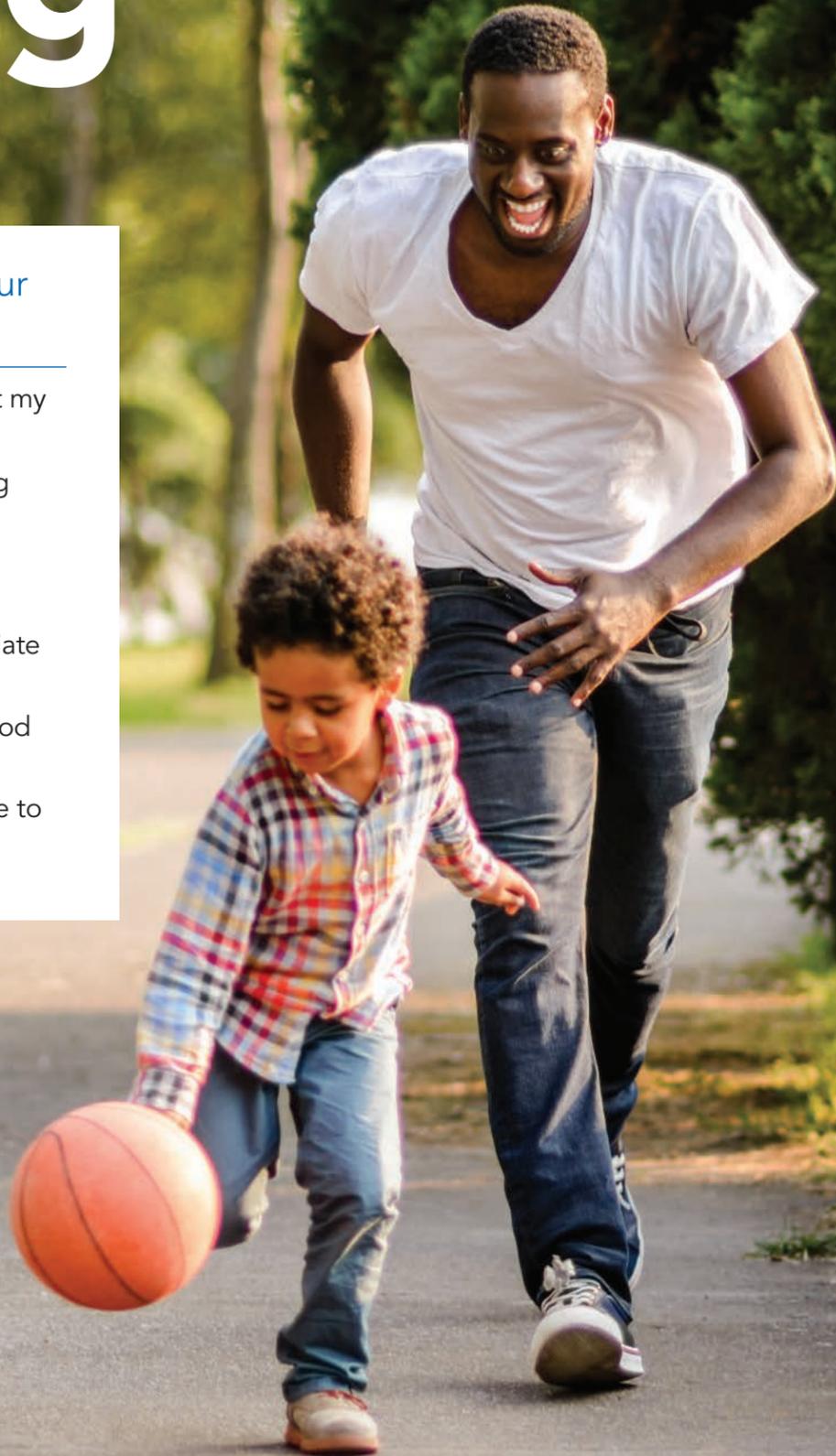
I have access to affordable housing options.

I have access to employment opportunities of my choice.

I have access to culturally appropriate services.

I have access to local, nutritious food sources.

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



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

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

Increase affordable housing

Measurement

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

Importance

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

Over the last four years, we:

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

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

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

Desired outcome

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





Increase stable employment

Importance

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

Over the last four years, we:

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

Desired outcome

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



Reduce poverty

Measurement

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

Importance

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

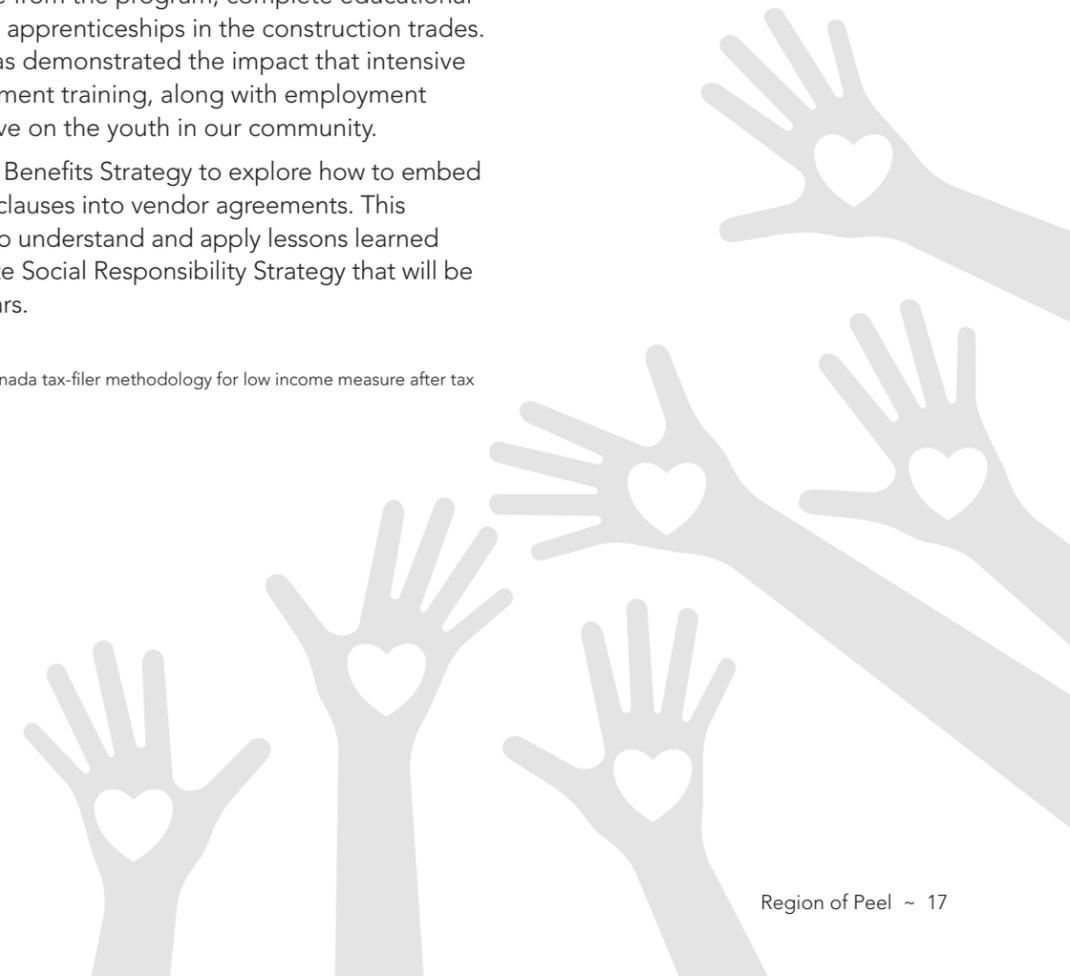
Over the last four years, we:

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

Desired outcome

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

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





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



Theresa

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

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

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



To watch Theresa's story, visit peelregion.ca/People

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

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



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

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

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

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

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

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

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

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

Yet it happens every day, quietly and beautifully. 🐻



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

Our ongoing services

Housing Support

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

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

Invested
\$12+M into social housing.

965 affordable housing units currently in development.

Paramedics

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

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

Homelessness Support

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

Income Support

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

Adult Day

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

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

Long Term Care

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

Employment Support

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

Community Investment

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

TransHelp

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

Child Care

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

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



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



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

Paramedics step out of their ambulances

and into the community

Community paramedic clinics off to a great start

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

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



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

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

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

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

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

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

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

By all accounts, the clinics are working.

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

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



* Name changed for anonymity.

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



To watch the community paramedic clinic story, visit peelregion.ca/People

Jean

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



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



To watch Jean's story, visit peelregion.ca/People

Thriving



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

I live in a community that is environmentally friendly.

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

I live in a community that embraces diversity and inclusion.

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

I live in a community that manages population growth effectively.

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

Communities are integrated, safe, and complete.

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

Increase waste diversion

Desired outcome

Increased waste diversion rate.

Measurement

- Per cent of waste diverted

Importance

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

Over the last four years, we:

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



Communities are integrated, safe, and complete.

Promote healthy and age-friendly built environments

Measurement

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

Importance

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

Over the last four years, we:

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

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



Adapt to and mitigate the effects of climate change

Importance

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

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

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



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

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

Communities are integrated, safe, and complete.



Improve goods movement

Measurement

- Average travel time on high priority goods movement routes

Importance

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

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

Over the last four years, we:

- Installed 22 Permanent Count Stations (PCS) to enable 24/7 data collection to accurately determine traffic trends on the Regional road network.
- Undertook an Advanced Traffic Management Systems (ATMS) project to proactively manage traffic on the Regional road network. It consisted of (i) design and construction of a new Traffic Management Centre (TMC), (ii) replacement of the existing Traffic Signal System, (iii) upgrade of the existing communication infrastructure and, (iv) installation of CCTV cameras.
- Improved efficiency (travel time, congestion, and CO₂ emissions) in 2018 on five routes by 12.9% on average through the coordination of signal timings (Queen Street, Bovaird Drive, Steeles Avenue, Dixie Road, and Airport Road).
- Established the Smart Freight Centre, which is a collaborative network with the Region and three major Ontario universities to work on regionally significant goods movement issues and projects to improve the ongoing economic vibrancy and reduce community and environmental impacts of moving goods.



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



Plan and manage growth

Measurement

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

Importance

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

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

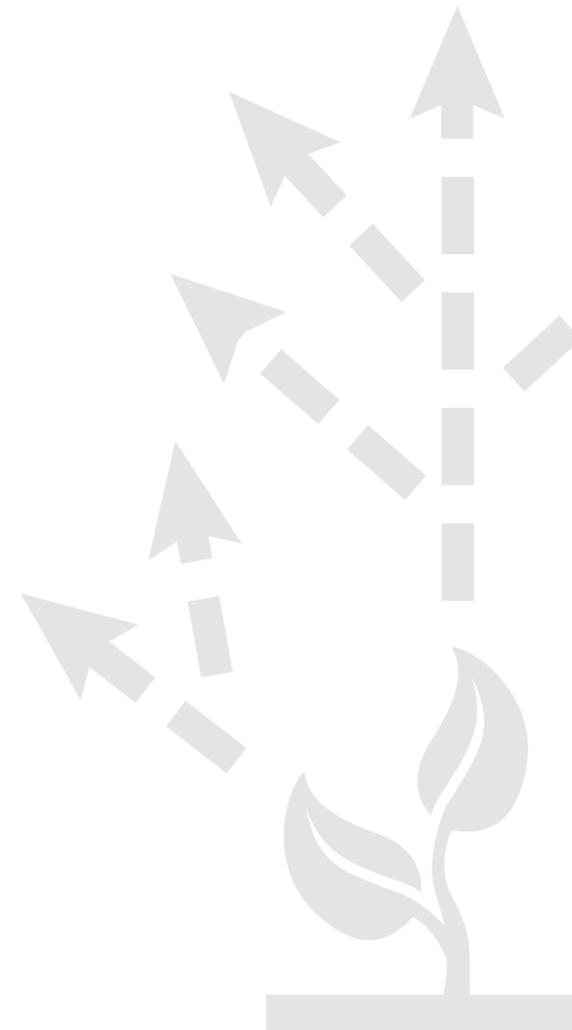
It is anticipated that Peel Region could grow by an additional 500,000 people and 250,000 jobs by 2041. The Region will need to closely monitor and manage the financial risk inherent with investing in long-term infrastructure prior to population and employment growth being actualized.

Over the last four years, we:

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

Desired outcome

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



Visit peelregion.ca/dashboard for more information.

Communities are integrated, safe, and complete.

Our ongoing services

Early Growth and Development

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

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

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

Police (external)

Peel Regional Police Services (Brampton and Mississauga) responded to **236,288** calls, protecting the safety and property of Peel residents.

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

Chronic Disease Prevention

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

Provided **8,645** children with free preventative dental services.

Infectious Disease Prevention

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

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

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

Land Use Planning

Achieved **6,306** residential units currently in process.

Roads and Transportation

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

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

Water Supply

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

Wastewater

Treated **665** million litres of wastewater daily.

Waste

Responsibly managed **537,773** tonnage of waste.

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

Heritage, Arts and Culture

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



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



Winter road safety is our priority

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

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

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

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

– Peel resident on Twitter

A Roads and Transportation: We provide safe, reliable and efficient movement throughout Peel Region.



To learn more about this story, visit peelregion.ca/People

Supporting Peel families with EarlyON programs



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

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

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

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



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



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

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

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

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



To learn more about this story, visit peelregion.ca/People

Needle in a haystack

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

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

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

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

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

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

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



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

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

Serving priority residents where they need us most

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

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

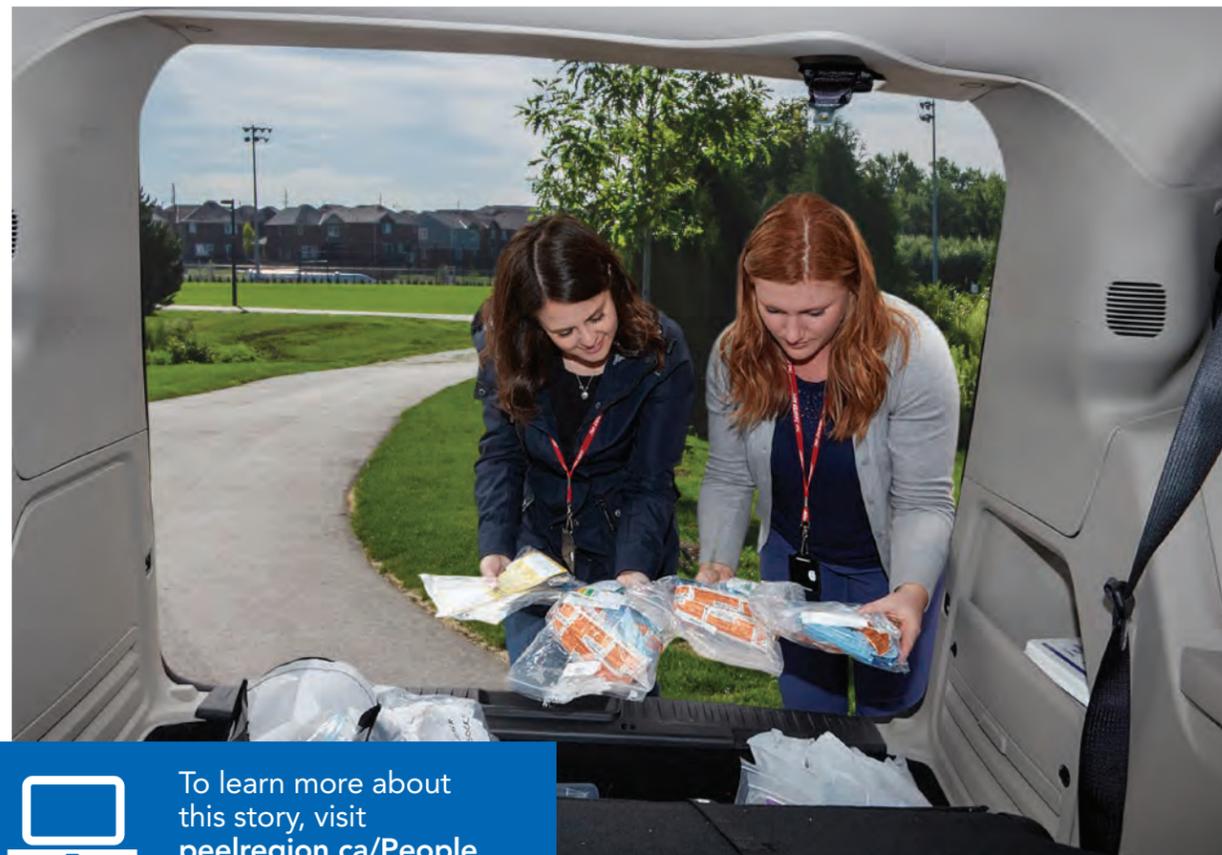
Success depends on building trust with priority and hard-to-reach residents. In 2018, our Harm Reduction program added a second van to their mobile service to better meet client needs across Peel. Vans are equipped with supplies, a consultation area, as well as space for overdose prevention and resuscitation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

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

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

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

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



 To learn more about this story, visit peelregion.ca/People



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



Maxwell

A life of meaning

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

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

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

– Dave and Lonny

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

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

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



To learn more about this story, visit peelregion.ca/People



Providing clean water for life

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

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

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

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

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



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



To learn more about this story, visit peelregion.ca/People

Leading



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

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

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

I trust that co-ordination and partnership occur.

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

I trust that the community voice and participation are welcome.

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

Government is future-oriented and accountable.

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

Modernize service delivery

Measurement

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

Importance

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

Over the last four years, we:

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

Desired outcome

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



Government is future-oriented and accountable.

Attract and retain top talent

Measurement

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

Importance

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

Over the last four years, we:

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

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



Create a modernized workplace

Measurement

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

Importance

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

Over the last four years, we:

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

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



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

Public Accountability

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

Resident Perception of Value for Tax Dollars

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

Asset Management

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

Workforce

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

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

Resident Trust and Confidence in the Region of Peel

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

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

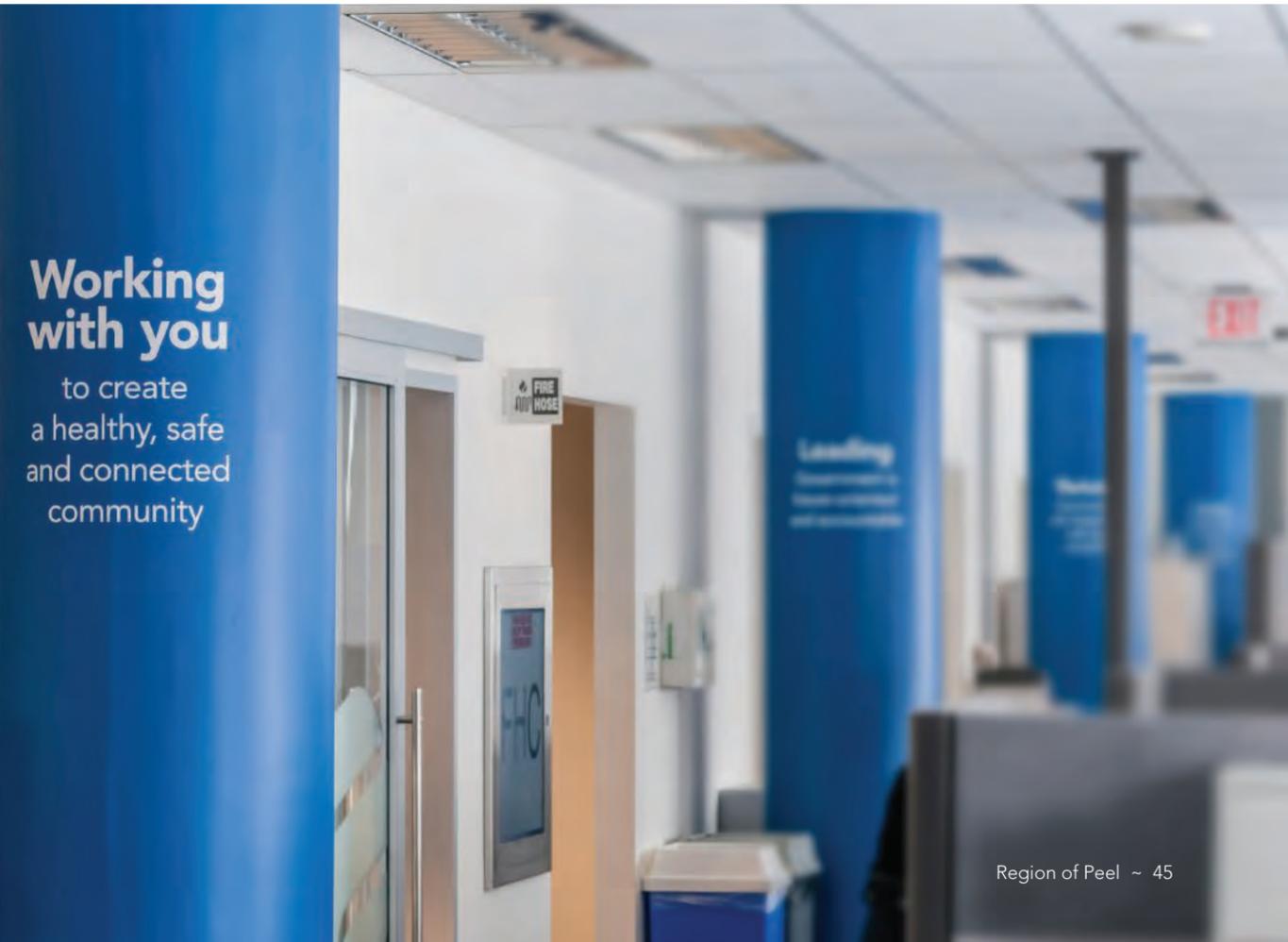
Information and Technology

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

AAA Financial Management

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

Achieved **\$724M** lower debt level than forecasted.²



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

Excellence Canada

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

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

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

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

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

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



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

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

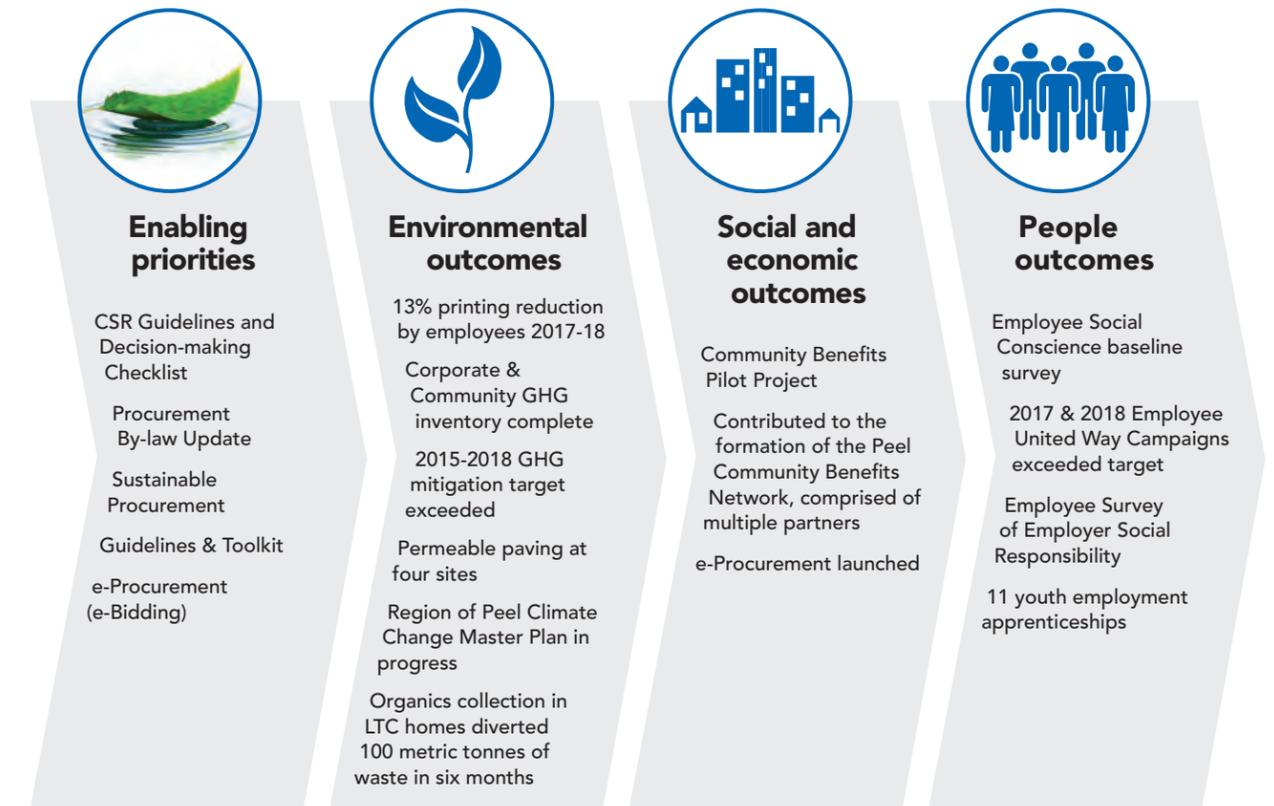
Corporate Social Responsibility Strategy

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

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

Progress on CSR Outcomes

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



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



To learn more about this story, visit peelregion.ca/People

Peel today

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

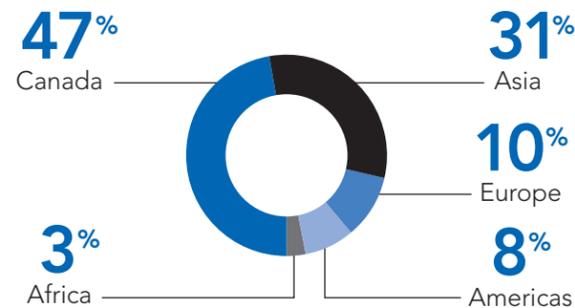
Breakdown of Peel's population¹



We are diverse

51.5% of our population was born outside of Canada.

Peel's population by birthplace²



1% non-permanent residents

We are educated³

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



83% have at least a high school diploma/certificate

55% have a post-secondary education

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

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

We are industrious

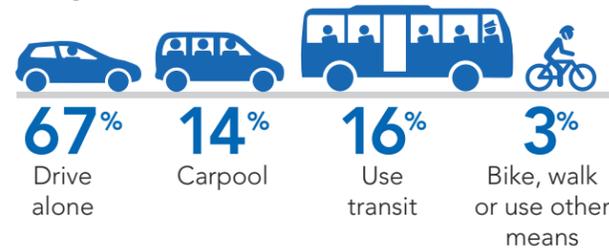
Peel Region is a significant freight hub for Canada.⁵ An estimated \$1.8 billion⁵ worth of commodities travel to, from and through Peel every day making Goods Movement a pillar of the Regional economy.



We are on the move

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

People who commute to work⁶



Length of commute⁶ (one way)



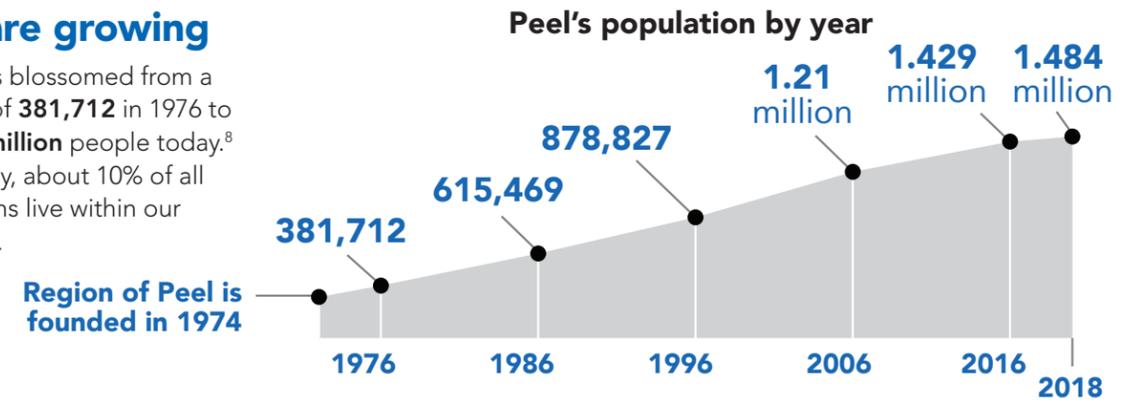
We are the youngest population in the GTA



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

We are growing

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



Peel tomorrow

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

We will continue to grow⁹

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

Peel's total population (M=millions)

2018	By 2041	Increase
1.484M people	1.97M people	33%



Peel's population by year

We will create new jobs¹⁰

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



Jobs in Peel (K=thousands)

2016	By 2041	Increase
693K jobs	970K jobs	38%

We will have a large and dynamic senior population

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

Peel's senior population (K=thousands)

2016	By 2041	Increase
177K ¹¹ seniors	415K ¹² seniors	134%

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

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

2018 Peel economic highlights

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

Location advantages

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



Demographic advantages

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

Diversified economic base

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



Infrastructure development

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

Peel's business sector¹

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

Peel's classified business establishments²:
December 2018



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

Population

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

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

Building permits³

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



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

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

Housing starts⁴

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



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

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



View the Annual Financial Report Highlights on page 54 for more details about the Region's finances and the Long-term Financial Planning Strategy.

Labour force, employment and unemployment

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



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

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

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

Other labour market indicators also improved between 2017 and 2018:

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

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

Employment and unemployment⁵



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

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

Earned Triple A credit rating



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

Prudent fiscal policies

Long-term financial planning strategy



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

5. Labour Market Survey, Statistics Canada, 2016



Peel's largest employers

Accenture Inc.	HB Group Insurance Management Ltd.	Re/Max
Adesa Toronto	Hewlett-Packard (Canada) Co.	Region of Peel
ADP Canada	HGC The Harman Group	Reha Enterprises Ltd.
Air Canada	Hilton	Roche
Air Transat	HMS Host	Rogers Communications
Alectra Utilities	Honeywell Ltd.	Royal Bank of Canada
Amazon Distribution Centres	Husky Injection Molding Systems	Shoppers Drug Mart
Bank of Montreal	Just Energy Group	SkyService FBO Inc.
Baxter Canada Corporation	Kaneff Group of Companies	SNC Lavalin Nuclear/Candu Energy Inc.
BD Canada	Kingsway Real Estate Brokerage	Sobeys Inc.
Bell Canada	LifeLabs Inc.	Soti Inc.
Blackberry Ltd.	Livingston International Inc.	Staples Advantage Canada
Canada Border Services Agency	Loblaw Companies Ltd.	Suncor Energy
Canada Post Corp.	Magna Precision Technologies	Symcor Inc.
Canada Revenue Agency	Maple Leaf Consumer Foods	Sysco Food Services
Canadian Imperial Bank of Commerce	Maple Lodge Farms	Taro Pharmaceuticals Inc.
Canadian Tire Corporation, Ltd.	Maritime-Ontario	TD Canada Financial Group
CitiFinancial Canada Inc.	Matrix Logistics Services Ltd.	Technicolor Canada Inc.
City of Brampton	Maxxam Analytics Inc.	The Personal Insurance Company
City of Mississauga	McDonald's	The Rosedale Group
Coca-Cola Refreshments Canada Ltd.	Metro Inc.	Tim Hortons Inc.
Community Living Mississauga	MHI Canada Aerospace Inc.	TJX Canada
Costco Wholesale	Microsoft Canada Co.	Town of Caledon
Cyclone Manufacturing Inc.	Mother Parker's Tea & Coffee Inc.	Trillium Health Partners
Davis & Henderson Ltd.	Olymel L.P.	Triple M Metal L.P.
Dufferin-Peel Catholic District School Board	Oracle Corp. Canada	TST Overland Express
Dynacare Medical Laboratories	Patheon Inc.	Tyco Integrated Fire And Security
FCA Canada Inc. (Brampton Assembly Plant)	PCL Constructors Canada Inc.	University of Toronto Mississauga
Federal Express Canada Ltd.	Peel District School Board	UPS Canada Ltd.
Gate Gourmet Group Inc.	Peel Regional Police	Walmart Canada Inc.
General Electric Canada	PepsiCo Foods Canada	Wheels Group
GlaxoSmithKline Inc.	Petro Canada	World Vision Canada
Greater Toronto Airport Authority	PointClickCare	
Hatch Ltd.	Polar Pak	
	Pouchmakers Canada Inc.	
	Purolator Courier Ltd.	

Note: Including total employment for all Peel Region locations

2018 Annual Financial Report Highlights



For the Year Ended December 31, 2018

I am pleased to present to you the Region of Peel's **2018 Annual Financial Report Highlights**, which features a high-level overview of the Region's financial position as of December 31, 2018.

The highlights in this report are extracted from the Financials section of the **2018 Community for Life Annual Report**. To view the full Community for Life Report, including the Region's consolidated financial statements, please visit: peelregion.ca/finance.

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

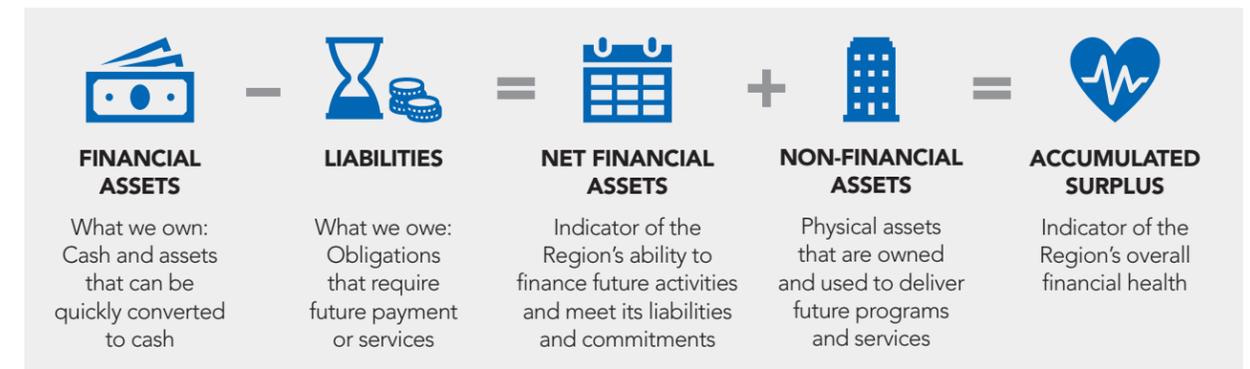
The Region remains financially healthy, as evidenced by a \$115.6M increase in net financial assets by the end of 2018. The Region also continued investing in new infrastructure and in the replacement of existing infrastructure required to deliver services to Peel residents and businesses, now and in the future. The Region maintained a Triple A credit rating for the 23rd consecutive year, as reaffirmed by both Moody's Investors Service and S&P Global Rating.

The Region's sound financial management practices, including the Long-term Financial Planning Strategy, will continue to guide us in the future, providing a robust framework that supports the financial flexibility, vulnerability and sustainability of the Region over the long-term.

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

The consolidated financial statements include the financial activities of all entities deemed to be controlled by the Region, including the Peel Police Services Board and the Peel Housing Corporation (PHC).

STATEMENT OF FINANCIAL POSITION



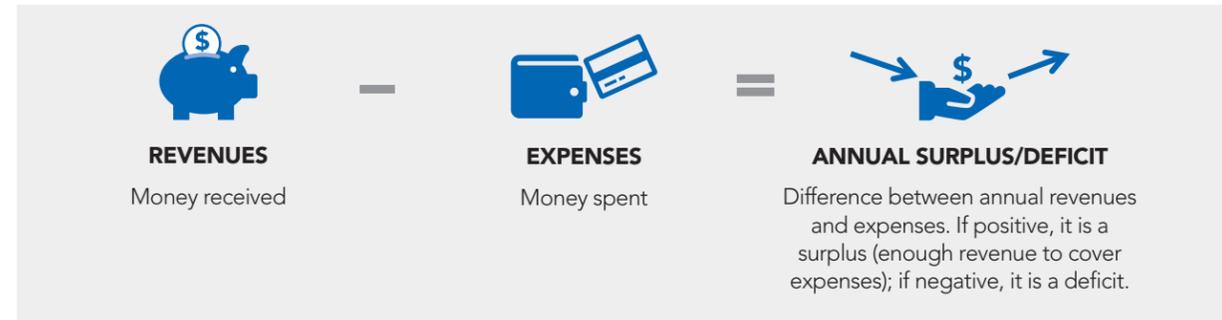
STATEMENT OF FINANCIAL POSITION (\$000)	2018 Actuals	2017 Actuals	Favourable/ (Unfavourable)
Financial Assets	\$ 2,723,142	\$ 2,573,269	\$ 149,873
Liabilities	2,503,133	2,468,852	(34,281)
Net Financial Assets	220,009	104,417	115,592
Non-Financial Assets	11,331,897	10,987,710	344,187
Accumulated Surplus	\$ 11,551,906	\$ 11,092,127	\$ 459,779

Highlights from the 2018 vs. 2017 Actual Financial Results*

Financial Assets		Non-Financial Assets	
	+\$111.1M in cash and portfolio investments due to growth in the portfolio		+\$100.7M in linear infrastructure for Water, Wastewater, and Roads
	+\$30M in gross long-term debt recoverable from local municipalities due to new debt issued on behalf of Caledon and Mississauga		+\$238.1M in construction work in progress due to continued work on large infrastructure and Housing projects
Liabilities			
	+\$46.8M in accounts payable and accrued liabilities due to timing of payments and accruals at year-end		-\$50M in long-term debt and mortgages payable due to sinking fund contributions and debt and mortgage repayments made during the year
	+\$21.9M in revenue received in 2018 that will be spent in 2019 (deferred revenue)		+\$15.9M in landfill closure, post-closure and employee benefit liabilities

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

STATEMENT OF OPERATIONS



STATEMENT OF OPERATIONS (\$000)	2018 Actuals	2017 Actuals	Favourable/ (Unfavourable)
Total Revenues	\$ 2,805,275	\$ 2,552,474	\$ 252,801
Total Expenses	2,345,496	2,260,315	(85,181)
Annual Surplus	\$ 459,779	\$ 292,159	\$ 167,620

Highlights from the 2018 vs. 2017 Actual Financial Results*

Revenues



+\$120.5M in funding for Ontario Works, Child Care, and Water and Wastewater programs, and recoveries for transportation projects



+\$52.4M in tax levies due to annual increase in levy requirements



+\$40.1M in contributed capital assets and investment income



+\$32.2M direct charges on ratepayers due to increased water consumption and higher rates

Expenses



+\$15.7M in Ontario Works expenses and **+\$61.1M** in Child Care expenses, due to additional Provincial funding received for programs



+\$29.1M in Peel Police and Paramedics expenses, due to increased staffing costs



+\$11M in Housing expenses, due to additional funding provided to external housing providers for capital projects and rent supplements



-\$30M in Transportation expenses, related to accounting adjustments done in 2017 for assets that were previously capitalized

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

STATEMENT OF OPERATIONS (\$000)	2018 Budget	2018 Actuals	Favourable/ (Unfavourable)
Total Revenues	\$ 2,810,676	\$ 2,805,275	\$ (5,401)
Total Expenses	2,348,367	2,345,496	2,871
Annual Surplus	\$ 462,309	\$ 459,779	\$ (2,530)

Highlights from the 2018 Budget vs. Actual Financial Results*

Revenues



-\$77M in development charge revenues due to actual DC revenue received being lower than estimated DC revenue per budget assumptions based on 2018 capital project financing



+\$65M in contributed capital assets that are not budgeted

Expenses



+\$14.5M in accruals for GO Transit payments that are not budgeted



-\$14.3M in spending on PHC capital projects that did not meet the tangible capital asset criteria



-\$2.7M in reduced Regional contributions for Child Care programs due to increased Provincial funding



The budget reported in the consolidated financial statements differs from the budget book approved by Council in the annual budget process. Adjustments are needed to convert the budget reported in the budget book from a modified accrual basis to a full accrual basis for financial statement purposes. These adjustments include:

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

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

Region of Peel partners

Auditors

Deloitte LLP
Chartered Professional Accountants

Lead banker

Royal Bank of Canada

Credit rating agencies

Moody's Investors Service
S&P Global Rating

Insurance advisor/consultant

Aon Reed Stenhouse Inc.

Debt issuance syndicate

BMO Nesbitt Burns Inc.
CIBC World Markets Inc.
National Bank Financial Inc.
RBC Capital Markets Inc.
Scotia Capital Inc.
TD Bank Financial Group

Custodian agent

RBC Investor & Treasury Services

For more Investor Relations information, visit
our website at [peelregion.ca/investors](https://www.peelregion.ca/investors)

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