



Employee Town Hall: Employee Questions

Peel Region
September 20, 2023

We continue to be committed to open and transparent communication during Peel's Transition and provide updates and opportunities for you to openly ask questions and share concerns.

The most recent Town Hall took place on September 20, 2023. The meeting opened with comments from the Regional Chair and was hosted by Peel's CAO and Executive Leadership Team. Peel's Chief Administrative Officer (CAO), Gary Kent, provided an overview of the steps taken to support Peel's transition and the Director of Human Resources discussed supports available to employees. The remaining time was spent responding to employee questions.

Over 2,400 employees joined the live Town Hall and a recording has since been posted on Peel Region's internal website. As of October 17, 2023, the Town Hall recording has been accessed by approximately 715 viewers.

Questions were submitted in advance of the Town Hall and Trending questions were summarized by the meeting moderator, Director of Communications, and posed to the CAO and Executive Leadership Team (ELT) during the Town Hall.

This document provides a summary of trending questions and answers gathered as part of the September 20, 2023 Employee Town Hall, specifically:

- A summary of questions asked by the meeting moderator and answered by the CAO and ELT during the live Town Hall (noted with *).
- Answers to trending questions of those asked in advance of the Town Hall or during the live Town Hall via the live chat function.

In total, **406** questions were submitted in advance or posted to the live Town Hall chat by staff. A copy of this document has been forwarded to the Transition Board, as have all our questions that have been raised. Unfortunately, most of the significant ones need to be answered by The Transition Board, which we know is very frustrating to us all.

All verbatim questions received in advance of or during the Town Hall can be found in [Appendix I: September 20 Employee Town Hall Verbatim Questions](#).

Questions and related answers have been grouped within the following categories:

- Human Resources, including:
 - [Job Security](#)
 - [Pension / Severance / Benefits](#)
 - [Retention](#)
 - [Performance Management Program](#)
 - [Workload Management](#)
 - [Psychological Health & Safety / Wellness](#)
 - [Training / Career Supports](#)
- [Department-Specific Matters](#)
- [Future Operations](#)
- [Transition Board](#)
- [Council](#)

- [Political / Legislation](#)
- [Advocacy / Community Consultation](#)
- [General](#)

Trending questions and answers gathered as part of the September 20, 2023 Employee Town Hall

Human Resources

Job Security

- 1. What does the transition mean for job security? Will those employed with Peel be transitioned across the 3 new municipalities, or will everyone be terminated and have to re-apply to positions? How will service continuance be impacted?**

These matters will be addressed by the Transition Board during the process. No recommendations have yet been made regarding how services will be continued.

- 2. Will there be an effort to transition Peel employee positions into comparable jobs at Brampton, Caledon and Mississauga? What degree of choice will we have for this transition?**

The [role](#) of the Transition Board is to make recommendations to the Ministry of Municipal Affairs and Housing on a range of restructuring matters related to the dissolution of the Regional Municipality of Peel in order to make Mississauga, Brampton and Caledon single-tier municipalities by January 1, 2025.

- 3. What will happen to staff who are on a long term leave or have a workplace accommodation past December 2024 (e.g. maternity leave, leave of absence, WSIB, disability etc.)**

These matters will be addressed by the Transition Board during the process. No decisions have been made regarding specific employee-related issues. The Region continues to request that the Transition Board address urgent employee-related decisions to ensure staff have timely information.

- 4. Do you have any plans in place or in the process of making a plan for current employees to keep their positions?**

These matters will be addressed by the Transition Board during the process. No recommendations or decisions have yet been made regarding how services will be continued.

- 5. How does the transition impact employees on contract at Peel?**

There are no changes to contracts that employees currently hold. We continue providing our critical services to Peel residents. As we learn more, we will update you.

6. Is Peel Region posting only contract positions at this time?

No, we are not in a hiring freeze and are continuing to hire to the needs of our organization. We are recruiting for a mix of regular and contract roles.

Pension / Severance / Benefits

7. Will there be changes to remote work? *

There are no plans to change the current remote work policy.

8. Does the compensation clause of Bill 112 mean “no severance”? *

From our review of the legislation, we do not believe that was the intent of the clause and, the Transition Board interprets the legislation the same way as we do. Severance entitlements are governed by Employment Contracts, Employments Standards Act, and Common Law and there is nothing in the legislation that indicates a change to this. We have raised this question to the Ministry and are awaiting clarity.

9. Will staff be receiving severance and if so, how is it calculated?

Matters like severance will be addressed by the Transition Board during the process. No decisions have been made regarding specific employee related issues. The Region continues to request that the Transition Board address urgent employee-related decisions to ensure staff have timely information.

10. Can there be additional increases to paramedical benefits such as, per visit limits and physical health options?

While there are no immediate plans to further increase or alter benefits, regular review and assessment will continue throughout the transition period to ensure we continue to be responsive to employee needs.

11. Is there an opportunity to increase the number of allowable paid days off (sick days, paid personal days)?

While there are no immediate plans to further increase or alter benefits, regular review and assessment will continue throughout the transition period to ensure we continue to be responsive to employee needs.

12. What does this mean for OMERS, how will staff be impacted at transition?

These matters will be addressed by the Transition Board during the process. No decisions have been made regarding specific employee related issues. The Region continues to request that the Transition Board address urgent employee-related decisions to ensure staff have timely information.

13. Can the Region re-visit the Flexible Hours Policy and reinstitute compressed days?

There are no plans to reinstate compressed work, a program that existed at a time when employees did not have the ongoing and ad hoc flexibility that now exists under the Remote Work and Flexible Hours policies. Continue to speak with your People Leader about how you might take advantage of job-based flexibility under these policies.

14. Will we have our health benefit for a period after the dissolution? Especially for those that don't end up with a job, to continue to have them while they search for a job.

These matters will be addressed by the Transition Board during the process. No decisions have been made regarding specific employee related issues. The Region continues to request that the Transition Board address urgent employee-related decisions to ensure staff have timely information.

Retention

15. Is there an update specific to what we are doing regarding retention? What part does compensation play in retention? *

We reached out to global experts for external advice to help develop our retention strategy and we're pulling on many levers. One example is the Regional Council approved increases to psychological health and wellness benefits and health spending accounts for eligible employees. Another is that we've increased the training budget to help employees build their careers and resumes. A Council-approved strategic critical retention policy and framework is also in place and being leveraged as appropriate. (See #19 below)

16. Are we well-staffed? What does retention look like? Are we able to hire? *

We are losing staff; it's not an avalanche, but staff are leaving, and we expect that will increase as the timeline shortens. We are able to hire full-time staff and many candidates view joining Peel Region as an opportunity. Human Resources is reporting on our staffing levels, and we are closely monitoring them.

17. When you speak to "support for Peel employees" does that include working to influence the Transition Board to retain employment for Peel employees beyond January 1, 2025? *

When we speak to "support for Peel employees," it is general and includes the work we are doing regarding psychological health and wellness, advocating for having enough time for staff to make decisions that are right for their family, ensuring you have what you need to ensure service delivery, etc.

The legislation specifies Peel Region will be dissolved on December 31, 2024; however, we know wind-up operations (such as payroll, IT, records management, financial statements etc.) will need to be carried out past December 31, 2024. We are seeking clarity from the Ministry on how they will deal with that.

18. What is Peel's retention strategy and policy and where can it be viewed?

The *Peel People Plan* is a framework designed to support Peel's retention efforts. Retention is a multi-pronged approach with different levers that can be pulled to support employees during this time. The *Peel People Plan* will be posted on Pathways+ in the coming weeks.

19. What retention offers are being made to employees? How is it determined who will receive a retention offer?

A number of different approaches are outlined in the *Peel People Plan*, including a substantial increase to benefits, the offset of the Long-Term Disability premiums, and the expansion of our psychological programs for all staff. In some cases, we have provided compensation elements where teams are faced with a significant shortage in staff in accordance with our Critical Retention Policy.

20. How are critical roles determined under Peel’s retention strategy?

Our business continuity programs and assessments are a foundational aspect of the identification of critical roles as are our succession plans and monitoring service levels in a business unit.

21. How many people are leaving the Region on a monthly basis?

The number of vacancies varies on a monthly basis by department and role. At this time, we are closely monitoring our vacancy rate across all business areas to identify trends and address risk areas. The current vacancy rate is 8.5%.

22. Is there any plan for the Region to increase salary bands for 2024?

Salary band increases are determined through the budget process and subject to Council approval. The 2024 budget process is currently underway; however, no decisions have been made on this matter.

23. I understand Peel is conducting “stay” interviews with some employees. What are “stay” interviews and how will the information be used?

In September 2023, Human Resources began conducting “stay” interviews to gather insights on how best to enhance the employee experience, retention and engagement as Peel moves through our transition. Currently, Human Resources is connecting with a portion of employees and plans to expand these interviews across departments.

24. What data is collected from “exit” interviews and what efforts are made to retain employees who have communicated their intent to leave for another opportunity?

In August 2023, Human Resources relaunched our exit survey program to gather insights from departing employees on their experiences and perspectives. These surveys are sent directly to departing employees. The data from the surveys helps inform programing, approaches and retention activities as we move through Peel’s transition.

Performance Management Program

25. How will merit increases be administered in 2024?

Human Resources has begun a review of Peel’s performance management program for the 2024 performance year to determine how the program can best support employees during Peel’s transition. ELT will review recommendations from Human Resources late this year. Any changes will be communicated in January 2024.

Workload Management

26. With staff departing, the remaining staff and people leaders are being burdened with additional workload and stress. What is being done regarding this? *

We are continuously reviewing service levels and workload pressures to determine what additional supports are needed or what work needs to stop. Two-way communication is key, please continue to have these meaningful conversations and please let us know if you need anything else from leadership. We will continue to keep Regional Council informed of impacts to service levels.

27. How will we manage workload if team members depart from Peel?

Managing the workload of teams is a priority for everyone. As we move through our different challenges, there may be times where additional duties may need to be performed for short periods of time. These activities will be accounted for using the performance management program and year-end evaluation.

In terms of workload, we encourage you to continue conversations with your People Leaders on your capacity and the opportunity you to provide ideas for work that could be either simplified or optimized.

Psychological Health & Safety / Wellness

28. How do I continue with my work and keep my morale up?

We know the people of Peel love Peel. We share a collective pride in the services you deliver - be it front line or enabling services - and we know that we deliver services for the most part to the people who are at the most vulnerable point in their lives, so the community needs you. Continue to have pride in the work you do each and everyday, be there for each other, take breaks and breathe.

29. What does the increase in psychological benefits mean?

We have increased the psychological health benefit amount to \$2,500 for eligible full-time employees whose current entitlements are not at this level. It's the same benefit you already have. The cap has been increased for those employees who were not at this level.

This change will apply for the remainder of 2023 and includes several professional wellness support services. Check with your Human Resources representative or visit the Psychological Health, Safety and Wellness page on Pathways+.

30. We have been given some leadership and wellness training to support employees but how do we as leaders put the tools into practice?

Putting learning into practice can be a challenge. If you are a People Leader and would like one-on-one support to implement tools to help your team, email ZZG-Leadership.

Training / Career Supports

31. What improvements have been made to the tuition assistance program to support employees?

Human Resources enhanced the Tuition Assistance Program for the 2024 course year to better support the career aspirations of Peel Region employees. All contract employees

are now eligible to participate in the program. The annual maximum reimbursement has been increased to \$2,000 from \$1,500. Tuition intake opened on Monday, October 16, 2023 for courses to be taken in the winter of 2024 and remains open until November 3, 2023.

32. What supports are available to employees on job searching, interview skills and resume writing?

Human Resources offers career services, including an interactive Career Management Guide, to help you define our career goals. Email ZZG-YourPath for confidential one-on-one career development support, including confidential career coaching or to register for a career development workshop.

Department-Specific Matters

33. There has been mention of keeping certain entities together like police and paramedics, but what about everyone else? What are the transition plans for the various divisions within Public Works, Human Services, Health Services?

Recommendations related to what goes where is solely the responsibility of the Transition Board. To date there have been no recommendations made by the Transition Board to the Ministry of Municipal Affairs and Housing on the dissolution of Peel. This means that no decisions have been made on how services will be delivered. The Minister has to approve the recommendations of the Transition Board before implementation and decisions around staffing and service delivery.

34. What are the transition plans for Internal Services?

Internal Services provide vital supports to all services across Peel Region and enable the high-quality service levels our residents have come to expect. These services will be considered as part of the overall recommendations of the Transition Board. To date there have been no recommendations made by the Transition Board to the Ministry of Municipal Affairs and Housing on the dissolution of Peel. This means no decisions have been made on how services will be delivered in the future and these decisions by the Minister are required to determine staffing and service delivery transition planning.

35. What are the transition plans for areas where there may be some overlap?

To date there have been no recommendations made by the Transition Board to the Ministry of Municipal Affairs and Housing on the dissolution of Peel. This means no decisions have been made on how services will be delivered in the future. These recommendations of the Transition Board need to be approved by the Minister in order to determine staffing and service delivery transition planning.

36. We hear a lot of advocacy for the Paramedic Services to be maintained as a regional service, is there a reason why the rest of Public Health is not represented and advocated for in the same degree?

Regional Council has not taken a position on dissolution. We are providing facts, data and to inform the recommendations of the Transition Board.

37. I haven't heard or seen anything about Human Services / Ontario Works? Are our services and future being discussed?

We can assure you that the Transition Board has been provided with extensive information and data on all Peel Region services. This will continue through the transition process to ensure that the board is well informed when making their recommendations. All services were very well profiled through the onboarding process with the Transition Board and have been shared with Regional Council.

peelregion.ca/transition/board/orientation.

38. What discussions are happening with the Union and what is the status of contract negotiations?

Twelve of fourteen union contracts are currently open for negotiations. Our mandate from Council, received last year, has recently been validated by Council and we will continue to bargain in good faith with the union groups. It's the normal course of business.

39. How do we ensure service continuity in light of job insecurity? Public health, waste management, housing services, etc., all have staff who don't work "front lines" (i.e., what will happen with administrative, health promoter, analysts, advisors, roles that support those departments etc.,). These roles are necessary to keep services running.

We are continuously reviewing service levels and workload pressures to determine what additional supports are needed or what work needs to stop. Two-way communication is key, please continue to have these meaningful conversations and please let us know if you need anything else from leadership. We will continue to monitor and keep Regional Council informed of impacts to service levels.

40. It will be hard to attract new employees during this time, especially for departments that are seen to be ones that will not be retained. How will the Region keep those groups staffed until the end? Will there be redeployment as there was during COVID. This will put strain on other departments that have kept their staff.

We have reached out to global firms for the best advice on how to manage through this uncertainty. Our Human Resources team continues to develop and implement the *Peel People Plan*, a framework designed to support Peel's retention efforts. At this time no decisions have been made to re-deploy staff across the organization.

41. When Planning underwent the transition to a local level, were regional positions transferred to the local level? Did they have to apply for these positions?

The Region's land use planning services participated in role and responsibilities discussions with the local municipalities in the early 2000s, but no Regional planning positions were transferred to local municipalities during that time. With the passing of Bill 23, the changes in Regional planning responsibilities have not been proclaimed and therefore not in effect yet, and it is unknown when that will be. We will keep those staff most impacted in the loop on this as we learn more.

Future Operations

42. Will we be continuing with Future Forward office renovations at this time considering the confirmation of the ROP dissolution?

Future Forward is transitioning to a "way of working". Suite A renovation has been paused for multiple reasons including the need to assess how much office space is really required given remote work and community need.

Transition Board

43. Do we expect the Transition Board to communicate regularly with staff? *

At this point we don't have any further details on this other than what was included in the regulation, [Ontario Regulation 187 / 23](#), which states the workplan will include a communications plan and a consultation plan.

44. Has the Transition Board requested an extension from the Premier?

The Legislation states the Regional Municipality of Peel will be dissolved on January 1, 2025 and Brampton, Caledon and Mississauga are continued as single-tier municipalities. We are not aware of any requests for a time extension.

45. Which month will the transition board start to talk about staffing and make decisions around it?

We do not have this information; however, we continue to request the Transition Board and the Province provide early and obvious employment-related decisions.

46. As the Transition Board makes decisions that impact Peel staff, how will those decisions be communicated to us? Or what is the proposed communication plan for this?

The Transition Board is tasked with making recommendations to the Minister of Municipal Affairs and Housing who will then make related decisions. We continue to request these recommendations be made public.

47. Can we specify what 'all employees getting to the other side...' means? Does that mean all employees keeping their jobs?

The Transition Board's role is to make recommendations to the Ministry of Municipal Affairs and Housing on a range of restructuring matters related to the dissolution, including matters related to future employment. No recommendations have yet been made regarding how services will be continued; however, the important services we deliver to the residents of Peel will continue post dissolution and Peel Region employees have an excellent reputation.

48. The new Minister has put on hold transition plans for other regions until further review is completed. Does this mean there is a possibility that the transition board could recommend that Peel dissolution not happen?

The Legislation is in place and the Transition Board has a mandate is to make recommendations to the Minister of Municipal Affairs and Housing on how to dissolve Peel.

49. Why (for what reasons) would a Transition Board need to remain until June 2025? What would they be doing once they have submitted their recommendations?

The employment relationship is between the Province and the Transition Board, like most things, we are not privy to this information.

50. If the Transition Board can only make recommendations to the Minister and Cabinet, how will they, in turn, make specific decisions about each complex element of dissolution? There is important content knowledge required to make sensible decisions about each program/function and it isn't at all clear who is making which decisions and based on what information.

We continue to provide the Transition Board with factual information about our services and organization to inform their recommendations. We are working collaboratively with them to ensure they have what they need to make the best-informed recommendations possible.

51. Why is staff not privy to having access to meeting minutes with the Transition Board?

The Transition Board is a under the authority of the Provincial Government. They do not issue minutes from the Transition Board meetings with the Region of Peel or other entities they meet with.

52. Ultimately this is about saving money and I respect that. Is it conceivable that the Transition Board recommends that this will end up costing the people of Ontario more money to deliver the same services?

We do not know what will be in their recommendations.

53. Does the Transition Board have experience in municipal government to make recommendations on dissolution?

The five members who have been appointed to the board bring a range of experience across the public and private sectors, including municipal government and administration, policing, business law and business management, infrastructure delivery and the provincial and federal governments. Their workplan should indicate what additional expertise they will use as required. For more details please see: [Ontario Names Chair and Members of Peel Transition Board.](#)

54. Will the Transition Board consider privatization of regional services as part of their mandate?

There is no mention or ask of the Transition Board within the Legislation to consider privatization. This is a question, like so many others, for the Transition Board to respond to.

55. Will staff have an opportunity to address the Transition Board directly?

At this time, we don't know how the Transition Board will be communicating with staff. The workplan the Transition Board is to provide to the Minister will include a plan for consulting with stakeholders. We continue to provide the Transition Board with factual information about our services and organization to inform their recommendations.

56. How is the Region paying for the Transition Board's time and their recommendation? Where is the money coming from and is the province providing any funding?

[Bill 112, Hazel McCallion Act \(Peel Dissolution\), 2023](#) notes costs incurred by the Transition Board will be apportioned by the Minister to the Municipalities; they are currently being paid by the Region of Peel, which is a proxy to all Peel municipalities.

57. Can we see the presentation / information given to the TB?

A comprehensive orientation package presented to the Transition Board is available on our website. For more information, please visit: peelregion.ca/transition/board/orientation.

58. Would there be value to have members of the Transition Board attend these town halls?

We have shared the Town Hall recordings and all posted questions from the chat with the Transition Board for their information.

59. There was a reference made re: "in the centre", what do you mean by that?

When thinking about how services may be delivered post-dissolution, one option we would expect to be considered is a centralized delivery model for some services which should continue to be delivered at scale across all municipalities.

Council

60. What was discussed with Council during the closed session on September 14th related to the Bill 112 Impacts report and can it be shared with staff?

Most council matters are dealt with in open session to maximize transparency in municipal government as much as possible. However, the Municipal Act recognizes there may be certain circumstances under which meetings should be closed, for example, to protect the privacy of an individual, to protect the financial interest of the region, or for council to receive advice subject to solicitor client privilege. If a meeting is closed to the public, the related report or materials cannot be disclosed.

61. What has been Council's reaction to staff's questions?

Council is very supportive of staff and empathize with staff concerns and anxiety. They are aware of the impact the uncertainty and lack of answers for staff. Council continues to request the Transition Board address urgent employee-related decisions and that the recommendations be made public.

62. Can Council request the Minister himself attend a town hall to answer some of these questions as he will be the ultimate decision maker?

Council has requested that the Transition Board attend a Council Meeting. Coordination is underway. At this time there is no request to invite the Minister to participate in a Peel Region Town Hall; however, the Transition Board continues to be provided with all staff questions.

Political / Legislation

63. There was a recent announcement by the Ministry of Municipal Affairs and Housing that cancelled facilitators in five other jurisdictions and announced plans to use a legislative committee to review their governance models. Why wasn't that the case for Peel? If this is all about housing, why separate Peel, its services, and staff? *

These are the decisions of the Minister and Ministry of Municipal Affairs and Housing. The difference in the approach has been raised to the Ministry; however, Peel Region has conclusive legislation. The Standing Committee on Heritage, Infrastructure and Cultural Policy will be conducting a study on regional governance starting with [public hearings on November 6, 2023](#).

64. Now that Ontario's Auditor General and Integrity Commissioner has released their findings on questionable conduct, will there be a review of other potentially questionable bills passed, such as Bill 112? *

Nothing changes for Peel; the legislation stands, and we will continue our work with the Transition Board towards the dissolution of Peel.

65. The Town of Caledon is consolidating departments to prepare to become a single-tier government and creating a Commissioner of Community and Human Services. What does that mean? *

No decisions have been made on where services are going. Caledon has decided to take this approach.

66. Do you think the Transition Board will come back with the recommendation to keep Peel intact? *

No. The Transition Board has a mandate to recommend how to dissolve Peel. There are lots of options of how that may look, and clarity will come.

67. Is there opportunity for Caledon and Brampton to stay merged?

The Legislation states the Regional Municipality of Peel will be dissolved on January 1, 2025 and Brampton, Caledon and Mississauga are continued as single-tier municipalities. There is no other information related to this.

68. Who is responsible for the dissolution of Peel?

Ontario government introduced Bill 112 to begin the process to dissolve Peel Region on January 1, 2025 and make municipalities of Mississauga, Brampton and Caledon single-tier municipalities. The Province appointed a Transition Board to determine the roadmap for the dissolution. The Board will provide recommendations to the Minister of Municipal

Affairs and Housing by July 2024 and legislation to address restructuring matters is expected in the Fall of 2024. The Minister and Cabinet will make the final decision on how Peel will be dissolved.

69. Is there an opportunity for the Peel dissolution legislation be reversed or delayed or alternative approaches be examined, such as amalgamation?

At this time, there has been no information shared by the Transition Board or the Ministry of Municipal Affairs and Housing of any delays in effective date, reversal of decision to dissolve Peel or the potential to amalgamate municipalities. Therefore, we need to continue to be prepared for the dissolution of Peel and that's what we are focused on.

70. Is there a possibility that staff will be kept on passed the January 1, 2025 dissolution effective date?

The legislation specifies Peel Region will be dissolved on December 31, 2024; however, we know wind-up operations will need to be carried out past December 31, 2024. We are seeking clarity from the Ministry on how we can enable that.

71. Where is the fourth municipality?

There are four municipalities impacted by the transition process: Peel Region, City of Brampton, City of Mississauga, and the Town of Caledon.

72. Will recommendations from the Transition Board be impacted by the Mayor of Mississauga's leave of absence?

Senior officials from Peel Region and the local municipalities are working collaboratively with the Transition Board to provide facts and data to ensure informed decisions are made within the prescribed time frame of the Legislation.

73. Is the dissolution of Peel subject to an Auditor General review?

There has been no announcement of any Auditor General investigation into the Peel dissolution legislation. Nothing changes for Peel; the legislation stands, and we will continue our work with the Transition Board.

74. How are local municipalities preparing for the anticipated increase of responsibilities?

No recommendations have been made by the Transition Board to the Ministry of Municipal Affairs and Housing on the dissolution of Peel. This means no decisions have been made on how services will be delivered in the future. Local municipalities are preparing as they deem appropriate.

75. What is Peel doing to manage speculation and rhetoric coming from local municipal officials and employees on future service delivery?

Peel maintains it is important that we continue to focus on the facts and maintain our professional approach. No decisions have been made by the Minister. Recommendations from the Transition Board are due to the Minister of Municipal Affairs and Housing by July 2024 and legislation to address restructuring matters is expected in the Fall of 2024. The Minister and Cabinet will make the final decision on future service delivery. We cannot

control comments in the media and we will continue to focus on the facts and share that with staff and the public.

76.If 97% of Peels services are not duplicated and the Province’s stated reason for dissolution was based on duplicate planning departments and they have legislation pending to address that, what is your best guess as to the Provinces true motivation behind this? Is this to weaken local governments so they can push different agendas through? Also recent comments from Doug Ford around dissolution of York Region seemed like that wasn't the plan so why just Peel?

There is broad consensus that the problem that is trying to be solved is one of governance and not performance. The powers of municipal governments are determined by the provincial government. We have no insight to the logic of this decision.

77.I've seen news about Ontario offering funding to public health units that want to merge. Has there been any conversations towards keeping at least the public health sector of Peel together post dissolution?

There has been no further communication from the Province on this announcement. The Transition Board is aware of the announcement however, to date there have been no recommendations made by the Transition Board to the Ministry of Municipal Affairs and Housing on this issue nor other service areas.

Advocacy / Community Consultations

78.We are feeling like we are left in our own echo-chambers. Who is speaking for Peel employees? What does the community conversation look like? *

Your Executive Leadership Team, Directors and People Leaders are speaking about the impact to staff when we are meeting with the Transition Board, partners, and stakeholders.

Community groups have been active, and some have delegated at Peel Regional Council. For example, Metamorphosis, representing 120 community groups, has delegated to Regional Council, and met with the Transition Board to share information on the implications of this change. There is an appreciation and respect from community partners / groups for the work we do with them. They value the work done at Peel.

79.Can residents of Peel contact their MPP and lobby against this? As an organization, why isn't there a public campaign to write to elected officials? *

If residents choose to advocate for Peel, they should be mindful that it's about themselves and not the position of Peel Region. We act on behalf of Regional Council and they have not taken a position on this and therefore we are not in a position to drive a campaign.

Our role is to provide facts and information, and ensure risks are being considered.

80.Is there evidence we can use to advocate professionally? *

Please refer to the information on our external website related to Peel's Transition <https://peelregion.ca/transition/> and the September 14, 2023 Regional Council Report [Bill 112 - Update September 2023](#).

81. What is being said about Peel services and the passion of Peel employees when meeting with the Transition Board? *

There are a lot of emotions that come into those conversations. Employees are always at the forefront of the conversations - the passion for the work you all do, and the quality of services being provided to the community of Peel. It's the first thing ELT speaks to in almost every meeting.

82. What is Peel Region doing to oppose the dissolution legislation?

We act on behalf of Peel Regional Council, and they have not taken a position on this and therefore we are not in a position to drive a campaign against dissolution. We will continue our work with the Transition Board. Our role is to provide facts and information, and ensure risks are being considered.

83. What evidence can we use to advocate professionally the facts so that we can inform our partners across other jurisdictions and sectors?

Your Executive Leadership Team, Directors and People Leaders are speaking about the impact to staff when we are meeting with the Transition Board, partners, and stakeholders. You are encouraged to speak for yourself when speaking with colleagues and your own networks but be mindful not to advocate as a representative of Peel Region. It is important to stick to the truth, there is a lot of data on [Peel's Transition website](#). The best advocate for us right now is the Transition Board and we are providing them with an enormous amount of information to get this right.

84. What does our community say? Have we listened to the citizens and residents of Peel Region on their thoughts on dissolution?

The Transition Board is required to develop and submit a work plan for approval to the Minister which includes a consultation plan outlining the proposed approach to consulting with the affected municipalities and municipal stakeholders. The [Ontario Regulation 187 / 23](#) related to Bill 112 provides additional details.

85. Our residents and citizens of the Region of Peel have the opportunity to contact their local MPP, and lobby against this Act. As an organization, why isn't there a public campaign to write to their elected officials?

We act on behalf of Regional Council, and they have not taken a position on this therefore we are not authorized to drive a campaign. Our role is to provide facts and information, and ensure risks are being considered.

86. Are televised townhalls part of the communication strategy?

There are no plans to televise town hall meetings at this time.

87. Is Peel Region making a case against dissolution?

We act on behalf of Regional Council, and they have not taken a position on this and therefore we are not in a position to drive a campaign against dissolution. Our role is to provide facts and information, and ensure risks are being considered.

General

88. Will Council and staff be able to celebrate 50 years of incredible service in 2024? *

Yes, celebrating our achievements is important, we're just deciding how to do it.

89. Gary, how are you doing? *

Thank you for asking. It's not about me, it's about us and I am one of us. I'm leveraging Peel's health and wellness resources, taking time for activities, and focusing on my health and my family when I can. Staying healthy is paramount - so please pay attention to it. Like you, it's not easy for me to do this well everyday.

90. When is the next Town Hall and what will be the format (i.e., only Q&A)?

In the post Town Hall survey, we received many comments from staff about the format and content for the next Town Hall. This information will help us ensure that the next Town Hall better meets your information needs. At this time, we don't know when the next Town Hall will be held as it will depend on when we have new information to share. All the questions received during the September 20 Town Hall are posted on this page and we are committed to continue answering all questions asked during Town Halls or sent via the question form. And, of course, you will continue receiving information about our transition in a variety of other ways including CAO emails, Transition Pathways+ page and People Leader updates.

91. Why do we have this chat option if you won't answer any questions from it?

Answering all the questions asked during Town Halls is not possible due to time constraints. All the questions received during the September 20 Town Hall are posted on this page and we are committed to continue answering all questions here.

92. Was there any consideration given by ELT to pause this year's United Way Campaign? It seems insensitive to ask Peel staff to continue to contribute given the uncertainty of our employment and financial stressors that some are bracing for.

The United Way campaign has been run by Peel employees for over 40 years. It provides an opportunity to come together for events and donate to help those in our community who are suffering from the effects of poverty.

There are many employees in Peel who look forward to the campaign and the opportunity to donate every year. Others have chosen, for many reasons, to not donate to the campaign. This year, with the increased uncertainty at Peel, we understood that employees may choose to decrease or cancel their donation. But others have chosen to donate for the first time or increase their donation because the need in our community is increasing. In the end, we wanted to provide the choice to our employees whether or not to donate to United Way. Our campaign goal is very close to being reached, thank you to all staff who continue to give and support our wonderful community.

Appendix I:

September 20 Employee Town Hall Verbatim Questions

The following is a complete list of questions asked during the Town Hall live chat aligned to the question contained in the Question and Answer Document.

Questions have been grouped within the following categories:

- Human Resources, including:
 - [Job Security](#)
 - [Pension / Severance / Benefits](#)
 - [Retention](#)
 - [Performance Management Program](#)
 - [Workload Management](#)
 - [Psychological Health & Safety / Wellness](#)
 - [Training / Career Supports](#)
- [Department-Specific Matters](#)
- [Future Operations](#)
- [Transition Board](#)
- [Council](#)
- [Political / Legislation](#)
- [Advocacy / Community Consultation](#)
- [General](#)

Human Resources

Job Security

1. What does the transition mean for job security? Will those employed with the Peel be transitioned across the 3 new municipalities, or will everyone be terminated and have to re-apply to positions? How will service continuance be impacted?
2. Should non-union staff at the Region secure their own legal representation from an employment law perspective? Unionized staff have representation.
3. For staff that commit to stay until Dec. 31 2024, how can you ensure that they won't end up with "broken service"? Even if they move on to another employer, unless they start Jan. 1 2025, they may have broken service issues
4. Is it safe to say no changes will come to staff employment until at least July 2024 (the time when the report with the recommendations with how to dissolve Peel will come out).
5. Unfortunately all our history and "great work" doesn't mean much at the moment. we value and appreciate it but that's not relevant now. what is relevant - what are you all in power doing for us so we get to keep doing the "great work"? respect also means nothing. we appreciate it a value it but how will that save us our jobs?

6. how are employees supposed to give their usual 100% without clear answers of job security? some people have worked their lifetime in here. Don't they deserve more information on job security so they can provide for their families?
7. the news of the dissolution of peel has impacted a lot of people's ability to get approved for a mortgage because their job is not secure, how will the region help with this?
8. If I stay until the end, will the region help me in securing a job elsewhere or will I be on my own?
9. can we trust you to come forward to us all and inform us as soon as there are signs of job losses? we put your trust and faith in you
10. How can we buy TFC tickets if we are uncertain about our future?
11. Will there be an effort to transition Peel employee positions into comparable jobs at Brampton, Caledon and Mississauga? What degree of choice will we have for this transition?
12. What is being done to advocate for staff positions? Especially those who aren't frontline, and don't know if we will be transferred or any positions will be saved for us at the cities?
13. Will there be an effort to transition peel region employee positions into comparable ones at Mississauga/Caledon/Brampton?
14. Staff need to be able to make strategic decisions about our employment. We NEED to know as soon as possible: 1. When and how will we actually know the future of our jobs (by department/division/role/seniority?).
15. Will we be reassigned to a municipality or on our own to find a job? 3. If we are assigned to a municipality are we allowed to decline the offer and still be entitled to severance?
16. Bargaining staff. If new position, do we need to compete.
17. What will happen to staff who are on a long term leave or have a workplace accommodation past December 2024 (e.g. maternity leave, leave of absence, WSIB, disability etc.)
18. What happens to staff who need to take maternity leave in 2024? By the time they return it would be 2025 and we don't know what that means for their position or even their mat leave term in between if anything would be impacted. How will they be protected? This may apply to other long term leaves as well.
19. What happens to someone who is on maternity leave - asking for a coworker?
20. What will happen to employees on WSIB, particularly those with permanent injuries presently being accommodated?

21. What happens to an employee who is on a regular leave post Peel dissolving? e.g. if still on mat leave in Dec 2024
22. How will the dissolution impact those that are on a leave during Jan 1, 2025 (STD, LTD, maternity leave etc.)
23. What will happen to employees on leave, such a parental leave, when the dissolution occurs?
24. Do you have any plans in place or in the process of making a plan for current employees to keep their positions?
25. How does the transition impact employees on contract at Peel?
26. Does the 9000+ employees mentioned include contract positions? What should contract employees expect with this dissolution?
27. What happens to contracted employees? Can/will their contracts be terminated before their contract finishes because of the dissolution?
28. Will contract staff be extended ability to do courses to improve employability with new cities
29. Are there any plans for contract employees who have been with Peel since 2020 to secure permanent positions? The number of job postings for permanent PHN positions are too few. It has been stressful to be working as a contract employee for almost 3 years.
30. Is Peel Region posting only contract positions at this time?
31. Are we able to offer permanent positions over this timeframe? Or will it continue to be contract positions until the dissolution?
32. Will taking a 1 year contract away from your permanent position affect your status as an employee for the transition? I.e. You will still be considered permanent from your base original job and not a contract worker because of the 1 year contract.
33. It is very difficult for us to decide whether or not taking a contract in a different position/department within the Region is worth it. Your old department could be winded down with layoffs, or perhaps the new department you go to could face the same. How does one navigate these difficult decisions with no information or guidance?
34. I noticed that you are hiring HR Transformation Management and Advisor staff, does this have to do with the move to separate? If not, what is the reason for hiring this team at this time?
35. I would like to know if the workforce adjustment policy will be revamped to support employees that start to be displaced

36. With multiple members of the executive leadership team receiving compensation values and wage increases of up to 52%, 42%, and upwards of 44% over the last few years. Lower levels of management also receiving upwards of 4.5%+ per year and non bargaining staff also seeing yearly increases of similar numbers while bargaining staff have to settle for percentages that would take almost a decade to match. Is there an explanation as to why a fair contract offer hasn't been presented?
37. With the lack of luxuries being available to front line bargaining staff such as work from home or some sort of hybrid model, yearly wage increases and performance appraisals or appropriate benefits- just to name a few, is there a reason why bargaining staff hasn't been accommodated to the same extent as far as being presented a fair contract offer?
38. The Region of Peel has employees working as contract staff for several years. Any plans to transition contract employees who have been with the region to permanent status so they can have benefits and job security? Especially if they are working in roles that will be required for longer than specified in their contract term? Reapplying to new postings or waiting for extensions is extremely stressful and demoralizing.
39. If our focus and priority continue to be on the physical, mental, and emotional well-being of employees - what are the supports available to contract staff? As a contract staff with the region for several years, no benefits, no paid leave or sick days has greatly impacted my mental and emotional health. My hope is for the region to acknowledge the contract staff who have been with the region for several contracts and contract extensions and to provide them with job security.
40. How soon will we know if our roles will be secure? Or if they are considered a duplication of service if that is determined by the Transition Board?
41. I personally have seen a lot over my 23+ years with the region from top brass changes, employees walked out and recently many just leaving to pursue a better environment. What I don't see is the respect the front line workers are given...na are entitled to. The people that make the Region look good. The talk is always there but never fulfilled. Region values are constantly pushed but seems to only fall in favour of non bargaining staff who consistently get 4 or more percent yearly with out thought and we know some are getting even more. Collective agreements are constantly pushed aside for months and months and seem to be more of a nuisance than a solution for the people that make the Region what it HAS been in the past. You stated the 'business as usual , bargain in good faith ' jargon more than once. We see offices being revamped, painting even vehicles being purchased money being spent frivolously. Bargaining staff pushed aside again. (Business as usual) Looks like a smoke screen till the dissolution of the Region. We work in good faith and do great job at making the Region what it is to this day. Inflation is out of control and cost for everything is making it hard for all within the Region and all Canadians. We do our jobs well and just want fair rates. As it seems we are down the the last pie where is our big slice?
42. As a staff person, you take on a learning opportunity and your old team posts your position as a full time permanent! How fair is that? I understand getting someone to

backfill, but my position is to be held for me while I'm on a learning experience. Where does that leave me?

43. When will City of Brampton, City of Mississauga and Town of Caledon jobs appear as internal job postings on Pathways? How can Peel Region staff support or action seeing this change?
44. Is it possible in your conversations with other city mayors / councilors outside of Peel for example: city of Vaughan, city of Burlington etc. to ask them to consider Peel employees when we apply for a position within their city. Similar to what Brampton, Mississauga and Caledon is doing when Peel employees apply to their job postings.
45. Would we need to reapply for positions we have held for a long time. I would like to be assured that employees nearing retirement would not be aged out of their positions
46. Are there similar job positions and descriptions e.g. Technical Analysts in city of Brampton, Mississauga, Caledon for potential absorption of Peel employees
47. Will staff have the opportunity to transfer to the cities in the transition?
48. We were informed the transition board will not be making recommendations on HR issues now? Can an update be provided as to when we will receive clarification on what would happen if the Region doesn't continue to exist in Jan/June 2025 and we stay around till the end? This is important information that we all need to consider as employees on an individual basis regardless of position and title regarding our futures.
49. Can we please get some concrete answers to many important questions? We have sold Peel to TB already. The emails with messaging regarding what we do/how well we do it are not very informative. We need answers about dissolution: layoffs, transfers, pension, salaries, packages, benefits, seniority, job placement, retention, compensation, agreements with the Cities/Towns. Thank you
50. Gary did delivered a very professional and thoughtful presentation to Council today (Sept. 14/23). Council & the Chair do not install confidence that they actually have regard for those who have been charged to carry on "business as usual". Unionized staff appear to have a more defined level of representation with respect to their jobs vs non-unionized staff. How will non-unionized staff be represented (legally) through dissolution by the board?

Pension / Severance / Benefits

51. Will there be changes to remote work? *
52. Does the compensation clause of Bill 112 mean "no severance"? *
53. Feeling uneasy about what was referenced today on the interpretation of compensation clause in the legislation. What would the Province's intent be if not to impact employee severance? Would hope that our rights under the Employee Standards Act will not be at risk

54. While the transition board may be bringing on Labour Lawyers what is the Region's interpretation of what employee rights are regarding dissolution and the end of our employment with Peel as our Employer? This interpretation is outside of the transition board's Legal interpretation and I am not sure why after 6 month this question could not be answered internally and for transparencies sake for employees well being.
55. My Spouse also work for Peel so we have a lot at stake as we are still carrying a mortgage. Should I be contacting an employment Lawyer to try and receive clarification on the mention of no compensation in the legislation?
56. a lot of people are saying that we will not be eligible for a severance if we decide not to go along with the new entity, is there wording that allows the transition to take away our rights under the employment standards act ???
57. In one Team meeting, a Director mentioned that severance will not be paid to Peel employees if they lose employment as a result of Region of Peel being dissolved. Is this correct?
58. If after all is said and done, if we no longer have a job, would the Region offer a severance package? My understanding was that it was a given given labour laws, but there are some rumours going around, that there would be some way around this, i.e. provide notice in lieu of a package, so I would like to know how likely a scenario this is that an employee could end up both without a job and without a compensation package too. Thank you.
59. Will staff be receiving severance and if so, how is it calculated?
60. What does severance pay look like, how is it calculated?
61. Just wondering if management is working on an attractive severance pay package for Council approval for employees who are doing excellent work and loyally staying till the end.
62. Will there be some sort of bonus for staff who stay until the end?
63. what about packages? would this be offered for those close to retirement
64. Aren't we essentially on "working notice" as far as severance is concerned?
65. If there are layoffs, how is severance pay calculated? Is it 3-4 weeks for each year of service?
66. Will Peel consider packaging out Employees? Can staff volunteer? When will this process commence?
67. When will staff be informed of the expected compensation implications of dissolution (e.g., severance packages)?

68. Will there be severance packages / buy outs / early retirement options offered to staff nearing retirement?
69. For the employees who's jobs may be changing or eliminated entirely, will there be compensation packages offered?
70. Does the announcement of the dissolution of Peel to be considered as 18-month notice when determining an individual's severance package? In other words, will this impact severance?
71. There are two rumours about severance packages going around. One is that the public news of Peel's transition counts as reasonable notice and therefore severance packages won't be offered if/when jobs end. The other is that severance will be issued at one month of pay for every year served if/when employment ends. Are either of these true?
72. Will there packages offered to employees who no longer fit when the Region is dissolved in December 2024?
73. The Employment Standards Act allows for working notice in lieu of severance. We have all been informed (and also by regulation), that the Region will cease to exist as of January 1, 2025. Does that mean that the time between the announcement being made and end of 2024 will count towards working notice? This impacts any potential severance we could be eligible for!
74. Will the Region be offering packages prior to dissolution results to see how many staff they will have to work with?
75. Will they be offering any early retirement packages
76. Is the Province's announcement a formal notice to staff of termination?
77. Could my salary be negatively impacted during the transition process?
78. Can there be additional increases to paramedical benefits such as, per visit limits and physical health options?
79. Re: Benefits - While the annual benefit for paramedical services had been increased to \$750.00 in 2021, the limit per visit was not. This is not really helpful in most cases because we end up having to dip into our HSA fund and then have a lot of unused balance on the annual eligible amount. Please consider eliminating the limit per visit or increasing the per visit limit.
80. Can we look at increasing physical health benefits and not just mental/psychological health benefits due to the stressful time we are going through. Maybe covering gym memberships or sports fees would help
81. Do we have a wellness budget added to our benefits as physical health is as important as mental health.

82. Maybe not TFC but what about gym benefits?
83. Will there be additional supports for mental health, we were given 2500 however we all don't define wellness and mental health the same, we should be allowed to use this how we see fit. i.e. Gym membership, you cant give us money for wellness and then tell us how to use this. not all mental health looks the same
84. I appreciate the increase in mental health benefits and wondering if we could increase benefits for paramedical services? Stress manifests in different ways, and its important to manage both one's physical and mental health.
85. Is there an opportunity to increase the number of allowable paid days off (sick days, paid personal days)?
86. Can you give us sick days and more personal days? 3 is not enough
87. We appreciate the increase in our benefits, but a large struggle for many employees is having the time to access their benefits, especially those of us with care giving responsibilities. What about adding additional personal days other than the 3 per year to allow time off for mental health, caregiving, etc.? 3 days is NOT enough (and sick days, even if you take one here or there still have a stigma and guilt attached)
88. can you increase PTO? paid time off(can you increase PTO?)
89. can you give more paid time off for employees?
90. In addition to the extra funds for HSA (thank you!) is there any discussion around increasing employee vacation time? Currently to get 4 weeks vacation you need to have 8 years of service, and the next increase isn't until the 14 year mark, just wondering if this is something that could be reviewed? More vacation would be beneficial for staff retention 😊
91. What does this mean for OMERS, how will staff be impacted at transition?
92. Does privatization of Peel mean we lose Omers?
93. What happens for the staff that are close to retirement? Staff are not necessarily looking for a new career - they wanted to finish their careers at the RoP and now that could impact our OMERS and the plans we have to retirement with the best 5 years. Staff need to understand how this will affect us.
94. Not sure if this was asked (so many questions!) What will happen with those employees who have been with the Region 20+ years - what will happen with OMERS as well as vacation earnings
95. Can the Region re-visit the Flexible Hours Policy and reinstitute compressed days?
96. What is the chance of returning our compressed day? This is a true miss that supports self care and has been negatively felt in it's absence!

97. The Flexible Work Policy seems to have been updated to include compressed days?
"Employees can work extra hours per day (not as overtime) to accumulate up to 7 hours that will provide one paid day off... If approved by the People Leader." Is this being provided to all staff? It would really support our mental health as we go through this transition.
98. Office Staff should be given the option to have Alt Work Week as before.
99. I understand flexible work options are currently available, I wanted to inquire about the potential of reinstating the compressed work week arrangement? Given the transitional phase we are in. CWW might provide an additional layer of flexibility for employees managing job search and personal commitments.
100. Has senior management considered re-instating the Compressed Work Week schedule in an effort to retain employees and help with mental health stressors during the dissolution. I know many staff were upset when it was discontinued, and re-instating it may help those staff want to stay.
101. Consider bringing back compressed days in order to assist with employees mental health? It will also improve retention through these difficult and uncertain times.
102. Will we have our health benefit for a period after the dissolution? Especially for those that don't end up with a job, to continue to have them while they search for a job.
103. Looking for update on Union Negotiations for contract, severance package and Sunlife benefits once Region dissolved
104. Economy states is not good at all. Unemployment rate is rising and will continue so in 2024. If no employment can be found by end of 2024 and employee is too young to receive pension or early pension. Will region or ministry offer an early pension alternative for early retirement to those employees as they are hard to get a similar employment due to the poor economy condition? Can some arrangements being negotiated through OMERS or provide some training to staff by OMERS on different scenarios? Please explore with some detail alternatives. Thanks
105. How will the transition impact my OMERS pension plan?
106. Will my benefits package, vacation days, etc. be impacted by the transition?
107. Will there be an option with Sunlife to extend our benefits coverage after the dissolution?
108. As per some reference in the Q & A....For employees who would prefer to end their career at the Region of Peel, eg: "early retirement" what are the timelines for communication of that information? As the dissolution is a mere 16 months away.
109. Has there been any thought toward access to employment records? Specifically, If we ever need a reference or letter of employment in the future, will former Peel employees

be able to request these records? Would records related to OMERS pension, including eligible years, be made available?

110. Can you please provide examples of what options we could be given for our pension if we leave the Region and go to a non OMERS organization?
111. Why we have to pay more in benefit when managers get unlimited
112. Vacation is normally accrued on a monthly basis, will anything change for 2024 as we will not be able to utilize the end of year entitlements or will they all be paid out?
113. For people due to retire either right before the transition date or closely after, how will this affect their pension and any benefits they choose to pay to carry through retirement?
114. While the increase to psychological health spending is appreciated not all employees necessarily would use it to cope with the stress of the dissolution. Why not consider other measures like supplementing fitness/yoga classes. It's another healthy way to deal with stress.
115. Employees who have no intention to retire in the next 5 years but are presently 59 - 63 years old, how will the transition affect them? regarding pension and continued employment where age may be a concern?
116. For employees who are in the last 5 years prior to retirement in Jan 2025 but not planning to retire how does this impact them related to pension and options for future work. Ageism is a real concern related to future opportunities.
117. I have what I hope is a small ask given the hell my team is going through. Can you please remove the vacation cap? I have lost two accruals already because I'm a responsible front-line worker. We were severely understaffed already, and now due to resignations in other departments we're doing other people's jobs on top of our own. No matter how many psych sessions are covered by our benefits this will not help us maintain "uninterrupted services" without manhours. If we go on vacation, we risk burdening our coworkers to the breaking point. At least let us bank it. You have no idea how unhappy and unhealthy my team is. The fact they are holding the line in these circumstances should get them a medal.
118. How will vacation days be handled? Is it in our best interest to take them now? Can you look into the legislation around Vacation Days being paid out? If Region of Peel no longer exists, how will this work?

When Alectra Inc took over as an electricity utility from Enersource, Hydro One, Horizon, etc it ended up giving the long term employees (+25 Years) of these companies a pay out. It still needed these employees to continue doing the work, and so it immediately hired them back. These employees were able to retain their vacation level as well as continue paying into their pensions as prior to the merger. Might there be an opportunity for those employees at the Region of Peel who are long term employees to

have something similar to this payout and then continue on working for the utility? Just curious if this would be a possibility.

Retention

119. Is there an update specific to what we are doing regarding retention? What part does compensation play in retention? *
120. Dissolution was announced in May and we have yet to hear/see the talent retention/attraction strategies that the Region needs to consider as we are now seeing staff losses on a daily basis. When will more details on talent retention/attraction in the context of dissolution be communicated?
121. Have there been any retention packages given out as of yet?
122. Are we well-staffed? What does retention look like? Are we able to hire? *
123. When you speak to "support for Peel employees" does that include working to influence the Transition Board to retain employment for Peel employees beyond January 1, 2025?*
124. In Gary Kent's email today, he said Chair Iannicca will provide an update (during the Sept 20 Townhall) as head of Council and share his support for Peel employees. Does support for Peel employees mean to influence the Transition Board to retain employment of Peel employees beyond Jan 1, 2025? Or is there any other meaning when Gary speaks about "support for Peel employees"?
125. What is Peel's retention strategy and policy and where can it be viewed?
126. What retention offers are being made to employees? How is it determined who will receive a retention offer?
127. How does ELT determine which positions are eligible for "Critical Retention Policy", i.e. 10% of base pay as a bonus to stay until the end.
128. At the previous Town Hall, you said the HR team
129. is working on retention strategies and that there are "more details to come" - is there an update on that?
130. Retention Policy and 10% Compensation - we hear from you about transparency and honesty. Why is this policy so secretive? Why some are being compensated and others are not (some are not even aware of this policy)? Why each retention letter/offer is different? Some letters talk about repayment, others don't; some talk about ability to move around within a division, others don't? Letters provided by Commissioners are inconsistent with HR Policy. The retention payments are one sided and benefit the employer, not the employee. Why not reconsider this: If an employee works/stays longer with Peel and not trying to search for better employment, it should be recognized

by an employer and an employee should be paid extra for every month he/she stays/works with Peel.

131. Why do some get 10% bonuses now as retention and others not?
132. The retention question was not answered. where is the policy, who is eligible?
133. Will there be a 2024 salary increase to encourage people to stay?
134. What is this 10% retention bonus people are talking about? This is the first I've heard of this bonus. All employees should get this, if not it's discrimination!!!
135. When looking at job postings from our neighbouring Municipalities, it appears that their salary ranges are much higher than the Regions pay bands (eg, Mississauga and Toronto). Has this been considered and is there any thought to increase current staff salaries to that of neighbouring Municipalities as a method of staff retention.
136. Where is the policy posted for retention that folks are talking about?
137. There are rumours about retention bonuses being offered to some staff and that they are being asked to keep it as a secret. This doesn't help the rest of the staff feel like the process is transparent. And why are only some staff being offered them and not all. Who decides which employees are important enough to receive a bonus and why has there not been transparency around this?
138. Do we need to FOI for those getting a retention bonus? or the policy?
139. Critical Retention Policy - why do you write a Policy, but then change the terms in individual letters, e.g. stay until Dec 31, 2024 vs. every 6 months (noted in Policy)? There are additional inconsistencies as noted by a question posted earlier.
140. I don't understand this "critical retention" policy. So you're openly saying that some employees are more valuable than others and therefore deserve additional compensation? And why was this happening during COVID too, without many peoples knowledge. This is the first I've heard of it, and I was not provided any additional compensation for working throughout COVID and now again have not received compensation for dealing with poor political decisions by Ford & Crombie.
141. What is the retention policy and who is eligible?
142. Ummm retention pay?
143. How do you measure who is a valuable employee and who is not when it comes to retention packages?
144. Can we hear from HR and have them answer questions?

145. For staff retention, there have been rumours about the return of the Compressed Work Week. Is this being considered for staff retention? It would be welcome! And what other initiatives are being considered to help retain existing staff?
146. How do we retain our talent?
147. I know that employee retention is critically important as is retention of institutional knowledge...why are employees being forced to choose between their FTE (returning to base roles) or giving up their FTE to continue in contract positions? The risk right now is too high to give up an FTE for a contract. The 2 year rule should be discontinued - especially for those that have been away from base positions as a result of organizational redeployment tied to COVID.
148. Hello, Is there an update regarding the retention plan that the CAO mentioned he had tasked HR with developing? Thank you.
149. Is retention pay something that is being considered in order to keep employees working at the Region of Peel until the transition is complete?
150. Retention Policy - we hear transparency and honesty. Why is this policy so secretive? Why some are being compensated and others not, while staying with Peel longer and longer? Why each retention letter is different? Some letters talk about repayment, others don't; some talk about ability to move around within a division, others don't? Letters provided by Commissioners are inconsistent with Policy. The retention payments are one sided and benefit the employer, not the employee. Why not reconsider this? If an employee works/stays longer with Peel and not trying to search to better employment, it should be considered by an employer and an employee should be paid extra for every month he/she stays/works.
151. Some staff are allegedly receiving retention pay. Why wouldn't this be applicable to most if not all staff?
152. What efforts are currently being made to retain staff, why are these efforts not being made more public? Staff feel left in the dark. With staff departing from Peel on a very frequent basis, the remaining staff is being burdened with additional workload, stress, tighter timelines. With the situation only expected to get harder as we progress through the transition it will become harder for the remaining employees to stay focused, positive and maintain the expected level of service.
153. It has come to light that since the Provincial announcement of the dissolution of Peel, staff in certain departments are getting additional pay under the Critical Retention corporate policy. How was it determined which staff would receive this retention pay?
154. How are critical roles determined under Peel's retention strategy?
155. How many people are leaving the Region on a monthly basis?
156. Is there any plan for the Region to increase salary bands for 2024?

157. Has RoP thought about salary increase??
158. Has the RoP thought about re-evaluating the pay bands of its employees?
159. Can we be more serious about the paybands of the employees? We are one of the biggest municipality yet its employees are the one who work with low pay and less benefits? Can this be actioned?
160. I feel our Communications person who is picking the questions, is not picking the CORRECT questions that needed to be asked such as paybands, benefits etc? When was the last time RoP did the pay increase other than the yearly PMP?
161. Post COVID we are seeing our contractors and consultants have massively increased pay to meet increasing inflation. Why are we not keeping up with this?
162. In a recent meeting, Gary indicated that he has no intention to reassess the salary bands as an out dated report (pre-dissolution announcement) suggested that we are in line with similar municipalities. Given that staff are beginning to leave, is he reconsidering this position in order to retain staff?
163. I understand Peel is conducting "stay" interviews with some employees. What are "stay" interviews and how will the information be used?
164. Stay interviews are being conducted with staff recently. How will this information be used within the context of Peel Dissolution if the plan is for the regional services to dissolve?
165. What data is collected from "exit" interviews and what efforts are made to retain employees who have communicated their intent to leave for another opportunity?
166. What exactly is discussed during 'exit interviews' when people leave for other opportunities elsewhere? Is a pay increase discussed or negotiated to get people to stay?
167. Will results from the exit interview be shared with staff and actioned?
168. Might you consider setting up a suggestion box by which non-management staff could reach senior management directly? Retention is hurting, and so are the remaining staff. We have good ideas about what might keep us and our coworkers here, and even about operations, believe it or not. Sometimes supervisors and managers don't necessarily relay them for a variety of reasons.
169. Hi, for the past four months, employees have heard from our leadership that a retention plan is a priority and that the result of services potentially begin transitioned to local cities will require more resources on their end. At the last council meeting the Chair emphasized that the priority is that all staff end up on a 'lifeboat' by the end of this dissolution. It appears very logical that the retention plan = staff should be offered a municipal position at the end of the dissolution. This would resolve the current retention issue, not to mention the anxiety and stress this is causing staff (bc all the wellness

support offered really is a waste of dollars (in my opinion). Not sure why this 'clear as day' solution has not been put forth so far into this process? Instead we have staff leaving and/or having to go out apply/interview at other organizations in order to secure their future. If this is not an appropriate retention plan, please let us know what is as this state of a 'lingering death' is only making many physically ill. Thank you.

170. All of our teams are dependent on the IT department, but its cracks are showing. How are we going to continue to exist, in the months coming, with what I assume are so many departures? Continuity is crucial.

171. With increase in the number of employees resigning in the recent weeks, how will Peel handle the current exodus out of Peel and continuing service without disruption?

Performance Management Program

172. How will merit increases be administered in 2024?

173. How will merit increases work next year?

174. For employee retention why not consider giving all employees excellence on their PMP this year.

Workload Management

175. With staff departing, the remaining staff and people leaders are being burdened with additional workload and stress. What is being done regarding this? *

176. How will we manage workload if team members depart from Peel?

177. As we lose staff in our divisions, the backfills are slow in coming and some not at all. That means existing staff are taking on duties that are not part of their performance goals/job descriptions or capacity. What is the plan to compensate if at all? When can we as employees push back on work load? Who can we speak to about these issues?

178. Thank you for the opportunity to submit our questions and raise our concerns with respect to the dissolution of Peel. The biggest issue for me personally is that I have already witnessed several key team members and friends leave the Region as a result of the dissolution announcement. I also know that other staff in many departments are witnessing the same brain drain as their talented colleagues announce their departures. The expertise, knowledge, skill, production quality and work ethic of the people who have left, or are planning on leaving, can not be replaced. I know they can not be replaced, because filling even mildly technical roles before the dissolution announcement was already extremely difficult, as I often watched job openings expire with the position left unfilled, let alone trying to fill the highly technical roles, which have been horrendously challenging to fill. Now, after the announcement, it is completely unlikely that we can attract any top tier, skilled and talented employees to come work in such an uncertain and demoralized work environment (yes, demoralized - staff morale is definitely low, I feel it in my interactions with my coworkers), especially when similar work opportunities exist for great careers at more stable and enduring employers.

179. Given the foregoing, how will the Region manage the existing workloads of staff who remain in the current "business as usual" work environment, especially when workloads were already increasing unrealistically prior to the announcement, and now, with staff leaving it further being quite apparent that workloads will elevate to all time and unbearable highs for those who remain? Further to the workload management question, what plans is the Region working on, and are going to implement, in order to retain all remaining staff until January 1st, 2025 so that we can continue to prioritize and deliver the important programs and services for the deserving, reliant and amazing residents of Peel Region?

Psychological Health & Safety / Wellness

180. How do I continue with my work and keep my morale up?

181. How will sustain a positive work culture during these challenging times?

182. Anxiety is going to continue to ramp up as we get closer to Dec 31st 2024. How can morale be bolstered? As certain projects have fallen away because the financial affairs of the Region are being ramped down - things feel very different at Peel these days there is very much a feeling of heaviness.

183. How do you balance operations and employee wellbeing? If the staff are not taken care we will not be able to deliver quality services.

184. What will be done to boost morale? I find it very difficult find motivation to work on new projects knowing it will be ending in 14 months

185. Will it be encouraged by Foreman's to take more time for self care during the winter months?

186. What does the increase in psychological benefits mean?

187. So much uncertainty! How are supporting staff well-being?

188. sorry was the answer - YES there is a cap and limited to counselling only?

189. This is my 2nd time attending the townhall - there was mention that there was no cap on benefits but it wasn't specified. I see an increase in counselling from 1k to 2.5k and the 40% increase to Health spending. Some of us carry stress in our bodies. Please speak to which benefits, benefit us for our mental wellness that also includes stressors to our body.

190. Did union staff also get a 40% increase in health spending?

191. We have been given some leadership and wellness training to support employees but how do we as leaders put the tools into practice?

192. How do leaders implement the tools into practice?

Training / Career Supports

193. What improvements have been made to the tuition assistance program to support employees?
194. How will training be handled for employees, it was mentioned previously that funds will be made available, when will we be advised and how will the \$\$ be allocated?
195. In reference to the Tuition assistance. Rather than just increasing the overall budget, is there an intention to increase the amount per person per year covered?
196. In regards to the training, many courses have September start dates, these dates are now, employees may lose out if they can not sign up now. There has been no information regarding the process with the training dollars.
197. Will there be any additional (top up) for educational financial support / continuous learning?
198. Does the doubling of the tuition assistance budget apply to the \$1500 individual allowance or only the overall budget? With tuition rising, it would be great if the individual allowance was also increased.
199. Can you please advise when and how additional funds for training of staff will be handled.
200. What supports are available to employees on job searching, interview skills and resume writing?
201. Will there be career coaching available to prepare with new opportunities?
202. Has the Region considered doing workshops or training on job searching and interview skills to help employees who are looking for a job.
203. Is a four day emotional intelligence course being offered to all employees?
204. Will the Region provide career counselling such as resume writing, interviewing and career paths
205. I am interested to know if there any discussions about providing career coaching services to employees ?

Department-Specific Matters

206. There has been mention of keeping certain entities together like police and paramedics, but what about everyone else? What are the transition plans for the various divisions within Public Works, Human Services, Health Services?
207. Chair, you mention these automatics-like police, paramedics- but what about the large number of us that aren't in roles that "no one else is doing"?

208. Our questions just continue to be ignored. We need specific information on each division within the Region and whether we are at risk of being let go, and if so, with ample time to find subsequent employment. People have families and homes they need to provide for. People are planning to buy homes and have families and have no job security or ability to plan safely. The rug is just being pulled from underneath us with no notice. What will happen with waste management? Housing services? Public health? Paramedics? If police can stay their own entity, why can't the rest of us?
209. Staff are quickly leaving to other municipalities with guaranteed stable employment. What is the plan for the Public Works Transportation staff, as there has been zero communication with our team as to what is going on? Is there a strategy in place and if so, what is it?
210. What is the transition plan for Ontario Works Caseworkers?
211. Any word on what will happen to staff in health care field?
212. Peel is transitioning to what seems to possibly be a split entity with respect to Public Health, yet the Ford government announced PHU's that desire to merge will be provided additional one time funding. Have you discussed this with the Province or the Transition Board members and what have you learned?
213. Have there been conversations towards keeping the public health sector of Peel together post dissolution? Or will there be three separate health units? Will we be required to re-apply for our positions?
214. Will our Health Services staff be divided into Brampton, Mississauga and Caledon? Specifically, Immunization Services?
215. What are the plans for the housing dept employees?
216. You guys mentioned about police, ambulance and water being okay but did not mention anything about Roads and waste, are they safe as well? or should I find a more secure job?
217. Should all the Roads guys Leave and find another Job ASAP? Or are we safe?
218. Who are the 3 percent you mentioned?
219. Are we parking the snow trucks on Jan 1st?
220. Do you know what services are not predicted to continue. What is 'almost all'?
221. is it possible that certain services may stay 1 tier?
222. Any indication on what services may stay shared?
223. What are the transition plans for Internal Services?

224. Would we know what happens to the Internal Services we provide within our Organization?
225. What will happen to internal staff who work 'behind the scenes' and not on the frontline?
226. Is there any chance for back office staff? HR, RPAM, IT, Legal, PMO, etc. They are different than all the frontline staff who will still be required in the future. They never seem to be mentioned.
227. How can we confirm that we aren't part of the 3% especially since we carry out a corporate role?
228. Not to downplay any of the very important services, but it seems that any questions that are being asked about internal services are being brushed over. This does not feel well as it feels like we are not as important as the other services. As an internal service employee that will most likely not be "absorbed" by the cities...what is the incentive to stay on?
229. What are the transition plans for areas where there may be some overlap?
230. Does this mean that roads department is in jeopardy?
231. What happens specifically to the Planning and Transportation Divisions? These services are provided at the local level.
232. We hear a lot of advocacy for the Paramedic Services to be maintained as a regional service, is there a reason why the rest of Public Health is not represented and advocated for in the same degree?
233. We hear much advocacy for the paramedic services to be maintained as a regional service, is there a reason why the rest of Public Health is not represented and advocated for in the same degree?
234. I haven't heard or seen anything about Human Services / Ontario Works? Are our services and future being discussed?
235. What discussions are happening with the Union and what is the status of contract negotiations?
236. Did I hear you say you are sitting down with the union?
237. Can you speak about meeting with the union and our agreement
238. Please speak on our collective agreement, staff is burnt out some working three jobs, cost of living has increase, where are we in terms of negotiations?
239. According to Peel statistics, 12.8% of the region is living in poverty whilst 52% is considered low income. With the rising cost of living that number is set to increase and with majority of Peel region employees living in peel, Extrapolate that very same data

across regional staff and a good portion of employees are considered low income. With this being common knowledge is there a legitimate reason why contract negotiations are so delayed?

240. How do we ensure service continuity in light of job insecurity? Public health, waste management, housing services, etc., all have staff who don't work "front lines" (i.e., what will happen with administrative, health promoter, analysts, advisors, roles that support those departments etc.,). These roles are necessary to keep services running.
241. How do we prevent service disruption if there is no guarantee in our jobs? Public health, waste management, housing services, etc., all have staff who don't work "front lines" (i.e., what will happen with administrative, health promoter, analysts, advisors, roles that support those departments etc.,). These roles are necessary to keep services running, so I'm confused how we can ensure service continuity without recognizing what our job security will look like?
242. Is there a voice for Corporate Services employees at Transition meetings? There are over 850 CS employees who are feeling extremely vulnerable. This department is extremely important in supporting the delivery of internal employee and community services at Peel Region; but the reality is that most, if not all, of these functions already exist at the cities/town and are likely to be redundant at dissolution. I would like to understand whether transition activities recognize the contributions and vulnerability of this group in particular.
243. All I'm hearing is that front line workers are protected and will have a job, but the job security for everyone else isn't spoken about. How are front line workers doing their job without the behind the scenes workers? I guess it's time to pack up from Peel and move to an organization that values more than just the front line employees.
244. It will be hard to attract new employees during this time, especially for departments that are seen to be ones that will not be retained. How will the Region keep those groups staffed until the end? Will there be redeployment as there was during COVID. This will put strain on other departments that have kept their staff.
245. It will be hard to attract new employees during this time, especially for departments that are seen to be ones that will not be retained, for example roads and planning. How will the Region keep those groups staffed until the end? Will there be redeployment as there was during COVID. This will put strain on other departments that have kept their staff.
246. Are we as a region going to do anything to recognize the contributions to all the people who participated in the pandemic response for covid before the region formally dissolves? Some hospitals created walls with people's names on it, while other agencies like PHAC gave everyone a medal.
247. When Planning underwent the transition to a local level, were regional positions transferred to the local level? Did they have to apply for these positions?

248. Any update on the dissolution of the Regional Planning Role and how it will affect planners at Peel?
249. What has the messaging been to outside Vendors around entering into contracts during this time of transition. Has the Region seen a reluctance of some outside Vendors to enter into contracts with the Region.
250. Part of what makes Peel Public Health special and progressive is the organizational culture that it embodies. How do we maintain that culture going forward to enable public health and other areas of Peel to continue to be a leader in its field?
251. What will the transition mean to Enterprise wide projects? What are the impacts?
252. While Peel Police and Paramedics are often mentioned as groups that make sense to remain at scale, Public Health is rarely discussed. Is the Ministry of Health in contact with Peel? Is there any news on the Public Health front at all?
253. What will happen to Planning & Development Services staff if a proclamation date is given to the More Homes Built Faster Act, for the removal of Regional Planning Authority, prior to the dissolution of the Region? What will be the transition plan, career counselling and support given to those staff?
254. Has there been any discussion regarding the Region of Peel potentially continuing on as a Public Works utility? (i.e. Something comparable to how Alectra operates)
255. Many staff in the organization including those in Public Health have been supporting pandemic effort over the past 3 years. I am wondering what the vision is for closing our operations during the holiday period (Dec 22 to Jan 2)? The time away would allow all staff for some much needed rest and recovery.
256. It would be helpful to hear about the possible impact to Corporate Services, especially as there is more uncertainty around these roles since it is not an outward facing service.
257. What will happen with Peel Housing Corporation? Will corporation be divided between the Municipalities?
258. The June 8th principals endorsed by Council are not being upheld by Regional Council specifically in the area of affordable housing. The Region is being excluded from discussions and plans related to the Housing Accelerator Fund applications submitted by all three municipalities. Regional staff are aware of local level initiatives through HAF applications that appear to duplicate Regional efforts, especially in the areas of non-profit capacity development initiatives to create more community/affordable housing. Direction to function without regard for Regional housing initiatives (endorsed in the July 6th ROP Council report) are being ignored at the local level. Need clarity on current and future role(s) of Regional Housing staff in light of dissolution. How / what are Regional Councillors saying to staff/leadership at the local level with respect to dissolution?

259.If public health becomes a new entity/entities, will the Regional public health workforce migrate to the new entity or be laid off?

260.Ontario offers money to public-health units that voluntarily merge (SOURCE: CBC NEWS: <https://www.cbc.ca/news/canada/london/sylvia-jones-health-unit-merge-amo-conference-speech-1.6944321>) - are there plan to restart the restructuring of Public Health? With the dissolution of the Region of Peel, where does Peel Public Health fall in all of this?

261.Will the Regional Roads be downloaded to the Cities/Town?

Future Operations

262.Will we be continuing with Future Forward office renovations at this time considering the confirmation of the ROP dissolvment?

263.Why is tax payers' money being wasted on renovations in Peel buildings especially during this stressful time when a dissolution is being considered? It would be more beneficial and humane if that money is put towards pay increases for staff who are struggling to make ends meet.

264.Will the Region still be budgeting for large infrastructure projects?

265.What will happen to regional contracts with outside vendors that begin prior to Jan 1, 2025 and will finish after that date.

266.Is ELT sharing DSSAB models or other governing board models with the Transition board?

267.Does the Region have to dissolve at once? Can the process take 3-5 years knowing that there are many services that are still required for day-to-day operation.

268.Has the Region been provided an opportunity to provide their preferred approach or scenario for dissolving? ie. Peel Utility Model for Water/Wastewater. And if so, has this model been conveyed?

Transition Board

269.Do we expect the Transition Board to communicate regularly with staff? *

270.Will the transition board be communicating regularly to staff? Will staff be given updates from them during the process of transition?

271.Has the Transition Board requested an extension from the Premier?

272.Which month will the transition board start to talk about staffing and make decisions around it?

273. By when we can know for sure the status (after Dec 2024) of our employment with Region of Peel?
274. When will we know definitively what the plan is for employees currently working at the Region? October was stated to be the time when this would be presented to Regional employees, but is this still the case?
275. Can a date be provided on when can staff expect details on retention incentives, compensation packages, and/or position reassignments?
276. Has the transition board shared any preliminary dates for when a decision about Peel employees will be made?
277. The transition board has been asked to make "early and obvious" decisions around job security. Has there been any indication from the transition board that this will happen, and if so, when might we begin to hear some of those decisions?
278. As the Transition Board makes decisions that impact Peel staff, how will those decisions be communicated to us? Or what is the proposed communication plan for this?
279. Can we specify what 'all employees getting to the other side...' means? Does that mean all employees keeping their jobs?
280. Chair Iannicca/CAO Kent - Can we specify 'all employees getting to the other side...'? Does that mean keeping their jobs?
281. Will/can Transition Board share its high level work plan with ROP employees for transparency?
282. It seems counterintuitive that dissolution is about building new homes yet as a result of dissolution efforts by the Region to continue with its community housing builds are being hampered. When will the Province (TB) make decisions on specific services that will span and live beyond dissolution eg. community housing development?
283. Is it possible that the recommendation coming next July 2024 will be not to have Peel Region dissolve because its too complicated or doesn't make financial sense? Or will the the TB have to make it work to dissolve??
284. Has the Region or transition board requested the Ontario government reconsider the commitments to build homes since it will be difficult to construct the required infrastructure to support those homes during a time of transition. Since the government imposed this uncertainty on the Region by dissolving them during such a crunch to build homes, they should also provide some leniency on the quotas of homes expected to be built in the Region of Peel.
285. The new Minister has put on hold transition plans for other regions until further review is completed. Does this mean there is a possibility that the transition board could recommend that Peel dissolution not happen?

286. As you already know the new Minister (after Steve Clark's retirement) has put on hold the transition board announcement for other regions. He had listed a few questions he is asking to see if doing this work is even financially feasible. Does this potentially also mean that there could be a possibility that the transition board could recommend that the split not happen?
287. Does the Housing Minister's resignation impact to Peel's Dissolution?
288. How do you think Steve Clark's resignation impact the dissolution if at all?
289. Why (for what reasons) would a Transition Board need to remain until June 2025? What would they be doing once they have submitted their recommendations?
290. Since the transition board is staying together until June 30, 2025 there is a misconception that the new date for the dissolution will take place on July 1, 2025. Can you please clear this up
291. If the Transition Board can only make recommendations to the Minister and Cabinet, how will they, in turn, make specific decisions about each complex element of dissolution? There is important content knowledge required to make sensible decisions about each program/function and it isn't at all clear who is making which decisions and based on what information.
292. Why is staff not privy to having access to meeting minutes with the Transition Board?
293. Ultimately this is about saving money and I respect that. Is it conceivable that the Transition Board recommends that this will end up costing the people of Ontario more money to deliver the same services?
294. Is there a possibility that the Transition Board will see that the numbers don't make sense?
295. Is there a possibility that the Transition Board (when they look at everything and run the numbers, if they realize that this will actually cost a lot extra to do this and not save any \$\$) that they would recommend NOT to disband ROP?
296. Do you think it's possible that the Transition Board comes back with the recommendation that Peel should stay intact?
297. Does the Transition Board have experience in municipal government to make recommendations on dissolution?
298. How can we ensure the transition board was appointed in best interest without political influences?
299. Will the Transition Board consider privatization of regional services as part of their mandate?
300. Will we be privatized?

301. Will staff have an opportunity to address the Transition Board directly?
302. Will the transition board speak to any lower level employees, front line staff? Though upper management represent their teams well, there are many tasks and in-depth work that may not necessarily be represented with just power-point / reports. Upper Management will have an 'overall' view but the in-depth work may be lost in transition.
303. Will staff have an opportunity to address Transition board directly?
304. How is the Region paying for the Transition Board's time and their recommendation? Where is the money coming from and is the province providing any funding?
305. How is the Region paying the hefty cost for TB time and recommendation? Where is the money coming from?
306. Since doing all this seems like it will cost a lot of extra \$ for this whole process, is Doug Ford providing funds for these extra expenses since he approved this idea?
307. Can we see the presentation / information given to the TB?
308. Would there be value to have members of the Transition Board attend these town halls?
309. There was a reference made re: "in the centre", what do you mean by that?
310. What do you mean by "in the centre"?
311. Has there been any discussion from the Transition Board re: forming a utility that would keep some of Peels current services shared?
312. Transition Board will make their recommendations to the Minister in July 2024. Will the recommendations be announced to Peel employee before July 2024?
313. When each director meets with the TB, are there other individuals from the Ministry present? The 5 members don't seem to be tech-savvy; do they have a supporting team to translate?
314. Staff is concerned about the high rental rates/mortgages including daily living expenses to make ends meet which leaves no room for savings. Does the board have any plans or suggestions for high inflation costs to help employees?
315. What's the detailed timelines of Transition Board from now to July 2024 when Transition Board makes their recommendations to the Minister?
316. Staff are concerned about their job security due to the separation of Peel. This is the big topic. Will there be a letter from the board regarding or statement that jobs are secured (i.e. management to all staff roles)?

317. The transition board's mandate is to provide recommendations to the provincial government, not decisions. Is anyone advocating at the provincial level to compel the provincial government to provide "early and obvious" decisions?
318. The transition board has been asked to make "early and obvious" decisions around job security, staffing, etc. However, the transition board's mandate is not to make decisions, but to provide recommendations to the provincial government, who may or may not act upon those recommendations. Has there been any indication from the Transition board that they will be able to provide any meaningful response to Peel's request?
319. What is the schedule for the dissolution? There are lots of the work needs to be done for the submission/reports to the Ministry, what's the timeline for that change?
320. The fact that the transition board does not need make their findings public does not sit well in light of the provincial government current problems with the housing minister. This combined with Councillor Butts comments at the recent Regional council meeting gives the air of some knowing more than others or perhaps more back door dealing. How are we supposed to trust that this board will make a fair and transparent judgement on our future?
321. Will we be able to see the transition board's workplan or at least know when they intend to work with each department so we can prepare from a workplanning perspective? E.g. EYCCS be their focus in Q2
322. Who is responsible for the dissolution of Peel, transition board or Peel? If Peel, what Peel is doing to prepare for the dissolution?
323. Understanding the transition board will need time to make decisions on different segments of the business moving forward. Is there a roll out schedule were information will be made available to different divisions as decision are made? Or will information only be shared by the board when a final overall decision is made? Having appropriate time may be beneficial to many as we look to what is next.
324. We are already seeing a mass exodus of very qualified staff. Is there any word on the transition board prioritizing firming up staff through the dissolution and what that may look like? If the current momentum of staff continue to exit the Region, we will be left with a skeleton crew manning the ship. Anyone joining in at this point will only cause further disruptions/training to the already heightened stress levels.
325. As the dissolution date draws nearer, we've noticed colleagues who have opted to take new positions outside of Peel Region. I think you'll agree that this not only puts enormous pressure on HR to find replacements in a timely fashion, but more so, exerts huge stress on remaining employees to fill the void and still manage their own workload. Is there any oversight from the Transition Board on this? Is there any consideration of how this will affect Peel staff and to the delivery of services that residents receive? Are they willing to simply watch the wheels fall off the cart?

326. Have you had any discussions with the Transition Board regarding any discussion they've had or plan to have with Mississauga, Brampton and/or Caledon. Particularly on their points of why they should become independent and how they would handle the services that the Region currently provides? What would be our arguments against their points.
327. Retention, compensation, and severance will be some of the first things that our CAO Gary Kent will be talking to the Transition Board about- has this conversation happened and what is the Transition Board's view and response to this? Thank you.
328. Hello and thank you for the opportunity for allowing staff to share our comments, concerns and questions. And thank you to all staff who continue to remain at Peel and act with the integrity and to perform the best practices that have and will continue to make The Region of Peel a spectacular and special place. I do not have a question, but wanted to point out the following: There is no time better than right now for the Transition Board to step forward to personally and directly introduce themselves, engage with the Staff (not just ELT) and Residents of Peel, and start making announcements and decisions!!! The number of different opinions and rumors that keep floating around from staff, residents, and outsiders is horrendous and destructive as it breeds fear and uncertainty for all impacted by this misguided decision to dissolve Peel. I can see and hear staff and resident morale declining quickly whenever I discuss the dissolution topic. Even worse, the opinions and rumors that are shared are often contradictory and therefore counterproductive and damaging. Time is being wasted while staff and residents are being unnecessarily ignored by the Transition Board. They were appointed July 5, 2023, over two months ago (!!!) and have yet to speak to non-managerial staff or residents directly!!! This is a disgusting injustice to all people that are impacted by this frivolous political decision to dissolve Peel (for I believe most of us might all understand that this decision was not born out of common sense... but for political gain). The lack of communication to staff and residents from the Transition Board is clearly demonstrating that they do not have the best interests of staff and residents at the core of their mandate or their minds and hearts, which is extremely saddening and disturbing as both an employee and as a resident of the Region. At this point, it is completely unacceptable that in a professional environment such as the Region that we have all been left, and continue to remain, in the dark, unappreciated, and left to make our own assumptions about the outcome of the dissolution process. This is extremely counterproductive to the stated mandate of the dissolution. The Transition Board has been formed, so now they must step forward immediately and host a corporate wide Town Hall for Staff, and a Region wide Town Hall for Residents, to get a hold of this situation, which is massively spiraling out of control the longer this wound is left to fester. It is unacceptable that staff and residents are being treated like our opinions and our lives do not matter. We are all more than just a page in Doug Ford's political play book. We are knowledgeable, engaged, concerned and hard working people who want to make this transition as best as possible, and the future of the three municipalities as bright as possible, but that it not possible given the way that this dissolution is being coordinated by Doug Ford, his Progressive Conservatives, and the Transition Board. So, I state without remorse, to Doug Ford and his Transition Board: Step up today, take responsibility today, be transparent today, be accountable today, be honest today, communicate what is known today, tell us what is still unknown or still

needs to be decided today, tell us how those decisions will be made AND DO THAT TODAY. But until that day actually happens, I have zero trust in this process and think it is completely unacceptable how the process is moving forward. As an example, if I managed any of my workload in this fashion for my work here at Peel, without introducing myself personally, without open and timely communications, without compassion for those that I work with and for, well then... I would have been fired from Peel long ago... In short, everyone involved in the decisions and the process of dissolving Peel must do better and they must do so immediately. Thank you for your time. Peel Region is the best. Have a great day :)

Council

329. What was discussed with Council during the closed session on September 14th related to the Bill 112 Impacts report and can it be shared with staff?
330. Why is the most recent council report included in-camera report? What was in the report? Can it be shared with staff?
331. What was discussed with Council in-camera last Thursday?
332. What has been Council's reaction to staff's questions?
333. Can Council request the Minister himself attend a town hall to answer some of these questions as he will be the ultimate decision maker?
334. If the mayor of Mississauga continues with the inaccurate propaganda she spouts about Peel - who at Peel will call her out and point out the misleading and sometimes false information she shares as if it was fact?

Political / Legislation

335. There was a recent announcement by the Ministry of Municipal Affairs and Housing that cancelled facilitators in five other jurisdictions and announced plans to use a legislative committee to review their governance models. Why wasn't that the case for Peel? If this is all about housing, why separate Peel, its services, and staff? *
336. There was a recent announcement from MMAH cancelling facilitators in 5 other Regional jurisdictions in favour of using a legislative committee to review whether two-tier governments in those regions support or hinder the construction of new homes and whether certain services could be combined or moved from one level of government to another. So why is that not the case for Peel Region? If its all about housing then why rip apart the entire Region and affect services and staff?
337. With the recent announcement that the Ford government will be reviewing its intention to assign facilitators (they should have been announced by Sept 11th) to assess 6 other regional governments in Southern Ontario, is there a chance he will reevaluate the dissolution of Peel with preliminary information being reported to the Ministry by the Transition Board?

338. Now that Ontario's Auditor General and Integrity Commissioner has released their findings on questionable conduct, will there be a review of other potentially questionable bills passed, such as Bill 112? *
339. There has been a lot in the news right now with regards to the Provincial Government. How can we trust a process started by the province that is now being investigated by an integrity commissioner?
340. With Minister Clark facing heavy scrutiny regarding ethics around the Greenbelt decision, how does this affect the decision surrounding Peel? As he is the Minister responsible during the transition.
341. Now that Ontario's Auditor General and Integrity Commissioner have both released reports outlining questionable conduct by the Ontario Government, resulting in the resignation of the Housing Minister and a pending RCMP investigation, will there be review of other potentially questionable bills that were passed such as the Hazel McCallion Act and Bill 23?
342. The Town of Caledon is consolidating departments to prepare to become a single-tier government and creating a Commissioner of Community and Human Services. What does that mean? *
343. Today's article found on insauga.com refers to the town of Caledon restructuring services and creating a Commissioner role that will oversee programs including child care, social services and housing. Have decisions about the future of some services offered by Peel already been made by the transition board? Thank you.
344. Do you think the Transition Board will come back with the recommendation to keep Peel intact? *
345. Is there opportunity for Caledon and Brampton to stay merged?
346. I am aware that the TB's mandate is to make recommendations on HOW to dismantle to Peel not SHOULD we dismantle Peel. However, do you get a sense after sharing our work that the TB members are baffled at why the Premier is forcing such a thing and do you feel that the general consensus among the TB members is that Peel should remain whole even though officially they cannot communicate that? I feel like the public is being misled that dismantling Peel is a good idea and I wish more people would stand up and demand real answers from the Premier about what his real motives are. I'm open to evidence that suggest dissolution is warranted but I am deeply disturbed at the Ontario governments handling of this and moving forward with such a major undertaking that will impact 1.5 million residents without a shred of evidence to support it.
347. Who is responsible for the dissolution of Peel?
348. Has there been an assessment on how Peel's residents' taxes will be affected?

349. Is there an opportunity for the Peel dissolution legislation be reversed or delayed or alternative approaches be examined, such as amalgamation?
350. More of a comment, but MANY recent provincial government decisions have been challenged...why has this decision not also been challenged? It was made with little analysis and evidence to support it. It is so frustrating and we are losing good employees and relationships in the community are being impacted.
351. Is there any provision to reverse the legislation if it is conclusively determined that maintaining the current Regional framework is more cost-effective than dissolution?
352. You are mentioning many times how complex everything is to disentangle. Is it possible this will be delayed?
353. If the driver for this dissolution is to avoid duplication, then isn't amalgamation the smarter way to go? One set of staff (Peel) rather than 3 (Brampton, Caledon, Mississauga).
354. Will the Mississauga Apartment Rental Compliance (MARC) program not drive up rent in Mississauga?
355. Is there a possibility that staff will be kept on passed the January 1, 2025 dissolution effective date?
356. Will staff be kept on as the Region's assets are divested? It could take years or is it assumed that doors are locked Jan 1, 2025?
357. Where is the 4th municipality?
358. How will information be shared with the lower tiers? The dissolution has muddied the water of information control and access to information. Does routine disclosure still apply to the lower tiers?
359. Will recommendations from the Transition Board be impacted by the Mayor of Mississauga's leave of absence?
360. Will there be an impact to the transition team decisions/recommendations with the Mississauga Mayor LOA?
361. Is the dissolution of Peel subject to an Auditor General review?
362. Is the dissolution of Peel and how it came about something that could be subject to an auditor general's review and report; considering we're talking about a 40B dollar organization?
363. Has the Region considered advocating for a police of auditor general review of this legislation.

364. In light of the Ontario's Integrity Commissioner recommendation that Housing Minister Steve Clark be reprimanded for his role in the province's contentious Greenbelt land swap, calling it a "rushed and flawed process" marred by a "lack of oversight.", could one not argue that the same behaviour occurred when deciding on the dissolution of Peel? Should we not ask for all of ex-Minister Clark's decisions to be reviewed?
365. How are local municipalities preparing for the anticipated increase of responsibilities?
366. Is there any opinion from any of the three municipalities offices? are they going to grow, for-seeing the increasing amount of responsibilities?
367. What is Peel doing to manage speculation and rhetoric coming from local municipal officials and employees on future service delivery?
368. Contrary to comments we hear from local municipal staff about splitting up Peel's services (into 3), I don't think the Province intends to add to the already 47 municipal service managers in Ontario. What is Peel doing with the local municipalities to control the myths and speculation coming from their staff and councillors?
369. If 97% of Peels services are not duplicated and the Province's stated reason for dissolution was based on duplicate planning departments and they have legislation pending to address that, what is your best guess as to the Provinces true motivation behind this? Is this to weaken local governments so they can push different agendas through? Also recent comments from Doug Ford around dissolution of York Region seemed like that wasn't the plan so why just Peel?
370. I've seen news about Ontario offering funding to public health units that want to merge. Has there been any conversations towards keeping at least the public health sector of Peel together post dissolution?
371. How about PPH and upcoming mergers.
372. I've read an article on CBC (August 22nd) that says: Ontario offers money to public-health units that voluntarily merge. Pre-pandemic, there was talk of restructuring Public Health. With this new announcement, have you heard any rumblings about restructuring Public Health. And with the dissolution of the Region of Peel, how does Peel Public Health fit into this - where do we fall? Will there be 3 separate Peel Public Health Units?
373. It's announced Peel Region will be dissolved on January 1, 2025. What's the purpose of Municipal Financial Audit for Peel Region?
374. As both a Regional employee and a Brampton tax payer, I find this all very unsettling and very politically motivated. There was absolutely no thought given to the employees or residents when the Ontario government made this decision. My question is, from the studies done in 2019 on the significant cost of dismantling the Region, would it not be more cost effective to amalgamate all the cities and region into one like the GTA? Is this something the transition board would consider?

Advocacy / Community Consultations

375. We are feeling like we are left in our own echo-chambers. Who is speaking for Peel employees? What does the community conversation look like? *
376. Can residents of Peel contact their MPP and lobby against this? As an organization, why isn't there a public campaign to write to elected officials? *
377. Is there evidence we can use to advocate professionally? *
378. What is being said about Peel services and the passion of Peel employees when meeting with the Transition Board? *
379. What is Peel Region doing to oppose the dissolution legislation?
380. Is anyone looking into this as a scandal? Ford & Crombie wanted this to happen, many recent Executives had ties to Mississauga. Plus the Region is doing nothing to fight this legislation, we are just accepting it... What is the region doing to oppose this action if it's such a bad idea? vs. just accepting it?
381. What evidence can we use to advocate professionally the facts so that we can inform our partners across other jurisdictions and sectors?
382. What evidence can we use to advocate professionally the facts so that we can inform our partners across other jurisdictions and sectors? What evidence can we use to advocate professionally the facts so that we can inform our partners across other jurisdictions and sectors? Being able to set the record straight and advocate professionally is our responsibility as a service provider.
383. What does our community say? Have we listened to the citizens and residents of Peel Region on their thoughts on dissolution?
384. What does our community say? Have we listened to the citizens and residents of Peel Region on their thoughts on dissolution? Efforts in consultation between ROP and citizens should be considered. It's important that as an organization we bring the citizen's voice to the Dissolution Board also. They are the ones ultimately impacted by service delivery models.
385. Our residents and citizens of the Region of Peel have the opportunity to contact their local MPP, and lobby against this Act. As an organization, why isn't there a public campaign to write to their elected officials?
386. Our residents and citizens of the Region of Peel have the opportunity to contact their local MPP, and lobby against this Act. As an organization, why isn't there a public campaign to write to their elected officials?
387. If there was no opportunity to challenge the legislation when it was passed in its fast paced process. Is there an opportunity to lobby or challenge it now?

388. Are televised townhalls part of the communication strategy?
389. Are teletown halls a community communication strategy? Mayor Brown's were very popular during COVID.
390. Is Peel Region making a case against dissolution?
391. Are we (ELT) making a case that dissolution will NOT create efficiencies and cost savings? Seems a ludicrous claim, the same rationale was used to amalgamate! Feeling like collateral damage to corrupt political machinations. I'm also wary of the lip service re: values - respect, transparency, etc. has not been my experience.

General

392. Will Council and staff be able to celebrate 50 years of incredible service in 2024? *
393. Will the Council and staff of the Region of Peel be able to celebrate and commemorate all of its achievements and efforts of its milestone 50th anniversary, possibly known as Peel 50, next year (est. 1974 to 2024)?
394. Gary, how are you doing? *
395. When is the next Town Hall and what will be the format (i.e., only Q&A)?
396. There are many questions unanswered. When is the next TownHall? Can it be structured as a Q&A? Also an update on what actions are being implemented to support retention, employee wellbeing, compensation?
397. Is there going to be a proper Q/A?
398. Is there going to be a proper Q/A and will we be parking the plow Jan 1st?
399. Why do we have this chat option if you won't answer any questions from it?
400. Why are not all of our questions being posted?
401. Are all of our questions that we are asking being posted?
402. Can you please answer if all of our submitted questions were posted?
403. You noted that every question asked is now on the website, can you advise where because I don't believe all of the one I've asked are on there in the FAQ.
404. Many of the questions asked previously have not been specifically answered and should be, as they do not depend on the Transition Board, e.g. Remote Work, Compensation Clause in Bill 112, etc.

405. Was there any consideration given by ELT to pause this year's United Way Campaign? It seems insensitive to ask Peel staff to continue to contribute given the uncertainty of our employment and financial stressors that some are bracing for.

406. As this process began, I was surprised to learn that the Region of Peel has "investors". In the Q & As, can you elaborate who the investors are (in general) and how they earn profit through their investments, and how their questions about this dissolution process are being addressed?

* Denotes a summary of questions asked by the meeting moderator and answered by the CAO and ELT during the live Town Hall.