



Bill 112: Communications to Employees & Council Related to Peel's Transition

August 2023

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CAO Messages to Peel Employees

May 15, 2023: Addressing More Media Speculation about Municipal Governance

Good afternoon everyone,

This morning at news conference on firefighter training, Premier Doug Ford was asked about municipal governance. He responded by stating that he has always been in favour of an independent Mississauga. Several media outlets are starting to issue stories on the topic.

I know this is startling and feels worrisome. We have seen this type of speculation before, and I can tell you with complete honesty that, to our knowledge, nothing has changed.

This is what we know and are committed to:

- No facilitator has been announced yet.
- No auditor has been named, and no date for that work has been set.
- We remain committed to working with all partners to provide the information for informed decisions.
- I will continue to share regular updates on these Provincial processes.

Our strategy for moving forward has not changed and our keep-calm-and-carry-on approach will continue. We will remain objective and focus on the facts, while delivering excellent services to residents, regardless of speculation. We do great work in service of the people of Peel, and we will continue to do that.

I expect media speculation will continue as we go through the audit, any announcement of a facilitator and the work that follows. And I know it will be hard to see and hear. Please reach out to your people leader for support. EFAP support can also help if you are feeling uncertain.

Thank you for all your continued service to the communities.

Gary

May 18, 2023: Ontario Legislation on Regional Governance

Good morning everyone,

Today, the Province will introduce legislation about regional governance at 1 p.m. I have not seen the legislation yet but wanted to write to you in advance. Details are limited, but we believe the change may be implemented over the next couple of years.

I know this is hard to hear and feels sudden. It's new information for us, too. And it's difficult to reconcile with the previously announced audit and facilitation processes, which haven't started yet. It's my priority, and that of Sean, Patricia, Kealy, and Nancy as your executive leadership team, working with the Chair and Regional Council, to push for clarity on the next steps and ensure any decisions are informed ones and based on facts.

While we don't have many details, I do know this:

- Your employment has not changed. We continue to deliver essential services, and we need our experts (you) to do that.
- Our services are essential - all partners at the table agree on that - and they will continue. There will be no service interruptions for our residents, the vulnerable in society or businesses we serve.

- It will take more information and time to implement different governance models that will ensure continued delivery of these important services.

I won't sugar coat things - the next months and years will be challenging and uncertain. I know this is a difficult moment in our proud history. We need to do all we can to stay patient and persevere on behalf of the people we serve. They rely on our services every day, and we cannot and will not let them down.

As we move forward, I promise to:

- Keep you updated once we get information and analyze what it means
- Relentlessly ensure that the facts, and knowledge and experience of Regional staff are brought to the table to ensure that decisions that impact you and our services are informed ones
- Treat you with respect and dignity, and never hide or sugar coat the truth

This news is heavy. I encourage you to speak with your people leader and teammates to get and give support. And I have said it before, and I will again - EFAP is an excellent and confidential resource, and there is no cost to you to access their services and resources. It's OK to need help and get it.

We value what you do every day and so do the people you touch every day. I will re-connect with you later today once we receive the legislation and have digested it to share any new information we get.

Take care,

Gary

May 18, 2023: Update on Provincial Legislation Introduced Today

Good afternoon everyone,

I know this all feels like a bad dream. There is and will continue to be a flurry of media coverage and social media as people outside our organization speculate about what today's legislation means. And they will cite things that may not be factual. It will feel like salt on a wound.

Our legal team is already analyzing the fine print of the legislation to better understand what the Province expects. But I want to share my first impressions and takeaways.

- The legislation will make Brampton, Caledon, and Mississauga standalone municipalities
- This bill will dissolve Peel on January 1, 2025
- A transition board will be created to determine the appropriate roadmap for this work, including the associated financial work
- Chair Iannicca issued a [media statement](#) to support you and the people we serve

I know this feels like it's moving fast - January 1, 2025 is not far away. And I know that feels like even more salt on the wound.

At the same time, I also know this. There is clearly a lot of thinking, planning and direction still needed to make sure the effective transition of services, including staffing, can happen. The plan needs to be seamless for the people who need us and for you. This will take time.

The Minister reinforced the importance of continuing services for our communities. And we know that services need knowledgeable people to deliver them effectively. He also addressed the possibility of some services continuing to be provided in a shared services model, which will be looked at by the transition board.

Once the transition board is convened, we will be pressing forward quickly and professionally to bring them the facts and data to help ensure the best-possible decisions are made. The people we serve deserve that. **You** deserve that.

Your psychological health and safety needs to be your top priority. It's difficult to continue delivering services while dealing with the trauma of this announcement. Please take time to look at the information in the provided link. Expanded EFAP supports have also been gathered to help. Please call.

My next message will come Wednesday, even if we don't have new information, and sooner if we do.

Take care,

Gary

May 24, 2023: Update on Regional Governance

Good afternoon,

Although it seems a lifetime ago, Thursday was only a few business days away. As promised, I am writing to share an update. While the focus externally has been political messaging, we are now seeing the realization that the introduced legislation impacts the people of Peel, residents and employees, and of course, how efficient services to the community are maintained.

My focus remains to:

- Keep you updated;
- Relentlessly ensure the facts, knowledge and experience of Regional staff are brought to the table to ensure that decisions that impact you and our services are informed ones; and
- Treat you with respect and dignity, and never hide or sugarcoat the truth.

We are all processing this shocking news in different ways. It's been beautiful to witness and read about the care and support that we are giving to each other through this. Thank you.

Kealy, Patricia, Nancy, Sean and I, your executive leadership team, working with the Chair and Regional Council, are actively concerned about the welfare of staff. We need you to know that we are re-grouping and working through the issues that we can control.

Since the announcement, we have ensured open channels of communication with key stakeholders:

- I have met with Ministry staff;
- Communicated with the local City Managers and other Regional CAOs;
- Talked with and assisted many councillors, specifically on how to support staff; and
- Answered questions from and met with business leaders, colleagues, customers and labour groups.

Here is what we know:

- If the legislation is passed on a timely basis, which I expect it to be, we can expect the Transition Board to be in place by the end of July;
- The financial audit will most likely start around the same time and run until the end of the year;
- The Ministry is actively working quickly to develop the Terms of Reference and appoint the Transition Board;

- The recommendations to the Minister of Municipal Affairs and Housing (MMAH) are due in the Summer/Fall 2024 and legislation to address any outstanding restructuring matters in the Fall of 2024. It is the Minister and Cabinet who will make the final decision;
- We welcome the news that the Transition Board will be appointed in the coming months. The sooner we meet them, understand their questions, and deliver facts to them, the better. It will also allow me to share with you progress; and
- We know our services will continue to be required, regardless of governance models, I am asking that they give priority to early and obvious decisions on job security.

Here is what we can also report:

- We are launching a FAQ page on Pathways, which will be constantly updated;
- We are updating the support you get on Psychological Health and Wellness (more to follow);
- We know our community partners, vendors and investors are confused and communication will go out to them soon to provide an update; and
- A meeting is being arranged with investors to provide details on our financial stability
- We are organizing to ensure information and data will be ready for the auditors and the Transition Board;
- We have approached MMAH to ask that stakeholders in Peel, including staff, be heard; and
- We are planning on taking a report to our June 8th Regional Council meeting with an update.

Please keep asking your questions, as they shape the conversations we are having with others.

In closing, I wanted to make it clear, that as your Chief Administrative Officer, I too feel the weight of the pressure upon us all.

I will be with you until the end of this journey, whatever that means and regardless of the timelines that unfold. I am proud to be a Peel employee and will, with you, continue to wear that fact as a badge of honour in every forum I have.

I plan on getting out to your worksites soon and meeting with you alongside your Commissioners and Directors. We will be planning a town hall in the coming weeks, and I will write again next Wednesday at the latest with an update.

Take Care,

Gary

May 30, 2023: CAO Update on Governance, Townhall and Psychological Health and Wellness

Good morning,

Thank you to everyone who organized both the Paramedics and Public Works weeks events last week. It was a relief to take time to celebrate our colleagues who provide essential services to Peel and showcase them to our residents, businesses and members of Council.

The recent introduction of legislation to plan the dissolution of Peel on Jan 1st, 2025 remains our focus, and I promised to keep you up to date.

This communication will be instead of the planned Wednesday email.

Town Hall Thursday June 1st, 1 p.m.

I have heard that you want to hear from me directly, so watch out for a Town Hall invitation for Thursday 1st June (on Teams). I will take it from the top, what has happened, what do we know and more importantly address your questions.

I know not everyone will be able to join live. We have tried to pick a time that seems to fit for most but please know that a recording will be available after, and we will share widely if it's not possible for you to attend.

You will be able to ask questions during the meeting and we will work to answer as many as we can and focus on the themes that we hear and update our FAQs on the website as well as follow up after with you.

More support for increase in psychological health

Many of us are struggling with this news. Council has agreed to immediately increase the psychological health benefit amount to \$2,500 for eligible full-time employees whose current entitlements are not at this level.

This change will apply for the remainder of 2023 and includes a number of professional wellness support services - check with your Human Resources representative or visit Pathways in the days to come to learn more.

I have shared with some of you before that I've used Employee and Family Assistance Program (EFAP) services through my career and have found it helpful during some personally difficult times. Please consider taking advantage of these benefits if they feel right for you.

In closing for now, the situation continues to evolve and I, alongside your Commissioners and Directors, continue to communicate with all our key stakeholders, including writing to our vendors and community partners earlier this week to calm their initial anxiety.

Please take care and remember to connect on the Town Hall.

Gary

June 7, 2023: CAO Update on Townhall and FAQs, Bill 112 Report to Council and Peel Celebrates

Good afternoon,

Town Hall June 1st, 2023

Thank you to everyone who could join the recent Townhall, and for sharing your range of questions and sentiments. If you weren't able to attend, I would encourage you to watch when you have a chance. It lasts about an hour. 2,800 of our colleagues have already watched it and we will plan another in future when there is more to share. FAQs will be shared in the next couple of days.

As one of the attendees noted in the chat, many of the questions posed are around HR matters, both broadly and on very individual concerns. Your conditions of employment have not changed with Peel and there is no hiring freeze. As I've promised before, I won't sugar coat the truth - and the truth is, right now, we don't have many answers at all apart from all stakeholders are insisting that services will continue through this period and beyond and we know that services need people.

I want to repeat what I said in the Townhall, that 19 months is not a lot of time to dissolve a corporation our size, but it is a chunk of time in our careers and I see more and more of our colleagues just breathing and looking to become more informed before making career decisions. I will never judge those who need to make personal decisions about their career, and I know you need to take care of yourself and your family. Please continue to do so.

Report to Regional Council June 8th, 2023

As I shared at the Townhall and mentioned in my email last week, the Regional Council report titled "*Bill 112 - Managing through the Transition*" is now [live](#).

- The purpose of this report, in the absence of certainty, is to be transparent and establish [principles](#) staff can use to assess how to proceed with already approved programs and projects over the next few months, as well as establish principles to prepare the 2024 Budget. These are practical steps to ensure we keep our services running and projects going in a growing community
- The report outlines the legislation (which has now passed third reading in the House of Commons and will become law once it receives Royal Assent), including the role of the transition board
- We also outline the critical services provided by Peel, which nobody is debating, but for me its worth documenting at this time
- As stated in the report, "Peel is an anchor institution in the community. Peel residents, businesses and the community rely on the seamless delivery of high quality, efficient services."
- **Most importantly, we have included what we have heard from you, that Staff believe that it would be helpful if the Transition Board makes early and obvious decisions (where possible) to allow employees to make informed decisions related to job security.**

I am looking forward to the discussion with Council and afterwards I will report back to you and your Commissioner will work with your Director and teams to assess our workplans. From my perspective its mostly business as usual, in very difficult circumstances, but there may be some workplan adjustments.

Peel Celebrates

On a brighter note, Peel Celebrates is going ahead tomorrow. This is our awards program and it's been a while since we were able to come together due to COVID. I'm looking forward to this opportunity to recognize our team members and share our good work with Council and the community. (All meetings are live streamed on our [website](#).) We are a values-based organization and together with Nancy, Sean, Kealy and Patricia, we are proud to make sure our work to shines. For those of you coming out tomorrow, I can't wait to see you there.

ELT continues to visit as many worksites as possible and for my part, I continue to talk frequently with the local City Managers, Regional CAOs, Ministry staff and of course the Chair and Regional Council, our staff and labour groups.

In the meantime, keep well, continue to access the resources to help you and your family process all of this and take time to plan some well-deserved vacation to keep as healthy as possible.

I will be in touch on Friday after our Council meeting.

Take care,

Gary

June 9, 2023: CAO Update on Principles to guide us moving forward, political debates and FAQs

Good afternoon,

Regional Council Update 8th June, 2023

I promised an update on our report to Council in response to Bill 112, which outlines principles to confirm how we will manage through this transition period, the goal being uninterrupted services with no service level reductions. The [report](#) was well-received and we had a good discussion with Council who shared appreciation and full support for staff.

Regional Council endorsed the [principles](#) for approaching Peel Region's 2024 budget and existing workplans. Generally, that means our goal is business as usual... in these unusual times. I know in some areas, to put it mildly, that is already difficult. Council understands that.

With Council approving the principles, it allows us to stop guessing about what "living in limbo" means from a workplan perspective and instead empower staff to use their professional judgement. In the weeks to come, Directors will be working with their Commissioners to assess any impacts. Please consult with your team leadership if you have questions.

During Council, we also learned that Bill 112 has received Royal Assent, which means it is now fully passed.

Agreement about not dragging staff into the political debate

If you watched the discussion at Council, you'll recognize the ongoing political debate, and you'll have heard perspectives that you may not agree with. There was broad agreement that Councillors should not put staff on the spot in political debate. While Nancy, Sean, Kealy, Patricia and I are used to navigating these waters, I know from my own career that this can be difficult.

If you feel you are being put in an awkward position, please escalate to your supervisor, manager or higher, as our leadership team is here to help. You likely will continue to see the political debate in the Council Chamber, in the media and on social media. It's hard to not jump in to defend, and while we will have our own opinion as Regional employees, it's important that we continue to be seen as impartial and stick to the facts and maintain our continued professional approach.

For my part, I just do not engage on social media, unless for example it was a neutral comment of support for Regional business or our teams, as an example.

Town Hall Questions

We received hundreds of questions so we need a bit more time to collate and provide accurate responses, grouping similar questions. We will post them to our Pathways space early next week and send out a link. Keep your questions coming; our intake form is active. You can continue to send in questions you don't see the answers to and be connected with HR for more specific questions.

Please take the time to take care of yourself during these uncertain times.

I'll be in touch next week on Wednesday again, and I hope you have a good weekend.

Take care,

Gary

June 14, 2023: CAO Update on planning for transition, looking ahead, no news from the Province

Good afternoon,

Since I wrote to you on Friday there have been no formal developments from the province, so we are focused on preparing as best we can for the Transition Board. Your questions are vital, so we can build an inventory of the complicated exercise the Transition Board will have before them. You can send them here.

Right now, Sean, Kealy, Nancy and Patricia and I are meeting every Tuesday with team members to discuss our collective activities, policies and plans for the transition, and I will keep you up to date in my Wednesday communications to you.

- We continue to work on assessing workplans using the [principles](#) endorsed by Council.
- We are advancing work on retention strategies, acknowledging that we also need to look beyond January 1, 2025, as services will continue after that. More to follow in the coming weeks on that.
- We are starting to prepare an orientation for the Transition Board should they request one.
- I have met with the City Managers of Brampton, Caledon and Mississauga, where we broadly acknowledged that not much can be done between us as municipal partners until the Transition Board is appointed and they have given direction.
- [FAQs](#) are now online - keep them coming.

I'd like to share a special thanks to all our contract staff, for whom this time is particularly difficult. We appreciate you and are very much aware that you continue to play a critical role in service provision across the corporation.

While we manage through this time, we are also looking to the future. This week, our Finance Symposium was held on Monday, making the clear connection between our financial investments and climate change impacts. We are ensuring we continue full steam ahead on Climate Change Actions to meet our goals. It's one of the principles Council has approved. It was great to meet with teams, learn, and share the imperatives of our work ahead.

I'll be in touch next Wednesday,

Take care,

Gary

June 21, 2023: CAO update: Supporting one another, building capacity for the long term and continuing to deliver our services

Good afternoon,

For this week's regular update, there have been no new developments related to the legislative changes. Kealy, Sean, Nancy, Patricia and I continued to meet with counterparts in the municipal sector and share the facts about Peel.

Last week, I was able to attend both the Climate Change Finance Symposium and the Housing Services Divisional Day, and today I'm out again to see our Health Services People Leaders and attend the Peel Living Staff BBQ. Thank you for all of the invitations. Team meetings continue and coming together and supporting one another is so important right now. The gatherings, smaller team meetings and events all give us energy and a lot of encouragement. Thank you to all our colleagues who organize these gatherings, you make a difference.

Even with the adjustments we are all making, we are conducting regular business well and ensuring our services continue. We do feel the strain in some of our groups and we are monitoring closely. At ELT we are continuing to meet with the focus of job security and maintaining service levels at the forefront of our planning, and preparations for the Transition Board and the Provincial auditors are underway. One thing we learned from COVID is that you need to sustain your efforts through this journey, so we will be making a few changes to ensure we can do that and that we have capacity to respond to the auditors and transition board's asks of us. More on that soon.

Thanks to our digital team for updating our external [website](#) with a focus on the facts, take a look and refer back or send partners to the site. Pathways also continues to be updated including our FAQs.

We are in a bit of a lull of information on the transition until the Transition Board is announced, so I will take a pause on these weekly emails and update you two weeks from now on July 5, unless there is any news before then, in which case, I'll be in touch.

Thank you for continuing to support one another, and please continue to plan for your summer vacations, which we all deserve (and need).

Take care,

Gary

July 5, 2023: CAO Message to Staff: Transition Board has been announced

Good afternoon,

This morning, we received the news that the Transition Board has been [named](#). You will have seen the Chair's announcement just a short while ago. We welcome the [establishment of the board](#) and look forward to working with the members and their thoughtful deliberations.

I am pleased to see the Ministry acknowledge the fair and equitable treatment of staff, I quote: "The transition board is tasked with helping to ensure that all affected municipalities, their residents and employees are respected and treated in a fair and equitable manner."

We are well-positioned to tell our story. We will work hard to ensure the highlights of our work together is well-presented and that the facts and data are shared accurately. Your questions will be shared as well to help up seek clarity every step of the way; you have my commitment.

This announcement is very new and the Transition Board will need time to organize themselves and engage with all the municipalities in a thoughtful way. I have already spoken to the Ministry about logistics and engagement opportunities in the near term.

Nancy, Sean, Davinder, Kealy, Patricia and I will continue alongside your Directors to monitor this all and be in touch with you regularly.

We will be updating Pathways and www.peelregion.ca/transition website with the information over the course of the day and you can expect to see a media release also. We will also update our partners, vendors and volunteers in the days to come.

Our last Council meeting until September is tomorrow. We have a very full agenda with a number of updates to share with Council. Thank you to the many team members who prepared Council reports over the past month and a half on a very fast turnaround, and to all of you who have helped tell our Peel story and keep business moving forward in support of the community that relies on us.

Please take care as I know that news announcements can be unsettling and interrupt our work and thought patterns while we absorb details and consider the information. For me, this news is good in that we now can start to establish our professional relationship with the board members and get ready to work with them.

If you have questions, there are FAQ answers here, and you can submit using the form, or please send them through your people leader if you don't have quick access. I will write again on Friday at noon with a further update.

Take care,

Gary

July 7, 2023: CAO follow up on Transition Board and Next Steps

Good morning,

I promised to write today with an update.

Transition Board

Practically, since the Transition Board announcement we have had a long a productive Council meeting which has eaten up our time and reminded everyone that we have a massive operation to run every day that our community relies on in addition to dealing with the transition matters. We can't lose focus on delivering great services, thank you for doing that.

We had expected the Transition Board to arrive later in July, this announcement means we will see them a little earlier. I have already spoken to the chair, John Livey and we are helping them start up their office. Along with Sean, Kealy, Patricia, Nancy and Davinder and your Directors, I will keep you up to date on the work and what we hear from them in terms of expectations of staff. Nothing substantive to share at this time.

Keeping focused

A reminder that what you hear in media or chatter in our municipal world right now may often be speculation. As I have shared since day one, our story will be told through data and facts:

- Our most up-to-date story is being told on our website - last week we relaunched www.peelregion.ca/transition - a centralized landing page to tell our story and make space for Transition updates. This space will grow and change over time.
- You can also continue to refer to Council direction on how we [manage through the transition](#), including the [12 principles](#). Continue to use these reference points as your guideposts.
- If you have questions, please check in using the question form, or reach out to your Directors who are consistently working with myself, Kealy, Sean, Patricia, Nancy and Davinder. ELT continues to meet weekly with a structure in place and a strong focus of supporting the Transition work.

Like many of you, I have an upcoming vacation at the end of next week and looking forward to spending with my family, and I encourage you to make plans for rest and vacation this summer as well. It's always important to think about our self-care and I'll bring forward some highlights for wellness initiatives underway in my next update which will be next Wednesday.

Finally, congratulations to many who just saw the children and students in their lives complete the school year last week - some wonderful milestones to celebrate, feel free to share your photographs!

Take care,

Gary

July 12, 2023: CAO Update on Health Spending Account and Transition Board

Good afternoon,

I hope you are doing well and are able to take some time off through the summer period. I apologize in advance for the length of this email, but some important matters to share.

Council has increased our Health Spending Account (HSA) for 2023 and 2024 for eligible employees

As part of our people plan and with the support of Regional Council to promote our self-care, the Health Spending account will increase by 40% in both 2023 and 2024. This change is for eligible employees who currently participate in the Sun Life HSA benefits program. The intent of the HSA increase is to provide enhanced spiritual, emotional and physical wellness support for you and your families.

This follows the introduction of the enhanced psychological health coverage supplied by Sun Life in June for eligible staff.

To check your updated health spending account balance, please log into the Sun Life member site after August 3rd at <https://www.sunlife.ca/en/support/sign-in-help/my-sun-life/> or call 1-800-361-6212. Our HR team will continue to share information about this rollout in the weeks to come.

Transition Board Updates

As I mentioned last week, I've started to engage with the Transition Board team members to provide a warm welcome, indeed in addition to the initial call from the chair, John Livey on Wednesday, I had a face-to-face meeting with some of them on Friday afternoon.

Like all projects at the beginning, the planning is important, and they are organizing themselves to successfully meet their mandate.

The regulations (now posted for reference on our Peel [site](#)) outline the prescribed duties, including:

Develop and submit a workplan for approval to the Minister by August 31, 2023, that includes:

- i. a plan on how the board will meet the deadlines, if any, directed by the Minister with respect to recommendations under paragraph 1 of subsection 3 (5) of the Act,
- ii. a communications plan outlining the proposed approach to communicating with the Ministry, including timelines,
- iii. a consultation plan outlining the proposed approach to consulting with the affected municipalities and municipal stakeholders, including timelines,
- iv. a description of the documents, records or other information anticipated to be requested and examined under clause 3 (7) (b) of the Act or of the things the affected municipalities will be required to do under clause 3 (8) (a) of the Act,
- v. a description of the documents, records or other information the board anticipates requesting from any Ministries of the Government of Ontario,
- vi. a hiring and resource plan that includes expected costs for, and descriptions of, anticipated staff to be hired and expert services and any additional supports the board anticipates that it will require to perform its functions, including supplies and facilities,
- vii. a description of how the board will fulfil its duties under paragraphs 2 and 3 of subsection 3 (5) of the Act,
- viii. a description of how the board will determine when to exercise its powers under subsections 6 (1) and (2) of the Act and the process the board will use when exercising those powers, and
- ix. a budget, including the total expected costs identified in subparagraph vi, any other anticipated expenses of board members or of the board and remuneration of board members.

Some other notable matters:

- Also contained in the regulations is that the Transition Board will now exist until June 1st, 2025, which is a change from the original date of January 31st, 2025.
- At this point, it seems likely they will have an office at 10 Peel and they expressed a deep commitment to understanding all things Peel, which is reassuring to me that it will be a thoughtful process ahead.
- We are developing an orientation package and approach for the Transition Board for delivery in August.
- Media speculation this week has been on the compensation of the Board members. This is the responsibility of the Ministry of Municipal Affairs and Housing. We neither picked the board members nor decided the remuneration. For that reason, it is a matter for the Ministry.

Communicating

This week we are updating our letters to the Vendors, Volunteers and Community Partners to ensure they are kept up to date with the appointment of the Transition Board and that business continues as usual - in these unusual times. Our transition webpage will be updated with them.

Please continue to submit your questions as always through the online form. If you're a frontline staff person and checking into one of our buildings, look for QR codes on digital screens and on bulletin boards, to connect to the form. The questions continue to feed into our FAQs and we are passing them to the Transition Board as part of their orientation and helps Nancy, Sean, Patricia, Davinder, Kealy and myself keep on top of how you are all feeling and what you are curious about.

Kealy Dedman, Commissioner of Public Works, will be Acting CAO in my absence over the next two weeks when I am on vacation and you will hear from Kealy if there is anything new to report, though I'm not expecting anything.

I will be in touch on Wednesday, August 2nd after I am back - and thank you for all you continue to do to support our residents and businesses in Peel.

Take care,

Gary

CAO Town Hall with Peel Employees

June 1, 2023: Regional Governance CAO Town Hall Hosted by Gary Kent

In line with Peel's Leadership team proactive and supportive approach to openly communicate information with employees and following many employees expressing a desire to hear from the CAO directly, a Town Hall was organized. The one-hour Town Hall was live-streamed which allowed for employee participation and recorded for later viewing for those who could not attend or wanted to watch again.

Gary Kent hosted the Town Hall; he reviewed key information related to the Transition and then responded to employee questions. A summary of questions received in advance of and during the Town Hall can be found in the "Voice of Peel Employees: Concerns & Questions" document the Transition Board has also been provided.

CAO Messages to Regional Council

June 21, 2023: Regional Update #4 and Council tomorrow

Chair and Members of Regional Council,

Transition

Attached are the weekly emails I have been sending to staff to keep them in the loop. I wanted to share them to keep you up to date with the narrative in the corporation. These build on the first couple I already sent to you and I will forward them to you on a more regular basis.

Generally there is no news from the Province either on the audits or Transition Board to report. I expect a bit of a lull until we hear about the appointments, which allows some vacation time for staff. Your City Managers and myself are in regular touch and, in my opinion, working well on this. The Ministry has changed Deputy Ministers with a new one having started June 19th, so they will be going through their orientation I assume.

Council tomorrow

(Content removed as it did not relate to the Transition, but rather logistical matters related to the Council meeting.)

Thank you for your support and we look forward to your debate and direction tomorrow.

Gary

July 5, 2023: Transition Board Announced

Chair and Members of Regional Council,

The Province has announced the members of the Transition Board which you can find at this [link](#).

I will be writing to staff shortly and update you on next steps as they emerge I understand them.

I think we all welcome this announcement and look forward to engaging appropriately with them in the coming weeks and months.

Regarding media enquiries that are directed to staff I will respond and anything for the Transition Board we will refer to the Ministry .

Thanks

Gary

CAO Update and Presentation to Regional Council

June 8, 2023 Regional Council Meeting

Video of the Regional Council Meeting on YouTube:

- [CAO Gary Kent's presentation to Peel Region Council](#)
- [Council Discussion](#)

Presentation:



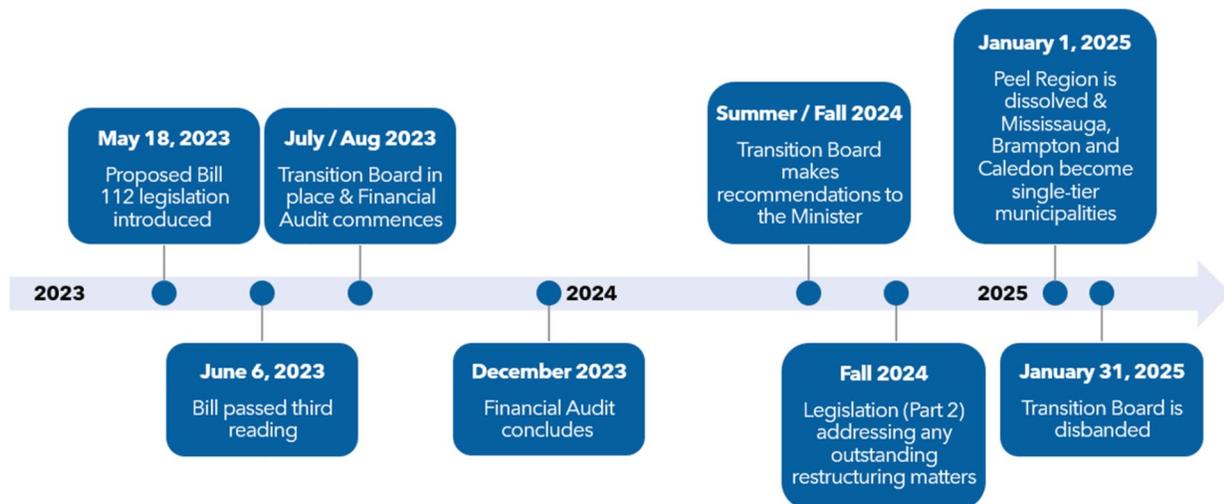
Region of Peel
working with you

Bill 112 - Managing Through the Transition

Gary Kent, CAO, Peel Region
June 8, 2023 Regional Council Meeting

The slide features the Region of Peel logo in the top left and a large, stylized 'P' logo on the right side.

Transition Timelines



Role of the Transition Board

“Provide recommendations to the Minister, by the date or dates directed by the Minister, respecting the municipal restructuring required for the purposes of section 2, including recommendations with respect to,

- i. winding down the financial operations of The Regional Municipality of Peel,
- ii. transferring assets of The Regional Municipality of Peel,
- iii. assigning liabilities, debt and other financial obligations of The Regional Municipality of Peel,
- iv. employment matters, including pension and benefit obligations,
- v. the allocation, governance, use and control of services provided by The Regional Municipality of Peel, including whether joint municipal service boards or other entities should be established or other shared servicing arrangements would be advisable,
- vi. the impact on any municipality that may be affected by the dissolution of The Regional Municipality of Peel,
- vii. the long-term economic sustainability of the City of Mississauga, the City of Brampton and the Town of Caledon as single-tier municipalities, and
- viii. any other matters that the board considers advisable or that the Minister may direct.”

Managing Risks

- Business continuity for all essential services to the 1.5 M residents of Peel and the over 175,000 businesses
- Supporting the psychological health and well-being of over 6500 Peel staff
- Collective bargaining for the 11 union contracts that are currently open for negotiations
- Managing staff retention to ensure service continuity
- Managing contracts with community partners and vendors, including those that, by necessity, must extend beyond January 1, 2025, to ensure uninterrupted provision of services
- Providing details to investors and credit rating agencies around financial stability
- Answering questions from multiple stakeholders including labour groups, businesses, and customers
- Ensuring transparent sharing of data with all municipalities if requested and an organized intake of requests

Principles to Maintain Regional Services and to Prepare for the 2024 Budget

Overarching Principle

Through the transition period, when entering into any transaction, commitment, or agreement, including major transactions and those that extend beyond January 1, 2025, as required for the continued delivery of all services, act in the public interest and in a manner consistent with past practices, having regard to the municipal restructuring, and in a manner that does not unreasonably impact another municipality, including continued investments in the principled areas identified.

Principles to Maintain Regional Services and to Prepare for the 2024 Budget

1. Community Housing construction and continuation of housing enabling programs
2. Public Works enabling infrastructure to build homes faster
3. State of Good Repair investments for assets that will clearly continue to be required
4. Health and Safety initiatives including psychological health and wellness for staff
5. Labour Relations Mandate as approved in June 2022 by Council
6. Initiatives to pursue the Climate Change Emergency master plan
7. Diversity and Inclusion community initiatives
8. Investments in essential services consistent with master plans
9. Continued investments in Public Safety & Wellbeing
10. Technology investments to sustain services and protect infrastructure required
11. Required property needs for necessary works and the continued delivery of Regional services
12. The procurement of goods and services as required to deliver and support the continuity of service levels and uninterrupted delivery of Regional services

Report:



REPORT
Meeting Date: 2023-06-08
Regional Council

REPORT TITLE: **Bill 112 – Managing Through the Transition**

FROM: Gary Kent, CPA, CGA, ICD.D, Chief Administrative Officer

RECOMMENDATION

That the Principles for approaching the 2024 budget and existing workplans, as outlined in Appendix II of the Report of the Chief Administrative Officer, listed on the June 8, 2023 Regional Council agenda titled “Bill 112 – Managing Through the Transition”, be endorsed.

REPORT HIGHLIGHTS

- On May 18, 2023, the Province introduced Bill 112, *The Hazel McCallion Act* (Act). If passed, this Act will dissolve the Regional Municipality of Peel effective January 1, 2025, and make Brampton, Caledon, and Mississauga single tier municipalities.
 - This has introduced layers of complexity and anxiety with many stakeholders, including staff.
 - Peel is an anchor institution in the community. Peel residents, businesses and the community rely on the seamless delivery of high quality, efficient services.
 - Everyone agrees that maintaining services is critical and that ensuring the well-being of staff who deliver and support the delivery of those services is of utmost importance.
 - The purpose of this report, in the absence of certainty, is to be very transparent and establish principles which staff can use to assess how to proceed with already approved programs and projects, as well as establishing principles to prepare the 2024 budget.
 - The Ministry of Municipal Affairs and Housing is actively working to develop the Terms of Reference and appoint the Transition Board, after the legislation is passed, to facilitate the municipal restructuring. The Transition Board is expected to be in place by the end of July.
 - The financial audit, also initiated by the Province, is expected to start at approximately the same time and run until the end of the year.
 - While Peel staff assess the legislation, associated impacts and plan to work with the Auditors and the Transition Board, several risks are being managed.
 - Peel’s Executive Leadership Team, working with their Directors, have developed principles for approaching the 2024 budget and existing workplans.
 - In accordance with the proposed legislation, decisions will be made in the public interest having regard for the municipal restructuring, ensuring value for money, high quality efficient services and that other municipalities are not unreasonably impacted.
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Bill 112 – Managing Through the Transition

DISCUSSION

1. Background

On May 18, 2023, the Province introduced Bill 112 (Appendix I), which proposes to dissolve the Regional Municipality of Peel and make Brampton, Caledon and Mississauga single tier municipalities, effective January 1, 2025.

As of the date of preparing this report (May 30th), the Bill passed through the second reading. Three readings of the Bill, followed by the receipt of royal assent, are required for the Bill to become law.

Pursuant to the proposed legislation, the Province will appoint a Transition Board consisting of up to 5 individuals to facilitate the municipal restructuring. As outlined in the following excerpt from the legislation, the Board's duties include:

"Provide recommendations to the Minister, by the date or dates directed by the Minister, respecting the municipal restructuring required for the purposes of section 2, including recommendations with respect to,

- i. winding down the financial operations of The Regional Municipality of Peel,
- ii. transferring assets of The Regional Municipality of Peel,
- iii. assigning liabilities, debt and other financial obligations of The Regional Municipality of Peel,
- iv. employment matters, including pension and benefit obligations,
- v. the allocation, governance, use and control of services provided by The Regional Municipality of Peel, including whether joint municipal service boards or other entities should be established or other shared servicing arrangements would be advisable,
- vi. the impact on any municipality that may be affected by the dissolution of The Regional Municipality of Peel,
- vii. the long-term economic sustainability of the City of Mississauga, the City of Brampton and the Town of Caledon as single-tier municipalities, and
- viii. any other matters that the board considers advisable or that the Minister may direct."

The Ministry of Municipal Affairs and Housing is actively working to develop the Terms of Reference and to appoint the Transition Board when the legislation passes.

Recommendations from the Transition Board are due to the Minister in the Summer/Fall of 2024 and legislation to address restructuring matters is expected in the Fall of 2024. The Minister and Cabinet will make the final decision.

Council is also aware that the Province recently announced the financial audit of several municipalities, including Peel Region, all three local municipalities, the City of Toronto, and the Town of Newmarket. The purpose of the audit is to assess the financial impacts of Bill 23 and to optimize municipal resources.

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Peel's participation in the audit was approved by Regional Council on May 11, 2023. It is expected that the financial audit will start at approximately the same time as the Transition Board and run until the end of the year.

The purpose of this report, in the absence of certainty, is to be very transparent and establish principles which staff can use to assess how to proceed with already approved programs and projects as well as establishing principles to prepare the 2024 budget.

2. Peel's Critical Role in the Community

Peel is an anchor institution in the community. Peel residents, businesses and the community rely on the seamless delivery of high quality, efficient services.

Peel provides essential services through all stages of life such as housing & shelter, childcare services, social assistance, waste collection, water & wastewater treatment, arterial roads, TransHelp, Paramedics, public health programs including disease prevention, immunization, and long-term care services.

Throughout the COVID-19 pandemic, Peel staff administered 3.3 million doses of COVID-19 vaccine to Peel residents aged 12 and over, managed over 180,000 COVID-19 cases and secured over \$360 million in COVID-19 funding to support the community.

Peel also funds police services (Peel Regional Police & Ontario Provincial Police) and the Conservation Authorities.

The total annual operating budget for Peel is \$3.1 billion. The annual capital budget is \$1.9B and the ten-year capital plan is \$14.5B. Regional assets total \$36B.

As highlighted in the 2023 budget, Peel service levels include:

- Providing affordable housing and supports to approximately 28,800 households
- Managing 10 development projects that will add almost 1,000 new affordable units
- Providing approximately 23,000 residents with Ontario Works assistance
- Responding to an estimated 148,000 emergency calls
- Providing approximately 700,000 TransHelp trips
- Providing more than 8,000 fee subsidies making it possible for families to access affordable licensed childcare
- Providing opportunities for over 17,000 children and their families to participate in EarlyON programs across Peel
- Providing an estimated 95,000 children with free dental screening
- Providing approximately 800 residents with quality care through five long term care homes
- Planning and managing growth and development to sustain healthy and complete communities for current and future generations
- Managing over 570,000 tonnes of residential waste
- Treating, transmitting, and distributing 590 million litres per day of municipal water to over 339,000 retail and wholesale customer accounts

Bill 112 – Managing Through the Transition

- Maintaining 1,700 lane kilometres of roads, 390 kilometres of active transportation infrastructure, and 345 kilometres of storm sewers
- Conducting approximately 12,000 compliance health inspections at 6,600 food premises
- Providing programs and services to Peel residents through agencies funded by \$7 M in Community Investment grants
- Planning for climate change adaptation and environmental resiliency
- Advancing work that contributes to a diverse and inclusive workplace and community
- Welcoming an estimated 13,700 estimated in person & virtual visitors with local arts and exhibitions at the Peel Art Gallery, Museum and Archives (PAMA)

All of these services contribute to Peel's rapidly growing, dynamic community. In 1974, Peel's population was approximately 265,000. There has been significant growth. Peel's current population is 1.5 M and by 2051, projected to be 2.28 M.

3. Navigating the Change and Managing Risks

Navigating this change and transition is a significant task. Everyone agrees that maintaining services is critical and that ensuring the well-being of staff who deliver and support the delivery of those services is of utmost importance. Retention of knowledgeable, trained staff will be in every institution's best interests to ensure any timely transition will carry with it, not just well functioning programs, and assets, but trained, professional staff that the community recognizes and values.

While staff actively assess the legislation, associated impacts and plan to work with the Auditors, the Transition Board and colleagues in the local municipalities, a number of risks are being managed in this uncertain phase:

- Business continuity for all essential services to the 1.5 M residents of Peel and the over 175,000 businesses
- Supporting the psychological health and well-being of over 6500 Peel staff
- Collective bargaining for the 11 union contracts that are currently open for negotiations
- Managing staff retention to ensure service continuity
- Managing contracts with community partners and vendors, including those that, by necessity, must extend beyond January 1, 2025, to ensure uninterrupted provision of services
- Providing details to investors around financial stability
- Answering questions from multiple stakeholders including labour groups, businesses, and customers
- Ensuring transparent sharing of data with all municipalities if requested and an organized intake of requests.

Several immediate tactics are underway such as ongoing timely and transparent communication to all employees, customers, community partners, labour groups, investors and vendors.

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Staff believe that it would be helpful if the Transition Board makes early and obvious decisions (where possible) to allow employees to make informed decisions related to job security.

Other key tactics include:

a) Enhancing Psychological Health Benefits for Peel Staff

The proposed dissolution of the Region of Peel has understandably triggered significant anxiety and stress amongst staff.

In consultation with the Regional Chair, the CAO has utilized authority delegated to him under Bylaw 1-2015 in situations of emergency, to increase employee psychological health benefits to \$2,500 in 2023 for eligible full-time employees whose current entitlements are not at this level.

These benefits will now match the existing amount provided to employees of the Cities of Brampton and Mississauga. Employees of the Town of Caledon receive \$1,000 per year. The psychological health benefits include services from psychologists, social workers, psychotherapists, clinical counsellors, and family therapists, and will provide enhanced supports to staff during this difficult time.

The increase is estimated at approximately \$460,000 for the balance of 2023, subject to actual use, and will be funded through the rate stabilization reserve.

b) Managing Community Partner and Vendor Arrangements

Community partners and vendors are critical to the delivery of services in Peel.

Many of Peel's valued partners and vendors have been in contact with staff with questions and concerns arising from the proposed dissolution.

Communications have been developed and distributed to these parties, advising of the current situation, and providing assurances that there will be no service interruptions for residents, or the businesses served by Peel and that staff plan to continue working with Peel's community partners and vendors throughout the transition.

c) Assurances to Investors and Credit Rating Agencies

Investors and credit rating agencies have contacted Peel staff with questions and requests for assurances in regard to debentures issued by the Region of Peel.

Staff continue to field questions and work with stakeholders to understand potential impacts to debenture holders arising from the dissolution of Peel.

In this regard, the proposed legislation does not include any provisions that adversely affect the rights of current debenture holders. Consistent with the *Municipal Act, 2001*, it is expected that new legislation will be enacted prior to January 1, 2025, that will provide that debentures of Peel that are outstanding on that date will become the joint and several obligations of the continued municipalities.

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Peel is holding a broad global investor call during the week of May 29 to assure investors that the security that backs the debentures has not changed notwithstanding the proposed legislation.

Debenture issuance of up to \$324.1M was planned for 2023, consistent with the 2023 Borrowing Limit Report approved by Council on February 23, 2023.

Regional net debt was \$1,270 M, inclusive of \$100 M debt for Peel Housing Corporation and the total net debt including local municipalities was approximately \$1,574 M as of December 31st, 2022.

In light of the proposed legislation and uncertainty, staff will review over the coming months the borrowing requirements and issuance plans from all four municipalities.

4. Maintaining Partnerships and Preparing for the Financial Audit & Transition Board

Ongoing partnerships and communication with Ministry staff, elected officials, local municipalities, community partners, labour groups, investors and vendors will be crucial to ensure an effective transition with minimal impacts to employees, services, residents, businesses, and the community.

Regional staff are preparing to work with and ensure information and data is available for the Auditors and the Transition Board, when the requests are known.

To prepare for the transition, the Executive Leadership Team, together with their Directors, have developed principles for approaching the 2024 budget and existing workplans (Appendix II).

The proposed legislation provides that Peel and all three local municipalities must act in the public interest having regard to the contemplated municipal restructuring, and in a manner that does not unreasonably impact another municipality, when considering entering into any transaction, commitment, or agreement. This is an overarching principle.

Pursuant to the proposed legislation, all actions are subject to monitoring and review of the Transition Board. As such, the Principles in Appendix II for which Council endorsement is sought, is reflective of these legislative requirements.

To ensure uninterrupted continuation in the services delivered by Peel and an orderly transition of services, arrangements and agreements must be made that extend beyond January 1, 2025. In contemplation of transition, staff will make all efforts to ensure that any such new arrangements and agreements contain appropriate assignment and other provisions appropriate to the transaction, having regard to the municipal restructuring.

To align to the requirements of the legislation and manage risks, staff will be including a new section in all Council reports to ensure that the report identifies any impacts associated with Bill 112 and highlight any significant related risks.

Staff will also reflect on what decisions come forward to Council for clarity, even where delegated authority has been given.

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RISK CONSIDERATIONS

Staff are actively assessing the legal, service, and contractual implications of this legislation and are proactively addressing these risks as outlined in this report. These will continue to be reported to Council as necessary.

FINANCIAL IMPLICATIONS

The financial impacts are unknown at this time.

Staff will continue to deliver services as approved through the 2023 Budget and through previous approved Council reports and continue to review future investments and workplans through the lens of Bill 112.

Staff will also continue to assess financial implications on an ongoing basis as additional information and details are released and will report back to Council as appropriate.

CONCLUSION

The significant task ahead of dissolving the Regional Municipality of Peel will be complex. Staff are ready to work with Ministry staff, the Auditors, the Transition Board, and colleagues in the local municipalities to ensure an effective transition, should it proceed, and to minimize service impacts on employees, residents, businesses, and the community.

Endorsement of the Principles for the 2024 budget and existing workplans identified in Appendix II will enable effective decisions to be made that will support the uninterrupted provision of services delivered by Peel and the orderly transition of such services as contemplated by the proposed legislation.

APPENDICES

Appendix I - Bill 112

Appendix II - Principles to Maintain Regional Service through Transition Period and Prepare for 2024 Budget



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

Authored By: Sherona Hollman, Director, Corporate Strategy & Performance

Appendix I:

Appendix I Bill 112 – Managing through the Transition

Legislative
Assembly
of Ontario



Assemblée
législative
de l'Ontario

1ST SESSION, 43RD LEGISLATURE, ONTARIO
1 CHARLES III, 2023

Bill 112

An Act to provide for the dissolution of The Regional Municipality of Peel

The Hon. S. Clark

Minister of Municipal Affairs and Housing

Government Bill

1st Reading May 18, 2023
2nd Reading
3rd Reading
Royal Assent

Appendix I

Bill 112 – Managing through the Transition

EXPLANATORY NOTE

The Bill enacts the *Hazel McCallion Act (Peel Dissolution), 2023*. Here are some highlights of the Act:

1. Section 2 provides that, on January 1, 2025, The Regional Municipality of Peel is dissolved and the City of Mississauga, the City of Brampton and the Town of Caledon are continued as single-tier municipalities.
2. Section 3 provides for a transition board consisting of members appointed by the Minister. The transition board must, among other things, provide recommendations to the Minister respecting the municipal restructuring required for the purposes of section 2 and must monitor the actions, duties or decisions of the councils of the municipalities and their local boards, and those actions that have been delegated to committees, staff or officers.
3. Section 5 requires that the municipalities and their local boards, when considering entering into a transaction, commitment or agreement on or after May 18, 2023 and before January 1, 2025, act in the public interest having regard to the municipal restructuring required for the purposes of section 2, including acting in a manner that does not unreasonably impact another municipality.
4. Section 6 enables the transition board to direct a municipality or local board to take certain actions with respect to a transaction, commitment or agreement, or a proposed transaction, commitment or agreement, if the transition board is of the opinion that a municipality or local board has acted or proposes to act contrary to section 5. If the municipality or local board, despite the direction from the transition board, proceeds with the transaction, commitment or agreement or does not modify or undo the transaction, commitment or agreement, the transition board may notify the Minister and the Minister may, by order, modify or terminate the transaction, commitment or agreement or prohibit the municipality or local board from proceeding with the transaction, commitment or agreement.
5. Section 7 provides for immunity from personal liability in specified circumstances for the members, employees and agents of the transition board and any employee or agent of a municipality or of its local board who acts under the direction of the transition board or Minister.
6. Section 8 enables the Minister to apply to the Superior Court of Justice for an order requiring a person or entity to comply with any provision of the Act or of a regulation made under it, a direction of the transition board or an order made by the Minister.
7. Section 10 enables the Minister to make regulations that, among other things, govern the transition board. Section 11 enables the Lieutenant Governor in Council to make regulations that are necessary or advisable to facilitate or implement the municipal restructuring required for the purposes of section 2. Regulations may be retroactive to a period before they are filed, but not earlier than May 18, 2023.
8. On January 1, 2025, the *Regional Municipality of Peel Act, 2005* is repealed.

An Act to provide for the dissolution of The Regional Municipality of Peel

Preamble

The people of Ontario and their Government:

Respect and support the effective administration of local governance.

Recognize that municipalities should be empowered with the tools needed to plan for population growth, including the tools needed to build more housing options, and should work together fairly and in good partnership with neighbouring municipalities.

Understand that safe communities and the delivery of effective frontline services are key pillars of local government, including by preserving frontline workers.

Appreciate the importance of value for money and high-quality services delivered in an efficient manner for taxpayers.

Acknowledge that where there are shared assets and services, municipalities should be treated in an equitable and fair manner whereby all residents, regardless of where they live, are respected and have access to excellent services.

Therefore, His Majesty, by and with the advice and consent of the Legislative Assembly of the Province of Ontario, enacts as follows:

Interpretation

1 In this Act,

“Minister” means the Minister of Municipal Affairs and Housing; (“ministre”)

“prescribed” means prescribed by the regulations made under this Act; (“prescrit”)

“transition board” means the transition board established under subsection 3 (1). (“conseil de transition”)

Dissolution

2 (1) The Regional Municipality of Peel is dissolved on January 1, 2025.

Single-tier municipalities

(2) The City of Mississauga, the City of Brampton and the Town of Caledon are continued as single-tier municipalities on January 1, 2025.

Transition board

3 (1) A transition board is established consisting of up to five members appointed by the Minister, or up to such other number as may be prescribed.

Chair

(2) The Minister may designate one of the members of the transition board as chair.

Body corporate

(3) The transition board is a body corporate without share capital.

Non-application of corporate Acts

(4) The *Not-for-Profit Corporations Act, 2010* and the *Corporations Information Act* do not apply to the transition board except, in the case of the *Not-for-Profit Corporations Act, 2010*, as is prescribed by regulation.

Duties

(5) The transition board shall do the following:

1. Provide recommendations to the Minister, by the date or dates directed by the Minister, respecting the municipal restructuring required for the purposes of section 2, including recommendations with respect to,

- i. winding down the financial operations of The Regional Municipality of Peel,
-

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- ii. transferring assets of The Regional Municipality of Peel,
 - iii. assigning liabilities, debt and other financial obligations of The Regional Municipality of Peel,
 - iv. employment matters, including pension and benefit obligations,
 - v. the allocation, governance, use and control of services provided by The Regional Municipality of Peel, including whether joint municipal service boards or other entities should be established or other shared servicing arrangements would be advisable,
 - vi. the impact on any municipality that may be affected by the dissolution of The Regional Municipality of Peel,
 - vii. the long-term economic sustainability of the City of Mississauga, the City of Brampton and the Town of Caledon as single-tier municipalities, and
 - viii. any other matters that the board considers advisable or that the Minister may direct.
2. Monitor, as the board considers appropriate, the actions, duties or decisions of the councils of The Regional Municipality of Peel, the City of Mississauga, the City of Brampton, the Town of Caledon, and their local boards.
 3. Monitor, as the board considers appropriate, the actions, duties or decisions of The Regional Municipality of Peel, the City of Mississauga, the City of Brampton and the Town of Caledon that have been delegated to committees, staff or officers of the municipalities or any of their local boards, as the case may be.
 4. Advise or report to the Minister on any matter that the Minister considers advisable.
 5. Carry out any other prescribed duties.

Fees, etc

(6) The fees or remuneration paid to the transition board and travelling and other expenses incurred by the transition board shall be determined by the Minister and may be apportioned by the Minister from among The Regional Municipality of Peel, the City of Mississauga, the City of Brampton and the Town of Caledon.

Co-operation, access to information

(7) The members of the council of The Regional Municipality of Peel, the City of Mississauga, the City of Brampton and the Town of Caledon, and the employees and agents of those municipalities and the members, employees and agents of each local board of those municipalities, shall,

- (a) co-operate with the transition board and its employees and agents, and assist them in the performance of their duties and comply with their requests under this Act; and
- (b) on request, allow any person or entity described in clause (a) to examine and copy any document, record or other information in the possession of the member, employee or agent's respective municipality or local board.

Power to require information, etc.

- (8) Without limiting the generality of subsection (7), the transition board has power to,
- (a) require The Regional Municipality of Peel, the City of Mississauga, the City of Brampton, the Town of Caledon or local boards of any of those municipalities to,
 - (i) furnish information, records or documents that are in its possession or control,
 - (ii) create a new document or record and furnish the document or record,
 - (iii) update earlier information furnished under this subsection, and
 - (iv) provide support and expertise to the transition board; and
 - (b) impose a deadline for compliance with a requirement under clause (a).

Disclosure despite privilege

(9) A person who is required under subsection (7) or (8) to provide information or to produce documents shall comply with the requirement even if the information or documents are privileged or confidential.

Sharing information with the Crown

(10) The transition board may share any information or documents that it receives under subsections (7) and (8), including privileged or confidential information, with the Crown.

No waiver of privilege

(11) A disclosure under subsection (9) or (10) does not constitute a waiver of privilege.

Duty to give information

(12) If the transition board requires any municipality or local board to do anything under subsection (8), the council of the municipality or the local board, as the case may be, shall comply with the requirement by the deadline imposed by the transition board.

Dissolution of transition board

(13) The transition board is dissolved on January 31, 2025 or on such later date as the Minister may prescribe.

Personal information

4 (1) A person who obtains information under subsection 3 (7), (8) or (10), or under the regulations made under this Act, that is personal information as defined in the *Municipal Freedom of Information and Protection of Privacy Act* shall use and disclose it only for the purposes of this Act.

Example

(2) Without limiting the generality of subsection (1), the information that may be used or disclosed under that subsection includes information relating to,

- (a) a transaction, commitment or agreement or proposed transaction, commitment or agreement of a municipality or of any of its local boards; or
- (b) anything done or proposed to be done in connection with the finances of a municipality or of any of its local boards by,
 - (i) a member of the council of a municipality or of a local board, as the case may be, or
 - (ii) an employee or agent of a municipality or of a local board, as the case may be.

Offence

(3) A person who wilfully fails to comply with subsection (1) is deemed to have contravened clause 48 (1) (a) of the *Municipal Freedom of Information and Protection of Privacy Act*.

Conflict with FIPPA, MFIPPA

(4) Subsection (1) applies despite anything in the *Freedom of Information and Protection of Privacy Act* or the *Municipal Freedom of Information and Protection of Privacy Act*.

Requirement to consider public interest

5 The Regional Municipality of Peel, the City of Mississauga, the City of Brampton, the Town of Caledon and their local boards shall, when considering entering into any transaction, commitment or agreement on or after May 18, 2023 and before January 1, 2025, act in the public interest having regard to the municipal restructuring required for the purposes of section 2, including acting in a manner that does not unreasonably impact another municipality.

Transactions, commitments, etc

6 (1) If the transition board is of the opinion that The Regional Municipality of Peel, the City of Mississauga, the City of Brampton, the Town of Caledon or any of their local boards has acted or proposes to act in a manner that is contrary to section 5, the transition board,

- (a) shall notify the relevant municipality or local board; and
- (b) may direct the municipality or local board to,
 - (i) in the case of a transaction, commitment or agreement that has been completed or entered into, take steps to modify or undo the effect of the transaction, commitment or agreement, or,
 - (ii) in the case of a proposed transaction, commitment or agreement, to not to proceed with the transaction, commitment or agreement or to proceed with modifications.

Failure to comply with direction

(2) If a municipality or local board receives a direction from the transition board under subsection (1) and, despite that direction, proceeds with the transaction, commitment or agreement or does not modify or undo the transaction, commitment or agreement, the transition board may notify the Minister that the transition board is of the view that the municipality or the local board has acted or proposes to act in a manner that is contrary to section 5.

Minister order

(3) If the Minister receives notice from the transition board under subsection (2), the Minister may, by order,

- (a) in the case of a transaction, commitment or agreement that has been completed or entered into, modify or terminate the transaction, commitment or agreement; or

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- (b) in the case of a proposed transaction, commitment or agreement, prohibit The Regional Municipality of Peel, the City of Mississauga, the City of Brampton, the Town of Caledon or any of their local boards, as the case may be, from proceeding with the transaction, commitment or agreement.

Legislation Act, 2006

- (4) Part III (Regulations) of the *Legislation Act, 2006* does not apply to an order made under subsection (3).

No cause of action

7 (1) No cause of action arises against any of the transition board's members or any of its employees or agents, or any employee or agent of a municipality or of its local board who acts under the direction of the transition board or Minister, for any act done in good faith in the exercise or performance or intended exercise or performance of their powers, duties or functions under this Act or for any alleged neglect, default or other omission in the exercise or performance in good faith of their powers, duties or functions.

Proceedings barred

(2) No proceeding shall be commenced against any person or entity specified in subsection (1) in respect of a matter referred to in that subsection.

Employer liability

(3) Subsection (1) does not relieve the transition board, a municipality or a local board of liability to which it would otherwise be subject as a result of the acts or omissions of a person specified in subsection (1).

Enforcement

8 (1) The Minister may apply to the Superior Court of Justice for an order requiring a person or entity to comply with,

- (a) any provision of this Act or of a regulation made under it;
- (b) a direction of the transition board under clause 6 (1) (b); or
- (c) an order made by the Minister under subsection 6 (3).

Same

(2) Subsection (1) is additional to, and does not replace, any other available means of enforcement.

No compensation

9 (1) Except as may be provided under this Act, no person is entitled to compensation as result of the enactment of this Act, the making of any regulation under this Act, or any direction, order, determination or other instrument made by the Minister, the transition board or a delegate of the Lieutenant Governor in Council under this Act.

No expropriation or injurious affection

(2) Nothing done or not done in accordance with this Act, the regulations under it, or any instrument referred to in subsection (1) constitutes an expropriation or injurious affection for the purposes of the *Expropriations Act* or otherwise at law.

Regulations — Minister

10 (1) The Minister may make regulations,

- (a) prescribing anything required to be or referred to in this Act as being prescribed by the regulations;
- (b) defining any word or expression used in this Act that has not already been expressly defined in this Act;
- (c) governing the transition board, including,
 - (i) governing the composition of the board, terms of office for board members, remuneration and expenses that board members are entitled to be paid, the filling of vacancies, quorum requirements and conflicts of interest for board members,
 - (ii) prescribing the powers and duties of the board,
 - (iii) permitting the board to authorize one or more of its members to exercise a power or perform a duty on its behalf,
 - (iv) permitting the board to hire staff, arrange for facilities and obtain expert services, including imposing conditions and limitations with respect to such matters, and
 - (v) providing for anything necessary for the dissolution of the board.

Retroactivity

(2) A regulation made under subsection (1) is, if it so provides, effective with reference to a period before it was filed, but not earlier than May 18, 2023.

Regulations — Lieutenant Governor in Council

11 (1) The Lieutenant Governor in Council may make regulations that, in the opinion of the Lieutenant Governor in Council, are necessary or advisable to facilitate or implement the municipal restructuring required for the purposes of section 2, including, without limiting the generality of the foregoing,

- (a) modifying the application of any Act or regulation with respect to The Regional Municipality of Peel, the City of Mississauga, the City of Brampton, the Town of Caledon or their local boards;
- (b) providing for and governing the transfer of rights, assets, liabilities and obligations of The Regional Municipality of Peel and its local boards to the City of Mississauga, The City of Brampton, The Town of Caledon or any of their local boards, and governing the legal effect of the transfer of such rights, assets, liabilities and obligations, including, for example,
 - (i) providing for the assumption of operations, activities or affairs of The Regional Municipality of Peel by a transfer recipient,
 - (ii) providing that a transfer is deemed not to constitute a breach, termination, repudiation or frustration of any agreement, including a contract of employment or insurance or a collective agreement,
 - (iii) providing that a transfer does not create any new cause of action in favour of a holder of a debt instrument or a party to an agreement, and
 - (iv) providing that certain Acts do not apply to a transfer;
- (c) providing for the allocation, governance, use or control of any joint services, including joint municipal service boards or other entities, by one or more of the City of Mississauga, the City of Brampton or the Town of Caledon;
- (d) providing for any of the matters described in Ontario Regulation 204/03 (Powers of the Minister or a Commission in Implementing a Restructuring Proposal) made under the *Municipal Act, 2001*, with respect to the municipal restructuring described in section 2 of this Act.

Recommendations of the transition board

(2) For greater certainty, regulations made under subsection (1) are not limited to what the transition board recommends under paragraph 1 of subsection 3 (5) and may be made before the transition board has made any recommendations.

Retroactivity

(3) A regulation made under subsection (1) is, if it so provides, effective with reference to a period before it was filed, but not earlier than May 18, 2023.

Same

(4) For greater certainty, the limitation in subsection (3) does not prevent the making of a regulation that relates to a contract, relationship, agreement or anything else mentioned in subsection (1) that arose before May 18, 2023, as long as the regulation is not deemed to be effective before that date.

Subdelegation

(5) A regulation made under subsection (1), other than a regulation made under clause (1) (a), may authorize a person to determine any matter that could be determined by regulation under subsection (1).

No cause of action, etc. against subdelegates

(6) Section 7 applies, with necessary modifications, to anyone acting as authorized by a regulation made under subsection (1) of this section in accordance with subsection (5).

12 The *Regional Municipality of Peel Act, 2005* is repealed.

Commencement

13 (1) Except as otherwise provided in this section, this Act comes into force on the day it receives Royal Assent.

(2) Section 12 comes into force on January 1, 2025.

Short title

14 The short title of this Act is the *Hazel McCallion Act (Peel Dissolution), 2023*.

Appendix II:

Principles to Maintain Regional Service through the Transition Period and Prepare for 2024 Budget

Overarching Principle

Through the transition period, when entering into any transaction, commitment, or agreement, including major transactions and those that extend beyond January 1, 2025, as required for the continued delivery of all services, act in the public interest and in a manner consistent with past practices, having regard to the municipal restructuring, and in a manner that does not unreasonably impact another municipality, including continued investments in the principled areas identified below.

The examples shown below are not intended to be exhaustive, but to help explain the following principles:

Principles	Some examples
1. Community Housing construction and continuation of housing enabling programs	<ul style="list-style-type: none">○ Significant future investment within the property tax context○ Long-term agreements with community housing providers○ Chelsea Gardens housing development○ End-of-mortgage agreements with community housing providers to keep non-profits in the affordable housing system○ Rental incentive programs, 25-year agreements with developers to maintain affordable units within new developments○ Human Services grants and loans (Home in Peel, Peel Renovates, Secondary Suites)
2. Public Works enabling infrastructure to build homes faster	<ul style="list-style-type: none">○ Infrastructure for growth
3. State of Good Repair investments for assets that will clearly continue to be required	<ul style="list-style-type: none">○ Peel Living and Water and Wastewater infrastructure○ Infrastructure for growth
4. Health and Safety initiatives including psychological health and wellness for staff	
5. Labour Relations Mandate as approved in June 2022 by Council	
6. Initiatives to pursue the Climate Change Emergency master plan	<ul style="list-style-type: none">○ All municipalities have approved Climate Change as an emergency○ Greenhouse gas emissions and climate risks follow assets and services

Appendix II
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<p>7. Diversity and Inclusion community initiatives</p>	<ul style="list-style-type: none"> ○ Staff training to advance D&I ○ Council's approved Anti-Racism and Systemic Discrimination resolution
<p>8. Investments in essential services consistent with master plans</p>	<ul style="list-style-type: none"> ○ Expansion of paramedic services ○ Investments for childcare expansion
<p>9. Continued investments in Public Safety & Wellbeing</p>	<ul style="list-style-type: none"> ○ Peel Regional Police capital expansion as planned in the 2023 budget and 2024 forecast ○ Investments that sustain and assist community agencies to meet demand and transition
<p>10. Technology investments to sustain services and protect infrastructure required</p>	<ul style="list-style-type: none"> ○ Investments that ensure the management of cybersecurity risks and risks related to critical systems failure
<p>11. Required property needs for necessary works and the continued delivery of Regional services</p>	<ul style="list-style-type: none"> ○ Acquisitions, expropriations, leases, licenses, and permissions to enter
<p>12. The procurement of goods and services as required to deliver and support the uninterrupted delivery of Regional services</p>	

Regional Chair Messages to Peel Employees

May 18, 2023: Statement from Regional Chair Nando Iannicca regarding the proposed legislation on governance for Peel

Brampton, ON. (May 18, 2023) - This is a difficult time in Peel's proud history. For nearly 50 years, we have provided strong value-for-money for taxpayers and served the people in our community.

There have been disagreements about governance, but all partners involved continue to respect and value the services Peel delivers to the residents, vulnerable in society and businesses we serve.

There will be no service interruptions for our community. We will continue to serve the people in Peel as this transition happens.

We remain committed to working with all partners to provide the information needed for informed decisions that ensure continued delivery of these important services.

I want to thank Regional staff for their dedication through this stressful time. Their resident-first focus delivers service excellence that is unsurpassed in the public service.

[Legislation on the transition of Peel Region](#)

May 19, 2023: Staff Message from the Regional Chair

Friends,

This week's Provincial announcement is truly a tough moment in our history, for the people we serve and for you, the people who serve. I know Gary has been sharing details with you as they become available, and we both share the same commitment to keeping you informed.

No one can question your service to the community. You protect the sick. You make sure the most vulnerable don't slip through the cracks. You ensure clean drinking water flows. And so much more. There are so many ways that you touch our community - both our residents and our businesses.

Thankfully, all parties at the table respect and value the services we deliver. I also know it might not feel that way because the current news coverage feels like it has drowned out the people who give so much.

Your excellence in serving others is unsurpassed in the public service. I will loudly and proudly bring that to the table in every conversation I have.

Kindest personal regards,

Nando

July 5, 2023: Transition Board for Peel Dissolution

Good afternoon staff,

Today we received the news that the Transition Board for the Peel dissolution has been [announced](#). You can read about the background of the members in the announcement, and you will see that as shared in the announcement from the Ministry of Municipal Affairs and Housing, the five members who have been appointed to the board bring a range of experience across public and private sectors. Their collective experience includes municipal government and administration, policing, business law and business management, infrastructure delivery and the provincial and federal governments. I am also pleased to note the Ministry's mention of the process ensuring equitable

outcomes that maintain high-quality services for residents, and that the process is carried out with minimal disruption for residents and employees and in a manner that leaves all three municipalities well-positioned for future growth.

We welcome the appointees and are looking forward to working with them in the weeks and months to come.

[The Board members](#) will make recommendations to the government on a range of restructuring matters related to the dissolution of the Regional Municipality of Peel in order to make Mississauga, Brampton and Caledon independent municipalities on January 1, 2025.

Today you will see messages from our CAO and we will be updating the community. You have my full support as we get set to welcome the Board and share facts and data to tell the Peel story.

Kindest personal regards,

Nando

July 7, 2023: Regional Chair's Message to Staff

Dear staff,

I am writing to you as we have just completed our last Council meeting before the summer break and so I wanted to take a moment to share a few thoughts.

So many of you may have your kids at home now after finishing the school year, have plans for down-time and vacation, and hopefully, time for yourself to reflect and refresh. This is something I hope you will be able to do this summer - please continue to look after yourselves as it has been a long few months since Bill 112 was announced.

My last email to you was just after that announcement. Now we will be introduced to the Transition Board team and I am looking forward to our work and collaboration. I will share with them how proud I am of Peel's strong 49-year history of excellence in public service. We will provide all the facts, and present the best evidence of our commitment to community, fiscal responsibility, and organizational strengths, as we sit down to discuss what the future will look like. I will ensure that all parties at the table respect and value the services we deliver.

Throughout this process your work will shine through. I am so proud of Peel and the vital work that you have done with dedication, professionalism and integrity. The work of ensuring that services continue, and that our staff are respected and valued, is my main mandate during this transition.

I also know that our CAO, Gary Kent, has been in constant communication with you as a team. I am appreciative of his compassionate leadership style during these challenging times. We communicate regularly on this enormous challenge so that the political and the administrative aspects of our roles blend together seamlessly and effectively. Thank you Gary.

Let me conclude by once again expressing my heartfelt gratitude for all that you have done and continue to do for the people of Peel. Please have an enjoyable summer, and we will chat again soon.

Kindest personal regards,

Nando