

Peel Region Overview

Orientation for the Bill 112 Transition Board

Gary Kent, CAO, Peel Region
August 2023



Peel Overview



Executive Leadership Team



Gary Kent
Chief Administrative
Officer



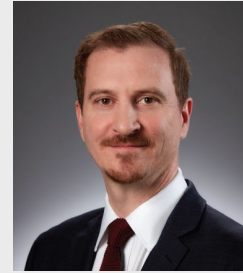
Patricia Caza
Regional Solicitor
and Commissioner
of Legislative
Services



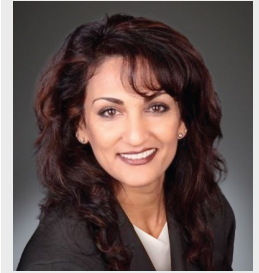
Kealy Dedman
Commissioner of
Public Works



Nancy Polsinelli
Commissioner of
Health Services



Sean Baird
Commissioner of
Human Services



Davinder Valeri
Chief Financial
Officer and
Commissioner of
Corporate
Services

Peel Regional Overview

- Since 1974, Peel Region has been delivering critical services to Peel residents, businesses and the community.
- Peel has grown significantly; 1974 = 265,000, Current = 1.5M, 2051 Projected = 2.28M.
- Peel Region is an anchor institution in one of Canada's fastest growing, diverse communities, providing essential services to 1.5M residents and over 200,000 businesses.
- We're proud of our employees, their contributions to the Peel community and our commitment to continuous improvement & enhancing value for taxpayer dollars.



Peel provides essential services through all stages of life. Some of their stories: <https://peelregion.ca/people/>

Peel Community Overview

Peel is the second-largest municipality in the Greater Toronto Area and growing steadily. It encompasses a mixed landscape of bustling urban centres, charming villages, and rural lands. And Peel's population is comparatively diverse.

Peel's Population in 2021



Racialized Population

Peel has the highest percentage of racialized people in the GTA. **69% of people in Peel identify with a racialized group.**

Just 34% of Ontarians and 27% of Canadians overall identify with a racialized group. Since 2006, the racialized population in Peel increased 72%.

Education



58% of Peel's pop. aged 15 years+ **have a postsecondary certificate, diploma or degree.**

43.1% of Peel's pop. aged 25 - 64 with postsecondary education **studied outside of Canada, the highest in the GTA.**

15% of Peel's pop. aged 15 years+ **do not have a certificate, diploma or degree, the highest in the GTA.**

Peel's Employed Labour Force

Across the GTA, Peel has the **highest proportion of population employed in manufacturing, transportation and warehousing industries.**

Housing



There are over **450K occupied private households in Peel. 25% are rented, the 2nd highest in the GTA.**

14% of Peel's tenant households **live in subsidized housing.**

1 in 10

Ontarians **live in Peel**

39

Peel's **average age**, youngest in the GTA

1.8

average **number of children** per census family

10%

of Peel's pop. **aged 0 to 17 are living in low income**

20.3%

of Peel's pop. has a **household after-tax income of \$150K or +**

31%

of Peel's land is used for **commercial agriculture**

Peel Economic Overview

An economy vital to Ontario and Canada

Gross Domestic Product

Per capita GDP in Peel is estimated at **\$67,485** in 2022.

Services account for about **79% of Peel's GDP** on average, while goods producing sector accounts for **21%**.

Peel's **positive GDP growth trend is expected to continue** over the medium term.

Business Environment

Over 200,000 businesses within Peel.

Peel is a major transportation hub where **\$1.8B** worth in daily goods are transported.

Elevated economic risks, due to inflation, high interest rates, ongoing war in Ukraine.

Increased number of **business insolvencies** in 2022.

Labour Force and Employment

Peel's unemployment rate fell to **6.4%** in 2022, its lowest level since 2006 due to labour market exits.

From 2021 to 2022 Ontario Works (OW) cases increased by **12.7%** as government supports ended.

Peel Services



Peel Regional Services



Services are integrated to enable efficiencies and enhanced community outcomes.



Housing support



Public health



Real property and asset management



Income support



Water and wastewater



Information and technology



Community investment



Waste management



Business services



Seniors services



Transportation



Legislative services



Paramedics



Land use planning



Regional chair and council



Early years and child care

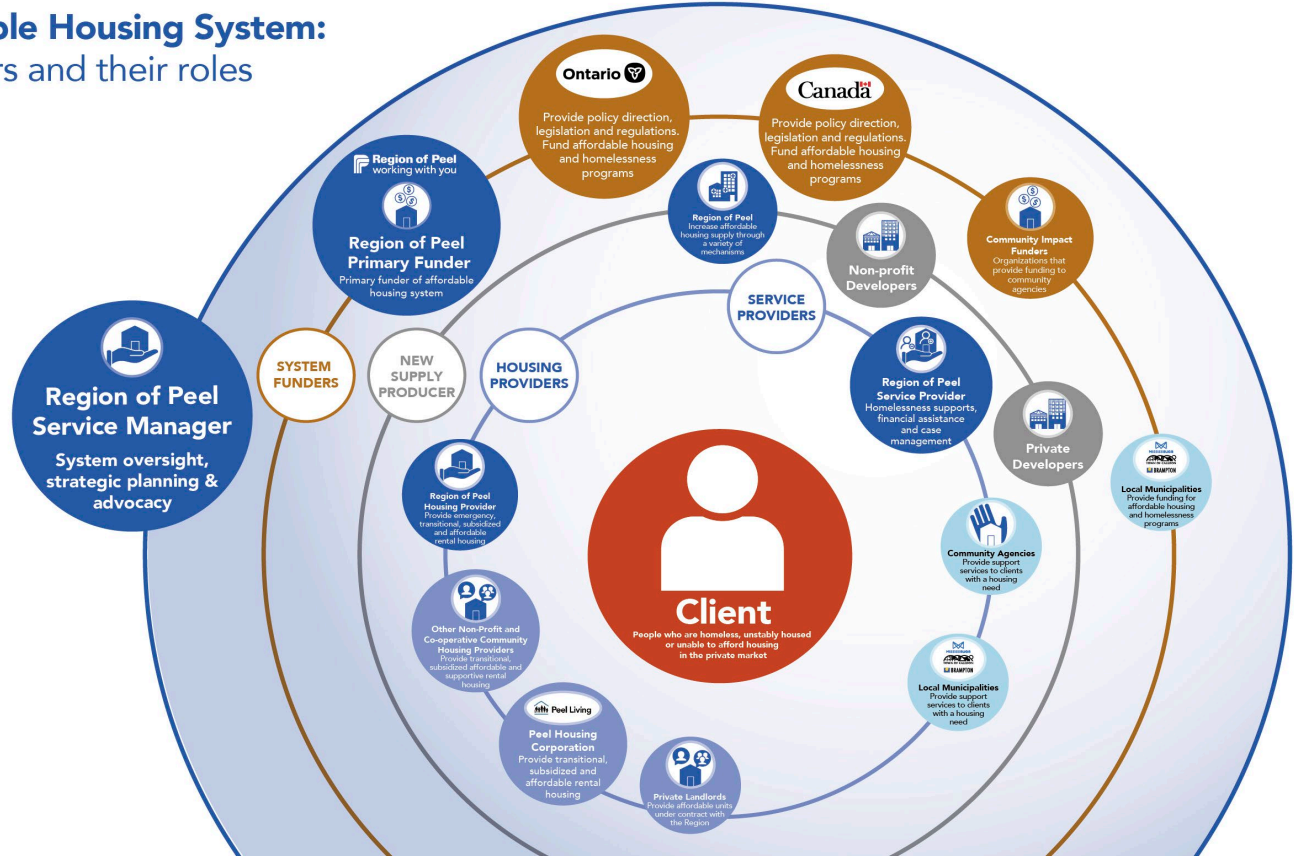


Heritage, arts and culture

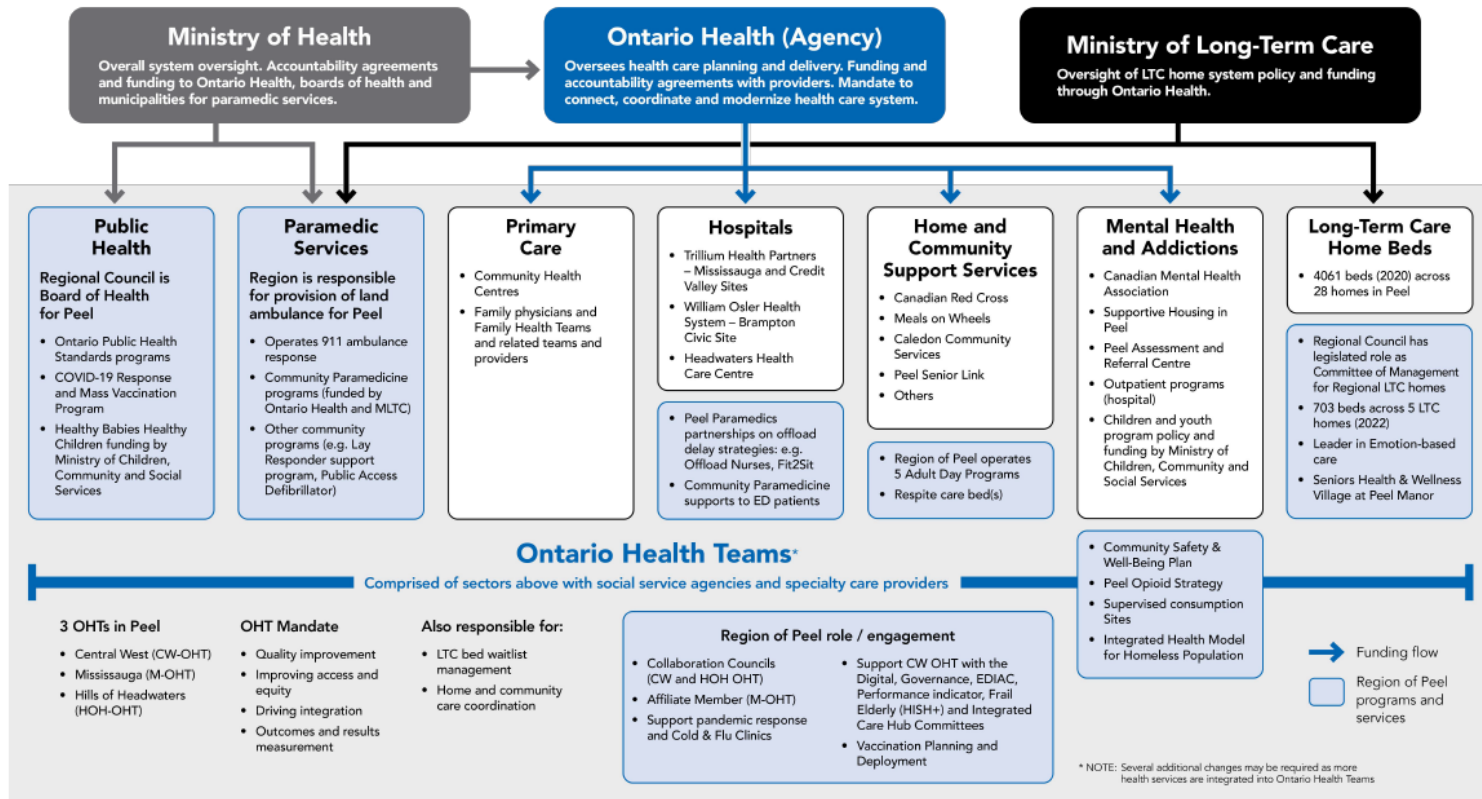
Peel also funds Peel Regional Police, the Ontario Provincial Police and the conservation authorities.

Integrated Service Delivery

Peel's Affordable Housing System:
The stakeholders and their roles



Integrated Service Delivery

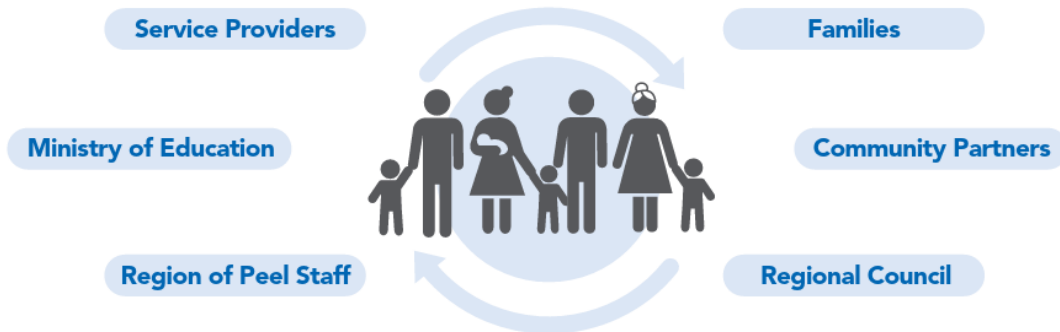


Integrated Service Delivery

Ongoing collaboration with partners

Peel's Early Years and Child Care system is built on strong community partnerships that promote comprehensive, coordinated, and integrated programs and services for our families. By engaging in collaborative and sustaining partnerships, the Region is supported to ensure families have access to quality programs that are responsive to the community's changing needs.

Achievement of these priorities will require a **shared commitment** from all partners.



Regional Council, Peel Leadership & Employees



Regional Council's Statutory Role

- The Regional Municipality of Peel is a statutory corporation and may exercise only those powers granted to it by specific legislation or assumed by it from more general legislation:
 - The *Municipal Act, 2001*, sets out the authority of municipalities and municipal Councils.
 - Other Acts which delegate authority to Regional Council include the *Planning Act*, the *Municipal Freedom of Information and Protection of Privacy Act* and the *Personal Health Information Protection Act*.
- Regional Council membership is comprised of:
 - Regional Chair
 - Twelve members from the City of Mississauga
 - Nine members from the City of Brampton
 - Three members from the Town of Caledon



Council's Committees and Advisory Boards

Committee and Advisory Committees are created by Council resolution to investigate and report on a particular matter or concern. Generally, membership is comprised of Regional Councillors and certain key committees include community members.

- Accessible Transportation Master Plan Council Advisory Group (ATMP)
- Audit and Risk Committee (ARC) (includes community members)
- Debt Issuance Committee (DEBT)
- Diversity, Equity and Anti-Racism Committee (DEAR) (includes community members)
- Emergency Management Program Committee (EMPC)
- Government Relations Committee (GRC)
- Health System Integration Committee (HSIC)
- Interim Period Approvals Committee (IPAC)
- Peel Agricultural Advisory Working Group (PAAWG)
- Region of Peel Accessibility Advisory Committee (AAC) (includes community members)
- Regional Council Policies and Procedures Committee (PPC)
- Waste Management Strategic Advisory Committee (WMSAC)

Chief Administrative Officer Role

- Reporting to the Regional Chair and Regional Council, the CAO is responsible for implementing Council's strategy, policies and directions, and ensuring the efficient and effective operation of the corporation.
- The CAO's delegated authority includes:
 - Authority to manage the municipality's affairs
 - HR authority
 - Collective bargaining authority
 - Intellectual Property/Records of Corporation Authority
 - Litigation Authority (up to 500k)
 - Emergency Powers Authority (in consultation with Chair)
 - Dept. - Internal Audit and Corporate Strategy & Performance



Gary Kent
Chief Administrative
Officer

Peel Employees

- Peel Region's leading role in Canada's cultural, economic and social fabric is the net result of Peel's employee-driven tradition of excellence.
- Our **5,268 FTEs*** maintain our decades-long commitment to building and improving this Community for Life
- We've also built and maintained strong working relationships with our **collective bargaining units, who represent 49% of our FTEs.**













* Note: FTEs are per the 2023 budget and excludes the Peel Regional Police who have 3,288 FTEs and the 1,148 contract / temporary employees.

Collective Agreements

There are currently **14 collective agreements** at Peel and union employees are represented by **four unions**: CUPE, OPSEU, ONA and UFCW.


Health Services

-  **CUPE** Canadian Union of Public Employees LTC Tall Pines CUPE Local 966 (exp. 2021)
-  **CUPE** Canadian Union of Public Employees LTC Malton Village CUPE Local 966 (exp. 2021)
-  **CUPE** Canadian Union of Public Employees LTC Sheridan Villa CUPE Local 966 (exp. 2021)
-  **CUPE** Canadian Union of Public Employees LTC Peel Manor CUPE Local 966 (exp. 2021)
-  **UFCW** CANADA LTC Vera M. Davis UFCW Local 175 (exp. 2021)
-  **ONA** LTC ONA (exp. 2022)
-  **OPSEU** SEFFPO Ontario Public Service Employees Union / Syndicat des employés de la fonction publique de l'Ontario Paramedic Services OPSEU Local 277 (exp. 2024)
-  **OPSEU** SEFFPO Ontario Public Service Employees Union / Syndicat des employés de la fonction publique de l'Ontario Paramedics Services Logistics Technicians OPSEU Local 277 (exp. 2024)
-  **CUPE** Canadian Union of Public Employees Public Health CUPE Local 966 (exp. 2022)
-  **CUPE** Canadian Union of Public Employees Public Health Family Visitors CUPE Local 5329 (exp. 2022)

Human Services

-  **CUPE** Canadian Union of Public Employees Human Services CUPE Local 966 (exp. 2022)
-  **OPSEU** SEFFPO Ontario Public Service Employees Union / Syndicat des employés de la fonction publique de l'Ontario Peel Living OPSEU Local 280 (exp. 2023)

Public Works

-  **CUPE** Canadian Union of Public Employees Public Works CUPE Local 966 (exp. 2023)
-  **CUPE** Canadian Union of Public Employees TransHelp CUPE Local 966 (exp. 2023)

Peel Values

- Peel Services are delivered by Peel's talented employees, through five core **values** that guide decisions, actions and interactions with the community:
 - **Care and Support:** We care about and support everyone's well-being and success.
 - **Transparency:** We build trust in our services, programs, and each other by being genuine, transparent, and accountable.
 - **Leadership:** We are all leaders in the work we do to motivate, inspire, and achieve a Community for Life.
 - **Collaboration:** We find and implement solutions together to achieve our goals.
 - **Inclusion:** We create opportunities for everyone to contribute, be successful and recognized for their diversity and experience - fostering safety and a sense of belonging.



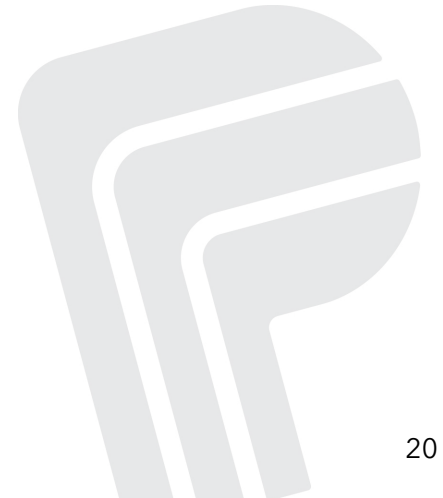
2015 - 2035 Strategic Plan

In 2015, Peel developed a long-term strategic plan informed by an extensive community engagement and included input from thousands of residents, stakeholders, businesses and non-profit organizations.

- The plan provides a foundation for our services, annual budgeting and strategy development.
- Elements of the Strategic Plan:
 - **Vision:** Community for Life
 - **Mission:** Working with you to create a healthy, safe and connected community
 - **20-year strategic outcomes:** long-term community-driven goals and expected results.
 - **Official Plan, Master Plans and Long-Term Strategies:** long-term planning that guides planning and decision making
 - **Regional Service Business Plans:** overview of services, the pressures facing the service, and the direction over the next four years.
 - **Regional Council Budget and Annual Plan:** how Peel financially manages the delivery of services to meet the needs of the community.



Finances and Assets



Peel Finances

Annual
Operating
Budget
\$3.1B

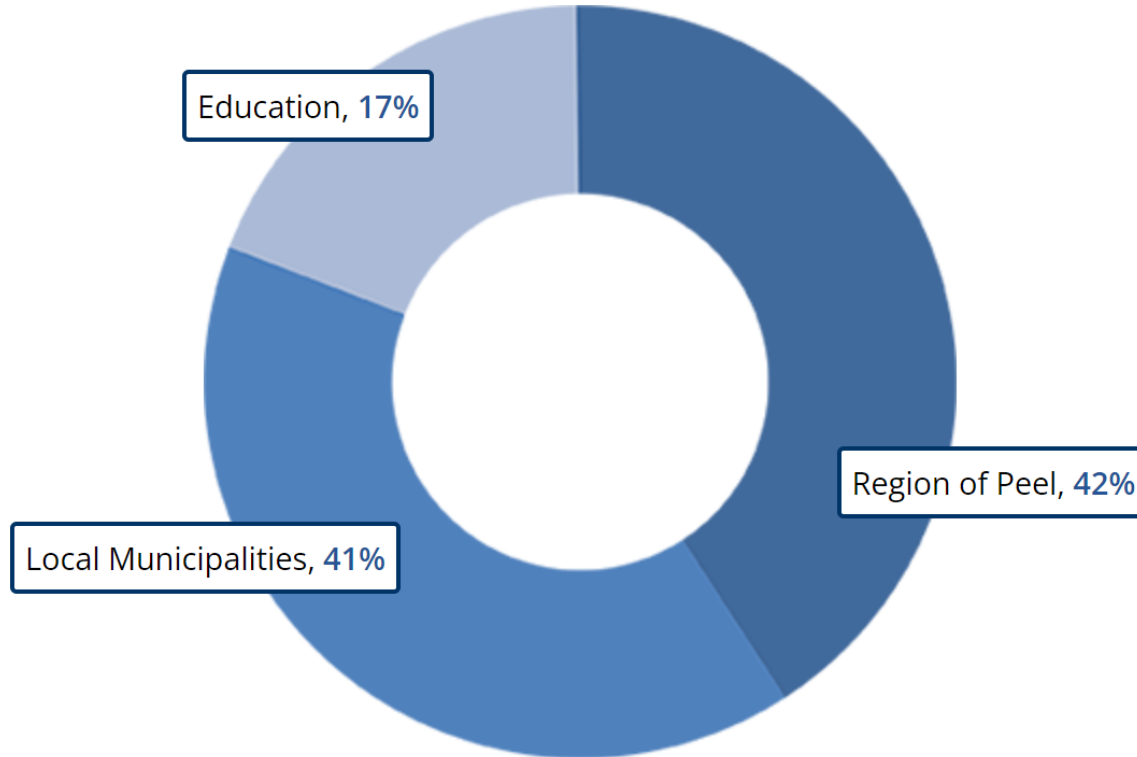
Annual Capital
Budget
\$1.9B

Ten-year Capital
Plan
\$14.5B

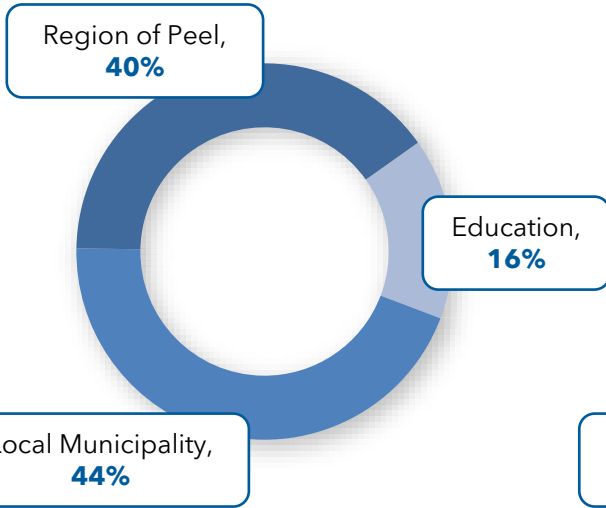
Regional Assets
Total
\$36B

Debenture issuance was planned for 2023, consistent with the 2023 Borrowing Limit Report approved by Council on February 23, 2023.

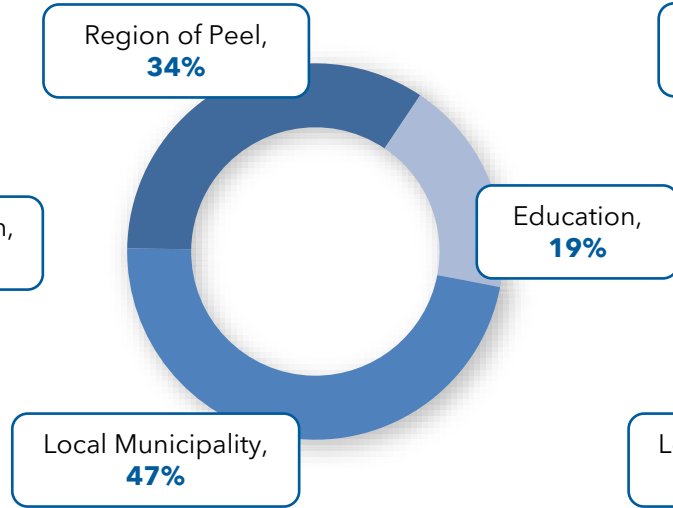
What the Average Property Tax Bill Funds



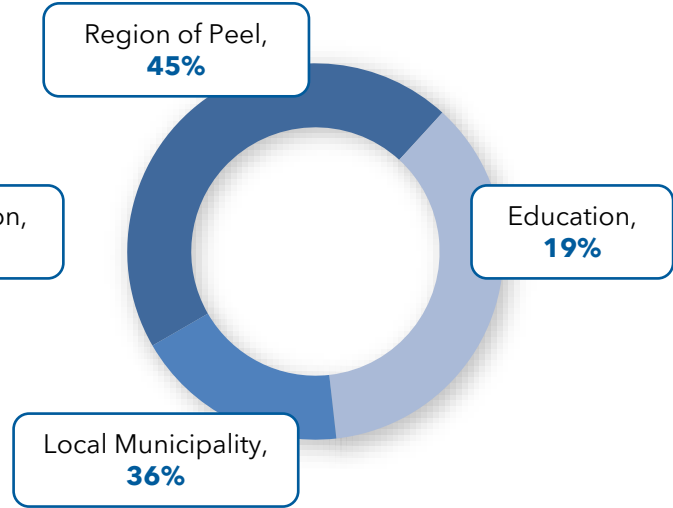
Average Property Tax Bill for Each Local Municipality



City of Brampton



Town of Caledon



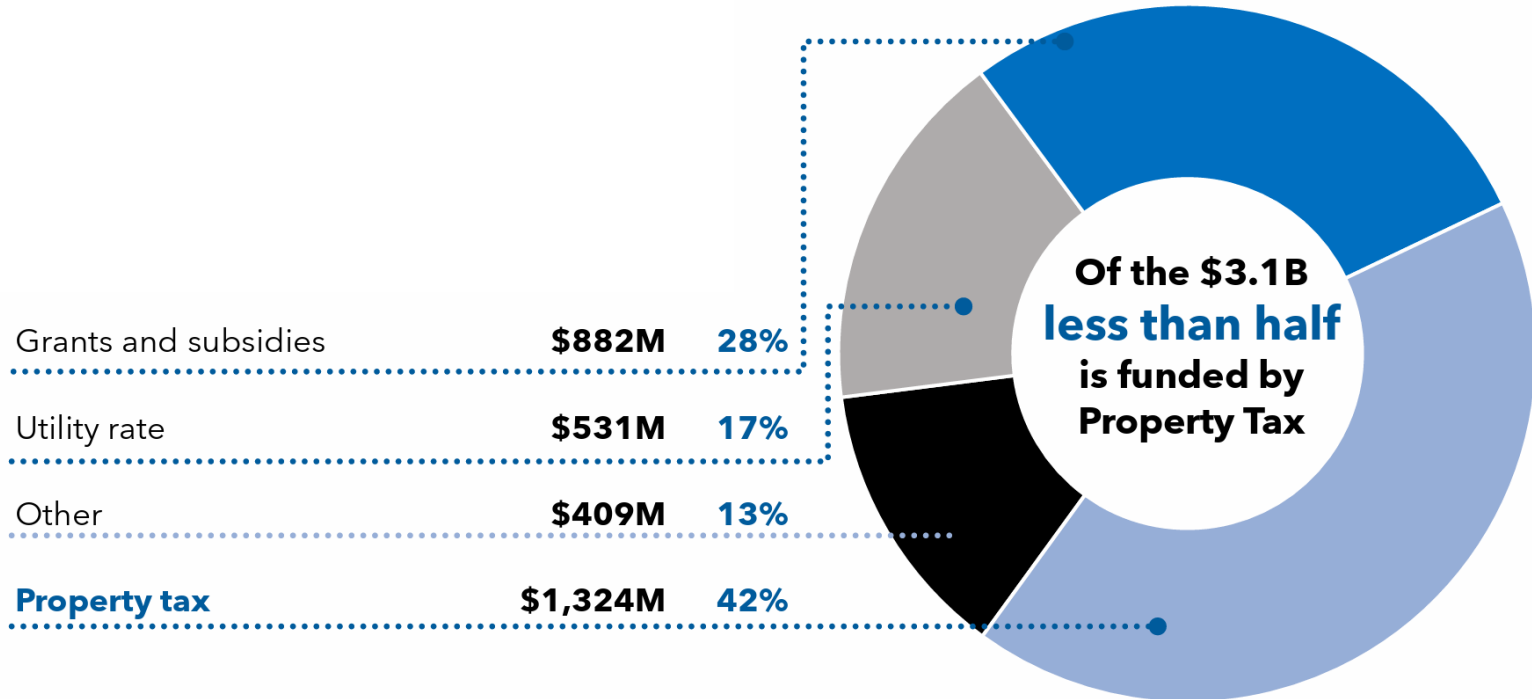
City of Mississauga

Sources of Funding

Peel Services are funded through a list of sources:

- Government Grants and Subsidies (e.g. Ontario Works, Public Health, Housing)
 - Provincial Government
 - Federal Government
 - Other sources
- Utility Rates (e.g. Water and Wastewater)
- Property Taxes
- Development Charges and Fees
- Investment Income
- User Fees

Total Operating Budget Funding



Costs and FTE by Service (2023)

Service	Gross Operating	Net Operating	Capital	FTE
Housing Support	\$257M	\$155.2M	\$169M	280.0
Water and Wastewater	\$650.4M	\$488.2M	\$641.5M	591.7
Waste Management	\$170.2M	\$136.3M	\$15.4M	236.3
Transportation	\$136.3M	\$129M	\$159M	341.3
Public Health	\$147.4M	\$37.8M	\$3.9M	756.1
Seniors Services	\$129.5M	\$47M	\$10M	879.1
Paramedics	\$144.6M	\$76.3M	\$55.8M	706.1
Income Support	\$213M	\$27.3M	n/a	372.8
Early Years and Child Care	\$420M	\$21.2M	\$0.1M	123.5
Information and Technology	\$20.99M	\$20.33M	\$22.4M	184.0
Community Investment	\$17.9M	\$14.9M	\$0.4M	32.3
Business Services	\$126.91M	\$13.14M	\$4.3M	531.0
Real Property and Asset Management	\$10.34M	\$7.22M	\$2.6M	113.0
Legislative Services	\$5.92M	\$5.91M	\$2.5M	36.0
Heritage, Arts and Culture	\$5.67M	\$5.37M	\$1.4M	18.5
Land Use Planning	\$7.96M	\$4.2M	\$2.3M	64.0
Peel Regional Police	\$582.9M	\$530.8M	\$847.3M	3,288.0
TOTALS (with Police)	\$2,994.89M	\$1,189.37M	\$1,937.9M	8,553.7

Key Assets

- **Housing Support:** 4 emergency shelters, 1 transitional housing site, 8 affordable rental housing buildings, and 78 condominium units. Peel Housing Corporation owns 69 affordable housing buildings. In 2022, completed 103 new affordable and supportive units and 1,131 emergency, transitional, supportive, and community rental units are under development.
- **Water and Wastewater:** Related infrastructure has a replacement value of \$26B.
- **Waste Management:** 6 public waste drop-off Community Recycling Centres, the Peel Integrated Waste Management Facility in Brampton, the Peel Curing Facility in Caledon, over a million curbside collection carts, land in Brampton for future infrastructure, 21 closed landfills (liabilities re: perpetual care).
- **Transportation:** Related infrastructure has a replacement value of over \$3.8B, 26 regional roads with approximately 1,700 km and 733 intersections, more than 100 trucks and 100 pieces of large equipment, 71 TransHelp buses, 6 road weather information stations.
- **Public Health:** Oral health dental bus, 2 needle exchange vans, seniors dental bus.
- **Senior Services:** Five LTC homes (the under-construction Seniors Health and Wellness Village to replace the Peel Manor LTC building), 20 acres of donated land in Caledon for future development of health services.
- **Paramedics:** 4 reporting stations, 21 satellite stations, fleet and ambulance equipment.
- **Early Years & Child Care:** 5 buildings leased to child care providers.
- **Information & Technology:** Related equipment has a replacement cost of \$32.1M, \$12.2M fibre optic cable, \$8.6M computer equipment, \$5.0M data centre equipment, servers, and core.
- **Real Property and Asset Management:** 1.2M metres² of regional buildings valued at over \$3.5B in construction replacement value.
- **Heritage Arts and Culture:** Designated heritage facility in Brampton, and a collection of art, historical artifacts, and archives.
- **Business Services:** Peel manages the state of good repair of infrastructure assets valued at \$36B.

Continuous Improvement



Commitment to Continuous Improvement (CI)

- Peel is committed to delivering services that are efficient and provide value for taxpayer dollars.
- Peel's CI Program is aligned with the annual planning and budgeting process.
- There is a standing annual cost containment target.
- Benefits from Peel's CI Program include cost savings, cost avoidance, improved client experience, employee engagement, environmental benefits, reduced service risks, and improved client and staff safety.

CI Portfolio Summary

- **180 Continuous Improvement Initiatives Completed** between 2018-2022 and reported to Council. **\$17.9 M in cost savings** and **\$20.2 M in cost avoidance** achieved.
- **\$21.4 M in additional savings** from Mass Vaccination Program.
- **150+ staff trained** in Six Sigma Yellow Belt and Green Belt.

Recognition Highlights



External Recognition



Triple A Credit Rating

for 27 years in a row.



Ontario Public Works Association 2021 Project of the Year Award in the Technical / Management Innovation category

for the Bovaird Infiltration Facility retrofit.



Canadian Award for Financial Reporting from the Government Finance Officers Association of the United States and Canada

for the 2021 Annual Financial Report.



Gold Quill Award of Merit

for the May 2021 "Doses after Dark!" overnight COVID19 vaccination clinic communications campaign.



2019 Canada Awards for Excellence Platinum Recipient

in Excellence, Innovation & Wellness.



Central West Local Health Integration Network recognized the Butterfly Household Model of Care Pilot in 2019

with a Quality Award for commitment to quality and care.



National Institute of Government Procurement Outstanding Agency Accreditation Achievement Award in 2022

in recognition of public procurement, for a fifth consecutive term.

Peel as Industry Leaders

Outstanding Agency Accreditation Achievement Award

for excellence in public procurement for the fifth consecutive term.

BeSpatial 2022 Gold Innovation Award

for the Census Information Hub, an online dynamic tool that provides visually illustrated data.

Toastmasters International 2022 Corporate Recognition Award

for distinguished corporate sponsors making an investment in the future of their employees.

2022 Canada's Healthy Workplace Month® Great Employer Award

presented by Excellence Canada.

Peel Long Term Care homes designated as a Best Practice Spotlight Organization

by the Registered Nurses Association of Ontario.

Ontario Municipal Social Services Association 2022 Local Municipal Champion Award

for the Youth Caseworker Teams that provide specialized, integrated services to youth.

Municipal Waste Association's gold award for Promotion and Education

in the Community Engagement and Outreach Program category for the virtual waste facility tours.

Ontario Public Works Association Project of the Year Award

in the \$10 to \$50 million project category for the G.E. Booth Water Resource Recovery Facility.

Celebrated 30 years of the Public Sector Network (a privately owned fibre network)

an outstanding example of technological innovation derived through co-operation and partnership.

Legislative Changes and Audit of Municipal Finances



Key Emerging Legislation

Bill 23, More Homes Built Faster Act, 2022

- Intended to address the housing crisis by building 1.5M homes over the next 10 years.
- Removes planning approvals and limits role for certain upper-tier municipalities.
- Freezes and reduces government fees (DCs) on certain housing developments.

Bill 39, Better Municipal Governance Act, 2022

- Intended to address the housing supply crisis by assessing how best to extend strong mayor powers and reduce municipal duplication to deliver on shared provincial-municipal priorities, primarily the building of 1.5 million new homes over the next 10 years.
- Provincially-appointed facilitators to assess regional governments in Durham, Halton, Niagara, Peel, Waterloo and York.

Bill 97, Helping Homebuyers, Protecting Tenants Act, 2023

- Introduces amendments to several key pieces of land-use planning legislation intended to facilitate Ontario's Housing Supply Action Plan and increase housing supply in the province.
- Key changes relate to municipal decisions related to demolitions and conversions of residential rental properties, site plan control and uses under area of employment.
- Changes to the Residential Tenancies Act, 2006 to provide additional rights to tenants.

Bill 112, Hazel McCallion Act (Peel Dissolution), 2023

- Dissolves the Region of Peel and makes the Cities of Brampton and Mississauga and the Town of Caledon independent single-tier municipalities on January 1, 2025.

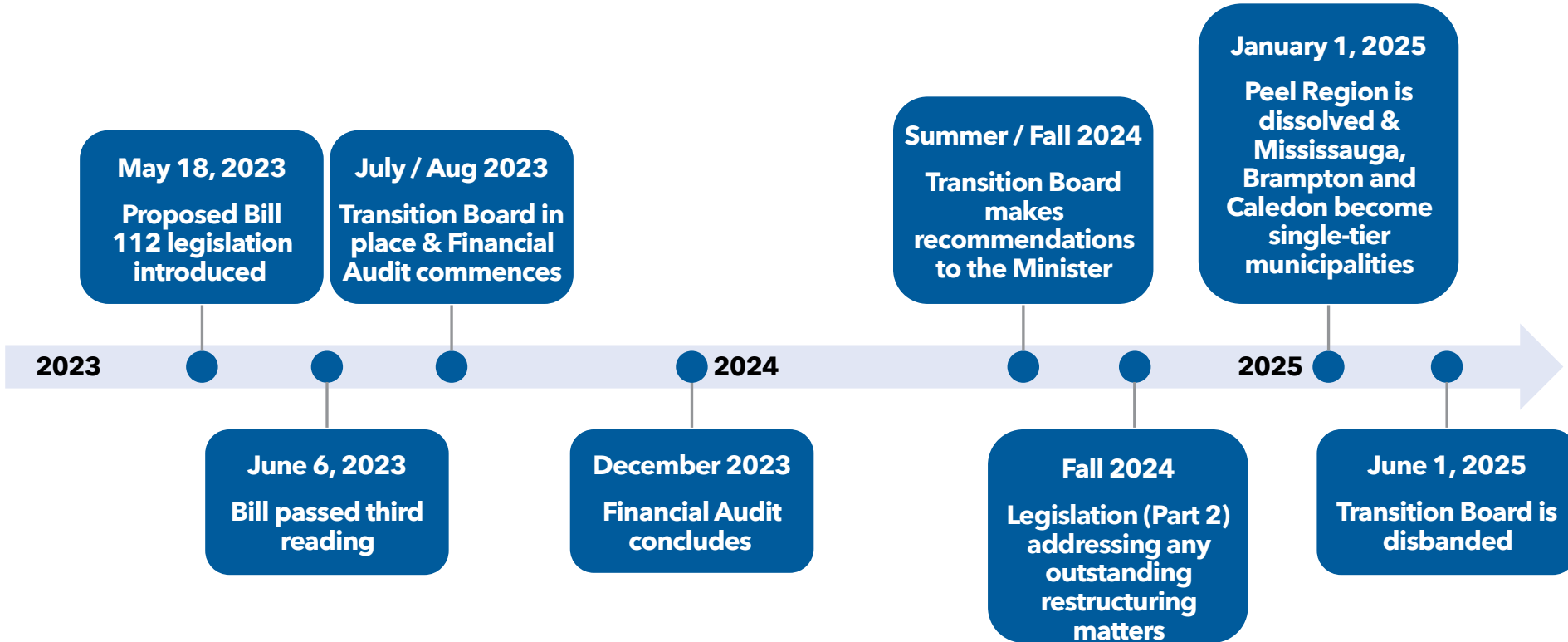
Audit of Municipal Finances

- Ernst & Young LLP (EY) has been retained by the Province to examine the finances of the City of Toronto, Peel Region, Mississauga, Caledon, Brampton and Newmarket.
- This is part of the ongoing work to build 1.5M homes by 2031.
- The audits are intended to provide a clear and shared understanding of the impacts of changes to development-related fees and charges included in the More Homes Built Faster Act, 2022.
- Lessons learned from these audits will inform future provincial policies and programs supporting long-term municipal financial sustainability and housing-related infrastructure investments.
- Audit findings could be used to inform the work related to the restructuring and dissolution of Peel Region.
- The first phase of audits is expected to conclude around the end of 2023.

Managing through the Transition



Transition Timelines



Role of the Transition Board

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

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

Commitment to Managing Change & Managing Risk

We are committed to:

- Ensuring business continuity for all essential services.
- Transparency - (corporate report changes)
- Supporting the psychological health and well-being of employees, including:
 - Enhanced psychological health coverage for eligible employees.
 - Increased Health Spending Account by 40% in both 2023 and 2024 for eligible employees.
- Developing and implementing an employee retention framework to ensure service continuity.
- Providing updates to and answering questions from employees. Examples:
 - Informative internal website established and frequently updated.
 - Regular, detailed and open email updates to employees from the Regional Chair & CEO, CAO, Commissioners, and Directors and worksite visits where possible.
 - An all-employee Town Hall.
 - An online question form launched to collect employee questions / concerns and used to update FAQ documentation.
- Collective bargaining for the 12 union contracts that are currently open for negotiations.

Commitment to Managing Change & Managing Risk (cont.)

- Providing updates to and answering questions from multiple stakeholders including labour groups, businesses, and customers. Examples:
 - Informative external website established and updated regularly.
 - Bill 112 update reports brought to Council and a “Bill 112 Risks and Implications” section added to all Council reports.
 - Media releases issued and update letters sent to vendors, volunteers, and community partners.
 - Providing details to investors and credit rating agencies around financial stability.
 - Ensuring transparent sharing of data with all municipalities if requested and an organized intake of requests.
- Managing contracts with community partners and vendors, including those that, by necessity, must extend beyond January 1, 2025, to ensure uninterrupted provision of services.

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

Overarching Principle

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

Principles to Maintain Regional Services and to Prepare for the 2024 Budget (cont.)

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

Examples of Work Stopped Since Bill 112

- Suite A Renovations
- Workforce Census 2024
- Reorganization Implementation for Waste Management (CI)
- Facilities CI review
- Internal Organizational Review of Procurement Division (CI)

Working Collaboratively with the Transition Board



Executive Leadership Team



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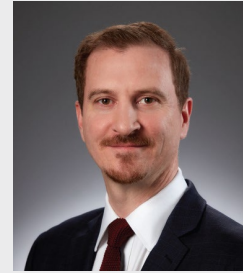
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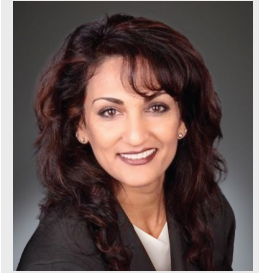
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Key Directors Supporting the Transition



Sherona Hollman
Director of
Corporate Strategy
& Performance



Bethany Lee
Director of
Communications

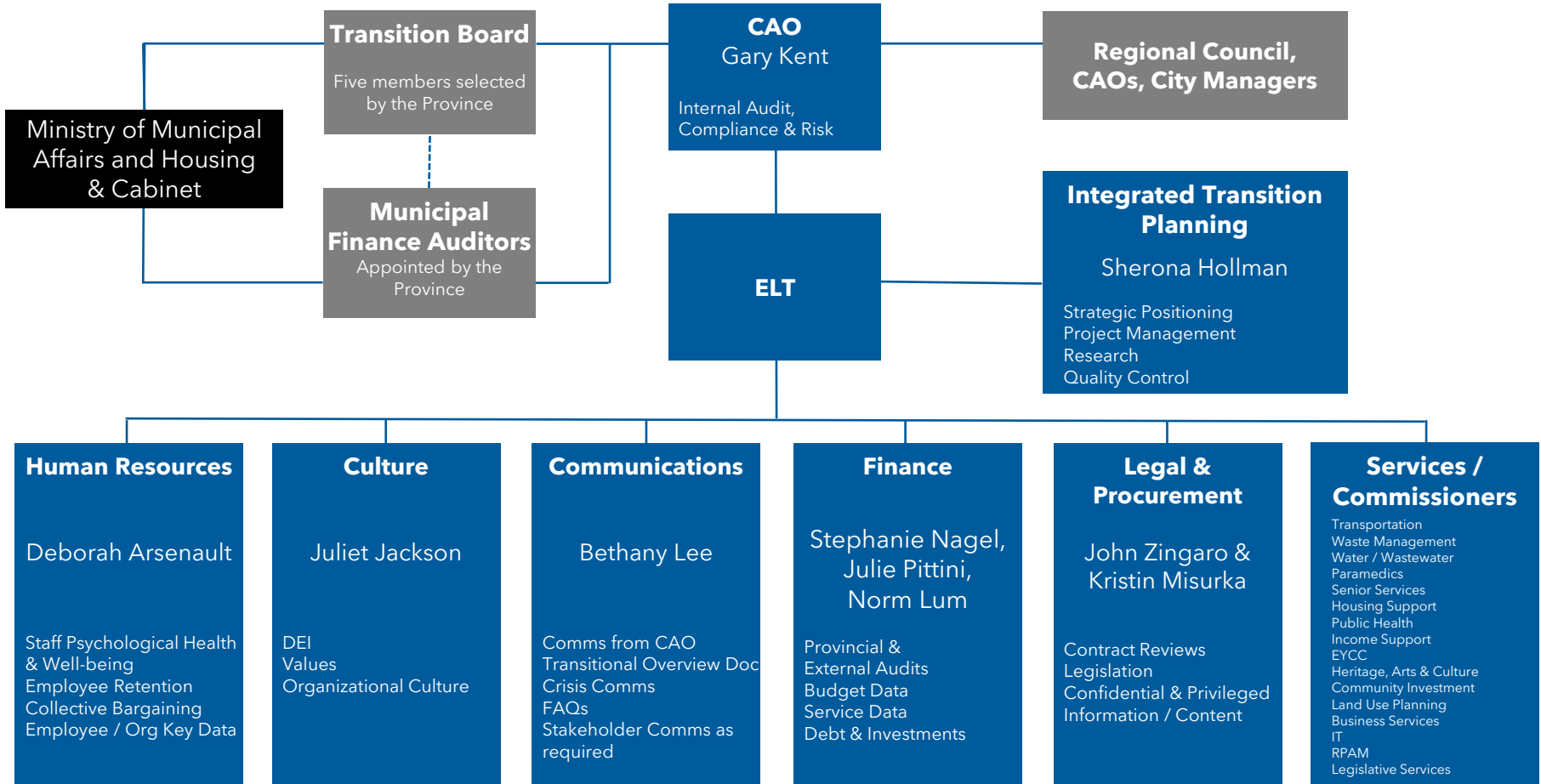


Juliet Jackson
Director of Culture
& Inclusion

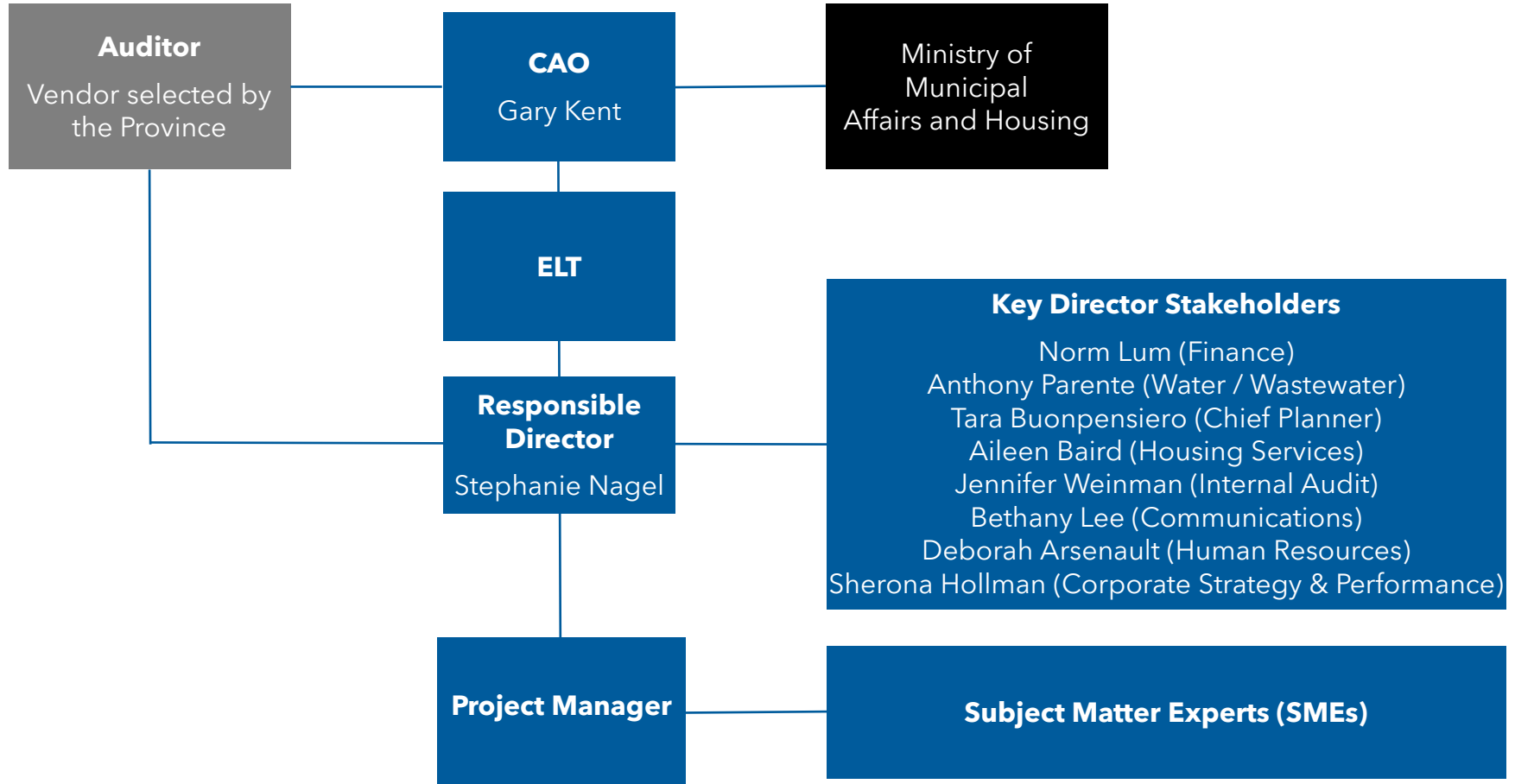


Deborah Arsenault
Director of Human
Resources

Integrated Governance Structure for Municipal Finances Audit & Transition Board



Municipal Finances Audit Governance Structure



Prepared to Work with the Transition Board

- Staff are ready to work with the Transition Board, Ministry staff and colleagues in the local municipalities to ensure an effective transition, and to minimize impacts on services, employees, residents, businesses, and the community
- To support the Transition, we have developed a few key documents and packages:
 - Onboarding Plan to assist with the understanding of Peel, our employees and our services
 - Orientation Package (*Introducing Peel Region - a first conversation*)
 - 2015-2035 Strategic Plan and Performance Reporting
 - Voice of Peel Employees - Questions and Concerns regarding Bill 112
 - Communications to Employees and Council Related to Peel's Transition
 - Communication to Community Partners, Vendors and Volunteers Regarding the Continuity of Peel Services

Council-approved Critical Retention Framework

Closed Session Report

Matters to Be Resolved

- Limitations to business continuity
- Borrowing capacity and process -regulation required
- Framework for the Transition Board's work to help us build capacity to be responsive

What We Are Left Wondering

- Rhythm of meetings with staff (Tuesdays?)
- Terms of Reference finalization
- Consultations with Community / staff
- Submission process (where is the window?)
- Relationship with Council (2 way - communication ?)
- Relationship with lower tiers
- Monitoring of decisions
 - Corporate report inclusion (self-declaration), confirmation of closed session matters or rely on some sort of confirming by-law, and / or your staff review agendas and ask questions

Questions?





Organizational Overview:

Workforce Overview / Labour Relations



Workforce Overview

- Workforce Breakdown:
 - Total Workforce = **5,268 FTE with Temporary Staff of 1,148**
 - **49%** of the population is unionized – with our highest compliment within the Health Services Team
 - Average Tenure across the population: **9.63** years
 - Continued focus of Diversity, Equity and Inclusion Strategy with **41%** of all new hires self-identifying as belonging to a marginalized or underrepresented group.

Key Risks to the Workforce

- Staff are still recovering from the trauma caused by the three years of responding to COVID-19 crisis.
- Risk of Staff Retention to maintain service levels
 - Post Announcement, we have already experienced staffing level depletion of 25% + within four service groups.
 - Time-to-fill averages increased by 3%. It is taking longer for the recruitment cycle and supporting the new hires.
 - Currently, monthly attrition: 4.6%, a spike of 1.3% since the announcement of Bill 112. **We have projected a significant increase in September, February and June.**
 - The people are seeking to understand the financial impacts, i.e. of severance, if they elect to stay with the organization until the dissolution date.
- Ability to attract new staff. Our current applicant levels per role have seen a decrease of 3%.

Labour Relations

- The union landscape at Peel is complex:
 - **49%** of Peel employees are unionized
 - **Four** different unions and **14** collective agreements
 - **Seven** bargaining units have the right to strike and **seven** do not
 - **12 of 14** collective agreements are up for renewal in 2023
 - Bargaining is underway with **five** Long-Term Care bargaining units

Council Mandate

- Regional Council provided a bargaining mandate for two-year terms, covering the period 2023 - 2024.

Immediate Bill 112 Questions for Resolution

- What is the extent of Regional Council's authority to authorize mandates and approve collective agreements that go beyond Dissolution? (section 5)
- When will collective agreements and other employment agreements "unreasonably impact another municipality", particularly with respect to compensation, severance and successorship entitlements? (section 5)
- Under what circumstances may Cabinet modify "the application of any Act or regulation" in employment matters? (section 11)
- **What union successorship provisions apply?** Labour Relations Act, 1995? Or Public Sector Labour Relations Transition Act 1997?
- May Cabinet modify the application of the Labour Relations Act, 1995, including union successorship provisions? (section 11)

Immediate Bill 112 Questions for Resolution

- May Cabinet modify the application of the *Employment Standards Act, 2000*, including termination provisions? (section 11)
- Under what circumstances may Cabinet deem that any transfers of employment do “not constitute a breach, termination, repudiation or frustration of any agreement, including a contract of employment or insurance or a collective agreement”? (section 11)
- What are the Bill’s implications for:
 - Pay equity compliance?
 - Region employees who are on WSIB, insured benefits or leaves on Dissolution?
 - Region employees’ OMERs benefits?
 - Outstanding employment litigation?



Organizational Overview:

Peel Community Overview / Diversity, Equity & Inclusion (DEI)



Peel Region's Diverse Community

69% of Peel Region's 1.5 million residents are part of a racialized group. By comparison, just 24% of Ontarians and 27% of Canadians identify as racialized.

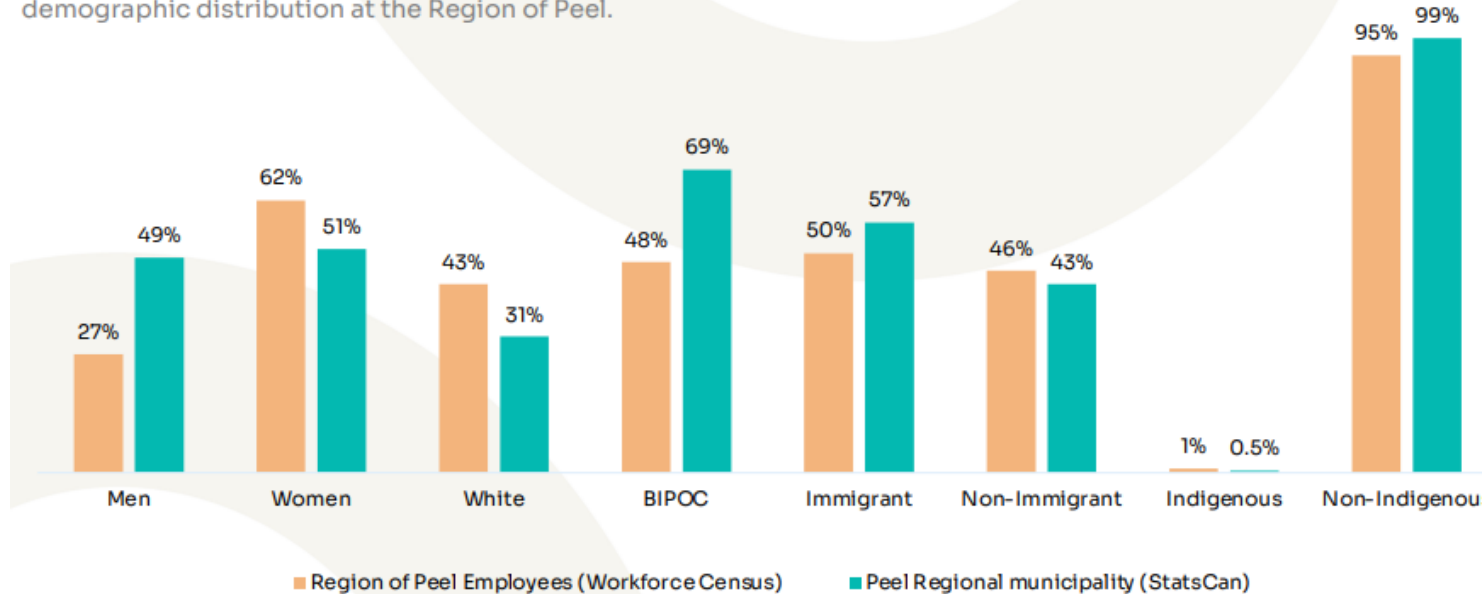
- 81% of Brampton's population are part of a racialized group;
- 41% of racialized people in Mississauga are South Asian;
- 33% of Caledon's population are part of a racialized group;
- 85% of Peel's population have a religious affiliation in 2021;
- Since 2006, the racialized population in Peel increased by 72%.

This demographic reality requires government to think differently about how to serve Peel residents.

Peel Region's Diverse Workforce vs. Community

StatsCan Demographic Comparison

Data was sourced from the StatsCan 2021 Census for the Peel Regional Municipality and compared to employee demographic distribution at the Region of Peel.



More than 70% of Peel Region employees identify as care givers for children, aging parents or someone with a disability

The representation of men, women, white, BIPOC, and immigrant employees at the Region of Peel significantly differs from the StatsCan data for the municipality of Peel.

Peel's Community Leaders and Organizations

- Peel Region is bolstered by the critical programs and services that community leaders/ organizations offer including mental health supports, food insecurity, intimate partner violence, newcomers / settlement, services for individuals with disabilities, family services, housing, skills training, care for seniors, youth programming and the advancement of equity and systemic discrimination.
- These community partners fill critical gaps for Peel residents that governments can't fill; many receive sustainability funding from Peel Region to keep the lights on.
- During the pandemic Peel Region created a community response table (CRT) represented by most of these organizations to benefit from their leadership and connection to community.
- The anti-Black racism and systemic discrimination collective is a breakout section of the CRT, that advocates for equity and inclusion for Peel's diverse community.

Peel's Community Leaders and Organizations

- The Region of Peel is home to many new immigrants and asylum seekers.
- Between January 2018 and September 2022 113,700 immigrants settled in Peel.
- Approximately 32,000 new permanent residents will arrive in 2023 and 33,500 in 2024.
- In 2022, Ontario received the largest portion of over 56,000 Ukrainians refugees
- In 2023, the Region will continue to see an increase in settlement with the potential of over 13,000 Roxham Road Asylum seekers coming to Peel.
- Peel not-for-profits are facing increased financial precarity, infrastructure and rental costs along side decreased revenues from donations and large funding gaps from Provincial / Federal governments
- Together Peel Region and community organizations are critical partners in the response to newcomers and asylum seekers.

Peel's Diversity Equity & Inclusion Strategy

Goal: Identify and remove systemic barriers and bias within policies and practices that exclude diverse communities

- Q1 of 2023 consulted with 2302 Peel residents to understand experiences and service needs

What We Heard

- Deliver programs and services in an inclusive manner
- Build community awareness and accountability by publicizing DEI objectives, commitments, and progress
- Reach broader audiences with inclusive communication mechanisms
- Continue to strengthen relationships with community organizations and members
- Ensure workforce is diverse at all levels

Implement Peel's 5-Year DEI Strategy

- Establish a model that integrates best DEI practices, identifies opportunities, and builds standards for equitable and inclusive service delivery.
- Establish a strong foundation for sustainable partnerships and equitable growth through development of robust Truth and Reconciliation guidelines derived from consultation with Indigenous people and communities.
- Increase consultation with community partners resulting in:
 - Increased trust and confidence in government
 - Greater understanding of strengths, challenges and barriers
 - Enhanced community engagement and relationships
 - Ongoing influence in decision-making processes

Peel Region's Diverse Community

- Continued investment in DEI-related training, tools and resources to increase employee knowledge and competence in inclusive practices, e.g., Indigenous Engagement and Cultural Competence, Anti-Black Racism, Inclusive Leadership
- Address web compliance requirements under the AODA:
 - Introduce new online digital forms; web accessibility statement for content providers; digital accessibility training
 - Accessible design guidelines
- Embed accessibility into design of equitable and inclusive program and service delivery
- Develop sustainability plan

Organizational Overview: Legal & Risk Framework



Complex Regulatory Framework

Municipal Act,
2001

Program-specific
Legislation and
Regulations

3316 Peel By-
laws currently in
force

Environmental
Compliance
Approvals (ECAs),
Licences and
Permits

Legislative Framework

27 health profession-specific statutes	Food Safety and Quality Act, 2001, S.O. 2001, c. 20	Ontario Works Act, 1997, S.O. 1997, c. 25, Sched. A
Ambulance Act, R.S.O. 1990, c. A.19	Forfeited Corporate Property Act, 2015, S.O. 2015	Personal Health Information Protection Act, 2004, S.O. 2004, c. 3, Sched. A
Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005	Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. F.31	Personal Information Protection and Electronic Documents Act (S.C. 2000, c. 5)
Broadcasting Act, S.C. 1991, c.11	Hazardous Products Act, O. Reg. 449/21	Pesticides Act, R.S.O. 1990, c. P.11
Business Corporations Act, R.S.O. 1990	Hazel McCallion Act (Peel Dissolution), 2023, S.O. 2023, c. 13 - Bill 112	Planning Act, R.S.O. 1990
Canadian Energy Regulator Act S.C. 2019	Healing Arts Radiation Protection Act, R.S.O. 1990, c. H.2	Police Record Checks Reform Act, 2015, S.O. 2015, c. 30
Canadian Food Inspection Agency Act (S.C. 1997, c. 6)	Health Care Consent Act, 1996, S.O. 1996, c. 2, Sched. A	Police Services Act, R.S.O. 1990, c. P.15
Canada Transportation Act (SC 1996, c. 10)	Health Insurance Act, R.S.O. 1990, c. H.6	Public Service Works on Highways Act, R.S.O. 1990
Child Care and Early Years Act, 2014, S.O. 2014, c. 11, Sched. 1	Health Protection and Promotion Act, R.S.O. 1990, c. H.7	Public Transportation and Highway Improvement Act, R.S.O. 1990
Child, Youth and Family Services Act, 2017, S.O. 2017, c. 14, Sched. 1	Highway Traffic Act, R.S.O. 1990, c. H.8	Public Utilities Act, R.S.O. 1990, c. P.52
Connecting Care Act, 2019, S.O. 2019, c. 5, Sched. 1	Home Care and Community Services Act, 1994, S.O. 1994, c. 26	Regional Municipality of Peel Act, 2005, S.O. 2005, c. 20
Conservation Authorities Act, R.S.O. 1990, c. C.27	Housing Services Act, 2011, S.O. 2011, c. 6, Sched. 1	Regulated Health Professions Act, 1991, S.O. 1991, c. 18
Construction Act, R.S.O. 1990	Local Health System Integration Act, 2006, S.O. 2006, c. 4	Residential Tenancies Act, 2006, S.O. 2006, c. 17
Corporations Act, R.S.O. 1990, c. C.38	Local Improvement Act, R.S.O. 1990, c. L.26	Resource Recovery and Circular Economy Act, 2016, S.O. 2016, c. 12, Sched. 1
Dangerous Goods Transportation Act	Metrolinx Act, 2006, S.O. 2006, c. 16	Safe Drinking Water Act, 2002, S.O. 2002, c. 32
Dentistry Act, 1991, S.O. 1991, c. 24	Municipal Act, 2001, S.O. 2001, c. 25	Smoke-Free Ontario Act, 2017, S.O. 2017, c. 26, Sched. 3
Denturism Act, 1991, S.O. 1991, c. 25	Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50	Social Housing Reform Act, 2000, S.O. 2000, c. 27
Electricity Act, 1998, S.O. 1998, c. 15	Municipal Elections Act, 1996, S.O. 1996, c. 32, Sched.	Substitute Decisions Act, 1992, S.O. 1992, c. 30
Electronic Commerce Act, 2000, S.O. 2000, c. 17	Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56	Technical Standards and Safety Act, 2000
Employment Standards Act, 2000, S.O. 2000, c. 41	Municipal Water and Sewage Transfer Act, 1997	Telecommunications Act (S.C. 1993, c. 38)
Environmental Assessment Act, R.S.O. 1990	Nutrient Management Act, 2002, S.O. 2002, c. 4	Transportation of Dangerous Goods Act, 1992
Environmental Protection Act, R.S.O. 1990, c. E.19	Occupational Health and Safety Act, R.S.O. 1990, c. O.1	Waste Diversion Transition Act, 2016, S.O. 2016, c. 12, Sched. 2
Expropriations Act, R.S.O. 1990, c. E.26	Ontario Energy Board Act, 1998, S.O. 1998, c. 15, Sched. B	Waste-Free Ontario Act, 2016, S.O. 2016, c. 12 - Bill 151
Fertilizers Act (R.S.C., 1985, c. F-10)	Ontario Labour Mobility Act, 2009, S.O. 2009, c. 24	Weights and Measures Act (R.S.C., 1985, c. W-6)
Fixing Long-Term Care Act, 2021, S.O. 2021, c. 39, Sched. 1	Ontario Land Tribunal Act, 2021	Workplace Safety and Insurance Act, 1997, S.O. 1997, c. 16, Sched. A
Fluoridation Act, R.S.O. 1990, c. F.22	Ontario Water Resources Act, R.S.O. 1990, c. O.40	

Compliance: Licences, Permits and Approvals

Examples:

Water System Legal Instruments

- 6 Municipal Drinking Water Licences
- 9 Drinking Water Works Permits
- 9 Permits to Take Water

Wastewater Environmental Compliance Approvals (ECAs)

- 9 ECAs
- 20 Consolidated Linear Infrastructure ECAs
- 3 ECAs (Air)
- 1 Certificate of Property Use

Contracting Framework - Key Operating Contracts

Examples:

**Ontario Clean
Water Agency
(OCWA) Long
Term Operating
Agreement**

\$79M per year

**Waste Collection
Agreements**

\$54.5M per year

**Waste Haulage
and Long-term
Disposal
Agreements**

\$19.3M per year

Contracting Framework

Depth

Annual value of contracts procured to support Peel services - \$1.2B (2022)

Breadth

1524 Procurement processes undertaken in 2022

Procurement By-law 30-2018

Best value procurement

Competitive Procurement Processes

Bill 112 - Contractual Implications

- January 1, 2025 Dissolution
- Contract Structures:
 - Contract Timelines
 - Service Areas Across Local Geographic Jurisdictions (e.g. feeder main)
 - Non-Contiguous Sites
- Contractor Perceived Risks with Dissolution
- Bill 112 - Transactions in Public Interest - No Unreasonable Impact on Another Municipality

Procurement Pipeline - Decision Framework

Bill 112 Principles endorsed by Peel Council

- Includes procurement of goods and services required to support uninterrupted delivery of services

Risk Assessment - Identification and Mitigation

- Review all procurements in progress
- Decision to proceed or cancel

Build Contract Flexibility

- Extension options 2024 / 2025
- Lease vs. Buy
- Assignment provisions
- Termination rights where possible

Risks of Transition Board Reversing Transactions

- Power to direct municipalities to not proceed with, or to modify, a transaction
- Opportunity for Transition Board to comment on major transactions in advance to mitigate risk

August 2023

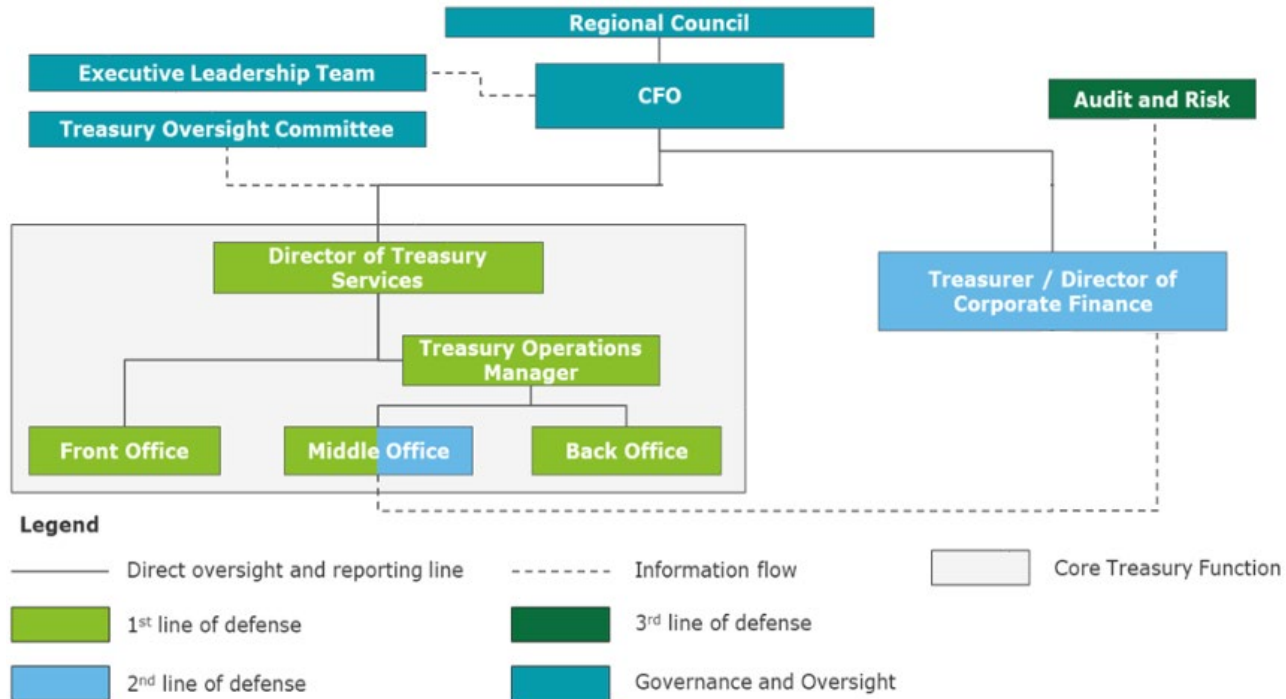
Transition Board Onboarding



Organizational Overview: Debt & Investment Portfolio



Debt and Investment Governance



Current State - Debt Outstanding

Closed Session

Current State - Debt Forecast

Closed Session

Current State - Investments

Closed Session

Risks

- Investor concerns:
 - Continuing bondholder protections under Municipal Act, 2001
 - Maintaining credit rating(s) post-dissolution
- Investors selling existing bonds
- Access to debt capital markets
- Increased cost of capital (i.e. higher borrowing cost)
- Impacts of Bill 23