

May 10, 2023

Mayor Annette Groves
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Mayor Patrick Brown
City of Brampton
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Mayor Bonnie Crombie
City of Mississauga
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Dear Mayors Groves, Brown and Crombie,

Re: Vacant Home Tax – Letters of Support for Peel Region’s Submission

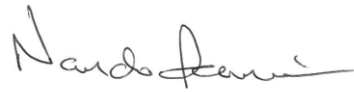
As you may recall from our meeting on April 27, 2023, Regional Council approved the recommendations as outlined in *Item 8.3 Vacant Home Tax – Public Consultation and Program Design*, which included the following direction:

That a copy of the subject report be forwarded to the Town of Caledon, City of Brampton and City of Mississauga for their consideration, with a request that the Mayors of each local municipality provide a letter of support for the Region’s submission to the Province for Vacant Home Tax (VHT) designated status;

Attached you will find a copy of the report and I respectfully ask that you consider providing a letter of support for this important initiative, which we would include with the Region’s submission to demonstrate a united position as we move forward towards attaining the required designated status to potentially implement a vacant home tax in Peel in the future.

Thank you for your consideration of this request. If you have any questions or require any further information, please do not hesitate to contact me directly at (905) 791-7800 ext. 4310.

Kindest personal regards,



Nando Iannicca
Regional Chair & CEO

Nando Iannicca
Regional Chair and Chief Executive Officer
Region of Peel

10 Peel Centre Dr.
Suite A, 5th Floor
Brampton, ON L6T 4B9
905-791-7800 ext. 4310

Att: Council Report entitled '*Vacant Home Tax – Public Consultation and Program Design*', dated April 27, 2023

cc: Laura Hall, Town Clerk, Town of Caledon
Diana Rusnov, City Clerk, City of Mississauga
Peter Fay, City Clerk, City of Brampton



REPORT TITLE: Vacant Home Tax – Public Consultation and Program Design

**FROM: Gary Kent, CPA, CGA, ICD.D, Chief Financial Officer and
Commissioner of Corporate Services**

RECOMMENDATION

- 1. That the Regional Chair and the Chief Administrative Officer, be authorized to submit a request to the Minister of Finance that Peel Region be a designated municipality under Part IX.1 Optional Tax on Residential Vacant Units, of the *Municipal Act, 2001* starting in 2023; and**
- 2. That a copy of the subject report be forwarded to the Town of Caledon, City of Brampton and City of Mississauga for their consideration, with a request that the Mayors of each local municipality provide a letter of support for the Region’s submission to the Province for Vacant Home Tax (VHT) designated status; and**
- 3. That the following delegated authorities and actions be authorized upon the Region’s receipt of VHT designated status from the Province:**
 - That Regional staff commence systems development for VHT implementation and be authorized to make a request to the three local municipalities requesting for their tax system upgrade to include features to accommodate VHT billing and collection; and**
 - That a new reserve titled “Vacant Home Tax Reserve” be established to track and facilitate financial activities for the VHT program; and**
 - That an initial transfer from the Tax Stabilization Reserve to the Vacant Home Tax Reserve in the amount of \$15 million be approved to advance funding for costs related to initial implementation until further Council/budget approvals of permanent program resources; and**
 - That three full-time-employee (FTE) positions to be funded from the Vacant Homes Tax Reserve, be approved to facilitate the system development and production, including one Program Manager, one Product Manager and one IT Architect/Developer; and**
 - That the Chief Financial Officer and Commissioner of Corporate Services, or their delegate, be authorized to transfer money, as may be required from time to time, from the Vacant Home Tax Reserve to other Regional accounts and local municipalities to reimburse their costs as applicable; and**
 - That the Chief Financial Officer and Commissioner of Corporate Services, or their delegate, be authorized to negotiate and execute agreements, including data sharing or transfer payment agreements with local municipalities and other agreements necessary for the implementation and operation of the VHT program, upon terms and conditions satisfactory to the Regional Solicitor; and**
- 4. That staff bring back a report to Council for a final VHT by-law approval after the systems are ready at both the Region and Local municipalities.**

Vacant Home Tax – Public Consultation and Program Design

REPORT HIGHLIGHTS

- Council directed staff, at the January 27, 2022 Regional Council meeting, to proceed to commence public communication to gather input, and to design a Vacant Home Tax (VHT) program framework.
 - A VHT only applies to homes that are vacant for more than 184 days in a calendar year and are not exempt.
 - Ernst & Young LLP (EY) recommended a hybrid program delivery model which assigns the majority of core responsibilities (i.e. levy tax, declaration process, audit and compliance) to the Region whereas local municipalities will share some functions such as tax billing and collections to leverage existing capacities and to promote customer service excellence.
 - EY recommended a Peel VHT Framework that includes an initial tax rate of 1 per cent, a VHT declaration and application process and seven categories of exemption which is largely consistent with other municipalities who have implemented VHT.
 - For the Region to move forward, a proposal must be submitted to the Province requesting a designated status for VHT.
 - Mississauga, Brampton and Caledon are key partners in the VHT program. Documentation supporting the VHT from the upper and lower tiers, illustrating alignment with the local municipalities, is desired for the proposal.
 - The EY Study estimates that the projected annual average revenue for a 1 percent tax rate based on the 2022 data would be approximately \$17 million, the one-time implementation cost would be in a range of \$12- 14 million, and the annual operating cost would be approximately \$4.5 million.
 - The EY study recommends that a VHT would be a feasible housing policy and revenue positive tool for implementation in Peel Region to address affordable housing challenges. EY's financial analysis was based on an assumption that approximately 3,000 vacant units could be potentially subject to a VHT on annual average basis over a 10-year period; and the VHT can be a policy lever to encourage homeowners to return vacant units back to market.
 - EY outlined a tentative timeline that may see VHT implementation as early as 2025.
 - The Region and the three local municipalities would need to develop systems and software applications to facilitate VHT declarations from residents with the Peel Region, billing and collection from local municipalities, auditing, compliance & appeal processes before implementation. The timing of these systems' readiness will be one of the main drivers of when VHT can ultimately be implemented in Peel.
 - Identified risks and uncertainties, including risks that revenues from a VHT could be inadequate to cover the implementation and operating costs of the VHT Program and uncertainties regarding the upcoming provincial facilitation to review the best mix of roles and responsibilities between upper and lower-tier municipalities, could affect VHT implementation in Peel.
 - The Region would need to advance investment in this program in the coming years to facilitate the work required for implementation.
 - VHT has been used in other cities to improve housing supply and affordability, is consistent with Council's advocacy for ensuring the use of housing for homes and relates to the fourth pillar of the Region's Housing and Homelessness Plan to optimize existing housing stock.
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Vacant Home Tax – Public Consultation and Program Design

DISCUSSION

1. Background

On May 17, 2017, *Bill 127, Stronger, Healthier Ontario Act (Budget Measures), 2017* received Royal Assent. Introduced as a part of the former Ontario government's Fair Housing Plan, this legislation amended the *Municipal Act, 2001* (the Act) to include Part IX.1 Optional Tax on Vacant Residential Units, permitting a municipality, if designated by the Minister of Finance through a regulation, to impose a tax on vacant units in the residential property class.

At the January 14, 2021 Regional Council meeting, Council passed a resolution directing staff to conduct a feasibility study to assess the appropriateness and applicability of potential implementation of a Vacant Homes Tax (VHT) in Peel Region.

Staff recommended a multi-phased approach towards a potential VHT implementation in Peel considering the complexities of VHT:

- Consider the appropriateness and design a potential VHT program through a multi-disciplinary inter-municipal working group.
- Consult the public and community stakeholders to provide information and engage for input.
- Be mindful of emerging changes such as legislation changes and/or governance structures.
- Keep Council informed and seek Council direction on whether to move forward to each milestone.

The Region retained EY to conduct the first two phases of feasibility studies:

Phase 1:

- A feasibility study outlining initial research findings of potential program parameters, revenue and cost estimates.
- The findings of this phase were presented to Council at the January 27, 2022 Regional Council meeting.
- It was determined that a VHT would be a feasible housing policy tool with revenue positive benefits that could be used to further support affordable housing initiatives in Peel.
- Council directed staff to proceed to commence public communication to gather input, and to design a VHT program framework.

Phase 2:

- Public consultation to gauge the level of public support.
- Development of a finalized program design with detailed program parameters and updated financial estimates.

This report presents Council with the findings of the Phase 2 work and seeks Council direction on next steps.

2. Housing

Peel's housing affordability crisis is systemic and disproportionately impacts equity-deserving groups. As such, a comprehensive range of policy levers and programs to address both supply and demand challenges is necessary to address this immense challenge.

Vacant Home Tax – Public Consultation and Program Design

Recent studies highlight the threats to affordable housing supply and eroding housing affordability in Peel. As of March 2023, it has been estimated that an average income Peel household needs around 30 years to save for a down payment and closing costs for an affordable 25-year mortgage at today's average market prices, while a dual minimum wage income family would require 50 years. In fact, a minimum wage earner faces the prospect of spending 99% of their wages at current average purpose-built rents in Peel.

It is unsurprising then that there are an estimated 91,000 households in core housing need in Peel, with around 4,000 people who used the emergency shelter system in the last year. Accordingly, Peel Region has identified that measures to encourage the use of housing for homes, increasing the supply of new affordable housing in complete communities, ensuring the longevity of existing affordable housing, expanding the scope of social programs to assist families in carrying high housing costs, and, strengthening the capacity of the Service Manager and community housing sector to respond to rapidly growing need must all occur to begin to resolve the housing affordability crisis. Communities cannot simply build their way out of the crisis with market housing alone.

Some jurisdictions experiencing housing affordability challenges have looked to the use of vacant unit taxes (VHT) to optimize existing housing supply while additional new housing is built, helping improve affordability. The primary goal of a VHT is to increase housing supply by returning existing residential units to the market, and often accompanies a new-build supply response to create more new housing. As a matter of fact, VHTs have been demonstrated to return housing supply to market for residential uses instead of other non-housing uses to improve affordability.

Furthermore, the recommended VHT program for Peel, as presented in this report, is consistent with Regional Council's position to encourage the use of homes for housing as per the housing advocacy related report of May 2022. In addition, it is consistent with the aims of the fourth pillar of the housing and homelessness plan to optimize existing housing stock.

3. Environmental Scan

The first jurisdiction in Canada that implemented an Empty Home Tax was the City of Vancouver, in 2017.

Some single tier municipalities in Ontario have implemented a VHT program, and some upper tier municipalities are working on feasibility studies and framework development. The table below provides a summary of their status; a detailed jurisdiction scan is included in Appendix I.

	Tax Rate	Implementation Year	Tax Billing Start Year
City of Toronto	1%	2022	2023
City of Ottawa	1%	2022	2023
City of Hamilton	1%	2023	2024
York Region, Halton Region	<ul style="list-style-type: none">• An initial feasibility study has been completed;• Working on a potential VHT framework• Have not submitted their requests to the Province for the designation yet		

Vacant Home Tax – Public Consultation and Program Design

With other neighbouring municipalities implementing a VHT, there is a risk of spillover investment activity into Peel Region which could escalate housing prices and increase vacancy rates. By seeking to implement a VHT alongside with other municipalities, Peel could mitigate this spillover effect.

4. Designing a VHT Program in Peel

a) Public Consultation

Regional staff and project consultants from EY sought stakeholder input on a proposed vacant homes tax by consulting with the public and industry stakeholders. The objective of the consultations was to ensure that residents and impacted stakeholders were informed about the potential changes being explored and were given opportunities to express their opinions to inform decisions around the vacant homes tax program design.

Two broad streams of public consultation were delivered by EY, which was supported by Regional staff:

General Engagement: Information about the Vacant Homes Tax was provided on the Region's website as well as through social media advertising. A public survey was hosted on the Region's website from April 14th to May 14th, receiving over 4,000 responses.

Two virtual town hall meetings were conducted on April 26th and May 3rd, 2022, with forty-nine stakeholders attending between the two sessions. These meetings featured an overview presentation by Regional staff to explain the housing affordability situation in Peel, and a detailed presentation by EY on the possible design of a vacant homes tax. Over fifty questions were addressed during these sessions and follow up emails were sent to stakeholders when additional information was required.

Targeted Engagement: Virtual consultations with representatives from the housing industry were delivered by EY throughout the summer of 2022 to accommodate industry schedules.

Consultation Highlights:

- Over 4000 survey respondents
- 49 attendees from general public and stakeholders in the town halls
- 2 presentations to industry stakeholders by Regional Staff and EY
- 4 polls conducted to gauge public opinion
- Over 50 questions addressed by Regional Staff and EY

Overall, the public consultations indicated relatively high support for a vacant homes tax, with questions related to the details of the audit and enforcement components being addressed through the program design. Survey and townhall participants agreed that Peel is facing housing affordability challenges.

A detailed summary of public consultation findings can be found in Appendix I (page 16-24).

Vacant Home Tax – Public Consultation and Program Design

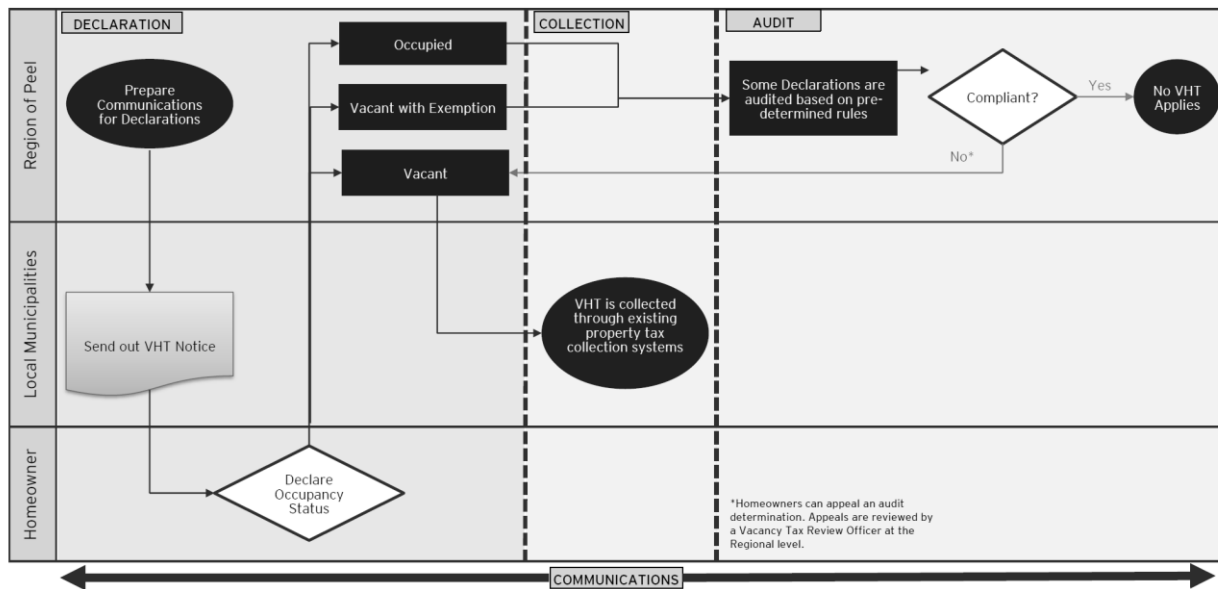
b) VHT Program Design

EY has had multiple engagements with stakeholders and local municipalities. An intermunicipal advisory committee was also established comprising CFOs and Treasurers from the Region and local municipalities to provide strategic directions. Inputs from these engagements are important considerations in developing the proposed Peel VHT Framework. EY has prepared a report attached as Appendix I, which outlines the process of developing a Peel Region VHT framework and their recommended Peel VHT Program Design.

A key feature of the recommended Peel VHT Framework is a hybrid delivery model of a VHT program which assigns the majority of core functions to the Region, whereas local municipalities will share some functions to leverage existing capacities and to promote customer service excellence. The municipalities in Peel have a long history of delivering billing systems in a collaborative fashion. Local municipalities bill and collect property taxes and development charges and remit to Peel Region. Peel Region bills and collects stormwater charges and remits to local municipalities. The VHT program design would leverage these learnings.

The chart below is a snapshot of the recommended process map. It should be noted that Section 338.3 of the Act states that Minister of Finance may make regulations prescribing such matters as the Minister considers necessary or desirable in relation to VHT. Currently no regulation has been introduced yet. Similar to other provincial legislations, such regulation will supersede should there be differences on matters governed by the regulation.

Chart 1 – Peel VHT Key Delivery Model and Process Map



Some key program design features are summarized below. These features are consistent with VHT policies in other municipalities, and learnings from those municipalities can be leveraged in the ultimate approach for Peel Region.

Vacant Home Tax – Public Consultation and Program Design

i) Tax Rate

An initial tax rate of one per cent (1%) of the property's Current Value Assessment has been recommended for Peel. All other Canadian municipalities that have implemented a vacant homes tax set the initial tax rate to one per cent (1%). Implementing the common rate will assist in harmonizing with other jurisdictions, reducing the risk of non-compliance and mitigating negative perception as residents learn about the new tax. For illustrative purposes, the one percent VHT tax rate levied on the residential property (i.e. single/semi-detached, townhouse/rowhouse and condominium) in Peel with an average Current Value Assessment of \$580,000 amounts to \$5,800 in VHT revenue.

ii) Vacancy Definition

Residential properties are considered vacant and subject to the vacant homes tax, where it has been unoccupied for more than 184 days in the reference calendar year. Property status may also be deemed vacant by the Region where owners fail to declare, submit a false declaration, fail to submit evidence, or submit false evidence. The vacancy definition may be further refined at a later time.

iii) Occupancy Declaration

EY recommends a single declaration system at the Region due to the efficiency and consistency that it presents in comparison to creation of declaration systems at each of the local municipalities.

All specified owners of taxable properties with a residential unit will be required to submit an annual declaration of housing status for each property. This declaration approach, commonly known as a universal declaration, holds property owners accountable, and does not impose on residents' privacy. This is consistent with VHT policies in other municipalities.

There are currently no existing systems within the Region or local municipalities that have the capability for owners to submit declarations. Building a single system ensures that the owner experience for all residents will be consistent across the Region. Further, a Regional declaration system may help streamline the audit and compliance process, which is also recommended to be a Regional responsibility.

iv) Exemptions

During the declaration process, the property owner may self-declare whether the property may be exempt from a VHT should any of the following apply:

- Transfer or Sale of property to an arm's length party
- Redevelopment or Major Renovation that causes the property to be vacant, provided a building permit has been issued and permit work is in progress
- Owner in Care where the property was vacant due to property owner residing in a hospital, long term, or supportive care facility
- Occupancy for Full Time Employment where a principal residence was outside of the Region, but the owner occupied the property for least 184 days because they were employed full time in the Region. The nature of the employment must require physical presence in the Region.

Vacant Home Tax – Public Consultation and Program Design

- Court Order - property was unoccupied because the property was under a court order prohibiting occupancy. Note: in cases where occupancy is not permitted due to the owner's neglect, an exemption will not be granted.
- Death of Owner where the property was unoccupied due to the death of the registered owner. This exemption is only available in the year of death and the subsequent year.
- Combination Exemption includes a combination of any of the above exemptions resulting in a total of 184 days or more of vacancy in a reference period.

An exemption relating to residential units designated as heritage properties, that may be uninhabitable for residential purposes, was raised during the January 27, 2022 Regional Council meeting. Currently the above recommended VHT exemptions include heritage exemption as an example within the major renovation exemption; which means if the property is a heritage property, as defined by the Province of Ontario and/or a local municipality, the property will not be subject to the tax if activity related to its conservation, such as redevelopment or renovation, resulted in the property qualifying as being vacant in the reference period. Staff will further review and consult on this issue with local municipal staff to assess the appropriateness and prevalence of possible broader exemption to heritage properties in Peel. Other jurisdictions in Canada, that have either implemented or are intending to implement VHT program, have not considered exemptions relating to uninhabitable heritage properties. This matter will be further considered and discussed in the next step of the VHT implementation process(i.e. VHT by-law development and approval).

v) Tax Collection and Billing

Local municipalities have existing tax systems for property tax collection and have access to property assessment roll data for the purposes of property tax billing. Vacant home taxes should be collected and billed in a similar manner as traditional property taxes.

Local municipalities are currently in various stages of upgrading their tax billing software, but exact timelines are uncertain. The Region has two potential options in preparing for a VHT implementation:

- Request local municipalities to incorporate a VHT specific module in their existing tax systems prior to 2025
- Wait until all three municipalities have implemented their new and upgraded systems to initiate collection of VHT

vi) Audit and Compliance

There are no existing systems or capacity within the Region or local municipalities that can be used for VHT auditing. A single central audit and compliance system and process will need to be developed and may be established at the Regional level to ensure consistency, prevent system redundancy and support overall operating cost recovery.

The audit rates may vary depending on type and volume of declarations and the Region's future capacity to audit. Audits regarding the status of a property may be conducted for the current reference year plus the two most recent previous reference years.

Vacant Home Tax – Public Consultation and Program Design

If selected for audit, the homeowner would be required to provide supporting documentation or evidence to determine the validity of the submitted declaration status. Furthermore, the audit and compliance process may require data-sharing agreements with local municipalities. Audits may result in a change of occupancy status, initiating the application and collection of the VHT and/or additional fees and penalties.

vii) Complaints and Appeals

The proposed VHT program design includes a process for property owners to appeal audit decisions. After a homeowner receives audit determinations, they can initiate an appeal if they disagree with the results. Staff reviews the evidence, requests additional information if needed, and makes a final determination. The appeal determinations are then communicated to the owner and local municipality for collection, as needed.

viii) Penalties

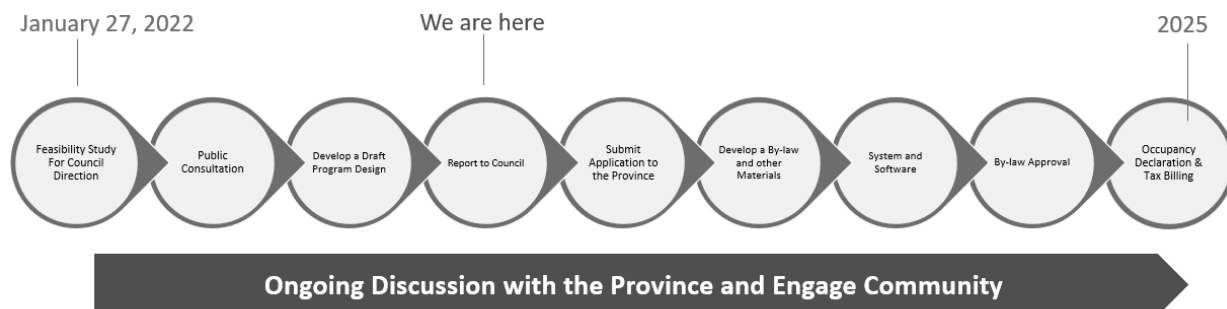
Fines are to be implemented for offences such as late and non-declaration, and false declaration. This is consistent with other municipalities that have implemented a VHT. Similar to traditional property taxes, interest will be charged for late or missed payments.

5. Proposed Direction

a) High-level Roadmap

A high-level roadmap was presented to Council at the January 27, 2022 Regional Council meeting. The chart below illustrates the progress status and a tentative timeline towards a potential VHT implementation.

Chart 2 – VHT Timeline



Assuming the Region's VHT by-law could be in place in 2024, homeowners would then be required to make declarations in early 2025 on their occupancy status for the calendar year 2024, with the VHT billing occurring later in 2025.

A VHT policy is a complex tool to implement, especially in a two-tier municipality. Staff from the Region and local municipalities will need to be nimble in working through preparation, in that some next steps may need to be worked on concurrently when appropriate. The three local municipalities are working on upgrading and/or replacing their property tax billing and collection systems. None of the existing applications has the capability to bill or collect a VHT. Adding a

Vacant Home Tax – Public Consultation and Program Design

VHT module within the existing and/or a future system that integrates with the Region's future declaration system would be required to facilitate the VHT implementation process. System function availability and operational readiness are main drivers of the implementation timing. The timeline may need to be pushed out beyond 2025 should any phase be longer than projected.

b) Submit a VHT Proposal to the Province

The *Municipal Act, 2001* includes Part IX.1 Optional Tax on Vacant Residential Units, which provides that only designated municipality has the authority to impose a VHT tax.

The City of Toronto was provided with this authority in 2017 under the City of Toronto Act, 2006. The City Councils of Hamilton and Ottawa approved directions to request designation from the Province on February 9, 2022, and March 23, 2022, respectively. A regulation provided the designation to both on May 3, 2022. The Province is not bound to specific turnaround times when requests are received. Other municipalities' requests could be processed in conjunction with the Region. Based on the turnaround for the City of Hamilton and City of Ottawa, it is estimated that a submission from Peel could be processed within several months.

If the Region would like to impose a vacant home tax under Part IX.1 of the Act, the Region would first need to submit a request to the Minister of Finance to seek a designation.

Should Council direct staff to move forward with a submission to the Province, the following documents may be included in a submission package:

- A joint letter from the Chair and the Mayor of City of Mississauga, the Mayor of City of Brampton and the Mayor of Town of Caledon, and
- A letter of support from Mayors of each local municipality for the Region's submission to the Province for VHT designated status, and
- The Council resolution, along with the Council report/presentation, and
- Submission proposal which includes the Feasibility Study, the Summary of Public Consultation Report, and the Peel Region VHT Program Design – See Appendix II

Among the steps that are required to seek 'designation' is some indication of support from local municipalities. Upon receipt of documents supporting the VHT program from Mississauga, Brampton and Caledon, Peel staff will draft a joint letter to the Province, to be signed by the Regional Chair and the Mayors, requesting designation from the Province.

c) Continue to work with local municipalities in preparing for a potential VHT implementation

The Cities of Mississauga and Brampton and the Town of Caledon are key partners in this VHT program. If directed by Council to proceed, staff from Peel Region and local municipalities will continue collaborating to work on next phases including key steps such as:

- Draft a VHT by-law that would include more detailed and refined VHT design features
- Establish required systems and process to equip both the Region and the local municipalities with tools to implement VHT, which will include building a Regional declaration and audit/compliance system and process, upgrading local tax systems incorporating VHT requirements while considering VHT implementation timing directed by Council
- Commitment to communicate through appropriate channels to the community to raise awareness and ensure the public is informed of VHT.

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- Continue to work with other municipalities and the provincial working group to identify best practice and build capacity
- Bring back a report to Council for a final by-law approval prior to implementation, after the systems are ready at both the Region and the local municipalities

RISK CONSIDERATIONS

i) Implications of the *Better Municipal Governance Act, 2022*

On December 8, 2022, the *Bill 39, Better Municipal Governance Act, 2022* received Royal Assent. The Province is appointing facilitators to two-tier municipalities, including Peel, to assess the best mix of roles and responsibilities between upper and lower-tier municipalities.

It is unknown at this point what the scope of the review might be, what direction the review might take and what recommendations might be made. Although risks of uncertainty might affect the VHT implementation, VHT is expected to remain as a housing tool that could be used to support housing initiatives in Peel.

ii) Policy Effectiveness

One of the main goals of VHT is to encourage vacant homeowners to return the unit to housing supply to the market. VHT as a housing tool and revenue tool has had good success in Vancouver according to some reports from the City of Vancouver; however, it is uncertain how effective this tool can be in Peel as Peel Region and the City of Vancouver are distinct in many ways.

FINANCIAL IMPLICATIONS

EY has updated financial implication analysis that was mainly modeled based on observations from the Vancouver program with certain adjustments. The table below provides a snapshot to illustrate the level of revenue and costs under the proposed program framework, which is similar to the level of financial implications presented to the January 27, 2022 Council meeting. A detailed scenario analysis can be found in Appendix I.

	Estimated Amount
10 -Year Annual average Revenue, assuming 1% tax rate	\$17 million
One-time Implementation Costs	\$12-14 million
Ongoing Annual Operating Costs	\$4.5 million

Of the \$4.5 million ongoing annual operating costs, \$3.8 million is related to labor costs. EY's cost estimate assumes that the total of 34 FTEs is anticipated after the Region launches the program in future (Region 30 FTEs, Locals 4 FTEs). Actual human capital needs could be different at both the Region and Local level. The Region will need to start incurring some ongoing cost including FTEs before ultimate implementation to facilitate and quarterback project management and implementation preparation. These include one Program Manager, one Product Manager, and one Solution Architect/Developer, to be funded from the new VHT reserve account mentioned in the later section until there is sufficient incoming revenue from the Vacant Home Tax. Additional incremental budget request, if any, will be assessed when staff work through the process and will be brought forward to Council for consideration during future annual budget process.

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Revenues are projected to increase year-over-year due to the growth in housing stock and the rise in assessment values. On the other hand, if the VHT is successful in helping to return more housing units to the market, the VHT revenue could be a declining revenue source as homes become occupied.

It should be noted that any estimate at this point is based on various assumptions. Actual revenues, implementation and ongoing operational costs could differ significantly from the EY estimates. For example, one of the key variables in forecasting VHT revenue is how many of the vacant homes would qualify for a VHT based on Council approved definition and exemption rules. The EY feasibility study utilized water billing data as a starting point for financial modeling to estimate revenues. However, there is no data to predict how many units will actually end up being subject to a VHT in a given year. Additionally, if the VHT is successful in helping to return more housing units to the market, the VHT revenue would likely become a declining revenue source as homes become occupied.

A significant amount of coordinated effort would be required between the Region and local municipalities to prepare, start up, implement, and administer the VHT program on an ongoing basis. With upfront costs in a range of approximately \$12 – 14 million, and the annual operating cost estimated at about \$4.5 million each year, the Region would need to advance investment in this program in the coming years to facilitate the work required for program implementation. Although EY suggests that these costs are anticipated to be recouped from VHT revenues generated in future years, given the uncertainty around the extent of prevalence of vacant homes eligible for VHT in Peel Region there are risks that revenues from VHT could be inadequate to cover the implementation and operating costs of the program.

As noted above, none of the existing local tax systems has the capability to bill or collect a VHT. The costs to implement a VHT module would be required for both the existing and replacement systems should the Region move forward. The Region would also need to develop systems to facilitate some core functions such as declaration, audit and compliance.

Should Council provide a direction to move forward and after the Region receives a VHT designated status from the Province, staff recommend that a new reserve titled “Vacant Home Tax Reserve” be established to track and facilitate financial activities for the VHT program, with an initial transfer from the Tax Stabilization Reserve (TSR) to the Vacant Home Tax Reserve in the amount of \$15 million be approved to advance funding for costs related to initial implementation preparation such as the Region and local municipalities’ system and process development. The initial \$15 million transfer could be treated an internal loan from the TSR to be repaid from future VHT revenues net of VHT costs.

Agreements such as data sharing and fund transfer payment agreements may be required between the Region and the local municipalities. It is recommended that the Chief Financial Officer and Commissioner of Corporate Services, or their delegate, be authorized to negotiate and execute agreements with terms and conditions satisfactory to the Regional Solicitor as appropriate to facilitate the preparation for the VHT program.

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CONCLUSION

Following direction from Council, a VHT public consultation has been completed. Based on the initial feasibility study and the public consultation feedback, EY recommended the Peel VHT program design for Council consideration to move forward with submitting a formal request to the Minister of Finance for a designated authority for VHT in Peel.

APPENDICES

Appendix I – Region of Peel Vacant Home Tax Final Report Prepared by EY

Appendix II – Peel Region Vacant Home Tax Submission Proposal to the Province of Ontario

G. Kent.

Gary Kent, CPA, CGA, ICD.D, Chief Financial Officer and Commissioner of Corporate Services

Authored By: Maggie Wang, CPA, CGA, AIMA, MIAM, PLE, Senior Financial Strategy Manager

Region of Peel

Vacant Home Tax Final Report

April 2023

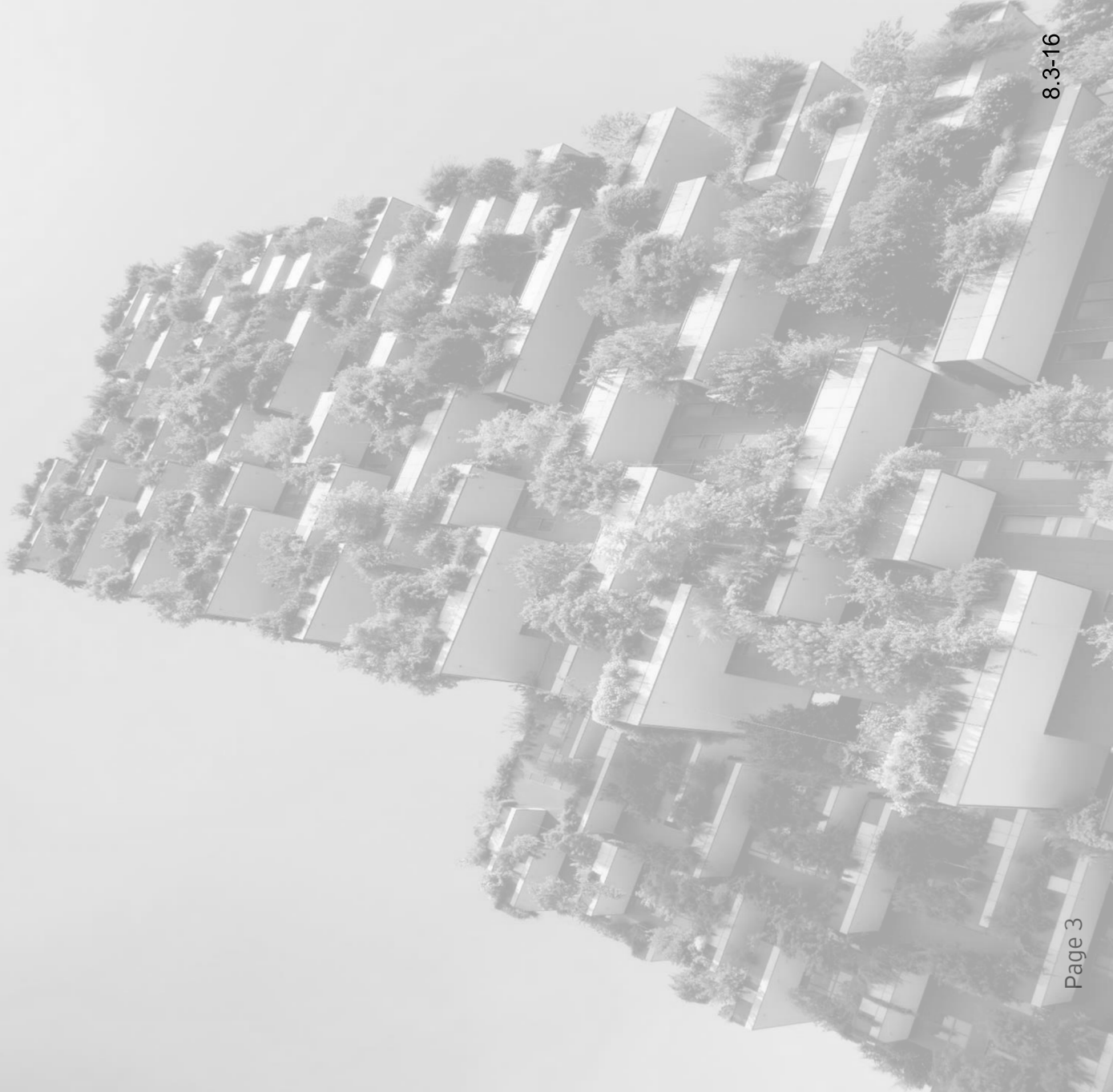
DISCLAIMER

Ernst & Young LLP (“EY”) prepared the attached report only for the Region of Peel (“Client”) and the Project Steering Committee officials from the Region (collectively, the “Steering Committee”) pursuant to an agreement solely between EY and Client. EY did not (the “Review”) on behalf of or to serve the needs of any other person or entity. Accordingly, EY expressly disclaims any duties or obligations to any other person or entity based on its use of the attached report. Any other person or entity must perform its own due diligence inquiries and analyses for purposes, including, but not limited to, satisfying itself as to the financial condition and control environment of the Steering Committee, as well as, the appropriateness of the accounting for any particular situation addressed by the report. EY did not conduct a review (as those terms are identified by the CPA Canada Handbook - Assurance) or otherwise verify the accuracy or completeness of the information provided by the Client or the Steering Committee or any of its funded operations financial statements. Accordingly, EY did not provide assurance on accounting matters, financial statements, any financial or other information or internal controls. EY did not conclude on accounting treatment based on specific facts or recommend which accounting policy/treatment the Steering Committee, or any funded entity, should select or adopt. The observations relating to all matters that EY provided to the Steering Committee were designed to assist the Steering Committee in reaching its own conclusions and do not constitute EY’s concurrence with or support of Client’s accounting or reporting or any other matter.

8.3-15

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1. Executive Summary
2. Vacant Home Tax Detailed Program Design
3. Financial Analysis
4. Next Steps
5. Appendix



An aerial photograph of a city, likely Los Angeles, showing a complex highway interchange with multiple overpasses and ramps. In the background, a large stadium with a distinctive roof is visible among other city buildings. The image is overlaid with a semi-transparent dark grey rectangle.

Executive Summary

8.3-17

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DESIGNING THE VACANT HOME TAX | REPORT PURPOSE

This report is intended to present the results of analysis performed through this engagement to design a Vacant Home Tax (VHT) in the Region of Peel.

The report outlines the process, findings, and conclusions of the development of a finalized program design and the delineation of responsibilities between the Region and local municipalities, detailed program parameters and cost estimates.

The program design presented in this report was developed based on multiple inputs including the initial study, public and industry stakeholder consultations, multiple engagements with Region and local municipalities, legal and privacy, housing, and tax departments, and key insights from Canadian jurisdictions (such as Vancouver, Toronto, and Hamilton) that have implemented a Vacant Home Tax.

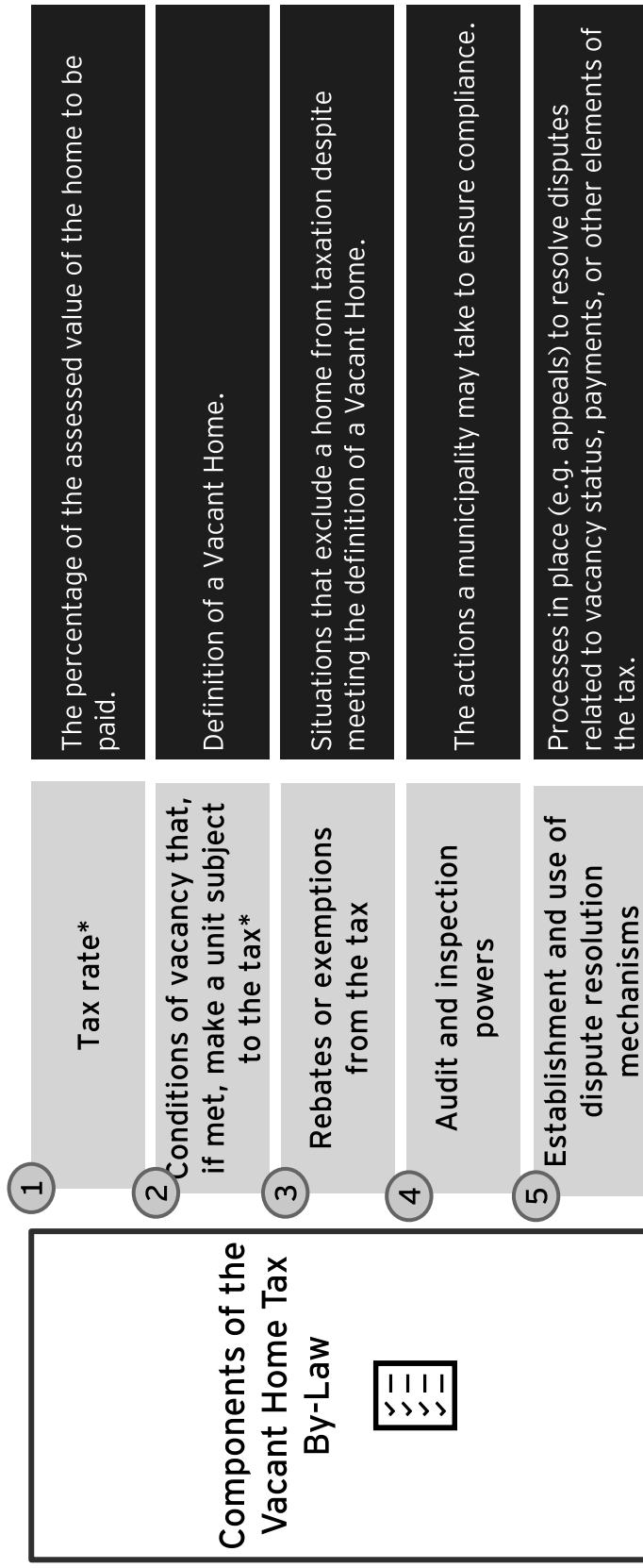
Further, additional considerations are identified to support the Region's implementation decision-making process and a potential implementation timeline.

DESIGNING THE VACANT HOME TAX | CONTEXT AND BACKGRO

There are a number of policy levers and revenue tools that can be explored by municipalities to address a housing affordability crisis - a tax being one of them. The tax is commonly implemented in rapidly growing urban centres which face challenges related to housing such as rising house prices (at a rate higher than the growth of income) or low availability of homes for sale or rent.

The objectives of a Vacant Home Tax are to be (1) a policy tool to improve housing affordability, and (2) a revenue tool to support housing

In 2017, the Ontario government passed Bill 127 ("Stronger, Healthier Ontario Act"). Schedule 19 of the Bill included amendments to the law to allow municipalities designated by the Minister of Finance by Regulation to implement a by-law imposing taxes on vacant residential units in certain circumstances. According to the Bill, any by-law passed by a municipality wishing to impose this tax should include the following:



8.3-19

VACANT HOME TAX DESIGN | CORE AND DOWNSTREAM OPERATIONS

Operations of the vacant home tax can be segmented into two major groups - core operations and downstream operations - core operations and downstream operations are illustrated below. Core operations consist of functions that occur consistently and are required for the program to function. Downstream operations are supporting (enforcement) or end-state (revenue allocation) functions that occur inconsistently or represent the output of the overall process, respectively.

CORE OPERATIONS

Share reports of declarations to audit teams for follow-up

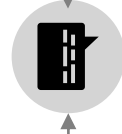
REPORTING



Declaration of occupancy status by homeowners

Building awareness for homeowners

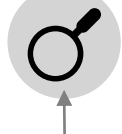
COMMUNICATIONS



To educate and assist residents on reporting, collection, and compliance processes

Building awareness for homeowners

COMPLIANCE



Audit of homes to prevent tax non-compliance

Building awareness for homeowners

COLLECTION



Collection of taxes from vacant homes

Identify homes that owe the tax

Identify homes that did not pay the tax

ENFORCEMENT



Follow up action on pending payments or penalties

Identify defaulters

REVENUE ALLOCATION



Remittance of payments

Disbursing the collected revenue to the target entities

DOWNSTREAM OPERATIONS

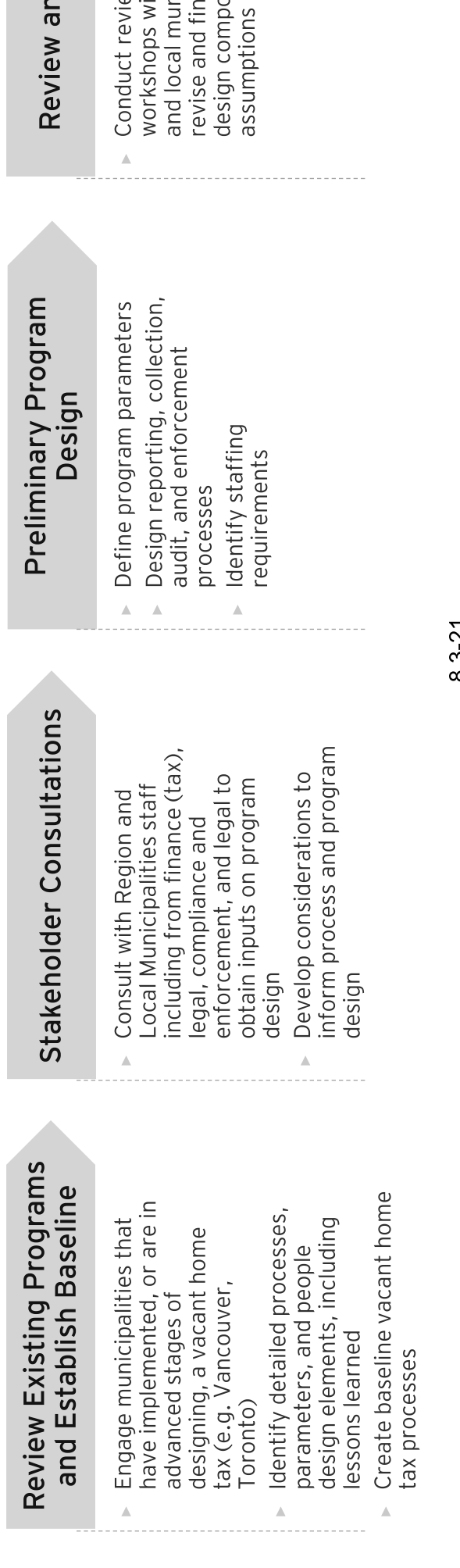
8.3-20

DESIGNING THE VACANT HOME TAX | APPROACH

The Region of Peel engaged EY to develop a detailed design of the Vacant Home Tax program including the people, processes, policy, technology and governance associated with its operation. The program design described in this report includes:

1. Identification of key vacant home tax parameters including definition, tax rate, and other components
2. Designing a high-level process flow of reporting / identification of vacant homes
3. Developing a high-level process flow for audit and compliance activities
4. Designing an audit mechanism and approach, and identifying potential audit techniques
5. Finalizing exemptions from the vacant home tax
6. Outlining the grievance redressal mechanism
7. Refining implementation and operational cost assumptions to improve cost estimate certainty

The approach taken to developing a vacant home tax program design included the following:



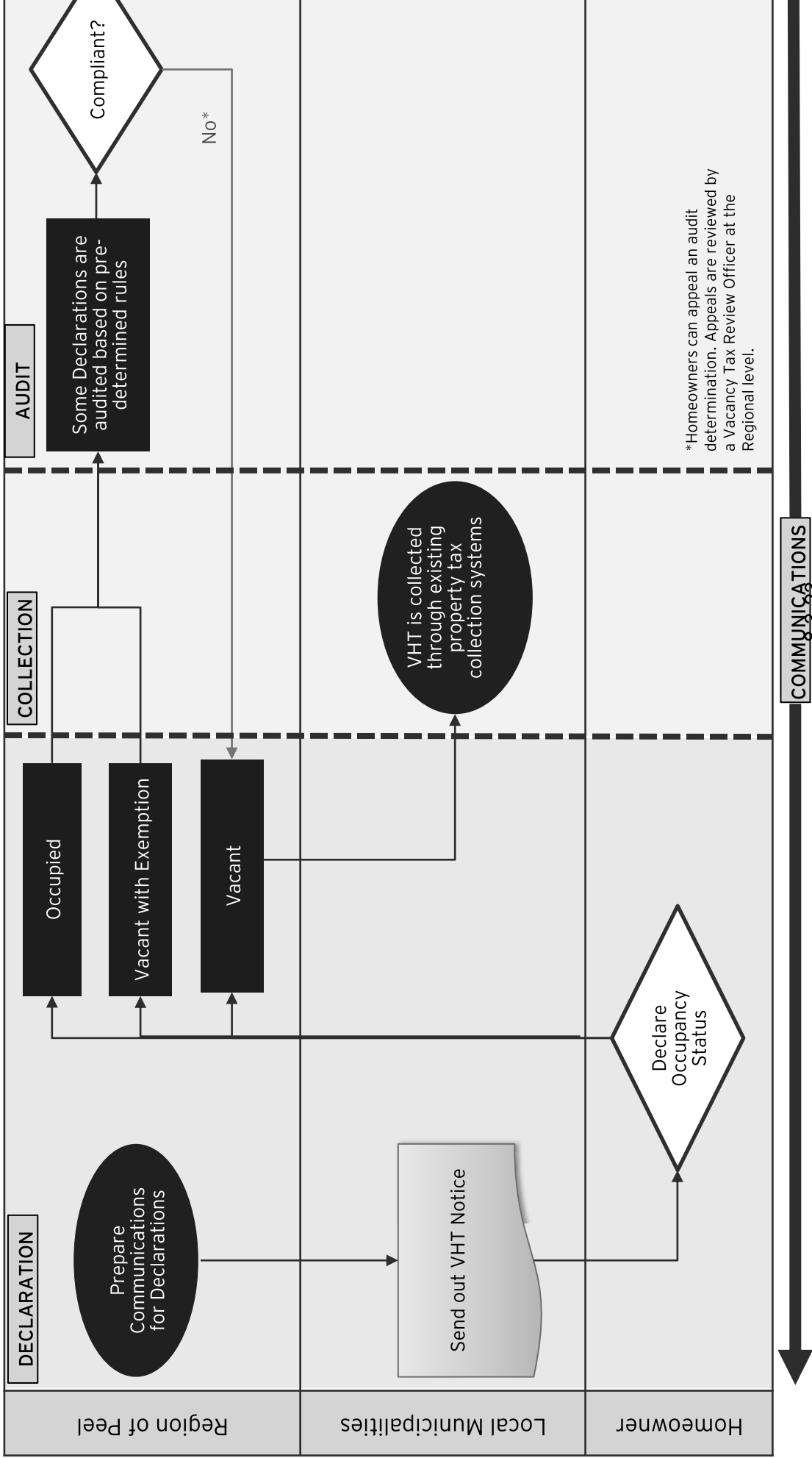
VACANT HOME TAX DESIGN | DEFINITION AND PROFILE

While developing the policy and by-law for the vacant homes tax, municipalities are required to define vacant homes to be designated as vacant. Below are the parameters of the tax and the rationale for each in Peel Region.

Parameter	Rationale
<u>Definition:</u> Unoccupied for more than 184 days within the reference period	Implemented by Toronto, Ottawa, Vancouver, Melbourne
<u>Tax rate:</u> Initial tax rate of 1%	Most common rate observed to be chosen by municipalities <i>Note: Vancouver initially selected a 1% tax rate, and as of 2023 has rate to 5%. Toronto has similarly selected a 1% tax rate for its initial</i>
<u>Reference Period:</u> Calendar year	Similar to property taxes, the vacant home tax is calculated on assessed values of homes. Setting the reference period to a calendar year basis aligns with property tax calculation and collection schedules in most municipalities.

DELIVERY MODEL | OVERALL PROCESS

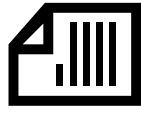
Below is an overview of the final proposed Vacant Home Tax program design. Additional details can be found beginning on page 10.



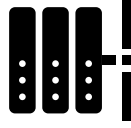
COMMUNICATIONS
8.3-23

VACANT HOME TAX DESIGN | KEY CONSIDERATIONS

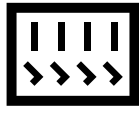
Region and Local Municipal staff indicated concerns about IT systems, integration across declaration-collection-audit, and audit capacity. The key themes of discussions with local stakeholders are included below and discussed in further detail in the corresponding operation section (i.e. Declaration, Collection, Audit & Compliance, Communications).



Region and local municipalities do not have systems with capability to receive declarations and payments with collection.



Local municipalities are planning to change collection systems, with target completion dates of 2023 (Caledon) to 2025 - 2029 (Mississauga and Brampton).



External-facing audit capability, including the systems and personnel to receive and verify data from residents, does not currently exist at the Regional or local municipal levels.



Additional data-sharing between local municipalities and the Region, beyond existing agreements, is required in some audit scenarios and will inform the complexity and cost of associated IT systems.

8.3-24

An aerial photograph of a city, likely Los Angeles, showing a complex highway interchange with multiple overpasses and ramps. In the background, a large, modern stadium with a distinctive roof structure is visible, surrounded by other urban buildings and greenery. The image is overlaid with a semi-transparent dark grey rectangle containing white text.

Vacant Home Tax Detailed Program Design

8.3-25

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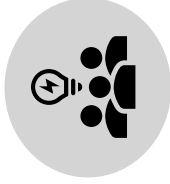
DETAILED PROGRAM DESIGN | OVERVIEW

In Phase 2, EY facilitated (with the support of GHD) public consultations and developed and validated (with Peel and local municipalities) a detailed Vacant Home Tax program design with updated cost estimates. This section of the report provides an overview of public stakeholder consultations and the detailed design of each core VHT function.



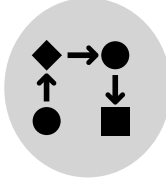
Timeline

A timeline of consultations and research to support a detailed program design



Insights from Consultations

A summary of insights from public, industry, and stakeholder consultations along with updated insights from other jurisdictions



Flow of Responsibilities

An updated delineation of responsibilities between the Region and Local Municipalities

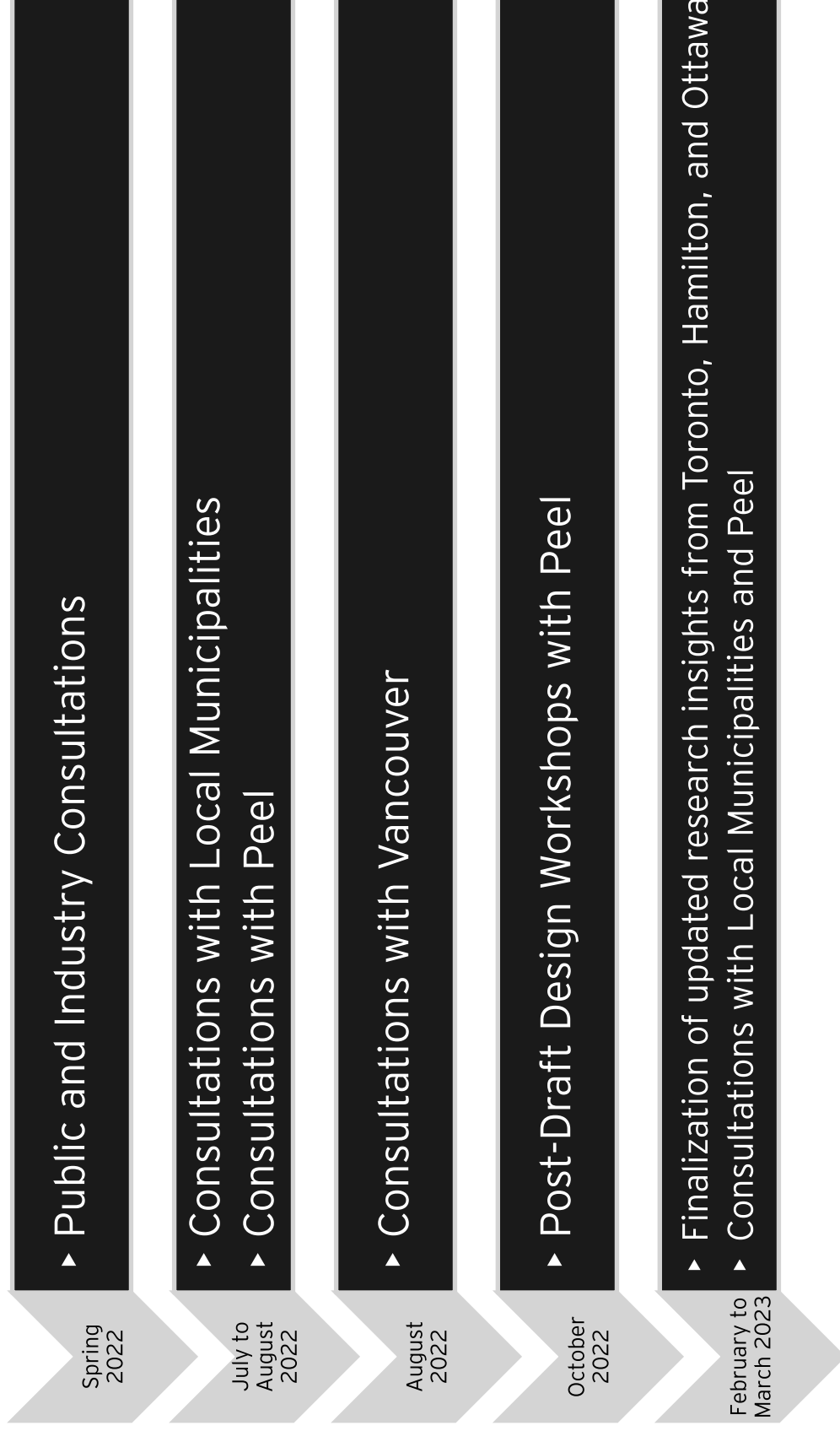


Details for each Core Function

Process maps, rationale, detailed definitions, required changes, considerations, and risks for each core function of the VHT

STAKEHOLDER CONSULTATIONS | TIMELINE

Below is a timeline of key activities undertaken during the second phase of the engagement to develop and validate the program design.



8.3-27

FINDINGS FROM STAKEHOLDER CONSULTATIONS

Throughout the engagement, the EY team conducted a number of stakeholder consultations to gain a deeper understanding of outcomes, implementation considerations and potential risks of a Vacant Home Tax. Inputs obtained from the tax policy, housing communications stakeholders across the Region and the local municipalities informed decisions around the design of the vacant home tax, with questions and categorized list of findings from the interviews. Overall, the public consultations indicated relatively high support from participants, with questions related to the details of the audit and enforcement components being addressed through the program. Townhall participants agreed that Peel is facing housing affordability challenges.

Inputs on Identification of Vacant Homes

Identification of vacant homes should be non-invasive to avoid privacy concerns. The mode of self-declaration to identify vacant homes as adopted by Vancouver was indicated as viable by stakeholders

Inputs on Implementation of the Tax

Stakeholders were open to the idea of a hybrid operating model where responsibilities of implementation were divided between the Region and local municipalities based on inherent efficiencies - this was based on the success of the existing stormwater levy collection program

Inputs on Compliance and Auditing

A comprehensive compliance and auditing process will need to be established. Random audits were observed to be the most viable option based on stakeholder inputs. Implementation of a complaint line (for residents to flag details of vacant homes) similar to Vancouver was also suggested by stakeholders

Inputs on Definition of Exempt Properties

Proper definition of vacant properties should be exempted from the tax. Public consultation made clear that unintended consequences of exemptions should be explored and acceptable to stakeholders

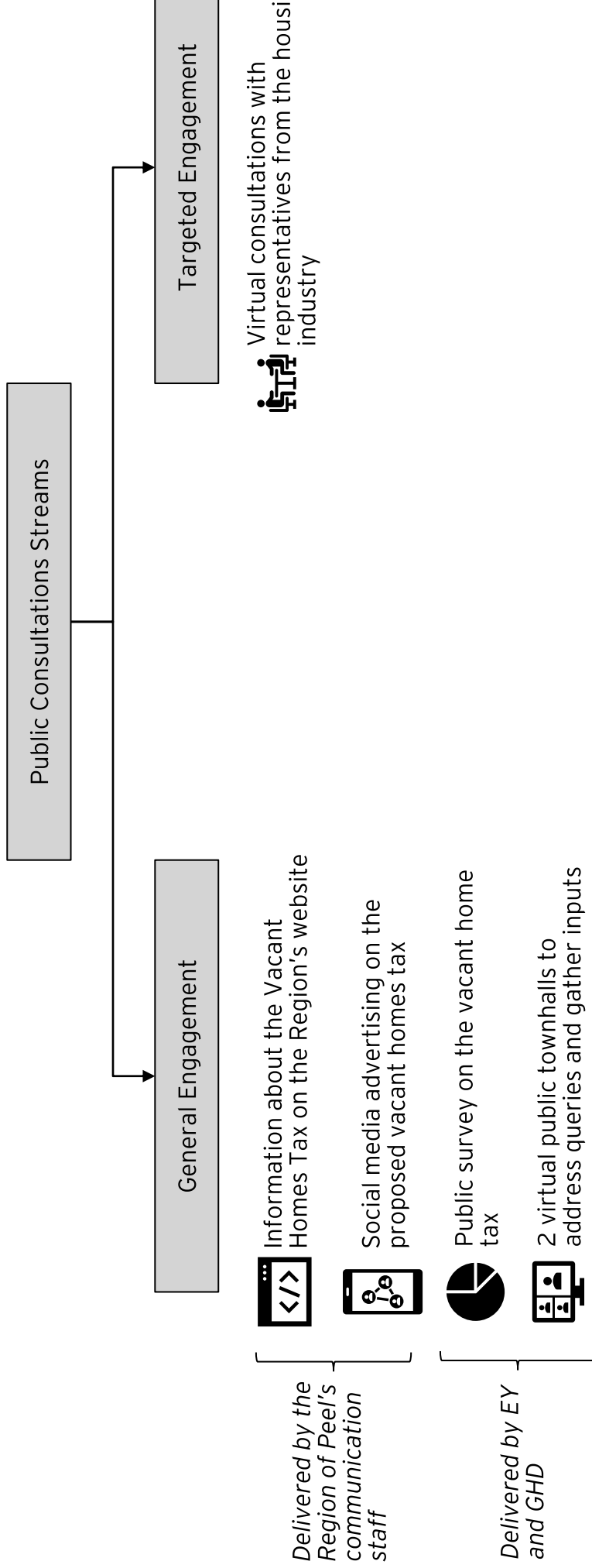
8.3-28

PUBLIC CONSULTATIONS | OVERVIEW

Public consultations were designed to educate residents and solicit inputs on the Vacant Home Tax.

The objective of the public consultations program was to ensure all residents and impacted stakeholders were informed of potential changes being explored, and are able to express their opinions to inform decisions around the tax policy/by-law. The program conducted extensive consultations with the Region's communications team to design and develop the objectives, channels, and audience for the public consultations.

Two broad streams of public consultations were delivered by EY, supported by Regional Staff and GHD, as outlined below:



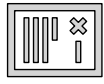
8.3-29

PUBLIC AND INDUSTRY TOWNHALLS | TAKEAWAYS

Key discussion themes covered during the public townhall are summarized below.



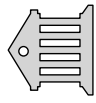
Queries on the feasibility analysis (estimation of number of vacant homes, revenue projections etc.) were addressed by providing an overview of the methodology and key assumptions that were used to drive estimates



Details of the identification/declaration process were discussed by highlighting learnings from the City of Vancouver. However, participants were informed that decisions on the identification process are yet to be finalized as part of the program design.



High level overview of the compliance and auditing process were discussed to outline how these activities would be conducted in a manner that is respectful of the privacy of homeowners. Learnings from the City of Vancouver were shared with participants.



Details of the features of the tax such as tax rate, frequency of revision, penalty structure and list of exemptions were discussed by providing examples from the City of Vancouver case study, and outlining the analysis that the Region intends to undertake before finalizing the same.



Queries on timelines for launch of the Vacant Home Tax by-law and implementation were addressed by outlining the workplan for submission of stakeholder consultation findings, program design, and other recommendations for Council approval in 2024. This indicates a potential implementation in 2025, subject to Council and Ministry approval.

TOWNHALL POLL

70%+

Townhall participants in the Peel Region indicated that the proposal is affordable

50%+

Townhall participants in the Peel Region indicated that the proposal is affordable

81%

Townhall participants indicated that the proposal is affordable

PUBLIC CONSULTATIONS | SURVEY

Public consultations were designed to educate residents and elicit inputs on the Vacant Home Tax.

A survey* was hosted on the Region of Peel website from April 14th - May 14th 2022, and advertised through the Region's channels. The objective of the survey was to understand the level of support for the vacant home tax among residents and obtain inputs that may help guide the development of the program design for the tax. Highlights of the survey are provided below.

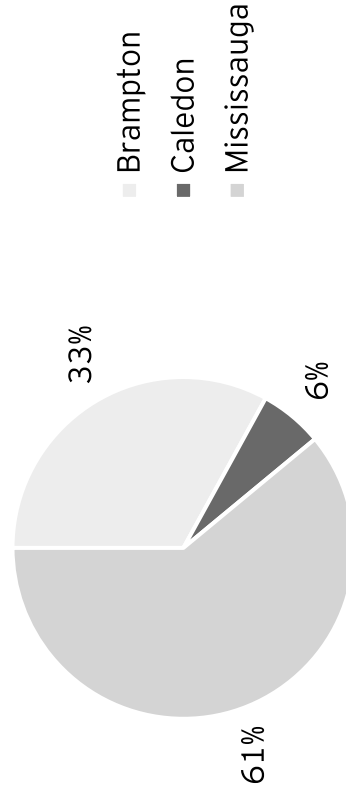
4000

Respondents

85.2%

Respondents who own a principal residence in Peel Region

Primary residence location of respondents



WHAT WE HEARD

86%

Respondents who believe the Region is facing a housing affordability crisis

57%

Respondents who believe the number of vacant homes is negatively impacting the Region's housing affordability

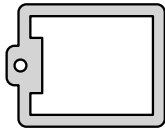
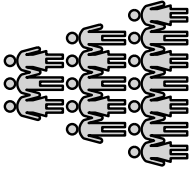
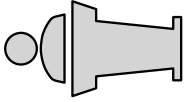
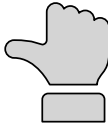
68%

Respondents who support the implementation of a Vacant Home Tax to address the Region's housing affordability crisis

* Participation in the survey was on a voluntary basis, and information provided could not be verified for accuracy.

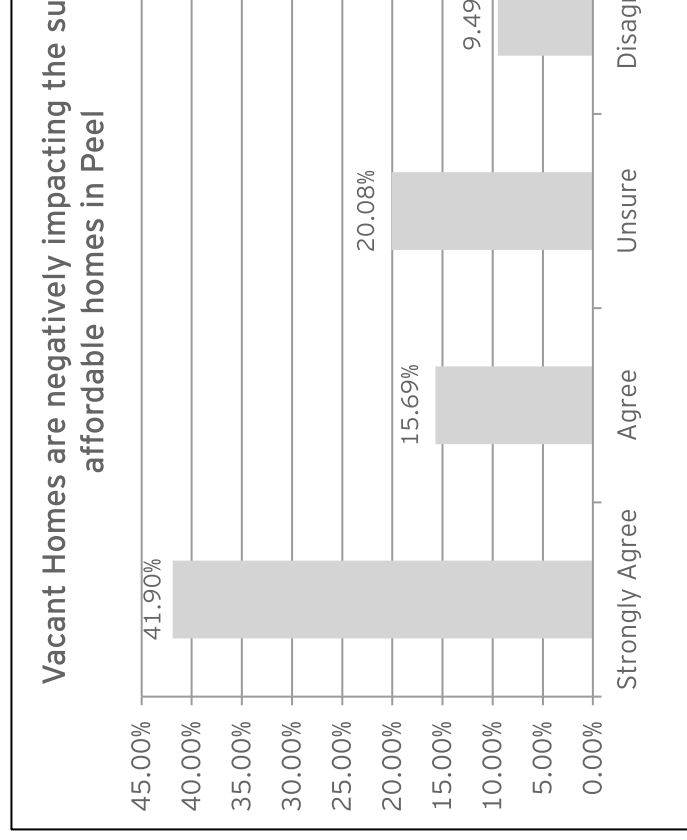
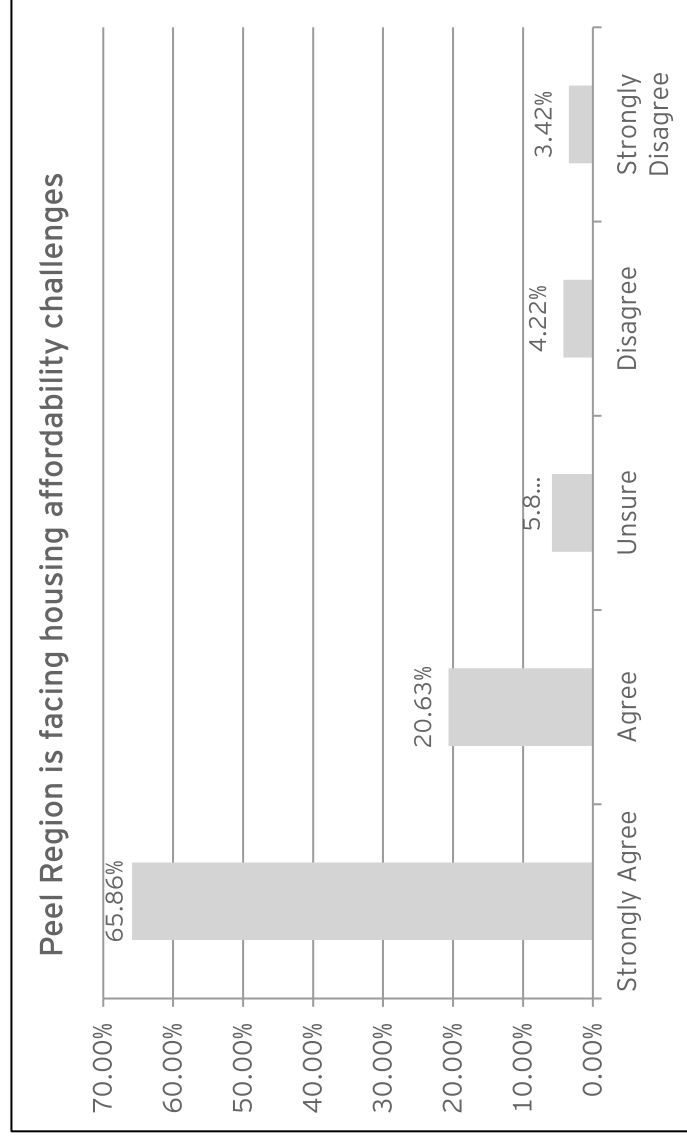
PUBLIC CONSULTATIONS | PUBLIC AND INDUSTRY TOWNHALLS

On April 26th and May 3rd 2022, EY, supported by GHD, hosted two public consultation sessions to inform the public about the potential introduction of a Vacant Home Tax at the Region of Peel. The objective of the sessions was to provide an opportunity to address any queries that the public may have around the rationale, implementation, and open account while designing the Vacant Home Tax by-law.

Consultation Highlights	
 <p>4000+ survey respondents</p>	 <p>49 attendees from general public and stakeholders</p>
 <p>2 presentations to industry stakeholders by Regional Staff and EY</p>	 <p>4 polls conducted to gauge public opinion</p>
	<p>50 address St</p>

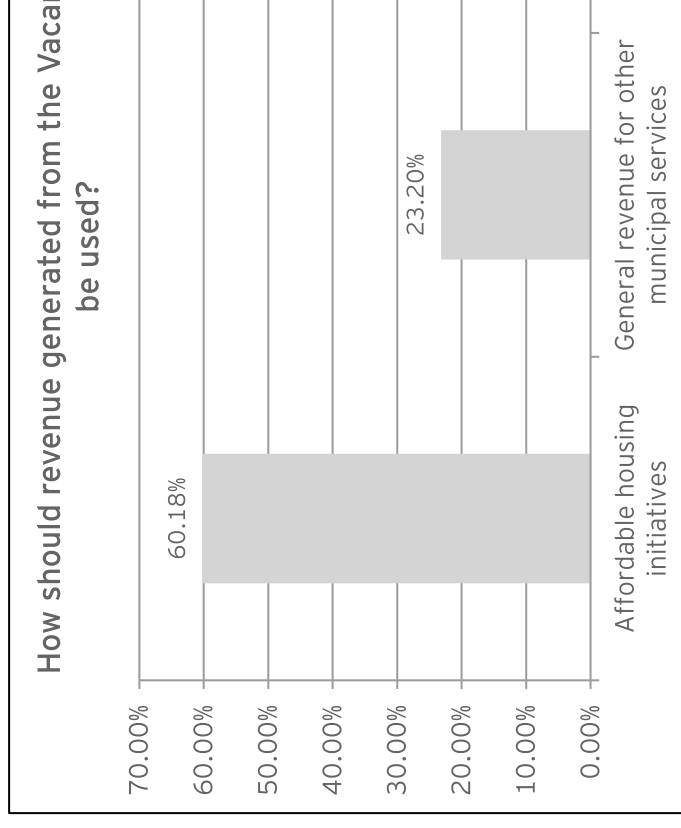
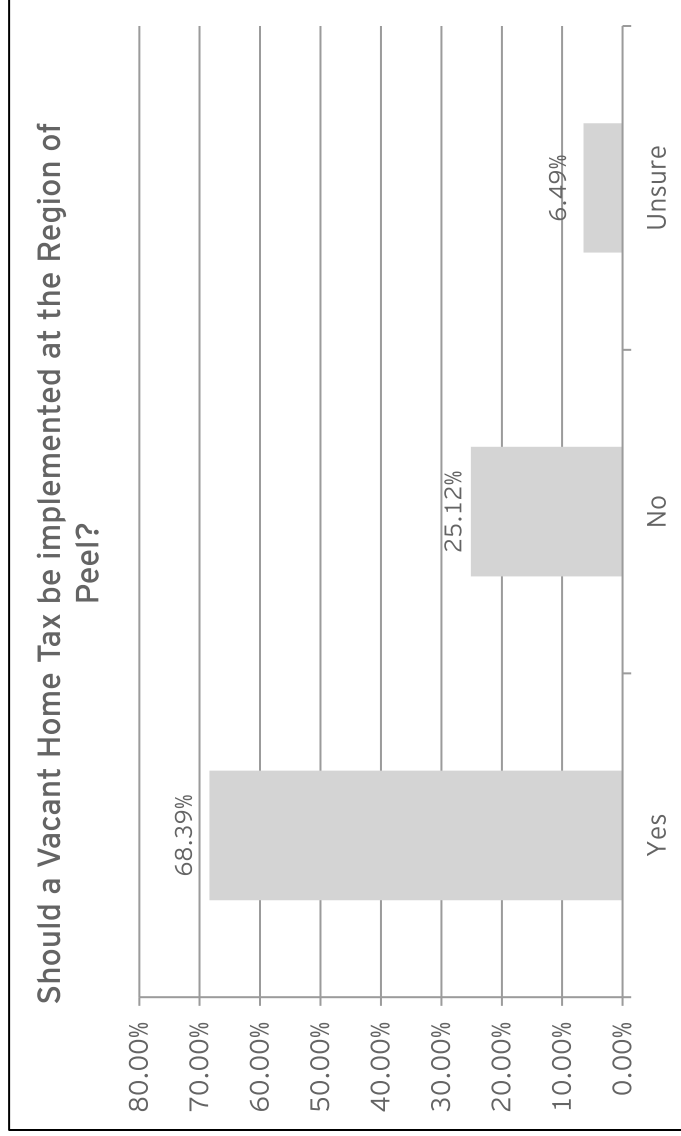
SURVEY FINDINGS | AFFORDABILITY CHALLENGES IN PEEL

Over 85% of the respondents to the survey agreed that the Region of Peel is facing affordability challenges. This is in line with findings presented by EY in the feasibility study outlining how the growth in rent and sale prices at the Region have far outpaced growth in incomes (Between 2011-21, average income in Peel has grown by 22%, while rent and sale prices have grown by 162% respectively). 57% of the respondents agree that vacant homes are prevalent across the region and contribute to affordability challenges in Peel. The broad consensus that vacant homes negatively impact supply of affordable housing is supported by the rationale for a vacant homes tax at Peel.



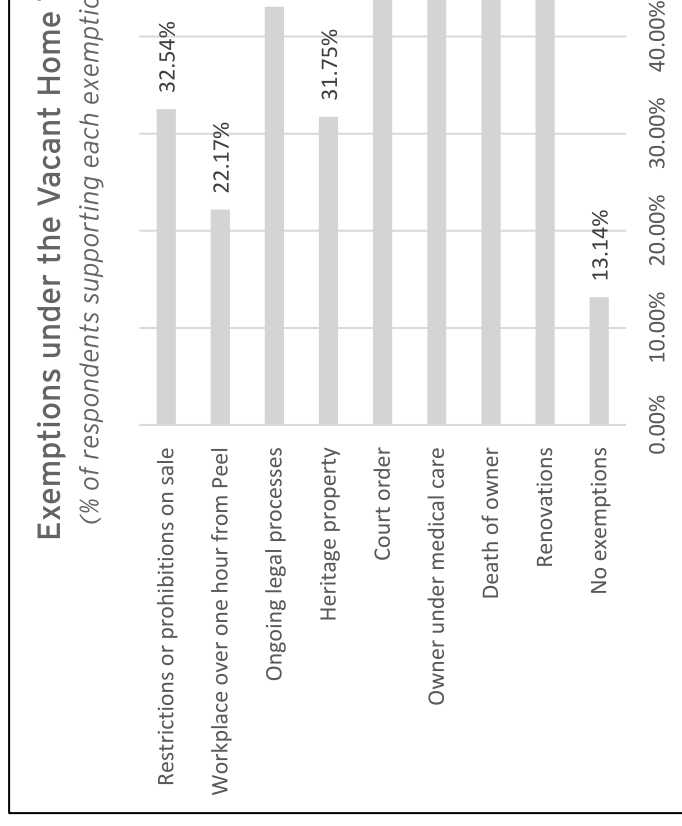
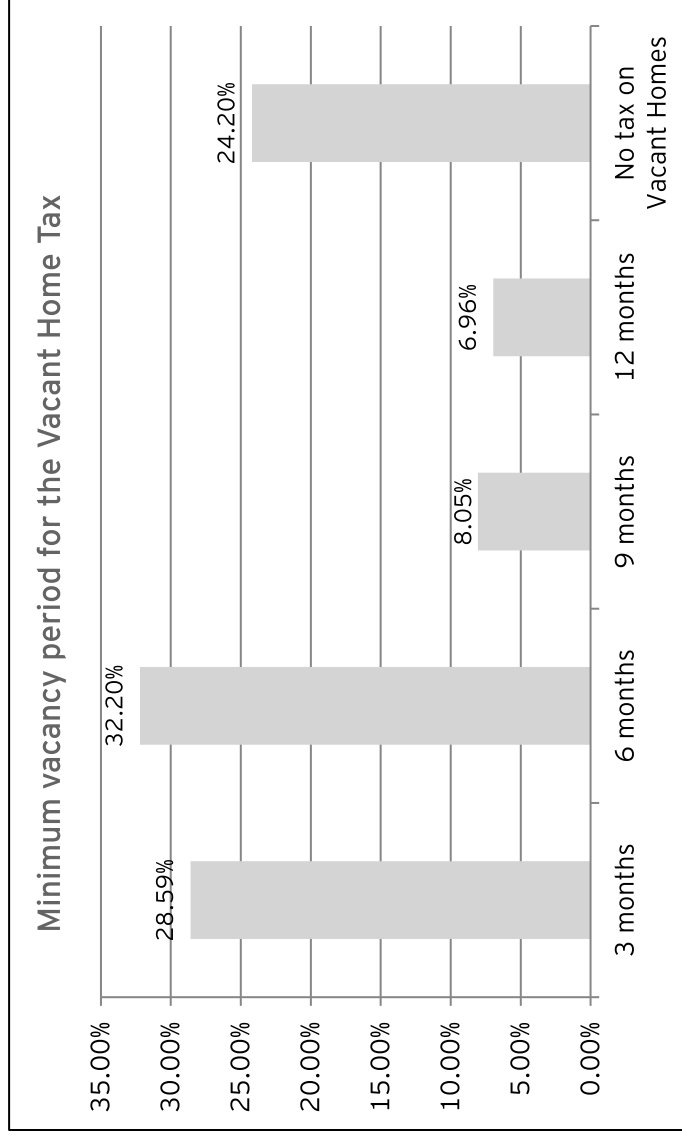
SURVEY FINDINGS | SUPPORT FOR VACANT HOME TAX

68% of the respondents supported the idea of a vacant home tax in Peel. This is comparable to the response received in Toronto for a similar survey conducted to gauge the support for a vacant home tax (73% of residents in Toronto supported it). Over 60% of the respondents agreed that revenue from the vacant home tax must be allocated towards affordable housing. This indicates that the public may welcome a tax that seeks to ease housing availability and affordability challenges at the same time as the proceeds are directed towards a tangible goal. It is also consistent with the objectives laid down by the Ministry of Municipal Affairs and Housing in the enabling legislation for municipalities.



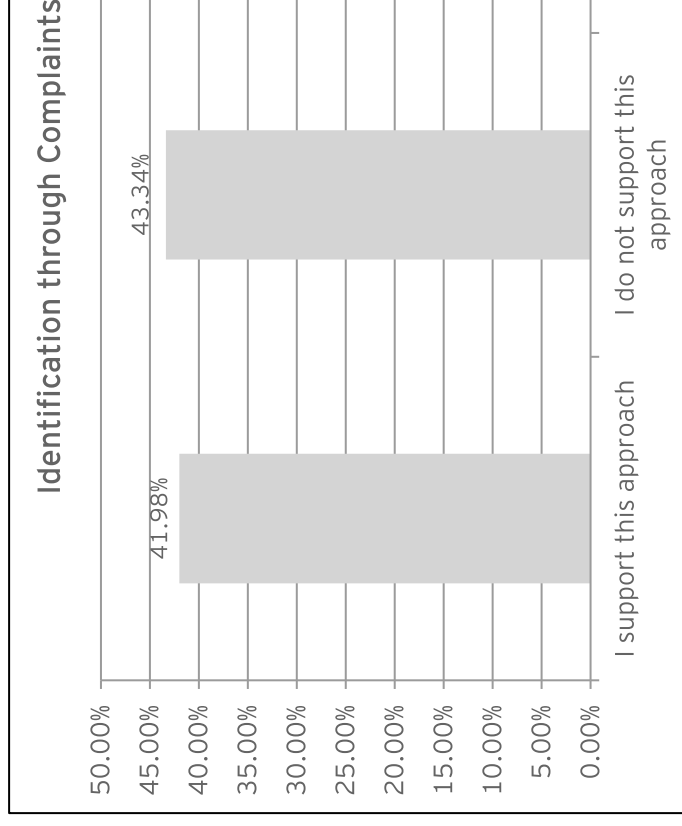
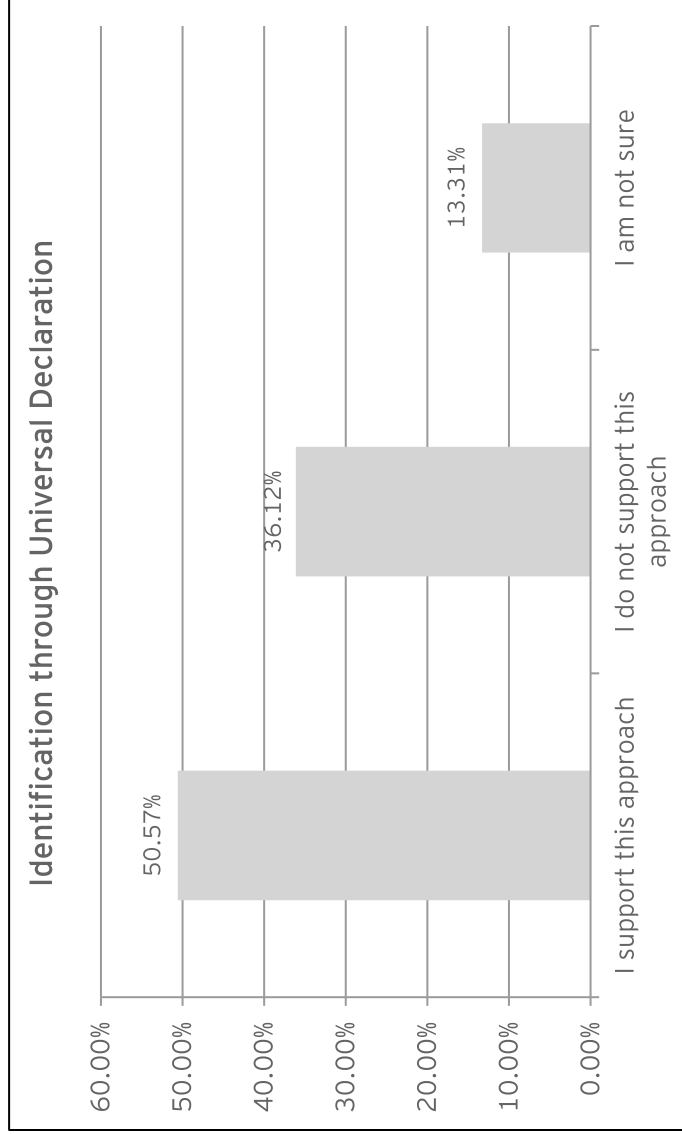
SURVEY FINDINGS | SCOPE AND EXEMPTIONS FOR VACANT HOMES TAX

A majority of respondents (32%) preferred imposing the vacant homes tax on properties that are unoccupied for more than 3 months. However, 28% of the respondents also supported imposing the tax on properties that are vacant for less than 3 months. However, the vacancy threshold is most commonly observed among municipalities that have implemented or are considering to implement the vacant homes tax (Vancouver, Melbourne, Toronto etc.).



SURVEY FINDINGS | IDENTIFICATION OF VACANT HOMES

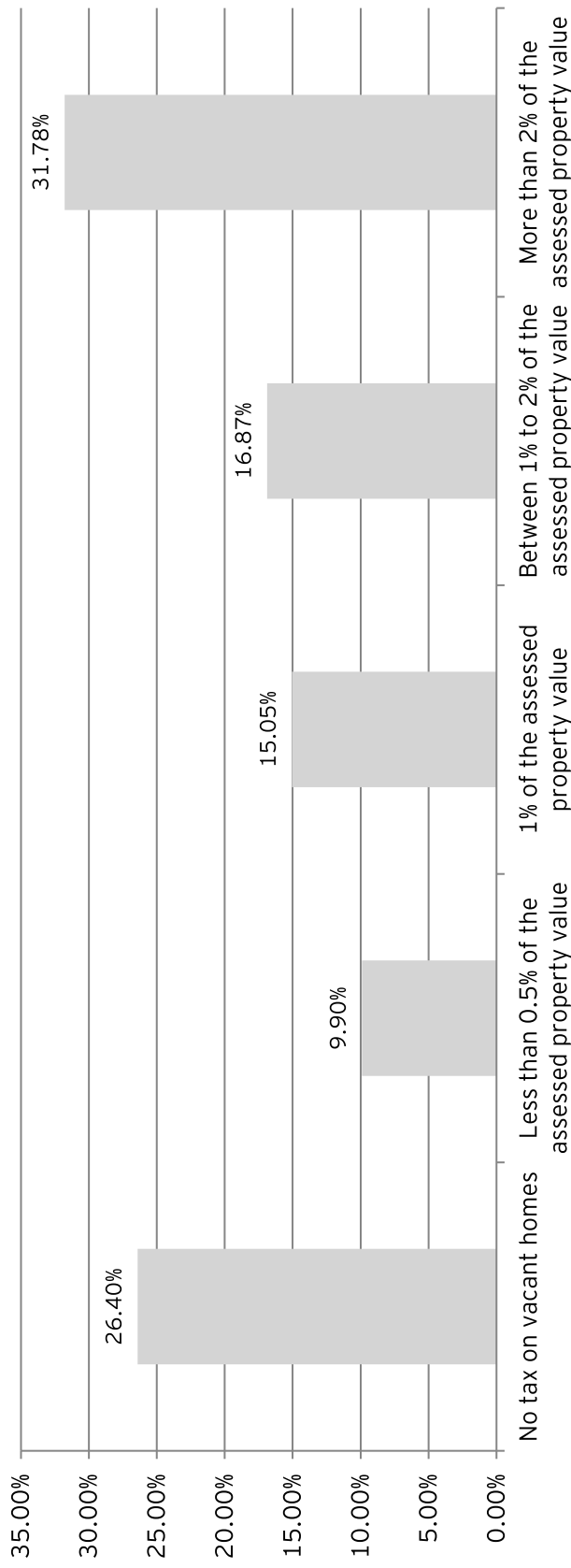
Over 50% of respondents supported the Universal Declaration method for identification of vacant homes. By this method homeowners in Peel would have to mandatorily submit a declaration indicating whether their home was vacant or occupied in the previous calendar year. This is the most common method for identification of vacant homes adopted by municipalities that have implemented the vacant home tax (e.g. Vancouver). While more respondents disagreed with the approach of identifying vacant homes through complaints submitted by other residents (e.g. neighbours), this method may still be considered as a secondary method of identification as it has generated positive results in ensuring compliance in Vancouver.



SURVEY FINDINGS | TAX RATE

A majority of respondents (32%) supported a tax rate of >2% on the assessed value of vacant homes. However, municipalities have implemented the tax with a 1% tax rate to evaluate the response in terms of revenue generation and cost of vacant homes for rent/sale. Based on the observations over a 1-2 year period, municipalities may make decisions to increase or decrease the tax rate. A 2% tax rate is over two times existing property tax rate (0.877%), and hence may be perceived as higher non-compliance. Hence, Peel may consider initiating the tax with a 1% tax rate, and then re-evaluate on opportunities for rate revision.

Proposed tax rate on Vacant Homes



UPDATED INSIGHTS FROM OTHER JURISDICTIONS

Since the beginning of this engagement, other jurisdictions have updated the design of their Vacant Home Tax program is a summary of updated insights from other Canadian jurisdictions.*

	Vancouver**	Toronto	Hamilton	
Definition	Residential property is considered to be vacant property if it has been unoccupied for more than six months during the vacancy reference period it is deemed to be vacant property in accordance with this by-law	A property is considered vacant if it is not the principal residence of the owner or any permitted occupants or was not occupied by tenants for at least six months during the previous calendar year or is otherwise deemed to be vacant under the bylaw	Vacant Residential Unit: A residential unit that has been unoccupied for more than 183 days during the previous calendar year or is deemed vacant by the City of Hamilton. Unoccupied Property: A residential unit is unoccupied when it is not the principal residence of the owner or a permitted occupier and is not occupied for residential purposes by one or more tenants for more than 183 days during the previous calendar year.	A property is considered unoccupied for more than 183 days during the previous calendar year if the Principal Residence is occupied for residential purposes under a Tenancy Agreement or a Sublease under a Sublease for at least 30 consecutive days. A residential unit is deemed vacant by the by-law.
Tax Rate	1% (2017-2019), 1.25% (2020), 3% (2021-2022), 5% (2023)	1%	1%	1%
Declaration & Reporting	<ul style="list-style-type: none"> Online Declaration due in February Exemptions: Death of Owner; Renovations; Combination Exemption; Owner in Care; Strata Rental Restriction; Transfer of Property; Occupancy for Full-Time Employment; Court Order; Limited-Use Residential Property 	<ul style="list-style-type: none"> Online and paper declaration form Notice issued in March/April Exemptions: Death of Owner; Renovations; Owner in Care; Transfer of Property; Occupancy for Full-Time Employment; Court Order 	<ul style="list-style-type: none"> Declarations are mailed in December and are due in March the following year Exemptions: Death of Owner; Renovations; Sale of Property; Owner in Care; Court Order 	<ul style="list-style-type: none"> Online and in-person Declaration due in February Exemptions: Death of Owner; Renovations; Owner in Care; Strata Rental Restriction; Transfer of Property; Occupancy for Full-Time Employment; Court Order; Limited-Use Residential Property
Collection	<ul style="list-style-type: none"> Payment is due in April 	<ul style="list-style-type: none"> Payment collected in three installments: May, June, and July 	<ul style="list-style-type: none"> Payments collected in two installments: June and September 	<ul style="list-style-type: none"> Payment collected in two installments: June and September
Audit & Compliance	<ul style="list-style-type: none"> Risk-based and random audits Notice of Complaint reviewed by Vacancy Tax Review Officer and final appeal reviewed by Vacancy Tax Review Panel 	<ul style="list-style-type: none"> Random or specific-criteria audits Notice of Complaint reviewed by the City and final appeal reviewed by Appellate Authority 	<ul style="list-style-type: none"> Random and specific-criteria audits Notice of Complaint reviewed by Program Administrator and final appeal reviewed by Appellate Authority 	<ul style="list-style-type: none"> Specific-criteria audits Notice of Complaint reviewed by Program Administrator and final appeal reviewed by Appellate Authority

NOTE: Information is current as of March 2023. All jurisdictions listed are single-tier municipal governments and may have different considerations than the Region of Peel's two-tier government.

** Vancouver's 2022 Empty Homes Tax Annual Report cites a 20% reduction in vacant properties from 2020 to 2021. Additionally, 49% of properties that were deemed vacant in 2020 were occupied in 2021.

FLOW OF RESPONSIBILITIES | HYBRID DELIVERY

The Program Design differs slightly from the proposed Delivery Model in the Feasibility Study, primarily in Declaration & Reporting, Audit & Compliance, Collection, and Communication. The table below explains the differences and rationale behind them. More detailed rationale is included in individual process sections.

Process		Change from Feasibility Study	Rationale
Declaration & Reporting	Assigned to the Region of Peel rather than the local municipalities	According to the IT, legal, privacy, finance, and tax departments of Peel Region and local municipalities, a single regional system is: <ul style="list-style-type: none"> Likely more cost-effective than three independent municipal systems Strengthens data security and reduces need for data sharing Ensures consistency from residents of all local municipalities when submitting 	
Audit & Compliance	No change - remains with the Region of Peel	According to the IT, legal, privacy, finance, and tax departments of Peel Region and local municipalities as well as the enforcement departments at the local municipalities audit system at the Region: <ul style="list-style-type: none"> Ensures consistency, prevents system redundancy, and supports cost recovery System complexity and the likelihood of data breaches is likely to be lower 	
Collection	No change - process remains with the local municipalities	According to the tax departments at Peel Region and local municipalities as well as the Legal department: <ul style="list-style-type: none"> Local municipalities may use existing systems and processes for Property Tax and required functionality enhancements to collect the Vacant Home Tax 	
Communication	Although mostly residing with the Region, local municipalities will support some communication	According to communications departments of Peel Region and local municipalities: <ul style="list-style-type: none"> The Region does not have the capacity to directly interact with the public. As a result, local municipalities can support in handling initial inquiries, redirecting requests to the appropriate department, and issuing VHT-related notices 	

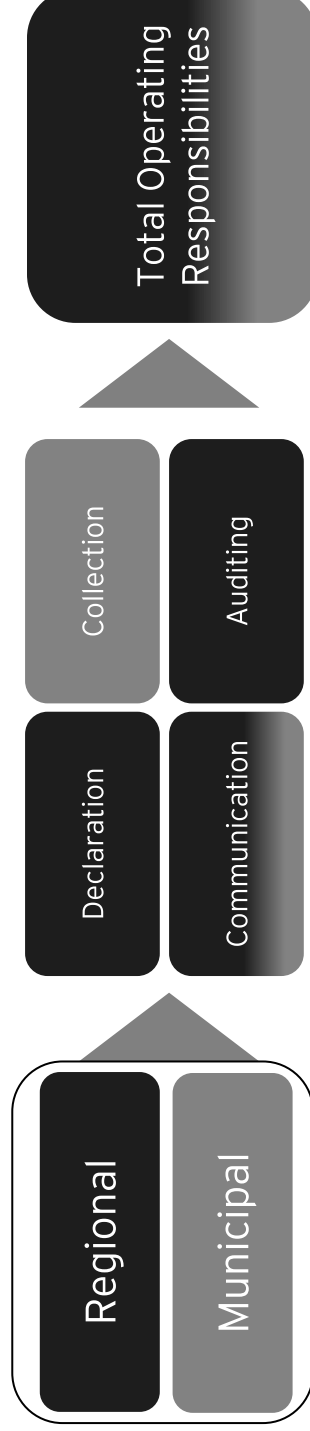
DELIVERY MODEL | FLOW OF RESPONSIBILITIES

The delivery model has been designed to leverage the authorities, capabilities, and capacities of each municipal partner effectiveness and reduce operational complexity and cost. This model assigns declaration notices and revenue collection to local municipalities in order to leverage existing property tax collection systems, while centralizing declaration system customer service/communications responsibilities at the Regional level.

HOW IT WOULD WORK

- ▶ The local municipalities would be responsible for sending declaration notices on behalf of Peel, and for collecting the of vacant homes (declared or deemed). The Region would be responsible for establishing and managing the declaration establishing and overseeing audit and compliance activities and systems, and managing customer service for reside
- ▶ The local municipalities would leverage existing property tax collection systems and processes with the required fund enhancements to assess, impose, and collect a vacant home tax on properties that have been declared as vacant by deemed as such through subsequent audits.
- ▶ While the Region would be responsible for auditing declarations, it would coordinate with local municipalities to collect existing collection and enforcement tools.

RESPONSIBILITY



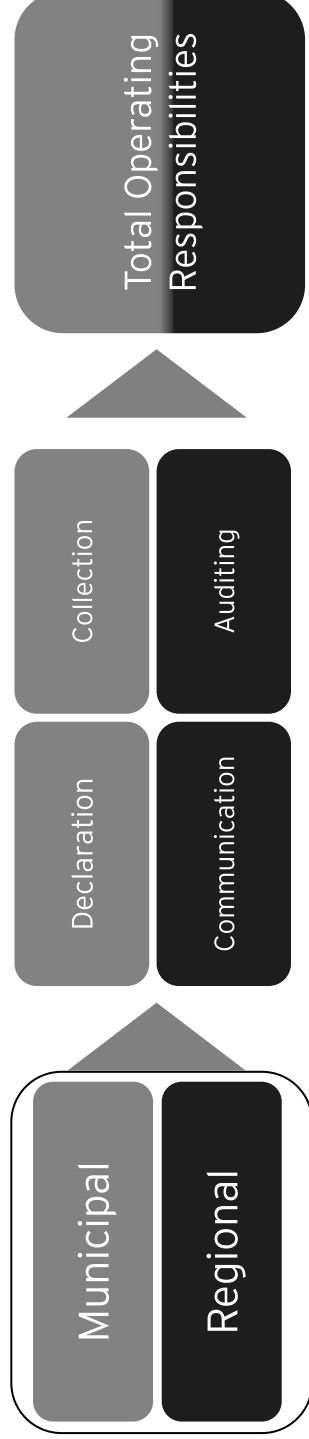
Municipalities will be responsible for VHT Notices and collecting the VHT. The Region will be responsible for Communications, customer service and audit/compliance responsibilities centralized at the Region.

8.3-40

FLOW OF RESPONSIBILITIES | HYBRID DELIVERY

Recall that in the Feasibility Study, the Hybrid Delivery Model assigns reporting and revenue collection responsibilities to municipalities, in order to leverage existing property tax collection systems - while centralizing audit and customer service/communications responsibilities at the Regional level.

FEASIBILITY STUDY | RESPONSIBILITY



Municipalities will be responsible for declarations and collecting the VHT. Communications, customer service, audit/compliance responsibilities will be centralized at the Regional level.

The Draft Program Design changes two main aspects of the Delivery Model:

1. It assigns reporting and declaration to the Region; and
2. Although communications is centralized at the Region, Municipalities will support some communication (front desk).

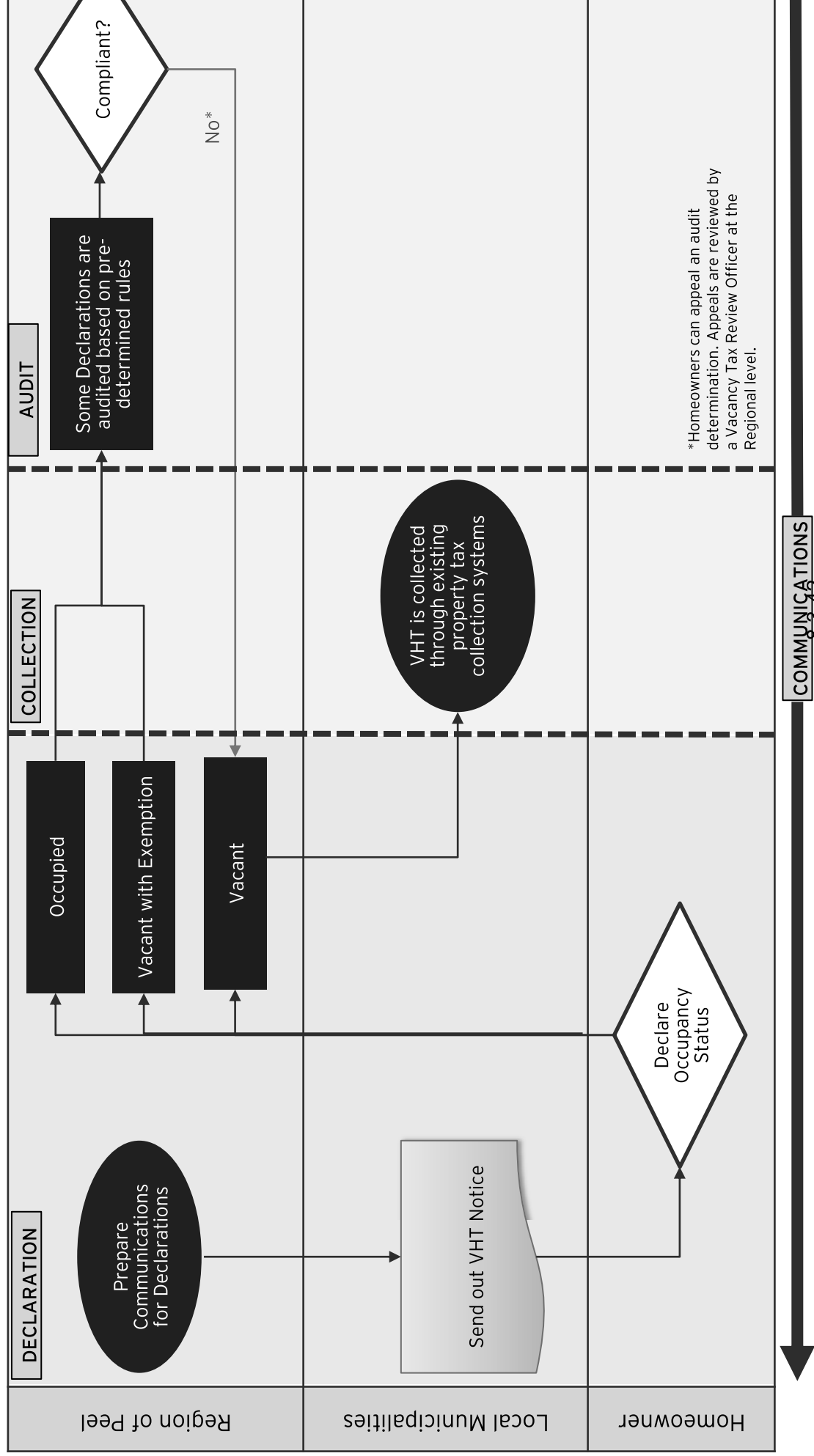
PROGRAM DESIGN | RESPONSIBILITY



Municipalities will be responsible for VHT Notices along with Properly collected revenue. Communications, customer service, declarations and audit/compliance responsibilities would be centralized at the Regional level.

8.3-41

DELIVERY MODEL | OVERALL PROCESS

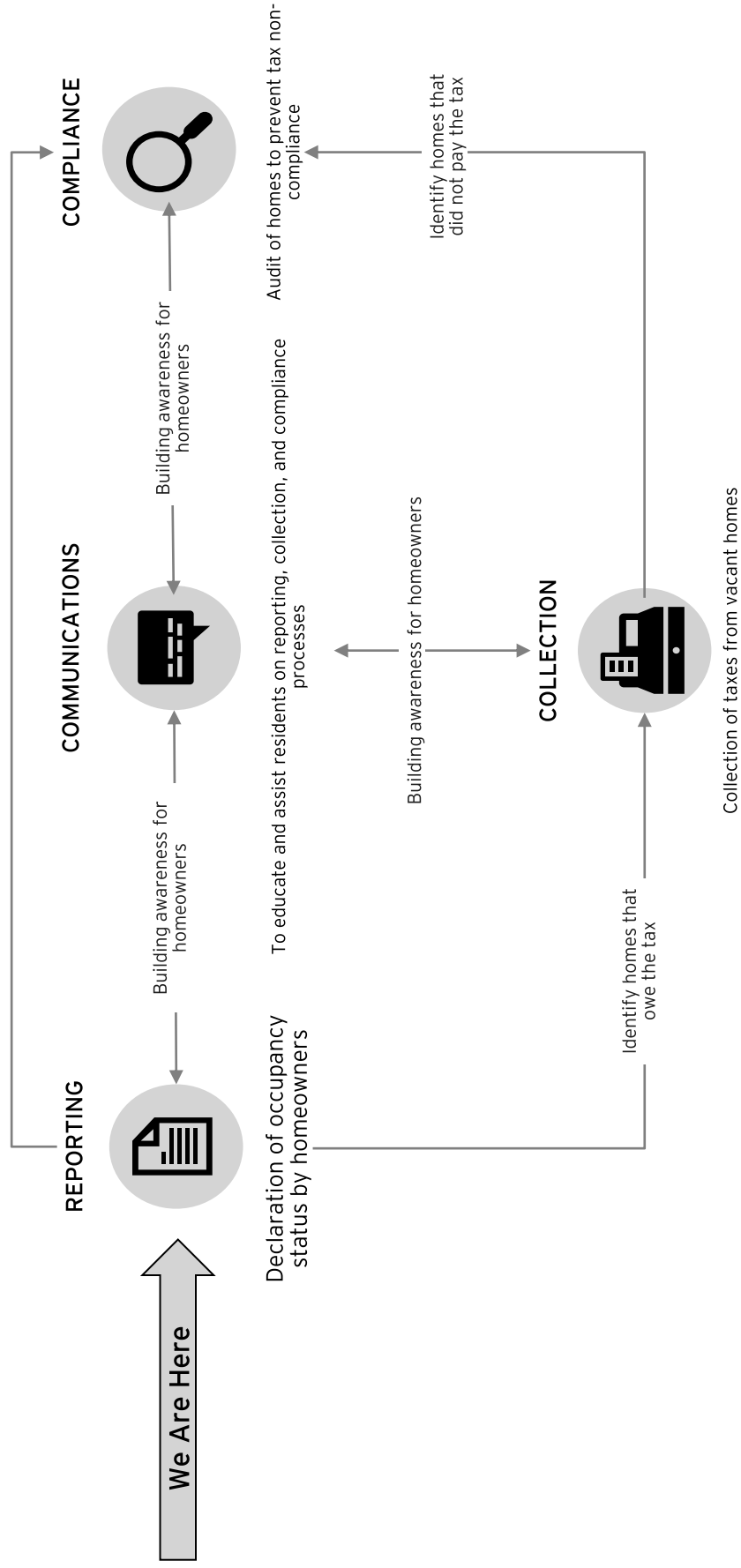


*Homeowners can appeal an audit determination. Appeals are reviewed by a Vacancy Tax Review Officer at the Regional level.

DECLARATION & REPORTING

CORE OPERATIONS

Share reports of declarations to audit teams for follow-up



8.3-43

DECLARATION & REPORTING

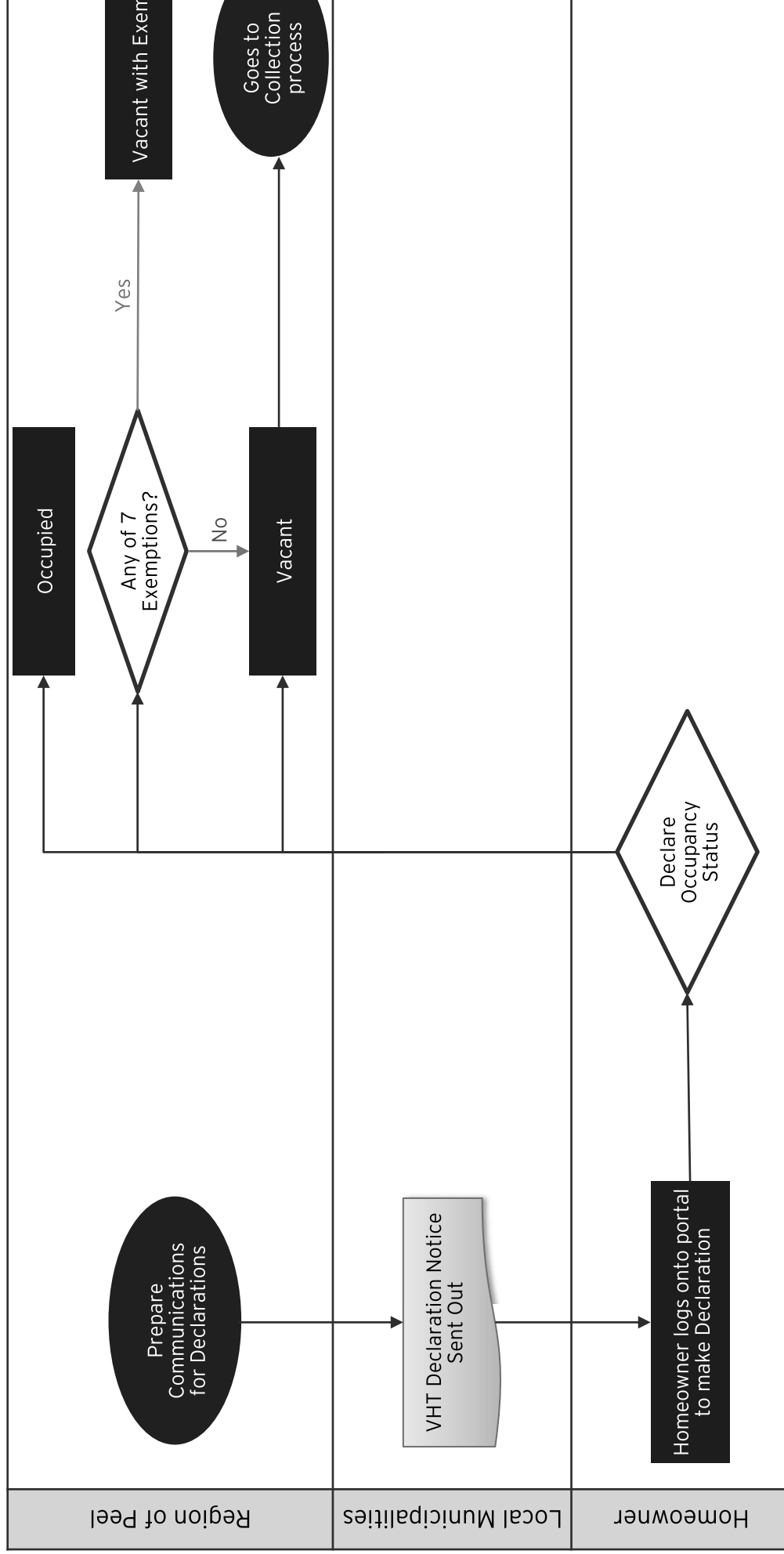
The first step in the Vacant Home Tax process requires homeowners to declare the occupancy status of their homes.

The Declaration & Reporting process is the initial step in core vacant home tax operations:

- All Peel homeowners are required to declare whether a home is occupied as a principal residence, v exemption, or vacant.
- A notice informing the homeowner of the requirement to declare the home's occupancy status is sent to all municipalities.
- Homeowners enter and confirm their declaration through a Region-administered declaration portal.
- Homes declared vacant, or deemed vacant through the Audit & Compliance process, will proceed to the Vacant Home Tax Collection process.
- Homes declared occupied, or confirmed occupied through the Audit & Compliance process, will not proceed to the Vacant Home Tax Collection process.

DECLARATION & REPORTING | PROCESS

The process of identifying vacant homes in the Region through declarations reported by homeowners is outlined below



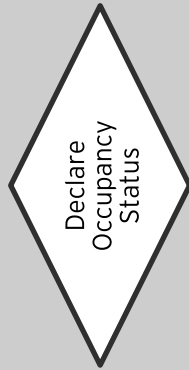



DECLARATION & REPORTING | RATIONALE



The Feasibility Study recommended that Declaration and Reporting lie with the local municipalities. Based on consultation with the Region of Peel and the local municipalities, it is more cost-effective and strengthens data security, for the Declaration & Reporting system to be housed at the Regional level.

- ▶ Although the Feasibility Analysis recommended that local municipalities be responsible for Declaration and Reporting, it was indicated by IT departments at local municipalities and Peel that a single system held at the regional level is likely to be more cost-efficient than three independent local Declaration systems.
- ▶ Neither local municipalities nor Peel Region identified existing declaration or reporting capabilities that can be used for implementation of a Vacant Home Tax. As such, it was concluded that it would be more costly to build, and more complex to integrate, three independent Declaration systems than a single system at the Regional level. The consensus among all municipalities was that a single system would also ensure consistency of presentation to, and results from, homeowners of all three municipalities when submitting declarations.
- ▶ While the Region of Peel would prepare communications for declaration, tax departments at local municipalities indicated they may be able to use existing Property Tax Notice processes to generate Declaration Notices for the Vacant Home Tax, pending further assessment and finalization of parameters.

DECLARATION & REPORTING | KEY COMPONENTS

Legend	Description
	<p>Create written communication for dissemination to homeowners indicating the requirement a declare status, instructions to access the declaration system (including account number and a contact information for outstanding questions or concerns.</p>
 <p>Homeowner logs onto portal to make Declaration</p>	<p>The Region of Peel will identify homeowners from Tax Roll Information that is currently retain municipalities as part of their Property Tax billing systems, as they have the most updated information current assessment values. In addition, the Region may use the MPAC's Property Codes to determine residential properties.</p> <p>Using Tax Roll Information and MPAC Property Codes, local municipalities send out declaration</p>
	<p>Homeowners log onto the declaration website using the Account Number and Access Code provided in notice. Before declaring property status, homeowners must first acknowledge that the municipality has evidence required for the initial reporting, audit and compliance for the purpose of imposing the Property Tax. The Declaration is then entered along with any supporting information required (e.g. when vacant home with exemption).</p>
	<p>Home has been declared occupied as a principal residence and no tax applies. Home may be required to verify status.</p>

DECLARATION & REPORTING | KEY COMPONENTS

Legend	Description
	<p>Homeowners may select from any of the following seven (7) exemptions:</p> <ol style="list-style-type: none">1. Transfer of Property2. Redevelopment or Major Renovation3. Property of Owner in Care4. Occupancy for Full-Time Employment5. Court Order6. Death of Owner7. Combination Exemption <p>If any of the above apply to the home, the homeowner must provide the corresponding information in the exemption to which no vacant home tax applies. Exemptions are audited.</p> <p>If none of the above exemptions applies, the homeowner declares the home to be Vacant.</p>
	<p>Home has been declared vacant and the tax applies. The home proceeds to the Collection process and the vacant home tax is applied and collected.</p>

DECLARATION & REPORTING | CHANGES REQUIRED

The proposed declaration and reporting process requires primarily technological changes in the form of sourcing a declar

	PEOPLE	PROCESS	TECHNOLOGY
REGION	Some incremental effort is anticipated for initial setup and ongoing maintenance of the declaration system (e.g. software updates) as well as ongoing policy reviews and updates, but is not anticipated to result in the need for incremental IT or policy Full-Time Equivalents.	Design self-declaration forms and implement a reporting process for homeowners.	Implement a declaration system with the ability to integrate with local municipal systems (e.g. the Ensure ability of declaration system integrate with the selected audit systems.
BOTH	Resource requirements will be monitored following implementation of the program to identify any incremental employee impacts.	Design and coordinate a process for sending declaration notices to homeowners.	Coordinate and connections between declaration and systems.
LOCAL MUNICIPALITY	Initial setup and development of integrations may require additional resources. As the declaration system will be established and maintained by Peel, no ongoing incremental employee impacts are expected.		Develop integrations with the local municipal tax system (and vacant home tax) and the declaration system.

8.3-49

DECLARATION & REPORTING | OCCUPIED DECLARATIONS

The first step in the Declaration & Reporting Process requires the declarer to identify themselves. The following is a table of what information is required when an individual declares a property as occupied. The purpose of collecting this information and all communications related to the Vacant Home Tax are addressed to the right individual.

DECLARE OCCUPIED	
Declaration	Information Required on Declaration
Owner	N/A
On Behalf of Owner	Owner's Full Name, Phone Number, and Email (Optional) Declarer's Full Name, Phone Number, and Email (Optional)
Corporation	Name of Corporation Contact Full Name, Phone Number, and Email (Optional)
Principal Residence with a Permitted Occupant ¹	Number of Occupants Full Name and Phone Number for Each
Tenanted ²	Number of Agreements in Vacancy Period Year Names on Each Agreement

1. Property was used as a principal residence by a family member, friend, or other permitted occupier for more than year.
2. Property was rented to one or more arm's length tenant(s) or subtenant(s) for residential purposes for more than current year.

DECLARATION & REPORTING | EXEMPTIONS

The following is a proposed list of seven exemptions that residents may select from during the Declaration process. The definition for each exemption along with the information residents are required to provide on the Declaration.

Exemption	Definition	Information Required on Declaration
1 Transfer or Sale of Property	The transfer of 100 percent of the legal interest in the property was registered in the Land Title Office to an Arm's Length party during the reference period.	<ul style="list-style-type: none"> • Registration Number • Sale Closing Date
2 Redevelopment or Major Renovation	Property is undergoing major renovations, construction, or redevelopment that causes the property to be vacant for more than 184 days where building permits have been issued and permit work in progress. If the property is a heritage property, as defined by the Province of Ontario or a local municipality, the property will not be subject to the tax if activity related to its conservation, such as redevelopment or renovation, resulted in the property qualifying as being vacant in the reference period.	<ul style="list-style-type: none"> • Permit Number OR Permit Application Description • *Other documentation may include Number, Application Number, Inquiry Zoning Permit Application, etc. • If the owner has a fire report or a claim, this option becomes a Yes/
3 Owner in Care	Property was unoccupied for more than 184 days because the owner, tenant, or permitted occupant resided in a hospital, long-term, or supportive care facility and had previously been using the property as a principal residence or occupying it for residential purposes as a tenant.	<ul style="list-style-type: none"> • Name of Person Receiving Care, • Name, Address, and Phone Number

DECLARATION & REPORTING | EXEMPTIONS

The following is a continuation of the proposed list of seven exemptions that residents may select from during the Declaration process. The table includes the definition for each exemption along with the information residents are required to provide on the Declaration form.

Exemption	Definition	Information Required on Declaration Form
4 Occupancy for Full time Employment	Principal Residence was outside of the Region, but the owner occupied the property for residential purposes for more than 184 days within the reference period because they were employed full-time in the Region. The nature of the employment must require physical presence in the Region.	<ul style="list-style-type: none"> Employer Name, Address, and Phone Number Registered Property Owner: <ul style="list-style-type: none"> Self-Employed Employed Full-Time (Either City OR Offices outside the Region)
5 Court Order	Property was unoccupied for more than 184 days because the property was under: a court order; court proceedings; or an order of a governmental authority prohibiting occupancy. Note: in cases where occupancy is not permitted due to the owner's neglect, an exemption will not be granted.	<ul style="list-style-type: none"> Court File Number OR Order Number
6 Death of Owner	The property was unoccupied for more than 184 days because of the death of the registered owner in the applicable reference period or in the previous period. This exemption is only available in the year of death and the subsequent year.	<ul style="list-style-type: none"> Ask for Death Certificate Number Audit process
7 Combination Exemption	A combination of any of the above exemptions resulting in more than 184 days of vacancy in a reference period.	<ul style="list-style-type: none"> Same evidence required as any of the above exemptions claimed

DECLARATION CONSIDERATIONS

Consultations with staff in the Region and local municipalities indicated a new declaration system, implemented and managed by Peel, would require integration with local municipal property tax systems and the Region’s selected audit system.

Local Municipalities	Region of Peel
<ul style="list-style-type: none"> ▶ As no declaration system currently exists within local municipalities, declaration may best reside with the Region to ensure consistency and avoid duplicative investments and systems. ▶ A declaration system’s primary purpose should be to automate the declaration process to the extent possible. Any manual effort is likely to be highly labour intensive and cost-prohibitive. 	<ul style="list-style-type: none"> ▶ Any system built or sourced needs to be integrated with local municipal Property Tax Collection Systems and Peel Audit System ▶ Requires significant initial and ongoing communication to ensure that homeowners are aware of the declaration requirements, and understand the definitions and exemptions from the vacant home tax by-law ▶ New FTEs may be required to offer in-person or phone declarations support for different segments of the population (i.e. those with limited digital literacy or precarious individuals) ▶ Privacy mechanisms will be important to consider as the system will be handling potentially sensitive information

DECLARATION & REPORTING | RISKS

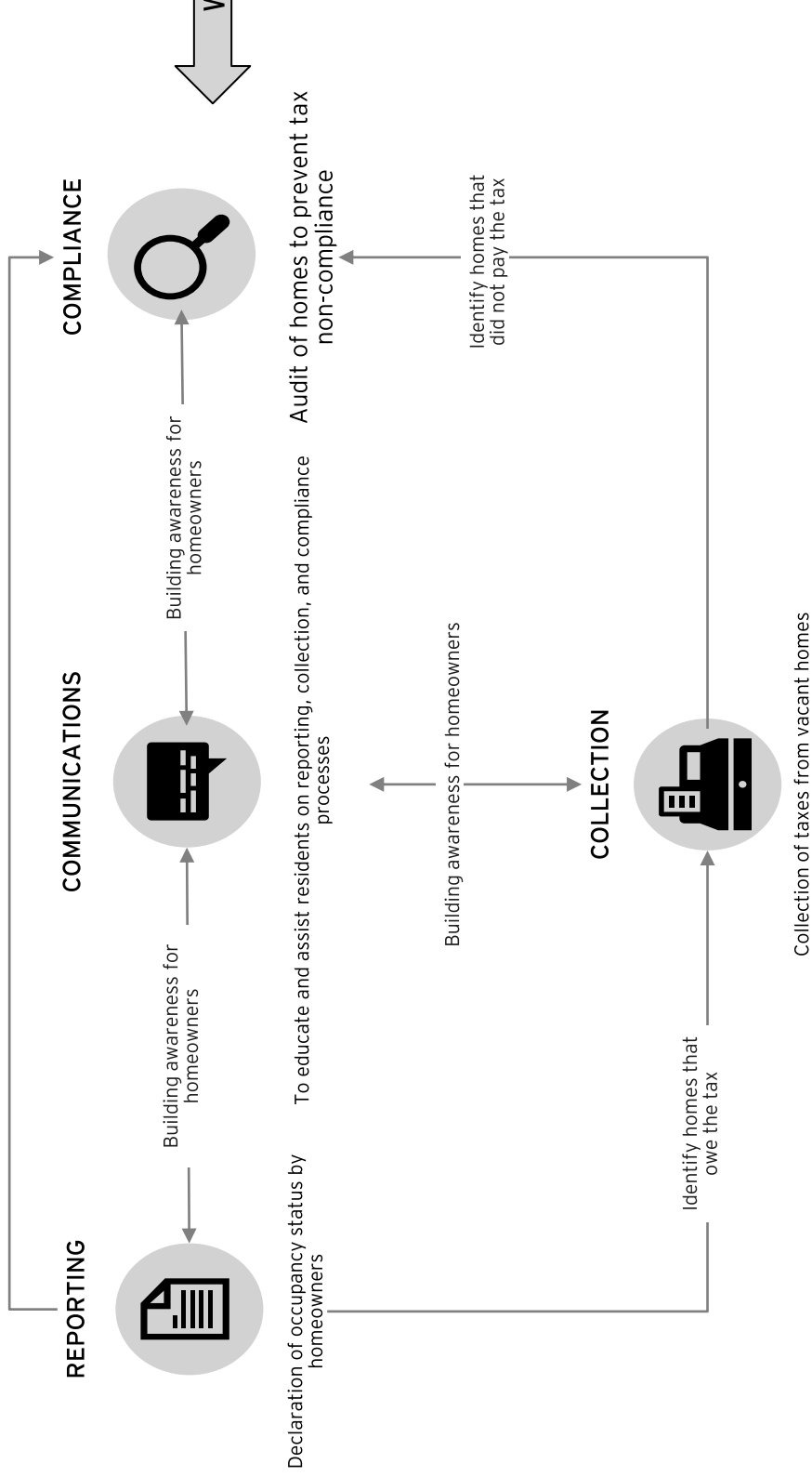
Key risks and their subsequent mitigation measures to the Declaration & Reporting process are outlined below.

Risks	Mitigation Measures
<p>Privacy implications and potential breaches to data privacy associated with storing confidential data from residents.</p>	<p>Storing declaration information centrally in a single managed system will allow Peel to put in place appropriate safeguards to prevent unauthorized access to information.</p> <p>Records related to the Vacant Home Tax are classified as Record Series Identifier (RSI) F43 -Taxation. Paper records kept in office for the current year plus 1 additional year are sent offsite to the Region's Inactive Records Centre. Records remaining 5 years, for a total retention of 7 years, are destroyed. Records must be stored and maintained in an appropriate repository (EIM, SharePoint) for the total 7 years before being destroyed.</p>
<p>Multiple potential points of contact for queries regarding the Declaration process. As residents are accustomed to contacting their local municipalities about support with Property Taxes, there may be confusion about who to contact about the Vacant Home Tax.</p>	<p>The Region may engage in a communications campaign with residents to explain how different types of queries (in person or virtual) related to Declaration and Reporting of Vacant Home Tax are handled. Additionally, call centre staff at the local municipalities may be directed to answer high-level questions about declarations and the ability to redirect homeowners to contact the Region.</p>
<p>To align the Vacant Home Tax with Property Tax timelines, it may be difficult to set a single deadline to submit Declaration Notices with the differing collection timelines of the three local municipalities.</p>	<p>As identified during consultations with municipalities, information will be required to determine declaration requirements for each constituent municipality, including technical functionality of existing and new tax collection systems.</p>

AUDIT & COMPLIANCE

CORE OPERATIONS

Share reports of declarations to audit teams for follow-up



8.3-55

AUDIT & COMPLIANCE

Following receipt of a declaration, the Audit & Compliance process is initiated in a separate software system to assess and manage declarations. Audit rates vary depending on type and volume of declarations, and on the ease of availability of verifying information. Additionally, all declarations may be subject to audit for up to two (2) years after the date of declaration.

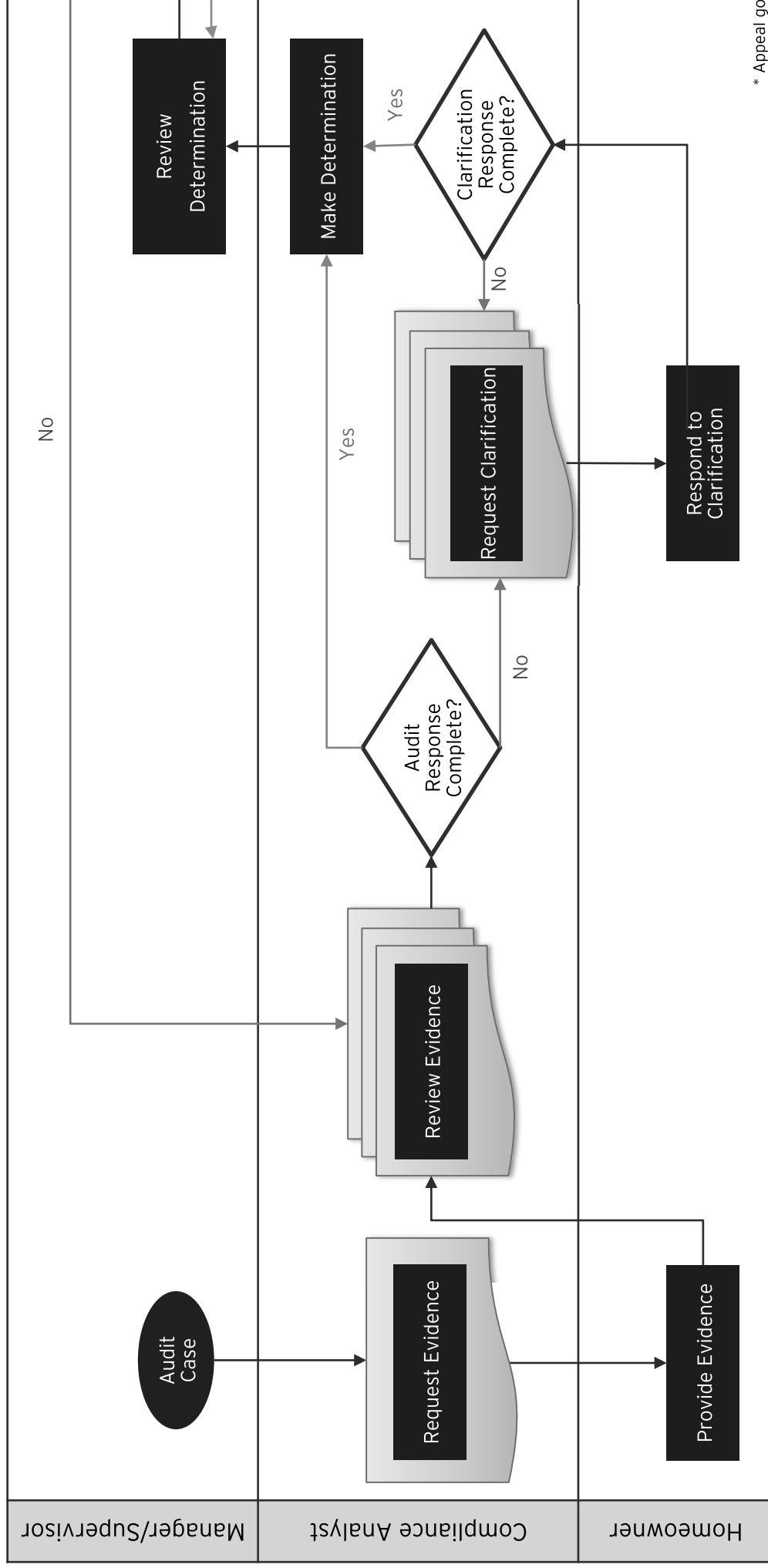
Following declaration, the Audit & Compliance process is initiated:

- A new audit software system may be required to manage external-facing audits. Integration with existing declaration system will be required.
- Homes declared as vacant with exemption are audited at rates based on their expected volume and ease of access to verification documents.
- Homes declared as occupied are audited at rates based on auditor capacity and total audit volume targets set by Peel.
- Audit findings may be appealed. Appeals are reviewed and a final determination is made by a dedicated Vacancy Tax Review Officer.
- Homeowner inquiries not relating to vacancy status decisions (e.g. failure to submit a declaration or errors in declaration) are directed to dedicated positions within the organization.

8.3-56

AUDIT & COMPLIANCE | PROCESS

The process for conducting investigations at the Regional level to confirm the declared vacancy status of a property is



* Appeal go

8.3-57



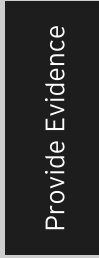


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AUDIT & COMPLIANCE | RATIONALE


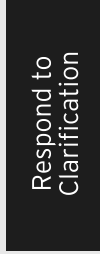




The Feasibility Study recommended that Audit & Compliance be housed with the Region. Based on consultations with the Region of Peel, and local municipalities, it is necessary for the Audit & Compliance system to remain at the Regional level.

- ▶ Through discussions with local municipality tax departments, it was found that a single Audit & Compliance system held at the regional level is preferred to ensure consistency, prevent system redundancy, and support overall operating cost recovery.
- ▶ Peel Region and local municipalities indicated a lack of external audit capacity that can be leveraged for the implementation of a Vacant Home Tax. As such, it was concluded that it would be more cost-effective to build, and more complex to integrate, three Audit systems rather than a single system at the Regional level. All municipalities agreed this approach would also ensure consistency in decision-making outcomes of Audit cases.
- ▶ As indicated by the Peel Region IT department, overall system complexity and the likelihood of breaches is expected to be lower if the Audit system is housed at the Regional level. This is due to the Declaration and Audit processes being built within a single system, reducing the risk of data transmission between organizations and ensuring data security measures are consistently applied.


AUDIT & COMPLIANCE | KEY COMPONENTS

Legend	Description
	<p>An audit case is created in the Region's audit system with a list of properties to be audited. Each property is assigned a Case File Number and is assigned to a Compliance Analyst.</p>
	<p>The Compliance Analyst sends a communication to the homeowner requesting evidence to determine the declaration status.</p>
	<p>Using their Account Number and Access Code, the homeowner provides requested evidence. For more information, see Evidence Required for Audit & Compliance.</p>
	<p>The Compliance Analyst reviews the information provided and, where possible, cross-references with other records available through Region records or data sharing agreements with local municipalities.</p>
	<p>Based on the evidence provided, the Compliance Analyst decides whether the information is sufficient for a determination. If the Compliance Analyst is able to complete an audit response, a determination is made. If further clarification and documentation is requested as required.</p>

AUDIT & COMPLIANCE | KEY COMPONENTS

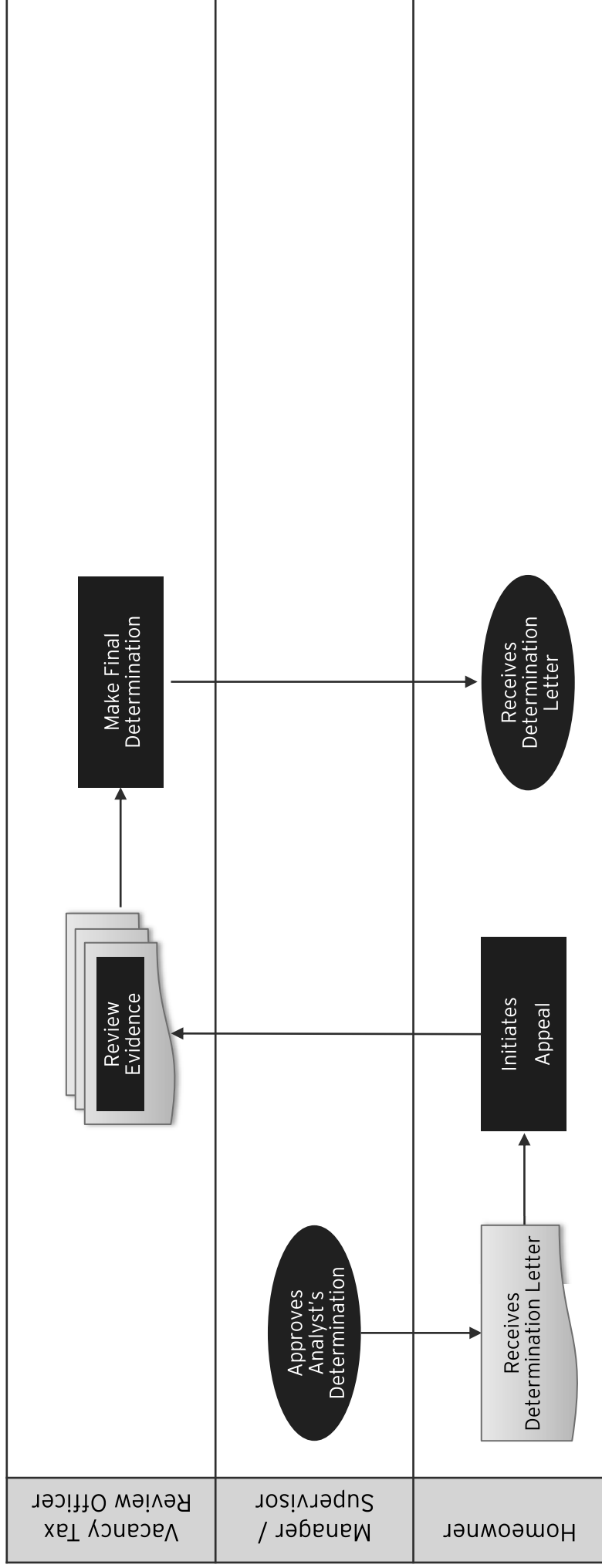
Legend	Description
	<p>If the evidence provided by the homeowner is insufficient, the Compliance Analyst sends a communication to the homeowner requesting clarification and further information.</p>
	<p>Using their Account Number and Access Code, the homeowner provides additional information as requested.</p>
	<p>Based on the additional evidence provided, the Compliance Analyst decides whether the clarification response is sufficient to make a determination. If the Compliance Analyst finds the clarification response is insufficient, a determination is made. If not, further clarification is requested.</p>
 	<p>The Compliance Analyst makes a determination on the Case File after reviewing provided evidence.</p>
	<p>The Manager or Supervisor reviews the audit determination. If the determination is approved, a letter is sent to the homeowner indicating the case has been resolved. If not, the evidence is reviewed again and the Compliance Analyst continues with additional requests for clarification or information as required.</p>

AUDIT & COMPLIANCE | KEY COMPONENTS

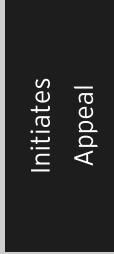



Legend	Description
	<p>The homeowner receives a determination letter from the Region outlining the determination of the rationale, and next steps. If the homeowner is found compliant, no further action is required and it ends.</p> <p>If the homeowner is found non-compliant, the Audit System changes the declaration status of the declaration system. The amended declaration triggers the collection process and the homeowner pays the tax in addition to any applicable penalties.</p> <p>The homeowner is provided the option to appeal the determination, with instructions outlined in the letter.</p>
Appeals*	The homeowner is able to appeal an audit determination. See Appeals Process

AUDIT & COMPLIANCE | APPEALS PROCESS

The process for appealing audit determinations at the Regional level is outlined below.

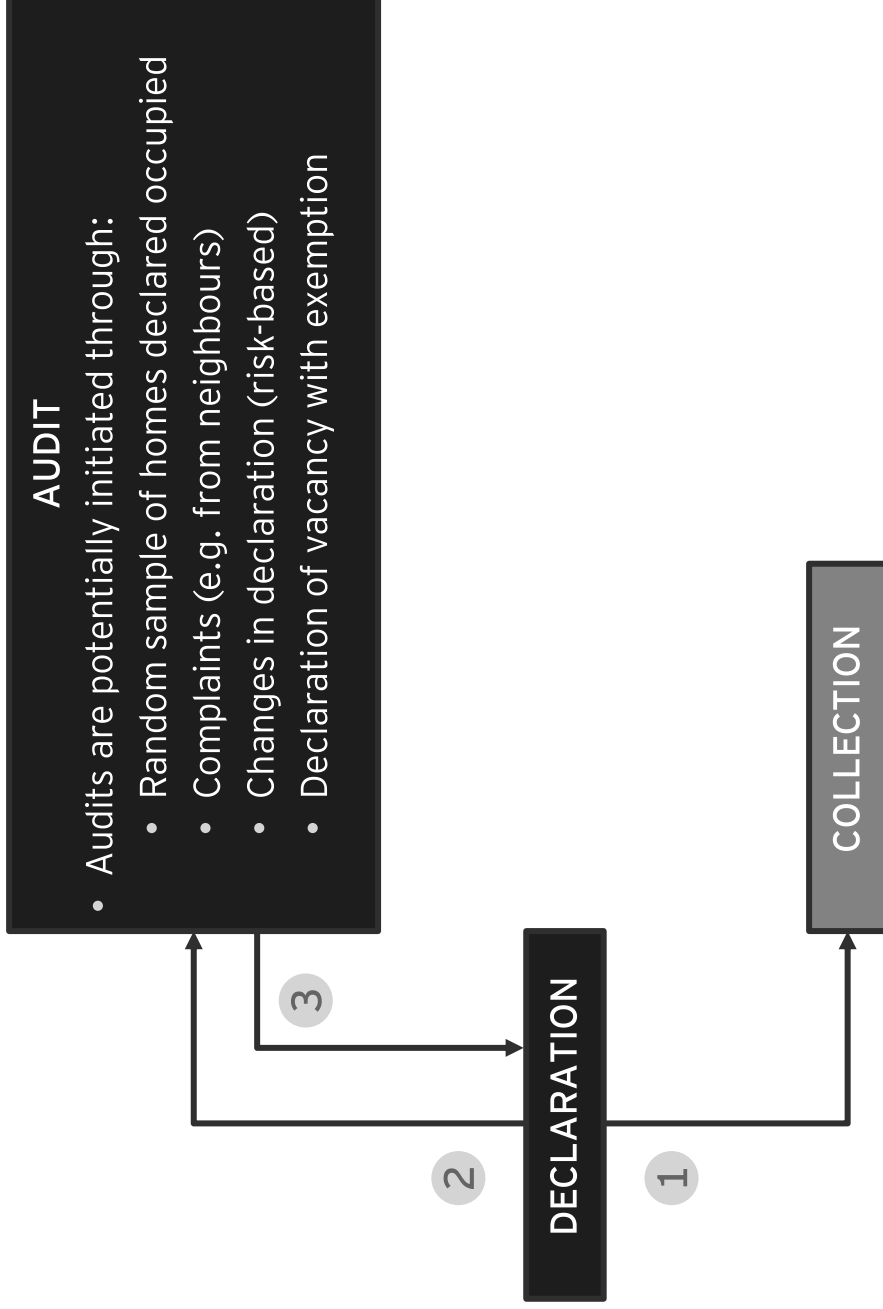


APPEALS PROCESS | KEY COMPONENTS

Legend	Description
 A black rectangular box with the text "Initiates Appeal" centered inside.	<p>After receiving the determination letter indicating the results of the initial audit from the Region, the homeowner initiates an appeal, and the case is sent to the Vacancy Tax Review Officer.</p>
   Three overlapping document icons with the text "Review Evidence" centered on the top one. A black rectangular box with the text "Make Determination" centered inside. A white rectangular box with a wavy bottom edge and the text "Receives Determination Letter" centered inside.	<p>The Officer reviews the evidence, requests additional information as needed, and makes a final determination. The Officer then communicates the final determination to the homeowner through the Region's audit system indicating the final determination.</p>

AUDIT & COMPLIANCE | INFORMATION FLOW

Once a declaration is entered in the system, it may flow directly to collection or move to audit for validation. Audits may return to the declaration system, which subsequently initiates application and collection of the vacant home tax.



In this process, no information-s municipalities takes place. There from declarations to collections between declarations and audits

1. Vacant declarations trigger collection of the tax
2. Declarations are audited based on predetermined rules
3. Depending on audit results, declaration may take place, application and collection of

AUDIT & COMPLIANCE | CHANGES REQUIRED

	PEOPLE	PROCESS	TECHNOLOGY
REGION	<p>Create a new organizational unit to support the ongoing operation of the Vacant Home Tax. It is anticipated that the organization will require approximately 30 Full-Time Equivalent positions directly, and additional supporting positions may be required in other organizational units.</p> <p>See: <u>Staff Organizational Chart</u></p>	<p>Design new vacant home tax audit process to validate declarations, including appeals process, audit checklist, and communication and escalation.</p>	<p>Implement an Audit System includes features such as tracking, the ability to communicate and notifications and well as integration with System to allow staff to declarations.</p> <p>Coordinate and regular connections between departments collection systems.</p>
BOTH	<p>Resource requirements will be monitored following implementation of the program to identify any incremental employee impacts.</p>	<p>New or updates to existing data sharing agreements may be required to verify evidence provided by homeowners during audits.</p>	
LOCAL MUNICIPALITY	<p>No anticipated changes.</p>	<p>Amend (or develop new) collection processes for off-cycle billing to support penalty collection.</p>	<p>Ensure property tax collection or associated vacant home is capable of supporting penalty billing.</p>

AUDIT SCENARIOS

Audits will be based on claimed exemptions, random samples, behavioural changes, and complaints to align with other

	PROS	CONS
<p>RANDOM SAMPLE The compliance team will randomly audit units that were self-declared to be occupied to ensure the declaration was correct</p>	<ol style="list-style-type: none"> 1. Encourages compliance and proper declaration as the owner can, at anytime, be audited, and face fines for non-compliance 2. Increases the number of audited units as there is a dedicated team that is responsible for auditing, potentially lowering non-compliance 	<ol style="list-style-type: none"> 1. More expensive to implement as full-time compliance auditors and auditing processes and systems 2. May be seen as intrusive by the p
<p>HOMEOWNER COMPLAINTS The compliance team would only investigate units that are suspected to be vacant by neighbours, or Regional/City service staff (e.g. waste management staff) who observe the lack of inhabitation at an address</p>	<ol style="list-style-type: none"> 1. Easier to implement, as it does not require a dedicated audit team since only complaints are investigated 2. Cheaper to implement as an online form or existing call centres can be leveraged to intake complaints 	<ol style="list-style-type: none"> 1. May not have a large uptake if ne keen to report vacancy 2. May not achieve the goal to incre supply if owners do not believe th 3. Pushes onus of ensuring complia instead of the Region
<p>RISK-BASED ASSESSMENT The compliance team uses judgemental sampling methods to select units for inspection based on defined risk parameters so that audit resources are dedicated to high risk areas, rather than casting a wide net across all homes</p>	<ol style="list-style-type: none"> 1. Allows audit teams to select homes which are considered to be of special audit interest based on risk-profiles (e.g. same exemption criteria declared for multiple years) 2. High potential for digitization and streamlining through the use of analytics as more information on non-compliance trends become available 	<ol style="list-style-type: none"> 1. High reliance on the professional which can be developed only after amount of historical information determine high risk areas 2. Presents risks of bias against vari
<p>EXEMPTION-BASED The compliance team will audit units that were self-declared to be exempt to ensure the declaration was correct</p>	<ol style="list-style-type: none"> 1. If data are readily available, audits can be conducted quickly by referencing easily accessible information 2. Having clearly defined, rules-based exemptions can increase the total audit capacity of staff and overall audit accuracy 3. Encourages compliance as the owner knows if they declare an exemption, they are likely to be audited 	<ol style="list-style-type: none"> 1. If data are not readily available for exemptions, the audit process can effort and lead to increased oper 2. May not achieve the goal to incre supply if owners successfully claim exemptions on their vacant home

EVIDENCE REQUIRED FOR AUDIT & COMPLIANCE

Evidence required to audit and verify each listed exemption is detailed in the table below. More information may be req
Audit & Compliance process.

EVIDENCE FOR AUDIT	
Declaration	Evidence Required
Principal Residence for a Permitted Occupant	<u>One</u> of: Driver's Licence; or Government Photo ID card(s) with address; and <u>Two</u> of: CRA Notice of Assessment; Official Government Agency Correspondence; Insurance Certificate; Vehicle Insurance & Registration; Utility Bills. More information may be requested during the audit process.
Tenanted	<ol style="list-style-type: none">1. Rental Agreement2. Proof of Rental Income

8.3-67

EVIDENCE REQUIRED FOR AUDIT & COMPLIANCE

Evidence required to audit and verify each listed exemption is detailed in the table below.

EVIDENCE FOR AUDIT	
Exemption	Evidence Required
Transfer or Sale of Property	<ol style="list-style-type: none">1. Title Transfer of Deed issued by LRO; and2. Statement of Adjustments3. Copy of Land Transfer Tax4. Letter from Lawyer, as needed
Redevelopment or Major Renovation	<ol style="list-style-type: none">1. Copy of the Building Permit2. Letter from Contractor with Start and End Date3. Copy of the Fire Report4. Letter from Insurance Provider including date of damage and scope of work
Owner in Care	<ol style="list-style-type: none">1. Signed letter from care facility on letterhead
Occupancy for Full-Time Employment	<ol style="list-style-type: none">1. Government Photo ID card(s) with address; and2. Homeowner's Insurance Certificate
Court Order	Copy of the Court Order
Death of Owner	Copy of Death Certificate of Owner
Combination Exemption	Same evidence required as any of the above exemptions claimed

AUDIT & COMPLIANCE CONSIDERATIONS

Consultations with staff from the Region and local municipalities indicated the audit and compliance function is likely be centralized within Peel, and should minimize direct linkages to local municipal systems to minimize operating cost.

Local Municipalities	Region of Peel
<ul style="list-style-type: none"> ▶ Local municipalities do not have existing IT systems to undertake external-facing audits ▶ The incremental cost of audit and compliance staff may not be offset by regular or audit-derived revenue in all local municipalities ▶ It is critical to clearly define the role of local municipalities, if any, in the audit and compliance process 	<ul style="list-style-type: none"> ▶ Any system built or sourced needs to be integrated Declaration System and must also have the capability of receiving files and notifying homeowners ▶ Requires data-sharing agreements with local municipalities and may entail additional agreements based on audit requirements ▶ May require a separate internal organization - in the potential Vacancy Tax Review Officer - dedicated to vacant home tax audit and appeals process, as has been observed in other jurisdictions ▶ Evidence required for audit scenarios will determine level of effort required for each, and subsequent audit capacity

8.3-69

AUDIT & COMPLIANCE | RISKS

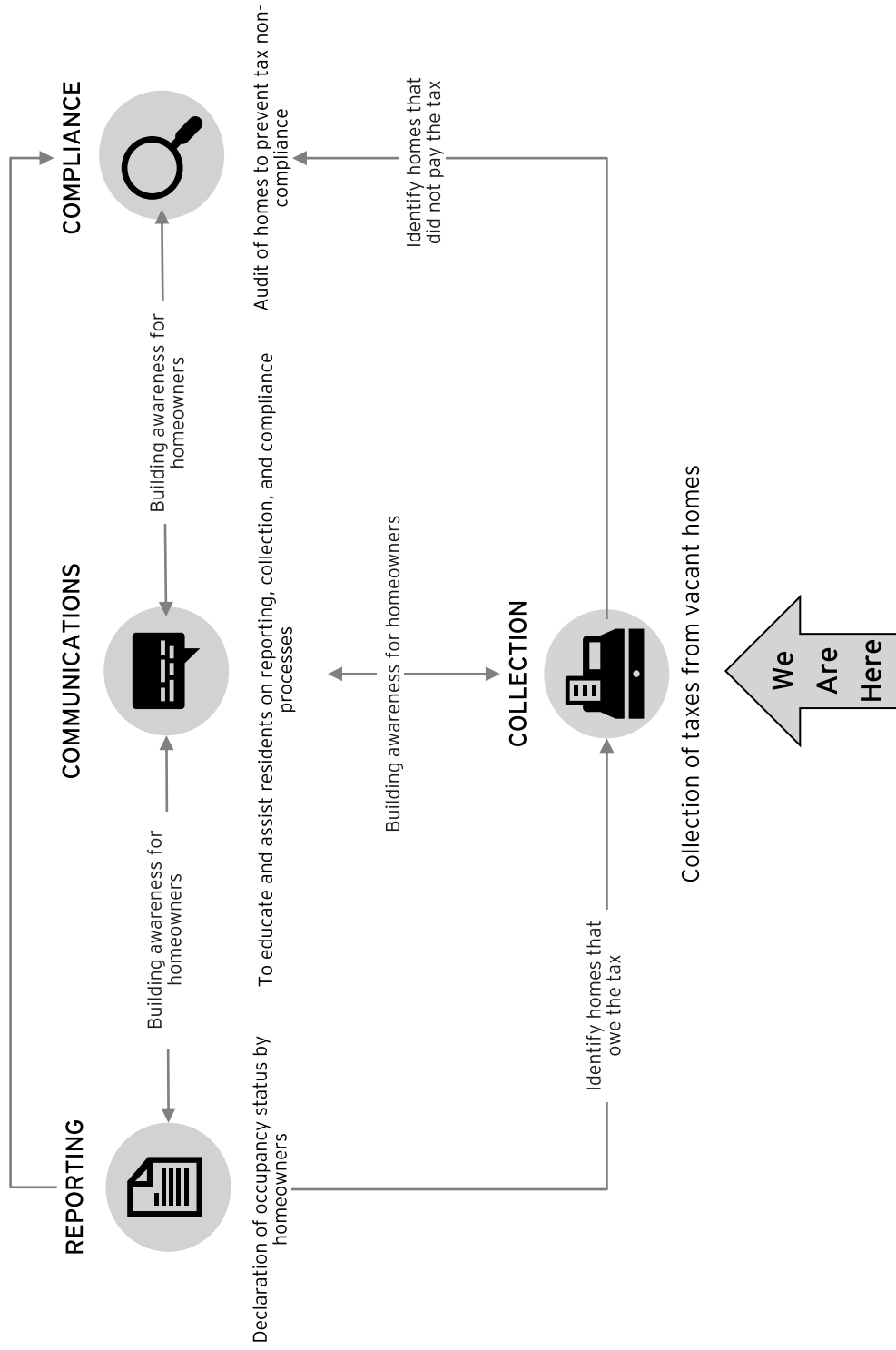
Key risks and their subsequent mitigation measures to the Audit & Compliance process are outlined below.

Risks	Mitigation Measures
<p>Privacy implications and potential breaches to data privacy associated with storing confidential data from residents.</p>	<p>Storing declaration information centrally in a single managed system will allow Peel to put in place appropriate safeguards to prevent unauthorized access to information.</p> <p>Records related to the Vacant Home Tax are classed as Record Series Identifier (RSI) F43 –Taxation. Paper records kept in office for the current year plus 1 additional year are sent offsite to the Region's Inactive Records Centre. Records remaining 5 years, for a total retention of 7 years, are destroyed. Records must be stored and maintained in an approved repository (EIM, SharePoint) for the total 7 years.</p>
<p>While there are initial and ongoing costs associated with building a division of staff to manage the Vacant Home Tax program, the number of staff available may not have the capacity to handle the number of audits.</p>	<p>Similar to other jurisdictions, audit rates can be set based on an overall number of audits that lie within the expertise of Compliance Analysts and the Vacancy Tax Review. Annual reviews of capacity and generated revenue are required to amend audit rates as desired.</p>

COLLECTION

CORE OPERATIONS

Share reports of declarations to audit teams for follow-up



COLLECTION

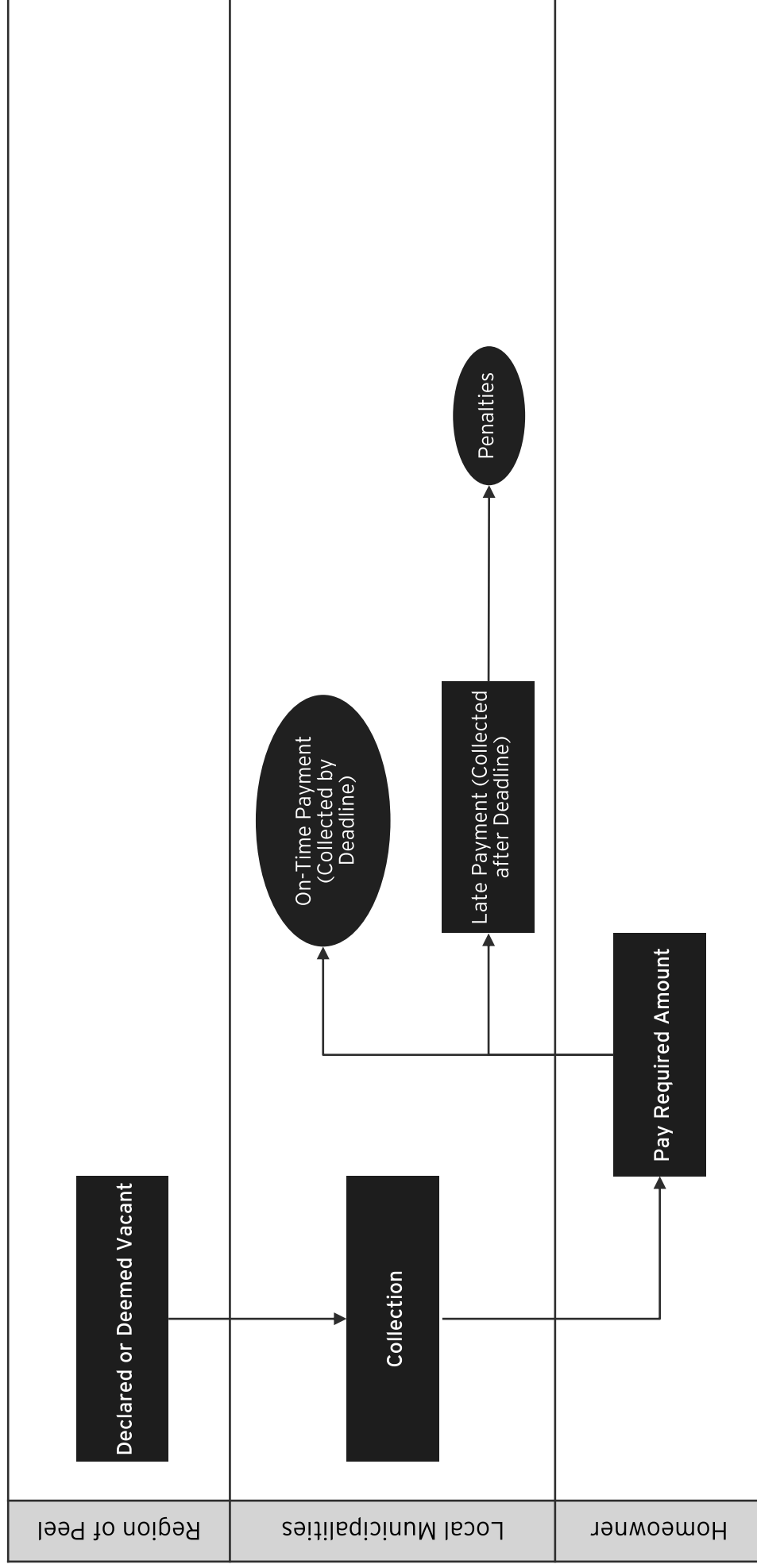
Following a declaration or determination of vacancy, the collection process is initiated through a separate module in existing systems.

Following a declaration or determination of vacancy, the Collection process is initiated:

- If a home is declared vacant, or deemed vacant through the Audit & Compliance process, the Home Tax is applied.
- Collection processes flow through a separate module built onto each existing property tax system.
- The tax amount to be collected is based on the assessed value of the home, multiplied by the tax rate.
- A bill is generated for identified homes through existing local municipality property tax system.
- Penalties for late or false declaration, or late vacant home tax payment, are calculated and billed by the local municipalities.

COLLECTION | PROCESS

The process of collecting tax revenue from vacant homes and penalties from homeowners who are non-compliant or who have made fraudulent declarations is outlined below.



COLLECTION | RATIONALE

The Feasibility Study recommended that Collection lie with the local municipalities. Based on consultations with both the and the local municipalities, the Collection system should remain with the local municipalities.

- ▶ Using Property Tax collection systems and processes appears to be an efficient and effective method to collect the Vacant Home Tax, as evidenced by similar implementation in other jurisdictions.
- ▶ Costs incurred as a result of the collection process can be reimbursed through revenues generated by the Vacant Home Tax.
- ▶ Note that an interim approach to local municipality collection of the Vacant Home Tax may be required if current collection systems are intended to be replaced within the decade.

COLLECTION | KEY COMPONENTS

Legend	Description
<div data-bbox="391 1598 505 1959" style="background-color: black; color: white; padding: 5px; text-align: center;">Declared or Deemed Vacant</div>	<p>The property has been classified as vacant through (1) a declaration by the homeowner, (2) a through the Audit & Compliance process, or (3) the homeowner fails to declare by the deadline deemed vacant.</p>
<div data-bbox="557 1598 670 1959" style="background-color: black; color: white; padding: 5px; text-align: center;">Collection</div>	<p>Once the property has been declared or deemed vacant, the local municipalities would begin the process of the Vacant Home Tax.</p>
<div data-bbox="719 1629 837 1934" style="background-color: black; color: white; padding: 5px; text-align: center;">Pay Required Amount</div>	<p>Homeowners could potentially use existing property tax accounts and processes to pay the vacant online, in person, by mail, or over the phone.</p>
<div data-bbox="873 1633 1015 1927" style="background-color: black; color: white; border-radius: 50%; padding: 10px; text-align: center;">On-Time Payment (Collected by Deadline)</div>	<p>The homeowner pays the vacant home tax by the deadline. The collection process ends.</p>
<div data-bbox="1047 1619 1166 1940" style="background-color: black; color: white; padding: 5px; text-align: center;">Late Payment (Collected after Deadline)</div>	<p>If the homeowner fails to pay the vacant home tax by the prescribed deadline, a penalty is applied to the vacant home tax outstanding. Late payments and associated penalties are collected through payment options as on-time payments.</p>
<div data-bbox="1214 1696 1307 1871" style="background-color: black; color: white; border-radius: 50%; padding: 10px; text-align: center;">Penalties</div>	<p>Penalties apply for (1) non-declaration, (2) late declaration, (3) false declaration, (4) late tax payment, (5) non-payment of tax due. Penalties include one-time charges (in cases 1, 2, 3, and 4) and daily charges (in case 5). If non-payment continues, the local municipality may undertake a tax sale process.</p>

8.3-75

COLLECTION | CHANGES REQUIRED

The primary changes in the proposed collection process are development of integrations with declaration and audit systems.

	PEOPLE	PROCESS	TECH
REGION	No anticipated changes.	New processes to identify late or outstanding declarations and payments for collection of penalties.	Implement a system with communications declarations local municipal collection system.
BOTH	Resource requirements will be monitored following implementation of the program to identify any incremental employee impacts.		
LOCAL MUNICIPALITY	Initial setup of integrations with the Region's declaration system may require additional resources. Given the largely automated nature of the process, ongoing incremental employee impacts are not expected, although there may be an increased workload for finance administrative staff.	Upgrade tax collection processes to include the implementation of a vacant home tax	Upgrade processes to include a module for home tax and with Peel declaration system.

8.3-76

COLLECTION | PENALTIES AND PARAMETERS

Details of penalties applied in relation to declaration and payment of the vacant home tax are further outlined below.

Offence	Penalty	Rationale
Late and non-declaration	<ul style="list-style-type: none"> ▶ Property is deemed vacant. ▶ Vacant home tax is applied. ▶ One-time \$250 fee is issued. 	Implemented in Vancouver and Toronto consistent with law offences.
False declaration	<ul style="list-style-type: none"> ▶ Property is deemed vacant. ▶ Vacant home tax is applied. ▶ \$250 - \$10,000 fine for each offence is charged. 	Implemented in Vancouver and Toronto consistent with law offences.
Late tax payment or non-payment	<ul style="list-style-type: none"> ▶ 1.25% monthly interest on arrears. ▶ A tax sale process if amounts owed remain outstanding for three (3) years. 	Similar to system implemented in Vancouver and Toronto with local municipal penalties and tax sale

COLLECTION CONSIDERATIONS

Consultations with staff at the Region and local municipalities primarily indicated concerns about implementation timing in municipalities are beginning to replace existing property tax collection systems, a process that may last until 2029.

Brampton	Caledon	Mississauga	Region
<ul style="list-style-type: none"> ▶ Will replace existing Collection System between 2025 and 2029 ▶ Requires adding a VHT module within the Collection System which integrates with the Region's Declaration System 	<ul style="list-style-type: none"> ▶ Currently in the process of changing Property Tax Collection System with an estimated completion by end of 2023 ▶ Has very limited internal IT capability with limited interaction between software systems ▶ Requires adding a VHT module within the Collection System which integrates with the Region's Declaration System 	<ul style="list-style-type: none"> ▶ Will replace existing Collection System between 2025 and 2029 ▶ Requires adding a VHT module within the Collection System which integrates with the Region's Declaration System 	<ul style="list-style-type: none"> ▶ Peel does not have systems capable of supporting the VHT.

COLLECTION | RISKS

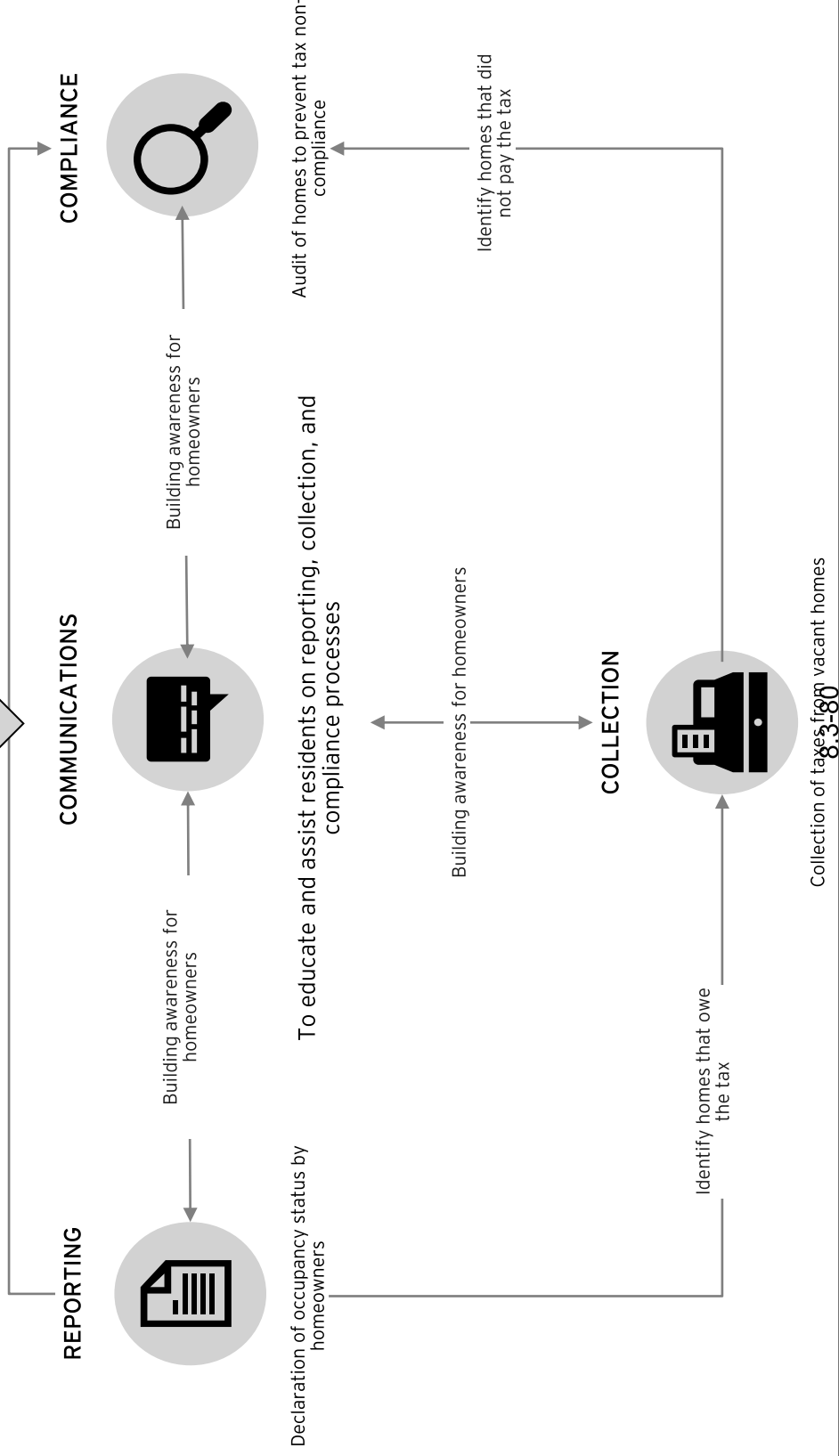
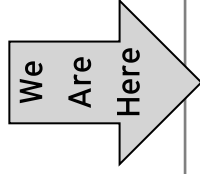
Key risks and their subsequent mitigation measures to the Collection process are outlined below.

Risks	Mitigation Measures
<p>Technology implications associated with integrating the Regional Declaration System with the collections systems of the local municipalities.</p>	<p>There is a one-way flow of information from the R Declaration system to the local municipal Collection home deemed or declared vacant would trigger the and collection of the Vacant Home Tax from the homeowner.</p>
<p>If the Region of Peel prefers to align the Vacant Home Tax with Property Tax timelines, it may be difficult to align with the collection timelines of the three local municipalities, in particular as all three are updating respective tax collections systems. The Region may have to defer implementation of the VHT until all local municipalities have updated their collection systems, which may result in lost revenue.</p>	<p>Consultation and agreement on timelines with the municipalities will be required. Furthermore, the municipalities consider developing an interim approach to collect local municipalities to determine a different method such as building modules within current systems and subsequently building modules again with the new</p>

COMMUNICATIONS

CORE OPERATIONS

Share reports of declarations to audit teams for follow-up



COMMUNICATIONS

Following a declaration or determination of vacancy, the collection process is initiated through a separate module in existing systems.

Communication with homeowners is on-going throughout the vacant home tax process, but has two phases:

INITIATION PHASE

- Initial campaign informing homeowners that a Vacant Home Tax will be implemented
- Includes an explanation of what the tax is, why it is being implemented, an overview of what the process will be, and any other pertinent information for the homeowner to be aware of

ONGOING OPERATIONS PHASE

- Sending out regular reminders, instructions, and deadlines for Declarations, Collections, and Audits
- Handling inbound queries, complaints, and grievances from homeowners
- Escalating queries as needed through the appropriate channels

COMMUNICATIONS | RATIONALE

The Feasibility Study recommended that Communications be housed exclusively with the Region. Based on consultation with the Region of Peel and the local municipalities, the Region should lead communications with local municipalities supporting

- ▶ Although the Region of Peel will hold primary responsibility for communications related to Home Tax, Peel staff indicated the Region currently does not have capacity to directly interact with members of the public in person. As such, local municipalities indicated their support will be to address in person and some generic inquiries, directing requests to Peel as needed.
- ▶ As the Declaration & Reporting process is housed at the Regional level, Peel's communication department indicated it may develop materials required for Declaration Notices. If the VHT department is to be aligned with the Property Tax timeline, local municipality tax departments indicated they will be able to issue VHT-related notices (declaration and collection) along with Property Tax Notices.

8.3-82

COMMUNICATIONS | CHANGES REQUIRED

Changes required to implement communications processes are focused on ensuring trained staff and robust processes

	PEOPLE	PROCESS	TECHNOLOGY
REGION	<p>Additional call centre or other communications staff may be required to handle queries, complaints, and grievances.</p> <p>Additional communication staff may be required in a new vacant home tax organizational unit to support escalated cases.</p> <p>Upskill existing customer service staff to manage queries about the vacant home tax.</p>	<p>Develop training materials and processes for front-line communications staff.</p> <p>Develop staged communications processes, including escalation points.</p>	<p>Adjust call centre systems and other support systems to support organizational ability to handle home tax communications.</p>
BOTH	<p>Resource requirements will be monitored following implementation of the program to identify any incremental employee impacts.</p>		
LOCAL MUNICIPALITY	<p>Inform and train appropriate staff to support initial awareness campaign and direct queries to Peel.</p>	<p>Ensure property tax billing processes support additional outgoing communications to homeowners (e.g. declaration notices, penalty bills)</p>	

8-3-83

COMMUNICATIONS CONSIDERATIONS

Consultations with staff from the Region and local municipalities indicated the communications function is most effectively managed within Peel to ensure technical operability and consistency. However, local municipalities may send out notices on behalf of the Region.

Brampton	Caledon	Mississauga	Region
<ul style="list-style-type: none"> ▶ Brampton is likely able to absorb communications responsibilities at the municipal level with current FTE capacity. ▶ Existing call centre systems do not connect to Peel's systems. 	<ul style="list-style-type: none"> ▶ Due to Caledon's limited communications capacity, additional FTEs may be required. ▶ Existing call centre systems do not connect to Peel's systems. 	<ul style="list-style-type: none"> ▶ Mississauga receives approximately 70K calls a year for property tax inquiries and do not expect to be able to absorb communications responsibilities within the existing complement. ▶ Existing call centre systems do not connect to Peel's systems. ▶ Mississauga has permanently closed its tax counter to the public, and in-person assistance is limited to a welcome desk. 	<ul style="list-style-type: none"> ▶ Region to host operations and contact and dedicated va team. ▶ Creating multi contact may confusion am regarding pr grievance re assessing ex such, it is im provide clarifi communicati ▶ Initial awaren communicati clearly articu reasoning fo the tax.

8.3-84

COMMUNICATIONS | RISKS

Key risks and their subsequent mitigation measures to the Communications process are outlined below.

Risks	Mitigation Measures
<p>Multiple potential points of contact for queries regarding the Declaration process. As residents are accustomed to contacting local municipalities about support with Property Taxes, there may be confusion about who to contact about the Vacant Home Tax.</p>	<p>The Region may engage in a communications campaign with residents to explain how different types of queries (or virtual) related to Declaration and Reporting of Home Tax are handled. Additionally, call centre staff at the local municipalities may be directed to answer high-level questions about declarations and the ability to redirect homeowners to contact the</p>

An aerial photograph of a city, likely Los Angeles, showing a complex highway interchange with multiple overpasses and ramps. In the background, a large stadium with a distinctive roof is visible, surrounded by other urban buildings and greenery. The image is presented in a dark, semi-transparent overlay.

Financial Analysis

8.3-86

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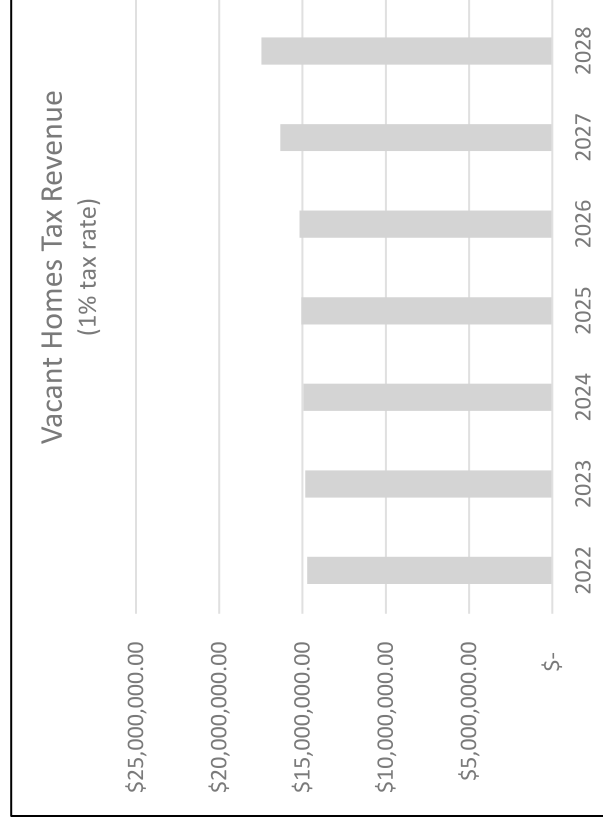
FINANCIAL ANALYSIS | REVENUE ESTIMATION

Estimates based on the latest available data indicate that the Region may generate an average gross annual revenue of over 10 years with a 1% tax rate using available MPAC assessment values from 2016.

Through our analysis, we obtained revenue estimates from eight different situations involving various different tax rates, and their associated rates represent a continuum from a low of 0.5% to a high of 3.0% (rate that has since been in place at the City of Vancouver prior to recent multiplied by the average assessment value of homes to obtain the revenue from the tax levy.

10 year revenue projections for a 1% tax rate (most common)

Scenario	Average Revenue/Year (10 years)			
	Tax Rate	ABRR*	Self Declaration	Audit Activity**
Scenario 1	0.50%	1.50%	\$8,405,161	\$508,200
Scenario 2	1.00%	2.50%	\$15,992,148	\$801,153
Scenario 3	1.25%	3.00%	\$19,500,396	\$947,630
Scenario 4	1.50%	4.00%	\$22,274,404	\$1,094,106
Scenario 5	2.00%	5.00%	\$28,281,648	\$1,387,059
Scenario 6	2.25%	5.50%	\$31,053,241	\$1,533,536
Scenario 7	2.50%	6.00%	\$33,679,228	\$1,680,013
Scenario 8	3.00%	6.50%	\$39,453,923	\$1,972,966



Revenues are projected to increase year-over-year even post implementation of the vacant homes tax due to the growth in housing stock and assessment values - both of which help recover any revenue loss from vacant homes that are released back to the rental market. This is consistent with observations at the City of Vancouver which saw revenue rising from \$26M in 2021 to \$67M in 2022. Higher revenue can also be attributed to the vacancy tax rate to 3% in the 2021 vacancy reference period and an average increase in assessed property value by 23% in 2021.

Note: Revenues may differ from projections identified in the above analysis depending on current market conditions and/or updates to MPAC property assessment.

* Annual Behavioral Response Rate: The expected total number of units that will be returned back to the rental or for sale market on an annual basis.

FINANCIAL ANALYSIS | REVISED COST ESTIMATES

Based on the changes required in the identified delivery model, one-time costs to borne by the Region are anticipated to be \$11.67M and \$13.67M, Peel operating costs are estimated to be \$3.8 annually, and local municipal operating costs to annually, which are anticipated to be recovered through associated tax collection revenues.

Region of Peel	
One-Time Costs	Ongoing Costs
People	\$3.3M
Process	Negligible
Technology	\$0.5M
TOTAL	\$3.8M (\$4.3M)*

Local Municipal	
Ongoing	
People	\$0.45M
Process	No material ongoing
Technology	\$0.1M
TOTAL	\$0.55M

Notes

- One-time costs are assumed to be borne by the Region.
- Initial People cost estimates are based on initial feasibility study analysis.
- Ongoing People costs are assumed to include approximately 30 Full-Time Equivalents as Vacant Home Tax Unit staff, such as Compliance Analysts, a Data Analyst, and a Coordinator at an average annual cost of \$110,000 (based on estimates identified through Peel and local municipal staff consultations).
- Ongoing Technology costs are based on estimates provided by the Region of Peel following discussions related to requirements including functionality, integration, and available platforms.

* Figures from initial feasibility study reflect total costs including those borne by local municipalities. Updated costs in bold reflect feedback provided by the Region.

Notes

- One-time initialization / start-up costs are assumed to be borne by the Region.
- Given the highly automated nature of the identified process, ongoing incremental resources will be required in the future.
- Local municipalities identified that approximately four (4) additional staff are required to support the ongoing implementation of the VMS system. Additional staff resources across municipalities may result in increased descriptions.
- Technology costs are based on initial feasibility study and are assumed to be borne by the Region. A local municipality share of licensing, support, and maintenance costs will be added to local property tax collection estimates will be gathered through further consultations with municipal staff.

An aerial photograph showing a complex highway interchange with multiple overpasses and ramps. The surrounding area includes a mix of residential and commercial buildings, green spaces, and a large stadium-like structure in the distance. The image is presented in a grayscale, semi-transparent style.

Next Steps

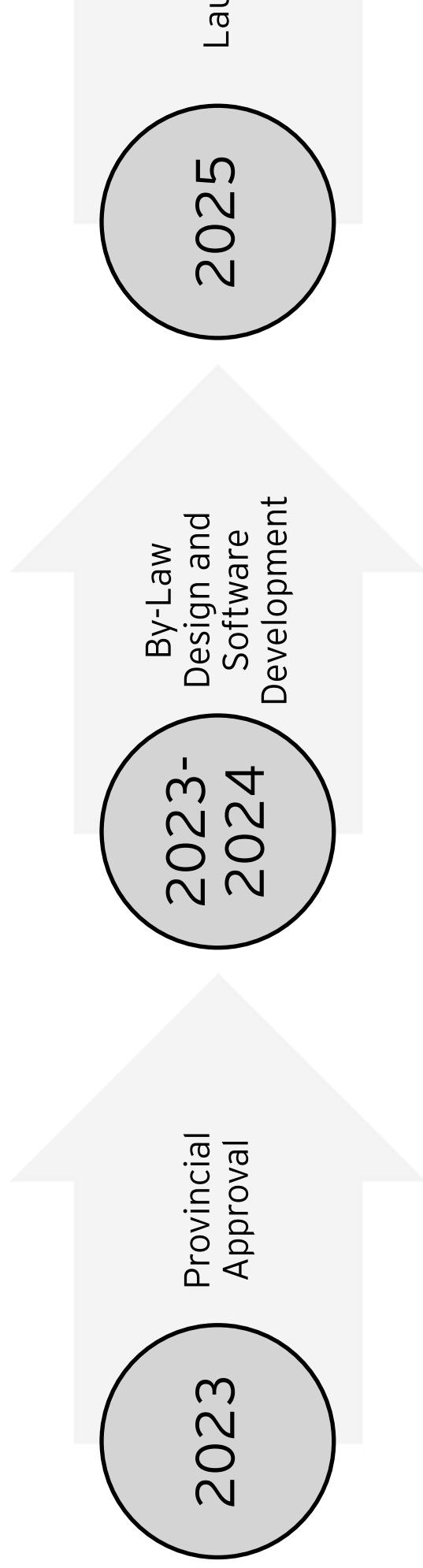
8.3-89

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TENTATIVE IMPLEMENTATION TIMELINE

Once the VHT Program Design has been approved by Council, it may proceed through the next steps of implementation and the tentative timeline below.

Note: the timeline below represents the earliest potential implementation of a Vacant Home Tax in Peel. The timeline may be subject to change based on various factors including software development delays, and is dependent on the timelines for local municipalities to implement their own systems.



ADDITIONAL CONSIDERATIONS

Consultations with staff at the Region and local municipalities indicated recent real estate market trends, housing use and potential program cessation as key considerations in addition to specific design elements that may be used.

Context	Design	Location
<ul style="list-style-type: none"> Recent trends in the real estate market point to cooling property resale values and an increasing cost of rent. This, in addition to post-secondary students (both domestic and international) returning to in-person learning post-COVID may have an impact on the implementation of a VHT and potential revenues from the same. Some local municipalities such as Brampton are more concerned with illegal basement occupations and homes being turned into lodging properties than they are vacant homes. On the other hand, the amount of building completions have increased, positively contributing to housing stock. Typically, new units on the market tend to have a higher vacancy rate than existing units, which would have a positive impact on revenue from a VHT. 	<ul style="list-style-type: none"> Significant collaboration would be required between the Region and the local municipalities to implement streamlined processes for audits and customer service. <ul style="list-style-type: none"> Peel may draw design patterns from Development Charges, Accessible Transportation, and the Housing Technology Initiative as examples where the Region, local municipalities, and agencies have collaborated. Results of the province's regional review may result in changes to the overall VHT program design. Including VHT Notices with Property Tax Notices may increase postal costs by 20% should envelopes become overweight. As some local municipalities such as Brampton currently outsource billing, contracts may need to be revisited to include printing and adding materials to the billing process. Depending on volumes, a new collection process for off-billing cycle may impact current staffing levels. Some municipalities, including Toronto, allow residents to provide written or online declarations. A written declaration form may be provided at the time of notice. 	<ul style="list-style-type: none"> Should approval of a VHT also be approved locally recom local m approval with im Vacant It will b Region implica Home T prograt achievi increas does no adminis VHT pr may ne measur termin

DELIVERY MODEL | KEY RISKS

- 1 Requires developing integrations between existing (and new) systems and processes in the Region and the municipalities to facilitate information sharing on tax payment status, arrears, status of enforcement action. Breakdown in information sharing may lead to lost revenue.
- 2 Potential for duplication of effort if audit and compliance teams at the Region are unable to effectively pursue enforcement actions due to lack of support at the municipal level.
- 3 May create perception of multiple points of contact for the resident for resolution of queries and grievance leading to confusion and frustration.
- 4 Documentation requirements for audits may make use of data not covered by existing data sharing agreements otherwise not readily available. Verification of these cases may become very difficult and inconsistent.
- 5 Upfront and ongoing investments would be required to establish declaration, collection, and audit function. Revenue not materialize as expected, the program may generate negative net revenue and operations may cease.

8.3-92

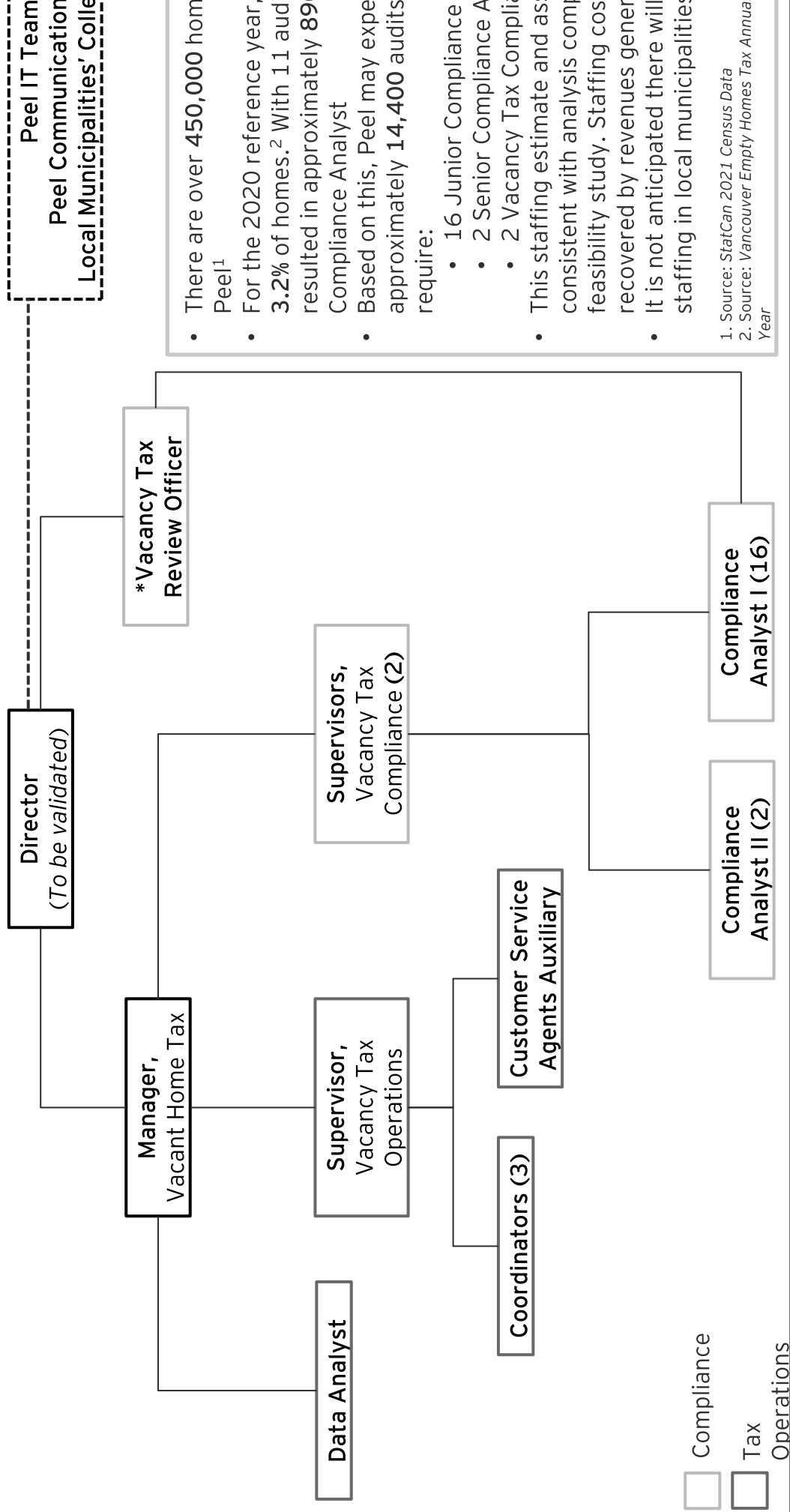
Appendix

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STAFF ORGANIZATIONAL CHART | PEEL VACANT HOME TAX UNIT

It is estimated that approximately 30 new Full-Time Equivalent positions may be needed in a dedicated vacant home tax unit.



DECLARATION AND REPORTING - EXEMPTIONS CONSIDERED

Exemption		Definition	Rationale
1	Snowbirds/ Holiday Home	Homes owned by snowbirds, or used as holiday homes are exempt if the property is lived in for a minimum of 4 weeks every year	Snowbirds can be covered by other exemptions such as Tenanted or Combination Exemption.
2	Inability to find tenant or buyer	This includes the situation where the owner could not find suitable tenant(s) for their property or the property has been listed for sale for an extended amount of time	Given local market dynamics and highly subjective and wide ranging interpretations of tenant or sale prices suitability, this exemption presents a high risk of misuse.
3	Rental Restriction or Prohibition	Property was subject to a strata rental by-law that prohibited rentals or restricted the number of units that may be rented, and the maximum allowable number of rentals had already been reached	Though currently implemented in Vancouver, the City has indicated it will be ending the use of this exemption in the coming tax year.
4	Furnished accommodations such as second homes	Any properties that are furnished and set up to be used as a second home is exempt from this tax. However, by declaring the unit to be a second home, it is then subject to the "Owner Tax", which is 3% of home's fair market rental value	Owner Tax, or similar constructs, are not used in Ontario and therefore the use of this exemption would result in exclusion of properties intended to be covered by the Vacant Home Tax.
5	Rezoned within the previous year	Properties that were recently rezoned by the City are exempt for one cycle before being subject to a 1% vacant land tax	This is covered under the Renovation and Redevelopment exemption. There are likely few instances of properties being re-zoned without being materially redeveloped.
6	Premises are uninhabitable	If the premise is deemed uninhabitable, the City will not charge owners the Tax	This is covered under the proposed Limited-Use Residential Property exemption.
7	Large renovations	Renovations that are greater than or equal to 25% of the total value of the property are exempt from the tax, until renovations are completed	This is covered under the Redevelopment or Major Renovation exemption.
8	The unit is of low value	Any vacant properties whose market value is lower than €300,000 (approx. \$440,000 CAD) is exempt from the tax	Properties of this value are not seen as likely to be held vacant. There has been no precedent of this exemption in a Canadian jurisdiction.
9	Work purpose unit	The property is used and occupied for work purposes for at least 140 days of the year	This is covered under the Occupancy for Full Time Employment exemption.
10	Limited-Use Residential Property	Property was unoccupied for more than six months (184 days) because the use of the property is limited to vehicle parking; or a residential building could not be constructed due to the size, shape, or other inherent limitation of the parcel.	Feedback from the Region indicated no other municipalities in Ontario are considering this exemption as part of their Vacant Home Tax program design.

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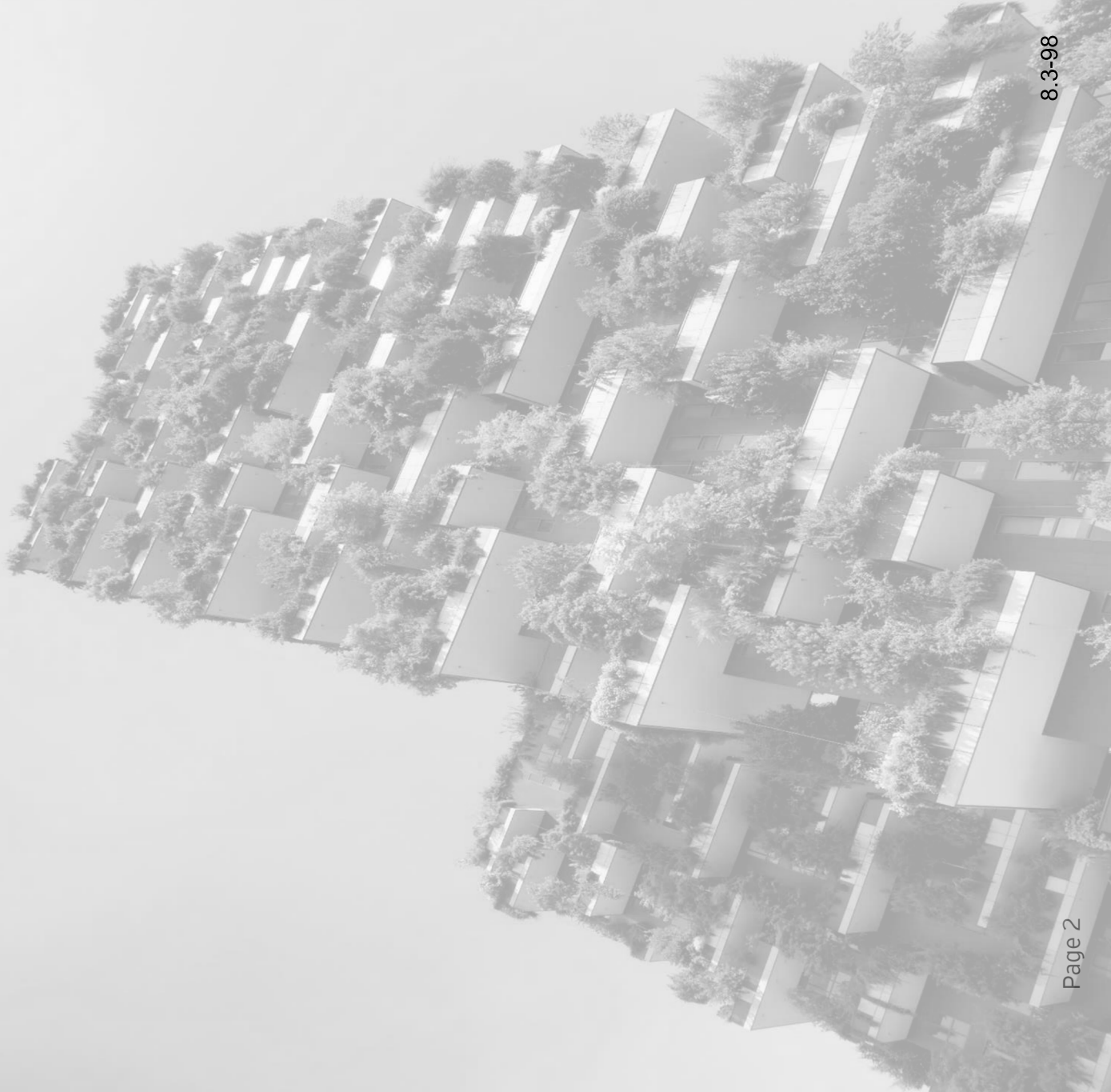
Region of Peel's Vacant Home
Tax Program Design

Submission to the Province of
Ontario

April 2023

Table of Contents

1. Conclusions from EY's Feasibility Study
2. Summary of Public Consultations
3. Peel Vacant Home Tax Program Design



8.3-98

An aerial photograph of a city, likely Los Angeles, showing a complex highway interchange with multiple overpasses and ramps. In the background, a large stadium with a distinctive roof structure is visible. The city buildings and greenery are spread out across the landscape. The image is overlaid with a semi-transparent dark grey rectangle that contains the title text.

Conclusions from EY's Feasibility Study

8.3-99

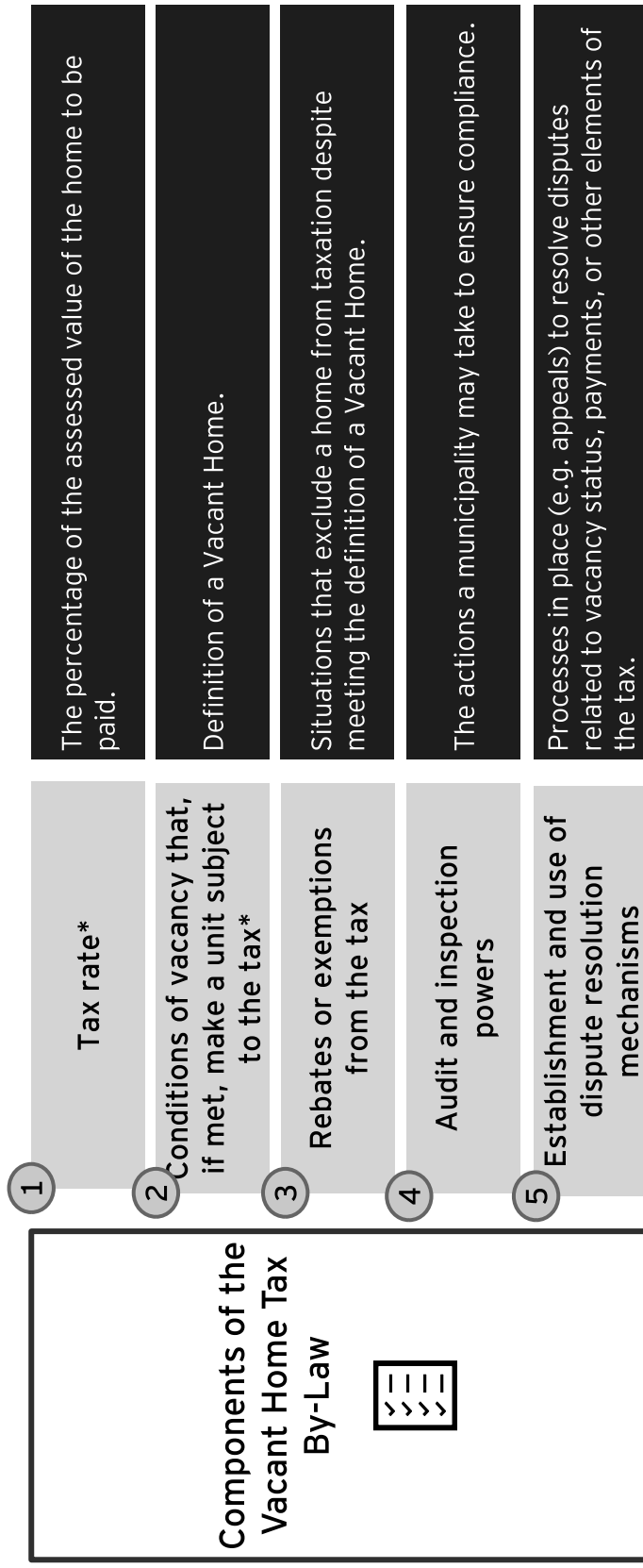
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DESIGNING THE VACANT HOME TAX | CONTEXT AND BACKGRO

There are a number of policy levers and revenue tools that can be explored by municipalities to address a housing affordability crisis - a tax being one of them. The tax is commonly implemented in rapidly growing urban centres which face challenges related to housing such as rising house prices (at a rate higher than the growth of income) or low availability of homes for sale or rent.

The objectives of a Vacant Home Tax are to be (1) a policy tool to improve housing affordability, and (2) a revenue tool to support housing

In 2017, the Ontario government passed Bill 127 ("Stronger, Healthier Ontario Act"). Schedule 19 of the Bill included amendments to the law to allow municipalities designated by the Minister of Finance by Regulation to implement a by-law imposing taxes on vacant residential units in certain circumstances. According to the Bill, any by-law passed by a municipality wishing to impose this tax should include the following:



VACANT HOME TAX DESIGN | CORE AND DOWNSTREAM OPERATIONS

Operations of the vacant home tax can be segmented into two major groups - core operations and downstream operations - core operations and downstream operations are illustrated below. Core operations consist of functions that occur consistently and are required for the program to function. Downstream operations are supporting (enforcement) or end-state (revenue allocation) functions that occur inconsistently or represent the output of the overall process, respectively.

CORE OPERATIONS

Share reports of declarations to audit teams for follow-up

REPORTING



Declaration of occupancy status by homeowners

Building awareness for homeowners

COMMUNICATIONS



To educate and assist residents on reporting, collection, and compliance processes

Building awareness for homeowners

COMPLIANCE



Audit of homes to prevent tax non-compliance

Building awareness for homeowners

COLLECTION



Collection of taxes from vacant homes

Identify homes that owe the tax

Identify homes that did not pay the tax

ENFORCEMENT



Follow up action on pending payments or penalties

Identify defaulters

REVENUE ALLOCATION



Remittance of payments

Disbursing the collected revenue to the target entities




VACANT HOME TAX DESIGN | DEFINITION AND PROFILE

While developing the policy and by-law for the vacant home tax, municipalities are required to define what a home to be designated as vacant. Below are some key parameters of the tax in Peel.

Parameter
<u>Definition:</u> Unoccupied for more than 184 days within the reference period
<u>Tax rate:</u> Initial tax rate of 1%
<u>Reference Period:</u> Calendar year

FEASIBILITY ANALYSIS | OVERVIEW

This section provides a summary of the findings related to the feasibility of implementing a Vacant Home Tax within the Region. Feasibility was assessed through a quantitative comparison of projected revenues and estimated costs and a qualitative assessment of risks (developed through stakeholder consultations and learnings from Vancouver). These components are summarized in the table below.

	Net Financial Impact Estimation of net revenue and the breakeven point (minimum number of vacant homes required in the region to recoup operating costs)
	Sensitivity Of Tax Rates Assessment of conversion ratio of homes as a result of various tax rates
	Risks Key risks that the Region may encounter while implementing the vacant homes tax - along with mitigation options

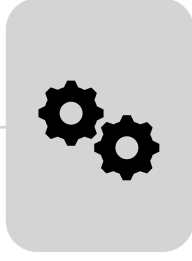
VACANT HOMES TAX OPERATIONS | SUMMARY OF FINDINGS

The Feasibility Study found no major operational challenges for the implementation of the Vacant Home Tax - even in a model. Key Takeaways from the analysis of processes to operate the VHT are summarized below:



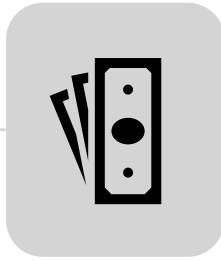
Feasibility of methods to identify vacant homes

- Based on the experiences of municipalities that have implemented the Vacant Home Tax, self declaration (either universal for all homeowners, or exception-based declaration only by owners of vacant homes) was deemed the most appropriate method for identifying vacant homes in the Region
- Other methods (e.g. utility monitoring) may lead to privacy concerns or may not be comprehensive enough to cover all vacant homes in the Region



Division of responsibilities for implementation and delivery of the vacant home tax

- Decisions on delivery models can be made in a manner that enables the Region and lower tier municipalities leverage their respective processes. E.g. If the responsibility of tax collection is assigned to the lower tier municipalities, the existing property assessment systems may be utilized (with the required functionality enhancements) to calculate the tax amount based on property information. Existing processes and resources may also be leveraged for enforcement of the tax and for customer service.
- Additional processes, and resources may be required for audit and compliance processes, as existing by-law staff may not have the capacity to conduct audits of homes to verify if the occupancy status quoted through self-declaration is correct

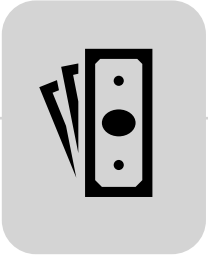


Objectives for the revenue raised

- While provincial legislation does not mandate what the revenue raised from the vacant home tax must be used for, the lower-tier municipalities would need to agree-upon, and clearly articulate the objectives for the revenue before developing a tax by-law. This is required for public communications so the public knows the rationale for the tax, and what the revenue will be used for.
- It is recommended that revenue generated from vacant homes is allocated towards affordable housing initiatives so that it is consistent with those of other jurisdictions, thereby generating buy-in and support from the public

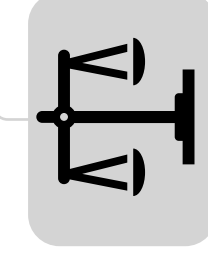
FEASIBILITY ANALYSIS | KEY TAKEAWAYS

Preliminary estimates based on available data and assumptions from Vancouver's case study indicated that it is financially feasible to implement the Vacant Home Tax at the Region, generating revenue for affordable housing programs and increasing housing affordability.



Vacant Home Tax is expected to generate a net positive revenue*

- A revenue projection model based on water consumption thresholds and other assumptions estimates that the vacant homes tax is expected to generate revenues that are greater than the operating costs for the program.
- While upfront investment for implementing the vacant homes tax is >\$10M for the hybrid delivery model option, the Region is expected to recover the investment within the first two years of implementing the tax, with a tax rate of 1%
- In addition to generating revenue for affordable housing purposes, the vacant home tax is also expected to improve the financial health of homeowners put up their homes for rent/sale



Hybrid Model expected to provide highest benefits

- Preliminary analysis indicates that the hybrid delivery model has the lowest implementation and operating costs. However, a detailed analysis is recommended to ascertain the costs by conducting an analysis of the tax systems in all three municipalities and the Region required to create a module for the vacant home tax.
- The Region and municipalities may benefit from leveraging existing tax collection/administration capabilities at the local level through a hybrid delivery model while realizing efficiencies through centralizing activities such as declaration, audit, and enforcement.



Need for continuous monitoring of net revenue to inform future decisions

- The Region would need to continuously monitor net revenues from the vacant home tax to make decisions around the program. For example, the continued prevalence of vacant homes may require decisions around increasing tax rates or changes to the program.

*These revenue estimates are based on a 0.8% vacancy rate. In comparison, Ottawa and Toronto estimate a 0.5% and 1% vacancy rate respectively. If we were to assume similar vacancy rates, the Region would see revenues of ~\$10M to ~\$21M (on a 1% tax rate on current MPAC assessment values). **8.3-105**

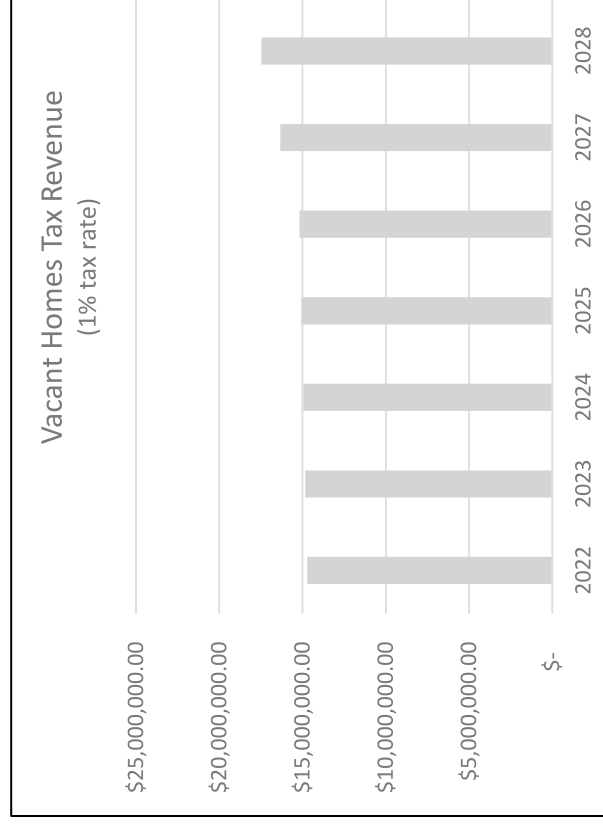
FINANCIAL ANALYSIS | REVENUE ESTIMATION

Estimates based on the latest available data indicate that the Region may generate an average gross annual revenue of over 10 years with a 1% tax rate using available MPAC assessment values from 2016.

Through our analysis, we obtained revenue estimates from eight different situations involving various different tax rates, and their associated rates represent a continuum from a low of 0.5% to a high of 3.0% (rate that has since been in place at the City of Vancouver prior to recent multiplied by the average assessment value of homes to obtain the revenue from the tax levy.

10 year revenue projections for a 1% tax rate (most common)

Scenario	Average Revenue/Year (10 years)			
	Tax Rate	ABRR*	Self Declaration	Audit Activity**
Scenario 1	0.50%	1.50%	\$8,405,161	\$508,200
Scenario 2	1.00%	2.50%	\$15,992,148	\$801,153
Scenario 3	1.25%	3.00%	\$19,500,396	\$947,630
Scenario 4	1.50%	4.00%	\$22,274,404	\$1,094,106
Scenario 5	2.00%	5.00%	\$28,281,648	\$1,387,059
Scenario 6	2.25%	5.50%	\$31,053,241	\$1,533,536
Scenario 7	2.50%	6.00%	\$33,679,228	\$1,680,013
Scenario 8	3.00%	6.50%	\$39,453,923	\$1,972,966



Revenues are projected to increase year-over-year even post implementation of the vacant homes tax due to the growth in housing stock a assessment values - both of which help recover any revenue loss from vacant homes that are released back to the rental market. This is observations at the City of Vancouver which saw revenue rising from \$26M in 2021 to \$67M in 2022. Higher revenue can also be attributed the vacancy tax rate to 3% in the 2021 vacancy reference period and an average increase in assessed property value by 23% in 2021.

Note: Revenues may differ from projections identified in the above analysis depending on current market conditions and/or updates to MPAC property assessment Annual Behavioral Response Rate: The expected total number of units that will be returned back to the rental or for sale market on an annual basis.

FINANCIAL ANALYSIS | REVISED COST ESTIMATES

Based on the changes required in the identified delivery model, one-time costs to borne by the Region are anticipated to be \$11.67M and \$13.67M, Peel operating costs are estimated to be \$3.8 annually, and local municipal operating costs to annually, which are anticipated to be recovered through associated tax collection revenues.

Region of Peel	
One-Time Costs	Ongoing Costs
People	\$3.3M
Process	Negligible
Technology	\$0.5M
TOTAL	\$3.8M (\$4.3M)*

Local Municipal	
Ongoing	
People	\$0.45M
Process	No material ongoing
Technology	\$0.1M
TOTAL	\$0.55M

Notes

- One-time costs are assumed to be borne by the Region.
- Initial People cost estimates are based on initial feasibility study analysis.
- Ongoing People costs are assumed to include approximately 30 Full-Time Equivalents as Vacant Home Tax Unit staff, such as Compliance Analysts, a Data Analyst, and a Coordinator at an average annual cost of \$110,000 (based on estimates identified through Peel and local municipal staff consultations).
- Ongoing Technology costs are based on estimates provided by the Region of Peel following discussions related to requirements including functionality, integration, and available platforms.

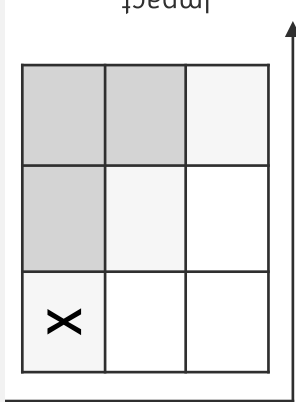
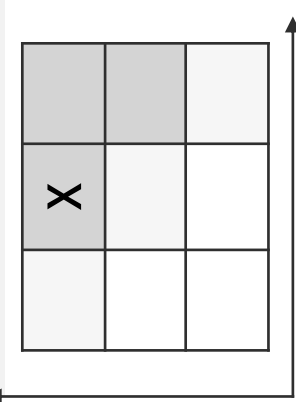
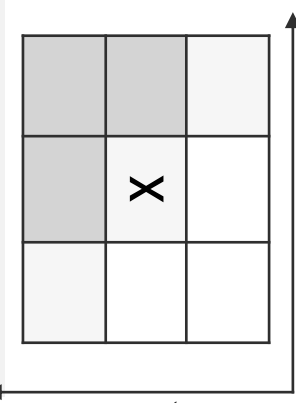
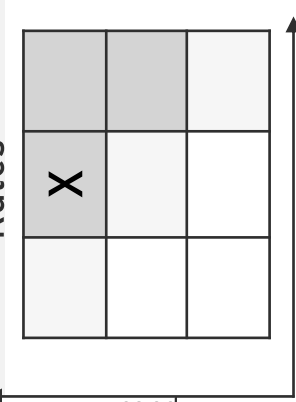
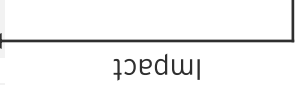
* Figures from initial feasibility study reflect total costs including those borne by local municipalities. Updated costs in bold reflect feedback provided by the Region.

Notes

- One-time initialization / start-up costs are assumed to be borne by the Region.
- Given the highly automated nature of the identified process, ongoing incremental resources will be required in the future.
- Local municipalities identified that approximately four (4) additional staff are required to support the ongoing implementation of the VMS system. Additional staff resources across municipalities may result in increased descriptions.
- Technology costs are based on initial feasibility study and are assumed to be borne by the Region. A local municipality share of licensing, support, and maintenance costs will be added to local property tax collection estimates will be gathered through further consultations with municipal staff.

FEASIBILITY ANALYSIS | RISKS

Risks identified below may be mitigated by leveraging learnings from municipalities (such as Vancouver, Toronto, Ottawa) which have implemented this tax, and had to address similar risks as part of their journey

	Lack of Revenue	Systems Challenges	Process Challenges	High Non-Compliance Rates	Potential for Fraudulent Exemptions
Risk Description	 <p>Revenue from Vacant Homes Taxes are inadequate to cover the implementation and operating costs of the program</p>	 <p>Technology challenges with updating vacant home tax collection and enforcement functionalities on existing systems (e.g. property tax collection systems)</p>	 <p>Inability to implement standardized processes related to reporting, collection, and enforcement across the three municipalities thereby leading to inconsistent application of the vacant homes tax</p>	 <p>High instances on non-compliance through fraudulent declarations of occupancy status or applications for exemptions</p>	 <p>Complexity of the program leading to inconsistent application of the tax</p>
Mitigation Approach	<ul style="list-style-type: none"> Region validated the findings of the feasibility study during the public consultations to gauge the extent of prevalence of vacant homes in the Region prior to launching the tax Infrastructure and staffing investments to be phased in stages to assess volume of revenue prior to full-scale implementation 	<ul style="list-style-type: none"> Perform detailed systems planning in advance to identify scope and complexity of upgrades required. Engage with technology implementation teams at Toronto and Vancouver to learn about approach and leading practices for systems enhancement 	<ul style="list-style-type: none"> Conducted detailed process mapping exercise through inclusive consultations with impacted stakeholders to identify and address potential challenges and pain points Leveraged learnings from other jurisdictions like Vancouver to understand leading practices in process design to facilitate a vacant home tax 	<ul style="list-style-type: none"> Design and implement a rigorous, risk-based, and data driven audit process that leverages learnings from Vancouver's techniques to minimize non-compliance rates without being intrusive to the public 	<ul style="list-style-type: none"> Conduct a detailed study to understand the complexity of the program leading to inconsistent application of the tax

An aerial photograph of a city, likely Los Angeles, showing a complex highway interchange in the foreground and a large stadium in the middle ground. The image is overlaid with a semi-transparent dark grey rectangle containing white text.

Summary of Public Consultations

8.3-109

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FINDINGS FROM STAKEHOLDER CONSULTATIONS

A number of stakeholder consultations were conducted to gain a deeper understanding of a Vacant Home Tax. Inputs obtained from housing, and communications stakeholders across the Region and the local municipalities informed decisions around the design of the tax. Below is a summarized and categorized list of findings from the interviews. Overall, the public consultations indicated relative support for a vacant homes tax, with questions related to the details of the audit and enforcement components being addressed through the design. Survey and townhall participants agreed that Peel is facing housing affordability challenges.

Inputs on Identification of Vacant Homes

Identification of vacant homes should be non-invasive to avoid privacy concerns. The mode of self-declaration to identify vacant homes as adopted by Vancouver was indicated as viable by stakeholders

Inputs on Implementation of the Tax

Stakeholders were open to the idea of a hybrid operating model where responsibilities of implementation were divided between the Region and lower tier municipalities based on inherent efficiencies - this was based on the success of the existing stormwater levy collection program

Inputs on Compliance and Auditing

A comprehensive compliance and auditing process will need to be established. Random audits were observed to be the most viable option based on stakeholder inputs. Implementation of a complaint line (for residents to flag details of vacant homes) similar to Vancouver was also suggested by stakeholders

Inputs on Definition and Exemption

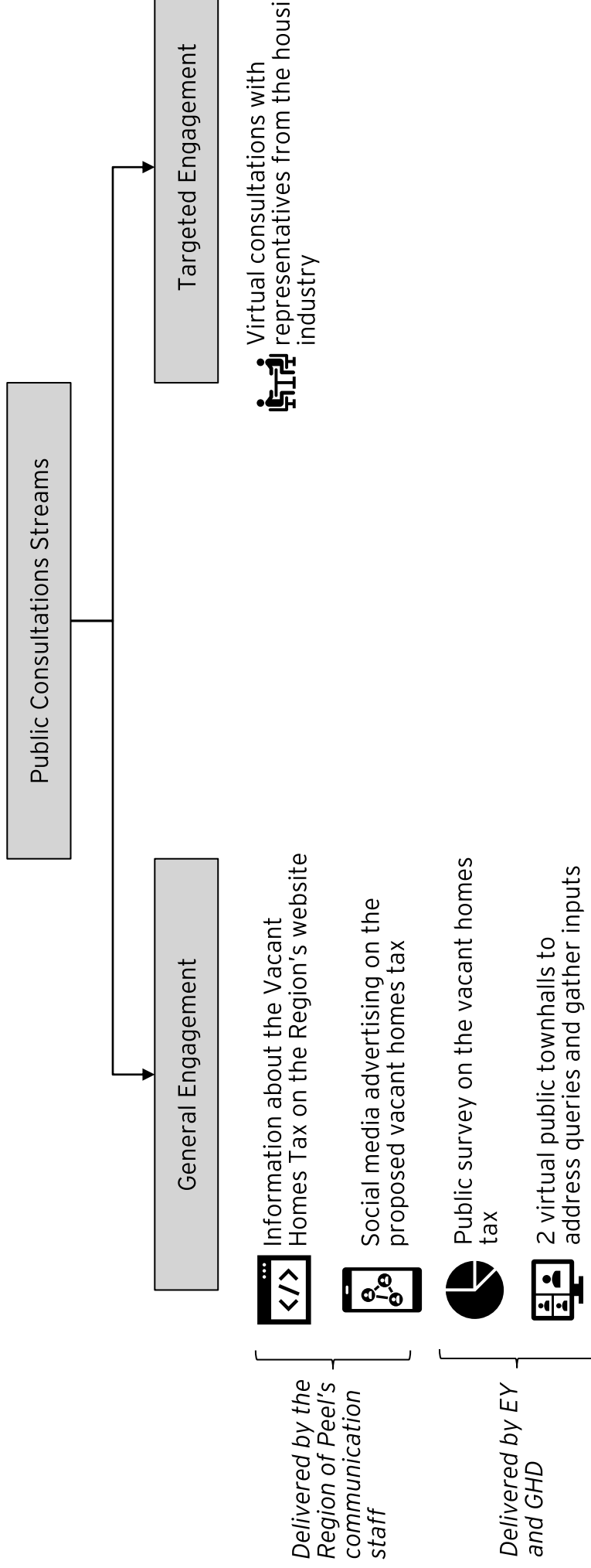
Proper definition of vacant units, exemptions made clear to public to avoid unintended consequences. Exemption for snowbirds, construction reasons, explored and Vancouver accepted. Stakeholder input on

PUBLIC CONSULTATIONS | OVERVIEW

Public consultations were designed to educate residents and solicit inputs on the Vacant Home Tax.

The objective of the public consultations program was to ensure all residents and impacted stakeholders were informed of potential changes being explored, and are able to express their opinions to inform decisions around the tax policy/by-law. Consultations were conducted with the Region's communications team to design and develop the objectives, channels, and audience for the public consultations.

Two broad streams of public consultations were delivered as outlined below:

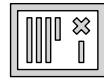


PUBLIC AND INDUSTRY TOWNHALLS | TAKEAWAYS

Key discussion themes covered during the public townhall are summarized below.



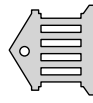
Queries on the feasibility analysis (estimation of number of vacant homes, revenue projections etc.) were addressed by providing an overview of the methodology and key assumptions that were used to drive estimates



Details of the identification/declaration process were discussed by highlighting learnings from the City of Vancouver. However, participants were informed that decisions on the identification process are yet to be finalized as part of the program design.



High level overview of the compliance and auditing process were discussed to outline how these activities would be conducted in a manner that is respectful of the privacy of homeowners. Learnings from the City of Vancouver were shared with participants.



Details of the features of the tax such as tax rate, frequency of revision, penalty structure and list of exemptions were discussed by providing examples from the City of Vancouver case study, and outlining the analysis that the Region intends to undertake before finalizing the same.



Queries on timelines for launch of the Vacant Home Tax by-law and implementation were addressed by outlining the workplan for submission of stakeholder consultation findings, program design, and other recommendations for Council approval in 2024. This indicates a potential implementation in 2025, subject to Council and Ministry approval

TOWNHALL POLL

70%+

Townhall participants in Peel Region are in favour of the proposal of a tax on vacant homes to improve affordability

50%+

Townhall participants in Peel Region are in favour of the proposal of a tax on vacant homes to improve affordability

81%

Townhall participants in Peel Region are in favour of the proposal of a tax on vacant homes to improve affordability

PUBLIC CONSULTATIONS | SURVEY

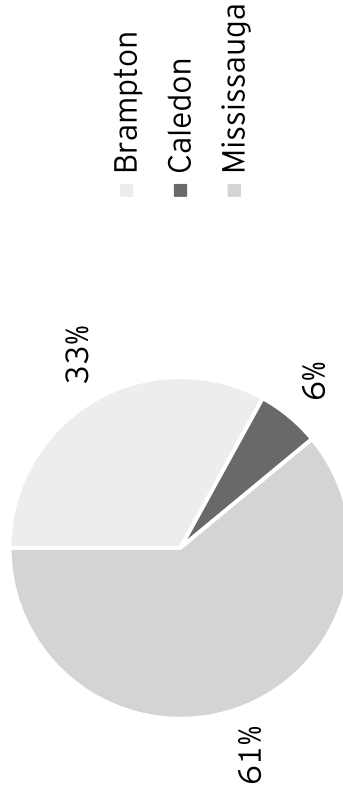
A survey* was hosted to understand the level of support for the vacant homes tax among residents of the Region and may help guide the development of the program design for the tax. Highlights of the survey are provided below.

4000
Respondents

85.2%

Respondents who own a principal residence in Peel Region

Primary residence location of respondents



WHAT WE HE

86%

Respondents Region is facing housing a

57%

Respondents number of vacant negatively impact affordable h

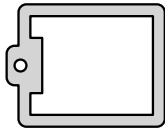
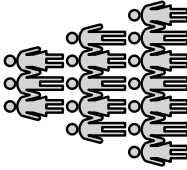
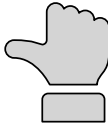
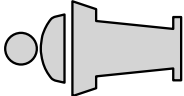


68%

Responden implementation Tax to address h in the Re

* Participation in the survey was on a voluntary basis, and information provided could not be verified for accuracy.

PUBLIC CONSULTATIONS | PUBLIC AND INDUSTRY TOWNHALLS

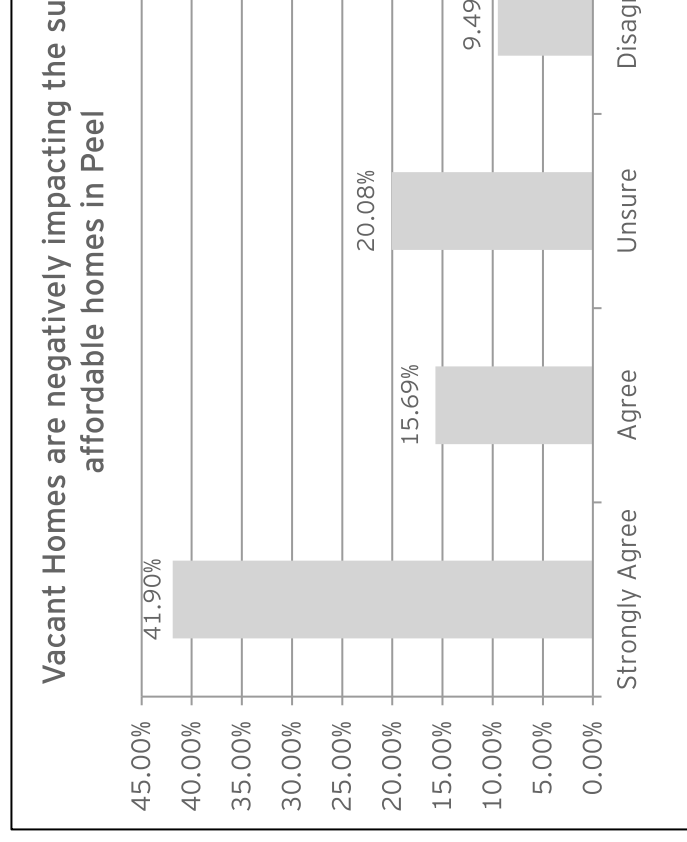
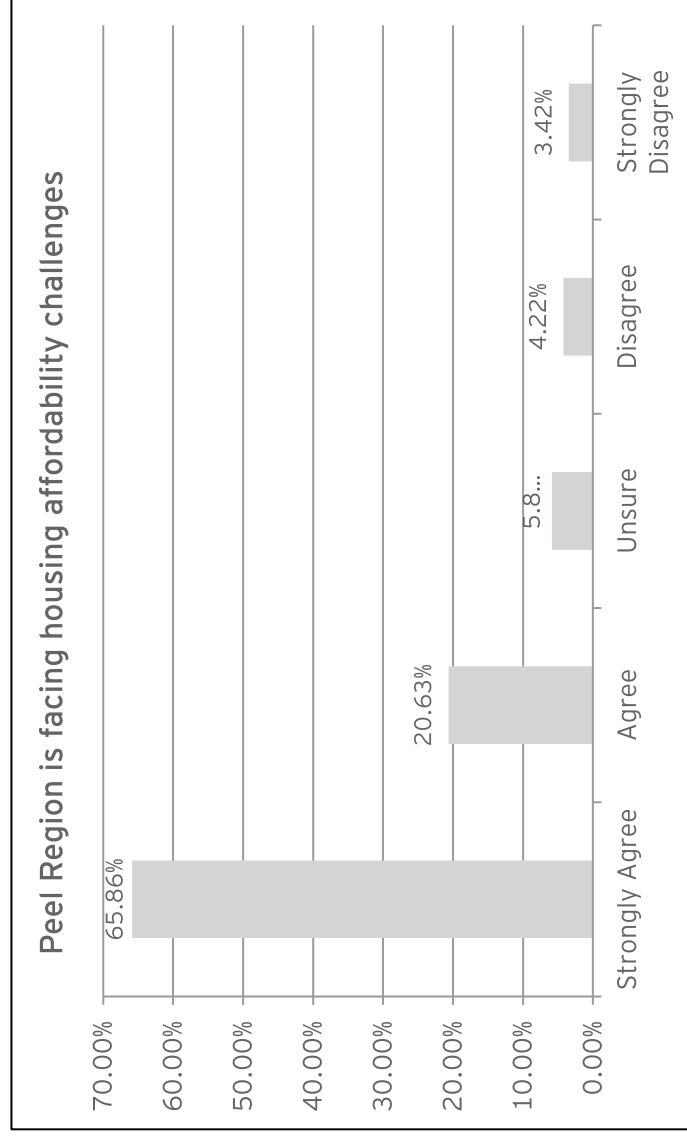
Two public consultation sessions were hosted to inform the public about EY's analysis and findings related to the potential a Vacant Home Tax at the Region of Peel. The objective of the consultations was to provide an opportunity to address the public may have around the rationale, implementation, and operations of the Vacant Home Tax. It was also a platform for a general level of support for the tax and other key considerations to be taken into account while designing the Vacant Home Tax.

Consultation Highlights	
 <p>4000+ survey respondents</p>	 <p>49 attendees from general public and stakeholders</p>
 <p>4 polls conducted to gauge public opinion</p>	 <p>2 presentations to industry stakeholders by Regional Staff and EY</p>
 <p>50 addresses</p>	 <p>Stakeholders</p>

SURVEY FINDINGS | AFFORDABILITY CHALLENGES IN PEEL

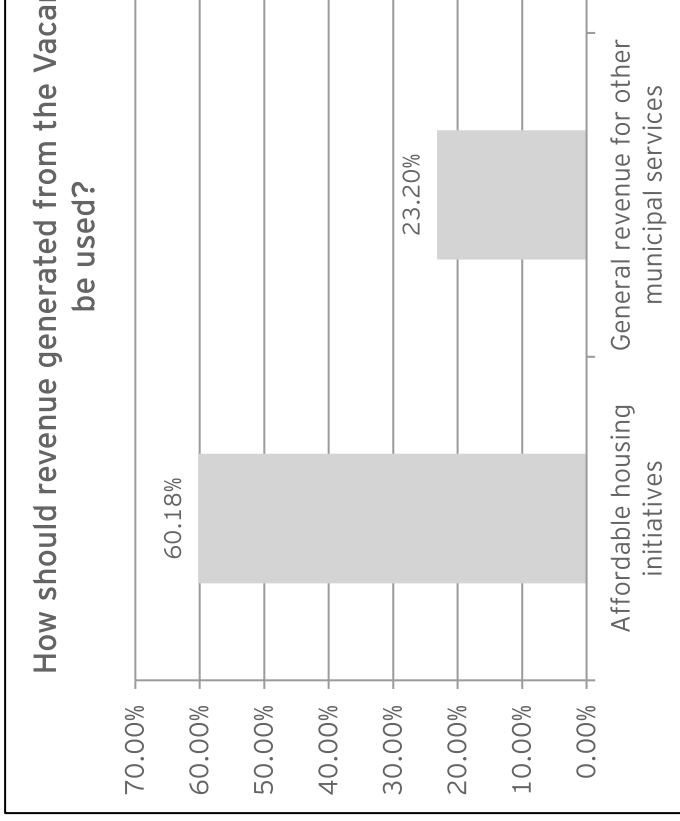
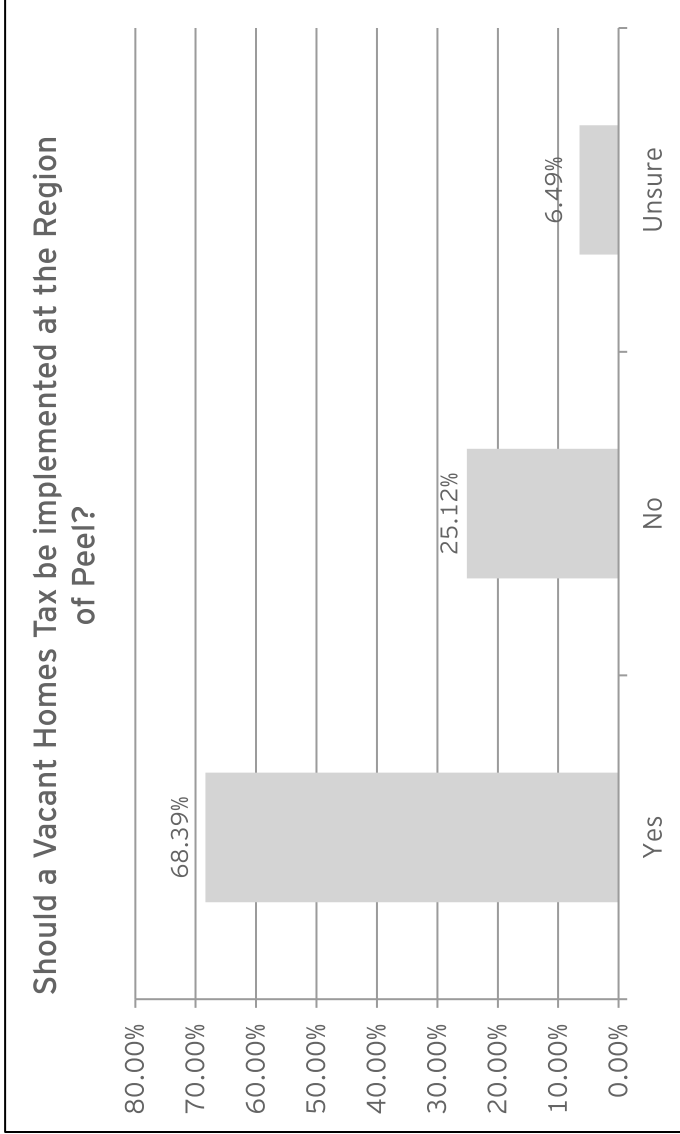
Over 85% of the respondents to the survey agreed that the Region of Peel is facing affordability challenges. Between 2017 and 2022, the average monthly rent in Peel has grown by 22%, while rent and sale prices have grown by 40% and 162% respectively.

57% of the respondents agree that vacant homes are prevalent across the region and contribute to housing affordability challenges in Peel. The broad consensus is that vacant homes negatively impact supply of affordable housing provides support to the region and contribute to housing affordability challenges in Peel. The broad consensus that vacant homes negatively impact supply of affordable housing provides support to the region and contribute to housing affordability challenges in Peel. The broad consensus that vacant homes negatively impact supply of affordable housing provides support to the region and contribute to housing affordability challenges in Peel.



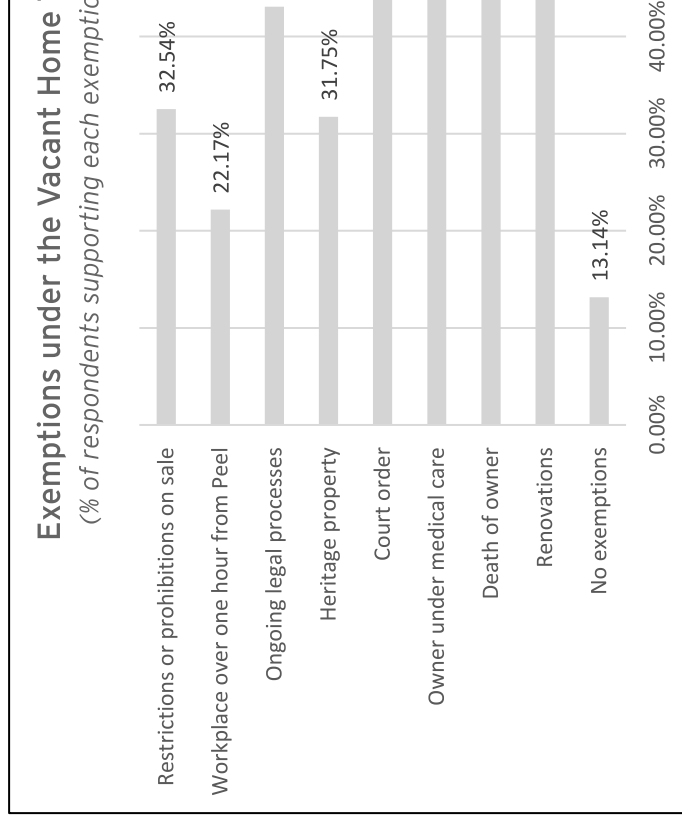
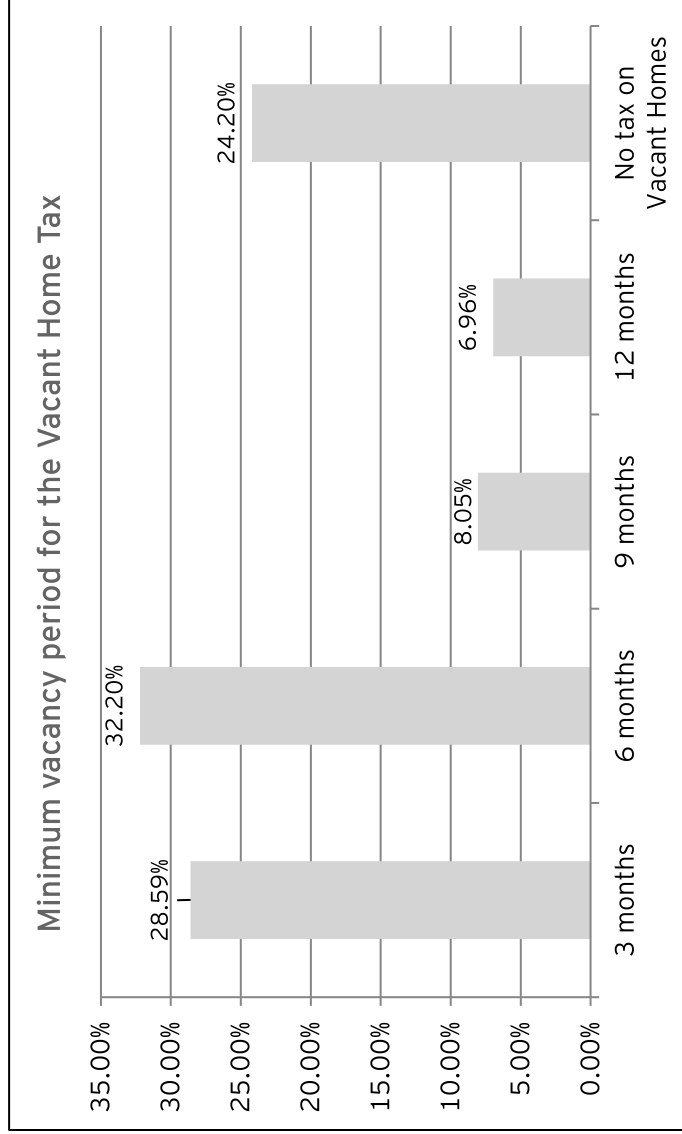
SURVEY FINDINGS | SUPPORT FOR VACANT HOME TAX

68% of the respondents supported the idea of a vacant home tax in Peel. This is comparable to the response received in Toronto for a similar survey conducted to gauge the support for a vacant home tax (73% of residents in Toronto supported the idea). Over 60% of the respondents agreed that revenue from the vacant home tax must be allocated towards affordable housing. This indicates that the public may welcome a tax that seeks to ease housing availability and affordability challenges at the same time as the proceeds are directed towards a tangible goal. It is also consistent with the objectives identified by the Ministry of Municipal Affairs and Housing for enabling legislation for municipalities.



SURVEY FINDINGS | SCOPE AND EXEMPTIONS FOR VACANT HO

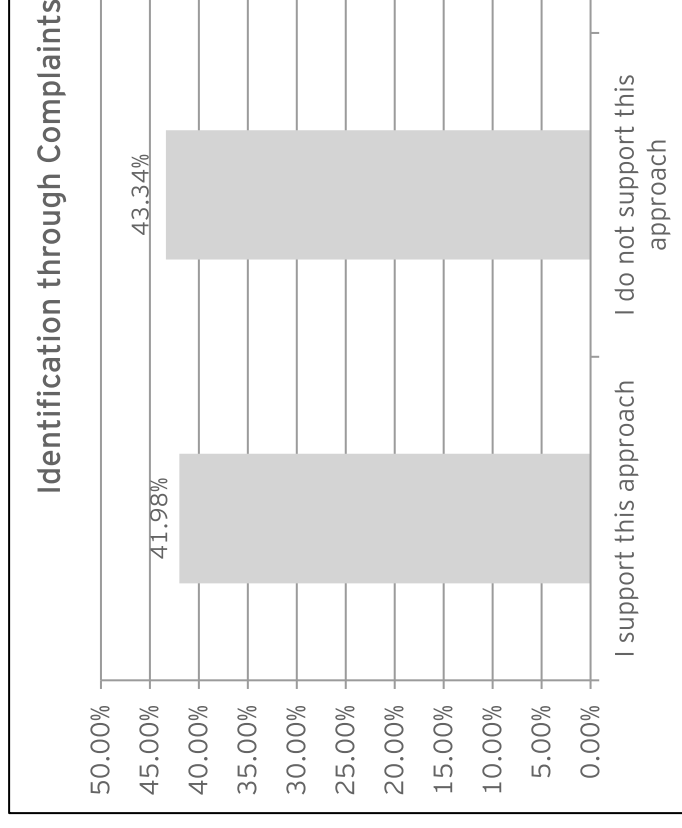
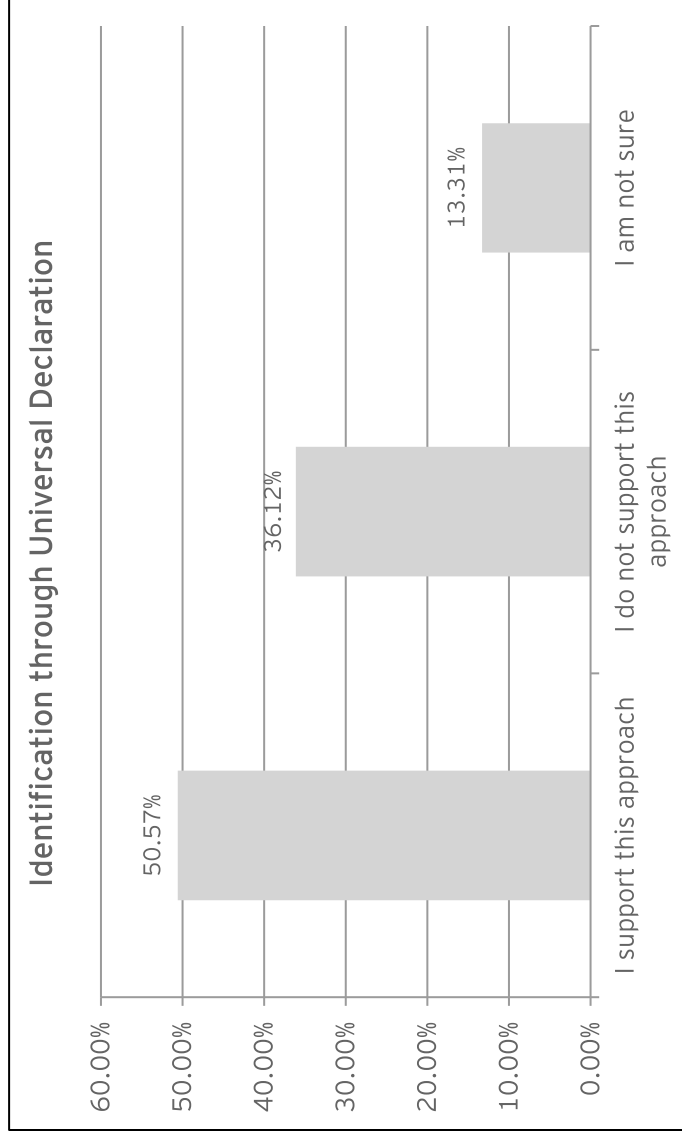
A majority of respondents (32%) preferred imposing the vacant homes tax on properties that are unoccupied for more than 3 months. However, 28% of the respondents also supported imposing the tax on properties that are vacant for less than 3 months. However, a vacancy threshold is most commonly observed among municipalities that have implemented or are considering to implement the tax (Vancouver, Melbourne, Toronto etc.).



SURVEY FINDINGS | IDENTIFICATION OF VACANT HOMES

Over 50% of respondents supported the Universal Declaration method for identification of vacant homes. By this method, homeowners in Peel would have to mandatorily submit a declaration indicating whether their home was vacant or occupied in the previous calendar year. This is the most common method for identification of vacant homes adopted by municipalities that have implemented the vacant home tax (e.g. Vancouver).

While more respondents disagreed with the approach of identifying vacant homes through complaints submitted by other residents (neighbours), this method may still be considered as a secondary means of identification as it has generated positive results in compliance in Vancouver.

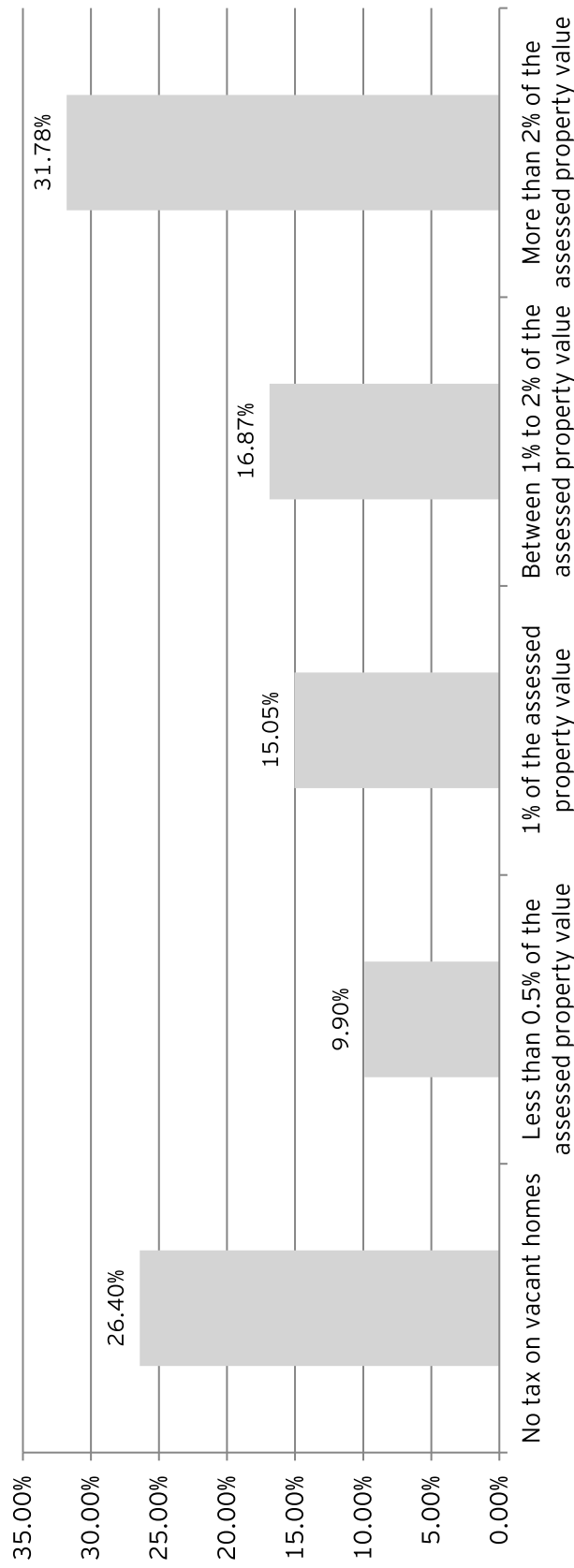


SURVEY FINDINGS | TAX RATE

A majority of respondents (32%) supported a tax rate of >2% on the assessed value of vacant homes. However, municipalities have implemented the tax with a 1% tax rate to evaluate the response in terms of revenue generation and cost of vacant homes for rent/sale. Based on the observations over a 1-2 year period, municipalities may make decisions to increase or decrease the tax rate.

A 2% tax rate is over two times existing property tax rate, and may be perceived negatively and create higher non-compliance. Peel may consider initiating the tax with a 1% tax rate, and then re-evaluate on an annual basis to identify opportunities for improvement.

Proposed tax rate on Vacant Homes



An aerial photograph of a city, likely Peel, showing a complex highway interchange with multiple overpasses and ramps. In the background, a large, modern stadium with a distinctive roof structure is visible. The city buildings and green spaces are spread out across the landscape. The image is overlaid with a semi-transparent dark grey rectangle containing the title text.

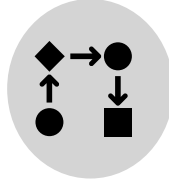
Peel Vacant Home Tax Program Design

8.3-120

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PROGRAM DESIGN | OVERVIEW

This section explains the detailed design of each core VHT function.



Flow of Responsibilities

An updated delineation of responsibilities between the Region and Local Municipalities

Details for each Core Function

Process maps, rationale, detailed definitions, required changes, considerations, and risks for each core function of the VHT

8.3-121

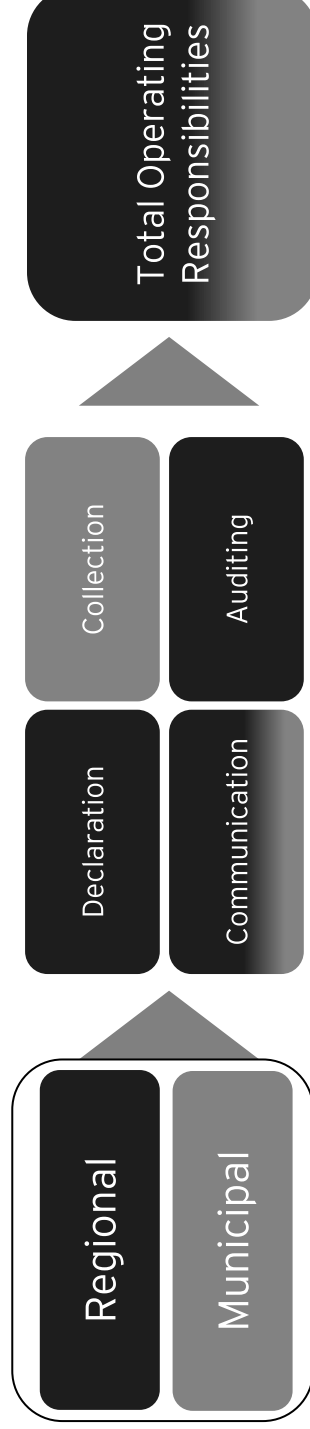
DELIVERY MODEL | FLOW OF RESPONSIBILITIES

The delivery model has been designed to leverage the authorities, capabilities, and capacities of each municipal partner effectiveness and reduce operational complexity and cost. This model assigns declaration notices and revenue collection to local municipalities in order to leverage existing property tax collection systems, while centralizing declaration system customer service/communications responsibilities at the Regional level.

HOW IT WOULD WORK

- ▶ The local municipalities would be responsible for sending declaration notices on behalf of Peel, and for collecting the of vacant homes (declared or deemed). The Region would be responsible for establishing and managing the declaration establishing and overseeing audit and compliance activities and systems, and managing customer service for reside
- ▶ The local municipalities would leverage existing property tax collection systems and processes with the required fund enhancements to assess, impose, and collect a vacant home tax on properties that have been declared as vacant by deemed as such through subsequent audits.
- ▶ While the Region would be responsible for auditing declarations, it would coordinate with local municipalities to collect existing collection and enforcement tools.

RESPONSIBILITY

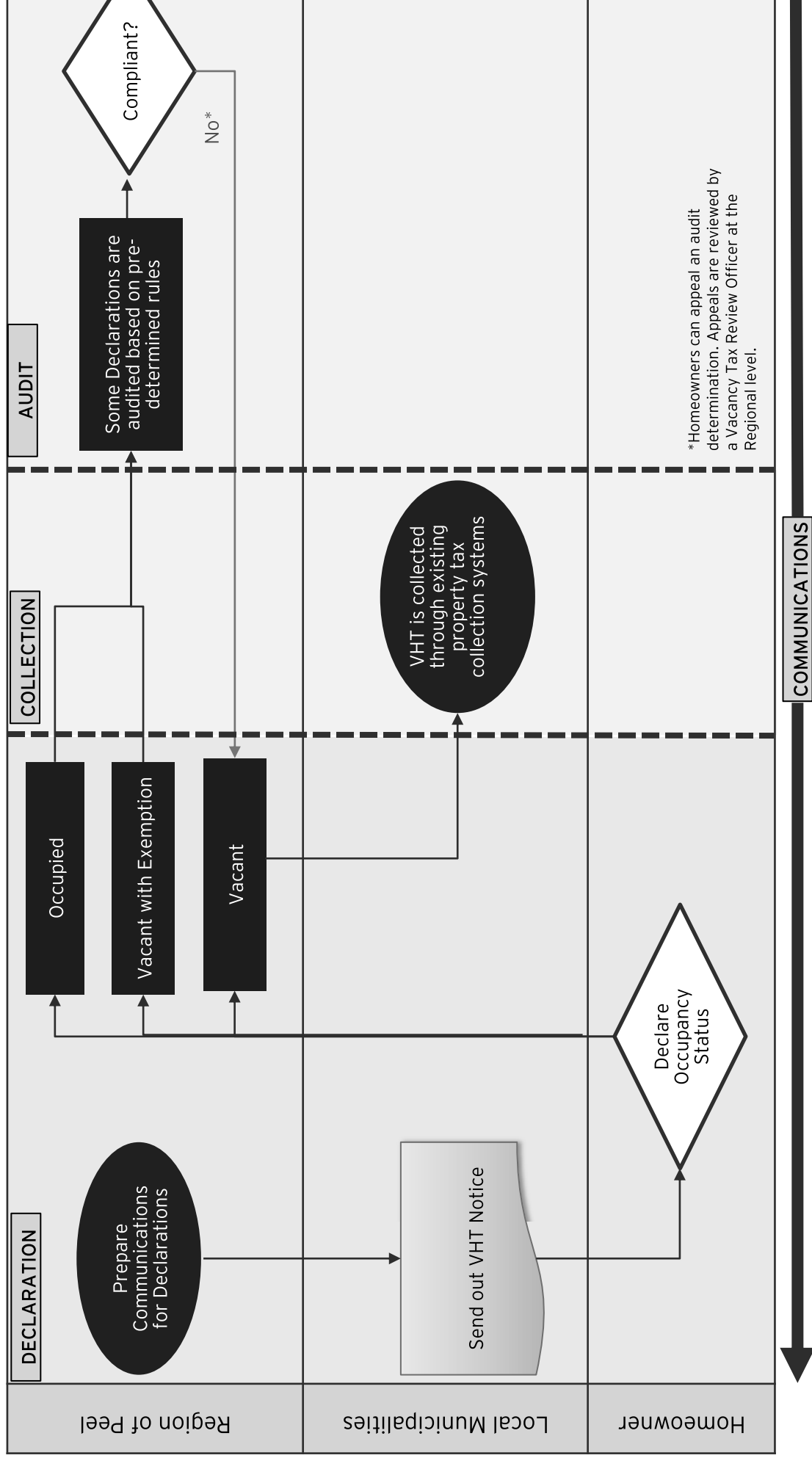


Municipalities will be responsible for VHT Notices and collecting the VHT. The Region will be responsible for Communications, customer service and audit/compliance responsibilities centralized at the Region.

8.3-122

DELIVERY MODEL | OVERALL PROCESS

Below is an overview of the final proposed Vacant Home Tax program design.

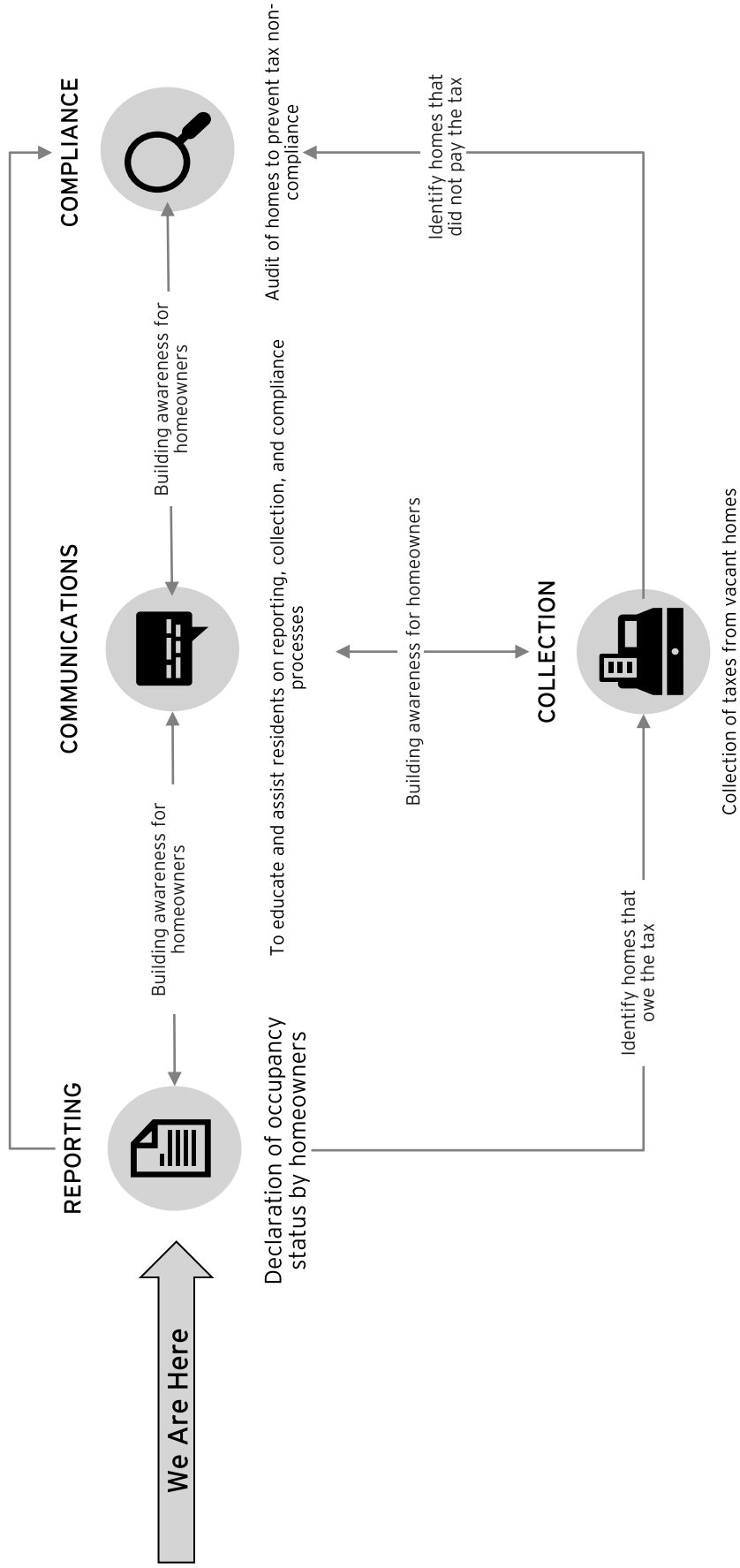


*Homeowners can appeal an audit determination. Appeals are reviewed by a Vacancy Tax Review Officer at the Regional level.

DECLARATION & REPORTING

CORE OPERATIONS

Share reports of declarations to audit teams for follow-up



DECLARATION & REPORTING

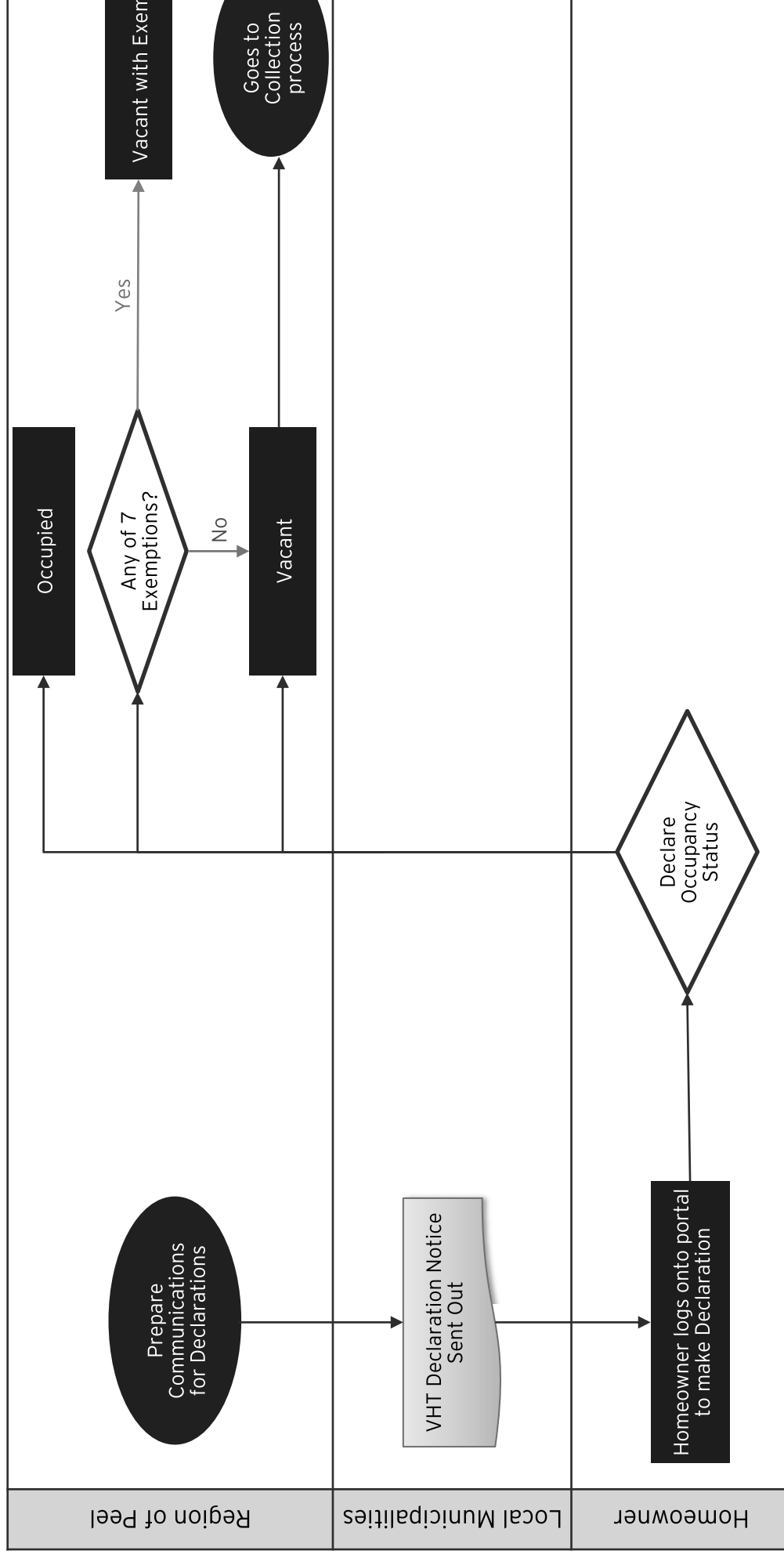
The first step in the Vacant Home Tax process requires homeowners to declare the occupancy status of their homes.

The Declaration & Reporting process is the initial step in core vacant home tax operations:

- All Peel homeowners are required to declare whether a home is occupied as a principal residence, v exemption, or vacant.
- A notice informing the homeowner of the requirement to declare the home's occupancy status is sent to all municipalities.
- Homeowners enter and confirm their declaration through a Region-administered declaration portal.
- Homes declared vacant, or deemed vacant through the Audit & Compliance process, will proceed to the Vacant Home Tax Collection process.
- Homes declared occupied, or confirmed occupied through the Audit & Compliance process, will not proceed to the Vacant Home Tax Collection process.

DECLARATION & REPORTING | PROCESS

The process of identifying vacant homes in the Region through declarations reported by homeowners is outlined below



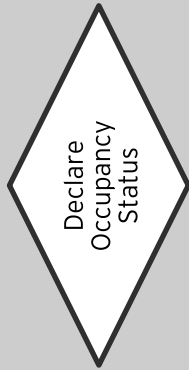



DECLARATION & REPORTING | RATIONALE



The Feasibility Study recommended that Declaration and Reporting lie with the local municipalities. Based on consultation with the Region of Peel and the local municipalities, it is more cost-effective, and strengthens data security, for the Declaration & Reporting system to be housed at the Regional level.

- ▶ Although the Feasibility Analysis recommended that local municipalities be responsible for Declaration and Reporting, it was indicated by IT departments at local municipalities and Peel Region that a single system held at the regional level is likely to be more cost-efficient than three independent local Declaration systems.
- ▶ Neither local municipalities nor Peel Region identified existing declaration or reporting capabilities that can be used for implementation of a Vacant Home Tax. As such, it was concluded that it would be more costly to build, and more complex to integrate, three independent Declaration systems than a single system at the Regional level. The consensus among all municipalities was that a single system would also ensure consistency of presentation to, and results from, homeowners of all three municipalities when submitting declarations.
- ▶ While the Region of Peel would prepare communications for declaration, tax departments at local municipalities indicated they may be able to use existing Property Tax Notice processes to generate Declaration Notices for the Vacant Home Tax, pending further assessment and finalization of parameters.

DECLARATION & REPORTING | KEY COMPONENTS

Legend	Description
	<p>Create written communication for dissemination to homeowners indicating the requirement a declare status, instructions to access the declaration system (including account number and a contact information for outstanding questions or concerns.</p>
 <p>Homeowner logs onto portal to make Declaration</p>	<p>The Region of Peel will identify homeowners from Tax Roll Information that is currently retain municipalities as part of their Property Tax billing systems, as they have the most updated information current assessment values. In addition, the Region may use the MPAC's Property Codes to determine residential properties.</p> <p>Using Tax Roll Information and MPAC Property Codes, local municipalities send out declaration</p>
	<p>Homeowners log onto the declaration website using the Account Number and Access Code provided in notice. Before declaring property status, homeowners must first acknowledge that the municipality evidence required for the initial reporting, audit and compliance for the purpose of imposing the Property Tax. The Declaration is then entered along with any supporting information required (e.g. when vacant home with exemption).</p>
	<p>Home has been declared occupied as a principal residence and no tax applies. Home may be required to verify status.</p>

DECLARATION & REPORTING | KEY COMPONENTS

Legend	Description
	<p>Homeowners may select from any of the following seven (7) exemptions:</p> <ol style="list-style-type: none">1. Transfer of Property2. Redevelopment or Major Renovation3. Property of Owner in Care4. Occupancy for Full-Time Employment5. Court Order6. Death of Owner7. Combination Exemption <p>If any of the above apply to the home, the homeowner must provide the corresponding information in the exemption to which no vacant home tax applies. Exemptions are audited.</p> <p>If none of the above exemptions applies, the homeowner declares the home to be Vacant.</p>
	<p>Home has been declared vacant and the tax applies. The home proceeds to the Collection process and the vacant home tax is applied and collected.</p>

8.3-129

DECLARATION & REPORTING | CHANGES REQUIRED

The proposed declaration and reporting process requires primarily technological changes in the form of sourcing a declar

	PEOPLE	PROCESS	TECHNOLOGY
REGION	Some incremental effort is anticipated for initial setup and ongoing maintenance of the declaration system (e.g. software updates) as well as ongoing policy reviews and updates, but is not anticipated to result in the need for incremental IT or policy Full-Time Equivalents.	Design self-declaration forms and implement a reporting process for homeowners.	Implement a declaration system with the ability to integrate with local municipal systems (e.g. the Ensure ability of declaration system integrate with the selected audit systems.
BOTH	Resource requirements will be monitored following implementation of the program to identify any incremental employee impacts.	Design and coordinate a process for sending declaration notices to homeowners.	Coordinate and connections between declaration and systems.
LOCAL MUNICIPALITY	Initial setup and development of integrations may require additional resources. As the declaration system will be established and maintained by Peel, no ongoing incremental employee impacts are expected.		Develop integrations with the local municipal tax system (and vacant home tax) and the declaration system.

8.3-130

DECLARATION & REPORTING | OCCUPIED DECLARATIONS

The first step in the Declaration & Reporting Process requires the declarer to identify themselves. The following is a table of what information is required when an individual declares a property as occupied. The purpose of collecting this information and all communications related to the Vacant Home Tax are addressed to the right individual.

DECLARE OCCUPIED	
Declaration	Information Required on Declaration
Owner	N/A
On Behalf of Owner	Owner's Full Name, Phone Number, and Email (Optional) Declarer's Full Name, Phone Number, and Email (Optional)
Corporation	Name of Corporation Contact Full Name, Phone Number, and Email (Optional)
Principal Residence with a Permitted Occupant ¹	Number of Occupants Full Name and Phone Number for Each
Tenanted ²	Number of Agreements in Vacancy Period Year Names on Each Agreement

1. Property was used as a principal residence by a family member, friend, or other permitted occupier for more than year.
2. Property was rented to one or more arm's length tenant(s) or subtenant(s) for residential purposes for more than current year.

DECLARATION & REPORTING | EXEMPTIONS

The following is a proposed list of seven exemptions that residents may select from during the Declaration process. The definition for each exemption along with the information residents are required to provide on the Declaration.

Exemption	Definition	Information Required on Declaration
1 Transfer or Sale of Property	The transfer of 100 percent of the legal interest in the property was registered in the Land Title Office to an Arm's Length party during the reference period.	<ul style="list-style-type: none"> • Registration Number • Sale Closing Date
2 Redevelopment or Major Renovation	Property is undergoing major renovations, construction, or redevelopment that causes the property to be vacant for more than 184 days where building permits have been issued and permit work in progress. If the property is a heritage property, as defined by the Province of Ontario or a local municipality, the property will not be subject to the tax if activity related to its conservation, such as redevelopment or renovation, resulted in the property qualifying as being vacant in the reference period.	<ul style="list-style-type: none"> • Permit Number OR Permit Application Description • *Other documentation may include Number, Application Number, Inquiry Zoning Permit Application, etc. • If the owner has a fire report or a claim, this option becomes a Yes/
3 Owner in Care	Property was unoccupied for more than 184 days because the owner, tenant, or permitted occupant resided in a hospital, long-term, or supportive care facility and had previously been using the property as a principal residence or occupying it for residential purposes as a tenant.	<ul style="list-style-type: none"> • Name of Person Receiving Care, • Name, Address, and Phone Number

DECLARATION & REPORTING | EXEMPTIONS

The following is a continuation of the proposed list of seven exemptions that residents may select from during the Declaration process. The table includes the definition for each exemption along with the information residents are required to provide on the Declaration form.

Exemption	Definition	Information Required on Declaration Form
4 Occupancy for Full time Employment	Principal Residence was outside of the Region, but the owner occupied the property for residential purposes for more than 184 days within the reference period because they were employed full-time in the Region. The nature of the employment must require physical presence in the Region.	<ul style="list-style-type: none"> Employer Name, Address, and Phone Number Registered Property Owner: <ul style="list-style-type: none"> Self-Employed Employed Full-Time (Either City OR Offices outside the Region)
5 Court Order	Property was unoccupied for more than 184 days because the property was under: a court order; court proceedings; or an order of a governmental authority prohibiting occupancy. Note: in cases where occupancy is not permitted due to the owner's neglect, an exemption will not be granted.	<ul style="list-style-type: none"> Court File Number OR Order Number
6 Death of Owner	The property was unoccupied for more than 184 days because of the death of the registered owner in the applicable reference period or in the previous period. This exemption is only available in the year of death and the subsequent year.	<ul style="list-style-type: none"> Ask for Death Certificate Number and Audit process
7 Combination Exemption	A combination of any of the above exemptions resulting in more than 184 days of vacancy in a reference period.	<ul style="list-style-type: none"> Same evidence required as any of the above exemptions claimed

DECLARATION & REPORTING | RISKS

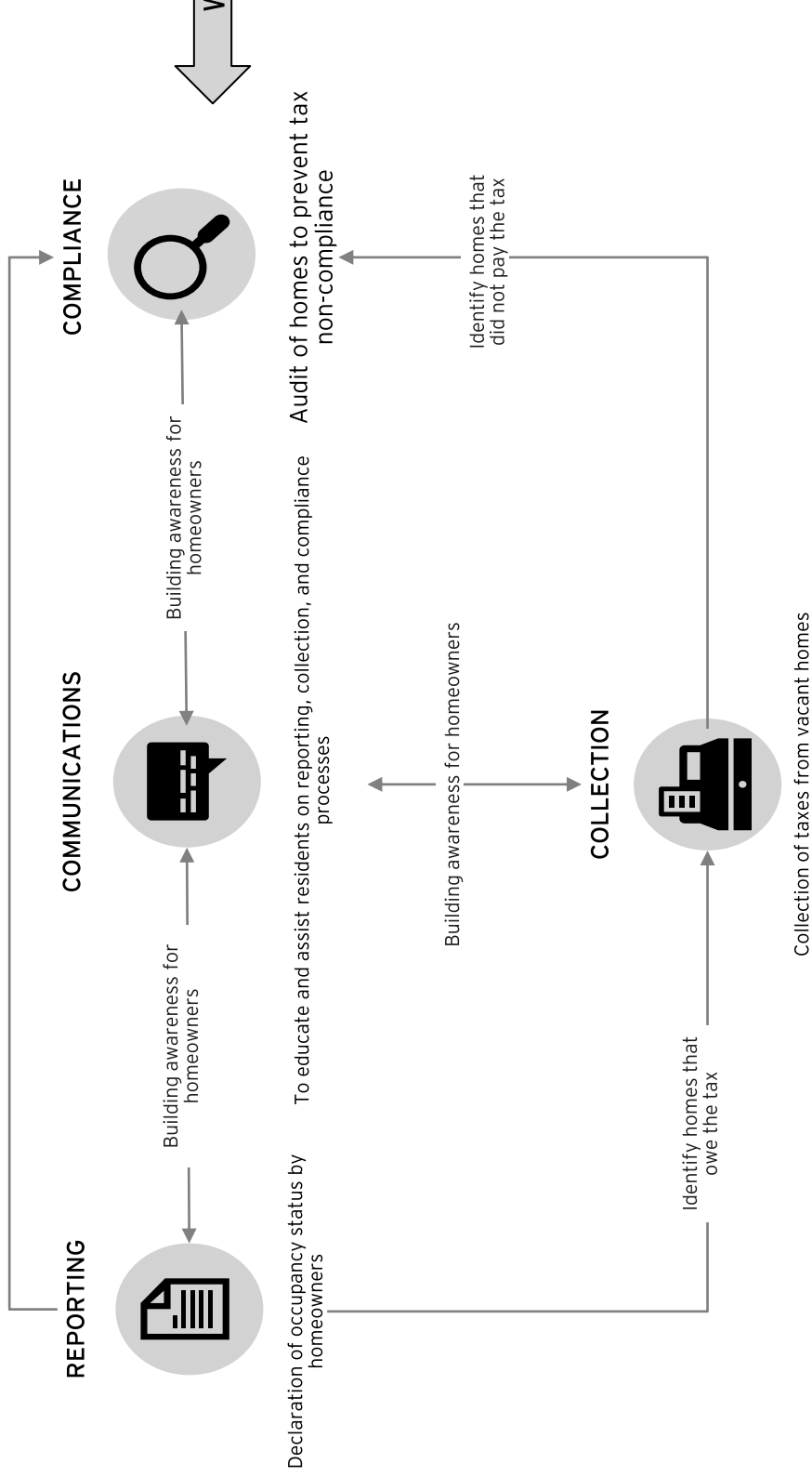
Key risks and their subsequent mitigation measures to the Declaration & Reporting process are outlined below.

Risks	Mitigation Measures
<p>Privacy implications and potential breaches to data privacy associated with storing confidential data from residents.</p>	<p>Storing declaration information centrally in a single managed system will allow Peel to put in place appropriate safeguards to prevent unauthorized access to information.</p> <p>Records related to the Vacant Home Tax are classified as Record Series Identifier (RSI) F43 -Taxation. Paper records kept in office for the current year plus 1 additional year are sent offsite to the Region's Inactive Records Centre. Records remaining 5 years, for a total retention of 7 years, are destroyed. Records must be stored and maintained in an appropriate repository (EIM, SharePoint) for the total 7 years before being destroyed.</p>
<p>Multiple potential points of contact for queries regarding the Declaration process. As residents are accustomed to contacting their local municipalities about support with Property Taxes, there may be confusion about who to contact about the Vacant Home Tax.</p>	<p>The Region may engage in a communications campaign with residents to explain how different types of queries (in person or virtual) related to Declaration and Reporting of Vacant Home Tax are handled. Additionally, call centre staff at the local municipalities may be directed to answer high-level questions about declarations and the ability to redirect homeowners to contact the Region.</p>
<p>To align the Vacant Home Tax with Property Tax timelines, it may be difficult to set a single deadline to submit Declaration Notices with the differing collection timelines of the three local municipalities.</p>	<p>As identified during consultations with municipalities, information will be required to determine declaration requirements for each constituent municipality, including technical functionality of existing and new tax collection systems.</p>

AUDIT & COMPLIANCE

CORE OPERATIONS

Share reports of declarations to audit teams for follow-up



8.3-135

AUDIT & COMPLIANCE

Following receipt of a declaration, the Audit & Compliance process is initiated in a separate software system to assess and manage declarations. Audit rates vary depending on type and volume of declarations, and on the ease of availability of verifying information. Additionally, all declarations may be subject to audit for up to two (2) years after the date of declaration.

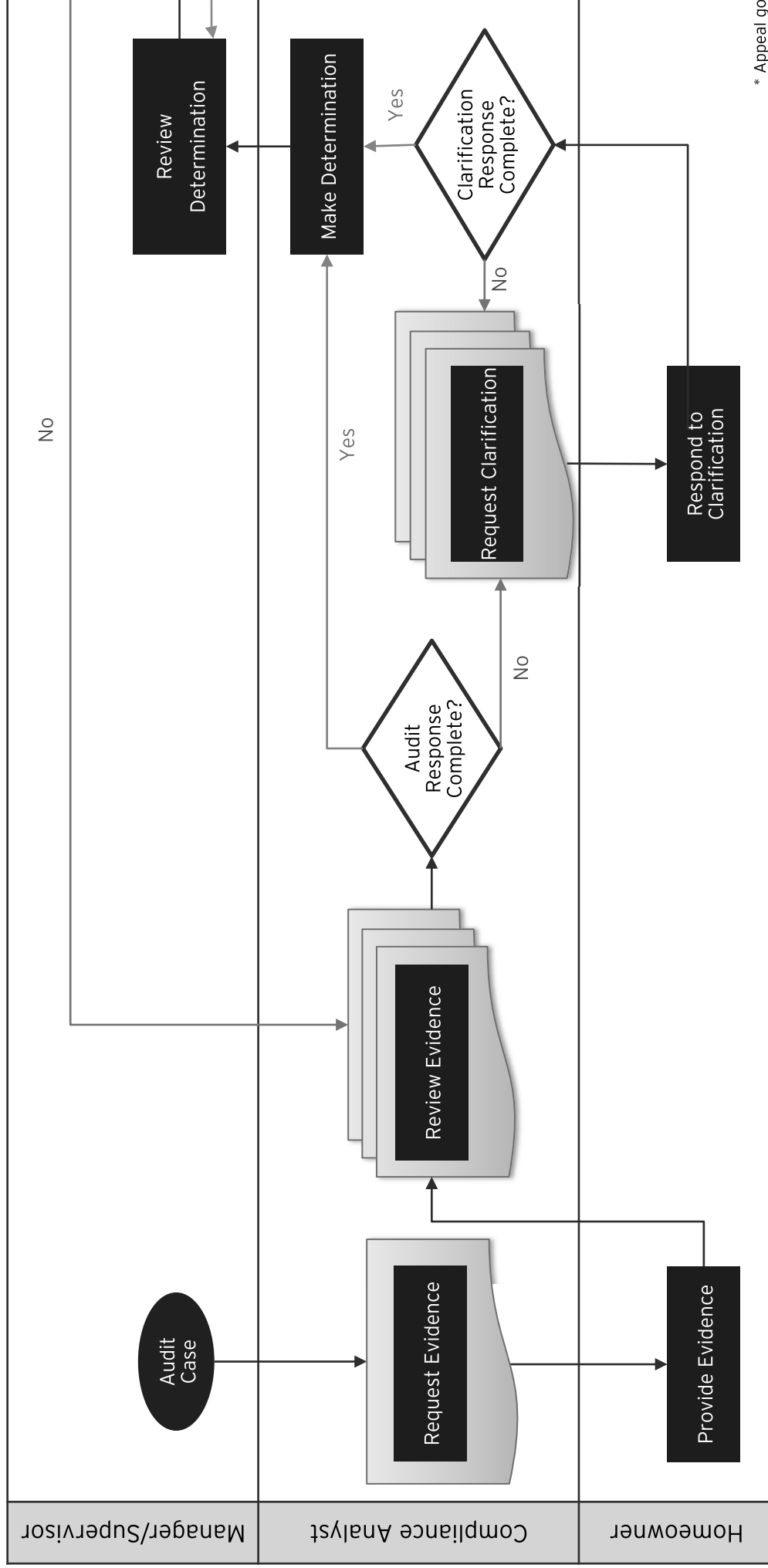
Following declaration, the Audit & Compliance process is initiated:

- A new audit software system may be required to manage external-facing audits. Integration with existing declaration system will be required.
- Homes declared as vacant with exemption are audited at rates based on their expected volume and ease of access to verification documents.
- Homes declared as occupied are audited at rates based on auditor capacity and total audit volume targets set by Peel.
- Audit findings may be appealed. Appeals are reviewed and a final determination is made by a dedicated Vacancy Tax Review Officer.
- Homeowner inquiries not relating to vacancy status decisions (e.g. failure to submit a declaration or errors in declaration) are directed to dedicated positions within the organization.

8.3-136

AUDIT & COMPLIANCE | PROCESS

The process for conducting investigations at the Regional level to confirm the declared vacancy status of a property is



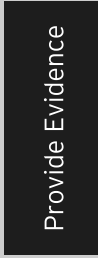




AUDIT & COMPLIANCE | RATIONALE


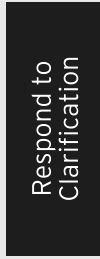




The Feasibility Study recommended that Audit & Compliance be housed with the Region. Based on consultations with the Region of Peel, and local municipalities, it is necessary for the Audit & Compliance system to remain at the Regional level.

- ▶ Through discussions with local municipality tax departments, it was found that a single Audit & Compliance system held at the regional level is preferred to ensure consistency, prevent system redundancy, and support overall operating cost recovery.
- ▶ Peel Region and local municipalities indicated a lack of external audit capacity that can be leveraged for the implementation of a Vacant Home Tax. As such, it was concluded that it would be more cost-effective to build, and more complex to integrate, three Audit systems rather than a single system at the Regional level. All municipalities agreed this approach would also ensure consistency in decision-making outcomes of Audit cases.
- ▶ As indicated by the Peel Region IT department, overall system complexity and the likelihood of breaches is expected to be lower if the Audit system is housed at the Regional level. This is due to the Declaration and Audit processes being built within a single system, reducing the risk of data transmission between organizations and ensuring data security measures are consistently applied.


AUDIT & COMPLIANCE | KEY COMPONENTS

Legend	Description
	<p>An audit case is created in the Region's audit system with a list of properties to be audited. Each property is assigned a Case File Number and is assigned to a Compliance Analyst.</p>
	<p>The Compliance Analyst sends a communication to the homeowner requesting evidence to determine the declaration status.</p>
	<p>Using their Account Number and Access Code, the homeowner provides requested evidence. For more information, see Evidence Required for Audit & Compliance.</p>
	<p>The Compliance Analyst reviews the information provided and, where possible, cross-references what is available through Region records or data sharing agreements with local municipalities.</p>
	<p>Based on the evidence provided, the Compliance Analyst decides whether the information is sufficient for a determination. If the Compliance Analyst is able to complete an audit response, a determination is made. If further clarification and documentation is requested as required.</p>

AUDIT & COMPLIANCE | KEY COMPONENTS

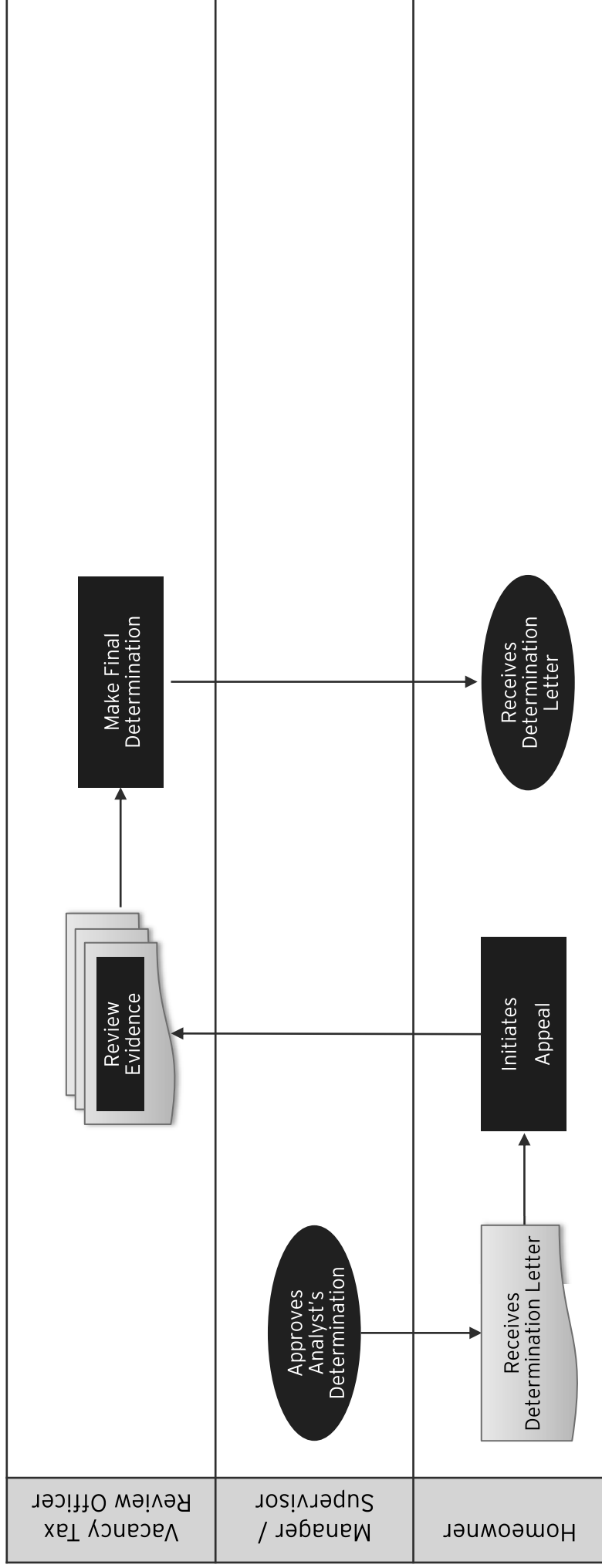
Legend	Description
	<p>If the evidence provided by the homeowner is insufficient, the Compliance Analyst sends a communication to the homeowner requesting clarification and further information.</p>
	<p>Using their Account Number and Access Code, the homeowner provides additional information as requested.</p>
	<p>Based on the additional evidence provided, the Compliance Analyst decides whether the clarification response is sufficient to make a determination. If the Compliance Analyst finds the clarification response is insufficient, a determination is made. If not, further clarification is requested.</p>
 	<p>The Compliance Analyst makes a determination on the Case File after reviewing provided evidence.</p>
	<p>The Manager or Supervisor reviews the audit determination. If the determination is approved, a letter is sent to the homeowner indicating the case has been resolved. If not, the evidence is reviewed again and the Compliance Analyst continues with additional requests for clarification or information as required.</p>

AUDIT & COMPLIANCE | KEY COMPONENTS

Legend	Description
	<p>The homeowner receives a determination letter from the Region outlining the determination of the rationale, and next steps. If the homeowner is found compliant, no further action is required and it ends.</p> <p>If the homeowner is found non-compliant, the Audit System changes the declaration status of the declaration system. The amended declaration triggers the collection process and the homeowner pays the tax in addition to any applicable penalties.</p> <p>The homeowner is provided the option to appeal the determination, with instructions outlined in the determination letter.</p>
Appeals*	The homeowner is able to appeal an audit determination. See Appeals Process

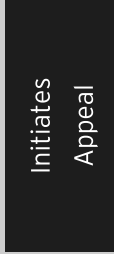


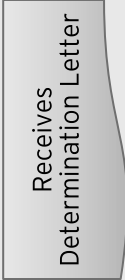
AUDIT & COMPLIANCE | APPEALS PROCESS

The process for appealing audit determinations at the Regional level is outlined below.



8.3-142

APPEALS PROCESS | KEY COMPONENTS

Legend	Description
 A black rectangular box with the text "Initiates Appeal" in white.	<p>After receiving the determination letter indicating the results of the initial audit from the Region, the homeowner initiates an appeal, and the case is sent to the Vacancy Tax Review Officer.</p>
 A stack of three white document icons with the text "Review Evidence" in black.  A black rectangular box with the text "Make Determination" in white.  A white rectangular box with the text "Receives Determination Letter" in black.	<p>The Officer reviews the evidence, requests additional information as needed, and makes a final determination. The final communication is sent to the homeowner through the Region's audit system indicating the final determination.</p>

AUDIT & COMPLIANCE | CHANGES REQUIRED

	PEOPLE	PROCESS	TECHNOLOGY
REGION	<p>Create a new organizational unit to support the ongoing operation of the Vacant Home Tax. It is anticipated that the organization will require approximately 30 Full-Time Equivalent positions directly, and additional supporting positions may be required in other organizational units.</p> <p>See: <u>Staff Organizational Chart</u></p>	<p>Design new vacant home tax audit process to validate declarations, including appeals process, audit checklist, and communication and escalation.</p>	<p>Implement an Audit System includes features such as tracking, the ability to communicate and notifications and well as integration with System to allow staff to declarations.</p> <p>Coordinate and regular connections between departments collection systems.</p>
BOTH	<p>Resource requirements will be monitored following implementation of the program to identify any incremental employee impacts.</p>	<p>New or updates to existing data sharing agreements may be required to verify evidence provided by homeowners during audits.</p>	
LOCAL MUNICIPALITY	<p>No anticipated changes.</p>	<p>Amend (or develop new) collection processes for off-cycle billing to support penalty collection.</p>	<p>Ensure property tax collection or associated vacant home is capable of supporting penalty billing.</p>

AUDIT SCENARIOS

Audits will be based on claimed exemptions, random samples, behavioural changes, and complaints to align with other

	PROS	CONS
<p>RANDOM SAMPLE The compliance team will randomly audit units that were self-declared to be occupied to ensure the declaration was correct</p>	<ol style="list-style-type: none"> 1. Encourages compliance and proper declaration as the owner can, at anytime, be audited, and face fines for non-compliance 2. Increases the number of audited units as there is a dedicated team that is responsible for auditing, potentially lowering non-compliance 	<ol style="list-style-type: none"> 1. More expensive to implement as full-time compliance auditors and auditing processes and systems 2. May be seen as intrusive by the p
<p>HOMEOWNER COMPLAINTS The compliance team would only investigate units that are suspected to be vacant by neighbours, or Regional/City service staff (e.g. waste management staff) who observe the lack of inhabitation at an address</p>	<ol style="list-style-type: none"> 1. Easier to implement, as it does not require a dedicated audit team since only complaints are investigated 2. Cheaper to implement as an online form or existing call centres can be leveraged to intake complaints 	<ol style="list-style-type: none"> 1. May not have a large uptake if nee 2. May not achieve the goal to incre 3. Pushes onus of ensuring complia instead of the Region
<p>RISK-BASED ASSESSMENT The compliance team uses judgemental sampling methods to select units for inspection based on defined risk parameters so that audit resources are dedicated to high risk areas, rather than casting a wide net across all homes</p>	<ol style="list-style-type: none"> 1. Allows audit teams to select homes which are considered to be of special audit interest based on risk-profiles (e.g. same exemption criteria declared for multiple years) 2. High potential for digitization and streamlining through the use of analytics as more information on non-compliance trends become available 	<ol style="list-style-type: none"> 1. High reliance on the professional which can be developed only after amount of historical information determine high risk areas 2. Presents risks of bias against vari
<p>EXEMPTION-BASED The compliance team will audit units that were self-declared to be exempt to ensure the declaration was correct</p>	<ol style="list-style-type: none"> 1. If data are readily available, audits can be conducted quickly by referencing easily accessible information 2. Having clearly defined, rules-based exemptions can increase the total audit capacity of staff and overall audit accuracy 3. Encourages compliance as the owner knows if they declare an exemption, they are likely to be audited 	<ol style="list-style-type: none"> 1. If data are not readily available for exemptions, the audit process can effort and lead to increased oper 2. May not achieve the goal to incre supply if owners successfully claim exemptions on their vacant home

EVIDENCE REQUIRED FOR AUDIT & COMPLIANCE

Evidence required to audit and verify each listed exemption is detailed in the table below. More information may be required in the Audit & Compliance process.

EVIDENCE FOR AUDIT	
Declaration	Evidence Required
Principal Residence for a Permitted Occupant	<u>One</u> of: Driver's License; or Government Photo ID card(s) with address; and <u>Two</u> of: CRA Notice of Assessment; Official Government Agency Correspondence; Insurance Certificate; Vehicle Insurance & Registration; Utility Bills. More information may be requested during the audit process.
Tenanted	<ol style="list-style-type: none">1. Rental Agreement2. Proof of Rental Income

8.3-146

EVIDENCE REQUIRED FOR AUDIT & COMPLIANCE

Evidence required to audit and verify each listed exemption is detailed in the table below.

EVIDENCE FOR AUDIT	
Exemption	Evidence Required
Transfer or Sale of Property	<ol style="list-style-type: none"> 1. Title Transfer of Deed issued by LRO; and 2. Statement of Adjustments 3. Copy of Land Transfer Tax 4. Letter from Lawyer, as needed
Redevelopment or Major Renovation	<ol style="list-style-type: none"> 1. Copy of the Building Permit 2. Letter from Contractor with Start and End Date 3. Copy of the Fire Report 4. Letter from Insurance Provider including date of damage and scope of work
Owner in Care	<ol style="list-style-type: none"> 1. Signed letter from care facility on letterhead
Occupancy for Full-Time Employment	<ol style="list-style-type: none"> 1. Government Photo ID card(s) with address; and 2. Homeowner's Insurance Certificate
Court Order	Copy of the Court Order
Death of Owner	Copy of Death Certificate of Owner
Combination Exemption	Same evidence required as any of the above exemptions claimed

AUDIT & COMPLIANCE | RISKS

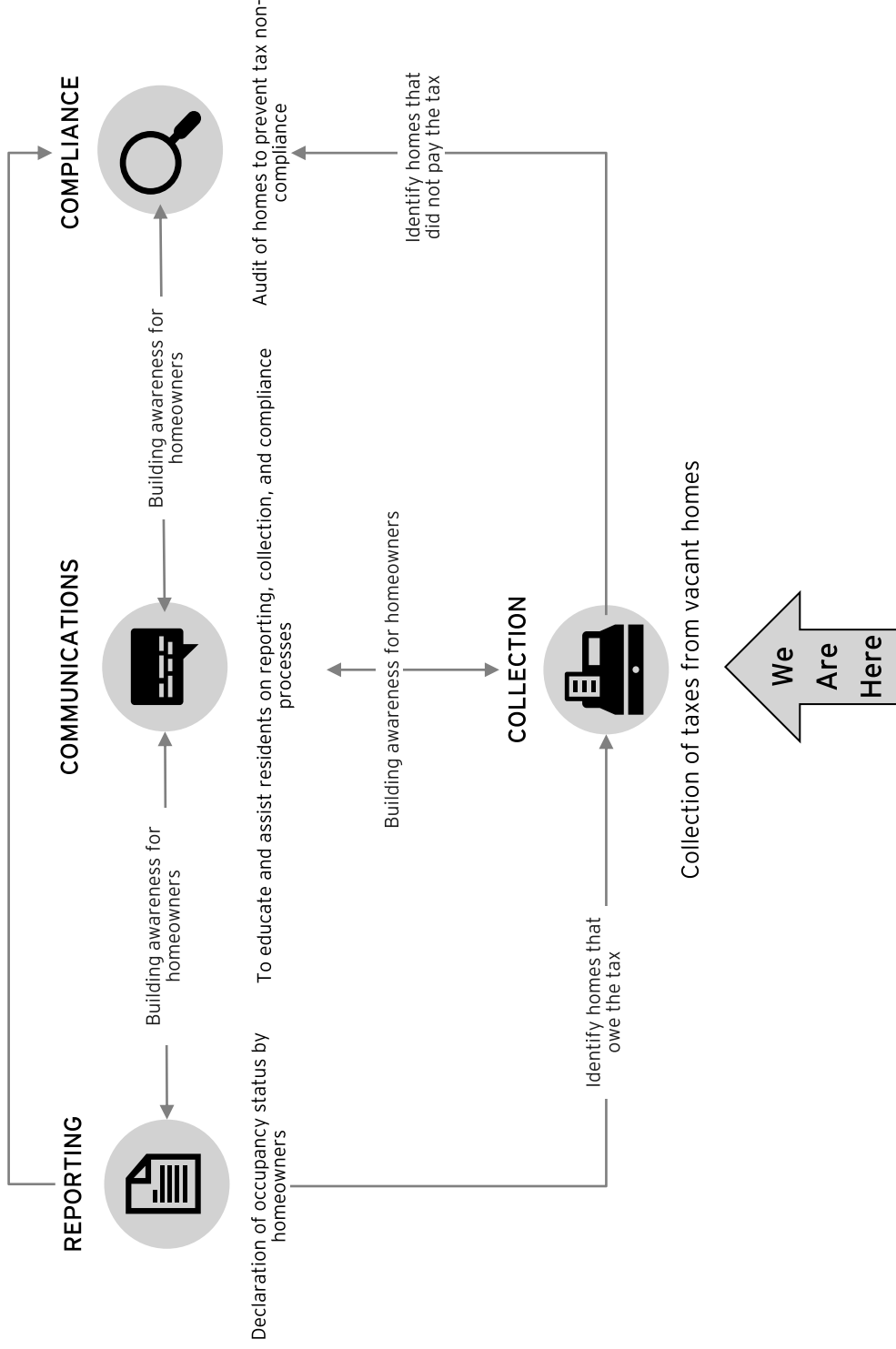
Key risks and their subsequent mitigation measures to the Audit & Compliance process are outlined below.

Risks	Mitigation Measures
<p>Privacy implications and potential breaches to data privacy associated with storing confidential data from residents.</p>	<p>Storing declaration information centrally in a single managed system will allow Peel to put in place appropriate safeguards to prevent unauthorized access to information.</p> <p>Records related to the Vacant Home Tax are classed as Record Series Identifier (RSI) F43 -Taxation. Paper records kept in office for the current year plus 1 additional year are sent offsite to the Region's Inactive Records Centre. Records remaining 5 years, for a total retention of 7 years, are destroyed. Records must be stored and maintained in an approved repository (EIM, SharePoint) for the total 7 years.</p>
<p>While there are initial and ongoing costs associated with building a division of staff to manage the Vacant Home Tax program, the number of staff available may not have the capacity to handle the number of audits.</p>	<p>Similar to other jurisdictions, audit rates can be set based on an overall number of audits that lie within the expertise of Compliance Analysts and the Vacancy Tax Review. Annual reviews of capacity and generated revenue are required to amend audit rates as desired.</p>

COLLECTION

CORE OPERATIONS

Share reports of declarations to audit teams for follow-up



COLLECTION

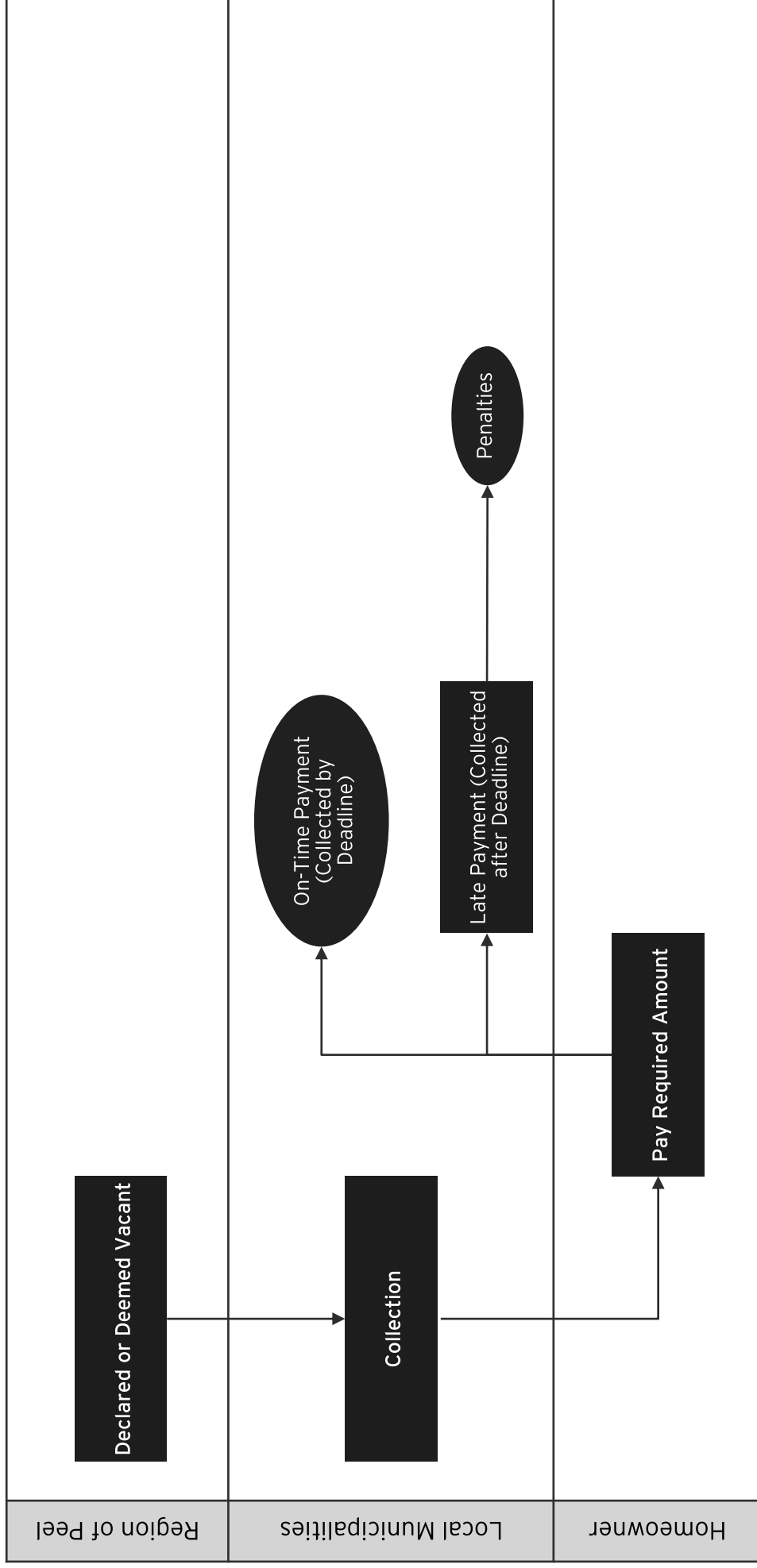
Following a declaration or determination of vacancy, the collection process is initiated through a separate module in existing systems.

Following a declaration or determination of vacancy, the Collection process is initiated:

- If a home is declared vacant, or deemed vacant through the Audit & Compliance process, the Home Tax is applied.
- Collection processes flow through a separate module built onto each existing property tax system.
- The tax amount to be collected is based on the assessed value of the home, multiplied by the tax rate.
- A bill is generated for identified homes through existing local municipality property tax system.
- Penalties for late or false declaration, or late vacant home tax payment, are calculated and billed by the local municipalities.

COLLECTION | PROCESS

The process of collecting tax revenue from vacant homes and penalties from homeowners who are non-compliant or who have made fraudulent declarations is outlined below.



COLLECTION | RATIONALE

The Feasibility Study recommended that Collection lie with the local municipalities. Based on consultations with both the and the local municipalities, the Collection system should remain with the local municipalities.

- ▶ Using Property Tax collection systems and processes appears to be an efficient and effective method to collect the Vacant Home Tax, as evidenced by similar implementation in other jurisdictions.
- ▶ Costs incurred as a result of the collection process can be reimbursed through revenues generated by the Vacant Home Tax.
- ▶ Note that an interim approach to local municipality collection of the Vacant Home Tax may be required if current collection systems are intended to be replaced within the decade.

COLLECTION | KEY COMPONENTS

Legend	Description
<div data-bbox="391 1600 505 1959" style="background-color: black; color: white; padding: 5px; text-align: center;">Declared or Deemed Vacant</div>	<p>The property has been classified as vacant through (1) a declaration by the homeowner, (2) a through the Audit & Compliance process, or (3) the homeowner fails to declare by the deadline deemed vacant.</p>
<div data-bbox="557 1600 670 1959" style="background-color: black; color: white; padding: 5px; text-align: center;">Collection</div>	<p>Once the property has been declared or deemed vacant, the local municipalities would begin the process of the Vacant Home Tax.</p>
<div data-bbox="719 1625 839 1934" style="background-color: black; color: white; padding: 5px; text-align: center;">Pay Required Amount</div>	<p>Homeowners could potentially use existing property tax accounts and processes to pay the vacant online, in person, by mail, or over the phone.</p>
<div data-bbox="873 1633 1015 1925" style="background-color: black; color: white; border-radius: 50%; padding: 10px; text-align: center;">On-Time Payment (Collected by Deadline)</div>	<p>The homeowner pays the vacant home tax by the deadline. The collection process ends.</p>
<div data-bbox="1047 1619 1164 1940" style="background-color: black; color: white; padding: 5px; text-align: center;">Late Payment (Collected after Deadline)</div>	<p>If the homeowner fails to pay the vacant home tax by the prescribed deadline, a penalty is applied to the vacant home tax outstanding. Late payments and associated penalties are collected through payment options as on-time payments.</p>
<div data-bbox="1214 1692 1307 1871" style="background-color: black; color: white; border-radius: 50%; padding: 10px; text-align: center;">Penalties</div>	<p>Penalties apply for (1) non-declaration, (2) late declaration, (3) false declaration, (4) late tax payment, (5) non-payment of tax due. Penalties include one-time charges (in cases 1, 2, 3, and 4) and daily charges (in case 5). If non-payment continues, the local municipality may undertake a tax sale process.</p>

COLLECTION | CHANGES REQUIRED

The primary changes in the proposed collection process are development of integrations with declaration and audit systems.

	PEOPLE	PROCESS	TECH
REGION	No anticipated changes.	New processes to identify late or outstanding declarations and payments for collection of penalties.	Implement a system with communications declarations local municipal collection system.
BOTH	Resource requirements will be monitored following implementation of the program to identify any incremental employee impacts.		
LOCAL MUNICIPALITY	Initial setup of integrations with the Region's declaration system may require additional resources. Given the largely automated nature of the process, ongoing incremental employee impacts are not expected, although there may be an increased workload for finance administrative staff.	Upgrade tax collection processes to include the implementation of a vacant home tax	Upgrade processes to include a module for home tax and with Peel declaration system.

COLLECTION | PENALTIES AND PARAMETERS

Details of penalties applied in relation to declaration and payment of the vacant home tax are further outlined below.

Offence	Penalty	Rationale
Late and non-declaration	<ul style="list-style-type: none"> ▶ Property is deemed vacant. ▶ Vacant home tax is applied. ▶ One-time \$250 fee is issued. 	Implemented in Vancouver and Toronto consistent with law offences.
False declaration	<ul style="list-style-type: none"> ▶ Property is deemed vacant. ▶ Vacant home tax is applied. ▶ \$250 - \$10,000 fine for each offence is charged. 	Implemented in Vancouver and Toronto consistent with law offences.
Late tax payment or non-payment	<ul style="list-style-type: none"> ▶ 1.25% monthly interest on arrears. ▶ A tax sale process if amounts owed remain outstanding for three (3) years. 	Similar to system implemented in Vancouver and Toronto with local municipal penalties and tax sale

COLLECTION | RISKS

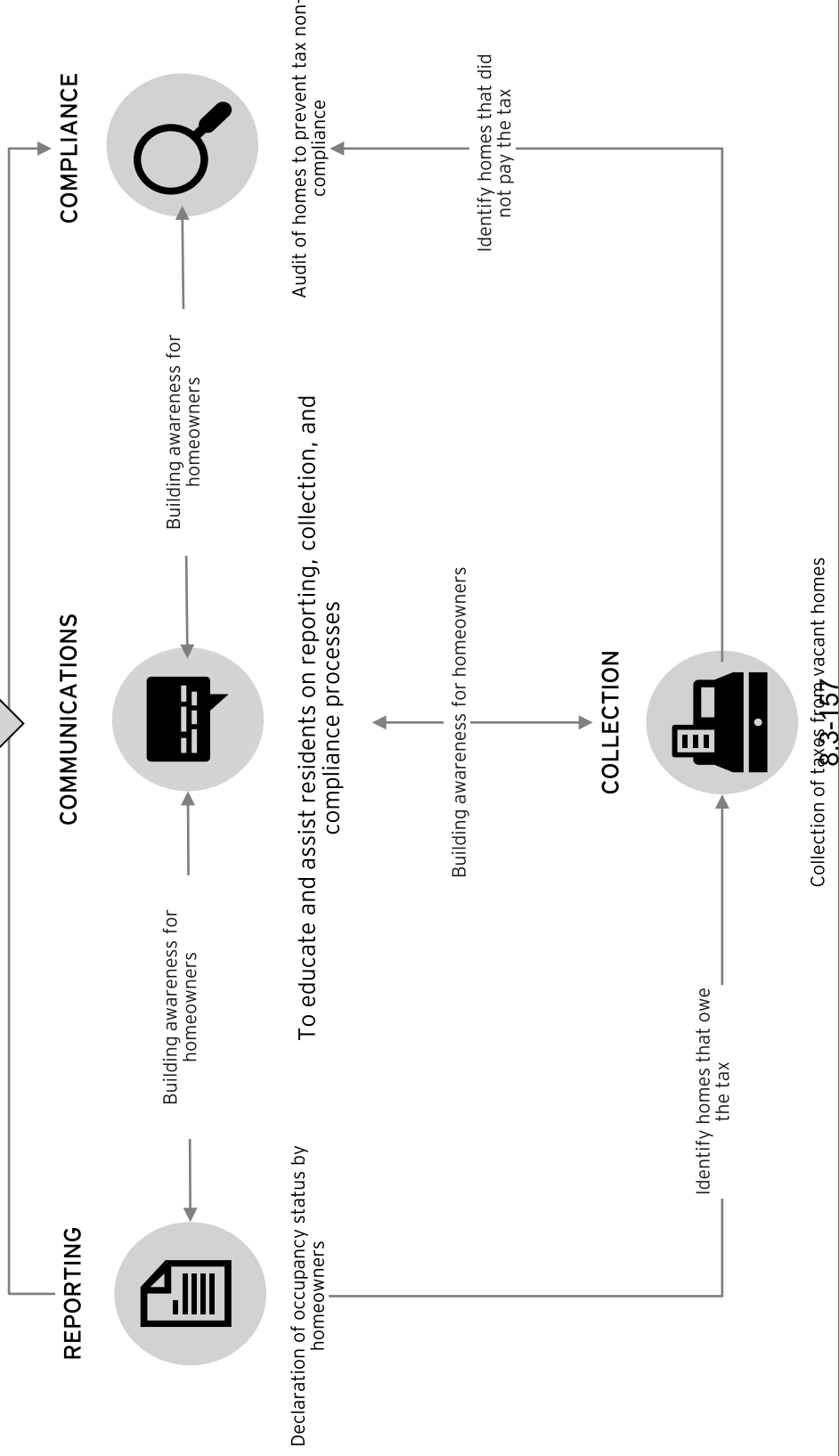
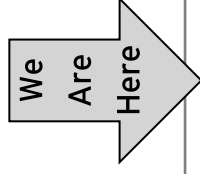
Key risks and their subsequent mitigation measures to the Collection process are outlined below.

Risks	Mitigation Measures
<p>Technology implications associated with integrating the Regional Declaration System with the collections systems of the local municipalities.</p>	<p>There is a one-way flow of information from the R Declaration system to the local municipal Collection home deemed or declared vacant would trigger the and collection of the Vacant Home Tax from the homeowner.</p>
<p>If the Region of Peel prefers to align the Vacant Home Tax with Property Tax timelines, it may be difficult to align with the collection timelines of the three local municipalities, in particular as all three are updating respective tax collections systems. The Region may have to defer implementation of the VHT until all local municipalities have updated their collection systems, which may result in lost revenue.</p>	<p>Consultation and agreement on timelines with the municipalities will be required. Furthermore, the municipalities consider developing an interim approach to collect local municipalities to determine a different method such as building modules within current systems and subsequently building modules again with the new</p>

COMMUNICATIONS

CORE OPERATIONS

Share reports of declarations to audit teams for follow-up



Collection of taxes from vacant homes

8.3-157

COMMUNICATIONS

Following a declaration or determination of vacancy, the collection process is initiated through a separate module in existing systems.

Communication with homeowners is on-going throughout the vacant home tax process, but has two phases:

INITIATION PHASE

- Initial campaign informing homeowners that a Vacant Home Tax will be implemented
- Includes an explanation of what the tax is, why it is being implemented, an overview of what the process will be, and any other pertinent information for the homeowner to be aware of

ONGOING OPERATIONS PHASE

- Sending out regular reminders, instructions, and deadlines for Declarations, Collections, and Audits
- Handling inbound queries, complaints, and grievances from homeowners
- Escalating queries as needed through the appropriate channels

COMMUNICATIONS | RATIONALE

The Feasibility Study recommended that Communications be housed exclusively with the Region. Based on consultation with the Region of Peel and the local municipalities, the Region should lead communications with local municipalities supporting

- ▶ Although the Region of Peel will hold primary responsibility for communications related to Home Tax, Peel staff indicated the Region currently does not have capacity to directly interact with members of the public in person. As such, local municipalities indicated their support will be to address in person and some generic inquiries, directing requests to Peel as needed.
- ▶ As the Declaration & Reporting process is housed at the Regional level, Peel's communication department indicated it may develop materials required for Declaration Notices. If the VHT department is to be aligned with the Property Tax timeline, local municipality tax departments indicated they will be able to issue VHT-related notices (declaration and collection) along with Property Tax Notices.

COMMUNICATIONS | CHANGES REQUIRED

Changes required to implement communications processes are focused on ensuring trained staff and robust processes

	PEOPLE	PROCESS	TECHNOLOGY
REGION	<p>Additional call centre or other communications staff may be required to handle queries, complaints, and grievances.</p> <p>Additional communication staff may be required in a new vacant home tax organizational unit to support escalated cases.</p> <p>Upskill existing customer service staff to manage queries about the vacant home tax.</p>	<p>Develop training materials and processes for front-line communications staff.</p> <p>Develop staged communications processes, including escalation points.</p>	<p>Adjust call centre systems and other support systems to support organizational ability to handle home tax communications.</p>
BOTH	<p>Resource requirements will be monitored following implementation of the program to identify any incremental employee impacts.</p>		
LOCAL MUNICIPALITY	<p>Inform and train appropriate staff to support initial awareness campaign and direct queries to Peel.</p>	<p>Ensure property tax billing processes support additional outgoing communications to homeowners (e.g. declaration notices, penalty bills)</p>	

8.9-160

COMMUNICATIONS | RISKS

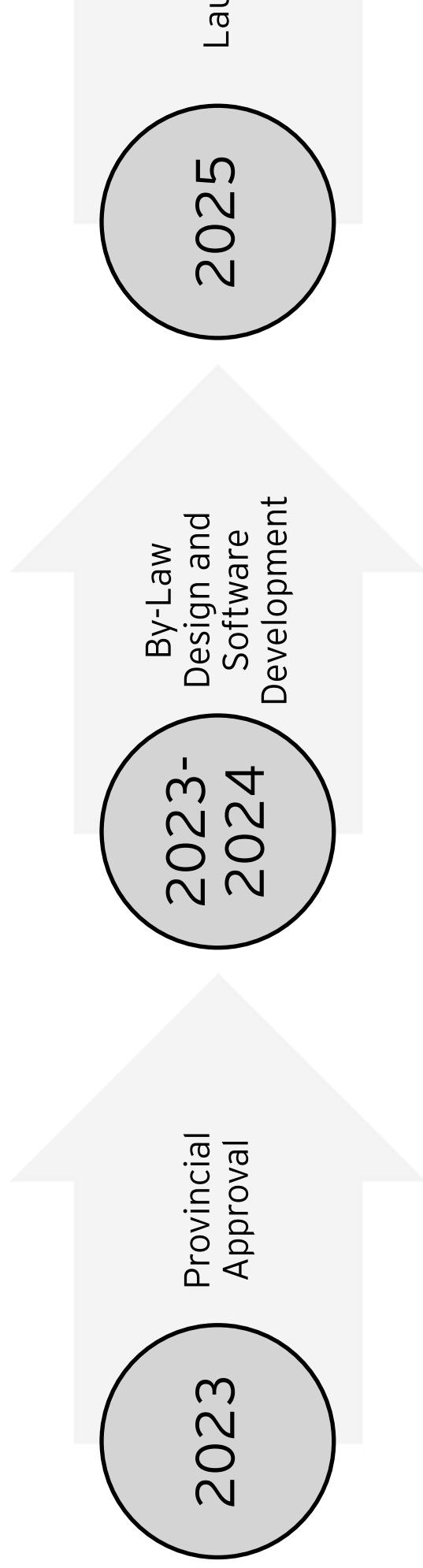
Key risks and their subsequent mitigation measures to the Communications process are outlined below.

Risks	Mitigation Measures
<p>Multiple potential points of contact for queries regarding the Declaration process. As residents are accustomed to contacting local municipalities about support with Property Taxes, there may be confusion about who to contact about the Vacant Home Tax.</p>	<p>The Region may engage in a communications campaign with residents to explain how different types of queries (real or virtual) related to Declaration and Reporting of Home Tax are handled. Additionally, call centre staff at the local municipalities may be directed to answer high-level questions about declarations and the ability to redirect homeowners to contact the</p>

TENTATIVE IMPLEMENTATION TIMELINE

Once the VHT Program Design has been approved by Council, it may proceed through the next steps of implementation and the tentative timeline below.

Note: the timeline below represents the earliest potential implementation of a Vacant Home Tax in Peel. The timeline may be subject to change based on various factors including software development delays, and is dependent on the timelines for local municipalities to implement their own systems.



Region of Peel

Vacant Home Tax Final Report

April 2023

DISCLAIMER

Ernst & Young LLP (“EY”) prepared the attached report only for the Region of Peel (“Client”) and the Project Steering Committee comprising of senior officials from the Region (collectively, the “Steering Committee”) pursuant to an agreement solely between EY and Client. EY did not perform its services (the “Review”) on behalf of or to serve the needs of any other person or entity. Accordingly, EY expressly disclaims any duties or obligations to any other person or entity based on its use of the attached report. Any other person or entity must perform its own due diligence inquiries and procedures for all purposes, including, but not limited to, satisfying itself as to the financial condition and control environment of the Steering Committee, and any of its funded operations, as well as, the appropriateness of the accounting for any particular situation addressed by the report. EY did not perform an audit or review (as those terms are identified by the CPA Canada Handbook - Assurance) or otherwise verify the accuracy or completeness of any information provided by the Client or the Steering Committee or any of its funded operations financial statements. Accordingly, EY did not express any form of assurance on accounting matters, financial statements, any financial or other information or internal controls. EY did not conclude on the appropriate accounting treatment based on specific facts or recommend which accounting policy/treatment the Steering Committee, or any funded operations should select or adopt. The observations relating to all matters that EY provided to the Steering Committee were designed to assist the Steering Committee in reaching its own conclusions and do not constitute EY’s concurrence with or support of Client's accounting or reporting or any other matters.

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Executive Summary

DESIGNING THE VACANT HOME TAX | REPORT PURPOSE

This report is intended to present the results of analysis performed through this engagement to design a Vacant Home Tax (VHT) in the Region of Peel.

The report outlines the process, findings, and conclusions of the development of a finalized program design with a delineation of responsibilities between the Region and local municipalities, detailed program parameters and updated cost estimates.

The program design presented in this report was developed based on multiple inputs including the initial feasibility study, public and industry stakeholder consultations, multiple engagements with Region and local municipality finance, legal and privacy, housing, and tax departments, and key insights from Canadian jurisdictions (such as Vancouver, Toronto, and Hamilton) that have implemented a Vacant Home Tax.

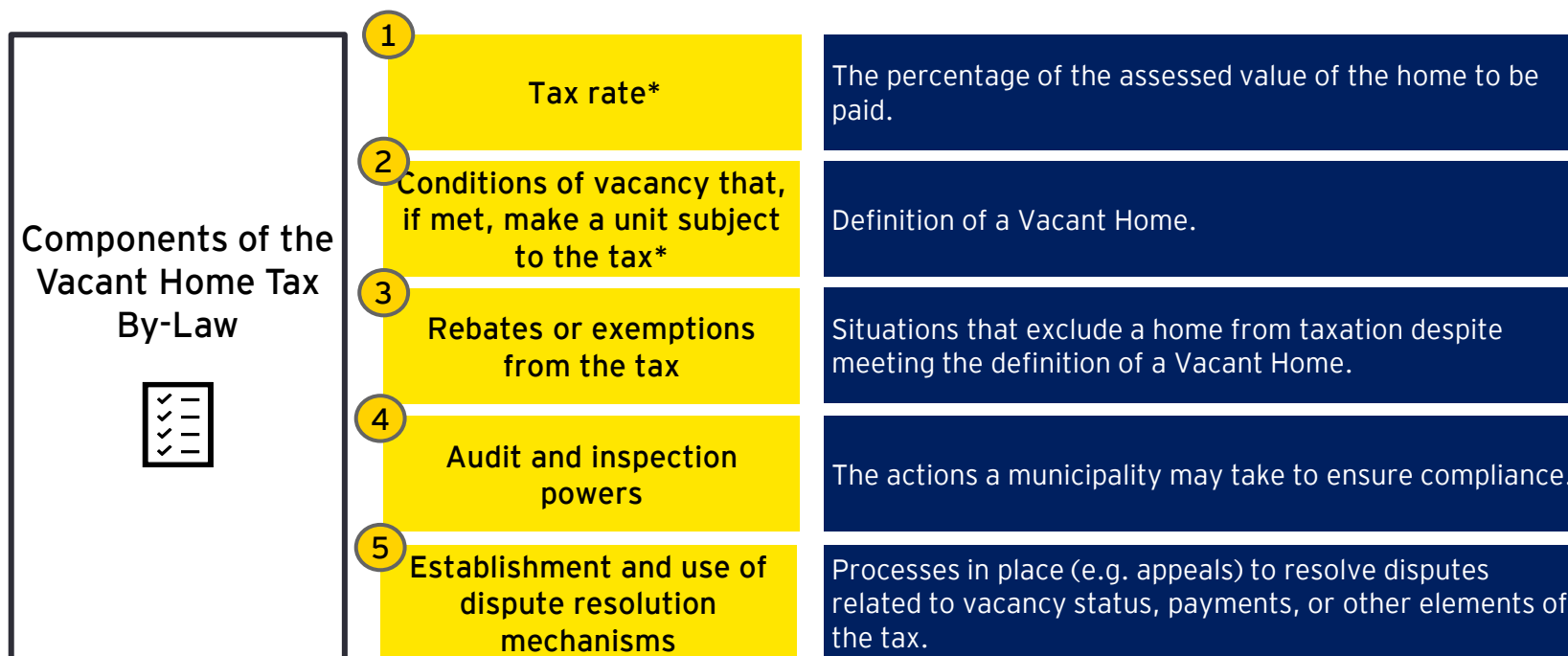
Further, additional considerations are identified to support the Region's implementation decision-making, including key risks and a potential implementation timeline.

DESIGNING THE VACANT HOME TAX | CONTEXT AND BACKGROUND

There are a number of policy levers and revenue tools that can be explored by municipalities to address a housing affordability crisis - a tax on vacant homes being one of them. The tax is commonly implemented in rapidly growing urban centres which face challenges related to housing such as rapidly appreciating house prices (at a rate higher than the growth of income) or low availability of homes for sale or rent.

The objectives of a Vacant Home Tax are to be (1) a policy tool to improve housing affordability, and (2) a revenue tool to support housing programs.

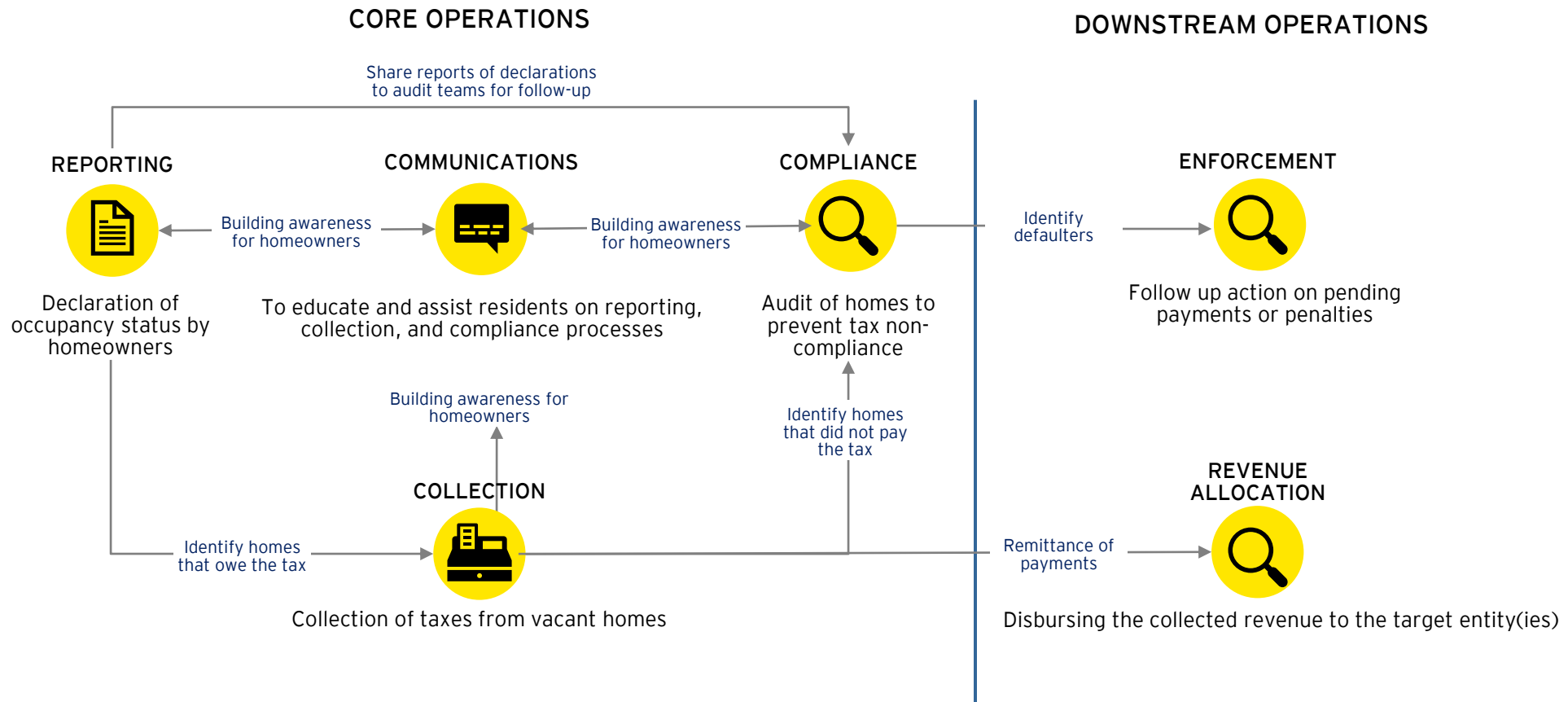
In 2017, the Ontario government passed Bill 127 (“Stronger, Healthier Ontario Act”). Schedule 19 of the Bill included amendments to the Municipal Act to allow municipalities designated by the Minister of Finance by Regulation to implement a by-law imposing taxes on vacant residential units in certain circumstances. According to the Bill, any by-law passed by a municipality wishing to impose this tax should include the following:



* mandatory item

VACANT HOME TAX DESIGN | CORE AND DOWNSTREAM OPERATIONS

Operations of the vacant home tax can be segmented into two major groups - core operations and downstream operations - as illustrated below. Core operations consist of functions that occur consistently and are required for the program to function effectively. Downstream operations are supporting (enforcement) or end-state (revenue allocation) functions that occur inconsistently (as-needed) or represent the output of the overall process, respectively.



DESIGNING THE VACANT HOME TAX | APPROACH

The Region of Peel engaged EY to develop a detailed design of the Vacant Home Tax program including the people, processes, policy, technology, and governance associated with its operation. The program design described in this report includes:

1. Identification of key vacant home tax parameters including definition, tax rate, and other components
2. Designing a high-level process flow of reporting / identification of vacant homes
3. Developing a high-level process flow for audit and compliance activities
4. Designing an audit mechanism and approach, and identifying potential audit techniques
5. Finalizing exemptions from the vacant home tax
6. Outlining the grievance redressal mechanism
7. Refining implementation and operational cost assumptions to improve cost estimate certainty

The approach taken to developing a vacant home tax program design included the following:

Review Existing Programs and Establish Baseline

- ▶ Engage municipalities that have implemented, or are in advanced stages of designing, a vacant home tax (e.g. Vancouver, Toronto)
- ▶ Identify detailed processes, parameters, and people design elements, including lessons learned
- ▶ Create baseline vacant home tax processes

Stakeholder Consultations

- ▶ Consult with Region and Local Municipalities staff including from finance (tax), legal, compliance and enforcement, and legal to obtain inputs on program design
- ▶ Develop considerations to inform process and program design

Preliminary Program Design

- ▶ Define program parameters
- ▶ Design reporting, collection, audit, and enforcement processes
- ▶ Identify staffing requirements

Review and Validation

- ▶ Conduct reviews and workshops with the Region and local municipalities to revise and finalize program design components and assumptions

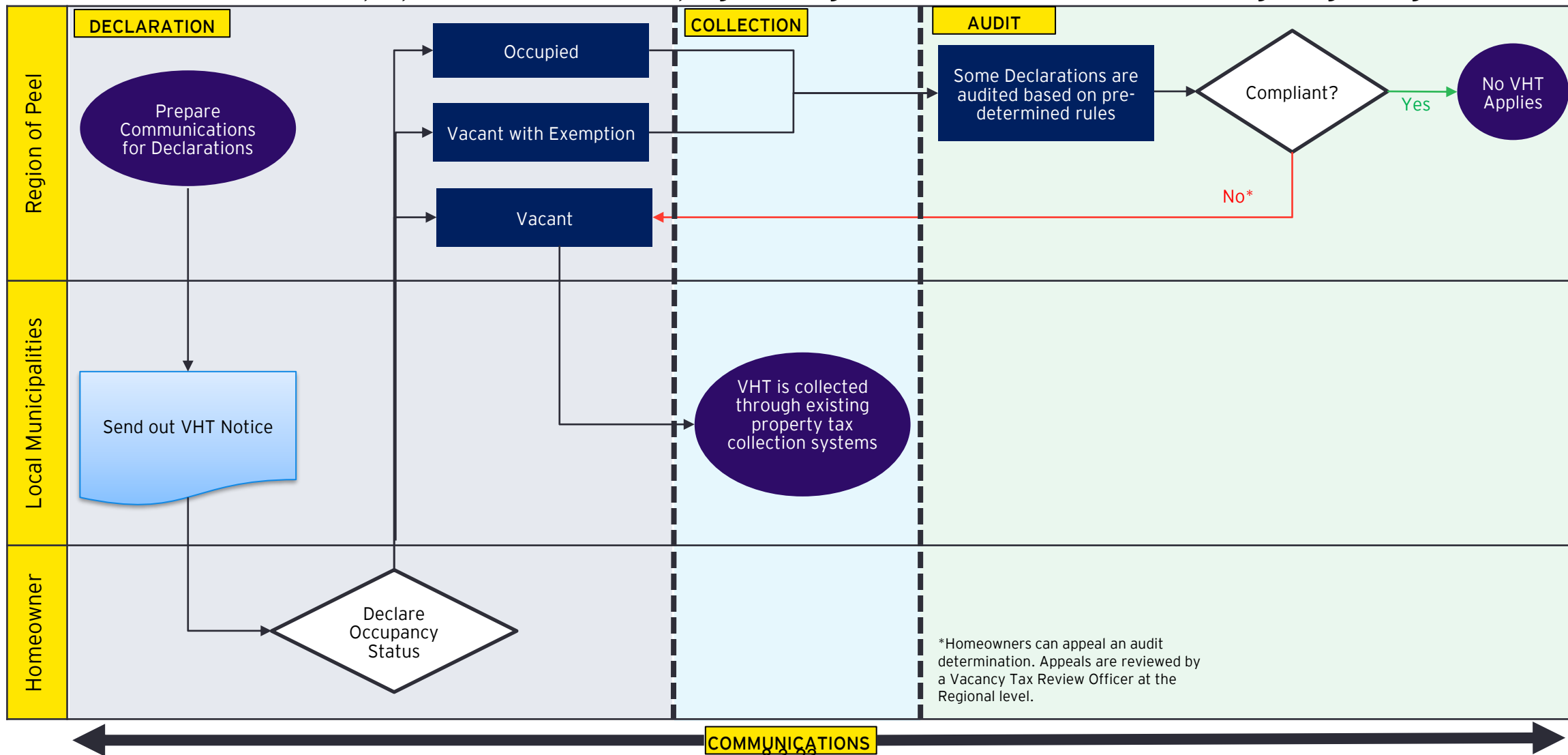
VACANT HOME TAX DESIGN | DEFINITION AND PROFILE

While developing the policy and by-law for the vacant homes tax, municipalities are required to define what qualifies a home to be designated as vacant. Below are the parameters of the tax and the rationale for each in Peel.

Parameter	Rationale
<p><u>Definition:</u> Unoccupied for more than 184 days within the reference period</p>	Implemented by Toronto, Ottawa, Vancouver, Melbourne
<p><u>Tax rate:</u> Initial tax rate of 1%</p>	<p>Most common rate observed to be chosen by municipalities</p> <p><i>Note: Vancouver initially selected a 1% tax rate, and as of 2023 has increased the tax rate to 5%. Toronto has similarly selected a 1% tax rate for its initial implementation.</i></p>
<p><u>Reference Period:</u> Calendar year</p>	Similar to property taxes, the vacant home tax is calculated based on the assessed values of homes. Setting the reference period to a calendar year basis aligns with property tax calculation and collection schedules in local municipalities.

DELIVERY MODEL | OVERALL PROCESS

Below is an overview of the final proposed Vacant Home Tax program design. Additional details can be found beginning on Page 30.

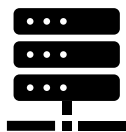


VACANT HOME TAX DESIGN | KEY CONSIDERATIONS

Region and Local Municipal staff indicated concerns about IT systems, integration across declaration-collection-audit, and organizational audit capacity. The key themes of discussions with local stakeholders are included below and discussed in further detail in the corresponding operation section (i.e. Declaration, Collection, Audit & Compliance, Communications).



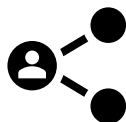
Region and local municipalities do not have systems with capability to receive declarations and integrate with collection.



Local municipalities are planning to change collection systems, with target completion dates ranging from 2023 (Caledon) to 2025 - 2029 (Mississauga and Brampton).



External-facing audit capability, including the systems and personnel to receive and verify documentation from residents, does not currently exist at the Regional or local municipal levels.



Additional data-sharing between local municipalities and the Region, beyond existing agreements, may be required in some audit scenarios and will inform the complexity and cost of associated IT systems.

Vacant Home Tax Detailed Program Design

DETAILED PROGRAM DESIGN | OVERVIEW

In Phase 2, EY facilitated (with the support of GHD) public consultations and developed and validated (with Peel and local municipalities) a detailed Vacant Home Tax program design with updated cost estimates. This section of the report provides an overview of the results of public stakeholder consultations and the detailed design of each core VHT function.



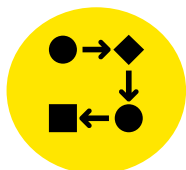
Timeline

A timeline of consultations and research to support a detailed program design



Insights from Consultations

A summary of insights from public, industry, and stakeholder consultations along with updated insights from other jurisdictions



Flow of Responsibilities

An updated delineation of responsibilities between the Region and Local Municipalities

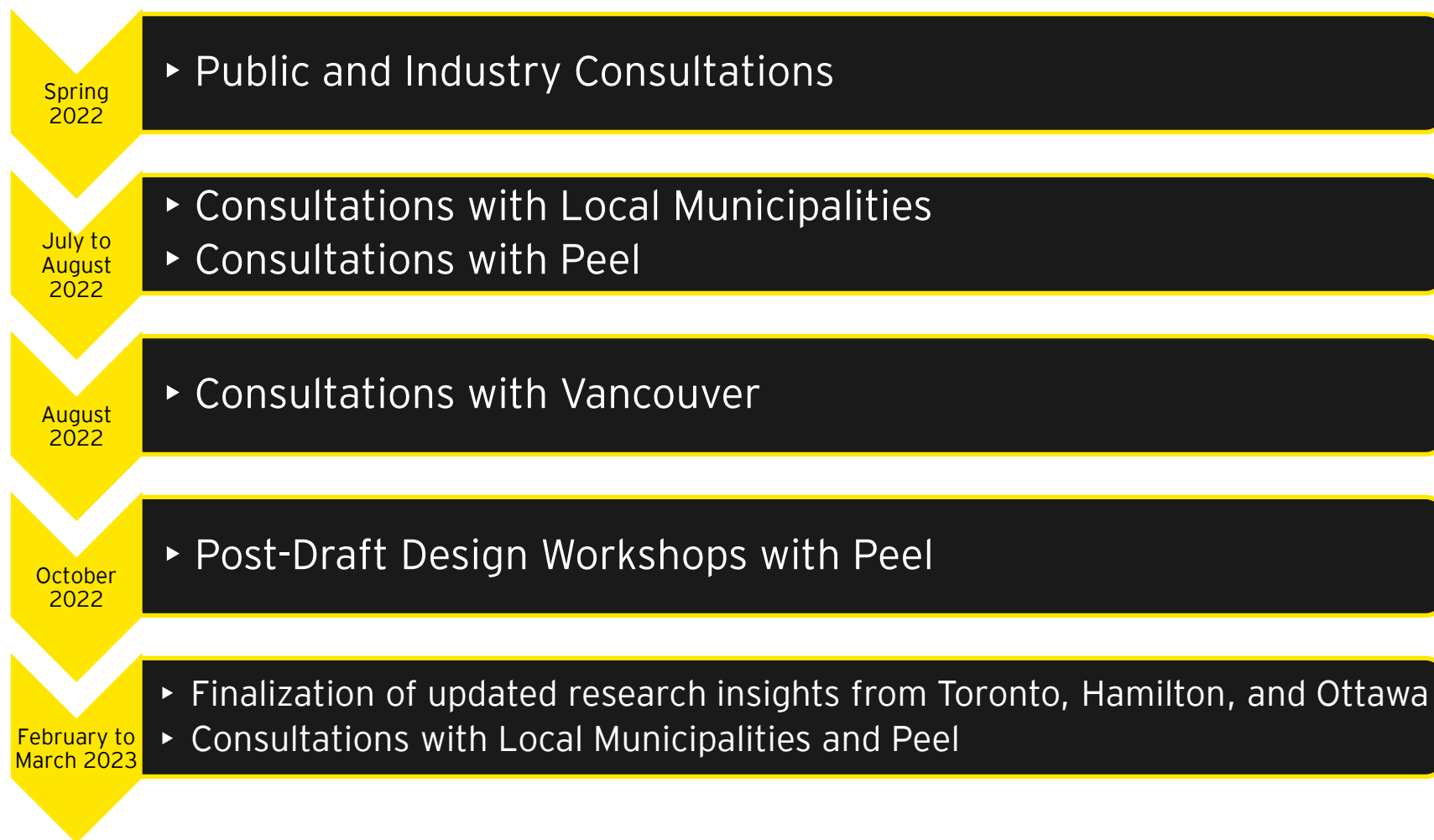


Details for each Core Function

Process maps, rationale, detailed definitions, required changes, considerations, and risks for each core function of the VHT

STAKEHOLDER CONSULTATIONS | TIMELINE

Below is a timeline of key activities undertaken during the second phase of the engagement to develop and validate the updated VHT program design.



FINDINGS FROM STAKEHOLDER CONSULTATIONS

Throughout the engagement, the EY team conducted a number of stakeholder consultations to gain a deeper understanding of the desired outcomes, implementation considerations and potential risks of a Vacant Home Tax. Inputs obtained from the tax policy, housing, and communications stakeholders across the Region and the local municipalities informed decisions around the design of the vacant home tax. Below is a summarized and categorized list of findings from the interviews. Overall, the public consultations indicated relatively high support for a vacant home tax, with questions related to the details of the audit and enforcement components being addressed through the program design. Survey and townhall participants agreed that Peel is facing housing affordability challenges.

Inputs on Identification of Vacant Homes

Identification of vacant homes should be non-invasive to avoid privacy concerns. The mode of self-declaration to identify vacant homes as adopted by Vancouver was indicated as viable by stakeholders

Inputs on Implementation of the Tax

Stakeholders were open to the idea of a hybrid operating model where responsibilities of implementation were divided between the Region and local municipalities based on inherent efficiencies - this was based on the success of the existing stormwater levy collection program

Inputs on Compliance and Auditing

A comprehensive compliance and auditing process will need to be established. Random audits were observed to be the most viable option based on stakeholder inputs. Implementation of a complaint line (for residents to flag details of vacant homes) similar to Vancouver was also suggested by stakeholders

Inputs on Definition and Exemptions

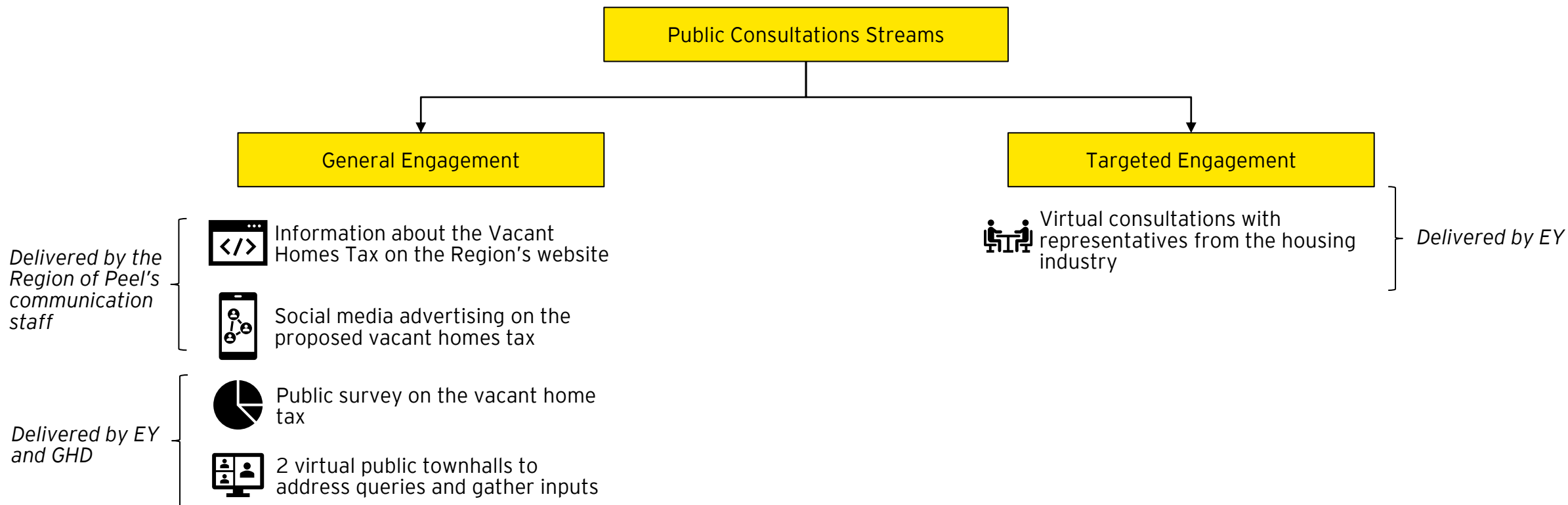
Proper definition of a vacant unit, and exemptions should be made clear to the public to minimize unintended consequences. Note - Exemptions (E.g. snowbirds, construction, medical reasons, etc.) explored by Toronto and Vancouver were acceptable to stakeholders

PUBLIC CONSULTATIONS | OVERVIEW

Public consultations were designed to educate residents and solicit inputs on the Vacant Home Tax.

The objective of the public consultations program was to ensure all residents and impacted stakeholders were informed about the potential changes being explored, and are able to express their opinions to inform decisions around the tax policy/by-law design. EY conducted extensive consultations with the Region’s communications team to design and develop the objectives, channels, and target audience for the public consultations.

Two broad streams of public consultations were delivered by EY, supported by Regional Staff and GHD, as outlined below:



PUBLIC AND INDUSTRY TOWNHALLS | TAKEAWAYS

Key discussion themes covered during the public townhall are summarized below.



Queries on the feasibility analysis (estimation of number of vacant homes, revenue projections etc.) were addressed by providing an overview of the methodology and key assumptions that were used to drive estimates



Details of the identification/declaration process were discussed by highlighting learnings from the City of Vancouver. However, participants were informed that decisions on the identification process are yet to be finalized as part of the program design.



High level overview of the compliance and auditing process were discussed to outline how these activities would be conducted in a manner that is respectful of the privacy of homeowners. Learnings from the City of Vancouver were shared with participants.



Details of the features of the tax such as tax rate, frequency of revision, penalty structure and list of exemptions were discussed by providing examples from the City of Vancouver case study, and outlining the analysis that the Region intends to undertake before finalizing the same.



Queries on timelines for launch of the Vacant Home Tax by-law and implementation were addressed by outlining the workplan for submission of stakeholder consultation findings, program design, and other recommendations for Council approval in 2024. This indicates a potential implementation in 2025, subject to Council and Ministry approval.

TOWNHALL POLL RESULTS

70%+ Townhall participants agreed that Peel Region is facing housing affordability challenges

50%+ Townhall participants supported the proposal of a vacant home tax in Peel Region

81% Townhall participants agreed that proceeds from a vacant home tax may be allocated towards affordable housing initiatives

PUBLIC CONSULTATIONS | SURVEY

Public consultations were designed to educate residents and elicit inputs on the Vacant Home Tax.

A survey* was hosted on the Region of Peel website from April 14th - May 14th 2022, and advertised through the Region’s social media channels. The objective of the survey was to understand the level of support for the vacant home tax among residents of the Region and obtain inputs that may help guide the development of the program design for the tax. Highlights of the survey are provided below.

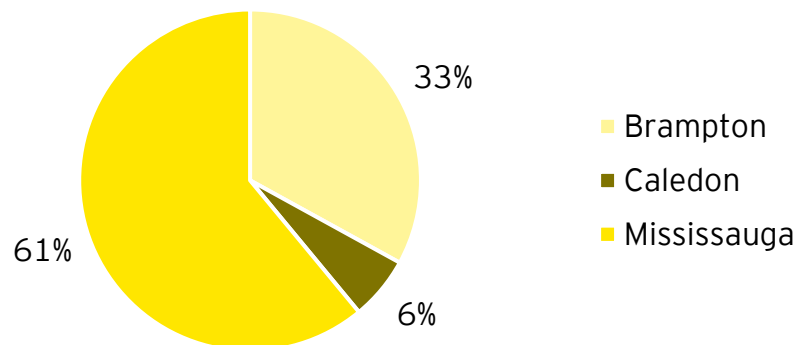
4000

Respondents

85.2%

Respondents who own a principal residence in Peel Region

Primary residence location of respondents



WHAT WE HEARD

86%

Respondents agree that Peel Region is facing challenges with housing affordability

57%

Respondents agree that the number of vacant homes in Peel is negatively impacting the supply of affordable homes in Peel

68%

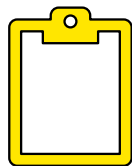
Respondents support the implementation of a Vacant Home Tax to address housing challenges in the Region of Peel

*Participation in the survey was on a voluntary basis, and information provided could not be verified for accuracy.

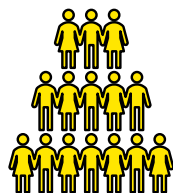
PUBLIC CONSULTATIONS | PUBLIC AND INDUSTRY TOWNHALLS

On April 26th and May 3rd 2022, EY, supported by GHD, hosted two public consultation sessions to inform the public about EY's analysis and findings related to the potential introduction of a Vacant Home Tax at the Region of Peel. The objective of the consultations was to provide an opportunity to address any queries that the public may have around the rationale, implementation, and operations of the Vacant Home Tax. It was also a platform to understand general level of support for the tax and other key considerations to be taken into account while designing the Vacant Home Tax by-law

Consultation Highlights



4000+ survey respondents



49 attendees from general public and stakeholders



2 presentations to industry stakeholders by Regional Staff and EY



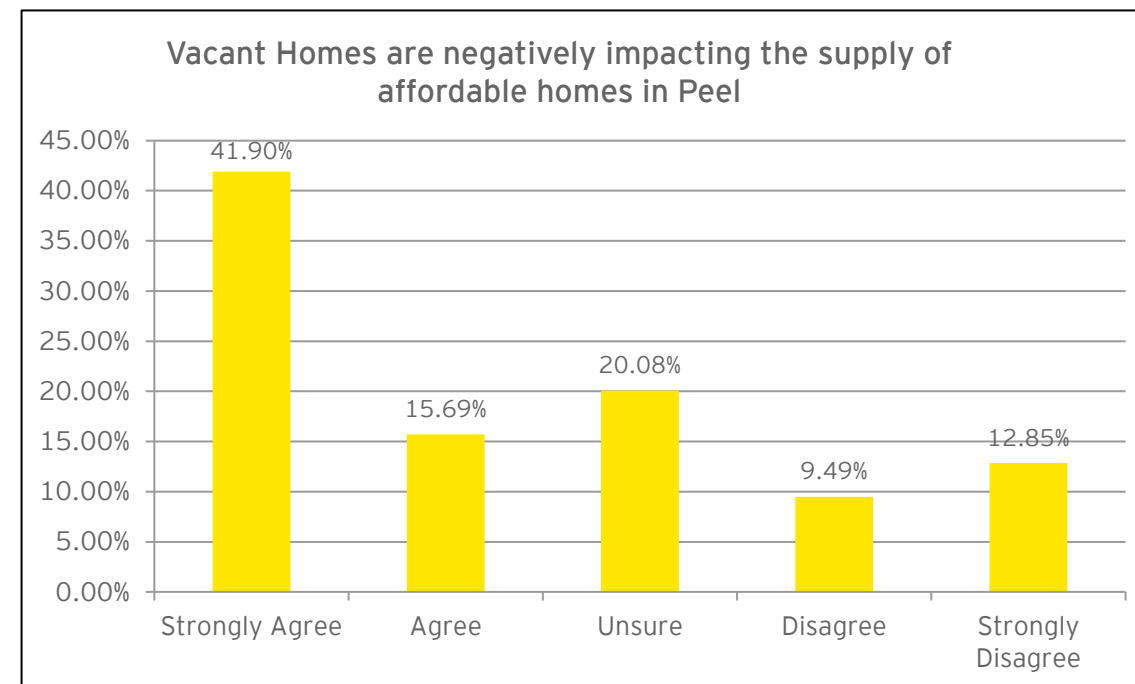
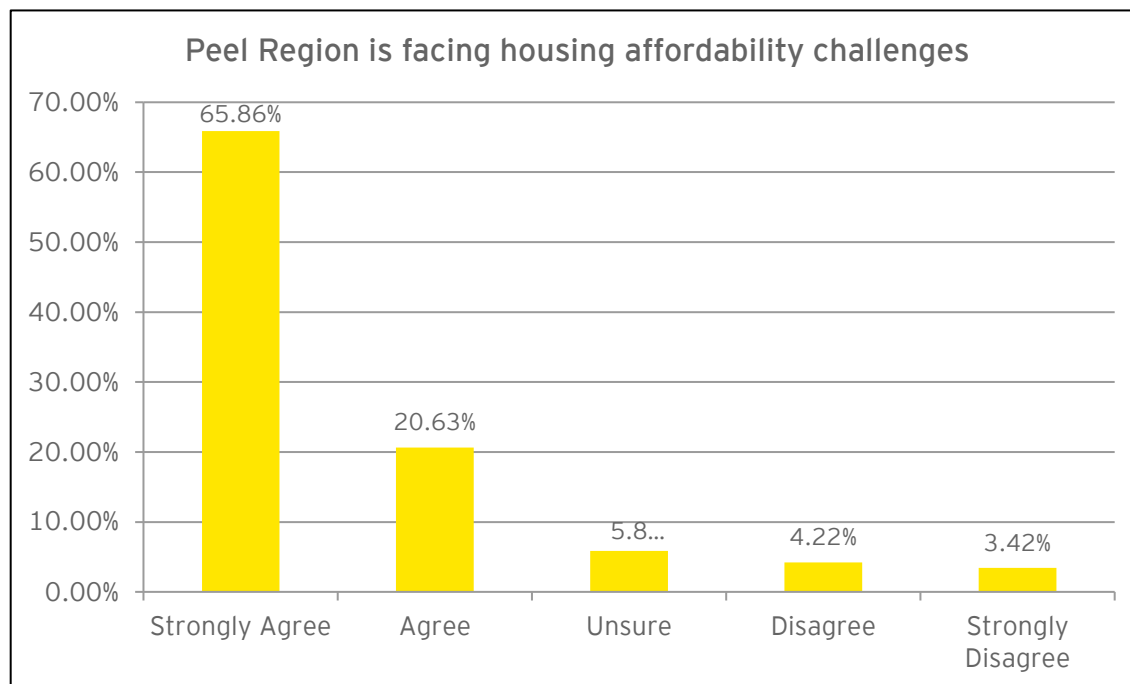
4 polls conducted to gauge public opinion



50+ questions addressed by Regional Staff and EY

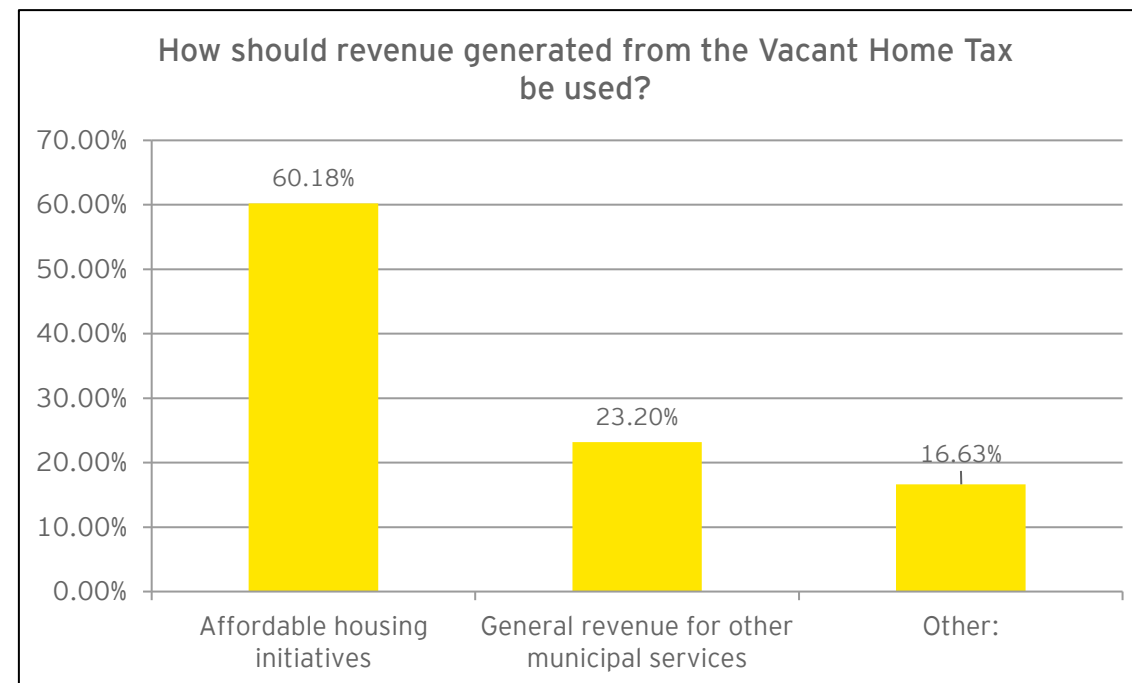
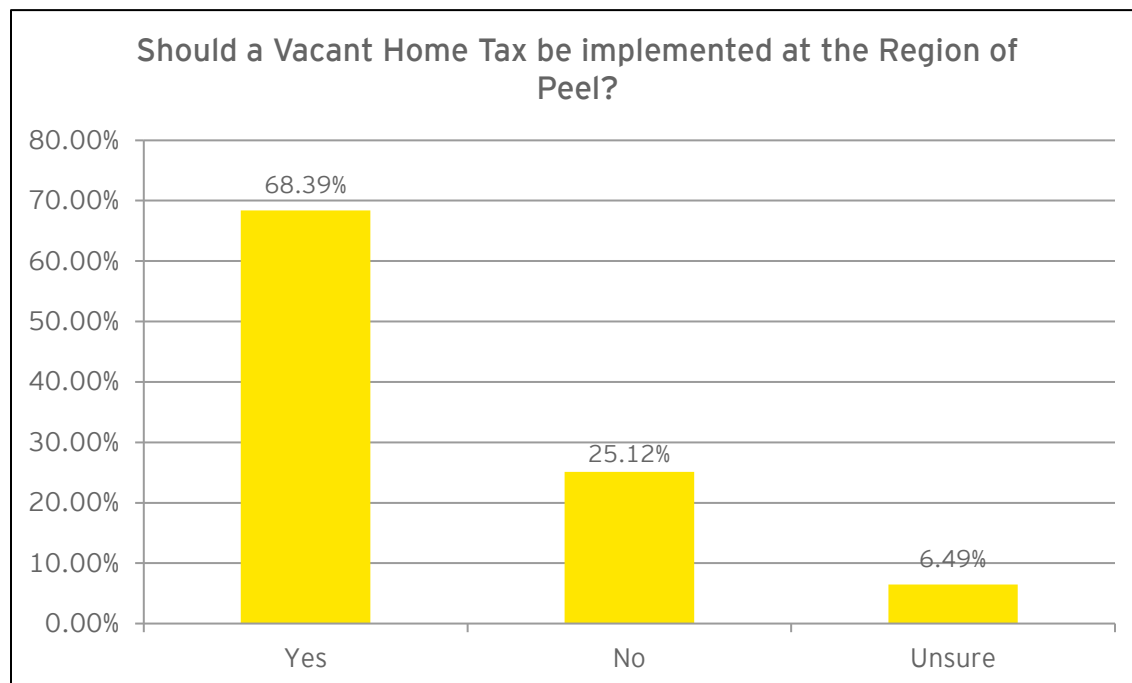
SURVEY FINDINGS | AFFORDABILITY CHALLENGES IN PEEL

Over 85% of the respondents to the survey agreed that the Region of Peel is facing affordability challenges. This is in line with the findings presented by EY in the feasibility study outlining how the growth in rent and sale prices at the Region have far exceeded the growth in incomes (Between 2011-21, average income in Peel has grown by 22%, while rent and sale prices have grown by 40% and 162% respectively). 57% of the respondents agree that vacant homes are prevalent across the region and contribute to housing affordability challenges in Peel. The broad consensus that vacant homes negatively impact supply of affordable housing provides support to the rationale for a vacant homes tax at Peel.



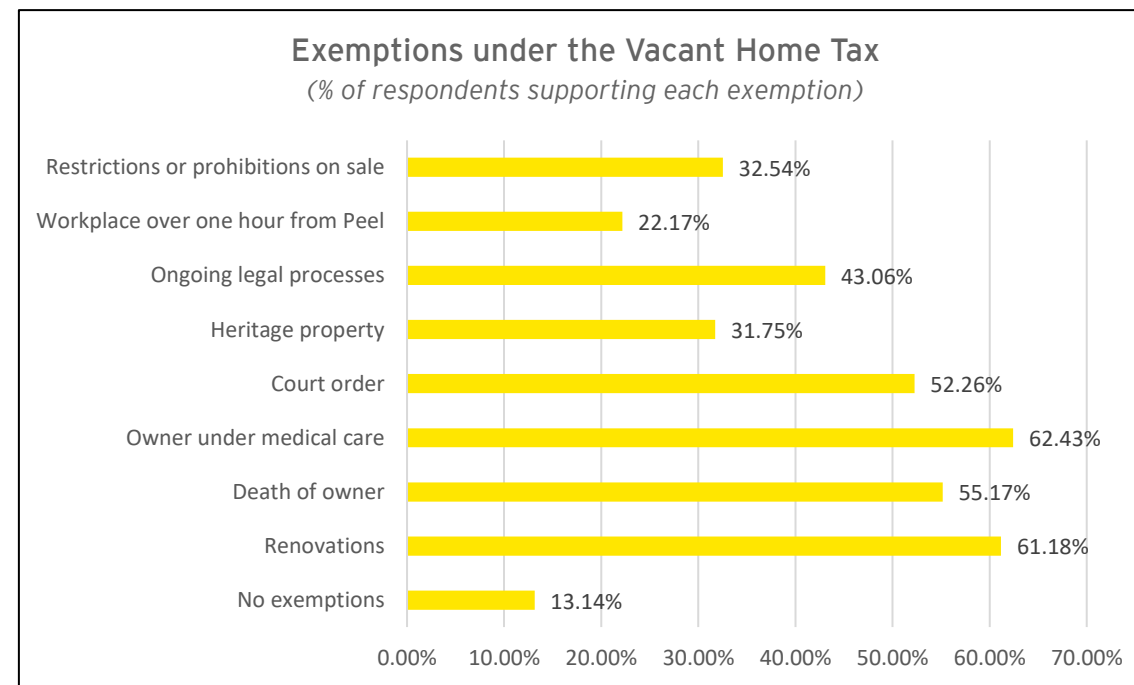
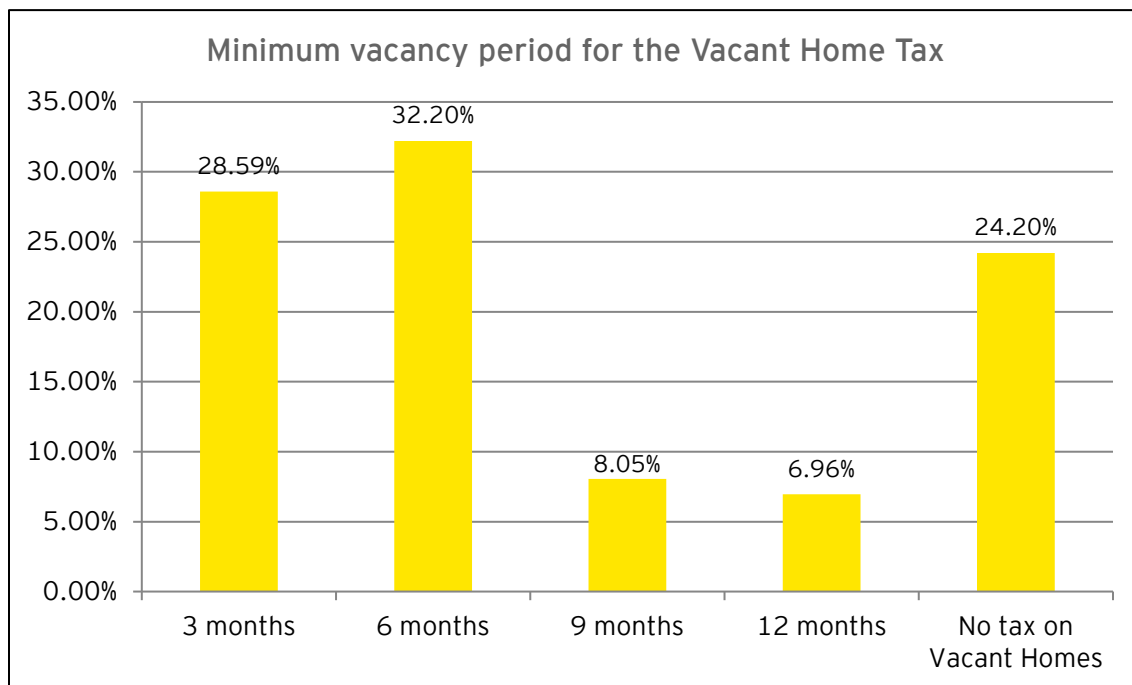
SURVEY FINDINGS | SUPPORT FOR VACANT HOME TAX

68% of the respondents supported the idea of a vacant home tax in Peel. This is comparable to the response received by the City of Toronto for a similar survey conducted to gauge the support for a vacant home tax (73% of residents in Toronto supported the tax). Over 60% of the respondents agreed that revenue from the vacant home tax must be allocated towards affordable housing initiatives. This indicates that the public may welcome a tax that seeks to ease housing availability and affordability challenges at the region, as long as the proceeds are directed towards a tangible goal. It is also consistent with the objectives laid down by the Ministry of Finance in the enabling legislation for municipalities.



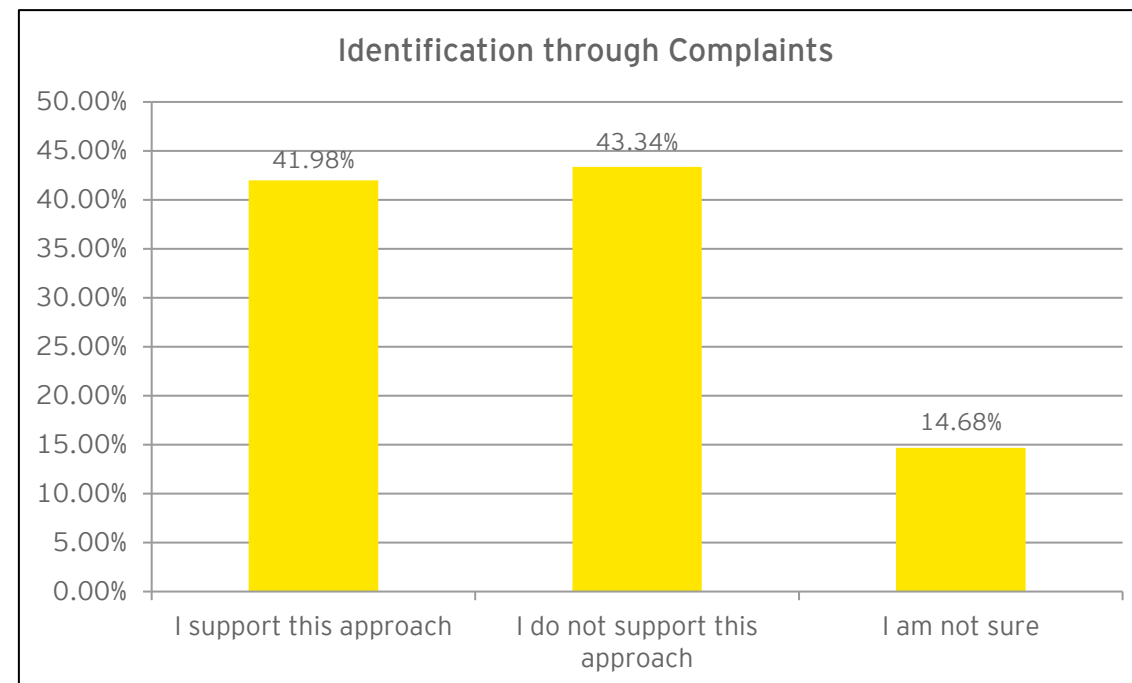
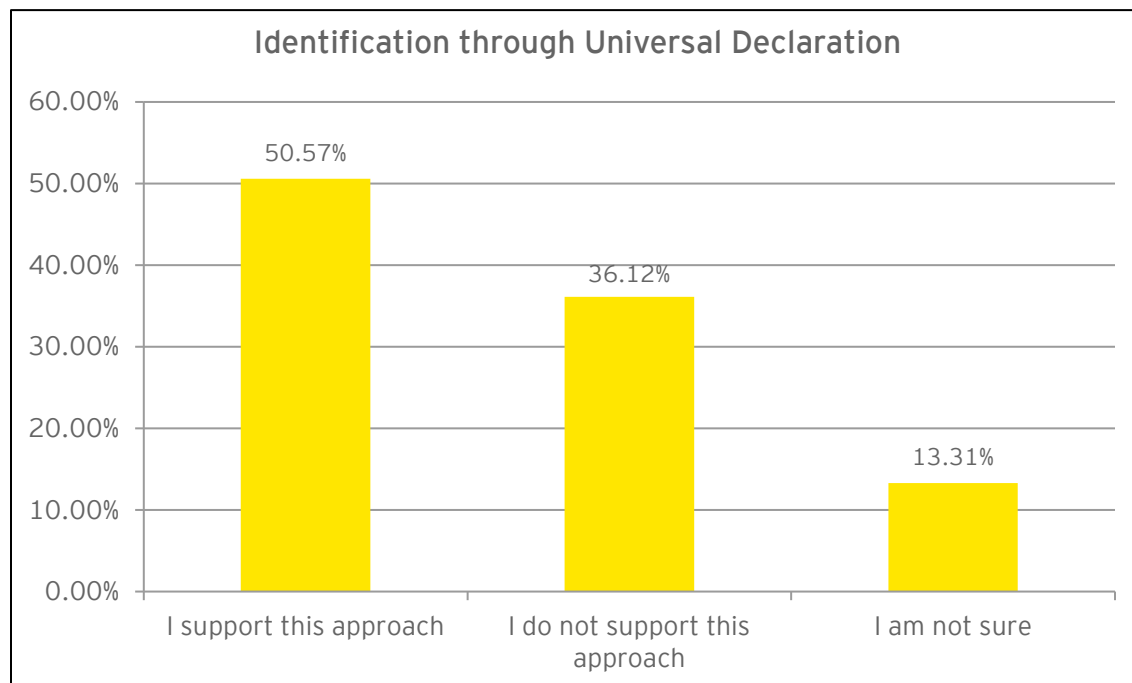
SURVEY FINDINGS | SCOPE AND EXEMPTIONS FOR VACANT HOME TAX

A majority of respondents (32%) preferred imposing the vacant homes tax on properties that are unoccupied for more than 6 months. 28% of the respondents also supported imposing the tax on properties that are vacant for less than 3 months. However, the 6 month vacancy threshold is most commonly observed among municipalities that have implemented or are considering to implement the vacant homes tax (Vancouver, Melbourne, Toronto etc.).



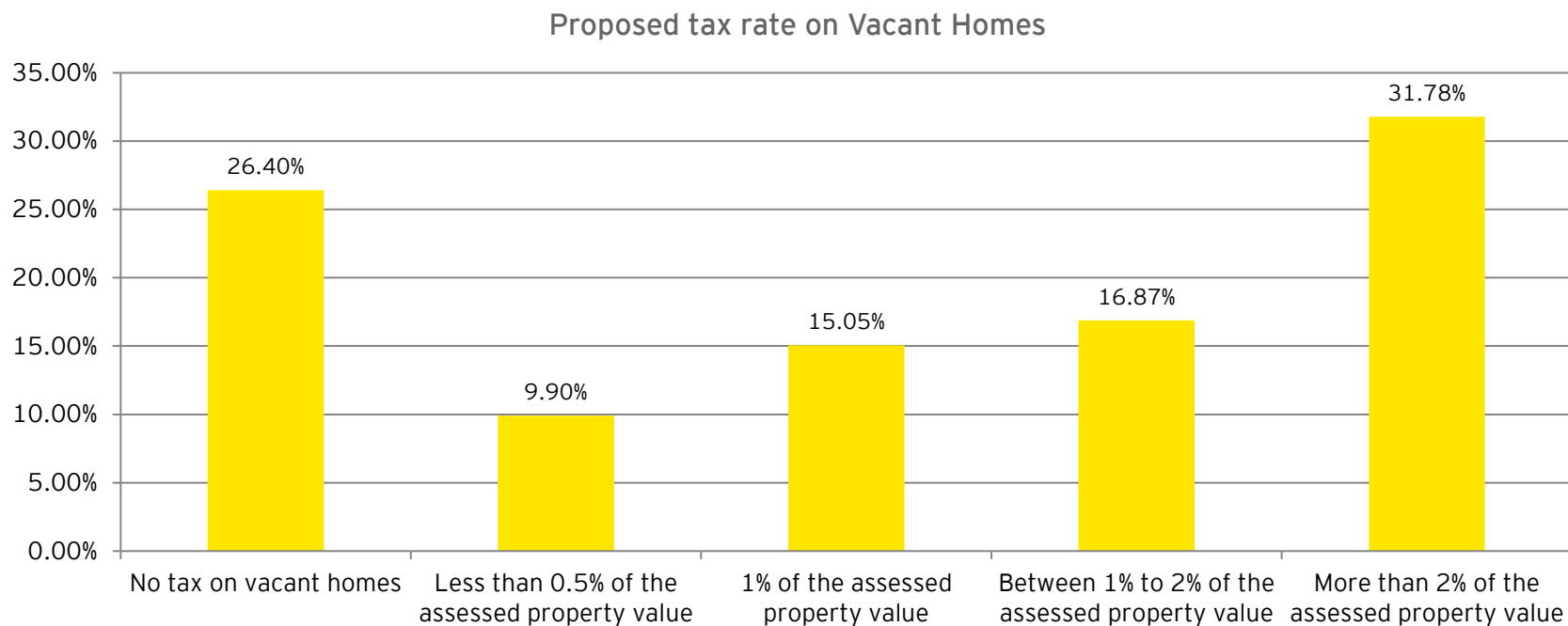
SURVEY FINDINGS | IDENTIFICATION OF VACANT HOMES

Over 50% of respondents supported the Universal Declaration method for identification of vacant homes. By this method, all homeowners in Peel would have to mandatorily submit a declaration indicating whether their home was vacant or occupied over the previous calendar year. This is the most common method for identification of vacant homes adopted by municipalities that have implemented the vacant home tax (e.g. Vancouver). While more respondents disagreed with the approach of identifying vacant homes through complaints submitted by other residents (e.g. neighbours), this method may still be considered as a secondary means of identification as it has generated positive results in ensuring compliance in Vancouver.



SURVEY FINDINGS | TAX RATE

A majority of respondents (32%) supported a tax rate of >2% on the assessed value of vacant homes. However, municipalities that have implemented the tax have initiated it with a 1% tax rate to evaluate the response in terms of revenue generation and conversion of vacant homes for rent/sale. Based on the observations over a 1-2 year period, municipalities may make decisions to increase or decrease the tax rate. A 2% tax rate is over two times existing property tax rate (0.877%), and hence may be perceived negatively and create higher non-compliance. Hence, Peel may consider initiating the tax with a 1% tax rate, and then re-evaluate on an annual basis to identify opportunities for rate revision.



UPDATED INSIGHTS FROM OTHER JURISDICTIONS

Since the beginning of this engagement, other jurisdictions have updated the design of their Vacant Home Tax programs. The following is a summary of updated insights from other Canadian jurisdictions.*

	Vancouver**	Toronto	Hamilton	Ottawa
Definition	Residential property is considered to be vacant property if it has been unoccupied for more than six months during the vacancy reference period it is deemed to be vacant property in accordance with this by-law	A property is considered vacant if it is not the principal residence of the owner or any permitted occupants or was not occupied by tenants for at least six months during the previous calendar year or is otherwise deemed to be vacant under the bylaw	Vacant Residential Unit: A residential unit that has been unoccupied for more than 183 days during the previous calendar year or is deemed vacant by the City of Hamilton. Unoccupied Property: A residential unit is unoccupied when it is not the principal residence of the owner or a permitted occupier and is not occupied for residential purposes by one or more tenants for more than 183 days during the previous calendar year.	A property is considered vacant if it has been unoccupied for more than the aggregate of 184 days during the previous calendar year, is not the Principal Residence of an Occupier, and it is not occupied for residential purposes by a Tenant under a Tenancy Agreement, or by a subtenant under a Sublease Agreement, for a term of at least 30 consecutive days; or it is deemed to be a vacant unit by the City of Ottawa in accordance with this by-law.
Tax Rate	1% (2017-2019), 1.25% (2020), 3% (2021-2022), 5% (2023)	1%	1%	1%
Declaration & Reporting	<ul style="list-style-type: none"> Online Declaration due in February Exemptions: Death of Owner; Renovations; Combination Exemption; Owner in Care; Strata Rental Restriction; Transfer of Property; Occupancy for Full-Time Employment; Court Order; Limited-Use Residential Property 	<ul style="list-style-type: none"> Online and paper declaration form Notice issued in March/April Exemptions: Death of Owner; Renovations; Owner in Care; Transfer of Property; Occupancy for Full-Time Employment; Court Order 	<ul style="list-style-type: none"> Declarations are mailed in December and are due in March the following year Exemptions: Death of Owner; Renovations; Sale of Property; Owner in Care; Court Order 	<ul style="list-style-type: none"> Online and in-person declaration Declaration due in March Exemptions: Sale of Property; Court Order; Death of Owner; Owner in Care; Renovation; Combination Exemption; Cottage Rental
Collection	<ul style="list-style-type: none"> Payment is due in April 	<ul style="list-style-type: none"> Payment collected in three installments: May, June, and July 	<ul style="list-style-type: none"> Payments collected in two installments: June and September 	<ul style="list-style-type: none"> Payment collected in June
Audit & Compliance	<ul style="list-style-type: none"> Risk-based and random audits Notice of Complaint reviewed by Vacancy Tax Review Officer and final appeal reviewed by Vacancy Tax Review Panel 	<ul style="list-style-type: none"> Random or specific-criteria audits Notice of Complaint reviewed by the City and final appeal reviewed by Appellate Authority 	<ul style="list-style-type: none"> Random and specific-criteria audits Notice of Complaint reviewed by Program Administrator and final appeal reviewed by Appellate Authority 	<ul style="list-style-type: none"> Specific-criteria audits Notice of Complaint and Request for Review (final appeal) reviewed by an independent reviewer

NOTE: Information is current as of March 2023. All jurisdictions listed are single-tier municipal governments and may have different considerations than the Region of Peel's two-tier government.

** Vancouver's 2022 Empty Homes Tax Annual Report cites a 20% reduction in vacant properties from 2020 to 2021. Additionally, 49% of properties declared, deemed, or determined vacant in 2020 were occupied in 2021.

FLOW OF RESPONSIBILITIES | HYBRID DELIVERY

The Program Design differs slightly from the proposed Delivery Model in the Feasibility Study, primarily in Declaration & Reporting. The table below explains the differences and rationale behind them. More detailed rationale is included in individual process sections.

Process	Change from Feasibility Study	Rationale
Declaration & Reporting	Assigned to the Region of Peel rather than the local municipalities	According to the IT, legal, privacy, finance, and tax departments of Peel Region and local municipalities, a single regional system is: <ul style="list-style-type: none"> • Likely more cost-effective than three independent municipal systems • Strengthens data security and reduces need for data sharing • Ensures consistency from residents of all local municipalities when submitting declarations
Audit & Compliance	No change - remains with the Region of Peel	According to the IT, legal, privacy, finance, and tax departments of Peel Region and local municipalities as well as the enforcement departments at the local municipalities, a single central audit system at the Region: <ul style="list-style-type: none"> • Ensures consistency, prevents system redundancy, and supports cost recovery • System complexity and the likelihood of data breaches is likely to be lower
Collection	No change - process remains with the local municipalities	According to the tax departments at Peel Region and local municipalities as well as the Region's Legal department: <ul style="list-style-type: none"> • Local municipalities may use existing systems and processes for Property Taxes with the required functionality enhancements to collect the Vacant Home Tax
Communication	Although mostly residing with the Region, local municipalities will support some communication	According to communications departments of Peel Region and local municipalities: <ul style="list-style-type: none"> • The Region does not have the capacity to directly interact with the public. As such, local municipalities can support in handling initial inquiries, redirecting requests to the Region, and issuing VHT-related notices

DELIVERY MODEL | FLOW OF RESPONSIBILITIES

The delivery model has been designed to leverage the authorities, capabilities, and capacities of each municipal partner to maximize effectiveness and reduce operational complexity and cost. This model assigns declaration notices and revenue collection responsibilities to local municipalities in order to leverage existing property tax collection systems, while centralizing declaration system, audit, and customer service/communications responsibilities at the Regional level.

HOW IT WOULD WORK

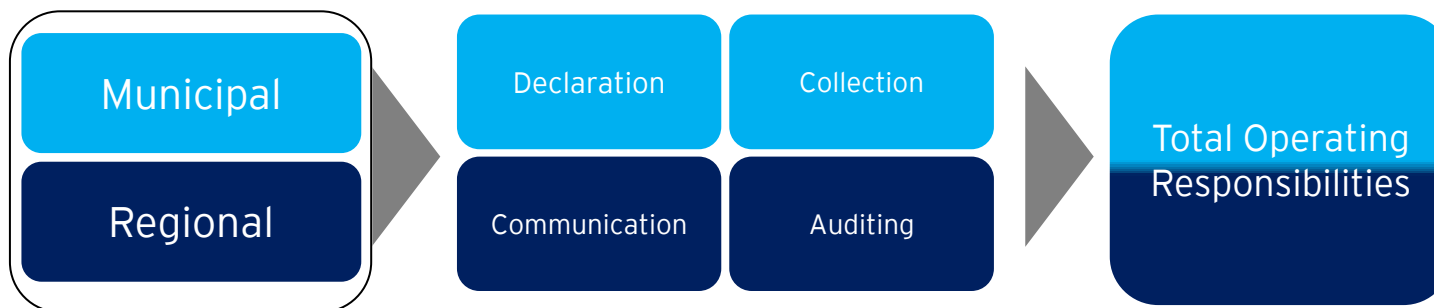
- ▶ The local municipalities would be responsible for sending declaration notices on behalf of Peel, and for collecting the tax from owners of vacant homes (declared or deemed). The Region would be responsible for establishing and managing the declaration system, establishing and overseeing audit and compliance activities and systems, and managing customer service for residents.
- ▶ The local municipalities would leverage existing property tax collection systems and processes with the required functionality enhancements to assess, impose, and collect a vacant home tax on properties that have been declared as vacant by the homeowner or deemed as such through subsequent audits.
- ▶ While the Region would be responsible for auditing declarations, it would coordinate with local municipalities to collect arrears using existing collection and enforcement tools.



FLOW OF RESPONSIBILITIES | HYBRID DELIVERY

Recall that in the Feasibility Study, the Hybrid Delivery Model assigns reporting and revenue collection responsibilities to the municipalities, in order to leverage existing property tax collection systems - while centralizing audit and customer service/communications responsibilities at the Regional level.

FEASIBILITY STUDY | RESPONSIBILITY

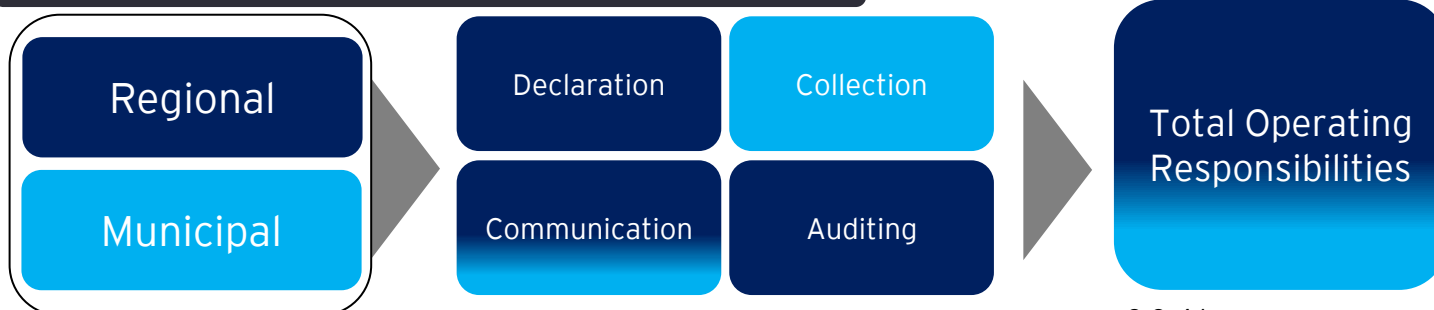


Municipalities will be responsible for declarations and collecting the tax revenue. Communications, customer service, and audit/compliance responsibilities would be centralized at the Regional level

The Draft Program Design changes two main aspects of the Delivery Model:

1. It assigns reporting and declaration to the Region; and
2. Although communications is centralized at the Region, Municipalities will support some communication (front desk and mailing notices).

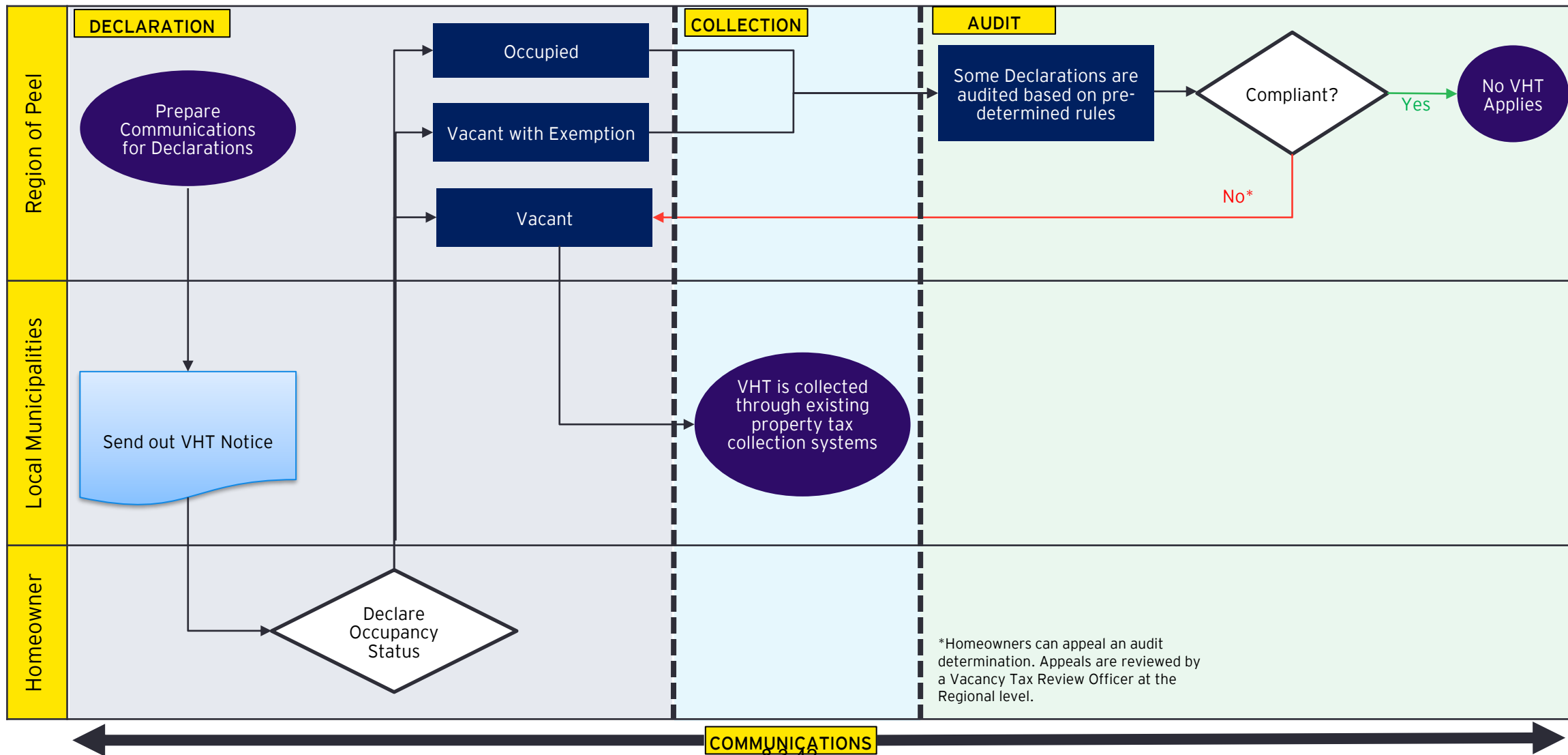
PROGRAM DESIGN | RESPONSIBILITY



Municipalities will be responsible for sending out VHT Notices along with Property Tax Notices either separately or together, and collecting the tax revenue. Communications, customer service, declarations and audit/compliance responsibilities would be centralized at the Region.

8.3-41

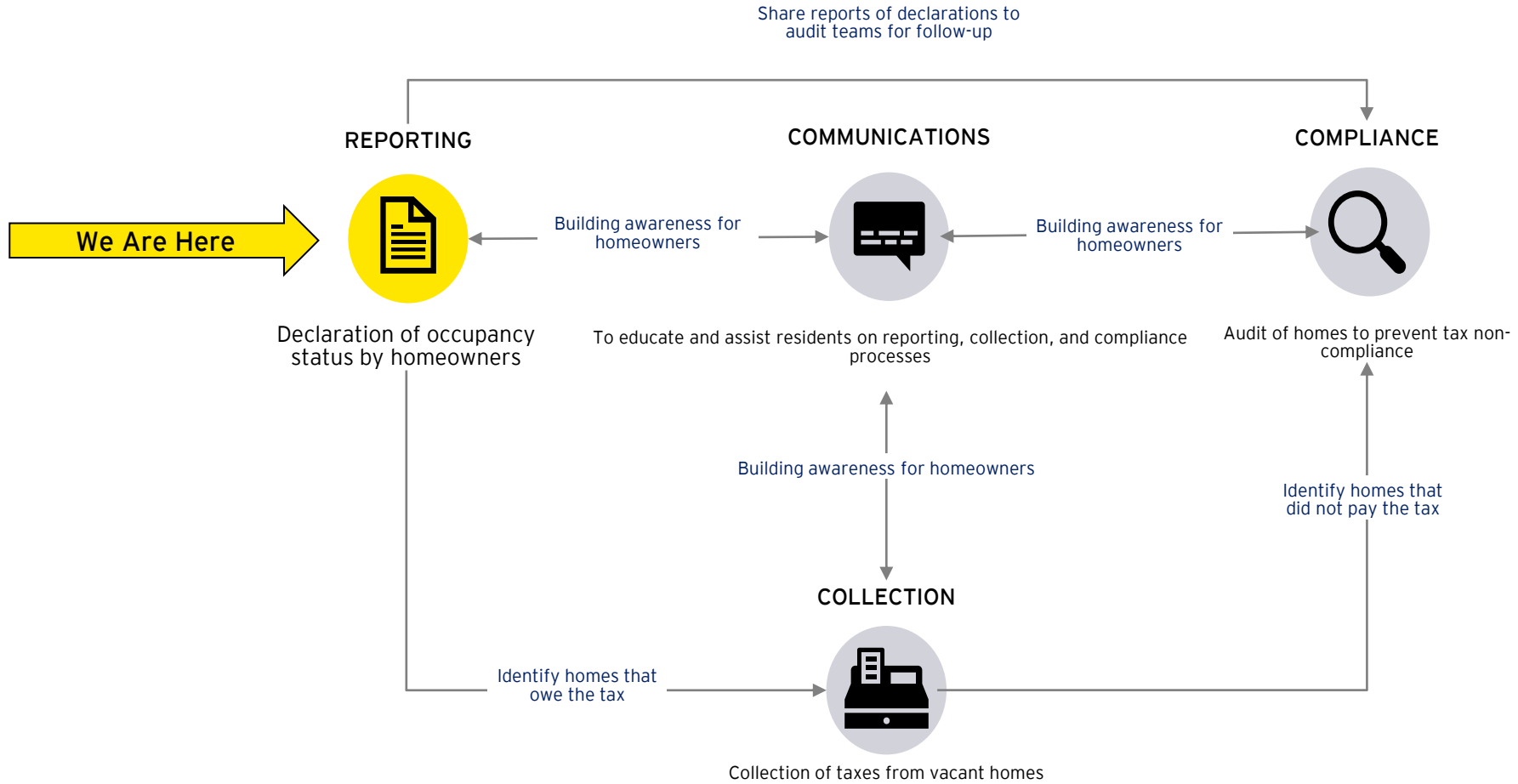
DELIVERY MODEL | OVERALL PROCESS



8.3-42

DECLARATION & REPORTING

CORE OPERATIONS



DECLARATION & REPORTING

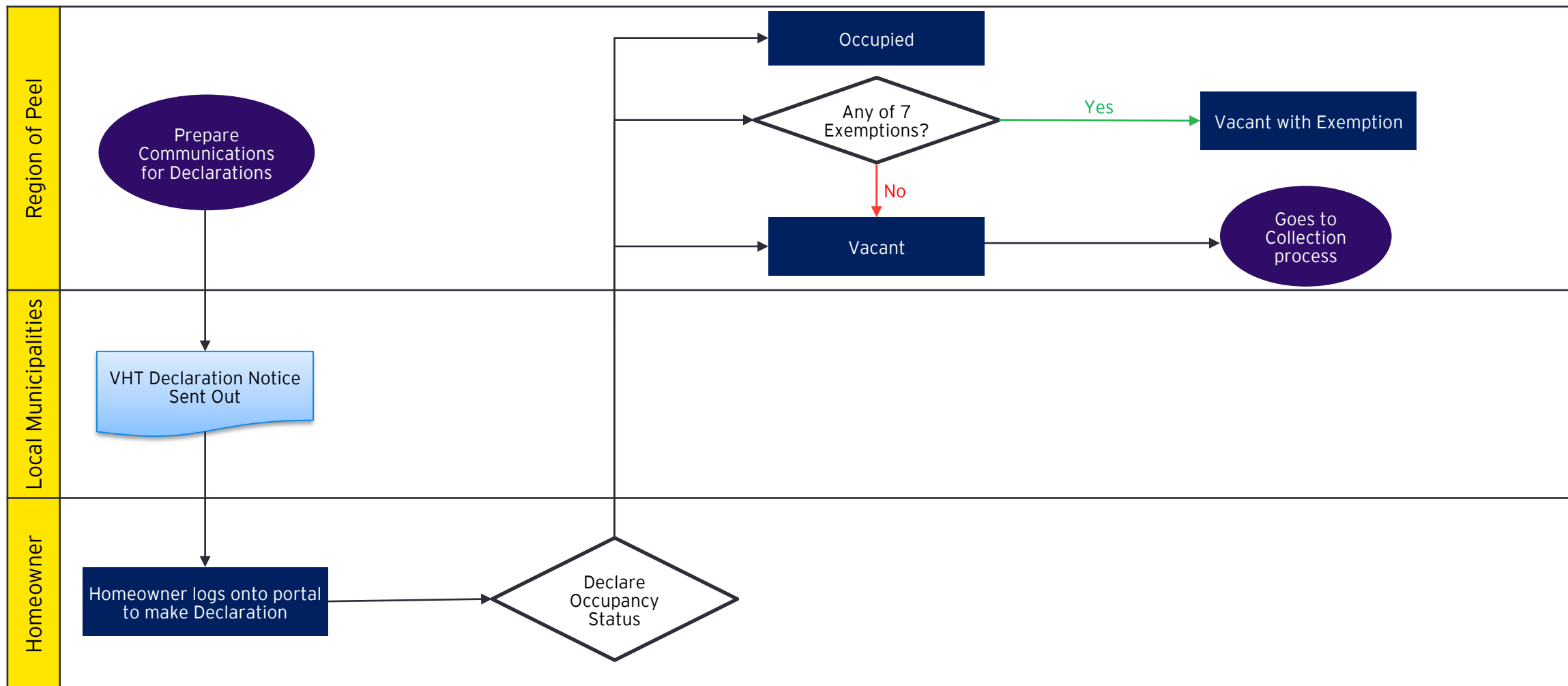
The first step in the Vacant Home Tax process requires homeowners to declare the occupancy status of their homes.

The Declaration & Reporting process is the initial step in core vacant home tax operations:

- All Peel homeowners are required to declare whether a home is occupied as a principal residence, vacant with exemption, or vacant.
- A notice informing the homeowner of the requirement to declare the home's occupancy status is sent by local municipalities.
- Homeowners enter and confirm their declaration through a Region-administered declaration portal.
- Homes declared vacant, or deemed vacant through the Audit & Compliance process, will proceed to the Collection process.
- Homes declared occupied, or confirmed occupied through the Audit & Compliance process, will not proceed beyond Declaration.

DECLARATION & REPORTING | PROCESS

The process of identifying vacant homes in the Region through declarations reported by homeowners is outlined below.




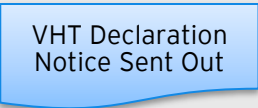
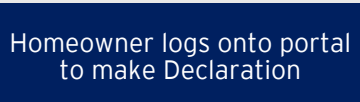


8.3-45

DECLARATION & REPORTING | RATIONALE



The Feasibility Study recommended that Declaration and Reporting lie with the local municipalities. Based on consultations with the Region of Peel and the local municipalities, it is more cost-effective and strengthens data security, for the Declaration & Reporting system to be housed at the Regional level.

- ▶ Although the Feasibility Analysis recommended that local municipalities be responsible for Declaration and Reporting, it was indicated by IT departments at local municipalities and Peel Region that a single system held at the regional level is likely to be more cost-efficient than three independent local Declaration systems.
- ▶ Neither local municipalities nor Peel Region identified existing declaration or reporting capacity that can be used for implementation of a Vacant Home Tax. As such, it was concluded that it would be more costly to build, and more complex to integrate, three independent Declaration systems rather than a single system at the Regional level. The consensus among all municipalities was that this would also ensure consistency of presentation to, and results from, homeowners of all three local municipalities when submitting declarations.
- ▶ While the Region of Peel would prepare communications for declaration, tax departments at local municipalities indicated they may be able to use existing Property Tax Notice processes to distribute Declaration Notices for the Vacant Home Tax, pending further assessment and finalization of tax parameters.

DECLARATION & REPORTING | KEY COMPONENTS

Legend	Description
	<p>Create written communication for dissemination to homeowners indicating the requirement and deadline to declare status, instructions to access the declaration system (including account number and access code), and contact information for outstanding questions or concerns.</p>
 	<p>The Region of Peel will identify homeowners from Tax Roll Information that is currently retained by local municipalities as part of their Property Tax billing systems, as they have the most updated information reflecting current assessment values. In addition, the Region may use the MPAC's Property Codes to determine eligible residential properties.</p> <p>Using Tax Roll Information and MPAC Property Codes, local municipalities send out declaration notices.</p>
	<p>Homeowners log onto the declaration website using the Account Number and Access Code provided in their notice. Before declaring property status, homeowners must first acknowledge that the municipality will collect evidence required for the initial reporting, audit and compliance for the purpose of imposing the Vacant Home Tax. The Declaration is then entered along with any supporting information required (e.g. when declaring a vacant home with exemption).</p>
	<p>Home has been declared occupied as a principal residence and no tax applies. Home may be selected for audit to verify status.</p>

DECLARATION & REPORTING | KEY COMPONENTS

Legend	Description
 <p>Any of 7 Exemptions?</p>	<p>Homeowners may select from any of the following seven (7) exemptions:</p> <ol style="list-style-type: none"> 1. Transfer of Property 2. Redevelopment or Major Renovation 3. Property of Owner in Care 4. Occupancy for Full-Time Employment 5. Court Order 6. Death of Owner 7. Combination Exemption <p>If any of the above apply to the home, the homeowner must provide the <u>corresponding information</u> and declare the exemption to which no vacant home tax applies. Exemptions are audited.</p> <p>If none of the above exemptions applies, the homeowner declares the home to be Vacant.</p>
 <p>Vacant</p>	<p>Home has been declared vacant and the tax applies. The home proceeds to the Collection process where a vacant home tax is applied and collected.</p>

DECLARATION & REPORTING | CHANGES REQUIRED

The proposed declaration and reporting process requires primarily technological changes in the form of sourcing a declaration system.

	PEOPLE	PROCESS	TECHNOLOGY
REGION	Some incremental effort is anticipated for initial setup and ongoing maintenance of the declaration system (e.g. software updates) as well as ongoing policy reviews and updates, but is not anticipated to result in the need for incremental IT or policy Full-Time Equivalents.	Design self-declaration forms and implement a reporting process for homeowners.	Implement a dedicated declaration system, including the ability to integrate with local municipal property tax systems (e.g. through APIs). Ensure ability of the declaration system to integrate with the Region's selected audit software.
BOTH	Resource requirements will be monitored following implementation of the program to identify any incremental employee impacts.	Design and coordinate a process for sending declaration notices to homeowners.	Coordinate and regularly test connections between declaration and collection systems.
LOCAL MUNICIPALITY	Initial setup and development of integrations may require additional resources. As the declaration system will be established and maintained by Peel, no ongoing incremental employee impacts are expected.		Develop integrations between the local municipal property tax system (and associated vacant home tax module) and the declaration system.

DECLARATION & REPORTING | OCCUPIED DECLARATIONS

The first step in the Declaration & Reporting Process requires the declarer to identify themselves. The following is a table that outlines what information is required when an individual declares a property as occupied. The purpose of collecting this information is to ensure all communications related to the Vacant Home Tax are addressed to the right individual.

DECLARE OCCUPIED	
Declaration	Information Required on Declaration
Owner	N/A
On Behalf of Owner	Owner's Full Name, Phone Number, and Email (Optional) Declarer's Full Name, Phone Number, and Email (Optional)
Corporation	Name of Corporation Contact Full Name, Phone Number, and Email (Optional)
Principal Residence with a Permitted Occupant ¹	Number of Occupants Full Name and Phone Number for Each
Tenanted ²	Number of Agreements in Vacancy Period Year Names on Each Agreement

1. Property was used as a principal residence by a family member, friend, or other permitted occupier for more than 184 days of the year.
2. Property was rented to one or more arm's length tenant(s) or subtenant(s) for residential purposes for more than 184 days of the current year.

DECLARATION & REPORTING | EXEMPTIONS

The following is a proposed list of seven exemptions that residents may select from during the Declaration process. The table includes the definition for each exemption along with the information residents are required to provide on the Declaration.

Exemption		Definition	Information Required on Declaration
1	Transfer or Sale of Property	The transfer of 100 percent of the legal interest in the property was registered in the Land Title Office to an Arm's Length party during the reference period.	<ul style="list-style-type: none"> • Registration Number • Sale Closing Date
2	Redevelopment or Major Renovation	Property is undergoing major renovations, construction, or redevelopment that causes the property to be vacant for more than 184 days where building permits have been issued and permit work in progress. If the property is a heritage property, as defined by the Province of Ontario or a local municipality, the property will not be subject to the tax if activity related to its conservation, such as redevelopment or renovation, resulted in the property qualifying as being vacant in the reference period.	<ul style="list-style-type: none"> • Permit Number OR Permit Application Number and Description • *Other documentation may include: Reference Number, Application Number, Inquiry Number, Zoning Permit Application, etc. • If the owner has a fire report or open insurance claim, this option becomes a Yes/No response
3	Owner in Care	Property was unoccupied for more than 184 days because the owner, tenant, or permitted occupant resided in a hospital, long-term, or supportive care facility and had previously been using the property as a principal residence or occupying it for residential purposes as a tenant.	<ul style="list-style-type: none"> • Name of Person Receiving Care, • Name, Address, and Phone Number of Facility

DECLARATION & REPORTING | EXEMPTIONS

The following is a continuation of the proposed list of seven exemptions that residents may select from during the Declaration process. The table includes the definition for each exemption along with the information residents are required to provide on the Declaration.

Exemption		Definition	Information Required on Declaration
4	Occupancy for Full time Employment	Principal Residence was outside of the Region, but the owner occupied the property for residential purposes for more than 184 days within the reference period because they were employed full-time in the Region. The nature of the employment must require physical presence in the Region.	<ul style="list-style-type: none"> • Employer Name, Address, and Phone Number • Registered Property Owner: <ul style="list-style-type: none"> • Self-Employed • Employed Full-Time (Either: Offices within the City OR Offices outside the City)
5	Court Order	Property was unoccupied for more than 184 days because the property was under: a court order; court proceedings; or an order of a governmental authority prohibiting occupancy. Note: in cases where occupancy is not permitted due to the owner's neglect, an exemption will not be granted.	<ul style="list-style-type: none"> • Court File Number OR Order Number
6	Death of Owner	The property was unoccupied for more than 184 days because of the death of the registered owner in the applicable reference period or in the previous period. This exemption is only available in the year of death and the subsequent year.	<ul style="list-style-type: none"> • Ask for Death Certificate Number only during the Audit process
7	Combination Exemption	A combination of any of the above exemptions resulting in more than 184 days of vacancy in a reference period.	<ul style="list-style-type: none"> • Same evidence required as any of the above exemptions claimed

DECLARATION CONSIDERATIONS

Consultations with staff in the Region and local municipalities indicated a new declaration system, implemented and managed by Peel, would require integration with local municipal property tax systems and the Region's selected audit system.

Local Municipalities	Region of Peel
<ul style="list-style-type: none"> ▶ As no declaration system currently exists within local municipalities, declaration may best reside with the Region to ensure consistency and avoid duplicative investments and systems. ▶ A declaration system's primary purpose should be to automate the declaration process to the extent possible. Any manual effort is likely to be highly labour intensive and cost-prohibitive. 	<ul style="list-style-type: none"> ▶ Any system built or sourced needs to be integrated with both local municipal Property Tax Collection Systems <u>and</u> a new Peel Audit System ▶ Requires significant initial and ongoing communications effort to ensure that homeowners are aware of the declaration requirements, and understand the definitions of and exemptions from the vacant home tax by-law ▶ New FTEs may be required to offer in-person or over-the-phone declarations support for different segments of the population (i.e. those with limited digital literacy or financially precarious individuals) ▶ Privacy mechanisms will be important to consider, as the system will be handling potentially sensitive information.

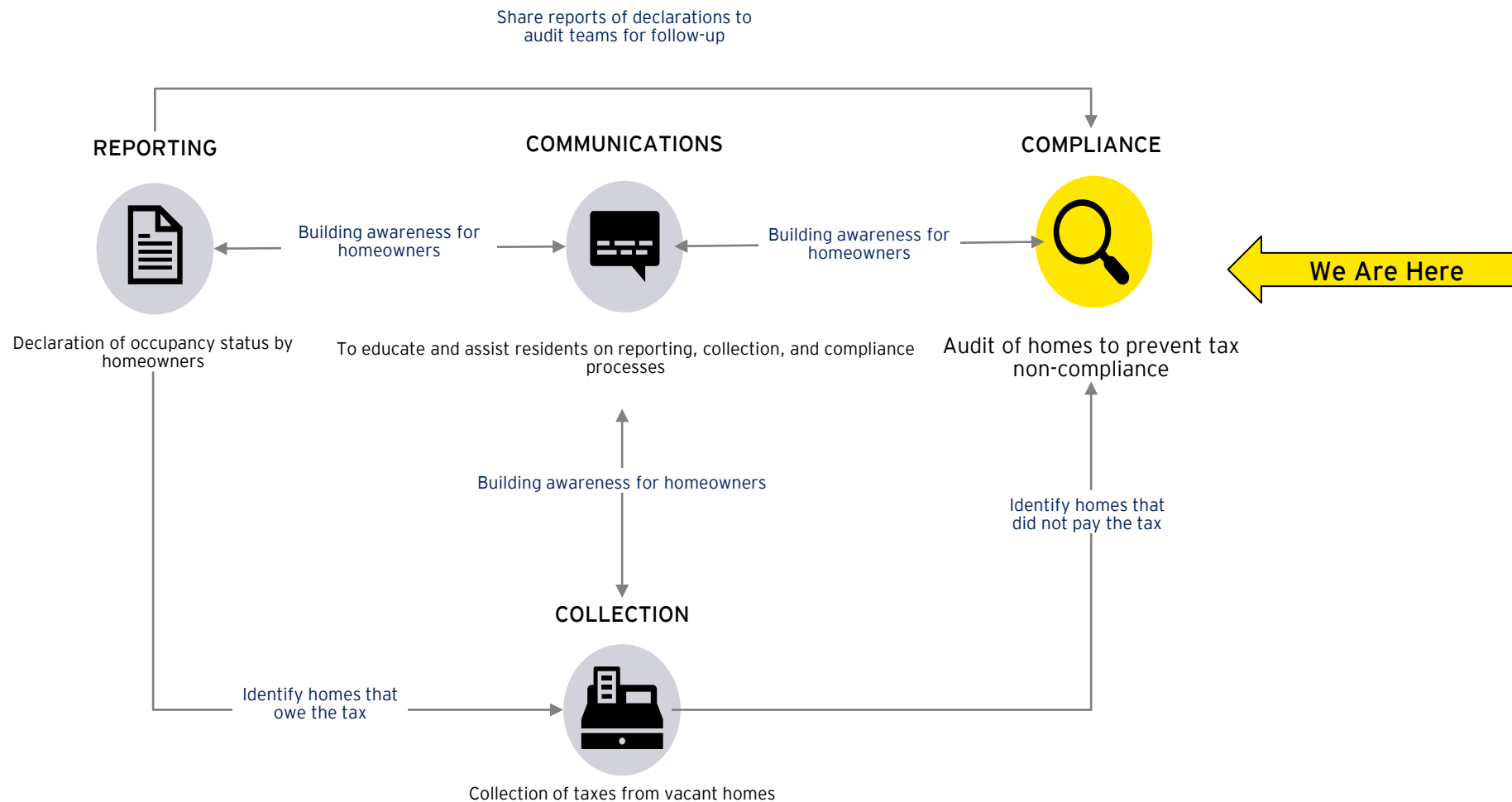
DECLARATION & REPORTING | RISKS

Key risks and their subsequent mitigation measures to the Declaration & Reporting process are outlined below.

Risks	Mitigation Measures
<p>Privacy implications and potential breaches to data privacy associated with storing confidential data from residents.</p>	<p>Storing declaration information centrally in a single Region-managed system will allow Peel to put in place appropriate safeguards to prevent unauthorized access to information.</p> <p>Records related to the Vacant Home Tax are classified under Record Series Identifier (RSI) F43 -Taxation. Paper records are kept in office for the current year plus 1 additional year and then sent offsite to the Region's Inactive Records Centre (IRC) for the remaining 5 years, for a total retention of 7 years. Electronic records must be stored and maintained in an approved regional repository (EIM, SharePoint) for the total 7 years and then destroyed.</p>
<p>Multiple potential points of contact for queries regarding the Declaration process. As residents are accustomed to contacting local municipalities about support with Property Taxes, there may be confusion about who to contact about the Vacant Home Tax.</p>	<p>The Region may engage in a communications campaign with residents to explain how different types of queries (e.g. in-person or virtual) related to Declaration and Reporting of the Vacant Home Tax are handled. Additionally, call centre and front line staff at the local municipalities may be directed to resources to answer high-level questions about declarations and notified of the ability to redirect homeowners to contact the Region.</p>
<p>To align the Vacant Home Tax with Property Tax timelines, it may be difficult to set a single deadline to submit Declaration Notices with the differing collection timelines of the three local municipalities.</p>	<p>As identified during consultations with municipalities, additional information will be required to determine declaration timelines for each constituent municipality, including technical functionality of existing and new tax collection systems.</p>

AUDIT & COMPLIANCE

CORE OPERATIONS



8.3-55

AUDIT & COMPLIANCE

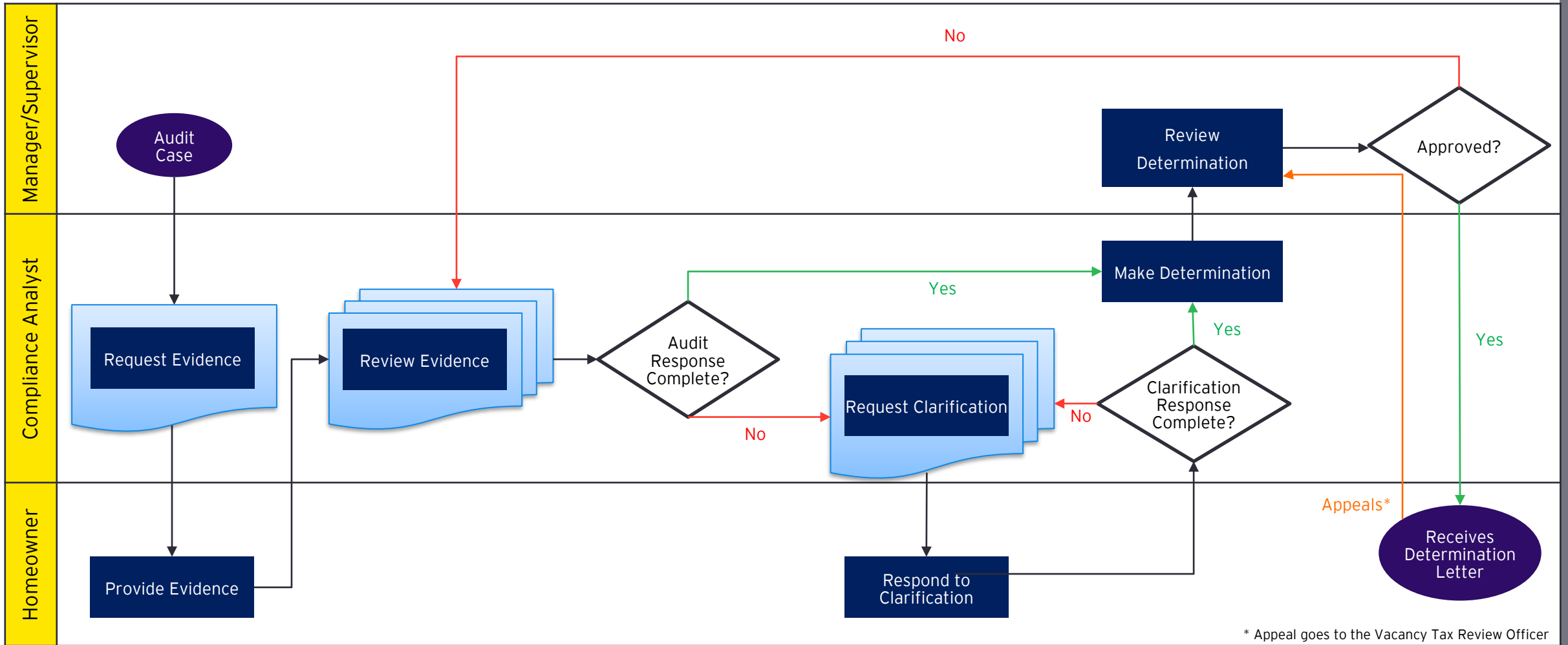
Following receipt of a declaration, the Audit & Compliance process is initiated in a separate software system to assess and validate declarations. Audit rates vary depending on type and volume of declarations, and on the ease of availability of verifying information. Additionally, all declarations may be subject to audit for up to two (2) years after the date of declaration.

Following declaration, the Audit & Compliance process is initiated:

- A new audit software system may be required to manage external-facing audits. Integration with the declaration system will be required.
- Homes declared as vacant with exemption are audited at rates based on their expected volume and ease of access to verification documents.
- Homes declared as occupied are audited at rates based on auditor capacity and total audit volume targets set by Peel.
- Audit findings may be appealed. Appeals are reviewed and a final determination is made by a dedicated Vacancy Tax Review Officer.
- Homeowner inquiries not relating to vacancy status decisions (e.g. failure to submit a declaration, errors in declaration) are directed to dedicated positions within the organization.

AUDIT & COMPLIANCE | PROCESS

The process for conducting investigations at the Regional level to confirm the declared vacancy status of a property is outlined below.



* Appeal goes to the Vacancy Tax Review Officer


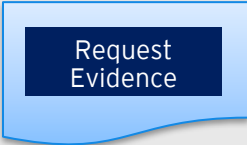



8.3-57

AUDIT & COMPLIANCE | RATIONALE







The Feasibility Study recommended that Audit & Compliance be housed with the Region. Based on consultations with Vancouver, the Region of Peel, and local municipalities, it is necessary for the Audit & Compliance system to remain at the Regional level.

- ▶ Through discussions with local municipality tax departments, it was found that a single Audit & Compliance system held at the regional level is preferred to ensure consistency, prevent system redundancy, and support overall operating cost recovery.
- ▶ Peel Region and local municipalities indicated a lack of external audit capacity that can be leveraged for the implementation of a Vacant Home Tax. As such, it was concluded that it would be more costly to build, and more complex to integrate, three Audit systems rather than a single system at the Regional level. All municipalities agreed this approach would also ensure consistency in decision-making outcomes of Audit cases.
- ▶ As indicated by the Peel Region IT department, overall system complexity and the likelihood of data breaches is expected to be lower if the Audit system is housed at the Regional level. This is primarily due to the Declaration and Audit processes being built within a single system, reducing the need for data transmission between organizations and ensuring data security measures are consistently applied.


AUDIT & COMPLIANCE | KEY COMPONENTS

Legend	Description
	<p>An audit case is created in the Region's audit system with a list of properties to be audited. Each property is assigned a Case File Number and is assigned to a Compliance Analyst.</p>
	<p>The Compliance Analyst sends a communication to the homeowner requesting evidence to determine the validity of the declaration status.</p>
	<p>Using their Account Number and Access Code, the homeowner provides requested evidence. For examples, please see Evidence Required for Audit & Compliance.</p>
	<p>The Compliance Analyst reviews the information provided and, where possible, cross-references with information available through Region records or data sharing agreements with local municipalities.</p>
	<p>Based on the evidence provided, the Compliance Analyst decides whether the information is sufficient to make a determination. If the Compliance Analyst is able to complete an audit response, a determination is made. If not, further clarification and documentation is requested as required.</p>

AUDIT & COMPLIANCE | KEY COMPONENTS

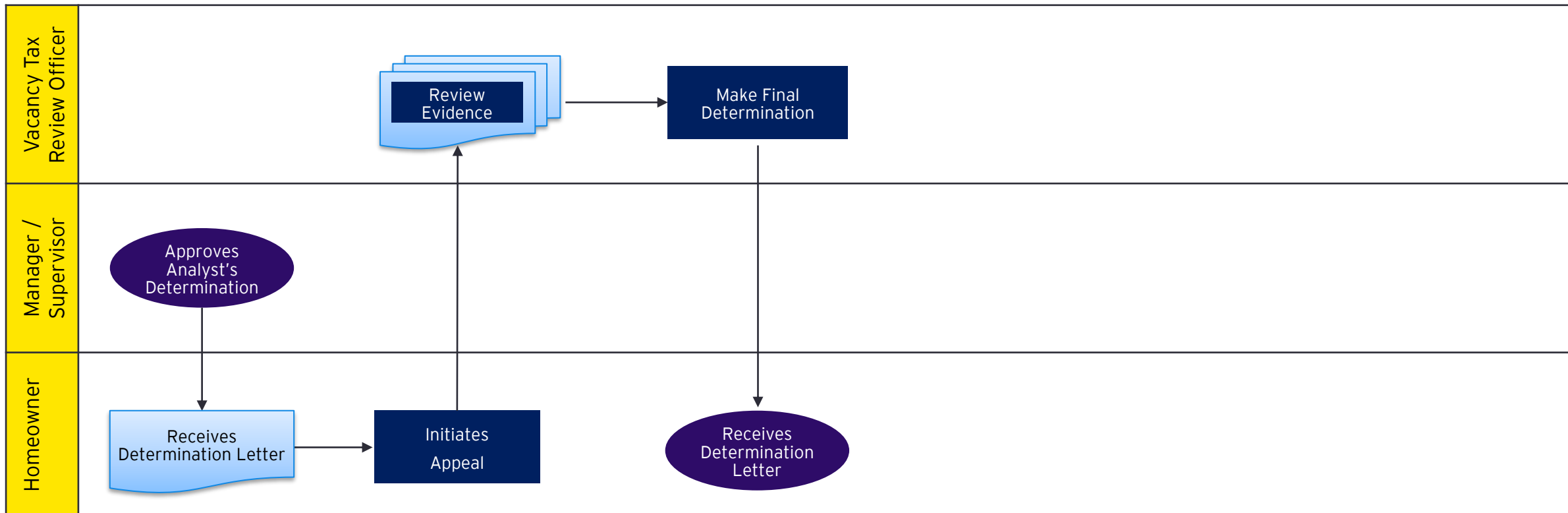
Legend	Description
	<p>If the evidence provided by the homeowner is insufficient, the Compliance Analyst sends a communication to the homeowner requesting clarification and further information.</p>
	<p>Using their Account Number and Access Code, the homeowner provides additional information as requested.</p>
	<p>Based on the additional evidence provided, the Compliance Analyst decides whether the clarification response is sufficient to make a determination. If the Compliance Analyst finds the clarification response is complete, a determination is made. If not, further clarification is requested.</p>
 	<p>The Compliance Analyst makes a determination on the Case File after reviewing provided evidence.</p>
	<p>The Manager or Supervisor reviews the audit determination. If the determination is approved, a letter is sent to the homeowner indicating the case has been resolved. If not, the evidence is reviewed again and the audit process continues with additional requests for clarification or information as required.</p>

AUDIT & COMPLIANCE | KEY COMPONENTS





Legend	Description
 <p>Receives Determination Letter</p>	<p>The homeowner receives a determination letter from the Region outlining the determination of the audit, the rationale, and next steps. If the homeowner is found compliant, no further action is required and the audit process ends.</p> <p>If the homeowner is found non-compliant, the Audit System changes the declaration status of the property in the declaration system. The amended declaration triggers the collection process and the homeowner is required to pay the tax in addition to any applicable penalties.</p> <p>The homeowner is provided the option to appeal the determination, with instructions outlined in the determination letter.</p>
<p>Appeals*</p>	<p>The homeowner is able to appeal an audit determination. See Appeals Process</p>

AUDIT & COMPLIANCE | APPEALS PROCESS

The process for appealing audit determinations at the Regional level is outlined below.

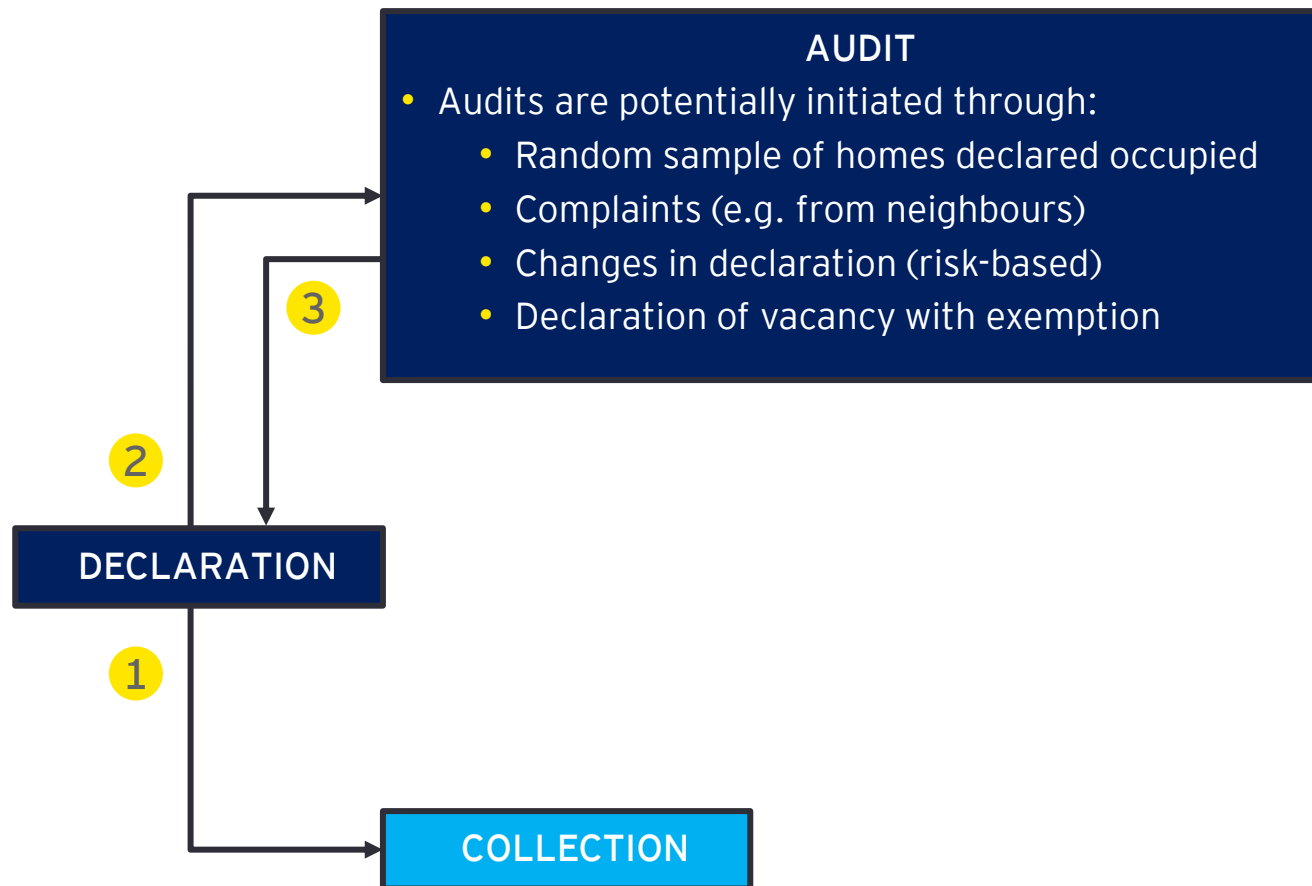


APPEALS PROCESS | KEY COMPONENTS

Legend	Description
	<p>After receiving the determination letter indicating the results of the initial audit from the Region, the homeowner initiates an appeal, and the case is sent to the Vacancy Tax Review Officer.</p>
  	<p>The Officer reviews the evidence, requests additional information as needed, and makes a final determination. A communication is sent to the homeowner through the Region's audit system indicating the final decision.</p>

AUDIT & COMPLIANCE | INFORMATION FLOW

Once a declaration is entered in the system, it may flow directly to collection or move to audit for validation. Audits may change status in the declaration system, which subsequently initiates application and collection of the vacant home tax.



In this process, no information-sharing to the municipalities takes place. There is a one-way flow from declarations to collections and a two-way flow between declarations and auditing.

1. Vacant declarations trigger application and collection of the tax
2. Declarations are audited based on predetermined rules
3. Depending on audit results, a change in declaration may take place, triggering application and collection of the tax

AUDIT & COMPLIANCE | CHANGES REQUIRED

	PEOPLE	PROCESS	TECHNOLOGY
REGION	<p>Create a new organizational unit to support the ongoing operation of the Vacant Home Tax. It is anticipated that the organization will require approximately 30 Full-Time Equivalent positions directly, and additional supporting positions may be required in other organizational units.</p> <p>See: Staff Organizational Chart</p>	<p>Design new vacant home tax audit process to validate declarations, including appeals process, audit checklist, and communication and escalation.</p>	<p>Implement an Audit System which includes features such as status tracking, the ability to upload files, communications and notifications as well as integration with the Declaration System to allow staff to amend declarations.</p> <p>Coordinate and regularly test connections between declaration and collection systems.</p>
BOTH	<p>Resource requirements will be monitored following implementation of the program to identify any incremental employee impacts.</p>	<p>New or updates to existing data sharing agreements may be required to verify evidence provided by homeowners during audits.</p>	
LOCAL MUNICIPALITY	<p>No anticipated changes.</p>	<p>Amend (or develop new) collection processes for off-cycle billing to support penalty collection.</p>	<p>Ensure property tax collection system, or associated vacant home tax module, is capable of supporting off-cycle penalty billing.</p>

AUDIT SCENARIOS

Audits will be based on claimed exemptions, random samples, behavioural changes, and complaints to align with other jurisdictions.

	PROS	CONS
RANDOM SAMPLE The compliance team will randomly audit units that were self-declared to be occupied to ensure the declaration was correct	<ol style="list-style-type: none"> 1. Encourages compliance and proper declaration as the owner can, at anytime, be audited, and face fines for non-compliance 2. Increases the number of audited units as there is a dedicated team that is responsible for auditing, potentially lowering non-compliance 	<ol style="list-style-type: none"> 1. More expensive to implement as it will require hiring full-time compliance auditors and require customized auditing processes and systems 2. May be seen as intrusive by the public
HOMEOWNER COMPLAINTS The compliance team would only investigate units that are suspected to be vacant by neighbours, or Regional/City service staff (e.g. waste management staff) who observe the lack of inhabitation at an address	<ol style="list-style-type: none"> 1. Easier to implement, as it does not require a dedicated audit team since only complaints are investigated 2. Cheaper to implement as an online form or existing call centres can be leveraged to intake complaints 	<ol style="list-style-type: none"> 1. May not have a large uptake if neighbours are not keen to report vacancy 2. May not achieve the goal to increase total housing supply if owners do not believe they will be audited 3. Pushes onus of ensuring compliance onto residents instead of the Region
RISK-BASED ASSESSMENT The compliance team uses judgemental sampling methods to select units for inspection based on defined risk parameters so that audit resources are dedicated to high risk areas, rather than casting a wide net across all homes	<ol style="list-style-type: none"> 1. Allows audit teams to select homes which are considered to be of special audit interest based on risk-profiles (e.g. same exemption criteria declared for multiple years) 2. High potential for digitization and streamlining through the use of analytics as more information on non-compliance trends become available 	<ol style="list-style-type: none"> 1. High reliance on the professional judgement auditors which can be developed only after a reasonable amount of historical information is available to determine high risk areas 2. Presents risks of bias against various communities
EXEMPTION-BASED The compliance team will audit units that were self-declared to be exempt to ensure the declaration was correct	<ol style="list-style-type: none"> 1. If data are readily available, audits can be conducted quickly by referencing easily accessible information 2. Having clearly defined, rules-based exemptions can increase the total audit capacity of staff and overall audit accuracy 3. Encourages compliance as the owner knows if they declare an exemption, they are likely to be audited 	<ol style="list-style-type: none"> 1. If data are not readily available for high volume exemptions, the audit process can require significant effort and lead to increased operating costs 2. May not achieve the goal to increase total housing supply if owners successfully claim fraudulent exemptions on their vacant homes

EVIDENCE REQUIRED FOR AUDIT & COMPLIANCE

Evidence required to audit and verify each listed exemption is detailed in the table below. More information may be requested during the Audit & Compliance process.

EVIDENCE FOR AUDIT

Declaration	Evidence Required
Principal Residence for a Permitted Occupant	<p><u>One</u> of: Driver’s Licence; or Government Photo ID card(s) with address; and</p> <p><u>Two</u> of: CRA Notice of Assessment; Official Government Agency Correspondence; Homeowner’s Insurance Certificate; Vehicle Insurance & Registration; Utility Bills.</p> <p>More information may be requested during the audit process.</p>
Tenanted	<ol style="list-style-type: none"> 1. Rental Agreement 2. Proof of Rental Income

EVIDENCE REQUIRED FOR AUDIT & COMPLIANCE

Evidence required to audit and verify each listed exemption is detailed in the table below.

EVIDENCE FOR AUDIT

Exemption	Evidence Required
Transfer or Sale of Property	<ol style="list-style-type: none"> 1. Title Transfer of Deed issued by LRO; and 2. Statement of Adjustments 3. Copy of Land Transfer Tax 4. Letter from Lawyer, as needed
Redevelopment or Major Renovation	<ol style="list-style-type: none"> 1. Copy of the Building Permit 2. Letter from Contractor with Start and End Date 3. Copy of the Fire Report 4. Letter from Insurance Provider including date of damage and scope of work
Owner in Care	<ol style="list-style-type: none"> 1. Signed letter from care facility on letterhead
Occupancy for Full-Time Employment	<ol style="list-style-type: none"> 1. Government Photo ID card(s) with address; and 2. Homeowner's Insurance Certificate
Court Order	Copy of the Court Order
Death of Owner	Copy of Death Certificate of Owner
Combination Exemption	Same evidence required as any of the above exemptions claimed

AUDIT & COMPLIANCE CONSIDERATIONS

Consultations with staff from the Region and local municipalities indicated the audit and compliance function is likely best centralized within Peel, and should minimize direct linkages to local municipal systems to minimize operating cost.

Local Municipalities	Region of Peel
<ul style="list-style-type: none"> ▶ Local municipalities do not have existing IT systems to undertake external-facing audits ▶ The incremental cost of audit and compliance staff may not be offset by regular or audit-derived revenue in all local municipalities ▶ It is critical to clearly define the role of local municipalities, if any, in the audit and compliance process 	<ul style="list-style-type: none"> ▶ Any system built or sourced needs to be integrated with the Declaration System and must also have the capability of receiving files and notifying homeowners ▶ Requires data-sharing agreements with local municipalities and may entail additional agreements based on audit requirements ▶ May require a separate internal organization - including a potential Vacancy Tax Review Officer - dedicated to the vacant home tax audit and appeals process, as has been observed in other jurisdictions ▶ Evidence required for audit scenarios will determine the level of effort required for each, and subsequently overall audit capacity

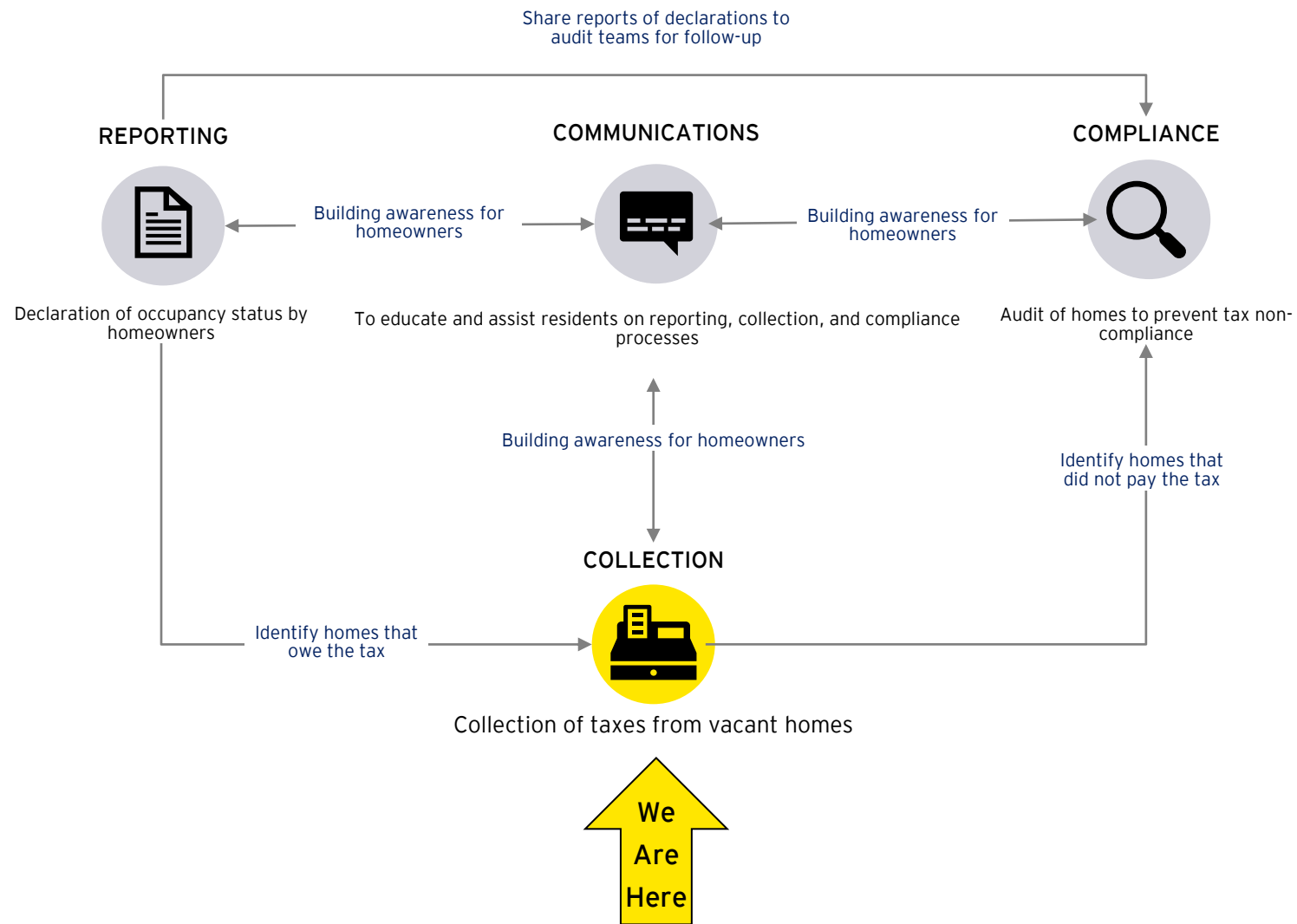
AUDIT & COMPLIANCE | RISKS

Key risks and their subsequent mitigation measures to the Audit & Compliance process are outlined below.

Risks	Mitigation Measures
<p>Privacy implications and potential breaches to data privacy associated with storing confidential data from residents.</p>	<p>Storing declaration information centrally in a single Region-managed system will allow Peel to put in place appropriate safeguards to prevent unauthorized access to information.</p> <p>Records related to the Vacant Home Tax are classified under Record Series Identifier (RSI) F43 -Taxation. Paper records are kept in office for the current year plus 1 additional year and then sent offsite to the Region's Inactive Records Centre (IRC) for the remaining 5 years, for a total retention of 7 years. Electronic records must be stored and maintained in an approved regional repository (EIM, SharePoint) for the total 7 years and then destroyed.</p>
<p>While there are initial and ongoing costs associating with building a division of staff to manage the Vacant Home Tax program, the number of staff available may not have the capacity to handle the number of audits.</p>	<p>Similar to other jurisdictions, audit rates can be set that result in an overall number of audits that lie within the expected capacity of Compliance Analysts and the Vacancy Tax Review Officer. Annual reviews of capacity and generated revenue will be required to amend audit rates as desired.</p>

COLLECTION

CORE OPERATIONS



COLLECTION

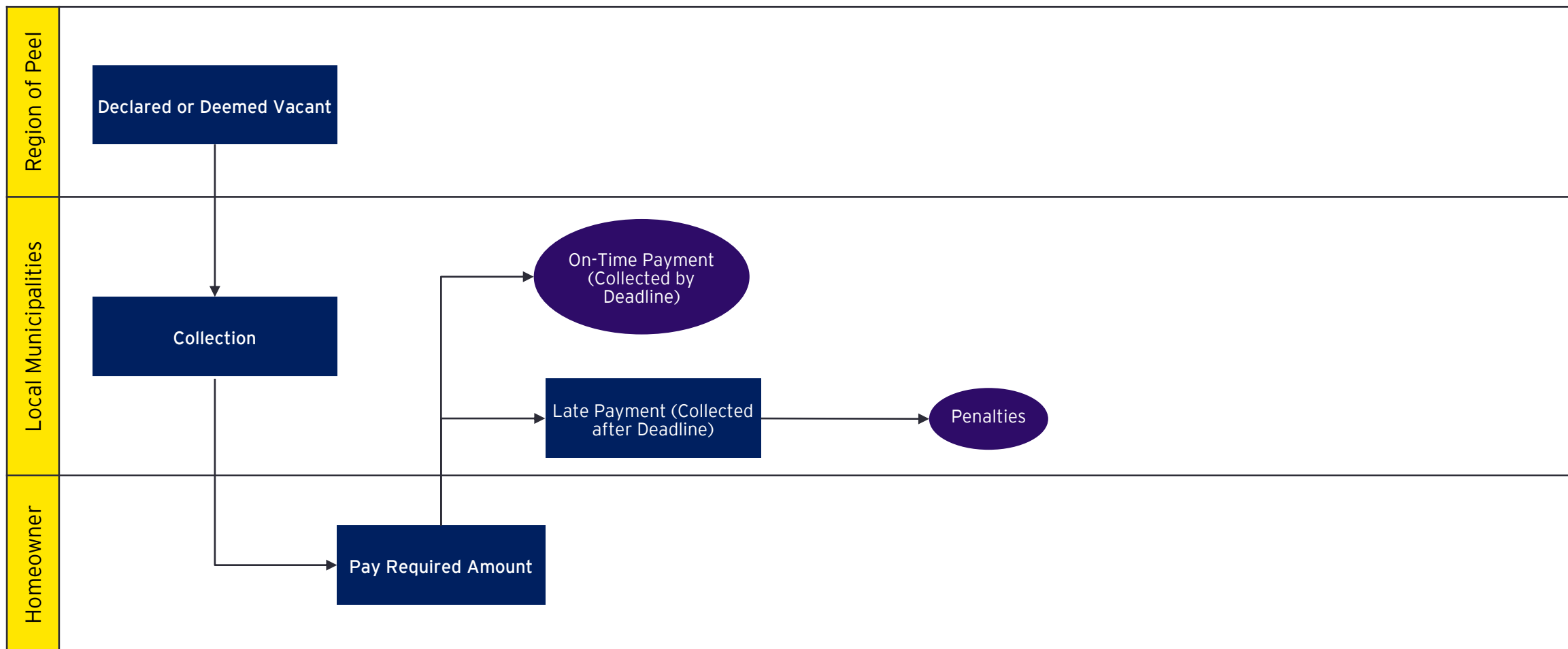
Following a declaration or determination of vacancy, the collection process is initiated through a separate module in existing property tax systems.

Following a declaration or determination of vacancy, the Collection process is initiated:

- If a home is declared vacant, or deemed vacant through the Audit & Compliance process, the Vacant Home Tax is applied.
- Collection processes flow through a separate module built onto each existing property tax system.
- The tax amount to be collected is based on the assessed value of the home, multiplied by the tax rate.
- A bill is generated for identified homes through existing local municipality property tax systems.
- Penalties for late or false declaration, or late vacant home tax payment, are calculated and bills are issued by the local municipalities.

COLLECTION | PROCESS

The process of collecting tax revenue from vacant homes and penalties from homeowners who are non-compliant or who present fraudulent declarations is outlined below.



COLLECTION | RATIONALE

The Feasibility Study recommended that Collection lie with the local municipalities. Based on consultations with both the Region of Peel and the local municipalities, the Collection system should remain with the local municipalities.

- ▶ Using Property Tax collection systems and processes appears to be an efficient and effective method to implement the Vacant Home Tax, as evidenced by similar implementation in other jurisdictions.
- ▶ Costs incurred as a result of the collection process can be reimbursed through revenues generated by the tax.
- ▶ Note that an interim approach to local municipality collection of the Vacant Home Tax may be required as existing collection systems are intended to be replaced within the decade.

COLLECTION | KEY COMPONENTS

Legend	Description
Declared or Deemed Vacant	The property has been classified as vacant through (1) a declaration by the homeowner, (2) a determination through the Audit & Compliance process, or (3) the homeowner fails to declare by the deadline and the home is deemed vacant.
Collection	Once the property has been declared or deemed vacant, the local municipalities would begin the collection process of the Vacant Home Tax.
Pay Required Amount	Homeowners could potentially use existing property tax accounts and processes to pay the vacant home tax online, in person, by mail, or over the phone.
On-Time Payment (Collected by Deadline)	The homeowner pays the vacant home tax by the deadline. The collection process ends.
Late Payment (Collected after Deadline)	If the homeowner fails to pay the vacant home tax by the prescribed deadline, a penalty is applied in addition to the vacant home tax outstanding. Late payments and associated penalties are collected through the same payment options as on-time payments.
Penalties	Penalties apply for (1) non-declaration, (2) late declaration, (3) false declaration, (4) late tax payment, and (5) non-payment of tax due. Penalties include one-time charges (in cases 1, 2, 3, and 4) and daily interest arrears (in case 5). If non-payment continues, the the local municipality may undertake a tax sale process on the property.

COLLECTION | CHANGES REQUIRED

The primary changes in the proposed collection process are development of integrations with declaration and audit systems.

	PEOPLE	PROCESS	TECHNOLOGY
REGION	No anticipated changes.	New processes to identify late or outstanding declarations and payments for collection of penalties.	Implement a new declaration system with the capability to communicate and change declarations and penalties to local municipal property tax collection systems.
BOTH	Resource requirements will be monitored following implementation of the program to identify any incremental employee impacts.		
LOCAL MUNICIPALITY	Initial setup of integrations with the Region's declaration system may require additional resources. Given the largely automated nature of the process, ongoing incremental employee impacts are not expected, although there may be an increased workload for finance administrative staff.	Upgrade tax collection processes to include the implementation of a vacant home tax	Upgrade property tax collection system to include a module for the vacant home tax and integration with Peel declaration system.

COLLECTION | PENALTIES AND PARAMETERS

Details of penalties applied in relation to declaration and payment of the vacant home tax are further outlined below.

Offence	Penalty	Rationale
Late and non-declaration	<ul style="list-style-type: none"> ▶ Property is deemed vacant. ▶ Vacant home tax is applied. ▶ One-time \$250 fee is issued. 	Implemented in Vancouver and Toronto consistent with similar by-law offences.
False declaration	<ul style="list-style-type: none"> ▶ Property is deemed vacant. ▶ Vacant home tax is applied. ▶ \$250 - \$10,000 fine for each offence is charged. 	Implemented in Vancouver and Toronto consistent with similar by-law offences.
Late tax payment or non-payment	<ul style="list-style-type: none"> ▶ 1.25% monthly interest on arrears. ▶ A tax sale process if amounts owed remain outstanding for three (3) years. 	Similar to system implemented in Vancouver and Toronto consistent with local municipal property tax penalties and tax sale process.

COLLECTION CONSIDERATIONS

Consultations with staff at the Region and local municipalities primarily indicated concerns about implementation timing. Local municipalities are beginning to replace existing property tax collection systems, a process that may last until 2029.

Brampton	Caledon	Mississauga	Region of Peel
<ul style="list-style-type: none"> ▶ Will replace existing Collection System between 2025 and 2029 ▶ Requires adding a VHT module within the Collection System which integrates with the Region's Declaration System 	<ul style="list-style-type: none"> ▶ Currently in the process of changing Property Tax Collection System with an estimated completion by end of 2023 ▶ Has very limited internal IT capability with limited interaction between software systems ▶ Requires adding a VHT module within the Collection System which integrates with the Region's Declaration System 	<ul style="list-style-type: none"> ▶ Will replace existing Collection System between 2025 and 2029 ▶ Requires adding a VHT module within the Collection System which integrates with the Region's Declaration System 	<ul style="list-style-type: none"> ▶ Peel does not have existing systems capable of collecting the VHT.

COLLECTION | RISKS

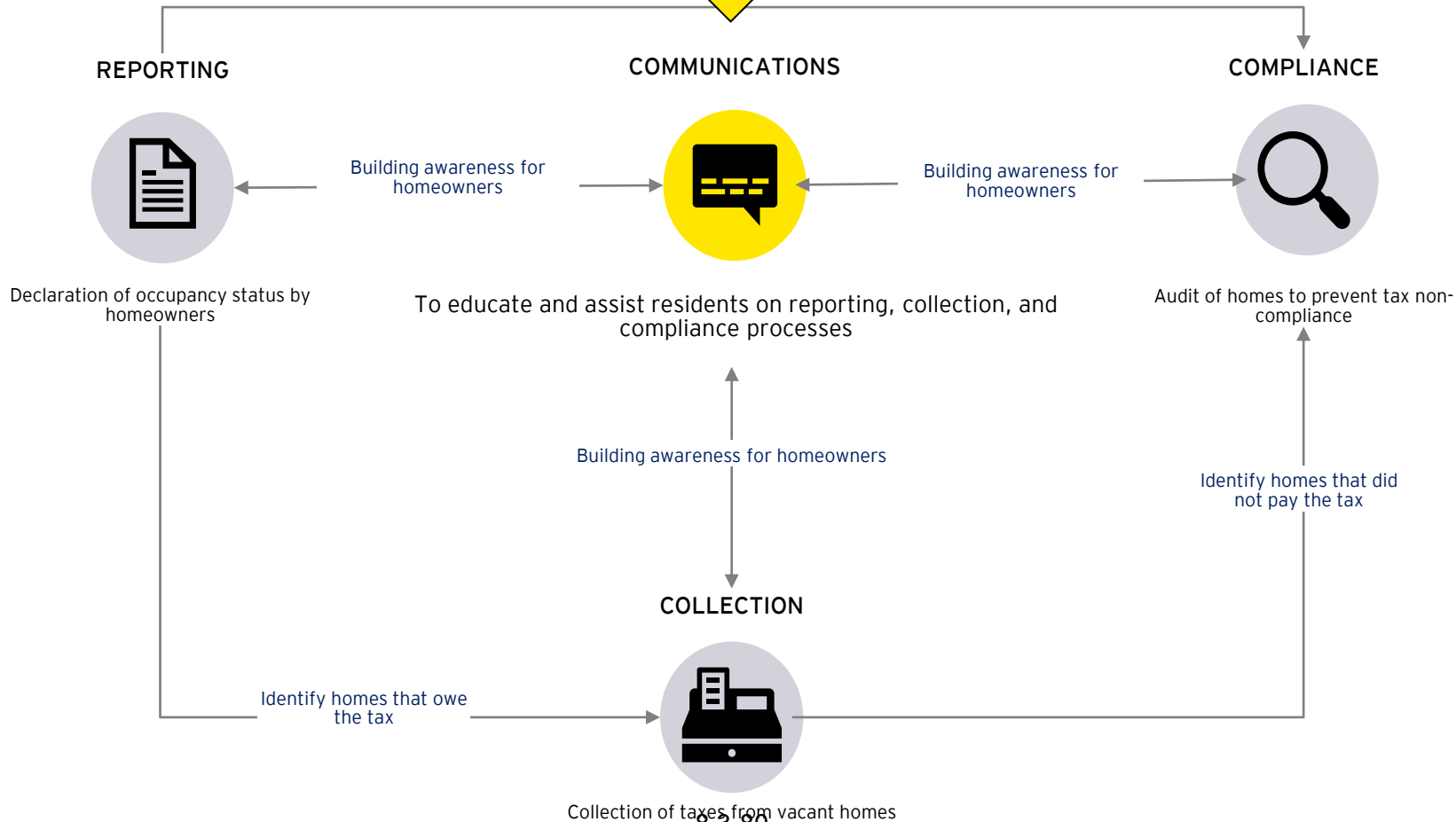
Key risks and their subsequent mitigation measures to the Collection process are outlined below.

Risks	Mitigation Measures
<p>Technology implications associated with integrating the Regional Declaration System with the collections systems of the local municipalities.</p>	<p>There is a one-way flow of information from the Regional Declaration system to the local municipal Collection systems. A home deemed or declared vacant would trigger the application and collection of the Vacant Home Tax from the relevant homeowner.</p>
<p>If the Region of Peel prefers to align the Vacant Home Tax with Property Tax timelines, it may be difficult to align with the collection timelines of the three local municipalities, in particular as all three are updating respective tax collections systems. The Region may have to defer implementation of the VHT until all local municipalities have updated their collection systems, which may result in lost revenue.</p>	<p>Consultation and agreement on timelines with the three local municipalities will be required. Furthermore, the Region may consider developing an interim approach to collection with the local municipalities to determine a different method of collection, such as building modules within current systems and subsequently building modules again with the new systems.</p>

COMMUNICATIONS

CORE OPERATIONS

Share reports of declarations to audit teams for follow-up



8.3-80

COMMUNICATIONS

Following a declaration or determination of vacancy, the collection process is initiated through a separate module in existing property tax systems.

Communication with homeowners is on-going throughout the vacant home tax process, but has two important phases:

INITIATION PHASE

- Initial campaign informing homeowners that a Vacant Home Tax will be implemented
- Includes an explanation of what the tax is, why it is being implemented, an overview of what the process will be, and any other pertinent information for the homeowner to be aware of

ONGOING OPERATIONS PHASE

- Sending out regular reminders, instructions, and deadlines for Declarations, Collections, and Audits
- Handling inbound queries, complaints, and grievances from homeowners
- Escalating queries as needed through the appropriate channels

COMMUNICATIONS | RATIONALE

The Feasibility Study recommended that Communications be housed exclusively with the Region. Based on consultations with both the Region of Peel and the local municipalities, the Region should lead communications with local municipalities supporting as needed.

- ▶ Although the Region of Peel will hold primary responsibility for communications related to the Vacant Home Tax, Peel staff indicated the Region currently does not have capacity to directly interact with members of the public in person. As such, local municipalities indicated their support will be required to address in person and some generic inquiries, directing requests to Peel as needed.
- ▶ As the Declaration & Reporting process is housed at the Regional level, Peel's communications department indicated it may develop materials required for Declaration Notices. If the VHT timeline is to be aligned with the Property Tax timeline, local municipality tax departments indicated they may be able to issue VHT-related notices (declaration and collection) along with Property Tax Notices.

COMMUNICATIONS | CHANGES REQUIRED

Changes required to implement communications processes are focused on ensuring trained staff and robust processes are in place.

	PEOPLE	PROCESS	TECHNOLOGY
REGION	<p>Additional call centre or other communications staff may be required to handle queries, complaints, and grievances.</p> <p>Additional communication staff may be required in a new vacant home tax organizational unit to support escalated cases.</p> <p>Upskill existing customer service staff to manage queries about the vacant home tax.</p>	<p>Develop training materials and processes for front-line communications staff.</p> <p>Develop staged communications processes, including escalation points.</p>	<p>Adjust call centre, phone, and other communications systems as appropriate to support a new organizational unit and the ability to escalate vacant home tax-related communications as needed.</p>
BOTH	<p>Resource requirements will be monitored following implementation of the program to identify any incremental employee impacts.</p>		
LOCAL MUNICIPALITY	<p>Inform and train appropriate staff to support initial awareness campaign and direct queries to Peel.</p>	<p>Ensure property tax billing processes support additional outgoing communications to homeowners (e.g. declaration notices, penalty bills)</p>	

COMMUNICATIONS CONSIDERATIONS

Consultations with staff from the Region and local municipalities indicated the communications function is most effectively housed within Peel to ensure technical operability and consistency. However, local municipalities may send out notices on behalf of Peel.

Brampton	Caledon	Mississauga	Region of Peel
<ul style="list-style-type: none"> ▶ Brampton is likely able to absorb communications responsibilities at the municipal level with current FTE capacity. ▶ Existing call centre systems do not connect to Peel's systems. 	<ul style="list-style-type: none"> ▶ Due to Caledon's limited communications capacity, additional FTEs may be required. ▶ Existing call centre systems do not connect to Peel's systems. 	<ul style="list-style-type: none"> ▶ Mississauga receives approximately 70K calls a year for property tax inquiries and do not expect to be able to absorb communications responsibilities within the existing complement. ▶ Existing call centre systems do not connect to Peel's systems. ▶ Mississauga has permanently closed its tax counter to the public, and in-person assistance is limited to a welcome desk. 	<ul style="list-style-type: none"> ▶ Region to house call centre operations as a first point of contact and escalate to dedicated vacant home tax team. ▶ Creating multiple points of contact may lead to confusion among residents regarding processes for grievance redressals, assessing exemptions etc. As such, it is important to provide clarity in all communications. ▶ Initial awareness communications should clearly articulate the reasoning for implementing the tax.

8.3-84

COMMUNICATIONS | RISKS

Key risks and their subsequent mitigation measures to the Communications process are outlined below.

Risks	Mitigation Measures
<p>Multiple potential points of contact for queries regarding the Declaration process. As residents are accustomed to contacting local municipalities about support with Property Taxes, there may be confusion about who to contact about the Vacant Home Tax.</p>	<p>The Region may engage in a communications campaign with residents to explain how different types of queries (e.g. in-person or virtual) related to Declaration and Reporting of the Vacant Home Tax are handled. Additionally, call centre and front line staff at the local municipalities may be directed to resources to answer high-level questions about declarations and notified of the ability to redirect homeowners to contact the Region.</p>

Financial Analysis

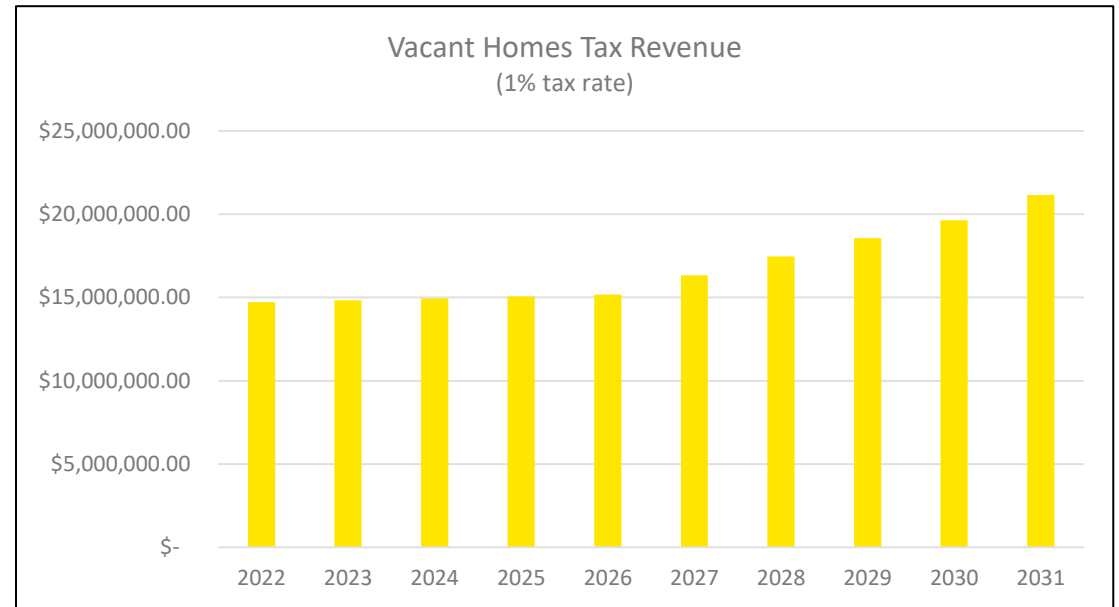
FINANCIAL ANALYSIS | REVENUE ESTIMATION

Estimates based on the latest available data indicate that the Region may generate an average gross annual revenue of nearly \$17M over 10 years with a 1% tax rate using available MPAC assessment values from 2016.

Through our analysis, we obtained revenue estimates from eight different situations involving various different tax rates, and their associated ABRR*. The tax rates represent a continuum from a low of 0.5% to a high of 3.0% (rate that has since been in place at the City of Vancouver prior to recent changes), and are multiplied by the average assessment value of homes to obtain the revenue from the tax levy.

	Tax Rate	ABRR*	Average Revenue/Year (10 years)	
			Self Declaration	Audit Activity**
Scenario 1	0.50%	1.50%	\$8,405,161	\$508,200
Scenario 2	1.00%	2.50%	\$15,992,148	\$801,153
Scenario 3	1.25%	3.00%	\$19,500,396	\$947,630
Scenario 4	1.50%	4.00%	\$22,274,404	\$1,094,106
Scenario 5	2.00%	5.00%	\$28,281,648	\$1,387,059
Scenario 6	2.25%	5.50%	\$31,053,241	\$1,533,536
Scenario 7	2.50%	6.00%	\$33,679,228	\$1,680,013
Scenario 8	3.00%	6.50%	\$39,453,923	\$1,972,966

10 year revenue projections for a 1% tax rate (most common rate chosen by cities)



Revenues are projected to increase year-over-year even post implementation of the vacant homes tax due to the growth in housing stock and the rise in assessment values - both of which help recover any revenue loss from vacant homes that are released back to the rental market. This is consistent with the observations at the City of Vancouver which saw revenue rising from \$26M in 2021 to \$67M in 2022. Higher revenue can also be attributed to the increase in the vacancy tax rate to 3% in the 2021 vacancy reference period and an average increase in assessed property value by 23% in 2021.

Note: Revenues may differ from projections identified in the above analysis depending on current market conditions and/or updates to MPAC property assessment values.

*Annual Behavioral Response Rate: The expected total number of units that will be returned back to the rental or for sale market on an annual basis.

FINANCIAL ANALYSIS | REVISED COST ESTIMATES

Based on the changes required in the identified delivery model, one-time costs to borne by the Region are anticipated to be between \$11.67M and \$13.67M, Peel operating costs are estimated to be \$3.8 annually, and local municipal operating costs to be \$0.5M annually, which are anticipated to be recovered through associated tax collection revenues.

	Region of Peel	
	One-Time Costs	Ongoing Costs
People	Negligible	\$3.3M
Process	Negligible	Negligible
Technology	\$11.67 - 13.67M	\$0.5M
TOTAL	\$11.67 - 13.67M (\$11.27M - \$12.99M)*	\$3.8M (\$4.3M)*

	Local Municipalities
	Ongoing Costs
People	\$0.45M
Process	No material ongoing impacts expected
Technology	\$0.1M
TOTAL	\$0.5M

Notes

- One-time costs are assumed to be borne by the Region.
- Initial People cost estimates are based on initial feasibility study analysis.
- Ongoing People costs are assumed to include approximately 30 Full-Time Equivalents as Vacant Home Tax Unit staff, such as Compliance Analysts, a Data Analyst, and a Coordinator at an average annual cost of \$110,000 (based on estimates identified through Peel and local municipal staff consultations).
- Ongoing Technology costs are based on estimates provided by the Region of Peel following discussions related to requirements including functionality, integration, and available platforms.

* Figures from initial feasibility study reflect total costs including those borne by local municipalities. Updated costs in bold reflect feedback provided by the Region.

Notes

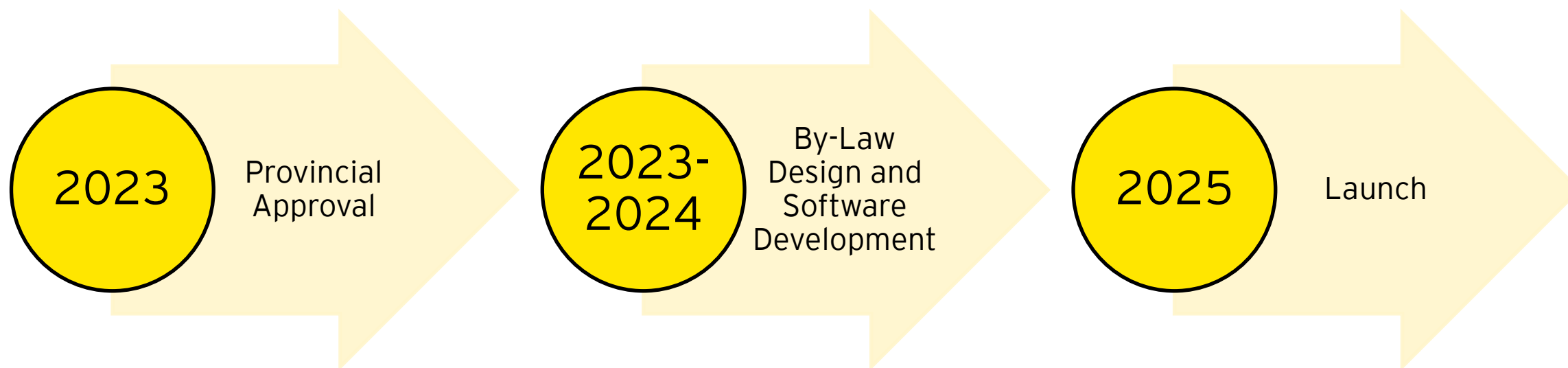
- One-time initialization / start-up costs are assumed to be borne by the Region.
- Given the highly automated nature of the identified process, it is not anticipated that ongoing incremental resources will be required in the Process category.
- Local municipalities identified that approximately four (4) additional FTEs may be required to support the ongoing implementation of the VHT and noted that unionized workforces across municipalities may result in the need to change job descriptions.
- Technology costs are based on initial feasibility study analysis and anticipated local municipality share of licensing, support, and maintenance costs for a vacant home tax module to be added to local property tax collection systems. Refined estimates will be gathered through further consultations with Peel and local municipal staff.

Next Steps

TENTATIVE IMPLEMENTATION TIMELINE

Once the VHT Program Design has been approved by Council, it may proceed through the next steps of implementation, as outlined in the tentative timeline below.

Note: the timeline below represents the earliest potential implementation of a Vacant Home Tax in Peel. The timeline may be impacted by factors including software development delays, and is dependent on the timelines for local municipalities to implement new tax collection systems.



ADDITIONAL CONSIDERATIONS

Consultations with staff at the Region and local municipalities indicated recent real estate market trends, housing use and mix, and potential program cessation as key considerations in addition to specific design elements that may be used.

Context	Design	Looking Ahead
<ul style="list-style-type: none"> Recent trends in the real estate market point to cooling property resale values and an increasing cost of rent. This, in addition to post-secondary students (both domestic and international) returning to in-person learning post-COVID may have an impact on the implementation of a VHT and potential revenues from the same. Some local municipalities such as Brampton are more concerned with illegal basement occupations and homes being turned into lodging properties than they are vacant homes. On the other hand, the amount of building completions have increased, positively contributing to housing stock. Typically, new units on the market tend to have a higher vacancy rate than existing units, which would have a positive impact on revenue from a VHT. 	<ul style="list-style-type: none"> Significant collaboration would be required between the Region and the local municipalities to implement streamlined processes for audits and customer service. <ul style="list-style-type: none"> Peel may draw design patterns from Development Charges, Accessible Transportation, and the Housing Technology Initiative as examples where the Region, local municipalities, and agencies have collaborated. Results of the province's regional review may result in changes to the overall VHT program design. Including VHT Notices with Property Tax Notices may increase postal costs by 20% should envelopes become overweight. As some local municipalities such as Brampton currently outsource billing, contracts may need to be revisited to include printing and adding materials to the billing process. Depending on volumes, a new collection process for off-billing cycle may impact current staffing levels. Some municipalities, including Toronto, allow residents to provide written or online declarations. A written declaration form may be provided at the time of notice. 	<ul style="list-style-type: none"> Should Regional Council approve the implementation of a Vacant Home Tax, it will also be important to obtain approval from each of the local municipal councils. It is recommended to secure local municipal council approval prior to proceeding with implementation of the Vacant Home Tax. It will be important for the Region to consider future implications to the Vacant Home Tax should the program be successful in achieving its' policy goals of increasing housing supply. In the case that net revenue does not justify administrative costs of the VHT program, the Region may need to consider measures to pause or terminate the tax.

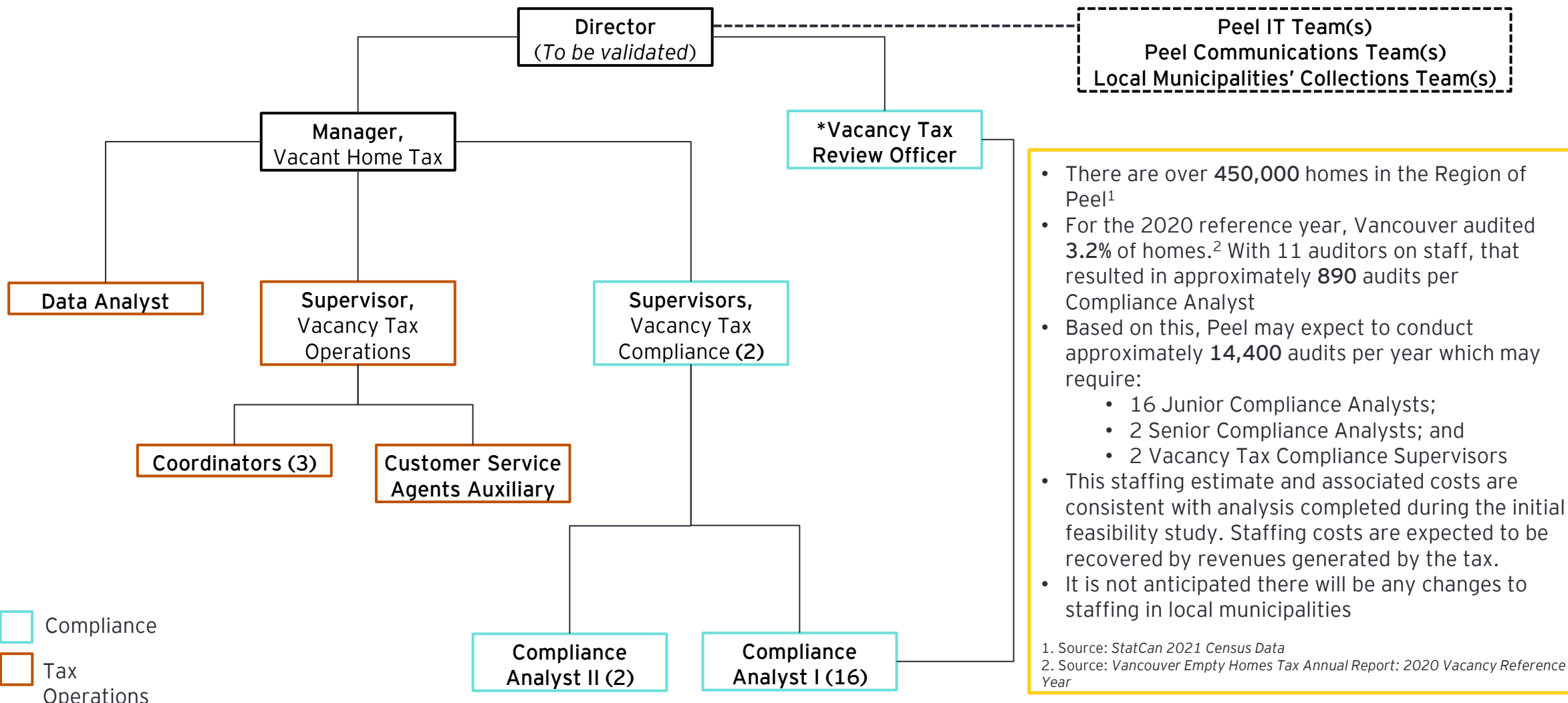
DELIVERY MODEL | KEY RISKS

- 1** Requires developing integrations between existing (and new) systems and processes in the Region and the municipalities to facilitate information sharing on tax payment status, arrears, status of enforcement actions etc. Breakdown in information sharing may lead to lost revenue.
- 2** Potential for duplication of effort if audit and compliance teams at the Region are unable to effectively pursue enforcement actions due to lack of support at the municipal level.
- 3** May create perception of multiple points of contact for the resident for resolution of queries and grievance redressal, leading to confusion and frustration.
- 4** Documentation requirements for audits may make use of data not covered by existing data sharing agreements or otherwise not readily available. Verification of these cases may become very difficult and inconsistent.
- 5** Upfront and ongoing investments would be required to establish declaration, collection, and audit functions. Should revenue not materialize as expected, the program may generate negative net revenue and operations may be difficult to cease.

Appendix

STAFF ORGANIZATIONAL CHART | PEEL VACANT HOME TAX UNIT

It is estimated that approximately 30 new Full-Time Equivalent positions may be needed in a dedicated vacant home tax organization.



DECLARATION AND REPORTING - EXEMPTIONS CONSIDERED

Exemption	Definition	Rationale	Municipalities that include this exemption
1	Snowbirds/ Holiday Home	Homes owned by snowbirds, or used as holiday homes are exempt if the property is lived in for a minimum of 4 weeks every year	Toronto
2	Inability to find tenant or buyer	This includes the situation where the owner could not find suitable tenant(s) for their property or the property has been listed for sale for an extended amount of time	Vancouver
3	Rental Restriction or Prohibition	Property was subject to a strata rental by-law that prohibited rentals or restricted the number of units that may be rented, and the maximum allowable number of rentals had already been reached	Vancouver
4	Furnished accommodations such as second homes	Any properties that are furnished and set up to be used as a second home is exempt from this tax. However, by declaring the unit to be a second home, it is then subject to the "Owner Tax", which is 3% of home's fair market rental value	Paris
5	Rezoned within the previous year	Properties that were recently rezoned by the City are exempt for one cycle before being subject to a 1% vacant land tax	Melbourne
6	Premises are uninhabitable	If the premise is deemed uninhabitable, the City will not charge owners the Tax	Paris
7	Large renovations	Renovations that are greater than or equal to 25% of the total value of the property are exempt from the tax, until renovations are completed	Paris
8	The unit is of low value	Any vacant properties whose market value is lower than €300,000 (approx. \$440,000 CAD) is exempt from the tax	Paris
9	Work purpose unit	The property is used and occupied for work purposes for at least 140 days of the year	Melbourne
10	Limited-Use Residential Property	Property was unoccupied for more than six months (184 days) because the use of the property is limited to vehicle parking; or a residential building could not be constructed due to the size, shape, or other inherent limitation of the parcel.	Vancouver

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Region of Peel's Vacant Home Tax Program Design

Submission to the Province of
Ontario

April 2023

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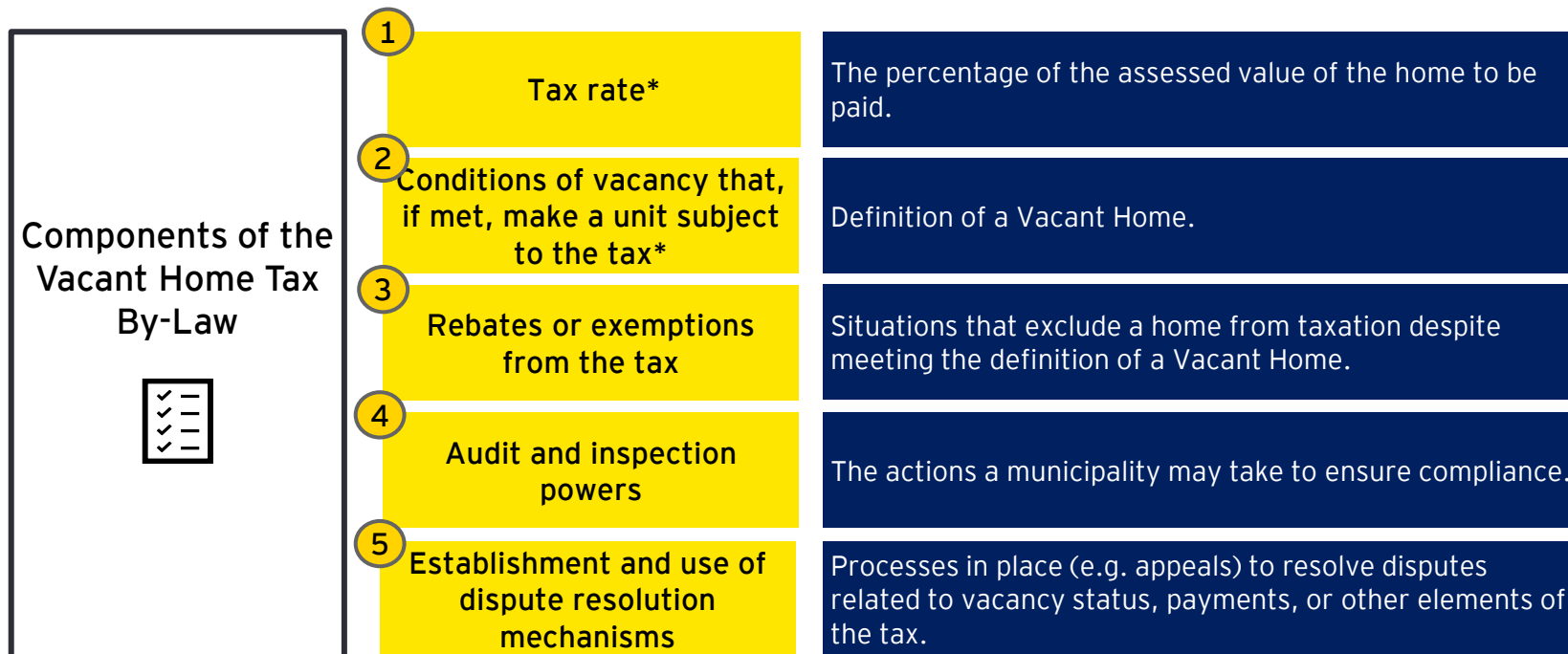
Conclusions from EY's Feasibility Study

DESIGNING THE VACANT HOME TAX | CONTEXT AND BACKGROUND

There are a number of policy levers and revenue tools that can be explored by municipalities to address a housing affordability crisis - a tax on vacant homes being one of them. The tax is commonly implemented in rapidly growing urban centres which face challenges related to housing such as rapidly appreciating house prices (at a rate higher than the growth of income) or low availability of homes for sale or rent.

The objectives of a Vacant Home Tax are to be (1) a policy tool to improve housing affordability, and (2) a revenue tool to support housing programs.

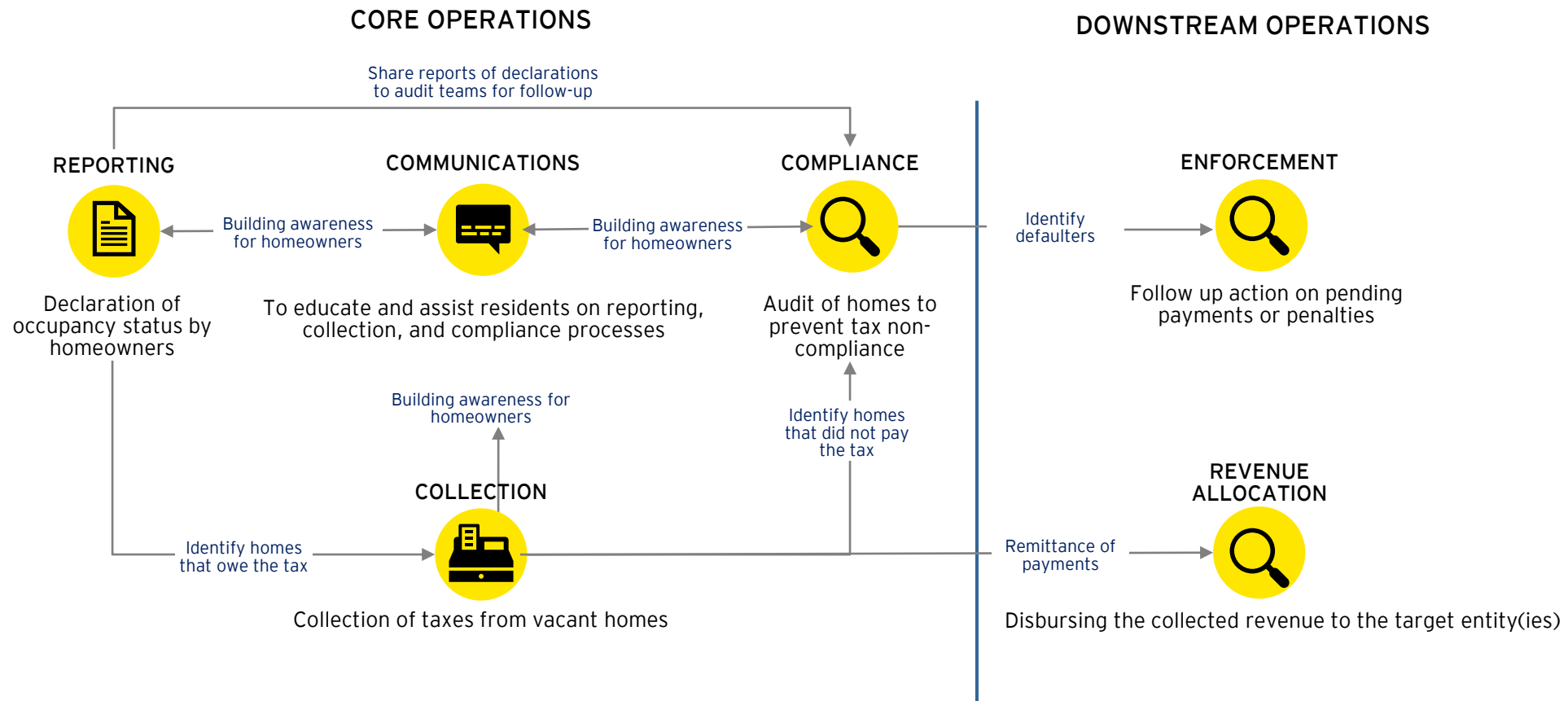
In 2017, the Ontario government passed Bill 127 (“Stronger, Healthier Ontario Act”). Schedule 19 of the Bill included amendments to the Municipal Act to allow municipalities designated by the Minister of Finance by Regulation to implement a by-law imposing taxes on vacant residential units in certain circumstances. According to the Bill, any by-law passed by a municipality wishing to impose this tax should include the following:



* mandatory item

VACANT HOME TAX DESIGN | CORE AND DOWNSTREAM OPERATIONS

Operations of the vacant home tax can be segmented into two major groups - core operations and downstream operations - as illustrated below. Core operations consist of functions that occur consistently and are required for the program to function effectively. Downstream operations are supporting (enforcement) or end-state (revenue allocation) functions that occur inconsistently (as-needed) or represent the output of the overall process, respectively.



8.3-101

VACANT HOME TAX DESIGN | DEFINITION AND PROFILE

While developing the policy and by-law for the vacant home tax, municipalities are required to define what qualifies a home to be designated as vacant. Below are some key parameters of the tax in Peel.

Parameter
<u>Definition:</u> Unoccupied for more than 184 days within the reference period
<u>Tax rate:</u> Initial tax rate of 1%
<u>Reference Period:</u> Calendar year

FEASIBILITY ANALYSIS | OVERVIEW

This section provides a summary of the findings related to the feasibility of implementing a Vacant Home Tax within the Region. Feasibility was assessed through a quantitative comparison of projected revenues and estimated costs and a qualitative evaluation of risks (developed through stakeholder consultations and learnings from Vancouver). These components are summarized below:



Net Financial Impact

Estimation of net revenue and the breakeven point (minimum number of vacant homes required in the region to recoup operating costs)



Sensitivity Of Tax Rates

Assessment of conversion ratio of homes as a result of various tax rates



Risks

Key risks that the Region may encounter while implementing the vacant homes tax - along with mitigation options

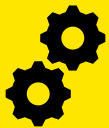
VACANT HOMES TAX OPERATIONS | SUMMARY OF FINDINGS

The Feasibility Study found no major operational challenges for the implementation of the Vacant Home Tax - even in a two-tier municipal model. Key Takeaways from the analysis of processes to operate the VHT are summarized below:



Feasibility of methods to identify vacant homes

- Based on the experiences of municipalities that have implemented the Vacant Home Tax, self declaration (either universal declaration by all homeowners, or exception-based declaration only by owners of vacant homes) was deemed the most appropriate mechanism for identifying vacant homes in the Region
- Other methods (e.g. utility monitoring) may lead to privacy concerns or may not be comprehensive enough to cover all types of homes in the Region



Division of responsibilities for implementation and delivery of the vacant home tax

- Decisions on delivery models can be made in a manner that enables the Region and lower tier municipalities leverage existing systems and processes. E.g. If the responsibility of tax collection is assigned to the lower tier municipalities, the existing property tax collection systems may be utilized (with the required functionality enhancements) to calculate the tax amount based on property assessment information. Existing processes and resources may also be leveraged for enforcement of the tax and for customer service.
- Additional processes, and resources may be required for audit and compliance processes, as existing by-law staff may not have the capacity to conduct audits of homes to verify if the occupancy status quoted through self-declaration is correct



Objectives for the revenue raised

- While provincial legislation does not mandate what the revenue raised from the vacant home tax must be used for, the Region and the lower-tier municipalities would need to agree-upon, and clearly articulate the objectives for the revenue before developing the vacant home tax by-law. This is required for public communications so the public knows the rationale for the tax, and what the revenue would be utilized for.
- It is recommended that revenue generated from vacant homes is allocated towards affordable housing initiatives so that the Region's policy is consistent with those of other jurisdictions, thereby generating buy-in and support from the public

FEASIBILITY ANALYSIS | KEY TAKEAWAYS

Preliminary estimates based on available data and assumptions from Vancouver's case study indicated that it is financially feasible to implement the Vacant Home Tax at the Region, generating revenue for affordable housing programs and increasing housing supply



Vacant Home Tax is expected to generate a net positive revenue*

- A revenue projection model based on water consumption thresholds and other assumptions estimates that the vacant home tax is expected to generate revenues that are greater than the operating costs for the program.
- While upfront investment for implementing the vacant homes tax is >\$10M for the hybrid delivery model option, the Region is expected to recover the investment within the first two years of implementing the tax, with a tax rate of 1%
- In addition to generating revenue for affordable housing purposes, the vacant home tax is also expected to improve the housing supply if homeowners put up their homes for rent/sale



Hybrid Model expected to provide highest benefits

- Preliminary analysis indicates that the hybrid delivery model has the lowest implementation and operating costs. However, additional analysis is recommended to ascertain the costs by conducting an analysis of the tax systems in all three municipalities to estimate the effort required to create a module for the vacant home tax.
- The Region and municipalities may benefit from leveraging existing tax collection/administration capabilities at the local municipal level through a hybrid delivery model while realizing efficiencies through centralizing activities such as declaration, audit, compliance, and appeal.



Need for continuous monitoring of net revenue to inform future decisions

- The Region would need to continuously monitor net revenues from the vacant home tax to make decisions around the future of the program. For example, the continued prevalence of vacant homes may require decisions around increasing tax rates to enforce behavioral changes

*These revenue estimates are based on a 0.8% vacancy rate. In comparison, Ottawa and Toronto estimate a 0.5% and 1% vacancy rate respectively. If we were to assume similar vacancy rates for Peel, we would see revenues of ~\$10M to ~\$21M (on a 1% tax rate on current MPAC assessment values).

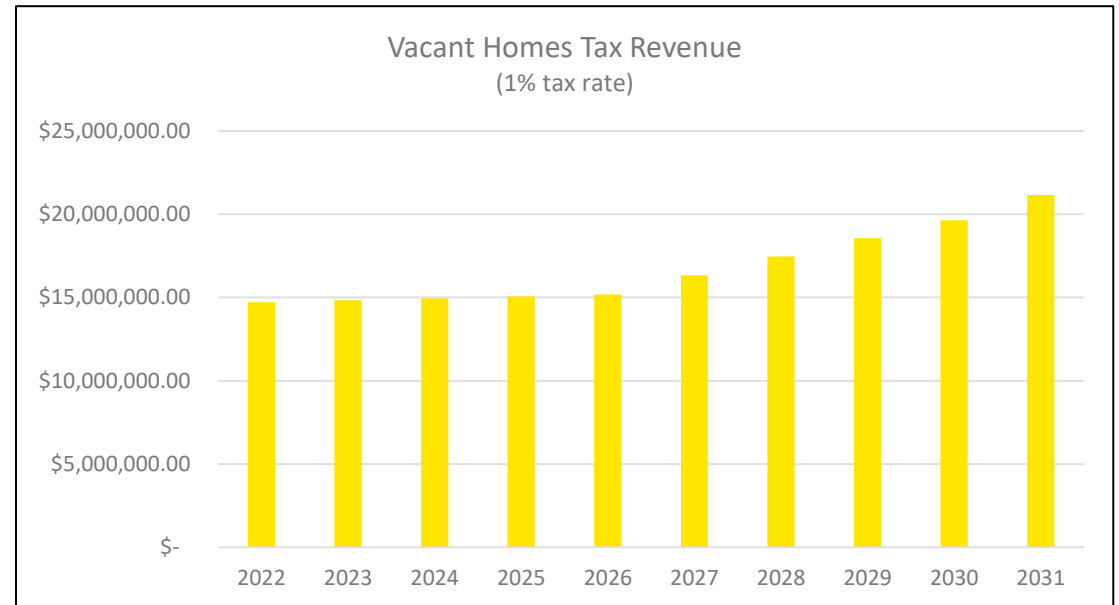
FINANCIAL ANALYSIS | REVENUE ESTIMATION

Estimates based on the latest available data indicate that the Region may generate an average gross annual revenue of nearly \$17M over 10 years with a 1% tax rate using available MPAC assessment values from 2016.

Through our analysis, we obtained revenue estimates from eight different situations involving various different tax rates, and their associated ABRR*. The tax rates represent a continuum from a low of 0.5% to a high of 3.0% (rate that has since been in place at the City of Vancouver prior to recent changes), and are multiplied by the average assessment value of homes to obtain the revenue from the tax levy.

	Tax Rate	ABRR*	Average Revenue/Year (10 years)	
			Self Declaration	Audit Activity**
Scenario 1	0.50%	1.50%	\$8,405,161	\$508,200
Scenario 2	1.00%	2.50%	\$15,992,148	\$801,153
Scenario 3	1.25%	3.00%	\$19,500,396	\$947,630
Scenario 4	1.50%	4.00%	\$22,274,404	\$1,094,106
Scenario 5	2.00%	5.00%	\$28,281,648	\$1,387,059
Scenario 6	2.25%	5.50%	\$31,053,241	\$1,533,536
Scenario 7	2.50%	6.00%	\$33,679,228	\$1,680,013
Scenario 8	3.00%	6.50%	\$39,453,923	\$1,972,966

10 year revenue projections for a 1% tax rate (most common rate chosen by cities)



Revenues are projected to increase year-over-year even post implementation of the vacant homes tax due to the growth in housing stock and the rise in assessment values - both of which help recover any revenue loss from vacant homes that are released back to the rental market. This is consistent with the observations at the City of Vancouver which saw revenue rising from \$26M in 2021 to \$67M in 2022. Higher revenue can also be attributed to the increase in the vacancy tax rate to 3% in the 2021 vacancy reference period and an average increase in assessed property value by 23% in 2021.

Note: Revenues may differ from projections identified in the above analysis depending on current market conditions and/or updates to MPAC property assessment values.

*Annual Behavioral Response Rate: The expected total number of units that will be returned back to the rental or for sale market on an annual basis.

FINANCIAL ANALYSIS | REVISED COST ESTIMATES

Based on the changes required in the identified delivery model, one-time costs to borne by the Region are anticipated to be between \$11.67M and \$13.67M, Peel operating costs are estimated to be \$3.8 annually, and local municipal operating costs to be \$0.5M annually, which are anticipated to be recovered through associated tax collection revenues.

	Region of Peel	
	One-Time Costs	Ongoing Costs
People	Negligible	\$3.3M
Process	Negligible	Negligible
Technology	\$11.67 - 13.67M	\$0.5M
TOTAL	\$11.67 - 13.67M (\$11.27M - \$12.99M)*	\$3.8M (\$4.3M)*

Notes

- One-time costs are assumed to be borne by the Region.
- Initial People cost estimates are based on initial feasibility study analysis.
- Ongoing People costs are assumed to include approximately 30 Full-Time Equivalents as Vacant Home Tax Unit staff, such as Compliance Analysts, a Data Analyst, and a Coordinator at an average annual cost of \$110,000 (based on estimates identified through Peel and local municipal staff consultations).
- Ongoing Technology costs are based on estimates provided by the Region of Peel following discussions related to requirements including functionality, integration, and available platforms.

* Figures from initial feasibility study reflect total costs including those borne by local municipalities. Updated costs in bold reflect feedback provided by the Region.

	Local Municipalities
	Ongoing Costs
People	\$0.45M
Process	No material ongoing impacts expected
Technology	\$0.1M
TOTAL	\$0.5M

Notes

- One-time initialization / start-up costs are assumed to be borne by the Region.
- Given the highly automated nature of the identified process, it is not anticipated that ongoing incremental resources will be required in the Process category.
- Local municipalities identified that approximately four (4) additional FTEs may be required to support the ongoing implementation of the VHT and noted that unionized workforces across municipalities may result in the need to change job descriptions.
- Technology costs are based on initial feasibility study analysis and anticipated local municipality share of licensing, support, and maintenance costs for a vacant home tax module to be added to local property tax collection systems. Refined estimates will be gathered through further consultations with Peel and local municipal staff.



FEASIBILITY ANALYSIS | RISKS

Risks identified below may be mitigated by leveraging learnings from municipalities (such as Vancouver, Toronto, Ottawa, and Hamilton) which have implemented this tax, and had to address similar risks as part of their journey

	Lack of Revenue	Systems Challenges	Process Challenges	High Non-Compliance Rates	Poor Public Reception
Risk Description	<ul style="list-style-type: none"> Revenue from Vacant Homes Taxes are inadequate to cover the implementation and operating costs of the program 	<ul style="list-style-type: none"> Technology challenges with updating vacant home tax collection and enforcement functionalities on existing systems (e.g. property tax collection systems) 	<ul style="list-style-type: none"> Inability to implement standardized processes related to reporting, collection, and enforcement across the three municipalities thereby leading to inconsistent application of the vacant homes tax 	<ul style="list-style-type: none"> High instances on non-compliance through fraudulent declarations of occupancy status or applications for exemptions 	<ul style="list-style-type: none"> Residents of Peel may not welcome the tax for varied reasons (e.g. intrusiveness, privacy concerns, disagreement with the tax as a tool for improving affordability etc.)
Mitigation Approach	<ul style="list-style-type: none"> Region validated the findings of the feasibility study during the public consultations to gauge the extent of prevalence of vacant homes in the Region prior to launching the tax Infrastructure and staffing investments to be phased in stages to assess volume of revenue prior to full-scale implementation 	<ul style="list-style-type: none"> Perform detailed systems planning in advance to identify scope and complexity of upgrades required. Engage with technology implementation teams at Toronto and Vancouver to learn about approach and leading practices for systems enhancement 	<ul style="list-style-type: none"> Conducted detailed process mapping exercise through inclusive consultations with impacted stakeholders to identify and address potential challenges and pain points Leveraged learnings from other jurisdictions like Vancouver to understand leading practices in process design to facilitate a vacant home tax 	<ul style="list-style-type: none"> Design and implement a rigorous, risk-based, and data driven audit process that leverages learnings from Vancouver's techniques to minimize non-compliance rates without being intrusive to the public 	<ul style="list-style-type: none"> Conducted extensive public consultations to gauge the level of public support prior to making decisions about the vacant home tax Design communications to convey benefits of the tax, along with success stories from other jurisdictions to help residents understand the social outcomes

Summary of Public Consultations

FINDINGS FROM STAKEHOLDER CONSULTATIONS

A number of stakeholder consultations were conducted to gain a deeper understanding of a Vacant Home Tax. Inputs obtained from the tax policy, housing, and communications stakeholders across the Region and the local municipalities informed decisions around the design of the vacant home tax. Below is a summarized and categorized list of findings from the interviews. Overall, the public consultations indicated relatively high support for a vacant homes tax, with questions related to the details of the audit and enforcement components being addressed through the program design. Survey and townhall participants agreed that Peel is facing housing affordability challenges.

Inputs on Identification of Vacant Homes

Identification of vacant homes should be non-invasive to avoid privacy concerns. The mode of self-declaration to identify vacant homes as adopted by Vancouver was indicated as viable by stakeholders

Inputs on Implementation of the Tax

Stakeholders were open to the idea of a hybrid operating model where responsibilities of implementation were divided between the Region and lower tier municipalities based on inherent efficiencies - this was based on the success of the existing stormwater levy collection program

Inputs on Compliance and Auditing

A comprehensive compliance and auditing process will need to be established. Random audits were observed to be the most viable option based on stakeholder inputs. Implementation of a complaint line (for residents to flag details of vacant homes) similar to Vancouver was also suggested by stakeholders

Inputs on Definition and Exemptions

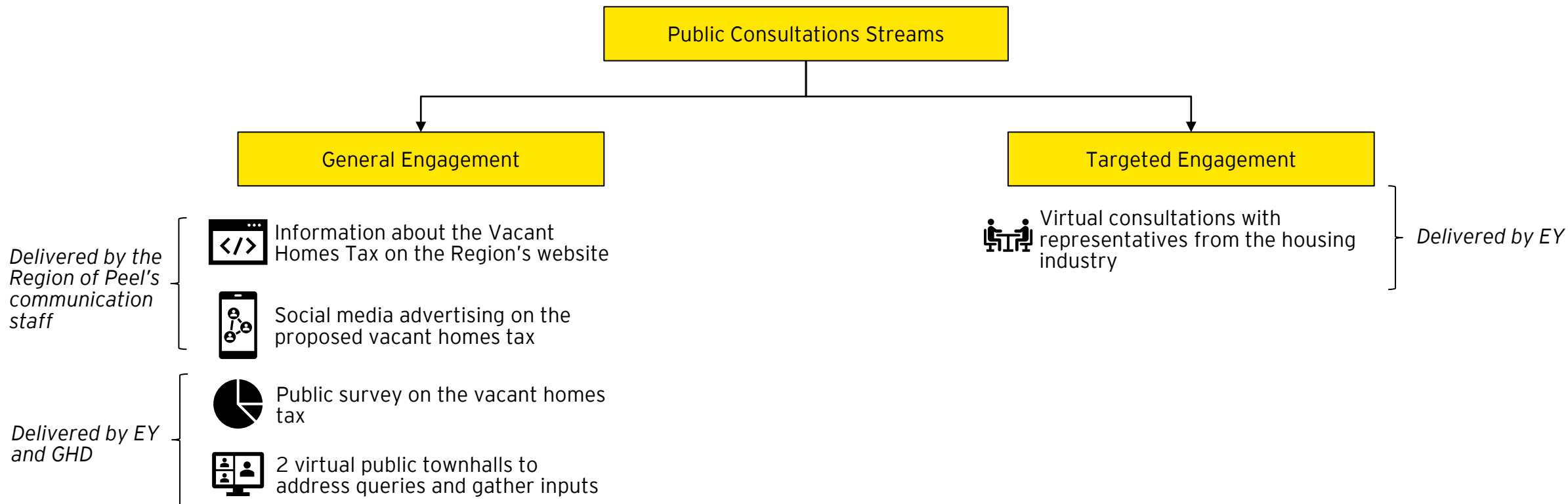
Proper definition of a vacant unit, and exemptions should be made clear to the public to minimize unintended consequences. Note - Exemptions (E.g. snowbirds, construction, medical reasons, etc.) explored by Toronto and Vancouver were acceptable to stakeholders

PUBLIC CONSULTATIONS | OVERVIEW

Public consultations were designed to educate residents and solicit inputs on the Vacant Home Tax.

The objective of the public consultations program was to ensure all residents and impacted stakeholders were informed about the potential changes being explored, and are able to express their opinions to inform decisions around the tax policy/by-law design. Consultations were conducted with the Region’s communications team to design and develop the objectives, channels, and target audience for the public consultations.

Two broad streams of public consultations were delivered as outlined below:



PUBLIC AND INDUSTRY TOWNHALLS | TAKEAWAYS

Key discussion themes covered during the public townhall are summarized below.



Queries on the feasibility analysis (estimation of number of vacant homes, revenue projections etc.) were addressed by providing an overview of the methodology and key assumptions that were used to drive estimates



Details of the identification/declaration process were discussed by highlighting learnings from the City of Vancouver. However, participants were informed that decisions on the identification process are yet to be finalized as part of the program design.



High level overview of the compliance and auditing process were discussed to outline how these activities would be conducted in a manner that is respectful of the privacy of homeowners. Learnings from the City of Vancouver were shared with participants.



Details of the features of the tax such as tax rate, frequency of revision, penalty structure and list of exemptions were discussed by providing examples from the City of Vancouver case study, and outlining the analysis that the Region intends to undertake before finalizing the same.



Queries on timelines for launch of the Vacant Home Tax by-law and implementation were addressed by outlining the workplan for submission of stakeholder consultation findings, program design, and other recommendations for Council approval in 2024. This indicates a potential implementation in 2025, subject to Council and Ministry approval

TOWNHALL POLL RESULTS

70%+ Townhall participants agreed that Peel Region is facing housing affordability challenges

50%+ Townhall participants supported the proposal of a vacant homes tax in Peel Region

81% Townhall participants agreed that proceeds from a vacant homes tax may be allocated towards affordable housing initiatives

PUBLIC CONSULTATIONS | SURVEY

A survey* was hosted to understand the level of support for the vacant homes tax among residents of the Region and obtain inputs that may help guide the development of the program design for the tax. Highlights of the survey are provided below.

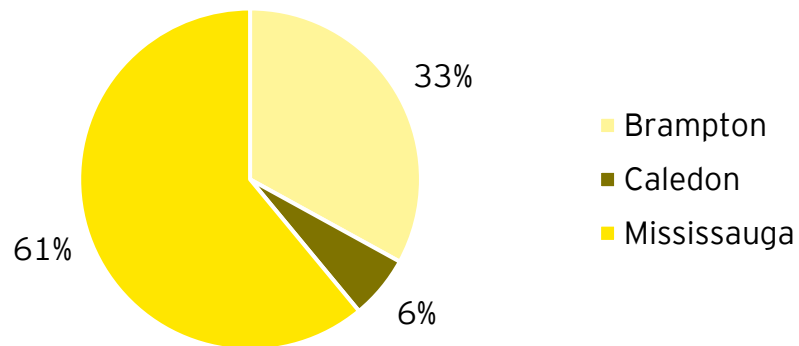
4000

Respondents

85.2%

Respondents who own
a principal residence in
Peel Region

Primary residence location of respondents



WHAT WE HEARD

86%

Respondents agree that Peel Region is facing challenges with housing affordability

57%

Respondents agree that the number of vacant homes in Peel is negatively impacting the supply of affordable homes in Peel

68%

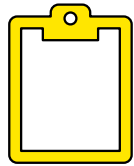
Respondents support the implementation of a Vacant Homes Tax to address housing challenges in the Region of Peel

*Participation in the survey was on a voluntary basis, and information provided could not be verified for accuracy.

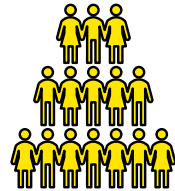
PUBLIC CONSULTATIONS | PUBLIC AND INDUSTRY TOWNHALLS

Two public consultation sessions were hosted to inform the public about EY's analysis and findings related to the potential introduction of a Vacant Home Tax at the Region of Peel. The objective of the consultations was to provide an opportunity to address any queries that the public may have around the rationale, implementation, and operations of the Vacant Home Tax. It was also a platform to understand general level of support for the tax and other key considerations to be taken into account while designing the Vacant Home Tax by-law.

Consultation Highlights



4000+ survey respondents



49 attendees from general public and stakeholders



2 presentations to industry stakeholders by Regional Staff and EY



4 polls conducted to gauge public opinion

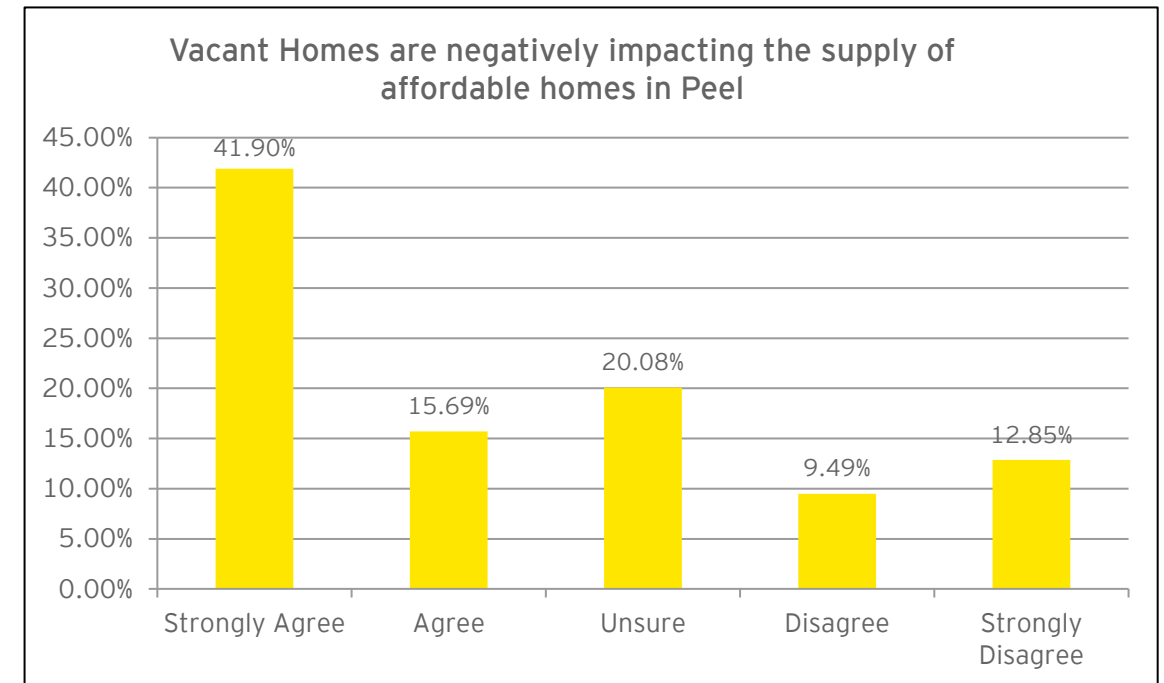
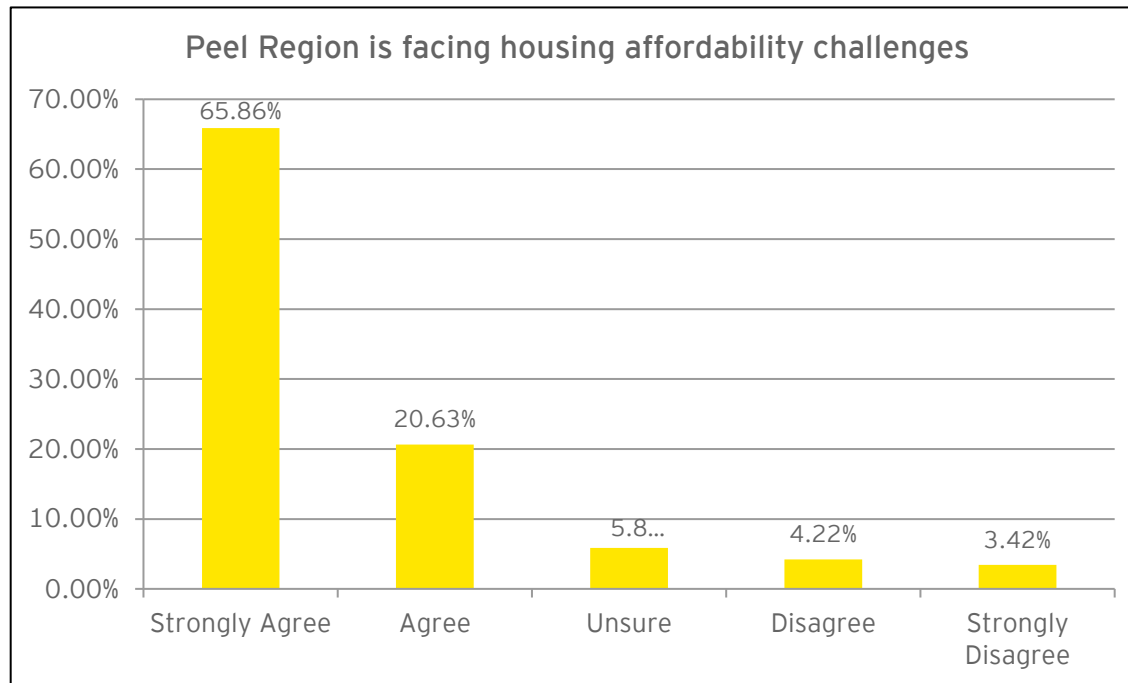


50+ questions addressed by Regional Staff and EY

SURVEY FINDINGS | AFFORDABILITY CHALLENGES IN PEEL

Over 85% of the respondents to the survey agreed that the Region of Peel is facing affordability challenges. Between 2011-21, average income in Peel has grown by 22%, while rent and sale prices have grown by 40% and 162% respectively.

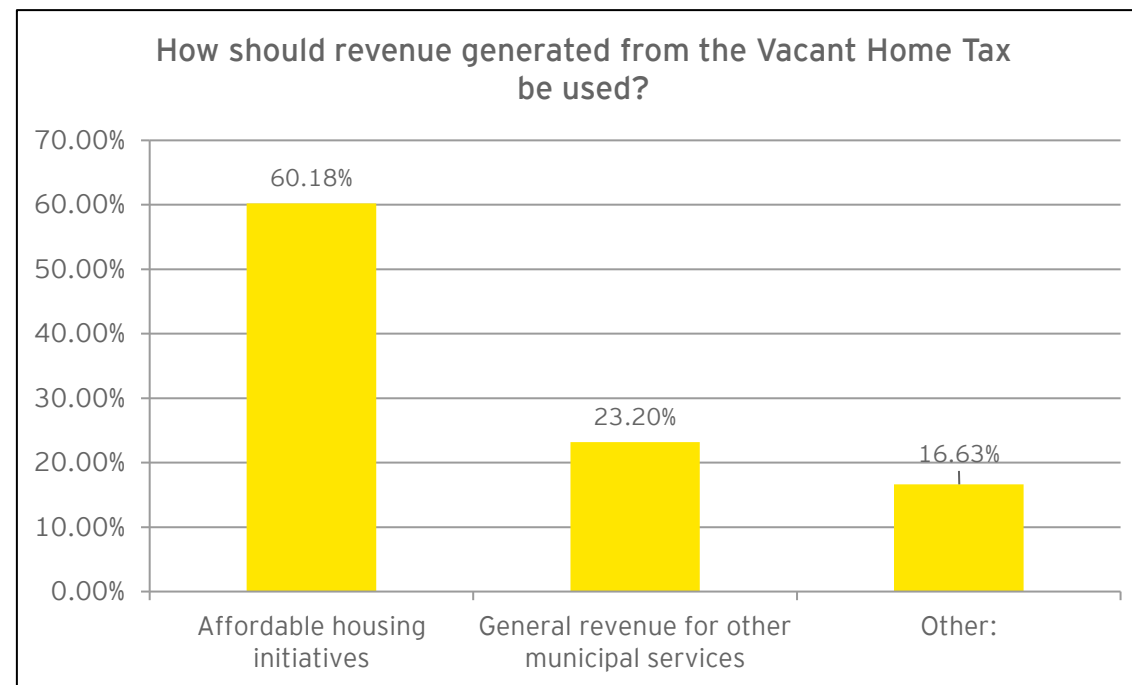
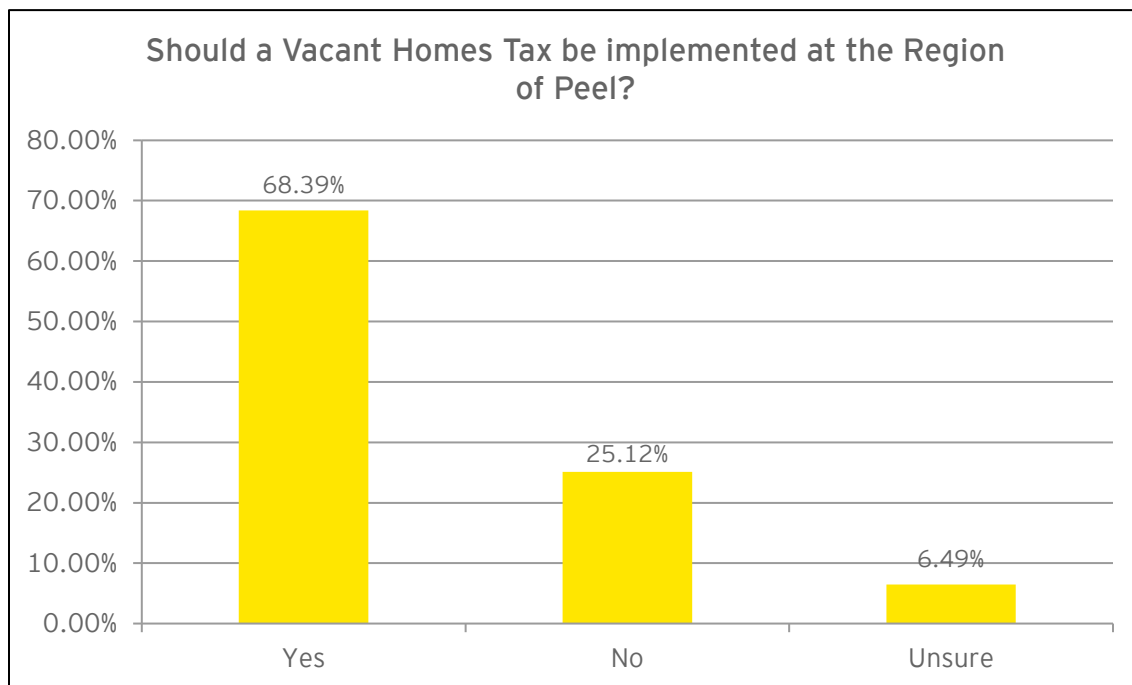
57% of the respondents agree that vacant homes are prevalent across the region and contribute to housing affordability challenges in Peel. The broad consensus that vacant homes negatively impact supply of affordable housing provides support to the rationale for a vacant homes tax at Peel.



SURVEY FINDINGS | SUPPORT FOR VACANT HOME TAX

68% of the respondents supported the idea of a vacant home tax in Peel. This is comparable to the response received by the City of Toronto for a similar survey conducted to gauge the support for a vacant home tax (73% of residents in Toronto supported the tax).

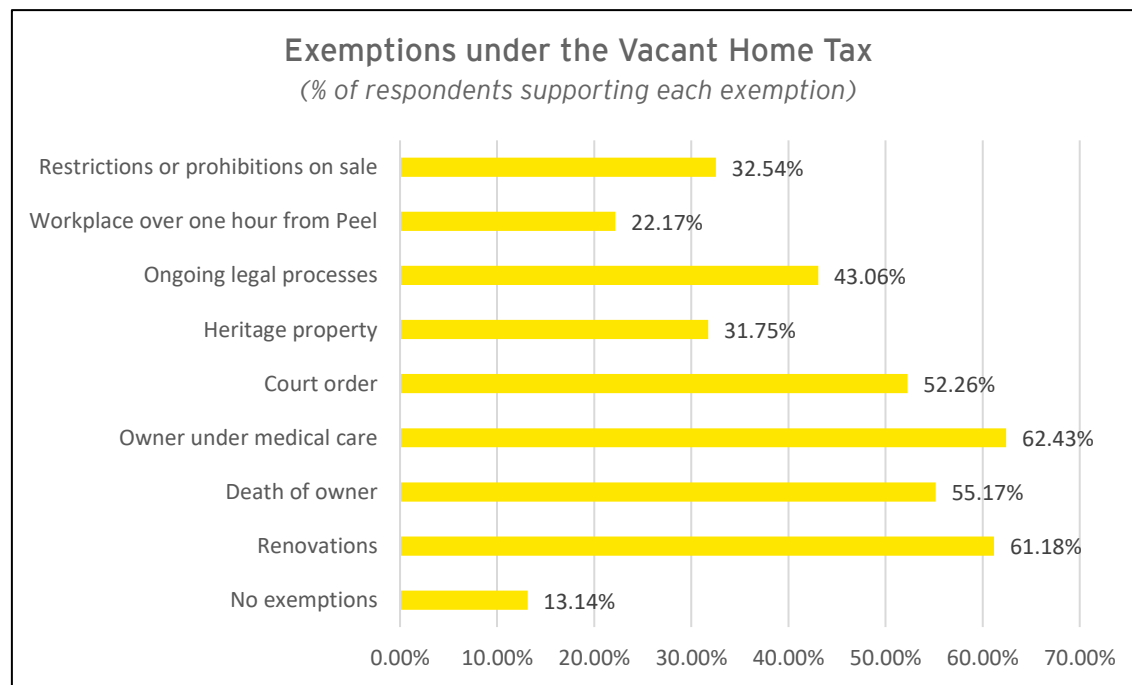
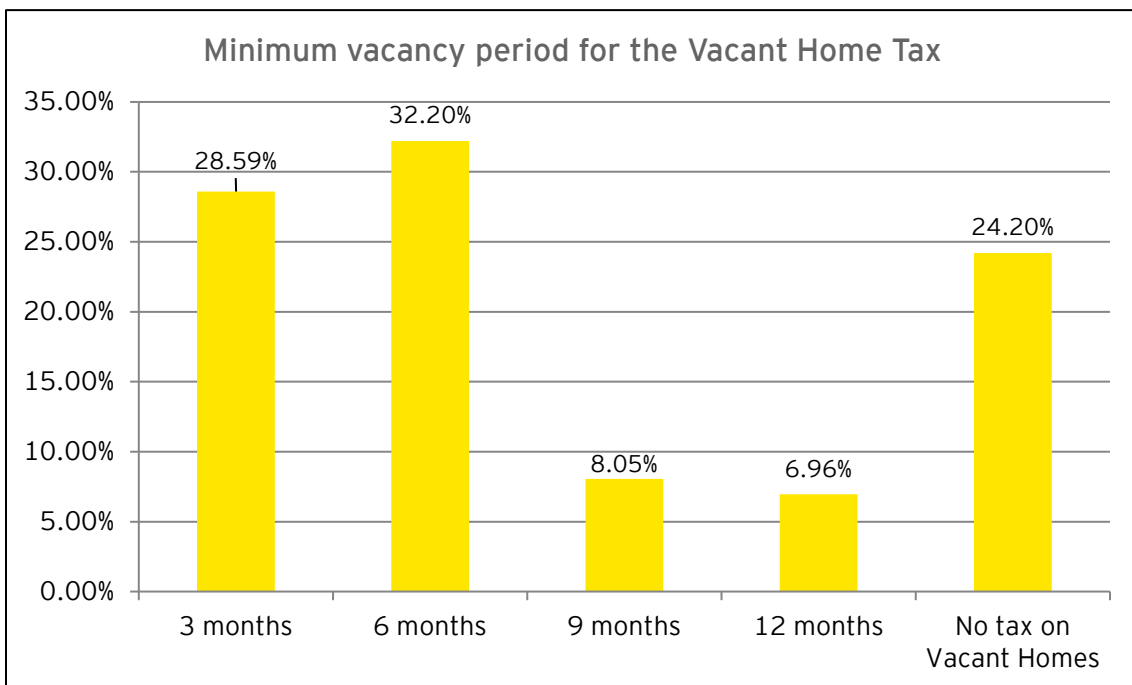
Over 60% of the respondents agreed that revenue from the vacant home tax must be allocated towards affordable housing initiatives. This indicates that the public may welcome a tax that seeks to ease housing availability and affordability challenges at the region, as long as the proceeds are directed towards a tangible goal. It is also consistent with the objectives identified by the Ministry of Finance in the enabling legislation for municipalities.



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SURVEY FINDINGS | SCOPE AND EXEMPTIONS FOR VACANT HOME TAX

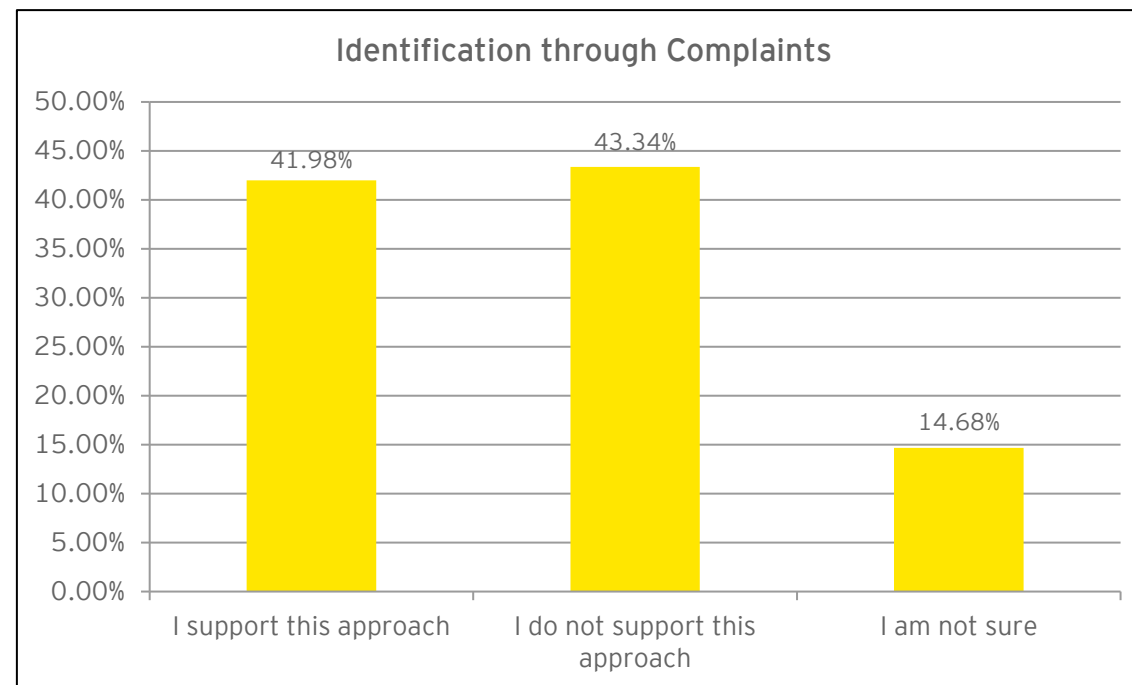
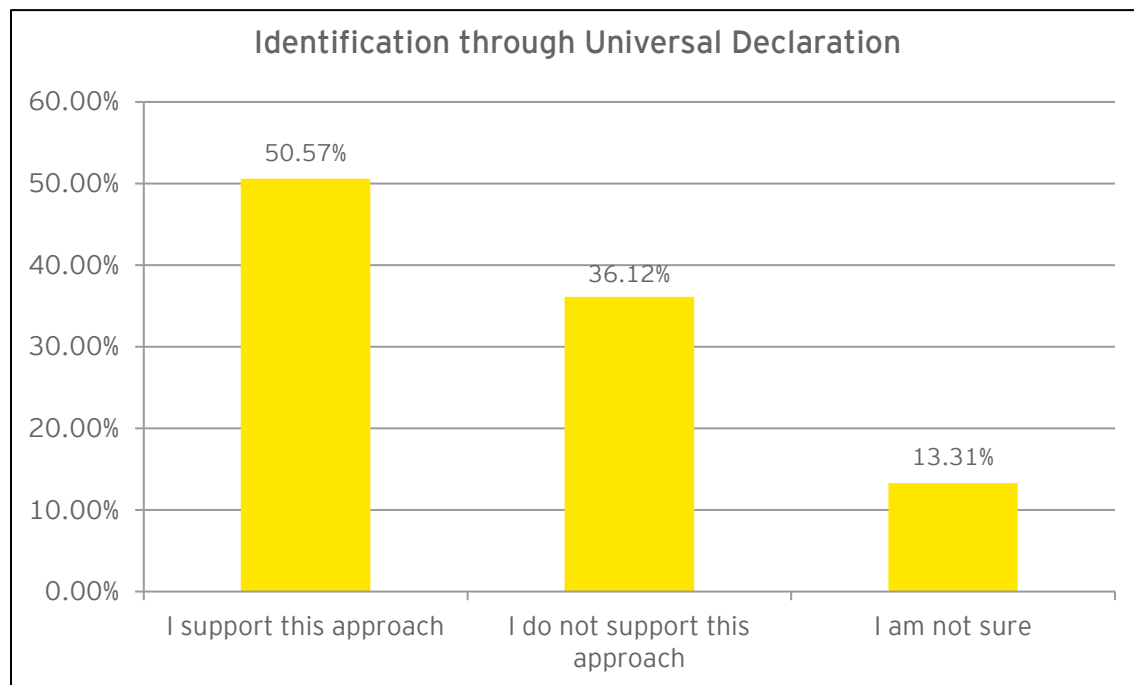
A majority of respondents (32%) preferred imposing the vacant homes tax on properties that are unoccupied for more than 6 months. 28% of the respondents also supported imposing the tax on properties that are vacant for less than 3 months. However, the 6 month vacancy threshold is most commonly observed among municipalities that have implemented or are considering to implement the vacant home tax (Vancouver, Melbourne, Toronto etc.).



SURVEY FINDINGS | IDENTIFICATION OF VACANT HOMES

Over 50% of respondents supported the Universal Declaration method for identification of vacant homes. By this method, all homeowners in Peel would have to mandatorily submit a declaration indicating whether their home was vacant or occupied over the previous calendar year. This is the most common method for identification of vacant homes adopted by municipalities that have implemented the vacant home tax (e.g. Vancouver).

While more respondents disagreed with the approach of identifying vacant homes through complaints submitted by other residents (e.g. neighbours), this method may still be considered as a secondary means of identification as it has generated positive results in ensuring compliance in Vancouver.

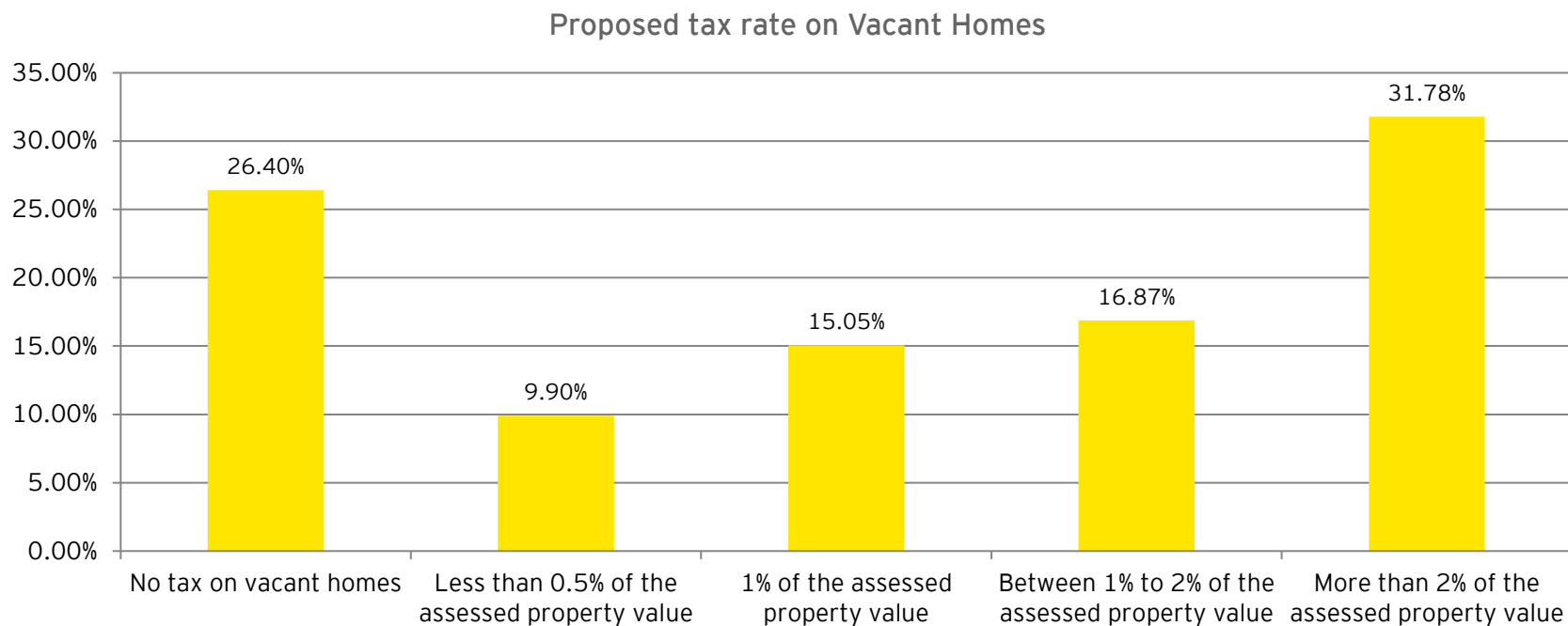


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SURVEY FINDINGS | TAX RATE

A majority of respondents (32%) supported a tax rate of >2% on the assessed value of vacant homes. However, municipalities that have implemented the tax have initiated it with a 1% tax rate to evaluate the response in terms of revenue generation and conversion of vacant homes for rent/sale. Based on the observations over a 1-2 year period, municipalities may make decisions to increase or decrease the tax rate.

A 2% tax rate is over two times existing property tax rate, and may be perceived negatively and create higher non-compliance. Hence, Peel may consider initiating the tax with a 1% tax rate, and then re-evaluate on an annual basis to identify opportunities for rate revision.

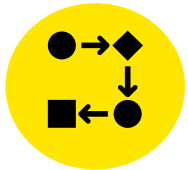


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Peel Vacant Home Tax Program Design

PROGRAM DESIGN | OVERVIEW

This section explains the detailed design of each core VHT function.



Flow of Responsibilities

An updated delineation of responsibilities between the Region and Local Municipalities



Details for each Core Function

Process maps, rationale, detailed definitions, required changes, considerations, and risks for each core function of the VHT

DELIVERY MODEL | FLOW OF RESPONSIBILITIES

The delivery model has been designed to leverage the authorities, capabilities, and capacities of each municipal partner to maximize effectiveness and reduce operational complexity and cost. This model assigns declaration notices and revenue collection responsibilities to local municipalities in order to leverage existing property tax collection systems, while centralizing declaration system, audit, and customer service/communications responsibilities at the Regional level.

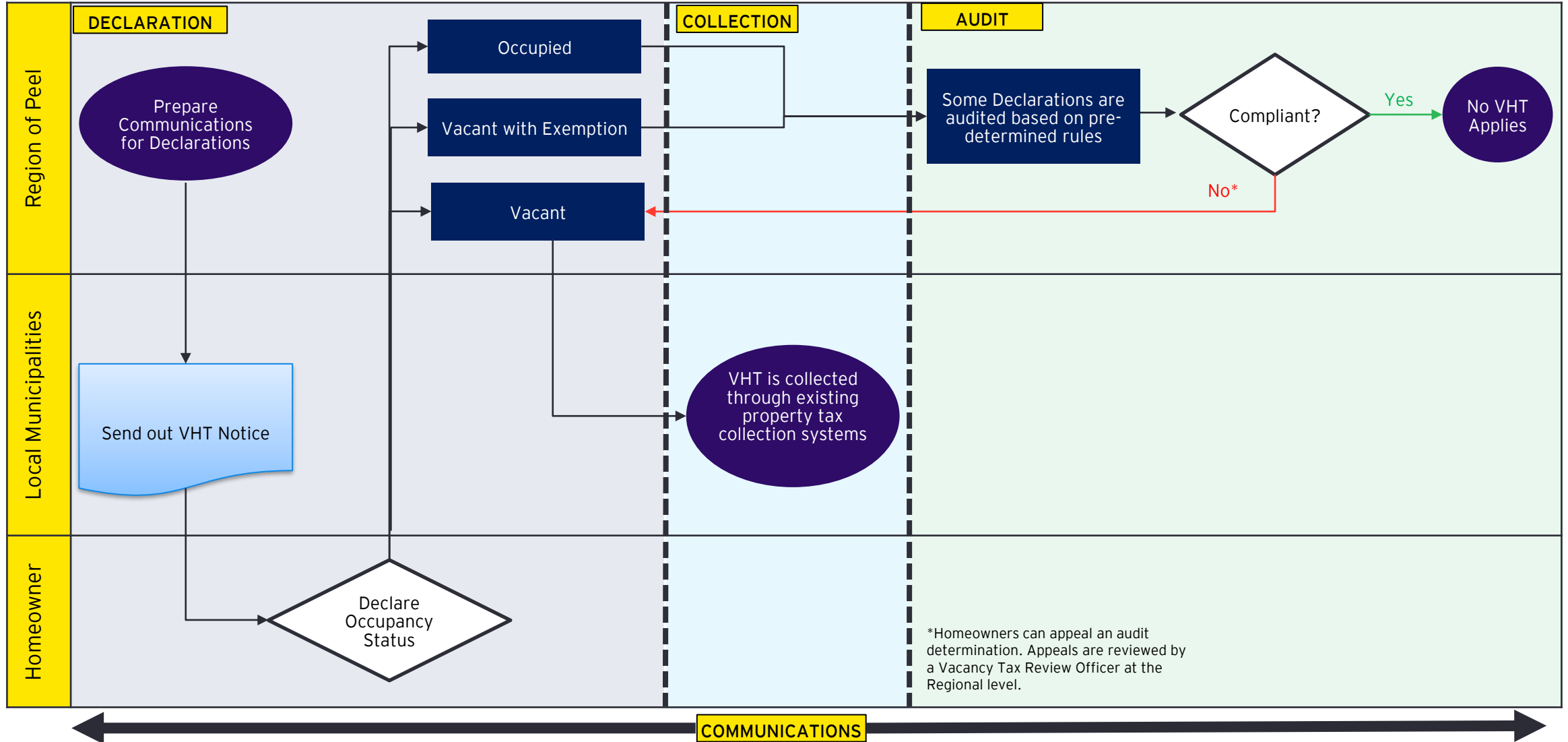
HOW IT WOULD WORK

- ▶ The local municipalities would be responsible for sending declaration notices on behalf of Peel, and for collecting the tax from owners of vacant homes (declared or deemed). The Region would be responsible for establishing and managing the declaration system, establishing and overseeing audit and compliance activities and systems, and managing customer service for residents.
- ▶ The local municipalities would leverage existing property tax collection systems and processes with the required functionality enhancements to assess, impose, and collect a vacant home tax on properties that have been declared as vacant by the homeowner or deemed as such through subsequent audits.
- ▶ While the Region would be responsible for auditing declarations, it would coordinate with local municipalities to collect arrears using existing collection and enforcement tools.



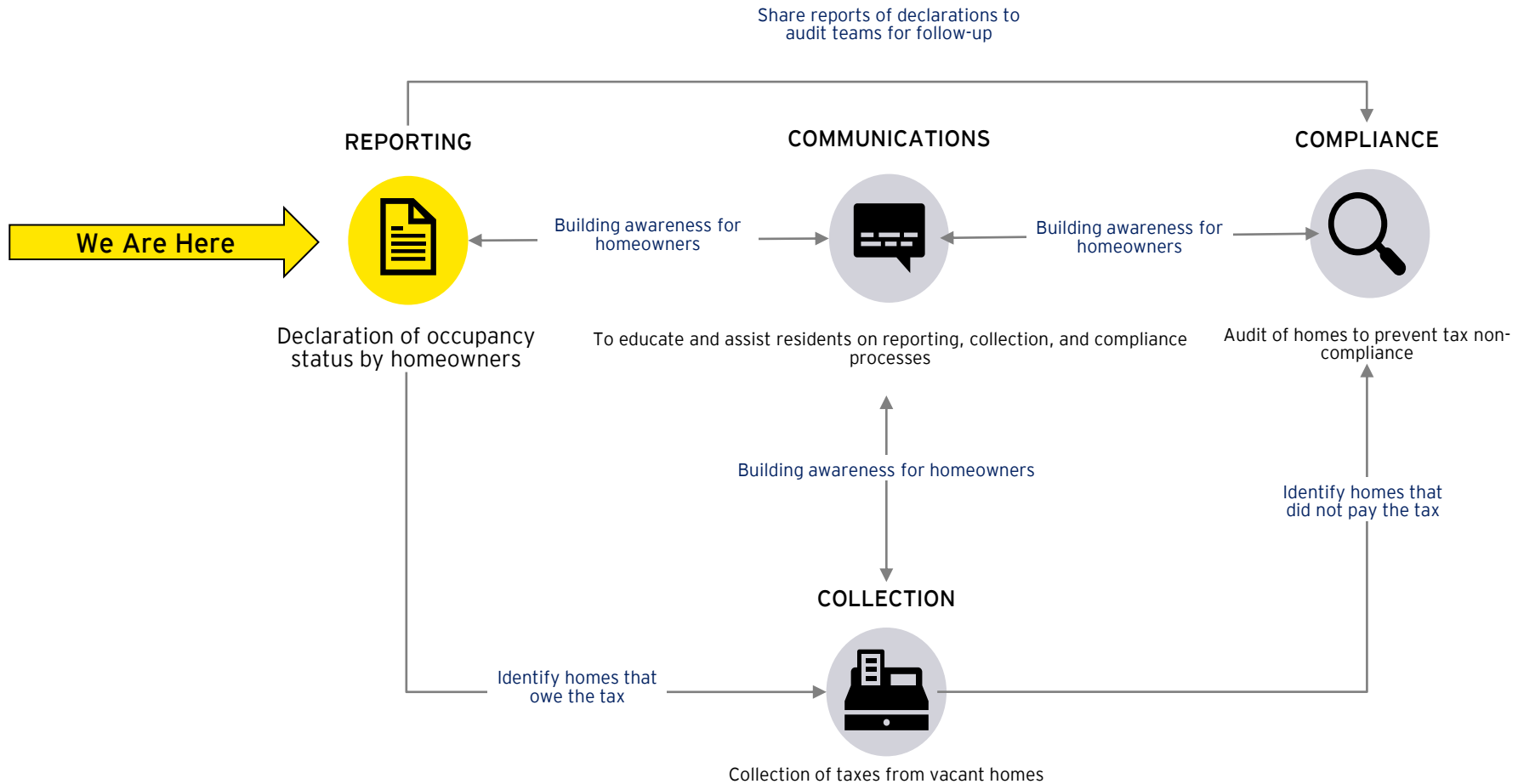
DELIVERY MODEL | OVERALL PROCESS

Below is an overview of the final proposed Vacant Home Tax program design.



DECLARATION & REPORTING

CORE OPERATIONS



DECLARATION & REPORTING

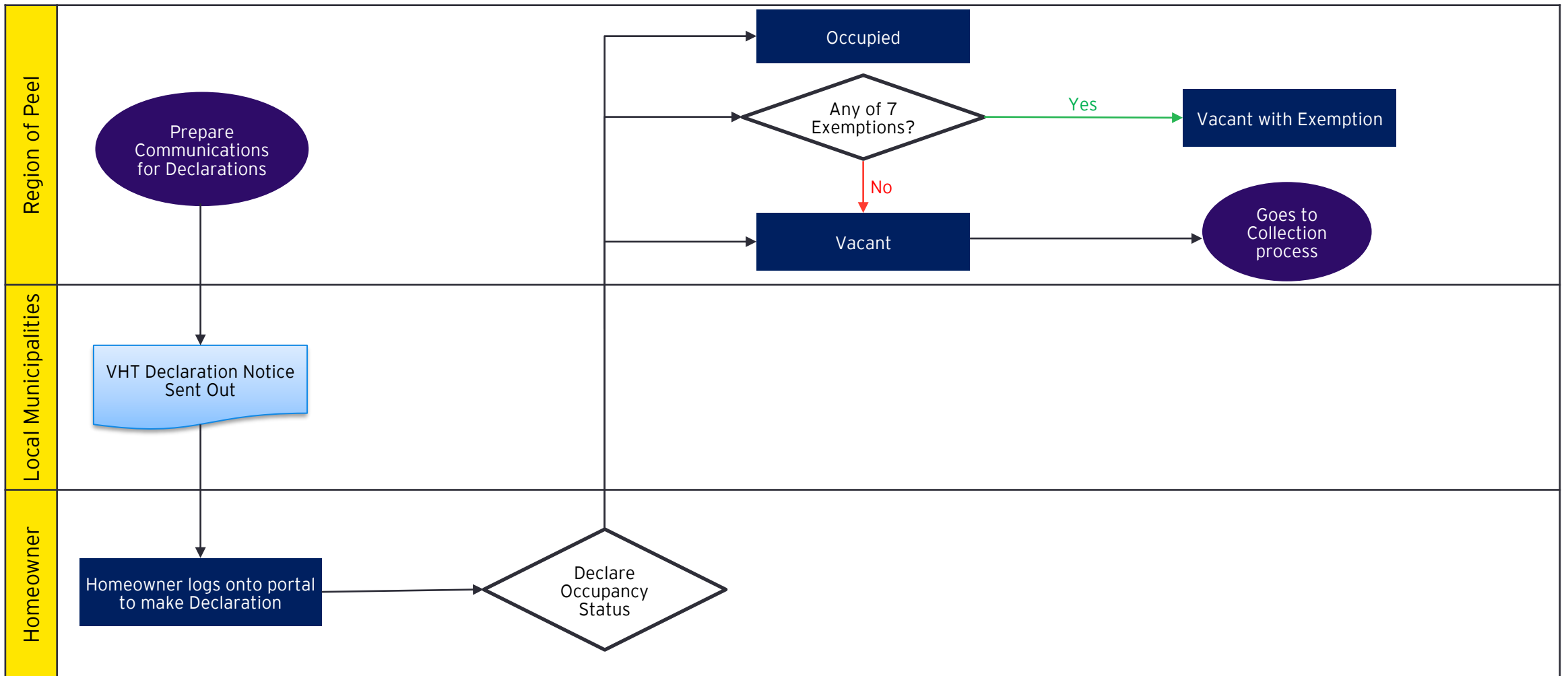
The first step in the Vacant Home Tax process requires homeowners to declare the occupancy status of their homes.

The Declaration & Reporting process is the initial step in core vacant home tax operations:

- All Peel homeowners are required to declare whether a home is occupied as a principal residence, vacant with exemption, or vacant.
- A notice informing the homeowner of the requirement to declare the home's occupancy status is sent by local municipalities.
- Homeowners enter and confirm their declaration through a Region-administered declaration portal.
- Homes declared vacant, or deemed vacant through the Audit & Compliance process, will proceed to the Collection process.
- Homes declared occupied, or confirmed occupied through the Audit & Compliance process, will not proceed beyond Declaration.

DECLARATION & REPORTING | PROCESS

The process of identifying vacant homes in the Region through declarations reported by homeowners is outlined below.


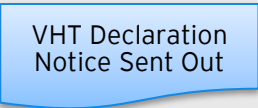
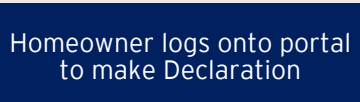




DECLARATION & REPORTING | RATIONALE



The Feasibility Study recommended that Declaration and Reporting lie with the local municipalities. Based on consultations with the Region of Peel and the local municipalities, it is more cost-effective, and strengthens data security, for the Declaration & Reporting system to be housed at the Regional level.

- ▶ Although the Feasibility Analysis recommended that local municipalities be responsible for Declaration and Reporting, it was indicated by IT departments at local municipalities and Peel Region that a single system held at the regional level is likely to be more cost-efficient than three independent local Declaration systems.
- ▶ Neither local municipalities nor Peel Region identified existing declaration or reporting capacity that can be used for implementation of a Vacant Home Tax. As such, it was concluded that it would be more costly to build, and more complex to integrate, three independent Declaration systems rather than a single system at the Regional level. The consensus among all municipalities was that this would also ensure consistency of presentation to, and results from, homeowners of all three local municipalities when submitting declarations.
- ▶ While the Region of Peel would prepare communications for declaration, tax departments at local municipalities indicated they may be able to use existing Property Tax Notice processes to distribute Declaration Notices for the Vacant Home Tax, pending further assessment and finalization of tax parameters.

DECLARATION & REPORTING | KEY COMPONENTS

Legend	Description
	<p>Create written communication for dissemination to homeowners indicating the requirement and deadline to declare status, instructions to access the declaration system (including account number and access code), and contact information for outstanding questions or concerns.</p>
 	<p>The Region of Peel will identify homeowners from Tax Roll Information that is currently retained by local municipalities as part of their Property Tax billing systems, as they have the most updated information reflecting current assessment values. In addition, the Region may use the MPAC's Property Codes to determine eligible residential properties.</p> <p>Using Tax Roll Information and MPAC Property Codes, local municipalities send out declaration notices.</p>
	<p>Homeowners log onto the declaration website using the Account Number and Access Code provided in their notice. Before declaring property status, homeowners must first acknowledge that the municipality will collect evidence required for the initial reporting, audit and compliance for the purpose of imposing the Vacant Home Tax. The Declaration is then entered along with any supporting information required (e.g. when declaring a vacant home with exemption).</p>
	<p>Home has been declared occupied as a principal residence and no tax applies. Home may be selected for audit to verify status.</p>

DECLARATION & REPORTING | KEY COMPONENTS

Legend	Description
	<p>Homeowners may select from any of the following seven (7) exemptions:</p> <ol style="list-style-type: none"> 1. Transfer of Property 2. Redevelopment or Major Renovation 3. Property of Owner in Care 4. Occupancy for Full-Time Employment 5. Court Order 6. Death of Owner 7. Combination Exemption <p>If any of the above apply to the home, the homeowner must provide the <u>corresponding information</u> and declare the exemption to which no vacant home tax applies. Exemptions are audited.</p> <p>If none of the above exemptions applies, the homeowner declares the home to be Vacant.</p>
	<p>Home has been declared vacant and the tax applies. The home proceeds to the Collection process where a vacant home tax is applied and collected.</p>

DECLARATION & REPORTING | CHANGES REQUIRED

The proposed declaration and reporting process requires primarily technological changes in the form of sourcing a declaration system.

	PEOPLE	PROCESS	TECHNOLOGY
REGION	Some incremental effort is anticipated for initial setup and ongoing maintenance of the declaration system (e.g. software updates) as well as ongoing policy reviews and updates, but is not anticipated to result in the need for incremental IT or policy Full-Time Equivalents.	Design self-declaration forms and implement a reporting process for homeowners.	Implement a dedicated declaration system, including the ability to integrate with local municipal property tax systems (e.g. through APIs). Ensure ability of the declaration system to integrate with the Region's selected audit software.
BOTH	Resource requirements will be monitored following implementation of the program to identify any incremental employee impacts.	Design and coordinate a process for sending declaration notices to homeowners.	Coordinate and regularly test connections between declaration and collection systems.
LOCAL MUNICIPALITY	Initial setup and development of integrations may require additional resources. As the declaration system will be established and maintained by Peel, no ongoing incremental employee impacts are expected.		Develop integrations between the local municipal property tax system (and associated vacant home tax module) and the declaration system.

DECLARATION & REPORTING | OCCUPIED DECLARATIONS

The first step in the Declaration & Reporting Process requires the declarer to identify themselves. The following is a table that outlines what information is required when an individual declares a property as occupied. The purpose of collecting this information is to ensure all communications related to the Vacant Home Tax are addressed to the right individual.

DECLARE OCCUPIED	
Declaration	Information Required on Declaration
Owner	N/A
On Behalf of Owner	Owner's Full Name, Phone Number, and Email (Optional) Declarer's Full Name, Phone Number, and Email (Optional)
Corporation	Name of Corporation Contact Full Name, Phone Number, and Email (Optional)
Principal Residence with a Permitted Occupant ¹	Number of Occupants Full Name and Phone Number for Each
Tenanted ²	Number of Agreements in Vacancy Period Year Names on Each Agreement

1. Property was used as a principal residence by a family member, friend, or other permitted occupier for more than 184 days of the year.
2. Property was rented to one or more arm's length tenant(s) or subtenant(s) for residential purposes for more than 184 days of the current year.

DECLARATION & REPORTING | EXEMPTIONS

The following is a proposed list of seven exemptions that residents may select from during the Declaration process. The table includes the definition for each exemption along with the information residents are required to provide on the Declaration.

Exemption		Definition	Information Required on Declaration
1	Transfer or Sale of Property	The transfer of 100 percent of the legal interest in the property was registered in the Land Title Office to an Arm's Length party during the reference period.	<ul style="list-style-type: none"> • Registration Number • Sale Closing Date
2	Redevelopment or Major Renovation	Property is undergoing major renovations, construction, or redevelopment that causes the property to be vacant for more than 184 days where building permits have been issued and permit work in progress. If the property is a heritage property, as defined by the Province of Ontario or a local municipality, the property will not be subject to the tax if activity related to its conservation, such as redevelopment or renovation, resulted in the property qualifying as being vacant in the reference period.	<ul style="list-style-type: none"> • Permit Number OR Permit Application Number and Description • *Other documentation may include: Reference Number, Application Number, Inquiry Number, Zoning Permit Application, etc. • If the owner has a fire report or open insurance claim, this option becomes a Yes/No response
3	Owner in Care	Property was unoccupied for more than 184 days because the owner, tenant, or permitted occupant resided in a hospital, long-term, or supportive care facility and had previously been using the property as a principal residence or occupying it for residential purposes as a tenant.	<ul style="list-style-type: none"> • Name of Person Receiving Care, • Name, Address, and Phone Number of Facility

DECLARATION & REPORTING | EXEMPTIONS

The following is a continuation of the proposed list of seven exemptions that residents may select from during the Declaration process. The table includes the definition for each exemption along with the information residents are required to provide on the Declaration.

Exemption		Definition	Information Required on Declaration
4	Occupancy for Full time Employment	Principal Residence was outside of the Region, but the owner occupied the property for residential purposes for more than 184 days within the reference period because they were employed full-time in the Region. The nature of the employment must require physical presence in the Region.	<ul style="list-style-type: none"> • Employer Name, Address, and Phone Number • Registered Property Owner: <ul style="list-style-type: none"> • Self-Employed • Employed Full-Time (Either: Offices within the City OR Offices outside the City)
5	Court Order	Property was unoccupied for more than 184 days because the property was under: a court order; court proceedings; or an order of a governmental authority prohibiting occupancy. Note: in cases where occupancy is not permitted due to the owner's neglect, an exemption will not be granted.	<ul style="list-style-type: none"> • Court File Number OR Order Number
6	Death of Owner	The property was unoccupied for more than 184 days because of the death of the registered owner in the applicable reference period or in the previous period. This exemption is only available in the year of death and the subsequent year.	<ul style="list-style-type: none"> • Ask for Death Certificate Number only during the Audit process
7	Combination Exemption	A combination of any of the above exemptions resulting in more than 184 days of vacancy in a reference period.	<ul style="list-style-type: none"> • Same evidence required as any of the above exemptions claimed

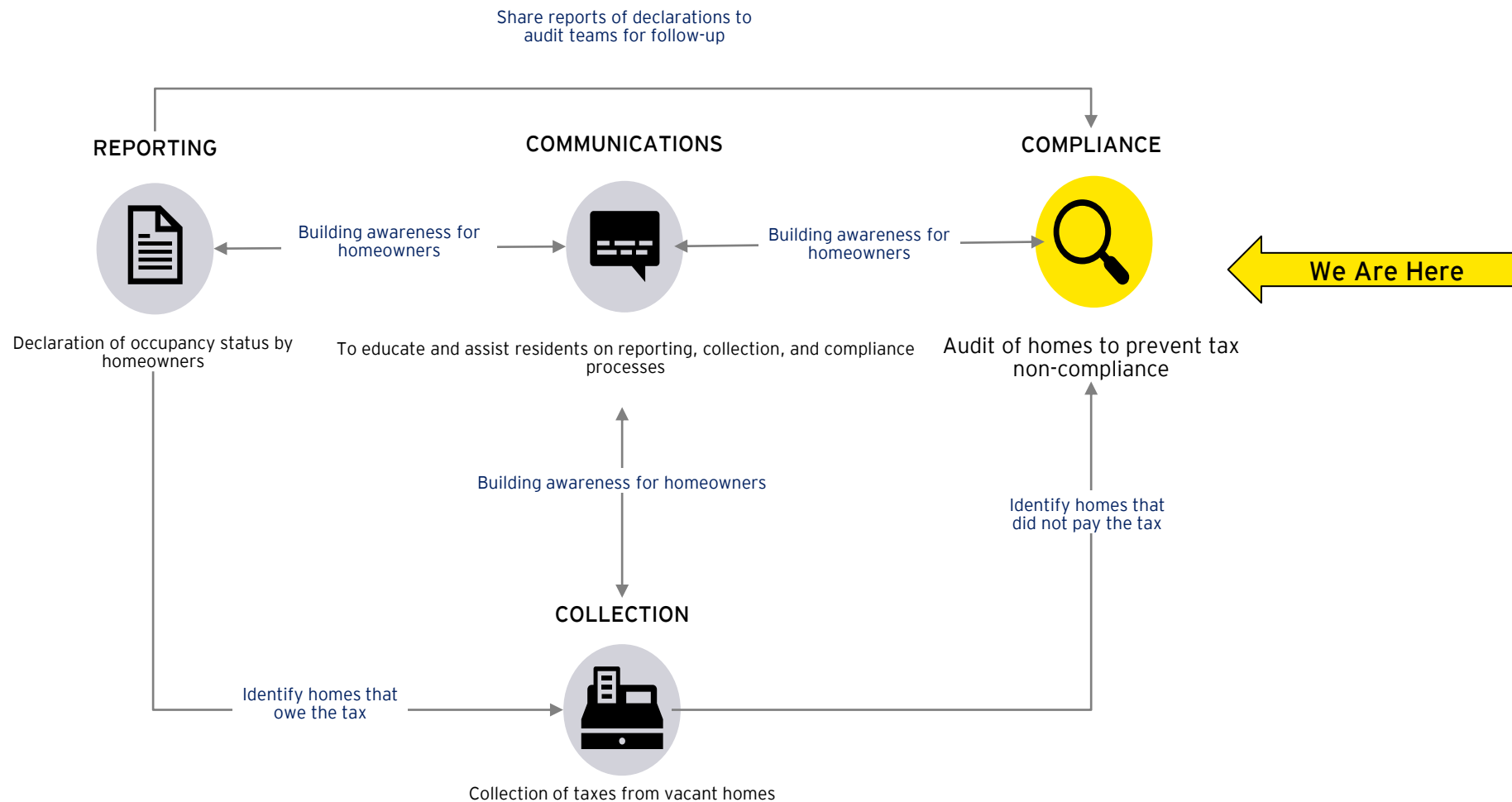
DECLARATION & REPORTING | RISKS

Key risks and their subsequent mitigation measures to the Declaration & Reporting process are outlined below.

Risks	Mitigation Measures
<p>Privacy implications and potential breaches to data privacy associated with storing confidential data from residents.</p>	<p>Storing declaration information centrally in a single Region-managed system will allow Peel to put in place appropriate safeguards to prevent unauthorized access to information.</p> <p>Records related to the Vacant Home Tax are classified under Record Series Identifier (RSI) F43 -Taxation. Paper records are kept in office for the current year plus 1 additional year and then sent offsite to the Region's Inactive Records Centre (IRC) for the remaining 5 years, for a total retention of 7 years. Electronic records must be stored and maintained in an approved regional repository (EIM, SharePoint) for the total 7 years and then destroyed.</p>
<p>Multiple potential points of contact for queries regarding the Declaration process. As residents are accustomed to contacting local municipalities about support with Property Taxes, there may be confusion about who to contact about the Vacant Home Tax.</p>	<p>The Region may engage in a communications campaign with residents to explain how different types of queries (e.g. in-person or virtual) related to Declaration and Reporting of the Vacant Home Tax are handled. Additionally, call centre and front line staff at the local municipalities may be directed to resources to answer high-level questions about declarations and notified of the ability to redirect homeowners to contact the Region.</p>
<p>To align the Vacant Home Tax with Property Tax timelines, it may be difficult to set a single deadline to submit Declaration Notices with the differing collection timelines of the three local municipalities.</p>	<p>As identified during consultations with municipalities, additional information will be required to determine declaration timelines for each constituent municipality, including technical functionality of existing and new tax collection systems.</p>

AUDIT & COMPLIANCE

CORE OPERATIONS



8.3-135

AUDIT & COMPLIANCE

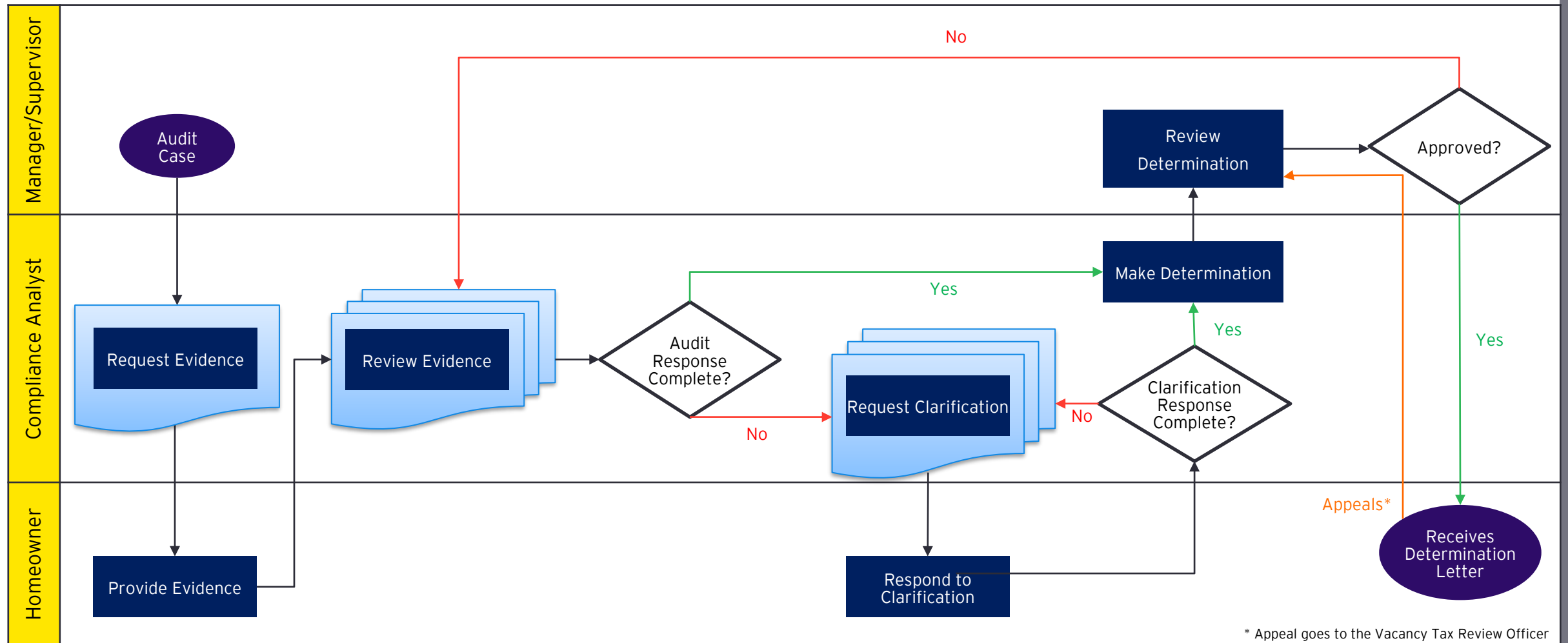
Following receipt of a declaration, the Audit & Compliance process is initiated in a separate software system to assess and validate declarations. Audit rates vary depending on type and volume of declarations, and on the ease of availability of verifying information. Additionally, all declarations may be subject to audit for up to two (2) years after the date of declaration.

Following declaration, the Audit & Compliance process is initiated:

- A new audit software system may be required to manage external-facing audits. Integration with the declaration system will be required.
- Homes declared as vacant with exemption are audited at rates based on their expected volume and ease of access to verification documents.
- Homes declared as occupied are audited at rates based on auditor capacity and total audit volume targets set by Peel.
- Audit findings may be appealed. Appeals are reviewed and a final determination is made by a dedicated Vacancy Tax Review Officer.
- Homeowner inquiries not relating to vacancy status decisions (e.g. failure to submit a declaration, errors in declaration) are directed to dedicated positions within the organization.

AUDIT & COMPLIANCE | PROCESS

The process for conducting investigations at the Regional level to confirm the declared vacancy status of a property is outlined below.



* Appeal goes to the Vacancy Tax Review Officer






8.3-137

AUDIT & COMPLIANCE | RATIONALE





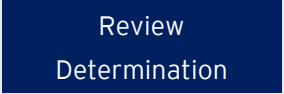

The Feasibility Study recommended that Audit & Compliance be housed with the Region. Based on consultations with Vancouver, the Region of Peel, and local municipalities, it is necessary for the Audit & Compliance system to remain at the Regional level.

- ▶ Through discussions with local municipality tax departments, it was found that a single Audit & Compliance system held at the regional level is preferred to ensure consistency, prevent system redundancy, and support overall operating cost recovery.
- ▶ Peel Region and local municipalities indicated a lack of external audit capacity that can be leveraged for the implementation of a Vacant Home Tax. As such, it was concluded that it would be more costly to build, and more complex to integrate, three Audit systems rather than a single system at the Regional level. All municipalities agreed this approach would also ensure consistency in decision-making outcomes of Audit cases.
- ▶ As indicated by the Peel Region IT department, overall system complexity and the likelihood of data breaches is expected to be lower if the Audit system is housed at the Regional level. This is primarily due to the Declaration and Audit processes being built within a single system, reducing the need for data transmission between organizations and ensuring data security measures are consistently applied.


AUDIT & COMPLIANCE | KEY COMPONENTS

Legend	Description
	<p>An audit case is created in the Region's audit system with a list of properties to be audited. Each property is assigned a Case File Number and is assigned to a Compliance Analyst.</p>
	<p>The Compliance Analyst sends a communication to the homeowner requesting evidence to determine the validity of the declaration status.</p>
	<p>Using their Account Number and Access Code, the homeowner provides requested evidence. For examples, please see Evidence Required for Audit & Compliance.</p>
	<p>The Compliance Analyst reviews the information provided and, where possible, cross-references with information available through Region records or data sharing agreements with local municipalities.</p>
	<p>Based on the evidence provided, the Compliance Analyst decides whether the information is sufficient to make a determination. If the Compliance Analyst is able to complete an audit response, a determination is made. If not, further clarification and documentation is requested as required.</p>

AUDIT & COMPLIANCE | KEY COMPONENTS

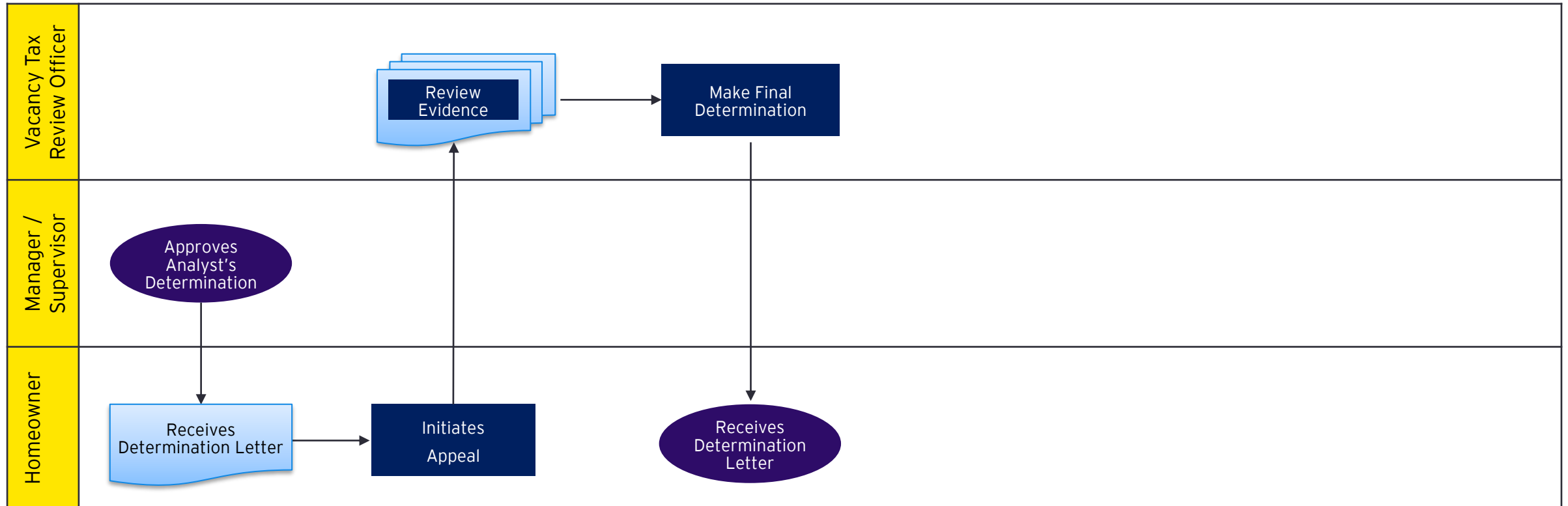
Legend	Description
	<p>If the evidence provided by the homeowner is insufficient, the Compliance Analyst sends a communication to the homeowner requesting clarification and further information.</p>
	<p>Using their Account Number and Access Code, the homeowner provides additional information as requested.</p>
	<p>Based on the additional evidence provided, the Compliance Analyst decides whether the clarification response is sufficient to make a determination. If the Compliance Analyst finds the clarification response is complete, a determination is made. If not, further clarification is requested.</p>
 	<p>The Compliance Analyst makes a determination on the Case File after reviewing provided evidence.</p>
	<p>The Manager or Supervisor reviews the audit determination. If the determination is approved, a letter is sent to the homeowner indicating the case has been resolved. If not, the evidence is reviewed again and the audit process continues with additional requests for clarification or information as required.</p>

AUDIT & COMPLIANCE | KEY COMPONENTS





Legend	Description
 <p>Receives Determination Letter</p>	<p>The homeowner receives a determination letter from the Region outlining the determination of the audit, the rationale, and next steps. If the homeowner is found compliant, no further action is required and the audit process ends.</p> <p>If the homeowner is found non-compliant, the Audit System changes the declaration status of the property in the declaration system. The amended declaration triggers the collection process and the homeowner is required to pay the tax in addition to any applicable penalties.</p> <p>The homeowner is provided the option to appeal the determination, with instructions outlined in the determination letter.</p>
<p>Appeals*</p>	<p>The homeowner is able to appeal an audit determination. See Appeals Process</p>

AUDIT & COMPLIANCE | APPEALS PROCESS

The process for appealing audit determinations at the Regional level is outlined below.



APPEALS PROCESS | KEY COMPONENTS

Legend	Description
	<p>After receiving the determination letter indicating the results of the initial audit from the Region, the homeowner initiates an appeal, and the case is sent to the Vacancy Tax Review Officer.</p>
  	<p>The Officer reviews the evidence, requests additional information as needed, and makes a final determination. A communication is sent to the homeowner through the Region's audit system indicating the final decision.</p>

AUDIT & COMPLIANCE | CHANGES REQUIRED

	PEOPLE	PROCESS	TECHNOLOGY
REGION	<p>Create a new organizational unit to support the ongoing operation of the Vacant Home Tax. It is anticipated that the organization will require approximately 30 Full-Time Equivalent positions directly, and additional supporting positions may be required in other organizational units.</p> <p>See: Staff Organizational Chart</p>	<p>Design new vacant home tax audit process to validate declarations, including appeals process, audit checklist, and communication and escalation.</p>	<p>Implement an Audit System which includes features such as status tracking, the ability to upload files, communications and notifications as well as integration with the Declaration System to allow staff to amend declarations.</p> <p>Coordinate and regularly test connections between declaration and collection systems.</p>
BOTH	<p>Resource requirements will be monitored following implementation of the program to identify any incremental employee impacts.</p>	<p>New or updates to existing data sharing agreements may be required to verify evidence provided by homeowners during audits.</p>	
LOCAL MUNICIPALITY	<p>No anticipated changes.</p>	<p>Amend (or develop new) collection processes for off-cycle billing to support penalty collection.</p>	<p>Ensure property tax collection system, or associated vacant home tax module, is capable of supporting off-cycle penalty billing.</p>

AUDIT SCENARIOS

Audits will be based on claimed exemptions, random samples, behavioural changes, and complaints to align with other jurisdictions.

	PROS	CONS
RANDOM SAMPLE The compliance team will randomly audit units that were self-declared to be occupied to ensure the declaration was correct	<ol style="list-style-type: none"> 1. Encourages compliance and proper declaration as the owner can, at anytime, be audited, and face fines for non-compliance 2. Increases the number of audited units as there is a dedicated team that is responsible for auditing, potentially lowering non-compliance 	<ol style="list-style-type: none"> 1. More expensive to implement as it will require hiring full-time compliance auditors and require customized auditing processes and systems 2. May be seen as intrusive by the public
HOMEOWNER COMPLAINTS The compliance team would only investigate units that are suspected to be vacant by neighbours, or Regional/City service staff (e.g. waste management staff) who observe the lack of inhabitation at an address	<ol style="list-style-type: none"> 1. Easier to implement, as it does not require a dedicated audit team since only complaints are investigated 2. Cheaper to implement as an online form or existing call centres can be leveraged to intake complaints 	<ol style="list-style-type: none"> 1. May not have a large uptake if neighbours are not keen to report vacancy 2. May not achieve the goal to increase total housing supply if owners do not believe they will be audited 3. Pushes onus of ensuring compliance onto residents instead of the Region
RISK-BASED ASSESSMENT The compliance team uses judgemental sampling methods to select units for inspection based on defined risk parameters so that audit resources are dedicated to high risk areas, rather than casting a wide net across all homes	<ol style="list-style-type: none"> 1. Allows audit teams to select homes which are considered to be of special audit interest based on risk-profiles (e.g. same exemption criteria declared for multiple years) 2. High potential for digitization and streamlining through the use of analytics as more information on non-compliance trends become available 	<ol style="list-style-type: none"> 1. High reliance on the professional judgement auditors which can be developed only after a reasonable amount of historical information is available to determine high risk areas 2. Presents risks of bias against various communities
EXEMPTION-BASED The compliance team will audit units that were self-declared to be exempt to ensure the declaration was correct	<ol style="list-style-type: none"> 1. If data are readily available, audits can be conducted quickly by referencing easily accessible information 2. Having clearly defined, rules-based exemptions can increase the total audit capacity of staff and overall audit accuracy 3. Encourages compliance as the owner knows if they declare an exemption, they are likely to be audited 	<ol style="list-style-type: none"> 1. If data are not readily available for high volume exemptions, the audit process can require significant effort and lead to increased operating costs 2. May not achieve the goal to increase total housing supply if owners successfully claim fraudulent exemptions on their vacant homes

EVIDENCE REQUIRED FOR AUDIT & COMPLIANCE

Evidence required to audit and verify each listed exemption is detailed in the table below. More information may be requested during the Audit & Compliance process.

EVIDENCE FOR AUDIT

Declaration	Evidence Required
Principal Residence for a Permitted Occupant	<p><u>One</u> of: Driver's Licence; or Government Photo ID card(s) with address; and</p> <p><u>Two</u> of: CRA Notice of Assessment; Official Government Agency Correspondence; Homeowner's Insurance Certificate; Vehicle Insurance & Registration; Utility Bills.</p> <p>More information may be requested during the audit process.</p>
Tenanted	<ol style="list-style-type: none"> 1. Rental Agreement 2. Proof of Rental Income

EVIDENCE REQUIRED FOR AUDIT & COMPLIANCE

Evidence required to audit and verify each listed exemption is detailed in the table below.

EVIDENCE FOR AUDIT

Exemption	Evidence Required
Transfer or Sale of Property	<ol style="list-style-type: none"> 1. Title Transfer of Deed issued by LRO; and 2. Statement of Adjustments 3. Copy of Land Transfer Tax 4. Letter from Lawyer, as needed
Redevelopment or Major Renovation	<ol style="list-style-type: none"> 1. Copy of the Building Permit 2. Letter from Contractor with Start and End Date 3. Copy of the Fire Report 4. Letter from Insurance Provider including date of damage and scope of work
Owner in Care	<ol style="list-style-type: none"> 1. Signed letter from care facility on letterhead
Occupancy for Full-Time Employment	<ol style="list-style-type: none"> 1. Government Photo ID card(s) with address; and 2. Homeowner's Insurance Certificate
Court Order	Copy of the Court Order
Death of Owner	Copy of Death Certificate of Owner
Combination Exemption	Same evidence required as any of the above exemptions claimed

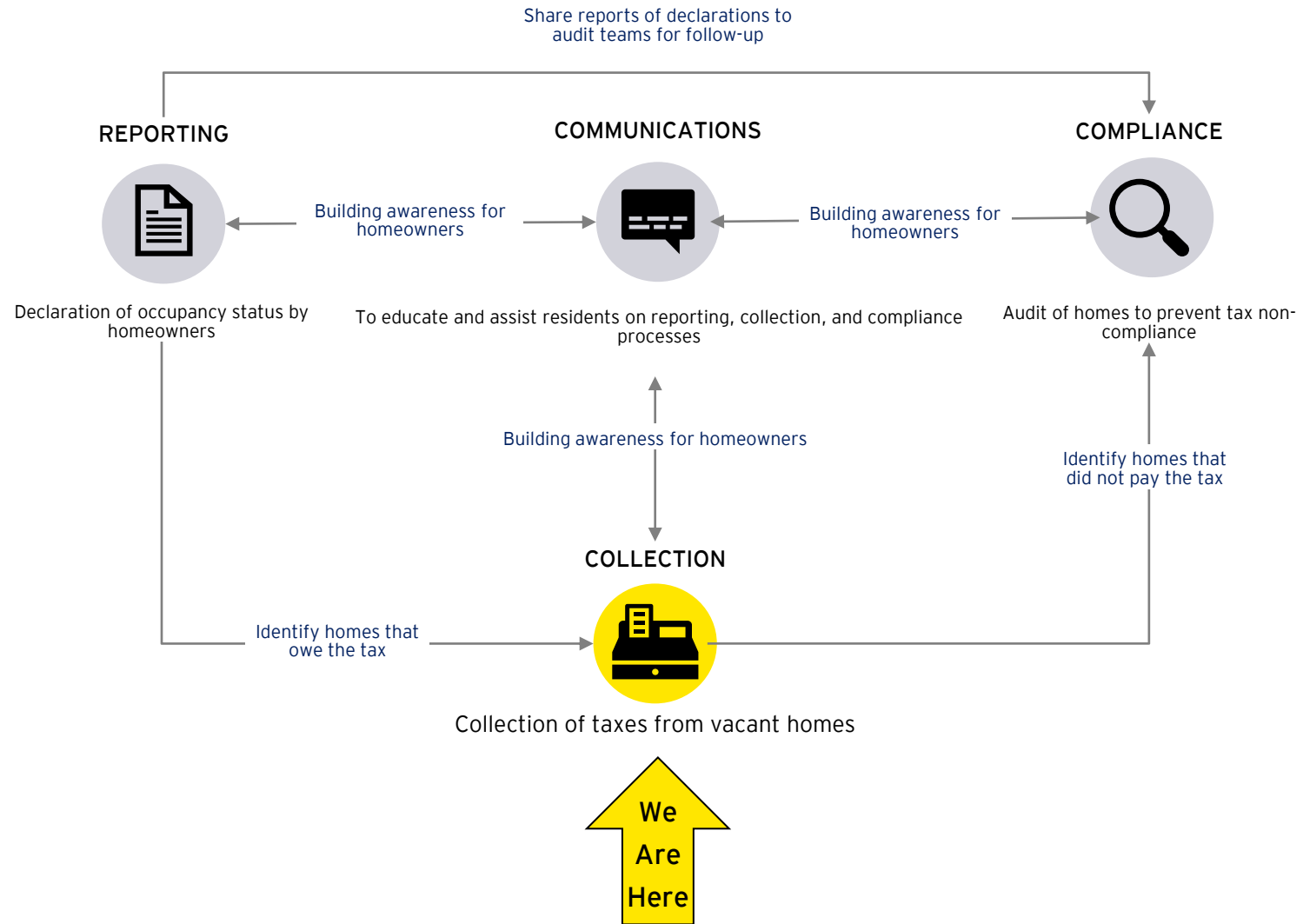
AUDIT & COMPLIANCE | RISKS

Key risks and their subsequent mitigation measures to the Audit & Compliance process are outlined below.

Risks	Mitigation Measures
<p>Privacy implications and potential breaches to data privacy associated with storing confidential data from residents.</p>	<p>Storing declaration information centrally in a single Region-managed system will allow Peel to put in place appropriate safeguards to prevent unauthorized access to information.</p> <p>Records related to the Vacant Home Tax are classified under Record Series Identifier (RSI) F43 -Taxation. Paper records are kept in office for the current year plus 1 additional year and then sent offsite to the Region's Inactive Records Centre (IRC) for the remaining 5 years, for a total retention of 7 years. Electronic records must be stored and maintained in an approved regional repository (EIM, SharePoint) for the total 7 years and then destroyed.</p>
<p>While there are initial and ongoing costs associating with building a division of staff to manage the Vacant Home Tax program, the number of staff available may not have the capacity to handle the number of audits.</p>	<p>Similar to other jurisdictions, audit rates can be set that result in an overall number of audits that lie within the expected capacity of Compliance Analysts and the Vacancy Tax Review Officer. Annual reviews of capacity and generated revenue will be required to amend audit rates as desired.</p>

COLLECTION

CORE OPERATIONS



COLLECTION

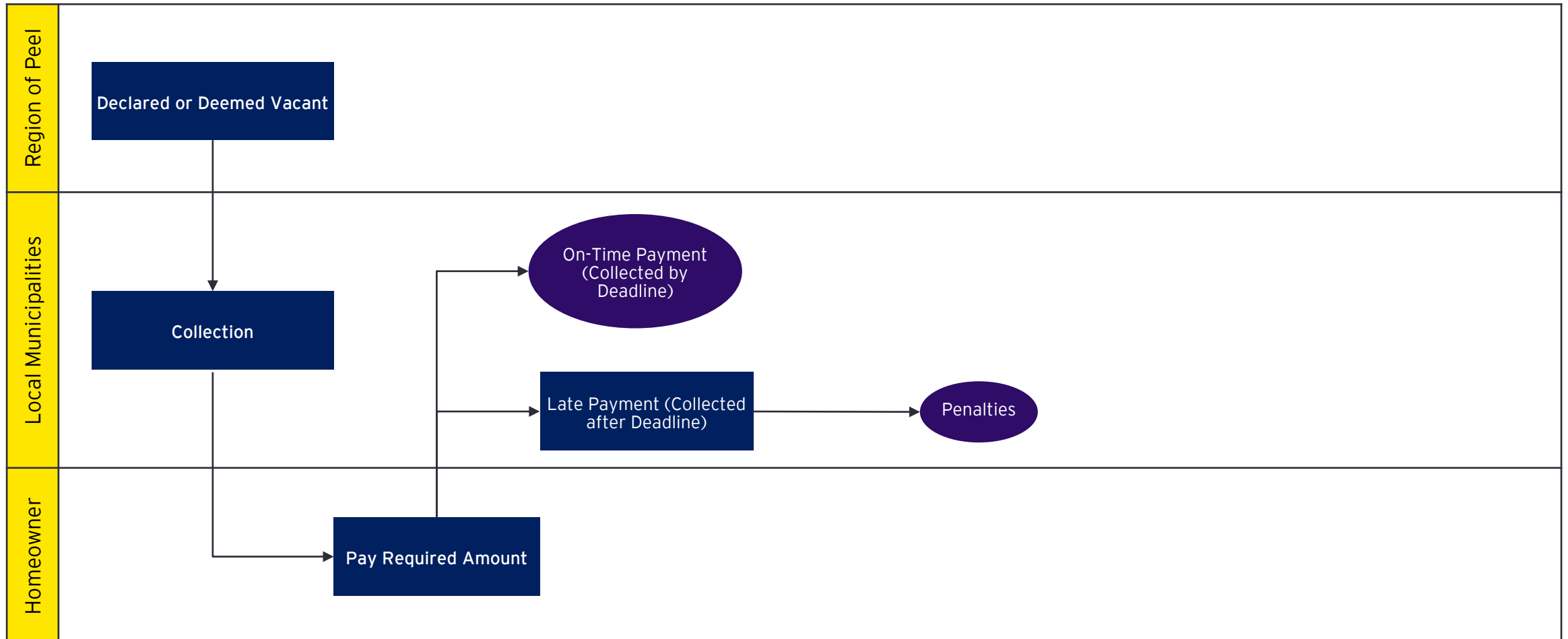
Following a declaration or determination of vacancy, the collection process is initiated through a separate module in existing property tax systems.

Following a declaration or determination of vacancy, the Collection process is initiated:

- If a home is declared vacant, or deemed vacant through the Audit & Compliance process, the Vacant Home Tax is applied.
- Collection processes flow through a separate module built onto each existing property tax system.
- The tax amount to be collected is based on the assessed value of the home, multiplied by the tax rate.
- A bill is generated for identified homes through existing local municipality property tax systems.
- Penalties for late or false declaration, or late vacant home tax payment, are calculated and bills are issued by the local municipalities.

COLLECTION | PROCESS

The process of collecting tax revenue from vacant homes and penalties from homeowners who are non-compliant or who present fraudulent declarations is outlined below.

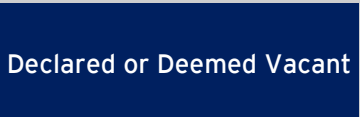


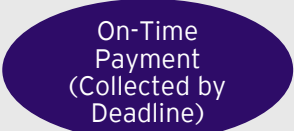




COLLECTION | RATIONALE

The Feasibility Study recommended that Collection lie with the local municipalities. Based on consultations with both the Region of Peel and the local municipalities, the Collection system should remain with the local municipalities.

- ▶ Using Property Tax collection systems and processes appears to be an efficient and effective method to implement the Vacant Home Tax, as evidenced by similar implementation in other jurisdictions.
- ▶ Costs incurred as a result of the collection process can be reimbursed through revenues generated by the tax.
- ▶ Note that an interim approach to local municipality collection of the Vacant Home Tax may be required as existing collection systems are intended to be replaced within the decade.

COLLECTION | KEY COMPONENTS

Legend	Description
 Declared or Deemed Vacant	The property has been classified as vacant through (1) a declaration by the homeowner, (2) a determination through the Audit & Compliance process, or (3) the homeowner fails to declare by the deadline and the home is deemed vacant.
 Collection	Once the property has been declared or deemed vacant, the local municipalities would begin the collection process of the Vacant Home Tax.
 Pay Required Amount	Homeowners could potentially use existing property tax accounts and processes to pay the vacant home tax online, in person, by mail, or over the phone.
 On-Time Payment (Collected by Deadline)	The homeowner pays the vacant home tax by the deadline. The collection process ends.
 Late Payment (Collected after Deadline)	If the homeowner fails to pay the vacant home tax by the prescribed deadline, a penalty is applied in addition to the vacant home tax outstanding. Late payments and associated penalties are collected through the same payment options as on-time payments.
 Penalties	Penalties apply for (1) non-declaration, (2) late declaration, (3) false declaration, (4) late tax payment, and (5) non-payment of tax due. Penalties include one-time charges (in cases 1, 2, 3, and 4) and daily interest arrears (in case 5). If non-payment continues, the the local municipality may undertake a tax sale process on the property.

COLLECTION | CHANGES REQUIRED

The primary changes in the proposed collection process are development of integrations with declaration and audit systems.

	PEOPLE	PROCESS	TECHNOLOGY
REGION	No anticipated changes.	New processes to identify late or outstanding declarations and payments for collection of penalties.	Implement a new declaration system with the capability to communicate and change declarations and penalties to local municipal property tax collection systems.
BOTH	Resource requirements will be monitored following implementation of the program to identify any incremental employee impacts.		
LOCAL MUNICIPALITY	Initial setup of integrations with the Region's declaration system may require additional resources. Given the largely automated nature of the process, ongoing incremental employee impacts are not expected, although there may be an increased workload for finance administrative staff.	Upgrade tax collection processes to include the implementation of a vacant home tax	Upgrade property tax collection system to include a module for the vacant home tax and integration with Peel declaration system.

COLLECTION | PENALTIES AND PARAMETERS

Details of penalties applied in relation to declaration and payment of the vacant home tax are further outlined below.

Offence	Penalty	Rationale
Late and non-declaration	<ul style="list-style-type: none"> ▶ Property is deemed vacant. ▶ Vacant home tax is applied. ▶ One-time \$250 fee is issued. 	Implemented in Vancouver and Toronto consistent with similar by-law offences.
False declaration	<ul style="list-style-type: none"> ▶ Property is deemed vacant. ▶ Vacant home tax is applied. ▶ \$250 - \$10,000 fine for each offence is charged. 	Implemented in Vancouver and Toronto consistent with similar by-law offences.
Late tax payment or non-payment	<ul style="list-style-type: none"> ▶ 1.25% monthly interest on arrears. ▶ A tax sale process if amounts owed remain outstanding for three (3) years. 	Similar to system implemented in Vancouver and Toronto consistent with local municipal property tax penalties and tax sale process.

COLLECTION | RISKS

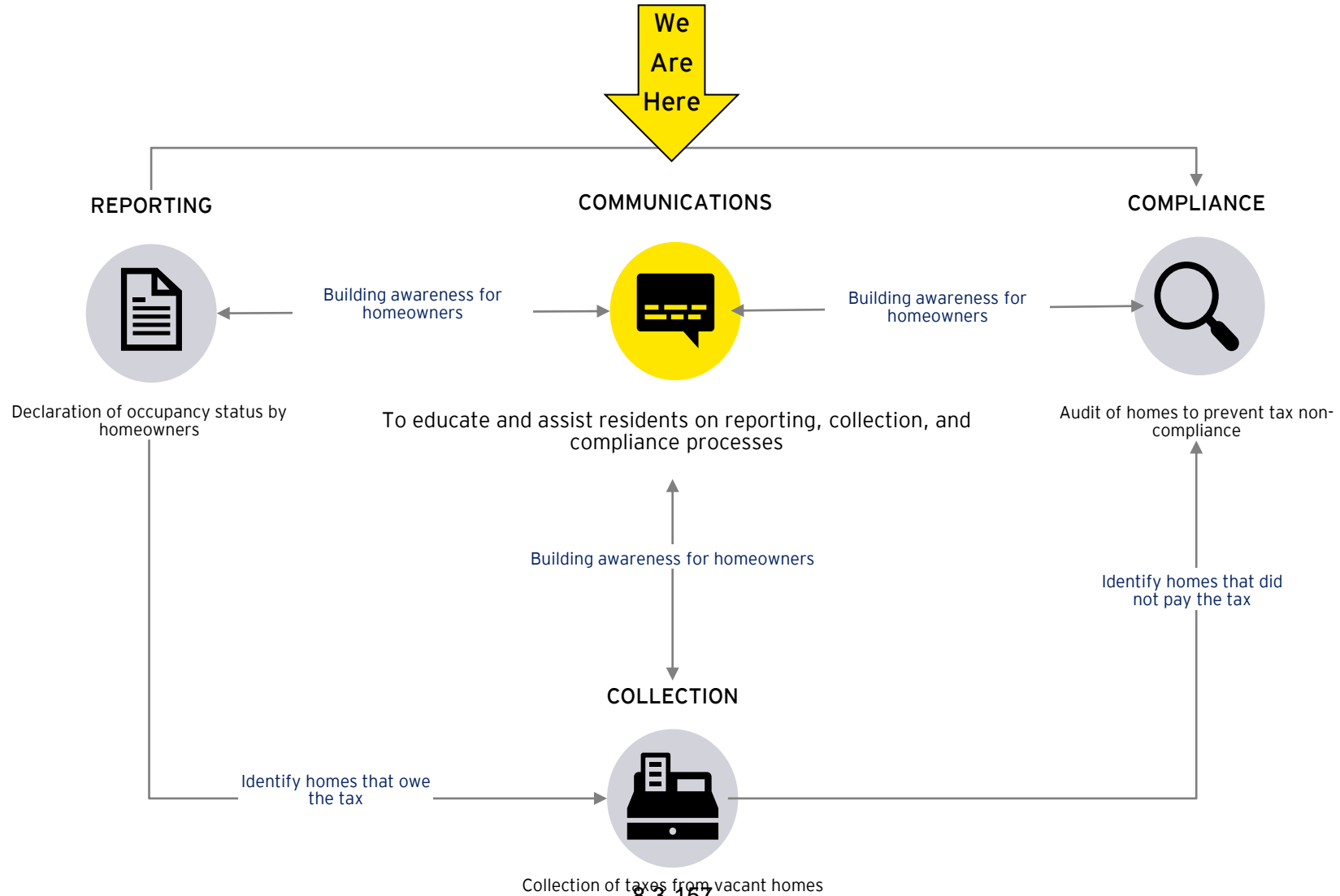
Key risks and their subsequent mitigation measures to the Collection process are outlined below.

Risks	Mitigation Measures
<p>Technology implications associated with integrating the Regional Declaration System with the collections systems of the local municipalities.</p>	<p>There is a one-way flow of information from the Regional Declaration system to the local municipal Collection systems. A home deemed or declared vacant would trigger the application and collection of the Vacant Home Tax from the relevant homeowner.</p>
<p>If the Region of Peel prefers to align the Vacant Home Tax with Property Tax timelines, it may be difficult to align with the collection timelines of the three local municipalities, in particular as all three are updating respective tax collections systems. The Region may have to defer implementation of the VHT until all local municipalities have updated their collection systems, which may result in lost revenue.</p>	<p>Consultation and agreement on timelines with the three local municipalities will be required. Furthermore, the Region may consider developing an interim approach to collection with the local municipalities to determine a different method of collection, such as building modules within current systems and subsequently building modules again with the new systems.</p>

COMMUNICATIONS

CORE OPERATIONS

Share reports of declarations to audit teams for follow-up



8.3-157

COMMUNICATIONS

Following a declaration or determination of vacancy, the collection process is initiated through a separate module in existing property tax systems.

Communication with homeowners is on-going throughout the vacant home tax process, but has two important phases:

INITIATION PHASE

- Initial campaign informing homeowners that a Vacant Home Tax will be implemented
- Includes an explanation of what the tax is, why it is being implemented, an overview of what the process will be, and any other pertinent information for the homeowner to be aware of

ONGOING OPERATIONS PHASE

- Sending out regular reminders, instructions, and deadlines for Declarations, Collections, and Audits
- Handling inbound queries, complaints, and grievances from homeowners
- Escalating queries as needed through the appropriate channels

COMMUNICATIONS | RATIONALE

The Feasibility Study recommended that Communications be housed exclusively with the Region. Based on consultations with both the Region of Peel and the local municipalities, the Region should lead communications with local municipalities supporting as needed.

- ▶ Although the Region of Peel will hold primary responsibility for communications related to the Vacant Home Tax, Peel staff indicated the Region currently does not have capacity to directly interact with members of the public in person. As such, local municipalities indicated their support will be required to address in person and some generic inquiries, directing requests to Peel as needed.
- ▶ As the Declaration & Reporting process is housed at the Regional level, Peel's communications department indicated it may develop materials required for Declaration Notices. If the VHT timeline is to be aligned with the Property Tax timeline, local municipality tax departments indicated they may be able to issue VHT-related notices (declaration and collection) along with Property Tax Notices.

COMMUNICATIONS | CHANGES REQUIRED

Changes required to implement communications processes are focused on ensuring trained staff and robust processes are in place.

	PEOPLE	PROCESS	TECHNOLOGY
REGION	<p>Additional call centre or other communications staff may be required to handle queries, complaints, and grievances.</p> <p>Additional communication staff may be required in a new vacant home tax organizational unit to support escalated cases.</p> <p>Upskill existing customer service staff to manage queries about the vacant home tax.</p>	<p>Develop training materials and processes for front-line communications staff.</p> <p>Develop staged communications processes, including escalation points.</p>	<p>Adjust call centre, phone, and other communications systems as appropriate to support a new organizational unit and the ability to escalate vacant home tax-related communications as needed.</p>
BOTH	<p>Resource requirements will be monitored following implementation of the program to identify any incremental employee impacts.</p>		
LOCAL MUNICIPALITY	<p>Inform and train appropriate staff to support initial awareness campaign and direct queries to Peel.</p>	<p>Ensure property tax billing processes support additional outgoing communications to homeowners (e.g. declaration notices, penalty bills)</p>	

8.3-160

COMMUNICATIONS | RISKS

Key risks and their subsequent mitigation measures to the Communications process are outlined below.

Risks	Mitigation Measures
<p>Multiple potential points of contact for queries regarding the Declaration process. As residents are accustomed to contacting local municipalities about support with Property Taxes, there may be confusion about who to contact about the Vacant Home Tax.</p>	<p>The Region may engage in a communications campaign with residents to explain how different types of queries (e.g. in-person or virtual) related to Declaration and Reporting of the Vacant Home Tax are handled. Additionally, call centre and front line staff at the local municipalities may be directed to resources to answer high-level questions about declarations and notified of the ability to redirect homeowners to contact the Region.</p>

TENTATIVE IMPLEMENTATION TIMELINE

Once the VHT Program Design has been approved by Council, it may proceed through the next steps of implementation, as outlined in the tentative timeline below.

Note: the timeline below represents the earliest potential implementation of a Vacant Home Tax in Peel. The timeline may be impacted by factors including software development delays, and is dependent on the timelines for local municipalities to implement new tax collection systems.

