Government is future-oriented and accountable
81% of $28B in managed assets are rated “good” or “very good”

72% employee engagement

4,000 MWh in energy savings

AAA/Aaa one of 11 Canadian municipalities with a Triple A credit rating

70% increase in number of procurements since 2015

74% of residents surveyed have a positive perception of value for tax dollars

69% increase in active legal files since 2015

Figures presented to Council in January 2019 were estimates
Sustaining Enterprise Programs and Services

- A robust talent management framework
- A modernized procurement by-law
- A sophisticated technological environment
- A strategy to maintain Regional assets
- A program to manage energy use
How We are Adapting

- **$0.3M** reduction in facilities operating and maintenance
- **$0.6M** reduction in corporate energy use
- **$0.9M** in savings from review of self-insured benefits
2019 Service Investments

Service Pressure

Changing legislation and increased competition to attract and retain talent

Investment

Centralized best practices and upgraded performance management

+$132K of ongoing costs
$750K in one time and pilot investments funded from reserves

Service outcome:
The Region of Peel has employees with the skills to deliver on outcomes
Increased legislative requirements on expanding infrastructure base

Service outcome:
The Region of Peel builds, maintains and monitors infrastructure to best serve its residents and businesses
2019 Service Investments

Service Pressure

- Active Legal Files
  - 2015: 1,588
  - 2016: 1,742
  - 2017: 2,469
  - 2018: 2,685

Busier and more complex legal environment

Investment

- Increased in-house legal expertise to replace more costly external counsel
- No impact on tax levy
  - $316K funded through reduced reliance on external legal resources

Service outcome:
The Region of Peel is well managed and adaptable
**2019 Service Investments**

**Service Pressure**

**Mitigation**
- Actions that reduce emissions
  - Sustainable Transportation
  - Clean Energy
  - Energy Efficiency

**Adaption**
- Actions that manage risks
  - Disaster Action Plans
  - Flood Protection
  - Infrastructure Upgrades

**Building climate resilience**

**Investment**

No impact on tax levy
$263k funded by identified energy savings and financial incentives

**Service outcome:**
The Region of Peel is well managed and adaptable
2019 Service Investments

Service Pressure

More and increasingly complex procurements

Investment

eProcurement
Sustainable Procurement
Vendor Management

Operationalize pilot project to improve processes and support increasingly complex procurements

+$262K of ongoing operating costs

Service outcome:
The Region of Peel is financially sustainable
## Summary of 2019 Net Operating Budget

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2018 Net Base Budget</strong> (In $Millions)</td>
<td>77.9</td>
</tr>
<tr>
<td><strong>Cost to maintain 2018 service level</strong></td>
<td></td>
</tr>
<tr>
<td>• Inflation: Labour costs/Goods and services</td>
<td>2.1</td>
</tr>
<tr>
<td>• Base provincial subsidy increase/Reduced reserve contribution</td>
<td>-</td>
</tr>
<tr>
<td>• Budget expenditures reduced/Offset revenue increase</td>
<td>(7.2)</td>
</tr>
<tr>
<td><strong>Sub-total: Cost to maintain 2018 service level</strong></td>
<td>(5.1)</td>
</tr>
<tr>
<td><strong>2019 Service Demand - EPS</strong></td>
<td>0.9</td>
</tr>
<tr>
<td><strong>Sub-total: EPS without 1% Infrastructure Levy</strong></td>
<td>(4.2)</td>
</tr>
<tr>
<td><strong>2019 Service Demand - 1% Infrastructure Levy</strong></td>
<td>10.4</td>
</tr>
<tr>
<td><strong>2019 Proposed Net Budget Change from 2018</strong></td>
<td>6.2</td>
</tr>
<tr>
<td><strong>Proposed Total 2019 Net Budget</strong></td>
<td>84.1</td>
</tr>
</tbody>
</table>
2019 Capital Budget – $38.8 Million

State of Good Repair – Information Technology
$22.9M, 59%

Development Charge Updates
$0.1M, <1%

State of Good Repair – Regional Office Facilities
$9.9M, 26%

Other
$2.2M, 6%  Energy Management
$3.7M, 9%  Other
## Key Financial Information

<table>
<thead>
<tr>
<th></th>
<th>Resources to Achieve Level of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Expenditures:</strong></td>
<td>2018</td>
</tr>
<tr>
<td>- EPS without Infrastructure Levy ($M)</td>
<td>$28.7</td>
</tr>
<tr>
<td>- 1% Infrastructure Levy ($M) - $10.4M Increase</td>
<td>$49.2</td>
</tr>
<tr>
<td><strong>Total EPS Net Expenditure ($M)</strong></td>
<td>$77.9</td>
</tr>
<tr>
<td><strong>Full-time Staffing Resources</strong></td>
<td>742</td>
</tr>
<tr>
<td><strong>Capital Investment ($M)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>10-Year Capital Investment ($M)</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Outlook Years</strong></th>
<th><strong>2020</strong></th>
<th><strong>2021</strong></th>
<th><strong>2022</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Increase/(Decrease):</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- 1% Infrastructure Levy ($M)</td>
<td>$10.6</td>
<td>$11.1</td>
<td>$11.6</td>
</tr>
<tr>
<td>- Remaining ($M)</td>
<td>($1.5)</td>
<td>($0.9)</td>
<td>$0.9</td>
</tr>
<tr>
<td><strong>% Increase/(Decrease)</strong></td>
<td>10.9%</td>
<td>11.0%</td>
<td>12.1%</td>
</tr>
</tbody>
</table>