

TRANSITION WORKING GROUP TERMS OF REFERENCE TRANSFER OF ROADS, STORMWATER AND RELATED APPURTENANCES

1. INTRODUCTION

1.1 Background

In June 2025, the Ontario government introduced the Peel Transition Implementation Act (the Act). The Act, having received Royal Assent on December 11, 2025 legislates the transfer of jurisdiction over regional roads, including related stormwater infrastructure, from Peel Region to Mississauga, Brampton and Caledon effective July 1 2027 via provincial regulation.

In February 2026 the Office of the Provincial Land and Development Facilitator (PLDF) commenced discussions with the municipalities, advising that the office will be supporting the implementation through participation with the CAO's, Transition Leads and other working groups as is deemed necessary and in accordance with these Terms of Reference.

To ensure a smooth transition to A Transition Working Group and associated Working Groups (Operations, Finance, HR) will be formed to continue the work that initially started in 2023/2024 in response to the Hazel McCallion Act (Peel Dissolution), and to facilitate the transfer of roads, stormwater and related services.

1.2 Purpose

The purpose of this Terms of Reference is to:

- Define the role, responsibilities, and structure of the Transition Working Group;
- Establish governance, communication, and decision-making processes; and
- Outline key deliverables and timelines.

2. TRANSITION WORKING GROUP MANDATE

2.1. Scope of Work

The Transition Working Group, in collaboration with the Steering Committee, will:

- Develop an Implementation Plan that includes:
 - (i) the identification of the components of Peel's roads and stormwater assets, plans, programs and services that will be transferred to the local municipalities;
 - (ii) an Implementation Plan that includes an operations model for the review and transfer of existing contracts that will continue past the transfer date of July 1, 2027 or on a date prescribed by the Minister to the local municipalities;
 - (iii) a knowledge, document and data (e.g. GIS inventories, etc.) transfer process related to components of the roads and stormwater assets, programs and services being transferred;
 - (iv) a staff transition plan that reflects the decisions of each local Council regarding the process to transfer staff from Peel;
 - (v) identification and assessment of financial impacts arising from the transfer, including operating and capital budget implications, debt servicing obligations, and long-term funding requirements. Methodology to be identified through separate Statement of Work;
 - (vi) any agreements if and as needed between Peel Region and the three local municipalities, as well as with other entities such as but not limited to border municipalities, service providers, the Ministry of Transportation (MTO), 407 ETR, Canadian Union of Public Employees (CUPE) and others;
 - (vii) agreement on the process of transferring property including but not limited to the right-of-way and easements from Peel Region to the local municipalities at the transfer date of July 1, 2027 and beyond as needed. Given the number of roads the process may need to include a regulation to transfer the roads as a group then a post transfer process to deal with legal issues related to contracts in place etc.;
 - (viii) Ensure the continuity of roads and stormwater related programs and services, including capital works and studies in progress and Stormwater Charge billing services accepted by the local municipalities;
 - (ix) Ensure the transfer of the Region's levy space for roads, stormwater and related programs so residents do not bear an added tax burden;
 - (x) Develop communications strategies for stakeholders, including staff, contractors, residents and businesses; and
 - (xi) Work collaboratively to facilitate a smooth transfer of roads, stormwater and related appurtenances.

2.2 Key Responsibilities

The Transition Working Group, in collaboration with the Steering Committee, will:

- Provide Regional and Local Councils with regular updates on the progress of the transition.
- Establish and provide directions to cross-municipal Working Groups tasked with the development of subject-specific components of the Implementation Plan.
- Monitor progress and resolve challenges that may arise during the development of the Implementation Plan.

- Approve the final Implementation Plan and provide oversight as it pertains to its execution.

3. GOVERNANCE STRUCTURE

3.1. Working Group Composition

The Transition Working Group shall include representatives from both Peel Region and the local municipalities, ensuring balanced representation. The Transition Working Group will provide updates to PLDF and the CAOs, acting as a Steering Committee.

The Transition Working Group will include Public Works Commissioners and Working Groups will be created to address key transition portfolios (Operations, Finance and Human Resources), outlined in Attachment 1.

The Operations Working Group will require Sub-Working Groups, and additional ones may be added as required.

3.1.1. PLDF

- Tracey Cook, Deputy Facilitator, the Provincial Land and Development Facilitator (PLDF)
- PLDF staff and Deputy Facilitator(s) as assigned

Primary Responsibilities:

- Provide facilitation support as required to ensure the municipalities execute the successful implementation of the transfer of roads and related stormwater infrastructure by the July 1, 2027 deadline prescribed in regulation,
- Assist the municipalities in resolving matters of disagreement or dispute
- Provide independent advice, review and oversight, as required, to ensure that all financial matters and assets are allocated in an appropriate manner, and in accordance with best practice
- Assist the municipalities in deliberation, where necessary, and identify and report on matters of provincial interest or where provincial engagement or intervention may be required

3.1.2. Steering Committee

Members:

- Tracey Cook, Deputy Facilitator, PLDF (Chair)
- Mary Ellen Bench, Deputy Facilitator, PLDF
- Gary Kent, CAO, Peel Region
- Marlon Kallideen, CAO, City of Brampton
- Nathan Hyde, CAO, Town of Caledon
- Geoff Wright, CAO, City of Mississauga

Primary Responsibilities:

- Provide overall direction, approval, and oversight to the Transition Working Group.

- Approve the final Implementation Plan.
- Determine the frequency and method(s) by which to keep Mayors and Members of Councils updated on progress and key decisions.
- If and as required by legislation or another future directive or policy, provide updates on progress and key decisions to the PLDF.

3.1.3. Transition Working Group

Members:

- Kealy Dedman, Commissioner Public Works, Peel Region (Chair)
- Peter Pilateris, Commissioner Public Works, City of Brampton
- Domenica D'Amico, Commissioner of Engineering, Transportation and Public Works, Town of Caledon
- Sam Rogers, Commissioner Transportation & Works, City of Mississauga

Chairs and members of the Working Groups may attend on an as required basis.

Primary Responsibilities:

- Jointly accountable for overall Transition Working Group progress and outcomes, including the key responsibilities outlined in section 2.2.
- Establish the necessary Working Groups, work plans and other day-to-day activities.
- Develop the Implementation Plan per the scope of work outlined in section 2.1, with support and input from each of the Working Groups.
- Provide monthly progress updates to the Steering Committee.
- Identify components of Peel's roads and stormwater assets, programs and services to be transferred to the local municipalities and the timing and manner in which they will be transferred
- Assess, report and develop mitigation strategies for any financial, operational or regulatory risks associated with the transfer, including impacts to budgets, reserves, debt capacity, and long-term financial sustainability.
- Resolve disputes as per the resolution process as per sections 6 below.

3.1.4. Operations Working Group

Core Team

- Joe Avsec, Acting Director, Transportation, Peel Region (Chair)
- Emma Calvert, Director Infrastructure Planning & Engineering Services, City of Mississauga
- Sunil Sharma, Director of Capital Works and Shane Loftus, Director of Road Maintenance, Operations and Fleet - City of Brampton
- Brian Baird, Director Transition, Town of Caledon

Members:

- Staff from teams including, but not limited to, Public Works, Communications, Finance, Human Resources, Information Technology, Legal, Real Estate, and Procurement will participate on an as-required basis as determined by the Chair.
- Additional staff may be required to complete action items and deliverables identified during Working Group meetings.

Primary Responsibilities:

- Validate, finalize, and support the draft Working Group Work Plan (outlined in Attachment 2).
- Provide technical expertise in the development and execution of the Implementation Plan, supporting the scope of work outlined in section 2.1 as it pertains to their subject matter expertise.
- Provide bi-weekly progress updates to the Transition Working Group.

3.1.4.1. Traffic Management Sub-Working Group

- Staff from Public Works focused on traffic assets, operations, as well as education and outreach.
- Support of the scope of work outlined in section 2.1 as well as the work plan in Attachment 2 as it pertains to their area of subject matter expertise.
- Provide technical expertise on traffic-related requirements and permitting for the Implementation Plan.
- Provide technical expertise on access management and transportation development for the Implementation Plan.
- Provide technical expertise on automated enforcement for the Implementation Plan.

3.1.4.2. Infrastructure Planning and Delivery Sub-Working Group

- Staff from Public Works focused on the planning and design of transportation and stormwater infrastructure as well as transportation modelling, capital delivery services and education & outreach, and transitioning capital projects (and related agreements) that are in the process of being completed.
- Support of the scope of work outlined in section 2.1 as well as the work plan in Attachment 2 as it pertains to their area of subject matter expertise.
- Provide technical expertise on infrastructure planning, design and construction, GIS and CAD operations for the Implementation Plan.

3.1.4.3. Maintenance Sub-Working Group

- Staff from Public Works focused on roads and stormwater operations, maintenance, permitting as well as fleet management.
- Support of the scope of work outlined in section 2.1 as well as the work plan in Attachment 2 as it pertains to their area of subject matter expertise.
- Provide technical expertise on maintenance and fleet management for the Implementation Plan.
- Plan for the transitioning of state-of-good-repair programs (and related agreements) that are currently active to lower-tier municipalities.

3.1.5. Finance Working Group

Core Team

- Davinder Valeri, CFO and Commissioner of Corporate Services, Region of Peel (Chair)
- Marisa Chiu, Chief Financial Officer, City of Mississauga
- Mark Medeiros, Chief Budget Officer, City of Brampton

- Dean Ferraro, Town of Caledon

Members:

- Staff from teams including, but not limited to, Finance, Public Works, Legal, Human Resources and Procurement will participate on an as-required basis as determined by the Chair.

Primary Responsibilities:

- Validate, finalize, and support the draft Working Group Work Plan (outlined in Attachment 2).
- Lead the development of the financial transition plan in support of the Implementation Plan;
- Identify and assess financial impacts of the transfer, including implications for operating and capital budgets, reserves, and debt obligations;
- Support the development of financial agreements required between Peel Region and the local municipalities;
- Monitor and report on financial risks throughout the transition process;
- Provide bi-weekly progress updates to the Transition Working Group.
- Identify and provide a detailed breakdown of operational funds for 2027 by municipality, 2026-27 capital and 10 year capital funding plans.

3.1.6. Human Resources Working Group

Core Team

- Deborah Arsenault, Chief Human Resources Officer, Peel Region (Chair)
- Lori Kelly, Director Human Resources, City of Mississauga
- Chena Barakat, Director of Human Resources (A), City of Brampton
- Tarnvir Grewal, Town of Caledon

Members:

- Staff from teams including, but not limited to Human Resources, Legal, and Public Works, will participate on an as-required basis as determined by the Chair.

Primary Responsibilities:

- Validate, finalize, and support the draft Working Group Work Plan (outlined in Attachment 2)
- Provide technical expertise and implement transition activities, supporting the scope of work outlined in section 2.1 as it pertains to their subject matter expertise.
- Provide bi-weekly progress updates to the Transition Working Group.

3.1.7 Communications Working Group

Core Team

- Amy Greenshields, Peel Region representative (Chair)
- Jason Tamming, City of Brampton representative
- Sangeeta Sundaresan, Town of Caledon Communications representative
- Robert Trewartha, Director of Strategic Communications and Initiatives, City of Mississauga

Members:

- Staff from teams including, but not limited to, Corporate Communications, Human Resources, Legal, Information Technology, and Public Works, will participate on an as-required basis as determined by the Chair.
- Additional subject matter experts may be invited to support specialized communications needs (e.g., labour relations, procurement, or operations).

Primary Responsibilities:

- Validate and finalize the Working Group Work Plan to ensure alignment with project timelines and deliverables.
- Provide a) council-facing, b) public-facing and/or c) labour-relations communications expertise and support implementation of transition-related activities.
- Develop and review communication materials for clarity, accuracy, and consistency.
- Monitor emerging issues and risks related to communications and recommend mitigation strategies.
- Provide regular progress updates to the Transition Working Group.

3.1.8 Town of Caledon Sub-Working Group

Core Team

- Joe Avsec, Acting Director, Transportation, Peel Region (Chair)
- Brian Baird, Director of Transition, Town of Caledon

Members:

- Town of Caledon and Region of Peel staff from teams including Public Works, Transportation and Capital Engineering.
- Additional staff may be required to complete action items and deliverables identified during Working Group meetings.

Primary Responsibilities:

- Validate, finalize, and support the draft Working Group Work Plan (outlined in Attachment 2) specific to Caledon.
- Provide technical expertise in the development and execution of the Implementation Plan, supporting the scope of work outlined in section 2.1 as it pertains to their subject matter expertise.
- Provide bi-weekly progress updates to the Transition Working Group.

4. MEETING PROTOCOLS

4.1. Meeting Frequency

- Steering Committee meetings shall occur on an approximate bi-weekly basis.
- CAOs will send alternate attendees with decision-making authority in the event of timing conflict so that meetings can progress.
- The second meeting of each month will be attended by Commissioners.
- Transition Working Groups shall occur at a minimum frequency of monthly.
- Working Groups/Sub-Working Groups shall occur at a minimum frequency of bi-weekly.
- Additional meetings may be scheduled as needed.

4.2. Agenda and Minutes

- Agendas will be circulated a minimum of two (2) working days in advance by Working Group Chairs, including key discussion points and meeting materials.
- Minutes will be recorded and distributed to group members by Working Group Chairs within three (3) working days following each meeting.

5. WORK PLANS AND KEY MILESTONES

5.1. Work Plans

Each Working Group (Operations, Finance & Human Resources) will develop high-level draft work plans as per Attachment 2 and report back to the Transition Working Group as progress occurs.

5.2. Key Milestones

Working Groups are to present key milestones and target dates to the Transition Working Group in the early stages of their work. These should include, but not be limited to:

- Any agreements between Peel Region and lower tier municipalities;
- Any Council approvals required throughout any phase of the transition;
- Internal and public communication plans related to service changes, tax impacts, etc.;
- Operating and Capital budget needs and impacts including funding considerations for ongoing service delivery, capital renewal, and debt servicing;
- Financial transition considerations related to timing of revenues, expenditures, and reserve balances associated with the transfer date;
- Any financial agreements required related to reimbursements, recoveries, debt retirement, etc.; and
- Staff requirements, workforce transition, and recruitment.

6. DISPUTE RESOLUTION

6.1. Principles

All parties agree to resolve disputes based on the following principles:

- **Good Faith:** Parties must engage openly and constructively.
- **Timeliness:** Disputes should be addressed promptly to avoid delays.
- **Fairness and Impartiality:** Decisions should be based on facts, evidence, and established agreements with a view to finding efficiencies.
- **Fiscal Accountability:** Parties shall agree that this exercise is guiding by finding operational efficiencies.
- **Transparency:** Parties agree to work in good faith in the transfer of services and shall not re-allocate roads 2026 budget or resources without Regional Council approval and discussions with local CAOs.

6.2. Process

- **Step 1: Informal Resolution (Discussion & Negotiation)**
 - The disputing parties must first attempt to resolve the issue through direct discussion within ten (10) business days of identifying the dispute.
 - If unresolved, the matter is referred to the Working Group Core Team followed by the Transition Working Group Commissioners depending on the origin of the dispute. They will facilitate further discussion and mediation.
- **Step 2: Formal Resolution (Internal Committee Review)**
 - If no resolution is reached within ten (10) business days, the dispute is formally documented and presented to the Steering Committee (CAOs) for discussion.
 - A special session may be convened, or the matter may be reviewed at the regular bi-monthly meetings depending on factors such as time or sensitivity.
- **Step 3: Escalation (OPLDF)**
 - If no resolution is reached at Step 2, the matter will be presented to the Steering Committee for resolution. The Deputy Facilitator will engage with the CAO's in fact based and impartial discussions to facilitate agreement.
 - The OPLDF cannot impose binding decisions, however, the OPLDF will report to the Minister of Municipal Affairs and Housing and make any recommendations as to further courses of action, as appropriate.
 - In accordance with the *Municipal Act, 2001*, the Minister has authority to make regulations in respect to matters including, but not limited to: (1) governing the transfer of rights, assets, liabilities and obligations, (2) terminating, suspending or amendment agreements, (3) providing for financial adjustments, and (4) taking any action with respect to operational matters.

Gary Kent, CAO, Region of Peel

Marlon Kallideen, CAO, City of Brampton

Nathan Hyde, CAO, Town of Caledon

Geoff Wright, CAO, City of Mississauga

Attachments

Attachment 1: Governance Structure

Attachment 2: Draft Working Groups Work Plans