

Tuesday, May 21, 2019
7:00 p.m. – Special Meeting
Council Chambers – 4th Floor

Members: Mayor P. Brown
Regional Councillor P. Vicente – Wards 1 and 5
Regional Councillor R. Santos – Wards 1 and 5
Regional Councillor M. Palleschi – Wards 2 and 6 (Acting Mayor – July)
Regional Councillor M. Medeiros – Wards 3 and 4 (Acting Mayor – June)
Regional Councillor P. Fortini – Wards 7 and 8 (Acting Mayor – May)
Regional Councillor G. Dhillon – Wards 9 and 10
City Councillor D. Whillans – Wards 2 and 6
City Councillor J. Bowman – Wards 3 and 4
City Councillor C. Williams – Wards 7 and 8
City Councillor H. Singh – Wards 9 and 10

For inquiries about this agenda, or to make arrangements for accessibility accommodations for persons attending (some advance notice may be required), please contact:

Terri Brenton, Legislative Coordinator, Telephone 905.874.2106, TTY 905.874.2130
cityclerksoffice@brampton.ca

Note: Meeting information is also available in alternate formats upon request.

**Agenda
City Council**

1. Approval of the Agenda

2. Declarations of Interest under the Municipal Conflict of Interest Act

3. Delegations/Presentations

- 3.1. Presentation by Mainstreet Research, re: **Survey of Citizens' Attitudes regarding the Province of Ontario's upcoming Regional Municipality Review.**

Note: To be distributed prior to the meeting

- 3.2. Staff Presentation by J. Pittari, Acting Chief Administrative Officer, and L. Rubin-Vaughan, Manager, Government Relations and Public Policy, re: **Update on the Regional Government Review.**

Note: To be distributed prior to the meeting

4. Reports

- 4.1. Report from J. Pittari, Acting Chief Administrative Officer, and L. Rubin-Vaughan, Manager, Government Relations and Public Policy, re: **Province of Ontario's 2019 Regional Government Review.**

Recommendation

5. Correspondence

6. Related Business

7. Public Question Period

15 Minute Limit (regarding any decision made at this meeting)

8. By-laws

Date: 2019-05-14

Subject: **Province of Ontario's 2019 Regional Government Review**

Contact: Joseph Pittari, Acting Chief Administrative Officer,
joseph.pittari@brampton.ca

Lowell Rubin-Vaughan, Manager, Government Relations & Public Policy,
lowell.rubinvaughan@brampton.ca

Recommendations:

1. That the report from Joseph Pittari, Acting Chief Administrative Officer and Lowell Rubin-Vaughan, Manager, Government Relations and Public Policy, dated May 14, 2019, to the Special City Council Meeting of May 21, 2019, **Re Province of Ontario's 2019 Regional Government Review**, be received;
2. That a verbal update to the Ernst & Young's Financial Impact Analysis of Service Delivery Models currently being undertaken, a collaboration between the Region of Peel, Cities of Brampton, Mississauga and Town of Caledon, be provided by the Acting Chief Administrative Officer, if it is made public prior to the May 21, 2019 Special Council Meeting;
3. That the Ernst & Young's findings (if made public) along with findings from the City's public engagement work be reviewed to form the City's formal recommendation to the province in regards to the provincial government review;
4. That a copy of this report and any associated Council resolution be sent to the Minister of Municipal Affairs and Housing, the provincially appointed Special Advisors, Michael Fenn and Ken Seiling, and the Region of Peel.

Overview:

- **The Provincial Government's consultation on regional governments in Ontario will conclude at 11:59 pm on May 21, 2019.**
- **The City of Brampton undertook a public engagement campaign between April 17, 2019 to May 15, 2019, that included a variety of tactics.**

4.1-2

- The 2019 Deloitte report, commissioned by the Region of Peel, found that while taxes will increase over the next 10 years due to inflation, by the 10th year, it is expected that dissolution and amalgamation will require more taxes to be raised than the status quo.
- As per Peel Regional Council, the Chief Administrative Officers of the Region of Peel, Cities of Brampton, Mississauga and Caledon and the consultant, Ernst & Young, are completing a new financial analysis of the various governance scenarios (status quo, dissolution and amalgamation).

Background:

The Provincial Government's consultation on regional governments in Ontario will conclude at 11:59 pm on May 21, 2019.

City of Brampton

On April 17, 2019, Committee of Council received the report titled **Update: Regional Government Review**. The report provided information on the City's previous regional governance advocacy, in particular fair and full representation at the Region of Peel, as well as the current provincial consultation process including the key areas of focus of the Special Advisors, Michael Fenn and Ken Seiling.

The report also outlined a series of proposed public engagement tactics the City would implement to inform and gather residents' feedback on the review. Results of the public engagement effort are outlined in the next section.

Region of Peel's Deloitte Report

In preparation for the provincial regional government review, the Region of Peel commissioned their auditors, Deloitte, to provide a *Financial Impact Analysis of Service Delivery Models* (Deloitte report). The analysis was included as part of the Regional Chair and Chief Administrative Officer's (CAO) discussion with the provincial special advisors. The Executive Summary is provided as Appendix I with the full report available online: <http://peelregion.ca/finance/media/financial-impact-analysis.pdf>

The Deloitte report examined the financial implications of moving from the current state model to three specific governance scenarios:

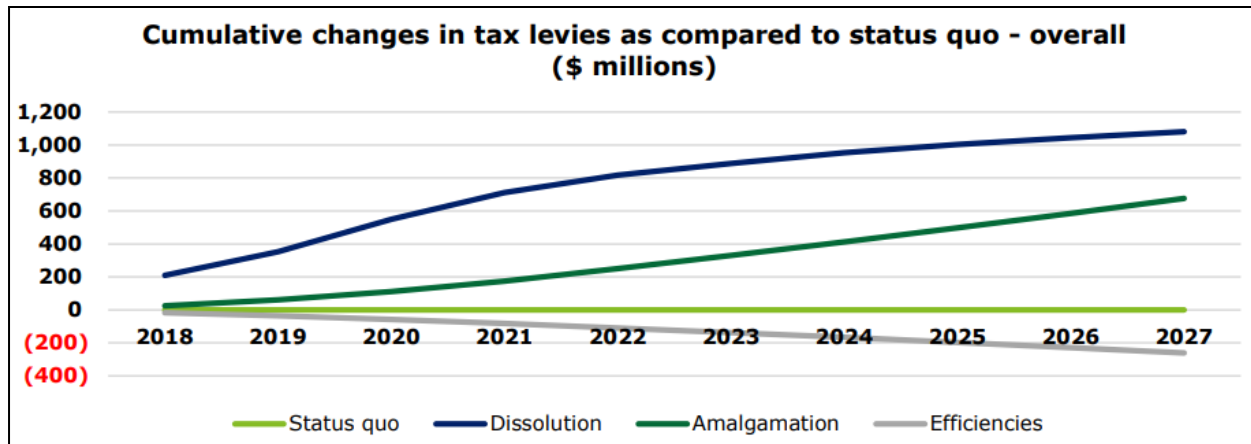
- Efficiencies to be explored without a governance change
- Dissolution of the Region
- Amalgamation of the Local Municipalities

4.1-3

Deloitte also calculated the estimated the impact on the resident over a 10 year time horizon.

Based on their set of assumptions and data reviewed, as highlighted in Chart 1, found that while taxes will increase over the next 10 years due to inflation, by the 10th year, it is expected that dissolution and amalgamation will require more taxes to be raised than the status quo.

Table 1: Deloitte Report, page 2



Since the Deloitte report was made public, subsequent discussions at Regional Council on the validity of the report, the data sources and set of assumptions used to analyze the 3 identified scenarios. Deloitte made themselves available and delegated at the April 25, 2019 Regional Council meeting.

A challenge with the Deloitte report is the set of assumptions on Development Charges, and not discussing nor interviewing representatives of each of the local municipalities, which could have an impact on their findings. As a result, and noted in the next section, Regional Council passed a motion calling on all four municipalities to work together to complete a more fulsome financial analysis.

Current Situation:

Update on Ernst & Young Financial Analysis

On April 11, 2019, on a motion moved by Mayor Patrick Brown, Peel Regional Council unanimously directed the four Chief Administrative Officers (CAOs - Region of Peel, Cities of Brampton, Mississauga and Town of Caledon) to conduct an independent financial analysis of the three options related to the future of the Region of Peel (status quo, dissolution and amalgamation); ensuring all options are evaluated equally.

4.1-4

The CAOs and Chief Financial Officers/Treasurers have been working diligently with Ernst & Young (EY) to complete this financial analysis. To ensure this analysis meets the provincial consultation deadline, Regional Council moved a motion on May 9, 2019 instructing that EYs report be sent directly to the province and be made public, prior to any formal presentation to Regional Council.

Given EYs findings and analysis could help inform City Council's decision on its position to the province, all efforts will be made to ensure the report is shared as soon as it becomes available prior to the start of the Special Council Meeting.

Results from the City's Public Engagement Initiatives

1. Public Consultation and Outreach

- A. Brampton.ca/regionalgovernmentreview:** On April 5, 2019 the City launched this specific website to provide current regional government review-related information. The page was made available in any language through the Google Translate feature. As public engagement opportunities became available (both from the province and city), they were publicized on the website. The site has continually been updated as new information has become available.

From April 5, 2019 to May 14, 2019:

- Excluding internal traffic, there were a total of 790 page views, which 712 were unique page views to Brampton.ca/regionalgovernmentreview homepage

- B. Social Media:** The City leveraged various social media platforms, including Twitter and Facebook, to promote and encourage the participation in various engagement activities. A total of 26 posts generated the following:
- Impressions per post ranged from 1198 – 3112 per Tweet on Twitter.
 - Reach per post ranged from 599 – 2,347 on Facebook and Instagram.

The final reminder for online survey was placed as an ad on Facebook and Instagram, and reached 22,981 people, had 39,275 impressions and generated 613 link clicks.

- C. Dedicated Online Contact Form:** Through the dedicated regional government review website, residents have been providing their feedback, opinions and questions to the City via the online contact form. As of May 15, 2019, staff received a total of 8 emails. Appendix II provides the email content the City received.

4.1-5

D. City Matters e-Newsletters: The regional government review was the feature story in the May edition of City Matters e-newsletter. On May 10, 2019, an e-blast was issued to the subscribers of the e-newsletter outlining details of the upcoming engagement opportunities. The May edition led to an almost 43% open rate.

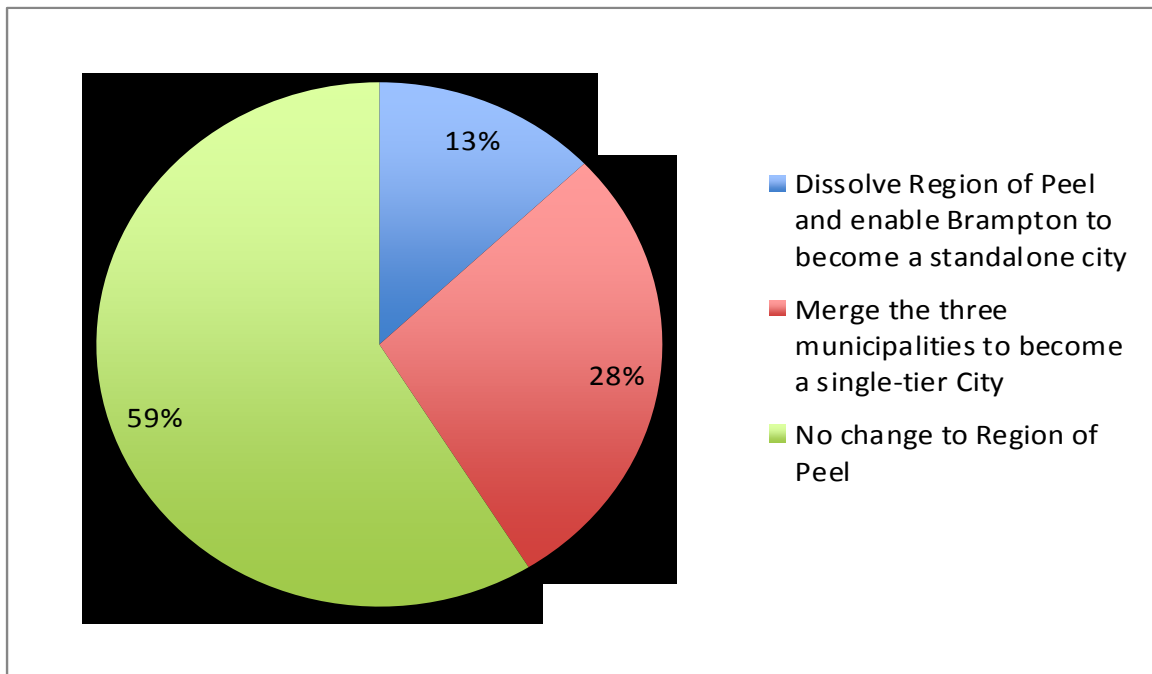
2. Engagement Activities and Results

A. Online Poll

Between April 29, 2019 and May 15, 2019, staff leveraged an online poll to gauge Brampton resident's thoughts on what position the City of Brampton should take in response to the province's regional government review. The online poll received a total of 629 responses to the following questions¹. All comments provided are included as Appendix III.

Chart 1 - Question 1:

These are some options for the City of Brampton. Which of these do you support?

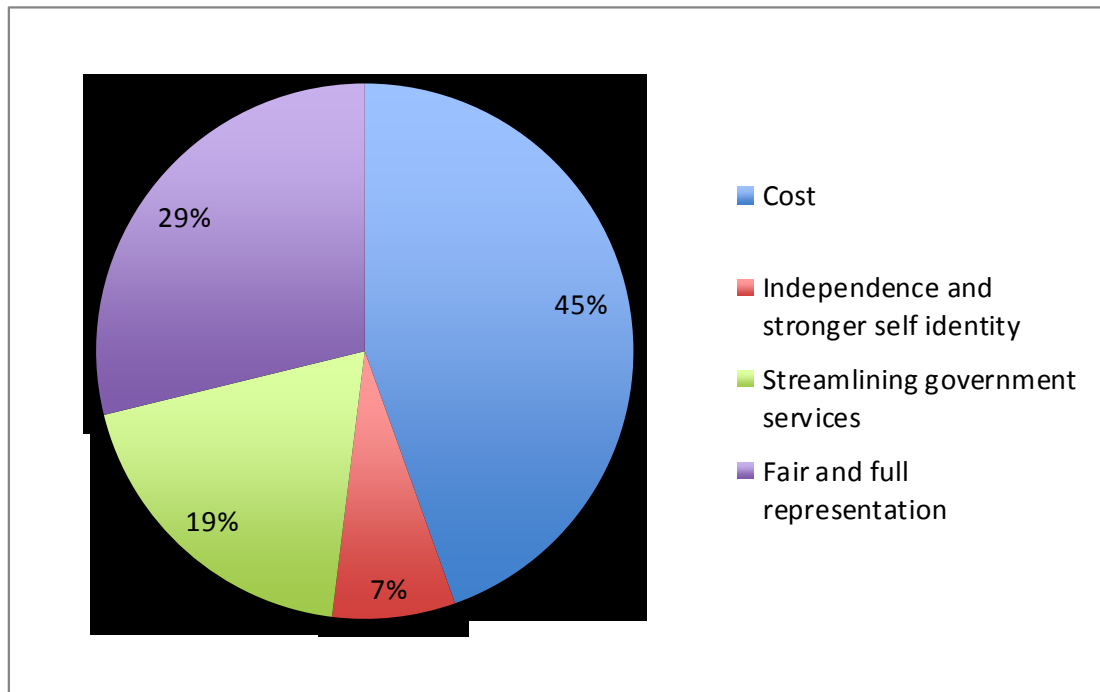


¹ The survey results should not be considered as a true random sample of the population.

4.1-6

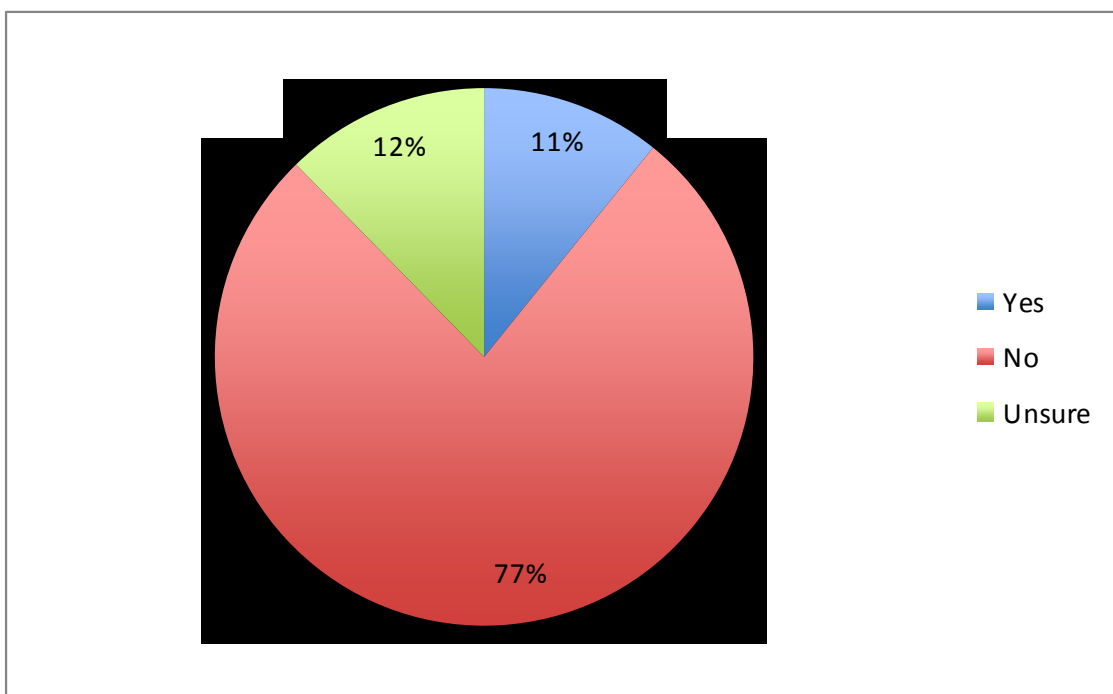
Question 2:

Any change will have implications. Which of these criteria is the most important to you?



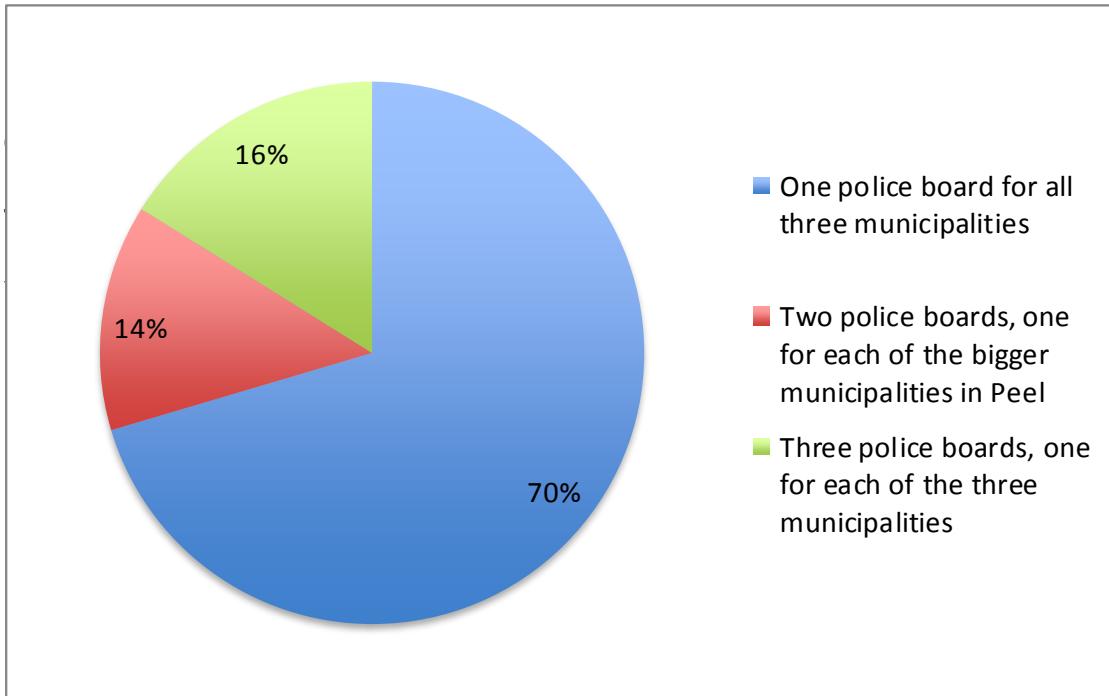
Question 3:

Would you support the City of Brampton becoming a single-tier municipality (separate from the Region of Peel), if this resulted in higher costs?



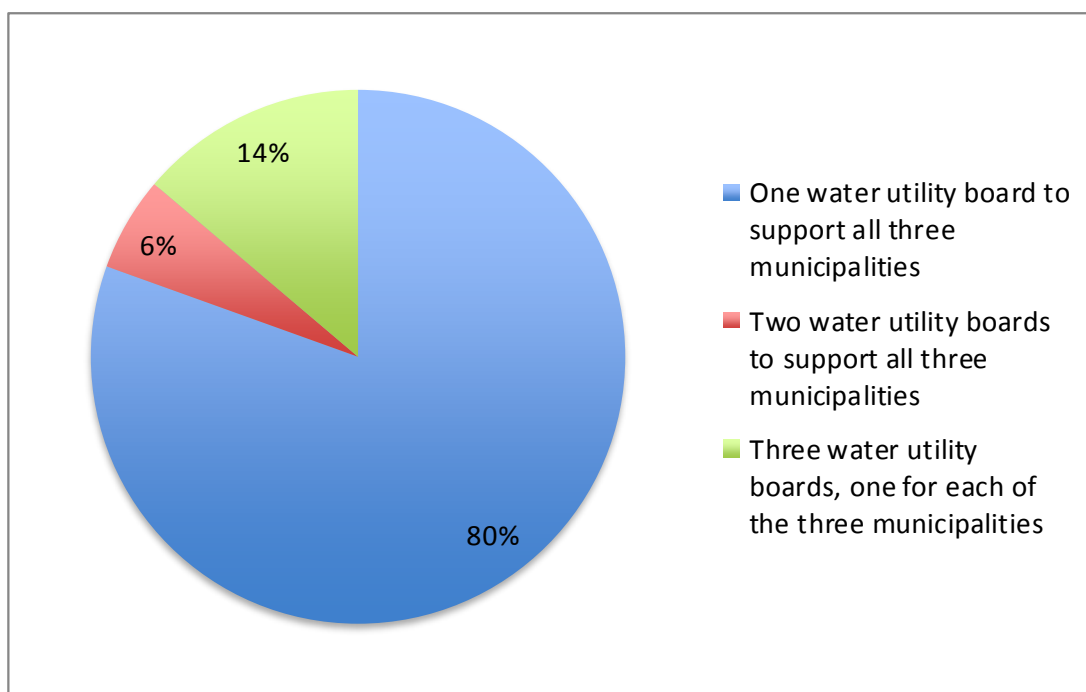
Question 4:

Currently Peel Regional Police provides services to Cities of Brampton and Mississauga. Police services for Caledon is provided by the Ontario Provincial Police. Should there be a change to the Region of Peel structure, which of these options to you support?



Question 5:

Currently water and wastewater services is provided by Region of Peel to Brampton, Mississauga and Caledon. Should there be a change to the Region of Peel structure, which of these options do you support?



4.1-8

B. Town Hall:

On May 3, 2019 from 3 pm to 5 pm, the City hosted a Town Hall that was also streamed live through Facebook. Mayor Brown was joined by Councillors Palleschi, Vincente, Santos, Dhillon, Williams, Singh and the Acting Chief Administrative Officer, Joseph Pittari.

The event included a short overview presentation by Lowell Rubin-Vaughan, Manager, Government Relations and Public Policy, with majority of the time focusing on listening and responding to residents' comments and questions.

Appendix IV provides a summary of the questions and/or comments raised at the Town Hall and Facebook LIVE. For all comments from Facebook LIVE viewers, visit <https://www.facebook.com/CityBrampton/videos/461047564667925/>.

C. Telephone Town Hall:

On April 24, 2019, Mayor Brown hosted a Telephone Town Hall to engage the community in a discussion on the regional government review. Nearly 5,000 individuals joined the conversation at some point during the hour long session, peaking at about 1,230.

A full summary of the session, including poll results were presented to Council as part of the Government Relations Matters update on May 1, 2019. It is also attached as Appendix V.

D. Mainstreet Research

As directed by Council, the City of Brampton commissioned Mainstreet Research (Mainstreet) to conduct a defensible, statistically and representative survey regarding the Province of Ontario's regional government review.

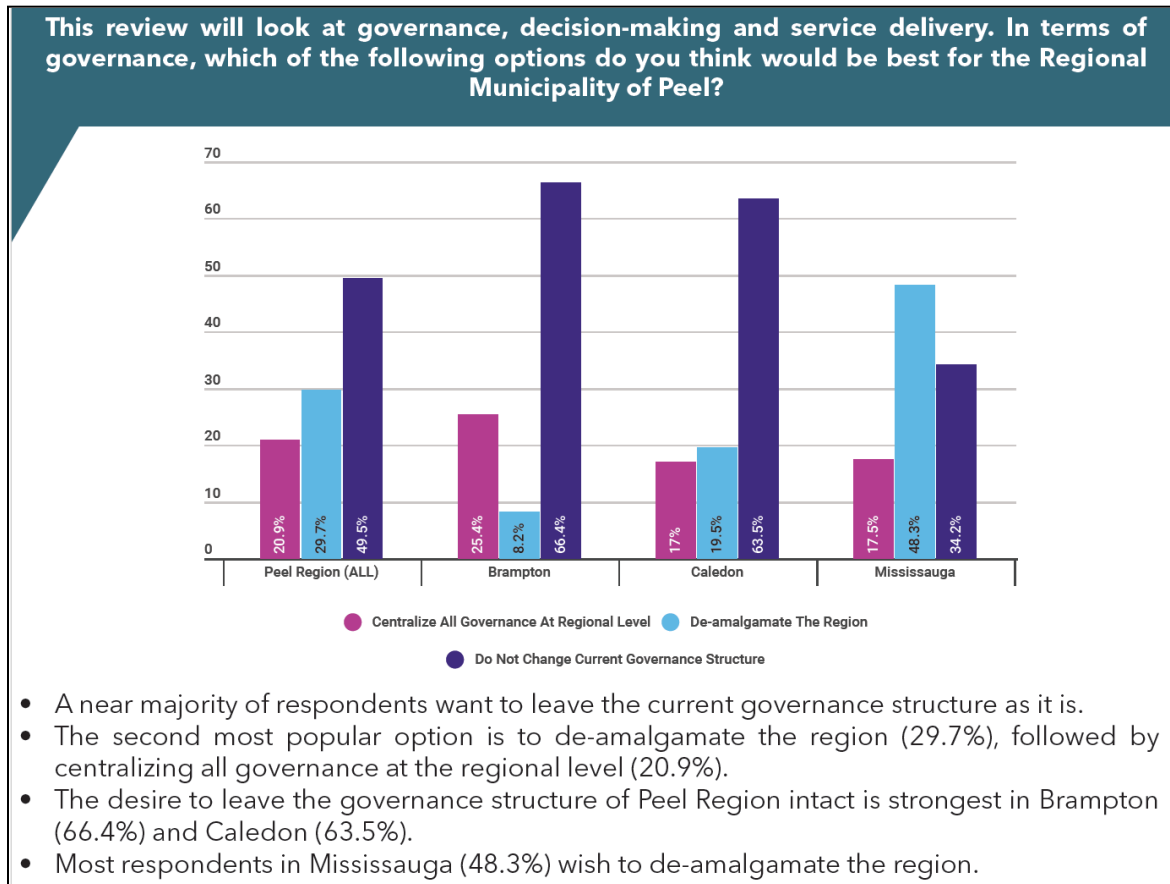
Mainstreet conducted a telephone survey between April 26, 2019 and May 1, 2019 among a random sample of 2018 adults, 18 years of age or older, living in Peel Region. The margin of error for the poll is +/- 2.18% at the 95% confidence level.

Chart 1 below, are the results to just one question asked to respondents regarding what governance model is the best for the Regional of Peel (status quo, amalgamation, dissolution).

Mainstreet will present their full findings during the May 21, 2019 Special Council Meeting.

4.1-9

Chart 1: Mainstreet Research Regional Governance Question



Corporate Implications:

Financial Implications:

This report does not have any financial impacts to the City of Brampton at this time.

Strategic Plan:

This report achieves the Strategic Plan priorities of Good Government by participating in the provincial regional government review, including engaging with the public and working collaboratively with the Region of Peel, City of Mississauga and Town of Caledon.

4.1-10

Conclusion:

The deadline to the province's consultation on regional governments closes May 21, 2019 at 11:59 pm. Information contained in this report is intended to support Council finalizing its position to the special advisors.

Approved by:

Joseph Pittari
Acting Chief Administrative
Officer

Attachments:

Appendix I - Regional Government Review - Deloitte - Financial Impact Analysis of Service Delivery Models

Appendix II - Regional Government Review - Deloitte - Financial Impact Analysis of Service Delivery Models

Appendix III - Regional Government Review - City Matters - Split, Merge or Stay

Appendix IV - Regional Government Review - Comments from Online Poll

Appendix V - Regional Government Review - Town Hall

Appendix VI - Memo May 1, 2019 - Regional Government Review – Telephone Town Hall

Report authored by: Lowell Rubin-Vaughan, Manager, Government Relations and Public Policy.

Executive summary

Introduction

One of the most significant financial challenges for Ontario's municipalities over the next 10 years will be the infrastructure financing deficit, which is currently estimated to be \$60 billion for Ontario municipalities (Association of Municipalities Ontario, 2018). Municipal infrastructure is used to provide key services to residents of Ontario, including drinking water, sewage and waste disposal, social housings, roads and bridges, transit and parks and recreational facilities. The Association of Municipalities of Ontario has noted that the infrastructure used to provide these services is under pressure, as many of these assets were first built in the 1950's and 1960's (Reid, 2018). In Ontario, some of the significant infrastructure challenges have historically been addressed through regional governments, which are designed to provide certain area-wide municipal functions in a more economical manner by establishing a larger tax base to support services where significant infrastructure investments are required.

We have been asked by the Regional Municipality of Peel ("the Region" or "Peel") to examine the financial implications of moving from the current state model of a two tiered municipal government model (i.e. Regional and Local Municipal governments), to three specific governance scenarios:

- Efficiencies to be explored without a governance change
- Dissolution of the Region (the extinguishment of regional government in Peel)
- Amalgamation of the Local Municipalities ("the Locals"), which include the City of Mississauga ("Mississauga"), the City of Brampton ("Brampton"), and the Town of Caledon ("Caledon"), with the Region (one government providing local and regional services)

The Region's request was made to prepare for the upcoming Province of Ontario ("the Province")'s review of Ontario municipalities that are currently governed under a two-tiered governance model. The Province has announced that its review will be conducted to assess whether governments are currently operating as efficiently and effectively as possible. As such, the financial implications determined under this report will serve to assist the Region in preparing for its discussions with the Province.

The financial analysis completed in this report also considers past case law and arbitration results as the best evidence to allocate assets and liabilities in the absence of an agreement between willing parties. It is believed that using this type of legal precedence is the best evidence to determine the financial outcomes of the scenarios that have been defined. We recognize that it is essential for our methodology to consider governance structure changes in alignment with key arbitration principles, such as the Cummings principles, which asserts that municipalities should be compensated in the event residents lose access to a particular benefit as a result of the transaction – these principles are important to consider, especially as they may impact how asset allocation decisions are made, as well as affect the ease of transition.

In addition to the above, when comparing these options, we have been asked to calculate the estimated impact on the following measures over a 10 year time horizon:

Resident impact

- Property tax per average home value of \$484,000
- Utility rates per average household water consumption of 290m³

Total impact

- Total property tax paid by each jurisdiction
- Total utility rates charged by each jurisdiction

Municipal financial metrics

- Debt to operating revenue
- Interest expense to operating revenue
- Operating balance to operating revenue
- Operating and capital balance to total revenue
- Annual repayment limit
- Net debt

Findings

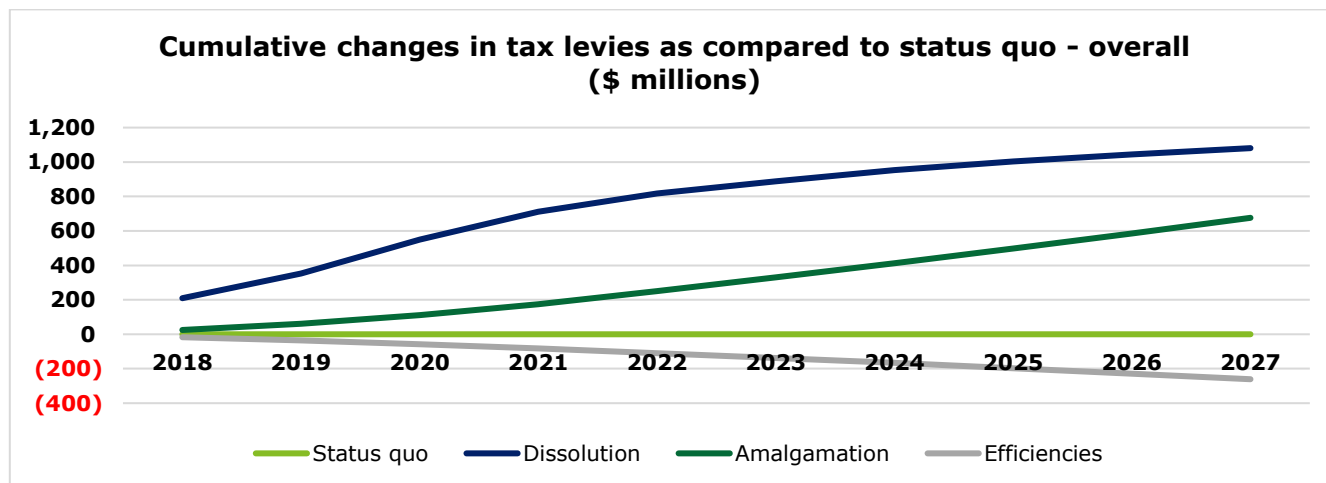
Based on the analysis contained in this report, we have calculated the following impacts of the scenarios described above. Deloitte does not provide a recommendation on which option should be selected, as this report is limited to strictly financial analysis. The impacts of our analysis are summarized as follows:

- Amalgamation will require additional tax levies of \$676 million that will need to be raised when compared to the status quo over the next 10 years. However, out of the three governance restructuring options, amalgamation requires the most tax levies in year 10 as operating costs are the most significant due to the estimated impact of harmonizing wages amongst the Region and Locals.
- Dissolution will ultimately require additional annual tax levies of \$1,081 million that will need to be raised when compared to the status quo over the next 10 years. Dissolution is more costly than amalgamation initially due to initial investments required to duplicate regional services locally. Once these investments are made, the harmonization impact of wages is less pronounced as harmonization would only occur between the Region and individual local governments (as opposed to the Region and all local governments under amalgamation).
- Efficiencies will generate tax savings of \$261 million, if realized, that will reduce tax requirements when compared to the status quo over the next 10 years.

Impact on property tax levies

It is expected that taxes will increase over the next 10 years due to inflation and the need to address the existing infrastructure financing deficit across all governments. By the 10th year, it is expected that dissolution and amalgamation will require more taxes to be raised than the status quo.

While dissolution does require a more significant up front investment (one time costs), the cumulative change in tax levies over time under amalgamation demonstrates that amalgamation has the potential to be more costly over time as the impacts of harmonization are more significant and are not expected to be reversed. Overall view of changes in tax levies for the overall region is included below and expanded for each of the Locals in **Appendix B**.



Utility rates per average household water consumption of 290m³

Under amalgamation there are no impacts to utility rates as water and wastewater services are already provided at the regional level.

Upon dissolution, an assumption has been made that the delivery model would remain the same and that a joint utility board (i.e. the base case) could be formed by the Locals. This model was used as our base case given that it was considered to have the least financial impact on the taxpayers. In this delivery model, the joint utility board would be responsible for all asset ownership, asset management, and operational activities, as well as customer-facing activities, such as the billing process. As such, there is no expected impact on utility rates, which result from changes in the municipalities' DC revenues, under dissolution. The Locals' debt capacity, however, will be affected, especially as the board's assets and liabilities would be apportioned to each of the municipalities for accounting purposes.

There is, however, an alternate service delivery model that has been used in Ontario. The Locals could elect to use a wholesale-retail model whereby a board would be responsible for significant water and wastewater assets, such as water and wastewater treatment facilities and large diameter linear mains, and the Locals would be responsible for smaller diameter linear assets for water distribution and wastewater collection. In this model, the Locals would need to fund anticipated maintenance and replacement costs through their respective utility rates. Watson & Associates Economists Ltd. prepared a sensitivity analysis, which examined how each of the Locals' utility rates may change in the event this separate model is used. The following table summarizes Watson & Associates Economists Ltd.'s analysis, which examines utility rates for 2019 based on forecasted water and wastewater volumes (m³) and budgets:

	Water – rate/m ³				Wastewater – rate/m ³			
	Current rates	Forecasted rates (\$)	Change in rates (%)	Change in revenue (\$ million)	Current rates	Forecasted rates (\$)	Change in rates (%)	Change in revenue (\$ million)
Peel	\$1.4725				\$1.1367			
Mississauga		\$1.5504	5%	\$4.6		\$1.1665	3%	\$1.9
Brampton		\$1.4306	(3%)	(\$1.8)		\$1.1216	(1%)	(\$0.7)
Caledon		\$2.5064	70%	\$4.0		\$1.1928	5%	\$0.2

The above analysis indicates that Mississauga and Caledon's residents would be most negatively affected if a wholesale-retail model is implemented subsequent to dissolution to account for additional infrastructure maintenance and replacement costs that will not be funded if utility rates remained the same. For further details concerning Watson & Associates Economists Ltd.'s analysis, please refer to **Appendix F**.

One additional consideration to note is that as the report assumes that a joint utility board would be in place for dissolution, the Locals will need to consider how the board's financial results will be reflected in their year-end financial statements. In particular, Canadian public sector accounting standards, which are a series of accounting regulations and standards followed by public sector entities for financial reporting purposes, indicates that the Locals would need to assess whether they control the board's day-to-day operations. In the event the Locals are seen to have full control over how the board operates its business, then the board's financial results may need to be proportionately consolidated or included in each of the Locals' financial statements. If this approach is taken, then the boards' liabilities, such as long-term debt, would be reflected in the Locals' year-end financial results which may ultimately impact their financial metrics. For the purposes of this report, we will assume that a proportional consolidation approach would be used. However, additional investigation would be required to ensure that this accounting approach is valid.

Financial Metrics

The Region, Mississauga, and Brampton have all obtained "AAA" credit ratings from Standard and Poors, and are three of eight municipalities in Canada that have obtained this rating. Based on our review, we have estimated that each municipality is able to withstand a dissolution or amalgamation without upsetting borrowing limits. However, if dissolution were to occur, we estimate that Mississauga would see a significant

improvement in financial metrics, to the detriment of Brampton and Caledon, given that Mississauga has a larger commercial and industrial tax base which would be available for their exclusive use. On amalgamation, the Region would see a deterioration of financial metrics, but would theoretically improve its borrowing capacity. On dissolution, Caledon would face significant financial challenges and is not viable on their own in the event that a governance model changes. Details of how the Region and the Locals' financial metrics change in each of the reviewed governance models are available in **Appendix C**.

Dissolution – Key Impact on Municipalities

- Mississauga benefits the most from dissolution, especially as it sees positive trends in financial metrics. Significant changes in financial metrics for dissolution in comparison to the status quo, include: increase of operating balance to operating revenue by 6.7%, increase of total balance to total revenue by 10.1%, and increase of \$2.4 million for net assets.
- Caledon does not maintain healthy financial ratios in the case of dissolution. In particular, the municipality does not have a sufficient tax base which can be used to supplement the additional expenditures that it will need to fund on a standalone basis. Significant changes in financial metrics for dissolution in comparison to the status quo, include: decrease of operating balance to operating revenue by 28.8%, decrease of total balance to total revenue by 25.3%, and increase in debt to operating revenue by 23.8%.
- Brampton's debt related metrics are most impacted upon dissolution. Upon dissolution, as noted in the earlier section, the city would be required to recognize a proportion of the board's long-term debt as part of the municipality's financial statements to comply with accounting regulations. As a result, the municipality is predicted to proportionately consolidate long-term debt related to water and wastewater assets. In particular, under dissolution, Brampton's debt to operating revenue, when compared to the status quo, will increase by 27.9%.

Amalgamation – Key Impact on the new city

- Amalgamation has a minor negative impact on the new city's financial metrics, such as operating balance to operating revenue and total balance to total revenue ratio (please refer to **Appendix C** for further details). No significant changes are observable, which can be attributed to the relatively strong financial positions that are currently reported by Mississauga and Brampton.
- Debt ratios under amalgamation become more favourable for the new city as the debt consolidated from the local municipalities is much less in comparison to the additional assets and revenues it collects.

Approach for the Financial Analysis

In reviewing the financial implications of the defined options, all regional and local services were analyzed based on publicly available information, using a common, standardized approach as it related to FTE, asset, debt and reserve allocations, other operating expenses, and capital expenditures. Some services, however, were reviewed in greater detail given that they were perceived to significantly influence the municipalities' total tax requirements.

Dissolution

Dissolution of a regional government is not a common occurrence in Canada or globally. The research we have conducted indicates that dissolution is not usually done with the objective of financial savings for one municipality over another, as it is intentionally moving away from the desired economies of scale that a regional government should provide. In the examples we have found where dissolution did occur, we found that the reason for dissolution was due to either a previous amalgamation that became ineffective, or due to smaller communities not needing the same service levels as other communities in the Region (e.g. urban versus rural constituents often have different service level needs).

Our research also indicates that if dissolution does occur, significant effort will be required amongst the local municipalities to negotiate how assets and services should be divided, and could result in the local municipalities going to arbitration to determine how to allocate Regional assets. As such, precedence established by both case law and arbitration results were used to guide our approach to dissolution. We recognized that, on average, the arbitrator considered general principles such as the original source of

funding to determine how to best allocate resources amongst the affected parties, as well as considered how compensation should be awarded in the event residents were seen to lose access to benefits they previously enjoyed.

A review of how dissolution impacts some key service lines is summarized in the below table:

Service area	Summary of impact
Water/ wastewater	Under the base case scenario, services would be maintained and provided by a joint utility board, which includes all of the Locals.
Police	<p>Upon dissolution, this report assumes that Brampton and Mississauga would establish their own standalone police boards. Use of discrete police boards is a common approach in Ontario, especially in similar sized single-tier municipalities, such as the City of London and the City of Hamilton. Although not considered in this report, Brampton and Mississauga could elect to use a different delivery model whereby services are provided under a joint police board. For instance, the City of Ottawa, the City of Nepean and the Town of Gloucester had a joint police board before the three municipalities were formally amalgamated in 2001. Caledon, on the other hand, is expected to assume the Region's current contract with the Ontario Provincial Police.</p> <p>The Locals are predicted to be responsible for more than \$108.0 million of forecasted capital expenditures over the next 10 years to ensure that they have the right infrastructure and assets in place to serve their residents, such as two police headquarters buildings. One-time costs of \$47.5 million and \$50.9 million for Mississauga and Brampton, respectively, will need to be incurred to account for temporary management staff who will assist the two cities transition to local police boards.</p>
Roads	Deloitte previously performed a regional roads assessment in 2017, which was formally approved by the Regional Council. Under this study, the dissolution study showed that the Locals would need to increase the number of their front-line employees to maintain current service levels, which has the potential to increase salary and wage costs by \$1.4 million on annual basis. Development charges of \$10.8 million, previously collected by the Region, may also be lost which would translate to higher tax requirements.
Waste management	The Region of Peel currently outsources collections and disposal services, and it is assumed that this would continue if dissolution of the Region were to occur. Since waste processing is dependent on the Peel Integrated Waste Management Facility in Brampton, it was assumed that Brampton would be allocated the asset and enter into service agreements with Mississauga and Caledon to provide waste processing services to their residents. Exact quantification of the savings or costs resulting from this transfer was not determinable at the time of this report.
Housing	For the purposes of maintaining current service levels, a greater number of management staff will be needed to provide system oversight and manage operations for the local facilities which will result in ongoing operating costs for each of the Locals (Mississauga: \$4.2 million; Brampton - \$2.4 million; and Caledon - \$0.4 million).
Development charges	<p>In a dissolution, development charge (DC) revenues are anticipated to decrease given that revenues will only be generated from growth-related development that take place within each of the Locals' areas versus the overall region. The narrowed DC scope is predicted to increase tax-supported costs by \$186.2 million over a 10-year period.</p> <p>Rate-supported costs, on the other hand, are not estimated to be affected by the governance change based on the assumption that all water and wastewater services are administered by a local board, which is comprised of the Locals.</p>

Transitioning to single-tier municipalities will require more consideration, especially as the Locals will need to reach an agreement as to how the Region's assets and liabilities should be allocated. In addition, the Locals would need to consider how they would finance one-time transitional and transactional costs which result from the need to change the governance structure, create and implement a transition plan, engage members of the public, perform due diligence procedures, and determine whether existing agreements with vendors need to be terminated. These additional costs may be substantial in nature, especially if arbitration is required to finalize the transition process. However, given the lack of data around these costs available to the Region, we did not quantify the potential expenditures in our analysis.

Amalgamation

Unlike dissolution, amalgamation of local governments occurs on a more frequent basis and there are recent examples in Ontario, Canada and globally of where amalgamation has occurred. Recent studies, such as the Fraser Institute's 2015 report on Municipal Amalgamation in Ontario have concluded that amalgamations do not result in a reduction of taxes for residents.

Our analysis in this report indicates that amalgamation will likely cause increases to property taxes to all tax payers across the region. Savings as a result of FTE reductions are more than offset by additional costs related to wage harmonization. Upon amalgamation, given the decrease in net assets caused by these additional costs, this could negatively impact the Region's existing credit rating. These studies have concluded that while amalgamations do have the potential to create efficiencies and economies of scale, these efficiencies are usually offset by an increase in service levels that are typically required to ensure that all residents within the new amalgamated local government receive the same level of service. We believe that service level harmonization is a possible outcome, which would likely increase the costs of providing services, especially as service levels would be increased for all taxpayers in the new municipality. However, at the time of this report, input from the Locals regarding service level harmonization could not be obtained. As a result, this report assumes that service levels do not change upon amalgamation. Amalgamations also can theoretically be used to create more economies of scale to deal with significant infrastructure challenges (sharing the burden of future infrastructure costs); these economies of scale would allow the Region to better handle infrastructure financing deficits due to increased borrowing capacity of the new municipality.

A review of how amalgamation impacts key service lines is summarized in the below table:

Service Area	Summary of Impact
Corporate support services	Under amalgamation, it is expected that there would be a significant reduction of management level positions due to the centralization of administration. However, similar levels of front-line employees would be maintained to ensure that they can continue to offer similar service levels. The combined impact of terminations and wage harmonization would result in a net cost of \$151 million over a 10-year period.
Transit and TransHelp	Under amalgamation, centralization of administration will likely reduce the need for management positions, but similar levels of front-line employees would be needed to sustain service levels. The combined impact of terminations and wage harmonization would result in a net cost of \$29.4 million over a 10-year period.
Fire	Similar to corporate support services, there is an expectation that there could be a reduction in the management positions for Fire departments. Existing front-line staff, including firefighters, would undergo a wage harmonization process. The combined impact of these personnel changes would result in net savings of \$15 million over a 10-year period.
Parks and recreation	After amalgamation, it is expected that the new "City of Peel" would generate less revenues from its recreational programs, as it would reduce the amount of revenue that could be charged to non-local residents. The change in user classification, therefore, is expected to reduce the higher user fees that they would have previously collected in the status quo scenario.

Service Area Summary of Impact

Parks and recreation is also expected to incur net costs of \$199.9 million over a 10-year period – the majority of this increase is attributable to the wage harmonization of front-line employees, but also includes the compensation costs associated with terminated management personnel that were made redundant through amalgamation. The service's net costs arising from amalgamation are predicted to be larger than the other services given that, on average, it employs a larger proportion of front-line employees.

Roads	Upon amalgamation, the new City is anticipated to incur net costs of \$95.3 million over a 10-year period, which results from savings associated with the elimination of redundant personnel that is offset by wage harmonization costs.
DCs	An amalgamation is estimated to have a neutral impact on the new municipality's DC for both tax-supported and rate-supported costs. No significant variances are anticipated given that the new municipality would be able to leverage pre-existing processes, such as those that are used to provide water and wastewater services to residents.

Based on past examples of amalgamations, transitioning to a new governance model will require careful planning and analysis, which may be complex in nature. The new city, for example, would need to consider how the new governance structure would maintain its flexibility and responsiveness to citizens, especially as the taxpayers in each of the current areas would want their needs to be fairly represented. Other qualitative factors, such as harmonization of service levels, updates to current policies and processes, as well as change management activities needed to support existing employees would need to be examined. These transitional activities are anticipated to take time. Rushing amalgamation could create further challenges for the new city to address, such as identifying how the costs of restructuring would be funded or mitigated, as well as whether all services need to be harmonized (Miljan & Spicer, 2015).

Harmonized Ratios and Rates under Amalgamation

Our analysis has assumed that the tax ratios and rates that are used by the Locals under status quo would be carried over under amalgamation. However, there is a strong possibility that the new amalgamated entity could undertake harmonization process of tax ratios, as well as tax rates.

Background of Tax Ratios

Under the current property tax assessment model, properties are classified into different classes, such as residential, farm, multi-residential, commercial, and industrial. Different property classes are used to allow municipalities to set different tax rates based on local priorities, as well as identify properties which are subject to receive tax reductions due to the uniqueness of their nature.

Municipalities, however, are bound to a provincial legislation which limits how the tax burden can be shared between the property classes. The province's legislation sets out a "range of fairness" which identifies target ranges for tax ratios that are expressed in relation to the tax rate of the residential property class. It is possible for municipalities to change the province's original tax ratios for farm, commercial, industrial, multi-residential, and pipeline property classes. However, changes are typically made to eliminate the impact of any reassessment related tax shifts that occur during a reassessment cycle.

Peel is the only region where the setting of tax ratios is delegated to the existing lower-tier municipalities.

Harmonization of Tax Ratios

In the event of an amalgamation, without the lower-tier municipalities to which tax ratio setting authority can be delegated, the Region has estimated that harmonized tax ratios would result in the residential taxpayers in Mississauga facing an average increase of approximately 2.07%, whereas both Caledon and Brampton residents would see a small decline in their tax rates. The commercial taxpayers in Brampton

would see an increase of 5.02% in their taxes, whereas commercial taxpayers in Mississauga would see a reduction of 5.25% in their taxes.

The following table shows the change in tax rates and levies for year 2018, resulting from a situation where there is a move from unique tax ratios for each local municipality to harmonized tax ratios under amalgamation.

Property Class	Change in Tax Rates (%)			Change in Tax Levy (CAD \$000s)		
	Brampton	Caledon	Mississauga	Brampton	Caledon	Mississauga
Residential (RT)	(0.67%)	(0.12%)	2.07%	(\$4,440)	(\$119)	\$14,929
Farm (FT)	(31.75%)	1.58%	(29.87%)	(\$98)	\$20	(\$3)
Multi-residential (MT)	(15.01%)	(15.40%)	2.62%	(\$3,872)	(\$72)	\$1,392
Commercial (CT)	5.02%	2.33%	(5.25%)	\$4,005	\$176	(\$8,098)
Industrial (IT)	3.69%	(3.60%)	(2.76%)	\$851	(\$112)	(\$1,098)

Harmonization of Tax Ratios and Tax Rates

The Region has estimated that if harmonized tax rates were to be utilized, the residential tax-payers in Mississauga would face a dramatic increase in their tax rates of 14.58%, whereas Brampton taxpayers would see a sharp decline of 16.42%. This is due to the fact that residents of Mississauga currently have the lowest tax rate, despite contributing the most tax dollars overall to the Region. This is due to the fact that Mississauga residents generally have the highest Current Value Assessment and highest population amongst the three local municipalities.

The following table shows the change in tax rates and levies for year 2018, resulting from a situation where there is a move from unique tax rates for each local municipality to one harmonized tax rate under amalgamation.

Property Class	Change in Tax Rates (%)			Change in Tax Levy (CAD \$000s)		
	Brampton	Caledon	Mississauga	Brampton	Caledon	Mississauga
Residential (RT)	(16.42%)	1.04%	14.58%	(\$109,352)	\$1,052	\$105,316
Farm (FT)	(42.57%)	2.76%	(21.27%)	(\$132)	\$34	(\$2)
Multi-residential (MT)	(28.49%)	(14.42%)	15.20%	(\$7,348)	(\$67)	\$8,075
Commercial (CT)	(11.64%)	3.52%	6.36%	(\$9,294)	\$266	\$9,815
Industrial (IT)	(12.75%)	(2.48%)	9.16%	(\$2,936)	(\$77)	\$3,638

Efficiencies

During our engagement, we were asked to identify whether there were any efficiencies that could be explored without requiring a change in governance structure. For this part of our review, we focused on services where there was potential duplication occurring (similar services being performed by upper and lower tier governments), as well as focusing on where local and regional governments could work together more to achieve more efficiency and effectiveness of services.

On an overall basis, we acknowledged that both the Region and the Locals have achieved efficiencies on a standalone basis, but that further efficiencies could be achieved if all of the municipalities in the region

collaborated with one another. A review of how efficiencies impacts key service lines is summarized in the below table:

Service Area	Summary of Impact
Corporate support services	Corporate support services could be centralized at the Region to minimize growth of back-office employees for all municipalities within the region by investing in automation tools which reduce personnel time spent on manual and repetitive tasks. This investment decision would require the Region and the Locals to assess their current information technology environment to select a suite of programs that are best suited for the needs of all entities, and would involve a transformation in mindset to a more service oriented delivery approach. In general, greater leverage of automation tools are anticipated to lead to a 10% reduction in wages for front-line employees.
Transit and TransHelp	TransHelp services could be downloaded to the local municipalities to eliminate redundant management level positions, which could translate to \$2.5 million of cost savings over a 10-year period.
Fire	Fire services are currently provided by each of the Locals. To maximize greater economies of scale, as well as reduce back-office and management costs, resources could be centralized and maintained at the regional level. Cost savings could not be quantified at this time due to the lack of publicly available information, however this is a potential efficiency that could be explored with all parties.
Parks and recreation	Similar to fire services, management and back-office functions could be centralized to achieve overall savings at the Local level. In addition, all municipalities could achieve more efficiencies through use of additional technologies to address work order management and scheduling of time and attendance. Cost savings could not be quantified at this time due to the lack of publicly available information, however this is a potential efficiency that could be explored with all parties.
Roads	Due to similarities in the nature of services provided amongst the Region and the Locals, there is a potential to achieve greater efficiencies through the centralization of management and back-office functions. Procurement of goods and services could also be centralized to maximize economies of scale when negotiating for favourable prices with vendors. Cost savings could not be quantified at this time due to the lack of publicly available information, however this is a potential efficiency that could be explored with all parties.
Paramedic services	Fire and paramedics services were considered for a potential consolidation. However, based on a review completed by the Region, the merger of the two service lines was not considered to be feasible, especially as the two services had a different workplace culture, mandated by a different set of legislative requirements, and possessed different skill sets which would require extensive training to share responsibilities. In addition, fire and paramedics services were considered to operate under a different service deployment model. For example, fire services use fixed fire stations in order to ensure that there are dedicated resources in a given area, but paramedic services rely on mobile ambulance posts.

Limitations of our analysis

The analysis in this report is a best estimate of the potential financial impacts that could occur if the scenarios described in this report do occur. In carrying out our work, we worked closely with the Region's financial staff to estimate and quantify the potential impacts. The data used to support our work has been based on publicly available information, such as the Financial Information Returns of each municipality, the operating and capital budgets, the Region's and Locals' financial statements, and the Ontario public sector salary disclosure. It should be noted that this information is not a complete set of data for each municipality and that our analysis may be impacted by data that we were unable to obtain. Additionally, this work was

completed without discussing or interviewing representatives of each of the local municipalities, which could contribute materially to our analysis.

The analysis contained in this report is solely limited to the financial implications of the specific scenarios described and does not consider any other potential impacts. If any of these scenarios were to actually occur, this analysis would be impacted by actual negotiations and agreements by the parties involved, which may lead to different outcomes than what are described in this report.

Appendix II: Public Feedback from the Online Contact Form

1-1: Public Feedback from the Online Contact Form	
1	Stay or Mississauga pay us big time to leave
2	No Content, just contact information provided
3	Would there be a situation where City council along with the voting public elect to keep things the way they are, but the Province would choose to merge or separate the region anyway? If so, what would that situation look like?
4	Thanks I listened in to the Town Hall. I would prefer to leave Peel intact. A value would have to be put on Mississauga's share of our development but it is primarily our responsibility too. We would also be without they're future headaches. I hated the Provincial Survey; they timed me out at the last question and had to start over. Then it said I didn't say what higher level I was talking about and when put down Peel it erased all my answers! Did they get my suvey who knows?
5	If Peel Region is dismantled into Mississauga, Brampton & Caledon separately, how will we continue to receive Police, Water & Service, Public Health, Social Housing, Waste, Regional Road maintenance services? If they are split up, how will these services be funded? Will it cost more to provide these services to each municipality? Will there likely be lawsuits between the municipalities fighting over costs, especially in area where one municipality may have borne more than its proportionate share of the cost, thinking that in the following year or two they would be repaid? Then, with dissolution you could have one city refusing to reimburse the other. Will there be huge severance costs as employees are laid off from the regional services, but then others are hired to replace them. Who will pay for these possible additional services/costs?
6	What will the cost be to everyone to divide up the water and sanitary facilities, to create new divisions going forward to maintain these services. How will policing be spread out over Mississauga and Brampton. Regional Roads, are they to be fixed, or have ad'ed lanes where proposed before the breaking up of the Region. How will waste management and the facilities be handled. So many other questions. I was around for the creation of the Region. Keep in mind the province will do what it wants and without thinking. It is in their interest to pit Mississauga against Brampton
7	Brampton has matured and needs its own independence.
8	Status Quo is the most effective way. Everything boils down to Tax payers money. Neither Amalgamation nor dissolution will save tax Payers money. So Keep the governance model (2 tier with Region of Peel)as it is.



Split, Merge or Stay? Have Your Say.

The City of Brampton would like your input on making an important decision about its position in the Region of Peel.

What?

Tell us if Brampton should:

- Split from the Region of Peel and become a standalone City
- Merge with the other Region of Peel municipalities to become a bigger City
- Stay in the Region of Peel

Why?

The province of Ontario initiated a review of regional governments to ensure they are working as effectively and efficiently as possible, and can continue to provide the vital services that communities depend on.

How?

Take this [survey](#) now to tell us what you think. Your views can help Brampton City Council make the important decision this month.

[Click here for more information](#)



YouTube



3-1-1



FORWARD
TO A FRIEND

1-1: Public Feedback from the Online Poll	
1	United we stand divided we fall. Do not split. Please concentrate on other issues such as bringing more business to Brampton.
2	About time
3	All the support that Brampton put in the past to support Mississauga should be given back to Brampton, especially when Brampton decides to become independent.
4	All three areas should be merged into one governmental body.
5	Amalgamation worked well for city of Toronto and will do the same for Peel
6	Also merge both transit systems
7	Amalgamate Brampton And Caledon but dissolve peel
8	Amalgamation and merger is recommended instead of separation in order to reduce costs and reduce red-tape.
9	Amalgamation is necessary and ultimately inevitable, therefore the sooner, the better! A streamlined government will result in higher efficiencies therefore lower costs!! Get it done.
10	Amalgamation of Brampton and Mississauga could streamline service provisions and further support cohesive growth. A proposal to move Caledon from Peel Region to Dufferin County could prove to be beneficial to all parties.
11	Anything that can make Brampton better recognized by the government as one of the largest cities in Canada, thereby services provided to the city should reflect this. Also, anything to reduce the cost of car insurance for those people who live here, but don't put insurance claims in, it's very unfair, perhaps stricter penalties to those bad, careless drivers!!
12	As a former resident, it's completely ridiculous that Mississauga, benefitting from many years of Bramptonians paying to build their city up, wants to separate without paying their fair share. The City of Mississauga should be forced to pay for what residents of Brampton and Caledon had to pay for decades to build up these other areas of Peel Region.
13	As a resident of Brampton, I don't agree with separation. In fact, I believe costs for everything would increase. How would this create savings for each municipality? I mean, the rebranding alone would be an extreme cost. Services? How would they be provided? There are currently no issues so why are we looking to reinvent the wheel? We are three special municipalities that have so much to offer! Let's stay united!
14	As is model has a limited shelf life
15	As the GTA grows, it will become more important to have consistency in our regional services. Providing quality waste, water, and policing. These services must not draw borders and should look to finding efficiencies. Having separate municipalities allows for the focus on communities. Merging municipalities will drive less focus on these communities and may have an impact on how everyone's voice is heard
16	Better communicate the reasons why this is being considered. How will this change result in savings?
17	Blending the 3 cities will be a disaster. Mississauga will get the largest share of the tax money. Brampton and Caledon will lose our Mayors and will get little representation.

1-1: Public Feedback from the Online Poll	
18	Brampton and Caledon are being bullied by Mississauga. If all three municipalities were merged this bullying would not exist and a lot of money could be shared and used more effectively.
19	Brampton and Mississauga mesh, Brampton and Caledon mesh, but Caledon and Mississauga don't, really. We need to either all be individual or create one big city. At least of Brampton and Caledon. Brampton has been expanding northward anyways, and while we have a lot of greenspace in the city, they're all very small individually. I would like larger greenspaces left more wild.
20	Brampton has supported Mississauga's growth for many years. Now that it's Brampton turn to grow, they want out. Mississauga cannot cherry pick what they like. Under Hazel McCallion, the City bullied its way through. Bonnie Crombie is the same.
21	Brampton is one of the highly taxed cities in Ontario. We need to reduce taxes not increase them every year.
22	Brampton residents have supported Mississauga in the growth of their infrastructure. I believe it is time for Mississauga to reciprocate and help Brampton and Caledon. I do not wish to become a mega city like Toronto which is too large to be managed, especially when the provincial government is dictating what to. Do without consultation and reason. Large cut backs now in healthcare etc. will cost us greatly in the future.
23	Brampton Residents were led to believe that Mississauga is on the hook for their share of development costs that Brampton paid into over the past few decades. The City of Brampton was expecting financial support from Mississauga since Brampton is the city that is now growing. More clarity around the particular dollar value of this funding is needed to shed light on decisions about the regional structure.
24	Brampton should be its own city
25	Brampton was incorporated as a village in 1853. We are 166 years old, starting from 50 people to almost 800K. We need to fight for our right to remain a City as hard as we fought against the LRT in the Downtown. WE need to control our future, NOT Mississauga and for sure not the Province.
26	Bundled is stronger
27	By breaking up Peel is going to add more cost to 3-tier services. Why on earth do you want to create more cost if Peel could be run effectively n efficiently under the municipalities of Peel than under separate entities. COST is the underlying factor.
28	Caledon is anti-development but constantly relies on the backs of Mississauga and Brampton. It comes as no surprise companies are relocating to London. Caledon allows no zoning amendments, does not allow for any more approval of industrial lands, cancelled Highway 413. They need to separate as they do not wish to cooperate and coexist in a developmental level.
29	Change should not be made unless it provides a better cost effective solution to the status quo... Too many things are being implemented today because egotistical attitudes and poor judgement are at play. Time for fiscal intelligent management with proper consultation with those affected.
30	Changes seem unnecessary at this time.
31	Cities are not isolated standalone creatures, rather part of larger ecosystems. There is a need for Greater Toronto Area municipality to provide integrated service just like the TTC upload.
32	Conservative cuts are damaging and hurtful to Ontarians. Disbanding regional governments will hurt municipalities and increase costs. NO! To PC cuts!

1-1: Public Feedback from the Online Poll	
33	Cost and fair representation would be my concerns. Taxes should be reduced gradually and not increase.
34	Costs in Brampton are already high. Car insurance rates just went up astronomically. One main government priority should be keeping costs down for residents.
35	Costs will be high if Mississauga leaves Peel...and they will probably be high if we merge. I think we'd be stronger and more independent if merged into a single city.
36	Could OPP assume responsibility for policing?
37	Create more jobs
38	Dismantling the Region of Peel and segregating the municipalities to be independent of each other creates cost increases for shared services which will then be put on the municipal tax payers. Also the amount of time and money that will go into the preparation and execution of this type of segregation of municipalities will be long and drawn out and again costs land on the tax payers within the respective municipalities.
39	Dissolution of smaller regional governments makes sense but not for larger regions such as Peel.
40	Divorces seldom end nicely. Let's stay together for the sake of the kids, their parents & their grandparents. Let's find ways to keep what we have and build in it, instead of throwing it all away chasing dreams.
41	Do not want higher taxes or utilities cost
42	Do what is right for the growth of the region and Ontarians not just one city.
43	Don't change anything
44	Don't change what isn't broken
45	Don't cut the jobs
46	Don't fix what isn't broken.
47	Don't want BRAMPTON to be sidelined in regional governance like Etobicoke and Scarborough
48	Doug Ford is (redacted). Please know that any change that is his idea is likely meant to cause mayhem.
49	Doug Ford will most likely do whatever HE wants regardless of what citizens think or wish. How do our voices matter if there is no referendum to hear us? Is the government of Ontario decision final? Referring to how cities in Quebec were forced to amalgamate then many separated after a referendum. Given that the new water treatment plant was built in Mississauga with Peel taxpayers' money, what will happen to Brampton and Caledon's water? Will we have to "buy" water from them? If there is a change to the region, either amalgamation or separation, how long will the process take? If the province decides to dissolve the region, will all property taxes paid by Brampton residents in the interim remain in Brampton? Or can Mississauga, Brampton or Caledon take a larger portion to complete regional projects?
50	Either stay the same or merge as one city. Separating hurts all cities
51	Either the Region of Peel should be left as is or all three municipalities in the Region become one megacity for better cohesion of services.
52	Fire department to be merged together.
53	Fire services could be amalgamated like Police and Ambulance services to reduce costs.
54	For many years, Brampton has subsidized Mississauga's growth. Now when the situation is reversed they want out. OK, then reimburse us for the past 40 years of overpayment.

1-1: Public Feedback from the Online Poll	
55	Freedom!!
56	Separating from regional government at this time is not a good decision given the current state of the provincial government including who's in power.
57	Have the student loan system back to the way it was. It's impossible to stick to the new rules and regulations.
58	Having a single amalgamated municipality is not only better from a cost perspective but will also ensure consistent development across all the municipalities.
59	Hazel tried this crap many years ago. Mini Hazel, Bonnie, is a clone and still seeks and takes direction from Hazel. The cost of change will be through the roof and the costs will be borne by the tax payer. Knock it off.
60	How are social services affected if peel is dissolved?
61	How can we get a fair price on our car insurance?
62	How much will taxes go up for the average household in a dissolution? Will there be new ward boundaries? If dissolution, will Mississauga councillors vote themselves a pay hike due to loss of regional salary? Depending on the outcome can Brampton take legal action against the province or city of Mississauga?
63	How would amalgamation affect the services provided?
64	I am against Mississauga taking the majority or pooled funding for decades on end, just to bail out when Brampton and Caledon want the favour returned.
65	I am totally against amalgamation! I do not want to be part of the concrete jungle that Mississauga has become compared to our combination of green space and environmental standards
66	I am vehemently against the dissolution of the Region of Peel. Doug Ford and Bonnie Crombie are not qualified to make a decision of this magnitude, period.
67	I believe that plain and simple, Brampton, Mississauga and Caledon should each have their own individual structures for everything. They are three very different cities each capable of sustaining themselves. There is no need to cross-breed these regions in any matter. Being isolated will be best for growth in each region to strive as an independent community.
68	I believe the idea of regions consisting of cities to be an excuse for another tier of fees and taxes. Municipalities should and can provide the services that the region provides. City departments should be streamlined for efficiency. Cut the fat. The region is the fat.
69	I believe we should be one big city of peel and we can stream line all the red tape and be more efficient
70	I don't want to pay anymore you already take enough
71	I do not believe any Peel Region will survive as a city without Mississauga. It is well run and has been for many years.

1-1: Public Feedback from the Online Poll	
72	I do not feel Brampton is developed enough to be a standalone city. I would agree that they stay in the Region of Peel.
73	I do not support splitting the Region of Peel. Having been a resident of Brampton and now, Caledon, I do not believe there is any chance of cost savings in splitting. Various services are shared, thus, making it difficult to split. I am a believer in collaboration and our three municipalities are stronger together. This would be a major step back should we all be divided. Furthermore, both Brampton and Caledon have helped support Mississauga for years, it is time the reverse take place. The fall of Rome occurred when the decision was made to split into an East / West system. I see the same happening here. Let's look at Toronto and how they coped with amalgamation? Not too well...
74	I don't want Mississauga to leave the Region of Peel. If this happens the Brampton residents' tax rates will increase. If this happens no one else will want to move to Brampton. If my taxes increase significantly, I will be looking to move to a cheaper city to live outside of Brampton. Although the 2 tier system is not perfect, it keeps costs down and taxes are not affected.
75	I feel it would complicate services such as policing, emergency services and even education. How would the public school board be changed? I feel there's enough changes happening in education, we don't need any more additional negative changes.
76	I feel that efficiencies could be made, in terms of huge funding given to capital projects that are not vital and that more front line staff are needed.
77	I feel that the region was poorly designed in the beginning. There should have been two regions originally. The area south of the "401" highway should have been the Region of Mississauga, and the area north of the "401" highway (including Malton, Bramalea, Brampton, and Caledon) should have been the Region of Peel. By using these boundaries, both The Region of Mississauga and The Region of Peel would have had an equitable industrial base area as well as easy access to the major highway in Ontario.
78	I fully support merging all three municipalities into the city of Peel.
79	I hope that Peel is not torn apart. Now that Mississauga is fully developed it is her turn to help Brampton and Caledon to develop. Like we helped Mississauga. It's not fiscally responsible for Mississauga to separate from Peel simply because it will cost the residents more financially. Any changes to the Peel region is ill conceived.
80	I just want to say that I have lived in Brampton for over 30 years now (redacted) I am happy to call Brampton my home! I like the way the city is taken care of by all who take care of her! It's always clean, any problems, electrical, flooding, snow storms, whatever comes our way is always taken care of quickly and efficiently! Just want to say to all those involved, thank you for your service! I see Mississauga is breaking from Brampton, maybe it's a good thing, I don't know! But change is always around the corner, we always have to be ready to accept it or fight against it! Good luck to us all, have a nice day!
81	I live in Caledon, the smallest of the three. I am worried that if the Region dissolves, Caledon will not be able to support itself. Also, a lot of tax dollars from Caledon residents helped Mississauga we expect the same in return.

1-1: Public Feedback from the Online Poll	
82	I lived in Mississauga for 20+ years of my life before moving to Brampton and the city council there has always been horrible and selfish. I have never seen any benefit from anything that they did in the past and this is just a selfish move based on one thing only, money. They do not think things through and they do not realize that they will be spending more money than they realize if they split. And more money brings more problems. The fact is I love being a part of the 'peel' region, one that works and helps each other and I think needs to remain together because we need each other. We are Canadians and we help each other, not be selfish and think only of ourselves (redacted).
83	I lived/worked in Mississauga for 20 years. Their push is very motivated by ego and politics, pushed by former Mayor McCallion. There was politics in the original 1867 creation of Peel County and during the 1974 amalgamation and creation of the Region. But common sense prevailed then. I hope it does again in 2019.
84	I really don't understand how having independently run cities can deliver any savings. Why would the provincial government consider a whole bunch of independent cities while they promote amalgamation at all other levels i.e. environment, child advocacy, health care? Secondly, I resent the implication from the Mississauga mayor that Brampton does not contribute enough to support the Region and somehow we are a drain. Brampton has not held back Mississauga....as a matter of fact, because so many people from Brampton work in Mississauga we bring scads of money into the shops and restaurants to support their economy. I also believe that this is another incident where Brampton is being pigeonholed as a second class city....Brampton City Council has to step up to the plate here. Strong leadership is required (redacted).
85	I support almost anything that reduces the size, bureaucracy and cost of any governing bodies. I strongly object to anything that goes contrary to the above comment, or lessens or infringes upon my personal freedoms, or cost of living.
86	I support Brampton as its own City. However, I'm not sure how Caledon could afford to survive.
87	I think we need to go with the independent review and stick with the region, but find efficiencies to cut costs. I am concerned about all of the ins and outs, and mostly the large costs that will happen if things change. I think Mississauga is being selfish in trying to separate. Do we not pay higher property taxes than they do already? Also will our school board change? How many people in these three cities travel between to use services and work already, why do we need to separate? To line the pockets of Mississaugans?
88	I want Brampton to be its own standalone city because it is growing and has different needs than Mississauga or Caledon. However, I worry about the cost because insurance rates, property taxes and other costs are already higher in Brampton than neighbouring cities and I don't think it is fair that Brampton residents repeatedly have to pay more for everything. There are not a variety of job opportunities in Brampton either and I think that Bramptonians deserve a fair plan that can help our city be independent gradually so that Brampton residents don't get stuck paying for all of the costs to transition the city to independence.
89	I would like to learn more about the implications of separating Brampton into its own city versus keeping the Region of Peel the same. I said Brampton should maintain its city status because I believe it would allow us to get this done quicker, but I do not understand all the cons.
90	I would like to see one big municipality with one Mayor, all three municipalities merge as one and provide fair share to all three localities to stop the mismanagement of public funds and develop all three as Mississauga was developed with the help of all three.

1-1: Public Feedback from the Online Poll	
91	I would want to be sure that all three municipalities are receiving a consistent standard of service and that bureaucratic roles are not being duplicated, but the region should consider the specific and diverse needs of each region. The needs of Caledon and Brampton might be very different, so they may need different approaches, but for instance, Caledon should not be neglected because it's smaller in population and more rural. Money and resources should go towards effective and needed government programs, including prevention-based services like public health, and not towards duplicating work and ineffective bureaucracy. The focus should be on providing services to the public that are evidence based and compassionate. Services should be self-aware and accountable, especially police. The government should fund and prioritize community-based programs that focus on quality of life, equality of opportunity, and prevention of poverty, health problems, and crime. Police should be given ongoing training and information on de-escalation, mental health, disability, race, LGBTQ+ identities, women's rights, and sexual violence. Police should meet with the community to discuss the community's grievances and ideas. Police officers should be held accountable for excessive force and violation of civil and human rights, and access to lawyers should be prioritized for those they are questioning. Police should be retrained on what they can and cannot do under the law while detaining or stopping someone.
92	If it ain't broke don't fix it. The system of operating within the Region of Peel has served Brampton well and continues to do so. While there is always room for improvement with any governing body, dissolving the Region of Peel is a mistake and Brampton should remain within it along with Mississauga and Caledon.
93	If Mississauga is allowed to split do we get compensated for prior tax investments on our behalf for Mississauga benefit? That would include police, transit and subsidized housing units.
94	If Mississauga likes to part way from Brampton, Caledon then all the fixed, liquid and real estate assets including roads, snow and road works equipment, real estates, city buildings, any tax revenue generating public and private structures, parks and transportations should be inventoried and appraised for their worth and should be divided among all parting away municipalities. City of Brampton had paid more than their fair share of taxes. All developments took place during joint property tax base money allotted to peel region by government was spent discriminately.
95	If Mississauga wants to go on their own then they should pay for everything on their own. Their own separate police force and their own water supply/charges.
96	If Mississauga wants to leave, let them. Why keep what's not wanted?
97	If property Taxes can be reduced that set up will be the best.
98	(Redacted) If I were a Metropolis, Modern city as Mississauga I would want to separate from Brampton too 😊😊 Brampton is getting filthier & no flowers or roses are being planted by the city in greenspaces & parks, instead replaced by litter, the by-laws are not enforced residents were given an extra large garbage bin this is disgusting extra small only should have been allowed and extra large blue recycle bins only for all, so Brampton would become an Eco-Conscious city to compete with York Region, Markham,
99	If the region is eliminated how will Brampton be compensated for the years we helped build out infrastructure in Mississauga?
100	If we could govern our own city it would be a much better place to live. Much more focus on us.

1-1: Public Feedback from the Online Poll	
101	If we separate make sure Mississauga pays all that is owed to Brampton at today's \$\$\$ value
102	Implement a head tax property tax system so that homeowners won't have to pay even more property tax.
103	<p>It is clear that the "review" is based on political personalities and ideology instead of what is best for residents. An upper tier like the current Region of Peel is the best way to manage risk and costs among all residents. There should not be two separate transit systems in Peel; there should be one that serves at least Brampton and Mississauga, maybe offering limited service in Caledon (or somehow connected with GO maybe?). With the announced changes in OW and ODSP, we should definitely keep a regional approach and not download social services further to cities. If the focus is to be on getting people back to work, we need a broader, regional approach to employment, not a narrower one. Breaking up the Region would also be very problematic for the school boards. Generally, governments want to make school boards larger, not smaller, so what would happen to the school boards if the Region broke up? At best, bussing would be a disaster! At worst, it would break up one of the most progressive public school board in the province (if not the country) (redacted) I hope Mayor Brown will step up and fight for the region in spite of his personal issues with Premier Ford. Mayor Crombie should abandon her selfish approach to breaking away from there region, considering that Mississauga is not technically a city but an amalgamation of many small villages (Clarkson, Streetsville etc.) that wouldn't have been able to survive on their own.</p>
104	It makes no sense to split communities for cost savings alone.
105	It seems the OMB has downloaded a disproportionate amount of residential development on Brampton, a blended Peel offers a fairer way to pay for all the services that are called for. On the governance side, each separate municipality makes most decisions based on their immediate appeal to voters, not on long term outcomes. Having attended a municipal council meeting in Brampton, I left with the impression that the councillors were more concerned with impressing their constituents than providing responsible governance. Having one administrative & executive unit for Peel could be a very good thing if properly done.
106	It will be interesting to see the cost projections for both merge VS stay options, not just for the next 10 years but for the next 30-40 years. I'm definitely for more integration of services, particularly public transit in the GTA, but recognize that some public services are better handled in decentralized manner, e.g. parks services, for improved local autonomy.
107	It will be nice to streamline services where possible and maintain separate ones where it is not. Also, taxes should not be charged unfairly to any city.
108	It would be nice to be able to volunteer in regions other than the one we reside in, and to hold community memberships and library cards to cities other than the one we live in. Other cities could benefit from our service in the community and vise versa. I have tried volunteering at York region, but was denied because I live in Caledon. I also tried to rent out library material from Toronto, but was denied as I am not a resident of Toronto, so it would be nice to see more of a merge than a disconnect.
109	It's nice that we're having these inquiries. However, this is a decision of the provincial government. We know the Deloitte report is skewed and Mississauga/City Hall pushed for independence before speaking to their constituents. Regardless of the answer, please approach this more maturely and in-depth than Mississauga.

1-1: Public Feedback from the Online Poll	
110	It's proven that services are more efficient on a broader scale, I don't want any tax increase and I say keep the region of Peel and look for improvement
111	It's time to move forward with building up Brampton. We are in desperate need to move forward with all the promises that have been made.
112	Keep Peel together.
113	Keep the current structure
114	Keep the Region intact. Why fix something that is not broken. Why not share resources such as water and police! The Mayor of Mississauga is following in the path of her predecessor. Perhaps she was hand-picked and groomed to lead Mississauga away. They need to contribute to the organization that helped them develop. The Brampton Mayor is talking sense.
115	Keep the region of peel.
116	Keeping Brampton, Caledon and Mississauga under one umbrella would be the ideal outcome.
117	Leave it the way it is!
118	Leave it the way it is. Streamlined is cheaper
119	Leave it the way it is. We will be stronger as a group
120	Leave the region as it is. I want all the numbers reported honestly.....Mississauga says it pays more than it should and I want to know why they say that!
121	Let's hope someone can talk some sense into Doug Ford and to leave things as they are. A lot of jobs will be lost if there are changes to the Region of Peel. (redacted)
122	Lower our insurance in Brampton. For the amount we pay the city is not doing much about waste/garbage in the parks people parking on the street overnight crime etc.
123	Make Peel Metropolitan city. Attract more businesses. Give incentive to business to move from Toronto to here.
124	Making three cities into one under one region would help reduce cost and benefit from balanced residential and commercial growth...as well as prop tax.
125	Merge all 3
126	Merge Fire
127	Merge into one mega city.
128	Merge the three municipalities to become a single-tier City
129	Merge them to bring efficiencies. One mayor, one transit network and all
130	Mississauga & Brampton are very diverse in demography... residents are to be heard rather councillors & mayor. Council does not represent current demography of both cities.
131	Mississauga and Brampton should amalgamate while Caledon joins Dufferin County. Peel Region government is dissolved and all regional services are transferred to amalgamated city to deliver. New councillor wards should be the same as provincial ridings (same as Toronto) which will reduce Mississauga councillors from 11 to 6 and Brampton from 10 to 5...1 mayor and 11 councillors resulting in annual savings of over \$1 million. Factor in staff savings of at least over \$2 million annually by reducing senior and middle management staff duplication. Plus efficiencies in transit and fire. No brainer.

1-1: Public Feedback from the Online Poll	
132	Mississauga has been supported financially by the other members of the municipality. They should not be allowed to remove themselves from the Region of Peel without supporting the growth and social services that are provided at a regional level in the same way they have received. This will also drive up the costs of living for Brampton residents simply to maintain what we already have. I do not support this move by Mississauga mayor.
133	Mississauga should need to write a very large if they choose to leave unilaterally.
134	Mississauga trying to separate from Peel Region is ludicrous. Brampton has helped them financially and the cities: Caledon, Brampton, and Mississauga are stronger together. Separation would mean higher costs per city and less community and cooperation across cities. In this world, we need to be coming together more as a community to help each other not trying to create more divide. The mayor of Mississauga is contemplating a selfish move that will benefit no one—not even their city!
135	Mississauga used a ton of Peel money to increase their infrastructure. It's not fair to dissolve the partnership until Brampton gets to do the same.
136	Mississauga's whining is ridiculous. We all look after each other equally.
137	More nature
138	Most important issue is that the services remain the same and taxes ideally don't go up or if they need to increase the increase is as low as possible.
139	My selections stem from my belief that a more local government provides city planning decisions that are more tailored to local resident needs; the bigger the city/region, the more divided the decisions. But basic services (water, wastewater, police) for municipalities so closely situated and whose day-to-day citizen lives are so intertwined, you can't draw an imaginary barrier between them in terms of delivering basic services. That's why I believe one body should govern these basic services and this is reflected in my selections. I ask that whatever decision is made is done so responsibly, with the lives and well-being of the residents of these municipalities in mind, not one's political aspirations or favours to friends. Thank you.
140	Need to consider legally and cost wise how all the assets of the Region of Peel including peel housing corporation and peel police (peel police does not own any of its buildings or vehicles) would be transferred among the three municipalities if they separated. What are the legal implications and triggers for sales tax and land transfer tax.
141	No additional cost
142	No change is preferred, but if change is needed merging instead of separating is better for everyone.
143	No changes to the Region of Peel!
144	Offer Mississauga a one time buyout option equal to what Brampton put into their city to expand it. If we separate we need the capital to sustain us through the change.
145	Our Brampton hospitals don't get & have never received a fair % of healthcare budget & that needs to change right away!
146	Peel Region appears to be working well, perhaps a reduction in the number of council members would be in order, with NO municipality have any more votes than the other. Structured more along the line of a corporation than another tier of gov.
147	Please do what's best for the residents of our growing municipality and don't let party politics get in the way.

1-1: Public Feedback from the Online Poll	
148	Please tell the Premier if he does the unthinkable to have a reasonable timeline to integrate services.
149	Property tax is very high and auto insurance is very high. Not fair for average people. Political Corruption like third world country.
150	Question #4 did not give option of staying the same which is what we would support due to cost, etc.
151	Region of peel serve the purpose of all 3 cities, must not dissolve to benefit only Mississauga. The benefits and drawbacks are equal responsibility of all three cities.
152	Region of peel should stay as is. All is working well. Why fix it when it is not broken and at what cost to the taxpayers who are already heavily taxed.
153	Rural Brampton in the Greenbelt should annex to Halton Hills; we are more like Halton Hills as we are likely to never get urban services. Same for rural Caledon. Mayor Bonnie Crombie seems to distort the reality that Brampton only has a couple of corners yet to built out, hardly an unfair burden on Mississauga.
154	Separation is ridiculous, expensive and a nightmare. The region is barely surviving as is.
155	Shared services = shared expenses. There is no need to break up the region.
156	Should stay as it is
157	Someone needs to step up and deal with all the truck traffic on our roads. Rush hour traffic is horrendous with trucks tying up all lanes. There needs to be steady Ministry of Transportation on major veins around the city or allow police to act and pull over trucks that are clogging our city streets.
158	Splitting up from the Region of Peel is worth only if substantial reduction is there in costs and taxes compared to the existing.
159	Splitting up is ridiculous! We must work together because strength comes in numbers.
160	Stay as we are! There is no need to separate! This will cost us so much and waste the time of everyone. It is good the way it is.
161	Stay together
162	STAY. Please
163	Stop looking for excuses to raise our taxes to pay for your (redacted) luxury lifestyles
164	Streamline everything with one supercity.
165	The 3 cities are fairly small compared to Toronto and don't need to really divide services yet. But the OPP shouldn't need to be responsible for Caledon.
166	The assets that the Region currently holds were built with money contributed by all three cities. What will happen to these assets if the region is dissolved?
167	The Brampton Infrastructure would be at so risk that it is going to affect everything
168	The City of Brampton needs ownership over its own demographical data to guide targeted programming for its citizenry. The population's health and well-being depends on it.
169	The current structure works well. No change is needed. Change for the sake of change is less than useless.

1-1: Public Feedback from the Online Poll	
170	The last thing this province and this community needs is a political shell game played with municipal services and change for its own sake. Work from the bottom up with service delivery, do the diligence to build a real business case, see if that's what needs doing. Otherwise, it's just political smoke and mirrors, and it will cost us far more than it saves.
171	The level of service provided by the Region of Peel and the City of Brampton are sufficient and works well. Status quo is my preference. Why change something that is not broken? Mayor Brown promised no change to taxes to Bramptonians and that's how it should be. Amalgamation or merging to one big city will be a huge tax burden to the taxpayers. The money spent on studies that may or may not prove what the politicians want could have been spent on more pressing issues like healthcare or education.
172	The plan should be to fully utilize our resources and minimize wastes. Costs should be kept down and taxes should be controlled or reduced. Ultimately, the residents pay those bills and we should think about the residents' wallets.
173	The Region of Peel functions in a responsible manner and should be left alone to continue its business with efficiencies.
174	The Region of Peel is working well the way it is. Separating would greatly increase costs for all three municipalities, as well as introduce frustration and confusion. Please recognize the success that has been long established. Thank you.
175	The Region of Peel works well. Perhaps some minor tweaking to cut duplication in Public Works/Planning. Some services might be better if they were uploaded to Peel, such as transit and Fire/Emergency.
176	The region of peel's governance should not be changed just because Mississauga council wants to separate. If Mississauga does succeed, it needs to reimburse Brampton for all the investments that peel made to Mississauga. It makes no sense for Mississauga to separate and then end up with two police boards, two utility boards etc when peel is the most efficient government in Canada. Kudos to Mayor Brown and Brampton Council for recognizing the value of maintaining the current structure and for standing up for Brampton.
177	There are other major issue to deal with. Stop wasting our hard earned money and utilize this making those region weapons free, and health care
178	There is (or should be) an efficiency to services delivered on a regional basis both from an economic standpoint as well as a geographic one. For example, Brampton is dependent on Lake Ontario in Mississauga for water and wastewater servicing. If Mississauga separated from the Region and/or Region was disbanded how would those services / costs work? Who would assume responsibility? Policing would become more complex if there were separate police forces as municipal boundaries are blurred when it comes to crime and law enforcement, particularly in urban areas. We should consider increasing efficiencies by delivering more services on a regional basis in the RoP municipalities where there are distinct inter-municipal functions, such as Transit.
179	There is just no way savings would take place., (redacted) I assure you this would cost so much more than staying together. I look at our services and how intertwined everything is... To start all over? I simply cannot support separation. Each municipality helps one another and I truly believe that collaborating is key. Let's all work together for the greater good!

1-1: Public Feedback from the Online Poll	
180	There needs to be a change with car insurance rates and people who drive safely and have never gotten into an accident should not have to pay the same amount as those who have had accidents and drive poorly. Also property taxes should be reviewed as they just keep going up.
181	There should be no overlap of services and there needs to be a streamlining of services and cost reduction that can be passed on the taxpayers of the city. Costs are way out of line based on services offered.
182	These ideas to change the region are short sighted
183	This is politics at its worse. There is no sound rationale or benefit to dissolving the region of peel. It serves the political establishment but not the citizens, who will eventually pay more for these shortsighted decisions. It a case of politicians blinded by their own ambitions
184	This is tax payer money don't waste it.
185	Time to put BRAMPTON on the map socially and culturally
186	too much \$ spent on rec facilities such as lighting in sportsfields that are barely used. A group of people attending (readacted) sessions at Loafer's Lake had their program cut short due to reno at Loafer's Lake. City Parks could not accommodate them elsewhere until September because of "Logistics". Most of those attending have (redacted). This sucks.
187	Very had choice when you consider the unknown. I do know that Mississauga has been using the Regional level to ensure the development mostly occurred there. Now Brampton is failing in building key infrastructures, but some of the blame rest on the shoulders of the councilors here.
188	Water and police need to be managed at a higher level. Water because of basic logistics and logic. Police should not be operated on a per city basis because crime and criminals cross borders. If we break law enforcement down to a city level we will create issues with jurisdiction that we don't have now.
189	We are not ready to be a single tier municipality at the current population level and economic/industrial infrastructures.
190	We can keep our taxes under control if remained joint.
191	We have concern regarding taxes going higher!!
192	We have no Parks facilities at our (redacted) area of Brampton. The Parks are designated but there is not anything on the designated spaces, no swings or slides or benches. We called Peel last year and they issued a ticket but nothing happened.
193	We just got rid of two ineffectual Mayors in the City of Brampton. It's time to let Patrick Brown have a chance to run this City in the way he was elected to do.
194	We need mountain biking trails! Buddies and I have nowhere to ride
195	We paid for Mississauga's growth for years. Now that they have to cover our growth, they want out. Not fair.
196	We should all work together to stay together!
197	Well, how would I really know what is best for Brampton? I vote for people to represent me in this regard. I can appreciate you allowing input, but my needs are different than the majority...I'm retired, my disposable income is much different from the mainstream.

1-1: Public Feedback from the Online Poll	
198	What we have now works. Why waste money on changing things for no reason
199	While a sense of identity is important for each city and cost will always be a large concern for most people, having equitable access to the same levels and quality of government services is the most important factor. If it is a single tier delivery of government services to the three areas, then equity and levels of services can be mandated, monitored, and delivered.
200	While I would prefer no change to the region of peel, I support amalgamation over dissolution.
201	Why are we even trying to separate. We should all be together as one entity. It feels like we aren't a part of GTA
202	Why is this even being reviewed?
203	Why spend unnecessarily? No one gains from these mergers? People will stand to lose more than they realize if these regions separate. Pride goes before destruction!
204	Working class with families are already struggling to make ends meet. Don't make it more difficult.
205	Worried about taxes.
206	You left out the most obvious choice. Toronto is one sprawling city from Burlington to Ajax to Newmarket. Have the new "Region of Toronto" manage regional items like water, sewer, transit. Have local boroughs for Pickering, Toronto, Brampton, Mississauga, etc. Separate out Caledon because it is a rural, green belt municipality with different interests.
207	You say three levels of govt. The region makes it 4 levels we need 1 city called Peel. We do not need councillors sitting on two councils. r elected chair for region. Or two diff .city r region looking after same road. Too much duplication.
208	You won't call me on this but I have a idea on project (redacted)

4.1-37

Appendix V: Public Feedback from the Town Hall (May 3, 2019)

1-1: Public Feedback from the Town Hall (In Person)	
1	What happens to the school boards if region is dismantled?
2	We need to know the implications, advantages and disadvantages, before we can make the decision.
3	Mississauga has older infrastructure, such as old water pipes. Brampton's pipes are newer. If we split and water delivery, Mississauga's rates would go through the roof. Mississauga doesn't have the money to pay Brampton back for costs associated with the split.
4	Lived in Brampton for over 30 years. Regarding the Deloitte report... if Brampton was consulted, why are we doing another report?
5	No one talks about the fact that maybe it's the constitution that is dated, by giving the province undisputed power over the municipal governments I wish someone has opened the door on the constitution, because the Province has too much power over the cities. We should stay as is.
6	How would taxes increase under the dissolution?
7	How long will it take for the changes to be implemented?
8	A megacity would make our region influential.
9	Brampton proud. Keeping Brampton distinct is important. Yes, there is duplication and efficiencies can be found, but identity of the City is important to maintain. Dissolution is respectfully silly, costs are too significant; if some want to split, they should pay the associated costs. It's staying as is, or hybrid amalgamation.
10	Thank you for having this conversation. Think of the social services, affordable housing, taxes that will skyrocket. I wish the Premier took this into account. He said he was for the people, but it doesn't seem like it.
11	Brampton has high insurance rates. Will this change anything?
12	Half of Brampton's population is female. There are lots of issue facing women, how will this turn out if we split?
13	Brampton is still vulnerable to the risks associated with merger. Similar to some areas of TO, while downtown benefits. I wonder if Miss wants to separate to stay away from 'those' people.
14	Brampton is not receiving the needed supports from the province. We don't want to go the US model. We should remain and improve the services we have. The University, health care... everything is done to us, not done by us. Need more education to connect ppl to resources Continue with ROP
15	Let's merge and make a bigger/stronger City of Brampton
16	Why is this decision being made now, not before the next municipal election?
17	Why is Miss wanting to leave now?
18	There was an issue regarding the Deloitte report?

4.1-38

Appendix V: Public Feedback from the Town Hall (May 3, 2019)

1-2: Public Feedback from the Town Hall (Facebook Live)	
1	Can the Mayor explain the Deloitte Report. Why is the cost of amalgamation higher than the status quo?
2	What's going to happen to council if we split? Will we save money or will this cost us? Will the tax payers have to pay for another election and if yes will the wards change????
3	If Brampton were to split from the region, how long would that take to implement?
4	Previous years we saw that Brampton's development is way behind then of Mississauga's development. If all 3 cities merge. To a single city we predict that all 3 cities will get equal funds of development. Lets merge and make a biggest and strong city
5	Mayor and team is doing Fantastic job with engaging the community. All the best
6	How much would taxes increase for the average household in dissolution
7	What is the average cost to a single household for 1 billion over 10 years?
8	Miss you flower city, you are the best !
9	Thankyou!!!!
10	Very impressive that this is taking place on a Saturday. A hard working team lead by Mayor Patrick Brown working to involve the people of Brampton and Peel Region. As the Mayor said it's important for the people to be actively involved and informed.
11	Why not we can make the whole of Region of Peel into a mega city of future? That will solve the cost of dissolution of Region of Peel. The overall cost of the mismanagement of Region of Peel (if any) will evaporate. There will not be any additional cost of Regional Councillors / Councillors in the region; plus the duplicity of administrative expenses among Region of Peel ; & three municipalities will be wiped out. How coolly Mayor can say that the cost of dissolution in billions will be passed over to households for next 10 years?
12	If Mayor of Mississauga is so keen to separate the city from Peel Region; & this cycle was the brain child of the then Mayor of Mississauga in 2003..
13	I have a simple question to ask the current council members of Region of Peel. How many times they have physically travelled to the new development projects in the cities and towns ; other than their own city/ town? If the whole council of Peel region is so divided; then why not bury the aspirations of Mayor of Mississauga; & merge the whole of pPeel region with City of Toronto. That will end their personal bickering since and for all.
14	There is one option still available to save the anomaly. Why all the three Mayors of Brampton, Mississauga; & Caledon can not sit together ; & Mississauga still remains part of The Region of Peel; if changes are made to address the inefficiencies and systematic issues?
15	No one is big enough other than Provincial Government to take a stand Review of Region of
16	Efficiencies, economy; & cost saving are the biggest striving factor by Ford Government in thrusting out review of Regional administration among 9 municipalities in Ontario. There is nothing wrong by Ford Govt in seeking reforms & Regional reviews of Government.
17	I appreciate this guy. He knows a lot and is giving us a lot of information! Thank you
18	who will be making the ultimate decision when the City splits or stays, the people or the province?

Update to the Provincial Regional Government Review

Telephone Town Hall - April 24, 2019

To: Members of Council
Senior Leadership Team

From: Lowell Rubin-Vaughan
Manager, Government Relations
& Public Policy

Re: Summary of the April 24, 2019 Regional Government Review Telephone Town Hall hosted by the City of Brampton.

Background

On April 24, 2019, from 7 to 8 pm, Mayor Patrick Brown hosted a Telephone Town Hall (TTH) to engage the community in a discussion on the current [provincial regional government review](#). The Mayor was joined in-person by Regional Councillors Fortini and Vincente; Regional Councillor Santos participated via telephone.

The TTH focused on the future of Brampton and its position in the Region of Peel. The options e discussed included:

- whether the City should split from the Region and become a standalone city;
- should the City merge with the other municipalities to become a bigger city; and
- should the City keep the current structure as is

The TTH is [one](#) of many ways the City is engaging the community to collect input on the current review. All information will be presented to Council for review and help shape the City's formal response to the Province, due by May 21, 2019.

Current Situation

Participation

- 94,505, randomly selected, landlines and cell phone numbers, with a Brampton address plus an additional 14 individuals who registered through the City's website were contacted (94,519 total)
- Out of the 94,519 calls, 30,125 were answered by individuals
- Out of answered calls, a total of 4,938 (16.39%) individuals joined the conversation at some point of time during the one-hour event
- Attendance peaked at 1,228 participants at one time
- An additional 60 audio users streamed the TTH online

4.1-40

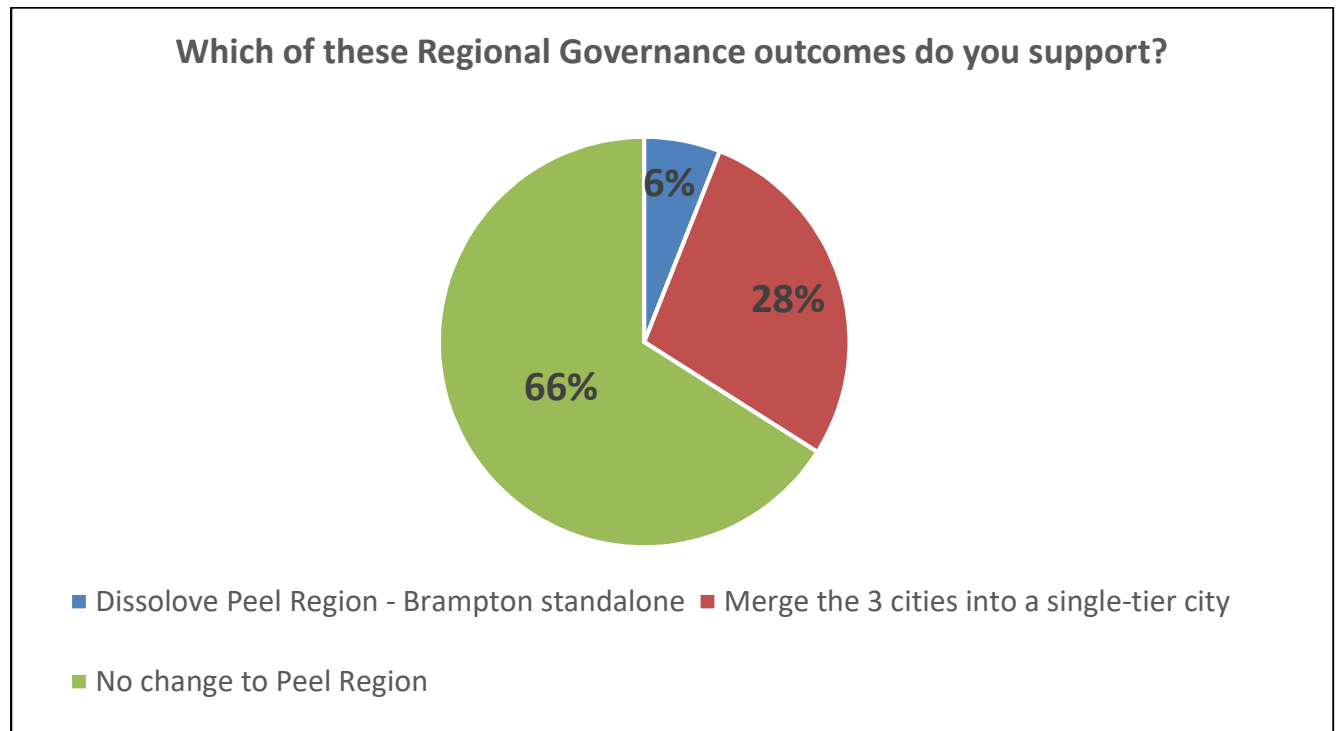
Participants Questions/Comments

- 73 questions/comments were screened during the event and 32 of them were brought forward to the live audience
- 28 questions were left on voicemail after the TTH ended

Appendix I provides a list of questions screened during the one-hour TTH and questions/comments left on the voicemail after the TTH.

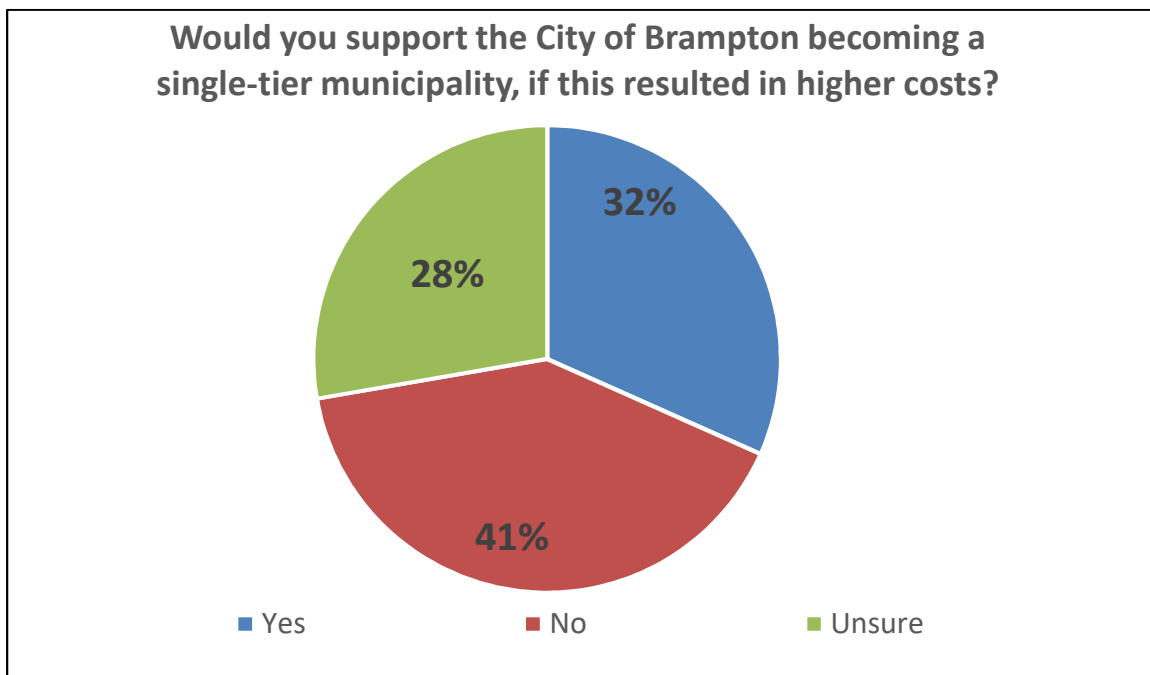
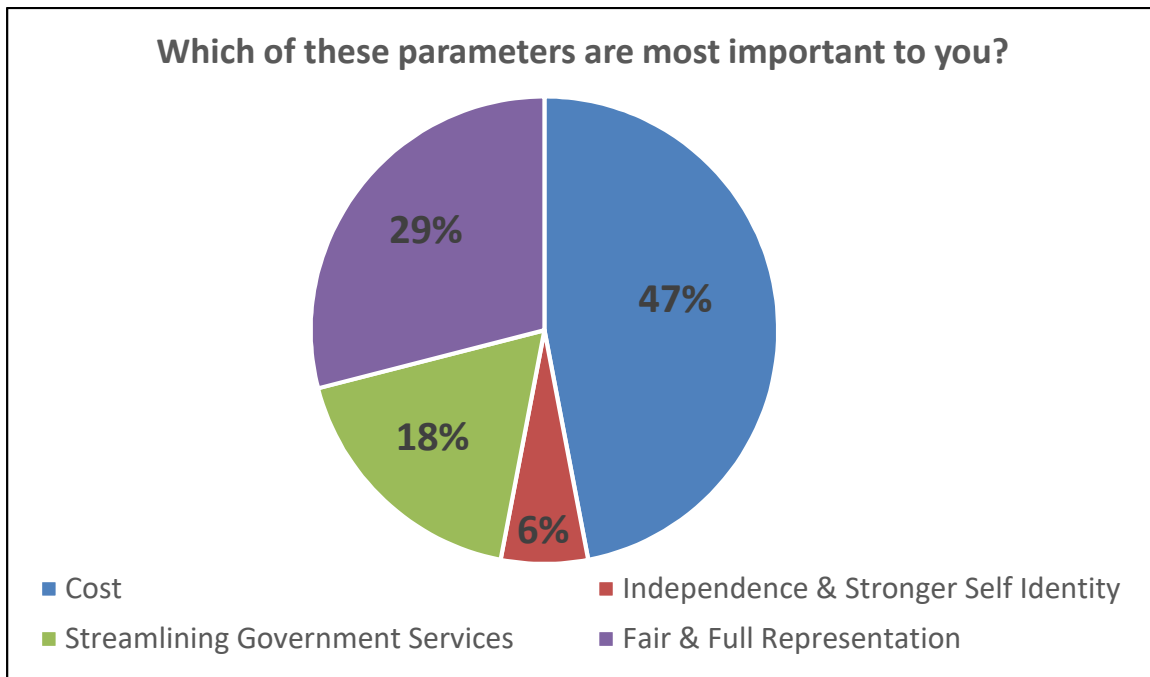
Polling during the Telephone Town Hall

- 5 polling questions were asked during the discussion.¹



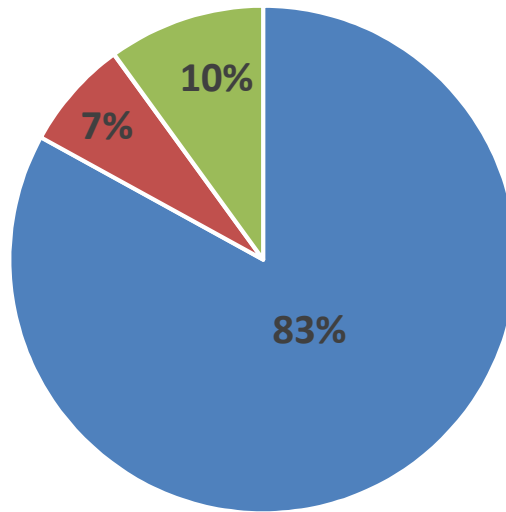
¹ The survey results should not be considered as a true random sample of the population.

4.1-41



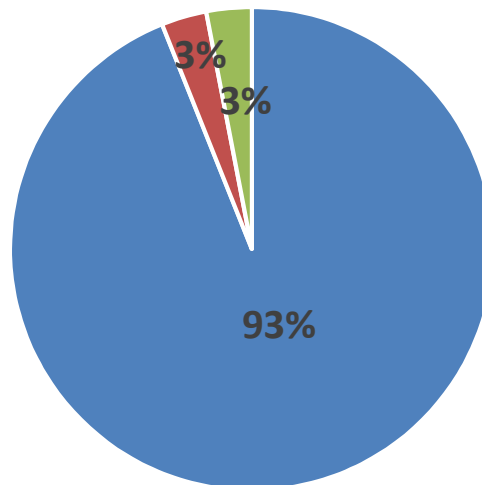
4.1-42

What is your preference for police services for the Region?



- 1 police board for all 3 municipalities
- 2 police boards, 1 for the bigger municipalities
- 3 police boards, 1 for each municipality

How many water utility boards do you prefer to service the Region?



- 1 water utility board for 3 municipalities
- 2 water utility board for 3 municipalities
- 3 water utility boards, 1 for each municipality

4.1-43

Upcoming and Ongoing Engagement Opportunities in Brampton

There are a number of ways for the public to engage with the City to provide their comments:

Town Hall Meeting

The City will be hosting an in-person Town Hall on Saturday, May 4, 2019 from 3 to 5 pm in Council Chambers. The event will be live streamed via Facebook.

Informal Pulse Check

Poll questions will be circulated to better understand resident's views regarding the future of the Region of Peel. The questions will be similar to the TTH poll questions.

Social Media

Various social media channels are being leveraged (i.e. Twitter, Facebook) to reach Brampton's residents.

Online Feedback Form

An online feedback form has been created on the [City webpage](#) and will serve as another opportunity for the public to voice their opinions on the regional government review.

Website

The City has a dedicated website for the provincial regional government review: <http://www.brampton.ca/regionalgovernmentreview>. The site is regularly updated and provides the public with up-to-date information, including opportunities to engage with the City. The site will be a common landing page for social media activity.

For more information

Lowell Rubin-Vaughan
Manager, Government Relations and Public Policy
lowell.rubinvaughan@brampton.ca
905-874-5977

Appendix I: Public Feedback from the Telephone Town Hall and Post-Event Voicemail

1-1: Public Feedback from the Telephone Town Hall	
1	***Mississauga needs more parks***What is wrong with leaving everything the way it is? Too many mergers and divisions. Lots of crime and disruption. Leave everything the way it is and work on real issues.
2	Brampton is doing very well. Why are we considering this?
3	Brampton should stand firm for the city and not fall under pressure.
4	Brampton should stay together with Peel. Mississauga cannot repay Brampton.
5	Cllr/Mayor Brown - in your experience in other places what are the benefits/drawbacks of joining with Miss/Caledon
6	Council Santos would like to make some comments
7	Do we have agreement on the numbers presented by the reports? What can we do if the reports are not in accord with each other?
8	Do we have any idea about what other regions (ie Miss and Caledon) are feeling about this? Are they for it or not?
9	Does not know enough about what is going on with separation to be able to ask informed question. If it's not broken I don't think it should be fixed
10	From information Mayor is saying sounds like this would cost money so why was this brought about? Implications for PDSB unknown so why are we talking about this
11	How does the raising of taxes work?
12	How long are the water supplies guaranteed for?
13	How will they be dividing up the police and fire departments?
14	How will this affect Brampton for water distribution and waste water collection and what is the cost?
15	How will this affect PDSB
16	How will this effect our property tax will we be paying more?
17	How will this impact people with developmental disabilities on ODSB / Brampton Caledon Community Living
18	How would megacity be governed? Would it be Council like Brampton? Would votes be represented by population so Miss would overwhelm everyone or what?
19	How would Trans Help service be affected if Brampton pulled out of the region?
20	I am in agreement with not breaking up the region. How do we make our opinion known to other mayors
21	I Believe that we should stay together and I believe that the tax money can be used for bigger issue.
22	I think we should keep it as it is it has been working well. Why should we break up the region?
23	I was a Bill Davis supporter. I think it has been doing well & I think we should stay in the region

4.1-45

Appendix I: Public Feedback from the Telephone Town Hall and Post-Event Voicemail

1-1: Public Feedback from the Telephone Town Hall	
24	Is it a good or a bad thing for us to remain in the region of appeal?
25	Is it a true fact that Mississauga will owe us money if they break free from the Region?
26	Is it possible to look at services & divide them between municipal regional & provincial?
27	Is Mississauga going to pay Brampton to get out of the Region?
28	Is there any opportunities too save ?
29	Leave it as it is. It is a marriage and when a divorce happens it will cost everyone.
30	Let's say Mississauga does separate hypothetically what would Mayor think if we merged with Etobicoke?
31	Listened in and heard provincial gov will make recommendations in August. Are those recommendations directions or does Brampton still have a choice? If they are firm directions do we have a plan B?
32	Mayor talked about Deloitte results they come after submission so what value would they have? How can we make a submission without the results in front of us?
33	Province asked for yes/no answer from what I heard they don't have to separate all the services. What would be separated what would remain
34	Public Health and restructuring of LHIN. If Mississauga splits two restructuring will be required.
35	Q re: Shelters. If Brampton were to separate will we add a women and other shelter?
36	re: transfer payments exactly how would this work and how would be affected?
37	The development of Brampton is out of control and I would like to know why?
38	To do business having direct access to all municipalities is important.
39	Wants to understand the Deloitte issue with the dollar amount. Why would it cost more money to keep cities the way they are as opposed to amalgamating into one? Savings maybe could be good
40	What are the costs associated with going it alone or joining up with Toronto or staying in the region?
41	What are the plans for Brampton doing things in order to equalize ourselves with Mississauga if the split goes through?
42	What are the ramifications for the province?
43	What are the thoughts of the other Councillors on the amalgamation and if any of the Councillors are on the call.
44	What can we do to lower our tax?
45	What is being done with Brampton? Why are the prices always going up?
46	What is future of megacity i.e. amalgamated city and what is the cost? Will cost for me come down?
47	What is going on with insurance will it go down if we merge all three together?
48	What is the difference in splitting and not splitting Brampton? This should be explained before polling Qs are asked.
49	What is the key disadvantages of the 3 choices are?

Appendix I: Public Feedback from the Telephone Town Hall and Post-Event Voicemail

1-1: Public Feedback from the Telephone Town Hall	
50	What is the motivation to dissolve the region I believe it will increase the taxes for all three of the cities.
51	What is your position on making it all one city?
52	What participated this meeting in the first place? What would happen if Mississauga succeeded in breaking up the region? What would our response be?
53	What will the Government be doing about the taxes being so high?
54	What will this regional govt model cost me in taxes?
55	When did we become a region?
56	Whether it's valuable to Brampton to make this change. I don't think it is to make our own police force etc
57	Which is better for Brampton?
58	Who is going to pay who will make the final decision on if we stay together as a region?
59	Whose idea is it to break up? I wonder if it would be good for me and my property taxes. I think we should stay the way we are.
60	Why are house prices going down? Why are house insurance going up? Why don't we do anything about downtown which is terrible. And roads
61	Why are we focusing on this decision? It is costly.
62	Why are we leaving now? Would we have to pay more?
63	Why are we paying more taxes and insurance and will this increase in view of the regional govt. review?
64	Why can't Peel Memorial be like a regular hospital
65	Why cant we just come together as a whole?
66	Why do we not form a megacity & amalgamate with Toronto?
67	Why is the insurance in Brampton so high and what is the Mayor going to do about it?
68	why now are we talking separation and why not before I believe that we shouldn't change.
69	Why should we separate the cities when we are supporting someone who can raise money for the City of Brampton and help Brampton?
70	Will our insurance rates be going up if we go with the bigger cities?
71	Will taxes go up or down if we break away?
72	With the Deloitte report if the most favorable option is to maintain the status quo can we leverage the report to other cities to work it out?
73	Wouldn't it be more of an advantage for us to be one big city ?

4.1-47

Appendix I: Public Feedback from the Telephone Town Hall and Post-Event Voicemail

1-2: Public Feedback from the Telephone Town Hall Post-Event Voicemails	
1	Needs to see more details on benefits and details of all three options. If Brampton is going to split and there is a cost to it, what will it mean to taxpayers annually?
2	Mississauga downtown is a mess of buildings, an eyesore. Brampton shouldn't go the same route in building out the city. Best things about Brampton is green space and trails.
3	Agree with Mayor that Mississauga has benefitted from our transfer payments during their growth. Now it's time for them to stand by us for our growth in this wonderful, vibrant, diverse city with educated people. If need be, we can take them to court.
4	Quebec separation was a fiasco. Toronto amalgamation was also led to lot of people losing jobs. Not thought out well. We want to save money, yes we want to make it better but we also want to make it cost efficient.
5	This discussion could have been more productive if we were given report regarding the feasibility study and more details on the options.
6	Leave everything the way it is. Brampton has more parks, greenspace, festive lights and specialty stores. Too much rapid change like Mississauga leads to a high-density concrete jungle, traffic, crime etc.
7	What is the situation now for Brampton? Why don't we leave everything the same? That's my opinion.
8	Was interesting to learn about the different options. I wonder how would this effect our senior citizens?
9	I would like us to be one city – Brampton, Mississauga and Caledon. This way we can grow more if we get together, the three of us.
10	No one has talked about if province decides Mississauga can separate, rather than compensation for money we've put in, that they can rent it from us.
11	Why won't the key disadvantages be put forth, as to what are the demerits of the choices?
12	What do you have planned when Heart Lake separates from Brampton?
13	Divorce is quite expensive and a lot of people are hurting, so I think people should think about what they're going to do before they make life changing decisions.
14	Excellent forum tonight. Why are we soliciting input without the required data to make our comments? Bottom line is what is my tax bill this year? My son lives in Etobicoke and his tax is lower than mine here in Brampton.
15	When are we going to get newspaper for Brampton? Guardian will not come to our condo. We don't get Brampton news.
16	Would like to meet Mayor in person to discuss City and where Brampton is going and business we are attracting. Big companies are in Toronto and Mississauga. What are our chances of boosting our economic growth? Also have concerns about schooling system. Appreciate a call back.
17	Senior citizen, enjoys this town hall meeting. Wants to talk to Mayor in person. Mentioned disability.
18	Excellent town hall. Appreciates the opportunity to participated in the town hall.
19	What is City doing about curbing dandelions in parks as it blows over to neighbouring places?
20	What are you doing about insurance rates? What is going on about property taxes and tax freeze?
21	Appreciates town hall, it is inclusive. Would like to continue to be on the list for such town hall opportunities.

4.1-48

Appendix I: Public Feedback from the Telephone Town Hall and Post-Event Voicemail

1-2: Public Feedback from the Telephone Town Hall Post-Event Voicemails	
22	Thank you for including us in this meeting. Likes the tele town hall and thanks Mayor for opportunity to participate.
23	I didn't get the call until 7:41 so I missed a lot of the discussion. Will it be repeated online so I can hear?
24	I'm glad I took part in this conversation. Happy we have chosen the right Mayor who cares about citizens voices. Thank you.
25	Is there a number where you can join the call next time or listen online?
26	I really liked the way the call is conducted. If this thing happens for issues like property tax increase or other type of important issue, I really like this type of involvement
27	Thank you for including me, it was quite interesting. This is a very good way of reaching constituents.
28	Hello Mr Mayor, it was a wonderful and informative discussion tonight. I hope we have more like this.

Proposed Changes/Amendments – Special Council Agenda – May 21, 2019

The following items (listed on the agenda for distribution prior to the meeting) are attached:

- 3.1. Presentation by Mainstreet Research, re: **Survey of Citizens' Attitudes regarding the Province of Ontario's upcoming Regional Municipality Review.**
- 3.2. Staff Presentation by J. Pittari, Acting Chief Administrative Officer, and L. Rubin-Vaughan, Manager, Government Relations and Public Policy, re: **Update on the Regional Government Review.**

The following was received by the City Clerk's Office after the agenda was printed and relates to published items on the agenda (Council approval is not required for addition of these items in accordance with Procedure By-law 160-2004, as amended):

Re: Item 4.1 (report – Province of Ontario's 2019 Regional Government Review):

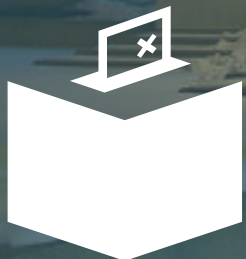
Replacement page 4.1-7 (replacement chart for Question 5)

Delegations:

- 3.3-1. Jermaine Chambers, community member
- 3.3-2. Sylvia Roberts, Brampton resident

PEEL REGION & BRAMPTON

Survey of citizens' attitudes regarding the Province of Ontario's upcoming regional municipality review, potential amalgamation, city services



RECHERCHE
MAINSTREET
RESEARCH

Report Prepared For



BRAMPTON

Methodology

The analysis in this report is based on results of two surveys conducted by Mainstreet Research commissioned by the City of Brampton. The first survey was conducted between April 26th, 2019 and May 1st, 2019 using automated telephone interviews (Smart IVR). Respondents were interviewed on landlines and cellular phones among a sample of 2018 adults, 18 years of age or older, living in Peel Region.

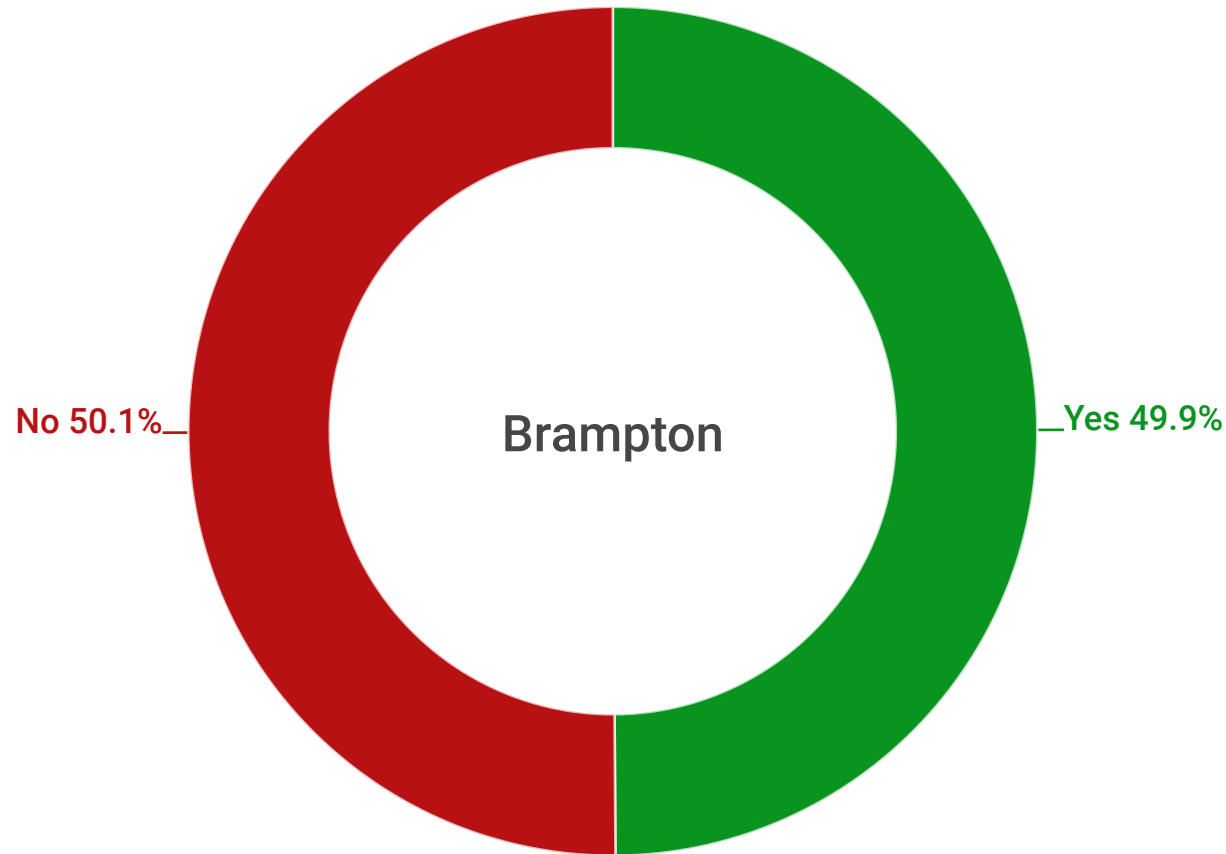
The second survey was conducted between April 26th, 2019 and May 4th, 2019 using live call agents. Respondents were interviewed on landlines and cellular phones among a sample of 1500 adults, 18 years of age or older, living in Brampton.

In both surveys, respondents were given the option to take the survey in English, Mandarin, Cantonese, and Punjabi.

The first survey is intended to represent the voting population in Peel Region, while the second survey is intended to represent the voting population in Brampton. The margin of error for the first poll is +/- 2.18% at the 95% confidence level. The margin of error for the second poll is +/- 2.53% at the 95% confidence level. Margins of error are higher in each subsample.

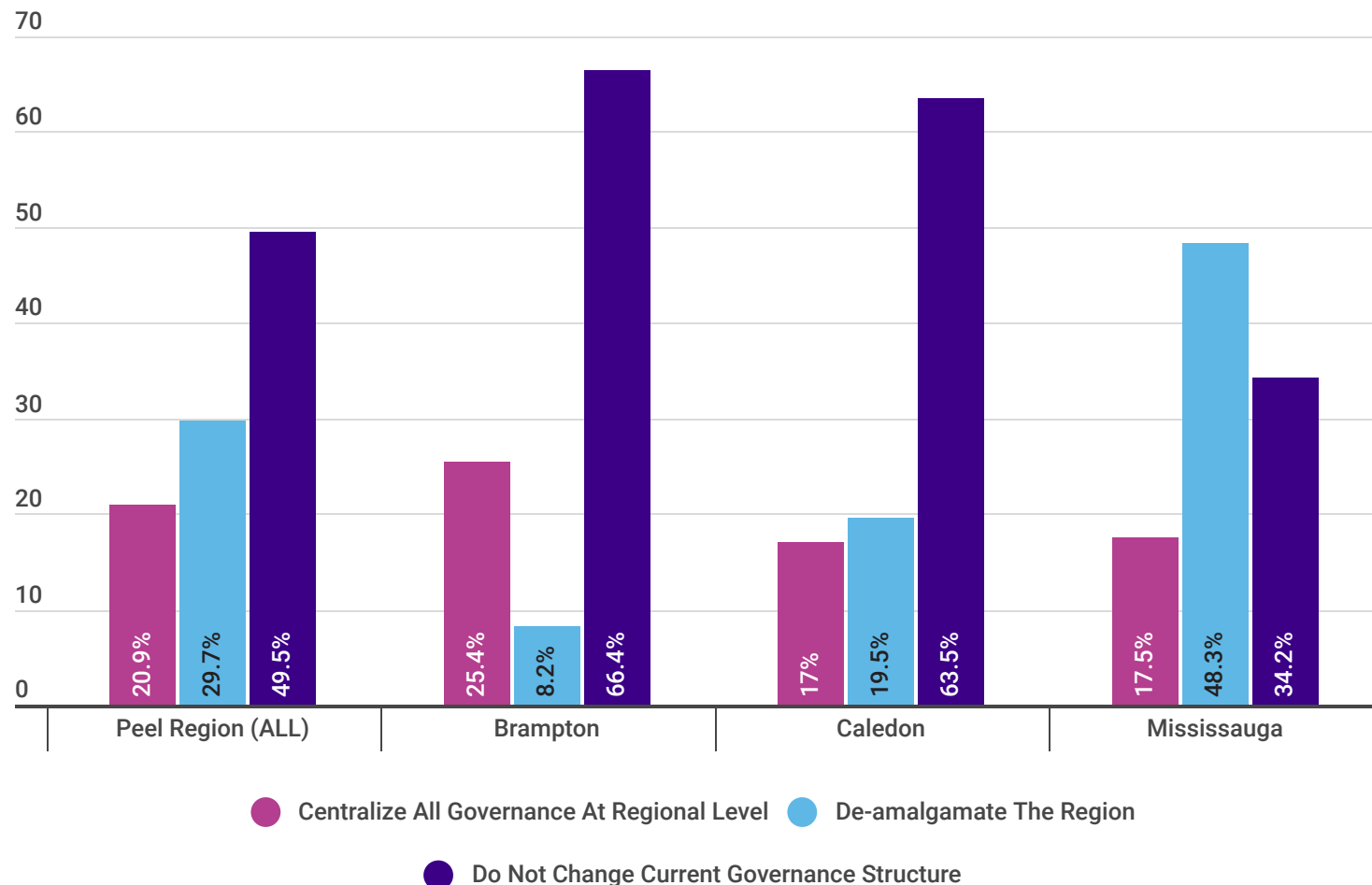
Totals may not add up 100% due to rounding.

The provincial government will conduct a review of the nine regional municipalities in Ontario, and the 82 individual towns they comprise. Were you aware of this review?



Source: IVR Poll, Peel Region, April 26th-May 1st, 2019, n=2018, MOE: +/- 2.18%

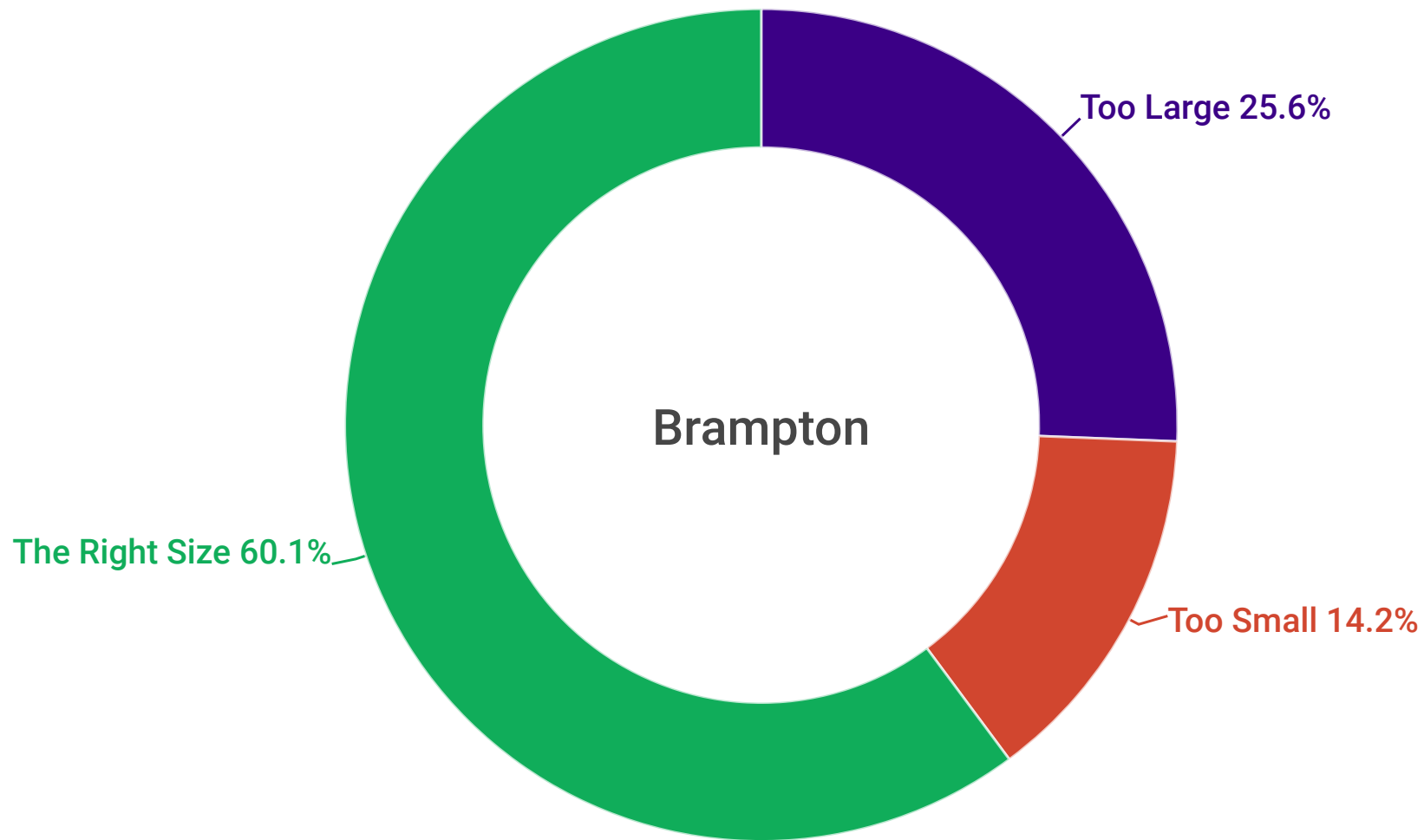
This review will look at governance, decision-making and service delivery. In terms of governance, which of the following options do you think would be best for the Regional Municipality of Peel?



- A near majority of respondents want to leave the current governance structure as it is.
- The second most popular option is to de-amalgamate the region (29.7%), followed by centralizing all governance at the regional level (20.9%).
- The desire to leave the governance structure of Peel Region intact is strongest in Brampton (66.4%) and Caledon (63.5%).
- Most respondents in Mississauga (48.3%) wish to de-amalgamate the region.

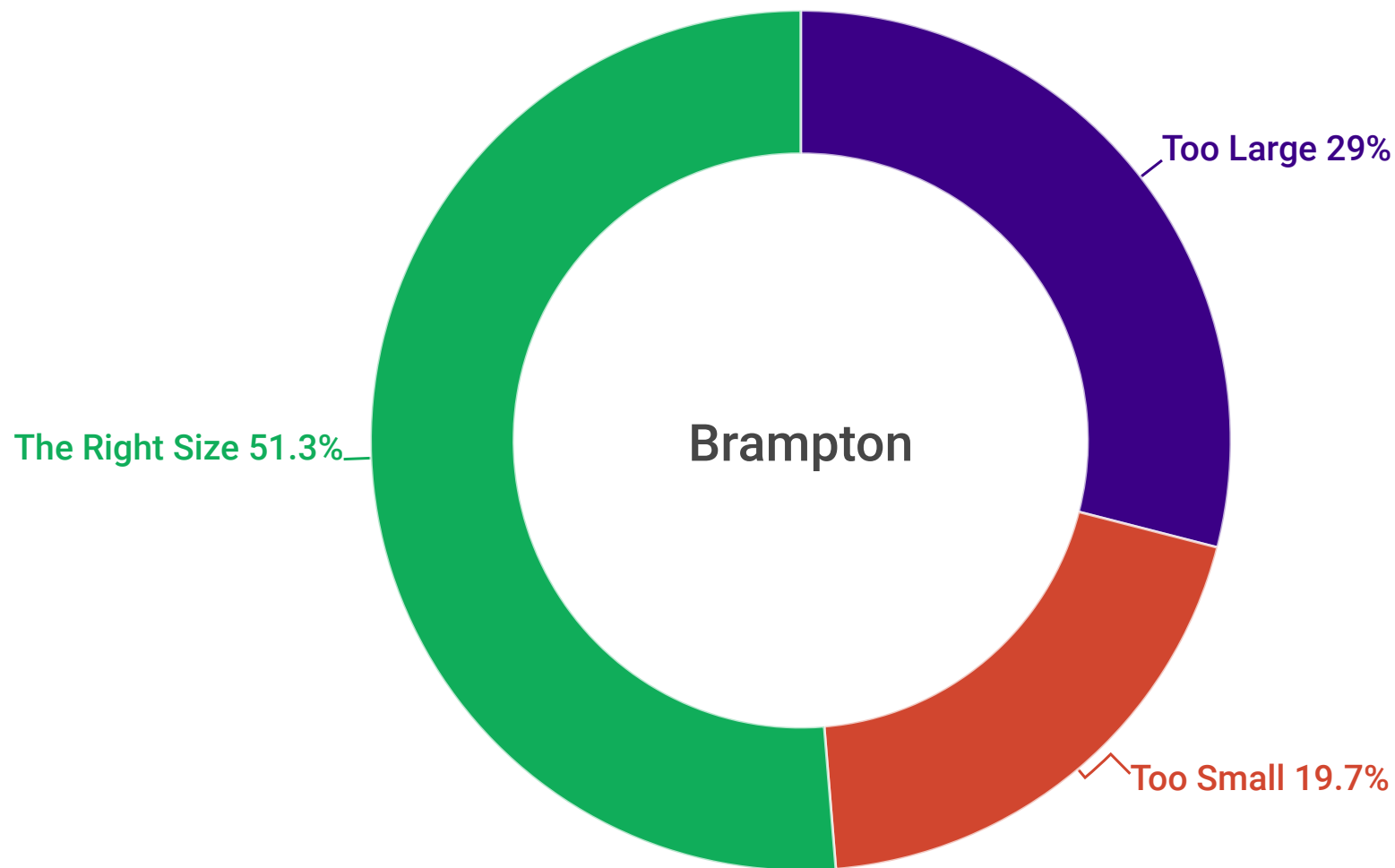
Source: IVR Poll, Peel Region, April 26th-May 1st, 2019, n=2018, MOE: +/- 2.18%

Is your local city council too small to do its job effectively, too large to do its job effectively or the right size to do its job effectively?



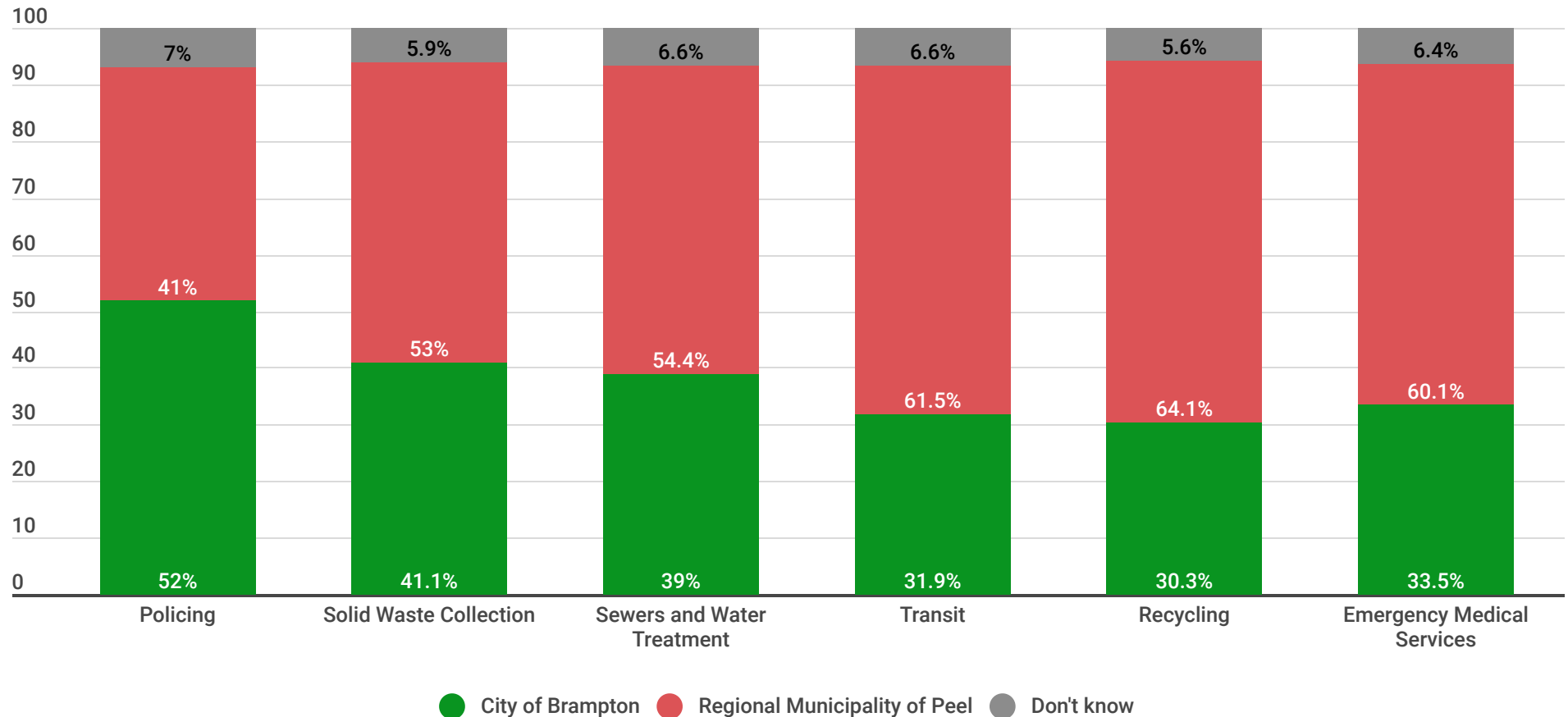
Source: IVR Poll, Peel Region, April 26th-May 1st, 2019, n=2018, MOE: +/- 2.18%

Is your Peel Regional Municipality council too small to do its job effectively, too large to do its job effectively or the right size to do its job effectively?



Source: IVR Poll, Peel Region, April 26th-May 1st, 2019, n=2018, MOE: +/- 2.18%

In Brampton, the Regional Municipality of Peel provides some services and the City of Brampton provides others. Which level of government should be providing the following services?

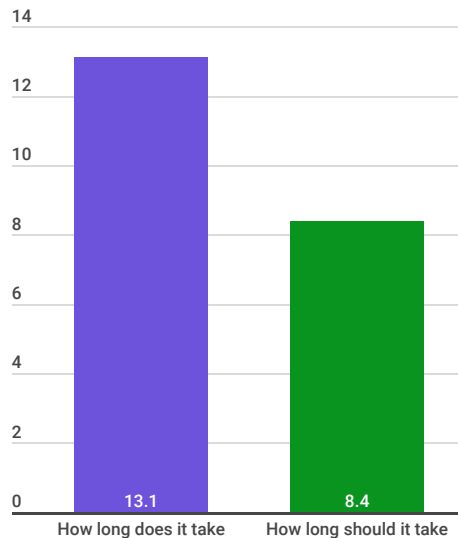


- A majority of respondents believe that most services should be provided by the Regional Municipality of Peel, except policing (41%).
- Most respondents want to see recycling provided by Peel Region (64.1%), followed by transit (61.5%), and then sewers and water treatment (54.4%).
- In every instance, the desire to see Peel Region provide these services is higher among those earning more than \$50,000 than those who earn less.

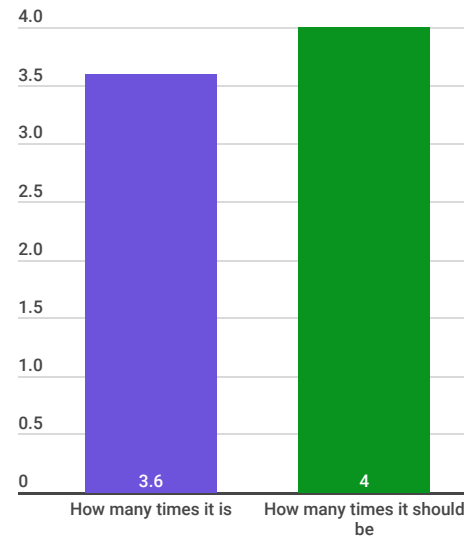
Source: Live Agent Poll, Brampton, April 26th-May 4th, 2019, n=1500, MOE: +/- 2.53%

Citizens' Observations v. Expectations: Service Delivery

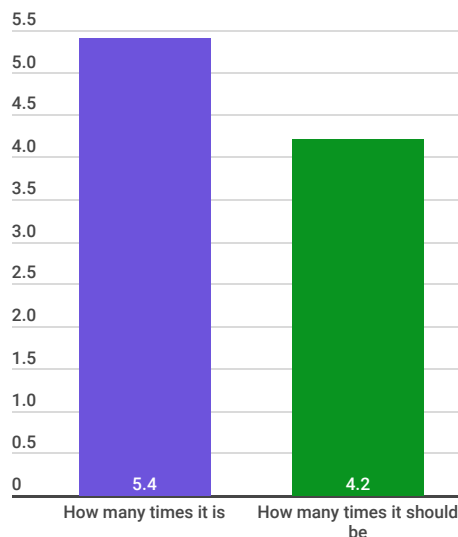
**Brampton Transit Bus Arrival Time
(in minutes)**



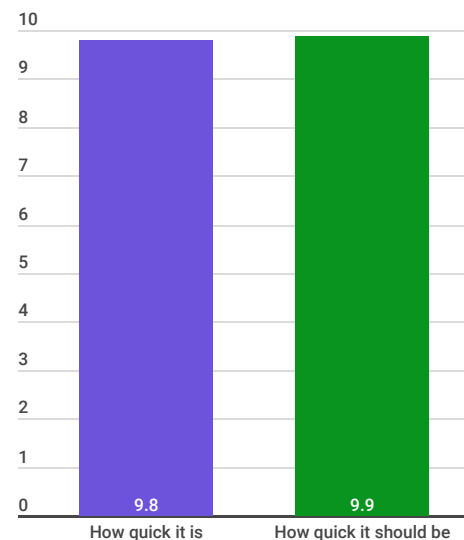
**Times A Month Solid Waste Is
Collected**



**Times A Month Recycling Is
Collected**



**Ambulance Arrival Time
(in minutes)**

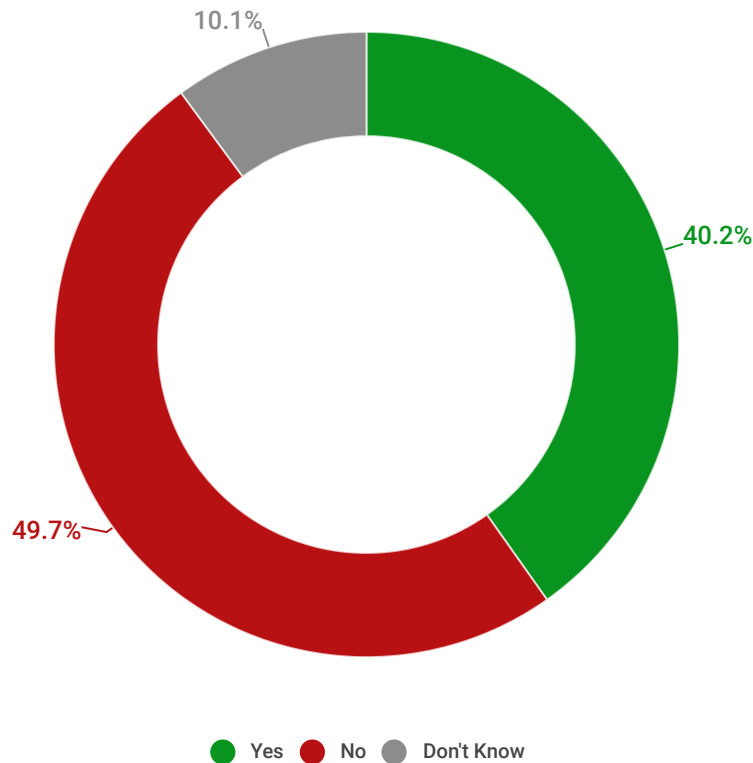


- Generally speaking, Brampton residents are finding that the services provided by the city are meeting expectations.
- The largest gap is found in terms of public transit, where Brampton residents on average think that they have to wait 13 minutes for a bus, and think they should wait 8.4 minutes.
- Interestingly enough, Brampton residents think that both solid waste and recycling are picked up more than twice a month, which is incorrect.
- This confusion is likely because some sort of waste is picked up every week. That said, service delivery is meeting expectations on both fronts.
- One very positive insight here is that Brampton residents on average think that it takes 9.8 minutes for an ambulance to arrive, mirroring almost exactly how long Bramptonians think it should take for an ambulance to arrive (9.92 minutes).

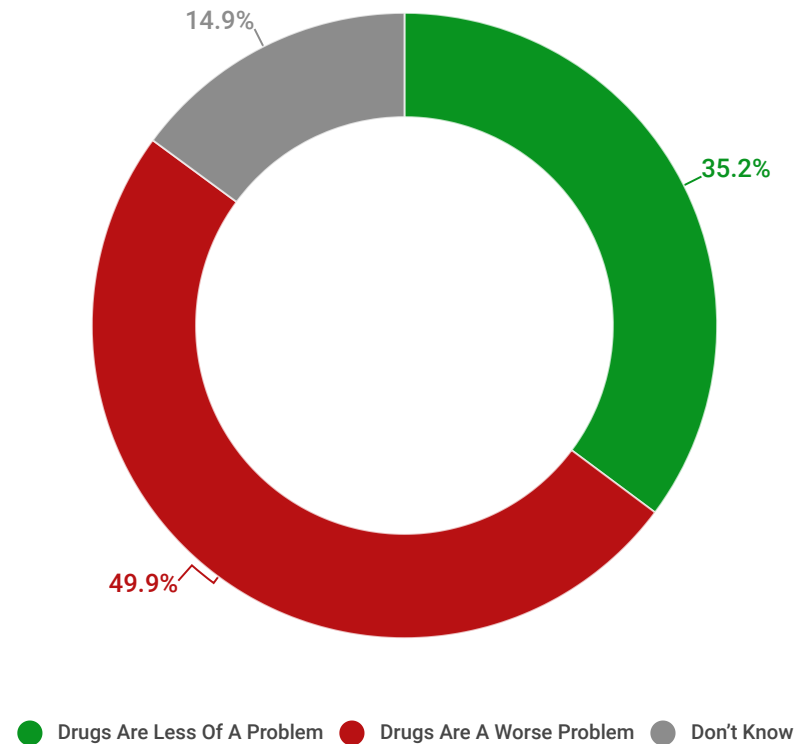
Source: Live Agent Poll, Brampton, April 26th-May 4th, 2019, n=1500, MOE: +/- 2.53%

Opinions On Whether Brampton Having Its Own Police Force/ Health Services Would Improve Perceived Public Safety Issues

Do you think the City of Brampton having its own police force would improve safety?



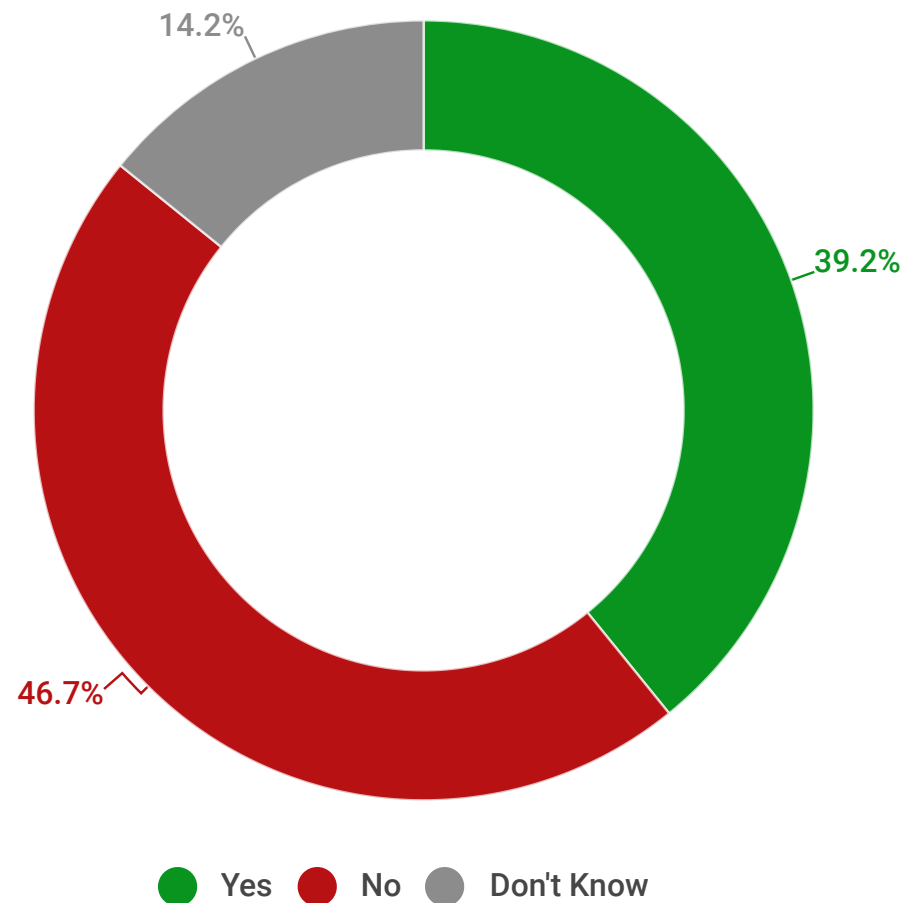
Do you think the City of Brampton having its own police force/public health presence would reduce any problems with drugs that Brampton is currently facing?



- Despite Brampton residents feeling that crime is an increasing problem, they do not think that Brampton having its own police force would be an ideal solution.
- Just under 50% think that Brampton having its police force would not improve safety for the city.
- The only demographic where a majority think that having a unique Brampton police force would make the city safer are respondents aged between 50 and 64.
- Similarly, a majority of residents do not think Brampton having its own police force or its own health presence would be effective in reducing the perceived drug problem.

Source: Live Agent Poll, Brampton, April 26th-May 4th, 2019, n=1500, MOE: +/- 2.53%

Would you support the merger of Peel Region in to a larger single City of Peel?



- 46.7% of respondents do not want to see Brampton merged into a larger City of Peel.
- However, there is significant support for a merger as well, with 39% saying that they would like to see a merger.
- The only demographic group that prefer a merger are those that earn less than \$50,000 and respondents in the 50-64 age cohort.

Source: Live Agent Poll, Brampton, April 26th-May 4th, 2019, n=1500, MOE: +/- 2.53%

3.2-1

Regional Government Review

Special Council Meeting

May 21, 2019



Where we are

January 15, 2019:

Ontario Government announces appointment of Special Advisors and launches review of 8 regional municipalities, the County of Simcoe and all lower-tier municipalities.

Objective of the Review:

- Improve governance
- Decision making
- Service delivery

Provincial consultation concludes May 21, 2019

Our Options

Examining potential financial implications through 3 likely governance structural models

**SPLIT, MERGE
OR STAY?**

Our Approach

Principles to understand the most effective and efficient model.

- No reduction in core services currently provided by the Region of Peel
- Ensuring no additional financial costs and/or finding cost savings opportunities
- Fairness to all affected municipalities

Update on Ernst & Young (EY) Financial Analysis

EY was retained by the Region of Peel to conduct an independent financial analysis of the 3 options (status quo, dissolution and amalgamation).

- Steering Committee comprised of the 4 Chief Administrative Officers (Peel, Brampton, Mississauga, Caledon) and the Chief Financial Officers/Treasurers
- Evaluating each option equally
- Report to be provided to the Province and made public prior to the deadline
- Presentation to Regional Council on May 24, 2019

3.2-6

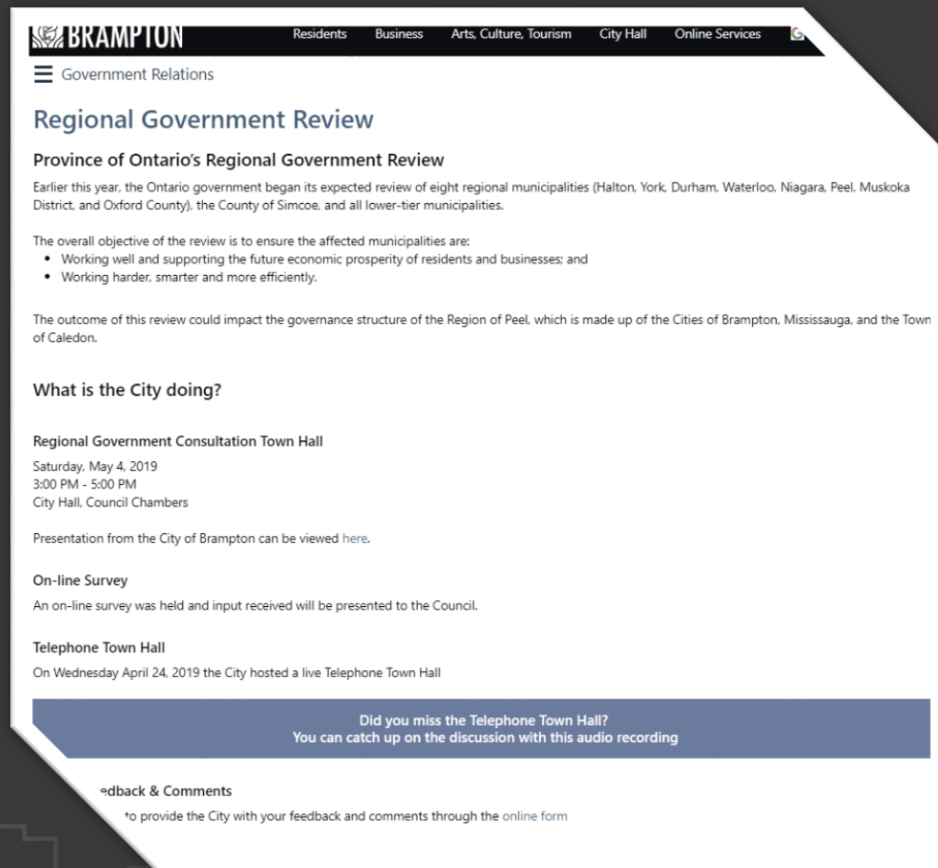
REGIONAL GOVERNMENT REVIEW

Have Your Say

3.2-7

Dedicated Website and a Social Media Presence

brampton.ca/regionalgovernmentreview



BRAMPTON Residents Business Arts, Culture, Tourism City Hall Online Services

Government Relations

Regional Government Review

Province of Ontario's Regional Government Review

Earlier this year, the Ontario government began its expected review of eight regional municipalities (Halton, York, Durham, Waterloo, Niagara, Peel, Muskoka District, and Oxford County), the County of Simcoe, and all lower-tier municipalities.

The overall objective of the review is to ensure the affected municipalities are:

- Working well and supporting the future economic prosperity of residents and businesses; and
- Working harder, smarter and more efficiently.

The outcome of this review could impact the governance structure of the Region of Peel, which is made up of the Cities of Brampton, Mississauga, and the Town of Caledon.

What is the City doing?

Regional Government Consultation Town Hall

Saturday, May 4, 2019
3:00 PM - 5:00 PM
City Hall, Council Chambers

Presentation from the City of Brampton can be viewed here.

On-line Survey

An on-line survey was held and input received will be presented to the Council.

Telephone Town Hall

On Wednesday April 24, 2019 the City hosted a live Telephone Town Hall

Did you miss the Telephone Town Hall?
You can catch up on the discussion with this audio recording

Feedback & Comments
to provide the City with your feedback and comments through the online form




City of Brampton @CityBrampton · May 8

Split, merge, or stay? Now is your chance to help shape the future of Region. Government. Take part in the City's online survey by May 13 [ow.ly/UhkD50u0T1](#).

SPLIT, MERGE OR STAY? HAVE YOUR SAY
REGIONAL GOVERNMENT REVIEW

City of Brampton @CityBrampton · May 7



The City of Brampton @CityBrampton

Home Posts Videos Photos

Good morning, Brampton! Don't miss our Town Hall meeting today on the Regional Government Review at 3 pm at City Hall. It's a great opportunity to learn more and have your say. More details here: [ow.ly/3oc300m1](#)

SPLIT, MERGE OR STAY? HAVE YOUR SAY
REGIONAL GOVERNMENT REVIEW
Town Hall meeting, May 4 at 3 pm, Brampton City Hall



Have Your Say – City of Brampton Consultation

Completed Opportunities

- Telephone Town Hall, April 27, 2019*
- In-Person Town Hall, May 4
- Online survey (until May 15) at www.brampton.ca/regionalgovernmentreview
- Provide comments using online form at www.brampton.ca/regionalgovernmentreview

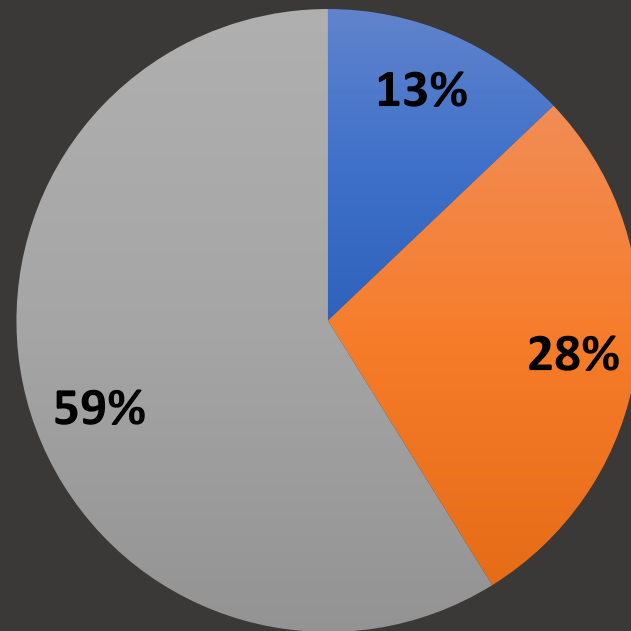
All comments, questions and feedback have been provided

*Summary, including polling from the Telephone Town Hall, was previously presented to Council on May 1, 2019.

Included as Appendix VI

Online Poll (April 29, 2019 – May 15, 2019)

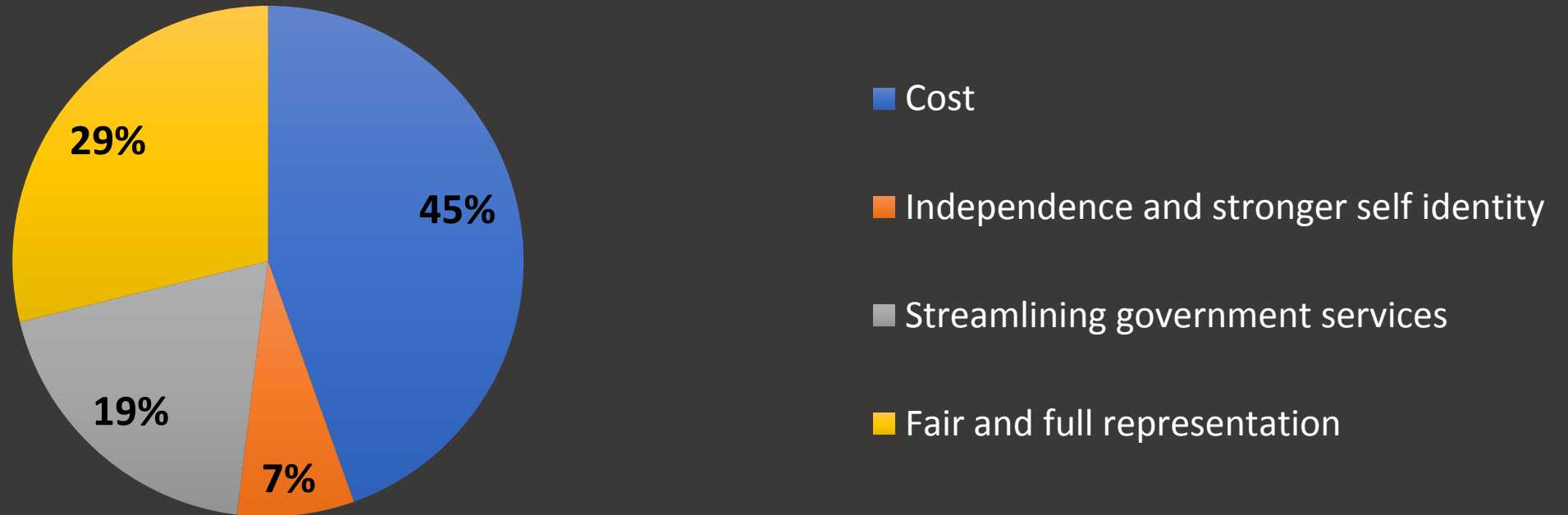
These are some options for the City of Brampton. Which of these do you support?



- Dissolve Region of Peel and enable Brampton to become a standalone city
- Merge the three municipalities to become a single-tier City
- No change to Region of Peel

Online Poll (April 29, 2019 – May 15, 2019)

Any change will have implications. Which of these criteria is the most important to you?



Online Poll (April 29, 2019 – May 15, 2019)

Would you support the City of Brampton becoming a single-tier municipality (separate from the Region of Peel), if this resulted in higher costs?

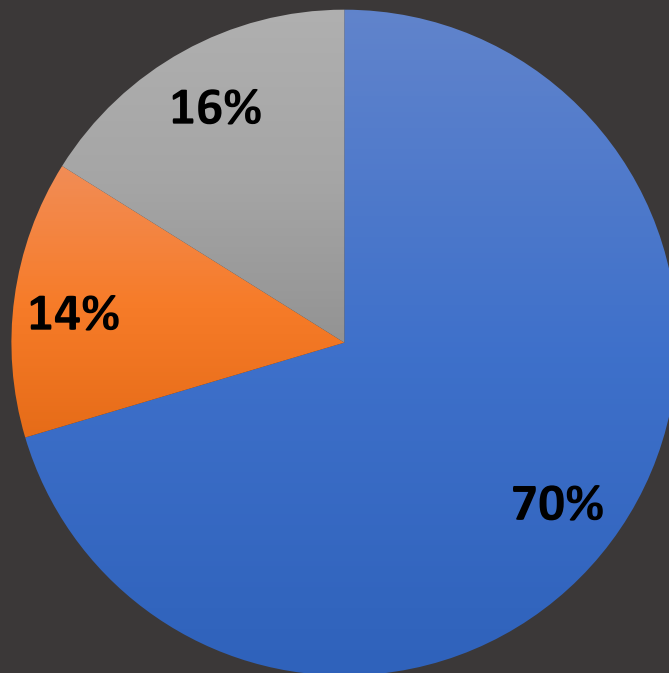


629 Total Responses

Survey results should not be considered as a true random sample of the population.

Online Poll (April 29, 2019 – May 15, 2019)

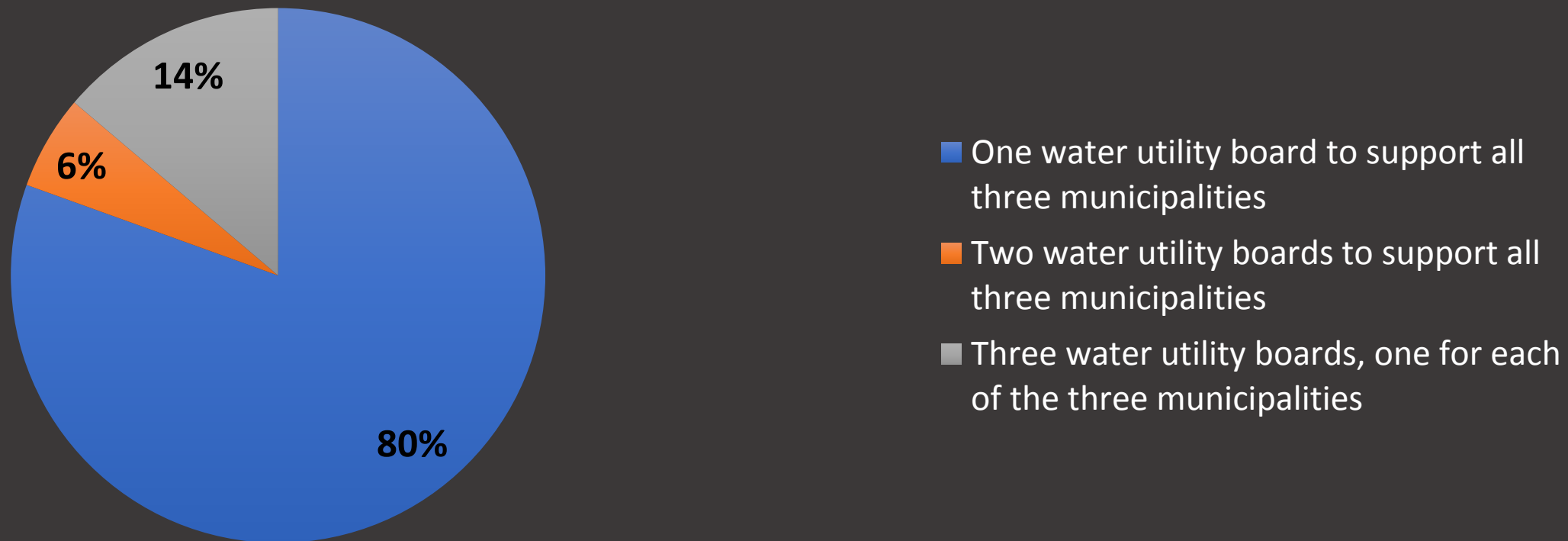
Currently Peel Regional Police provides services to Cities of Brampton and Mississauga. Police services for Caledon is provided by the Ontario Provincial Police. Should there be a change to the Region of Peel structure, which of these options to you support?



- One police board for all three municipalities
- Two police boards, one for each of the bigger municipalities in Peel
- Three police boards, one for each of the three municipalities

Online Poll (April 29, 2019 – May 15, 2019)

Currently water and wastewater services is provided by Region of Peel to Brampton, Mississauga and Caledon. Should there be a change to the Region of Peel structure, which of these options do you support?



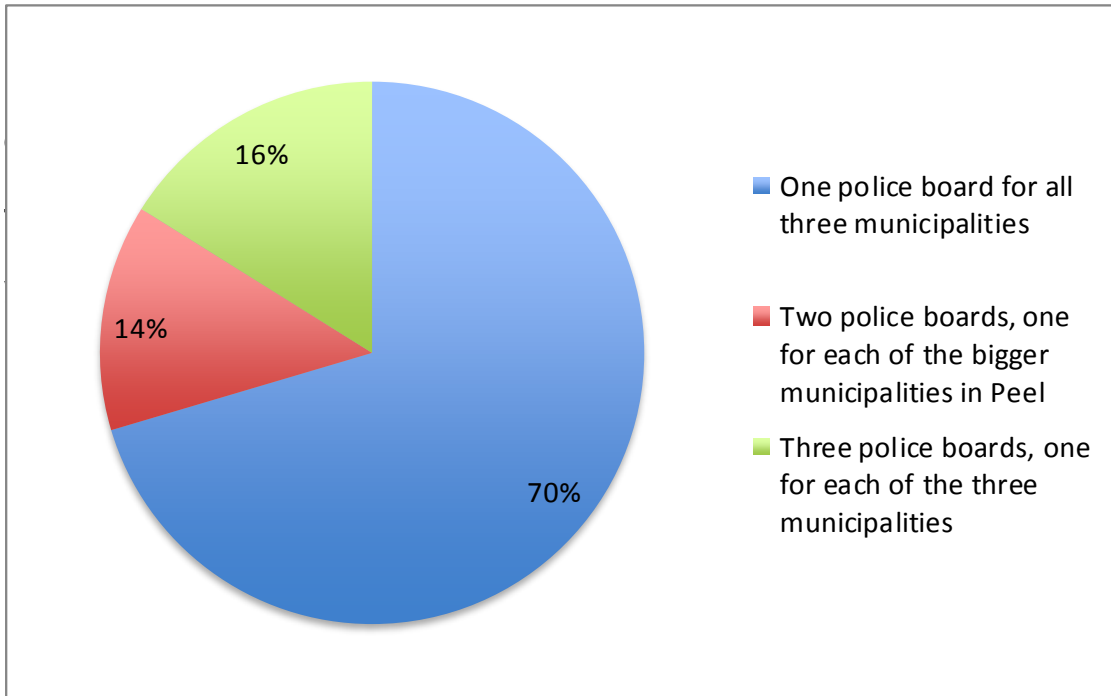
What's Next?

Provincial decision is expected by Summer 2019.

- Developed a Communications Strategy
- Will continue to update website with current information
- Circulate EYs Financial Analysis (when becomes publically available)
- Leverage the Association of Municipalities of Ontario's Annual Conference to reinforce Council's position

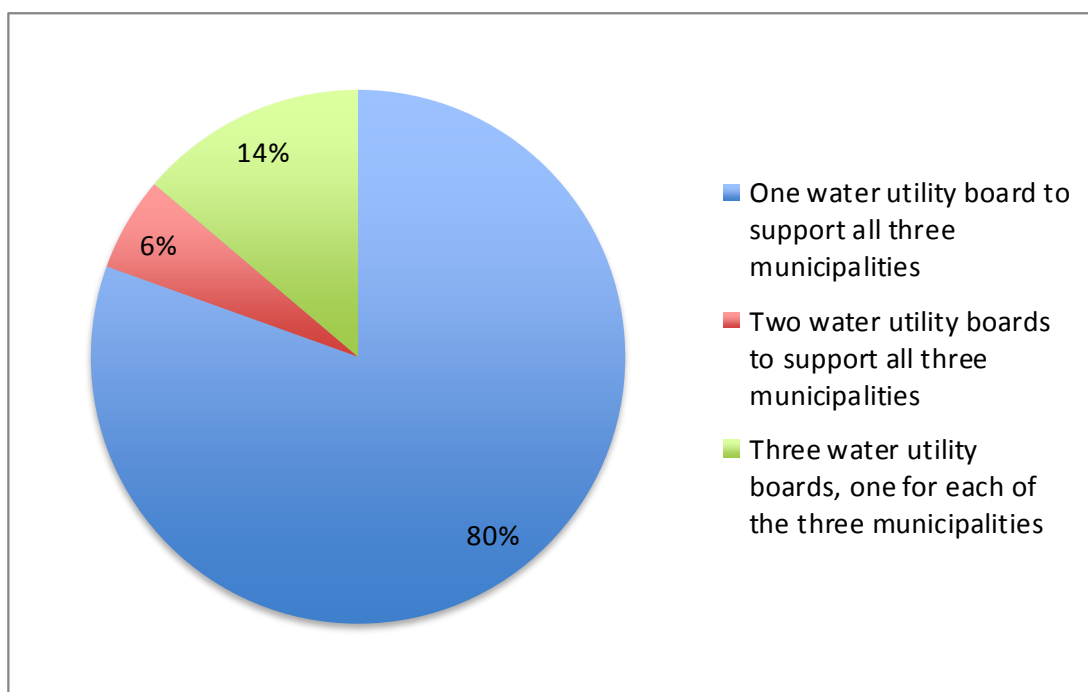
Question 4:

Currently Peel Regional Police provides services to Cities of Brampton and Mississauga. Police services for Caledon is provided by the Ontario Provincial Police. Should there be a change to the Region of Peel structure, which of these options to you support?



Question 5:

Currently water and wastewater services is provided by Region of Peel to Brampton, Mississauga and Caledon. Should there be a change to the Region of Peel structure, which of these options do you support?





BRAMPTON
Flower City

Chief Administrative Office
3.3-1
City Clerk

Delegation Request

For Office Use Only:
Meeting Name:
Meeting Date:

Please complete this form for your request to delegate to Council or Committee on a matter where a decision of the Council may be required. Delegations at Council meetings are generally limited to agenda business published with the meeting agenda. Delegations at Committee meetings can relate to new business within the jurisdiction and authority of the City and/or Committee or agenda business published with the meeting agenda. **All delegations are limited to five (5) minutes.**

Attention: City Clerk's Office, City of Brampton, 2 Wellington Street West, Brampton ON L6Y 4R2

Email: cityclerksoffice@brampton.ca Telephone: (905) 874-2100 Fax: (905) 874-2119

Meeting: ☒ City Council ☐ Planning and Development Committee
☐ Committee of Council ☐ Other Committee:

Meeting Date Requested: May 21, 2019 Agenda Item (if applicable): Regional Governance Review

Name of Individual(s): Jermaine Chambers

Position/Title:

Community Member

Organization/Person
being represented:

Jermaine Chambers

Full Address for Contact:

Telephone:

Email:

Subject Matter
to be Discussed:

Review of City and Regional Government Structure

Action
Requested:

Receipt of Delegation

A formal presentation will accompany my delegation: ☒ Yes ☐ No

Presentation format: ☐ PowerPoint File (.ppt) ☐ Adobe File or equivalent (.pdf)
☐ Picture File (.jpg) ☐ Video File (.avi, .mpg)

☐ Other:

Additional printed information/materials will be distributed with my delegation: ☐ Yes ☒ No ☐ Attached

Note: Delegates are requested to provide to the City Clerk's Office **well in advance of the meeting date:**

- (i) 25 copies of all background material and/or presentations for publication with the meeting agenda and /or distribution at the meeting, and
- (ii) the electronic file of the presentation to ensure compatibility with corporate equipment.

Submit by Email

Once this completed form is received by the City Clerk's Office, you will be contacted to confirm your placement on the appropriate meeting agenda.

Personal information on this form is collected under authority of the Municipal Act, SO 2001, c.25 and/or the Planning Act, R.S.O. 1990, c.P.13 and will be used in the preparation of the applicable council/committee agenda and will be attached to the agenda and publicly available at the meeting and on the City's website. Questions about the collection of personal information should be directed to the Deputy City Clerk, Council and Administrative Services, 2 Wellington Street West, Brampton, Ontario, L6Y 4R2, tel. 905-874-2115.



BRAMPTON
Flower City

Chief Administrative Office
3.3-2-1
City Clerk

Delegation Request

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Meeting: ☒ City Council ☐ Planning and Development Committee
☐ Committee of Council ☐ Other Committee:

Meeting Date Requested: 21 May 2019

Agenda Item (if applicable):

Name of Individual(s): Sylvia Roberts

Position/Title:

Organization/Person
being represented:

Full Address for Contact:

Telephone:

Email:

Subject Matter
to be Discussed:

Regional Government Review

Action
Requested:

That Brampton Council request that the province, if it decides to break up the Region of Peel, hold a plebiscite in Malton so that the residents may decide if they wish to remain in Mississauga, or join Brampton, as it is easier to provide services to them via Brampton.

A formal presentation will accompany my delegation: ☒ Yes ☐ No

Presentation format: ☒ PowerPoint File (.ppt) ☐ Adobe File or equivalent (.pdf)
☐ Picture File (.jpg) ☐ Video File (.avi, .mpg)

☐ Other:

Additional printed information/materials will be distributed with my delegation: ☐ Yes ☐ No ☐ Attached

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3.3-2-2

