
Council

Date: May 13, 2020
Time: 9:30 AM
Location: Online Video Conference

Members

Mayor Bonnie Crombie	
Councillor Stephen Dasko	Ward 1
Councillor Karen Ras	Ward 2
Councillor Chris Fonseca	Ward 3
Councillor John Kovac	Ward 4
Councillor Carolyn Parrish	Ward 5
Councillor Ron Starr	Ward 6
Councillor Dipika Damerla	Ward 7
Councillor Matt Mahoney	Ward 8
Councillor Pat Saito	Ward 9
Councillor Sue McFadden	Ward 10
Councillor George Carlson	Ward 11

Due to efforts to contain the spread of COVID-19 and to protect all individuals, the Council Chamber will not be open to the public to attend Council and Committee meetings until further notice.

Public Comments: The public may submit comments regarding agenda matters to the city.clerk@mississauga.ca by Monday, May 11, 2020 before 4:00 PM. Comments submitted will be considered as public information and entered into public record.

Contact
Angie Melo, Legislative Coordinator, Legislative Services
905-615-3200 ext. 5423
Email angie.melo@mississauga.ca

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1. **CALL TO ORDER**

2. **INDIGENOUS LAND STATEMENT**

"Welcome to the City of Mississauga Council meeting. We would like to acknowledge that we are gathering here today on the Treaty Lands and Territory of the Mississaugas of the Credit, and the traditional territories of the Anishinaabe, Haudenosaunee, Wyndot and Huron people. We also acknowledge the many First Nations, Inuit, Metis and other global Indigenous peoples who call Mississauga home. We welcome everyone."

3. **APPROVAL OF AGENDA**

4. **DECLARATION OF CONFLICT OF INTEREST**

5. **MINUTES OF PREVIOUS COUNCIL MEETING**

5.1 Council Minutes - April 29, 2020

6. **PRESENTATIONS**

6.1 Janice Baker, City Manager and Chief Administrative Officer Retirement Recognition

Gary Kent, Commissioner of Corporate Services and Chief Financial Officer to present a tribute to Janice Baker, City Manager and Chief Administrative Officer.

7. **DEPUTATIONS**

7.1 Paul Mitcham, Commissioner of Community Services to speak regarding the City Recovery Framework

Item 10.1.

8. **PUBLIC QUESTION PERIOD - 15 Minute Limit**

Written submissions can be submitted to city.clerk@mississauga.ca by Monday, May 11, 2020 before 4:00 PM.

9. **CONSENT AGENDA**

10. **MATTERS PERTAINING TO COVID-19**

10.1 COVID19 Recovery Framework

11. **INTRODUCTION AND CONSIDERATION OF CORPORATE REPORTS**

11.1 2019 Treasurer's Annual Report on Investment

11.2 Province of Ontario – Dedicated Gas Tax Funds for Public Transportation (2019/2020)

11.3 Emergency Management in Mississauga 2019

11.4 Open Window Hub Agreement with the Region of Peel

12. PRESENTATION OF COMMITTEE REPORTS - Nil

13. UNFINISHED BUSINESS - Nil

14. PETITIONS - Nil

15. CORRESPONDENCE - Nil

16. NOTICE OF MOTION - Nil

17. MOTIONS - Nil

18. INTRODUCTION AND CONSIDERATION OF BY-LAWS

18.1 A by-law - Province of Ontario – Dedicated Gas Tax Funds for Public Transportation (2019/2020)

Item 11.2.

18.2 A by-law to amend the Mississauga Official Plan regarding OZ17/010 W9, BCIMC Realty Corporation, Southwest corner of Battleford Road and Glen Erin Drive

Resolution 0113-2020 / April 29, 2020

18.3 A by-law to amend the zoning by-law regarding OZ 17/010 W9, BCIMC Realty Corporation, southwest corner of Battleford Road and Glen Erin Drive

Resolution 0113-2020 / April 29, 2020

18.4 A by-law to an agreement with the Region of Peel to enter into an Agreement for funding the Library Outreach Worker for the Open Window Hub at Mississauga Library

Item 11.4

18.5 A by-law to transfer funds between various Reserve Funds and certain capital projects approved in prior Capital Budgets

Resolution 0110-2020 / April 29, 2020

19. MATTERS PERTAINING TO REGION OF PEEL COUNCIL

20. COUNCILLORS' ENQUIRIES

21. OTHER BUSINESS/ANNOUNCEMENTS

22. CLOSED SESSION - Nil

23. CONFIRMATORY BILL

A by- law to confirm the proceedings of the Council of The Corporation of the City of Mississauga at its meeting held on May 13, 2020

24. ADJOURNMENT

City of Mississauga

Corporate Report

Subject



Date: May 5, 2020

To: Mayor and Members of Council

From: Paul Mitcham, P.Eng, MBA, Commissioner of
Community Services

Originator's files:

Meeting date:
May 13, 2020

COVID19 Recovery Framework

Recommendation

That the report entitled "COVID19 Recovery Framework" dated May 5, 2020 from the Commissioner of Community Services be received for information.

Background

The City's Office of Emergency Management started Enhanced Monitoring in mid-January, 2020. The team had regular operational meetings with various operational divisions as the situation began to evolve around the world. On March 11, 2020 the Office of Emergency Management activated the Emergency Operations Center at Level 2 activation.

On March 17, 2020 the Province of Ontario declared a state of emergency and on March 23, 2020 the City of Mississauga followed declaring an emergency under the *Ontario Emergency Management Civil Protection Act*.

Under provincial orders the City closed all facilities to the public, maintained essential services and restructured other services where possible to allow employees to work from home. The closures have resulted in cancellation of programs and events including recreation, library and cultural activities. Many other City services and operations have been impacted.

Public Health remains the lead agency during this health crisis. The City is working closely with Peel Public Health and the Region Emergency Operations Centre on direction, advice and guidance in dealing with the situation.

Present Status

The Emergency Operations Centre has been activated for 64 days at Level 2 activation. The City of Mississauga has been under a state of emergency for 51 days.

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be On May 4, 2020 the Province started relaxing the provincial orders to allow for certain businesses to start reopening under strict guidelines. As a result Mississauga has to prepared to reopen our City in a controlled and strategic manner.

Comments

The City's Leadership Team has prepared a COVID19 Recovery Framework that identifies four pillars of recovery. These pillars are:

1. Community
2. Economic
3. Finance
4. Corporate

The details of the framework are found in the COVID19 Framework attached as Appendix 1.

This framework is the guiding document for the more detailed recovery planning process. Staff teams are already engaged in recovery planning to ensure the City is prepared to restore services and respond to community needs as we move beyond the initial crisis stages.

Strategic Plan

The COVID19 Recovery Framework aligns with the City's Strategic Pillars:

- **Move:** The City will maintain and regulate a robust transportation network with a key focus on the recovery of Public Transit and role of Active Transportation.
- **Belong:** The City will reopen public facilities and re-engage residents in events, programs and services in a safe and responsible manner
- **Connect:** Development will continue in a safe and regulated fashion when controls on construction and other projects are eased.
- **Prosper:** The City will facilitate economic prosperity by identifying and creating existing or revitalized opportunities for economic contribution from city residents and businesses.
- **Green:** Recovery will include a continued focus on achieving the City's Climate Change goals and promoting environmentally-friendly operating practices.

Financial Impact

There will be lasting financial impacts to the City and the overall economy from this crisis. Developing a strong financial plan to mitigate these impacts is a pillar of the COVID19 Recovery Framework. Council will be kept apprised of financial impacts throughout this crisis and subsequent recovery phases.

Conclusion

The COVID19 Recovery Framework will serve as a guiding document for the more detailed plans that are being developed to operationalize reopening, support our community and provide financial stability as the City moves from crisis to recovery.

Attachments

Appendix 1: COVID19 Recovery Framework



Paul Mitcham, P.Eng, MBA, Commissioner of Community Services

Prepared by: Tim Beckett, Fire Chief/Director of Emergency Management

CITY OF MISSISSAUGA

COVID-19 Recovery Framework

May 7, 2020

Office of Emergency Management



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EXECUTIVE SUMMARY

This document provides a framework for recovery operations in the City of Mississauga. This framework was developed based on best practices as determined by various organizations globally. Actual implementation of this framework will require flexibility to adhere to public health guidelines and directions being implemented at the regional and provincial levels of government. The City of Mississauga will adhere to all public health directions provided by higher levels of government in an effort to protect the health and safety of the public and employees.

All recovery actions in the City of Mississauga will incorporate the following principles:

- Protect the Health and Safety of the Public and Employees
- Phased Approach
- Mental Wellness and Psychosocial Support
- Building Back Better
- Whole Community Approach

The City will address four pillars of recovery. These pillars are:

1. Community
2. Economic
3. Financial
4. Corporate

Recovery actions will require and consist of:

- Compliance
- Surveillance
- Appropriate Pace of Implementation
- Risk Assessments
- Hierarchy of Controls
- Sanitation & Hygiene
- Communications

1. INTRODUCTION

The COVID-19 pandemic has forced the disruption of services provided by the City of Mississauga to protect the health of staff and of the public. The global health emergency has impacted jurisdictions across the globe, and Mississauga is doing its part to 'flatten the curve' and prevent a catastrophic outbreak of the novel coronavirus. The response and recovery has to be carefully phased to ensure that the outbreak remains within the limit of the health systems capability to respond effectively to cases of infection and disease. This framework proposes

important guidelines for the City to follow in a controlled reopening of services that have been shut down due to the crisis.

1.1. BACKGROUND

For the purposes of this framework, recovery is the phase in which the City of Mississauga implements actions and activities to return the city and the community to normal, or near normal daily operations. This is the most complex phase of this disaster and involves many partners and stakeholders. The recovery phase can occur simultaneously with the response phase, and it can be difficult to precisely define where one phase begins and where the other ends. Recovery includes both short and long-term efforts, including the comprehensive rehabilitation of the community. As such, recovery actions are likely to last for weeks, months, and even years.

This Framework for Recovery was developed in accordance with strategies and recommendations from various organizations such as the World Health Organization (WHO) and the John Hopkins University Bloomberg School of Public Health. It has also taken into consideration the actions and strategies of several communities across the globe who have begun to plan for, or implement, their own recovery activities. This Framework is also aligned with the Province of Ontario's framework for reopening.

Many of the strategies and recommendations outlined by international public health authorities, such as the WHO, will likely be adopted within Canada, Ontario, and in Peel Region. Where public health direction in Peel Region deviates from the guidance provided by the international public health community, this framework can and will be adjusted to reflect the direction that is provided at the local level.

2. SCOPE

Peel Public Health is the authority within Peel Region regarding local public health emergencies, including the local response and recovery to the COVID-19 pandemic. The provincial and federal governments also have authority provincially and nationally to direct response and recovery activities. As such, the City of Mississauga will abide by all public health recommendations, emergency orders, and directives of these authorities, including the timelines in which recovery actions will be implemented.

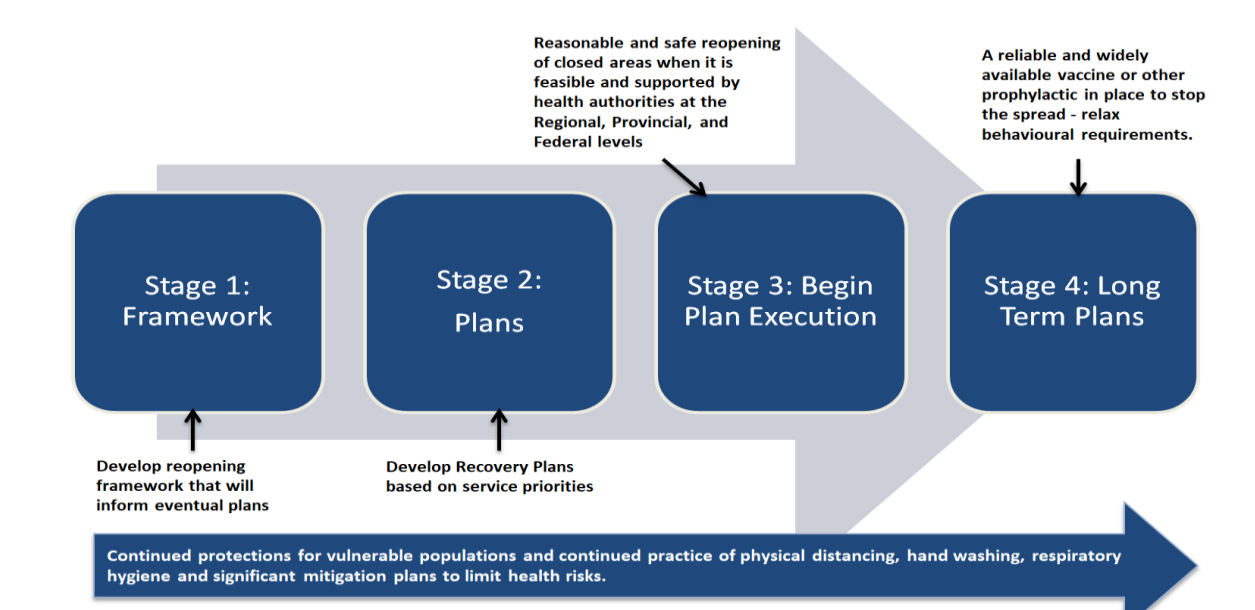
3. MISSION, STAGES, PRINCIPLES AND PILLARS

3.1. MISSION

The City of Mississauga's Recovery from the COVID-19 pandemic will restore the City's ability to implement its strategic vision for the future. In short, recovery operations will ensure the City

of Mississauga is a place where people choose to be. All recovery activities will align with the City's vision for the future, and the City's strategic pillars for change; move, belong, connect, prosper, and green.

3.2. RECOVERY PROCESS



Stage 1: Develop Framework- Develop a reopening framework that is intended to inform implementation plans.

Stage 2: Develop Plans - Develop an implementation plan for each of the priority areas – Community, Economic, Financial and Corporate

Stage 3: Begin Execution - Begin to execute implementation plans for the reopening of closed areas when it is feasible and supported by health authorities at the Regional, Provincial, and Federal levels. The stage will follow a phased approach and will likely evolve to include several sub-phases based on recommendations and guidance from public health authorities at all levels of government.

Stage 4: Develop Long Term Plans - Begin to develop long term plans that relax behavioural requirements. This stage begins when a reliable and widely available vaccine or other prophylactic in place to stop the spread.

3.3. PRINCIPLES

Several fundamental principles must be applied throughout the recovery process. These principles include:

- **Protect the Health and Safety of the Public and Employees** – Under the guidance of Peel Public Health and other health care professionals, best practices and safeguards will be considered as the recovery and re-opening of facilities, services and programs within the City. These plans will consider the use of personal protective equipment, utilization of physical distancing strategies and ensure that necessary sanitation and cleaning as need is completed.
- **Phased Approach** – Recovery will be implemented in incremental phases. This approach to recovery will align the actions of the City of Mississauga with the recommendations from authorities having jurisdiction that exist as the phases are implemented. The approach to recovery requires certain fundamental strategic principles be adhered to, as outlined in Section 3.2 Recovery Process.
- **Mental Wellness & Psychosocial Support** – Recovery activities must consider the mental wellbeing of City employees, community partners and residents. The personal impacts of the COVID-19 pandemic will vary based on the individual, as will an individual's capacity to cope with these impacts. Implementing recovery activities in a manner that considers and provides support to the psychosocial recovery amongst City employees and residents will support long-term community rehabilitation. Open spaces and connected places will help in setting the stage for healthy living and supporting the positive mental health and wellness of our community.
- **Building Back Better** – Recovery actions ensure the City is able to thrive well into the future. Societal, organizational, and individual behaviors may be temporarily or permanently changed as a result of the COVID-19 pandemic. This may require the City to permanently modify the way it operates, or implement interim solutions. The recovery period provides the City with an opportunity to identify and implement improved changes. This period also provides the City with an opportunity to identify lessons learned, and increase resiliency to other disruptive events in the future.
- **Whole Community Approach** – Recovery will require the participation and collaboration of both internal and external stakeholders, including residents, businesses, and community organizations. Recovery activities in Mississauga will be coordinated with surrounding municipalities, where possible, to align recovery actions throughout the Greater Toronto Area, and the Province of Ontario. Despite this alignment of activities, there is no 'one size fits all' approach to recovery, and the City of Mississauga must ensure recovery activities meet the unique needs of the community. Every recovery action will consist of various, tightly-coupled inputs and outputs, impacting the City, staff, and residents in different ways. All facets, impacts and repercussions of each recovery

action must be considered, and all relevant stakeholders must be identified and included in recovery planning and implementation. Streamlined decision making and actions will assist in accelerating recovery outcomes.

3.4. PILLARS

Recovery objectives, strategies, and tactics should be implemented in accordance with the City's pillars of recovery. These pillars are:

1. Community
2. Economic
3. Financial
4. Corporate

Guidelines for these pillars include:

1. Community Recovery

- Community recovery efforts will help to ensure that residents continue to choose to live in the City of Mississauga based on community amenities, support networks, activities, and other facets that make Mississauga a great place to live.
- The City will maintain and regulate a robust transportation network with a key focus on the recovery of Public Transit and role of Active Transportation.
- Community recovery activities will actively involve the input of residents and community groups, including the City's registered groups across all categories: Affiliated and Community Sport Providers, Arts & Culture Providers, BIA's, Community Service Organizations, Community Stewardship Providers, Older Adult Clubs, Ratepayer Resident Groups, and Youth Organizations.
- Working closely with the Region of Peel, considerations for the recovery of all vulnerable residents will be considered
- The Community Group Registry and related Grants Programs provide a basis for supporting these community groups in their recovery.
- Collaboration will be required for a safe return to play for the City's sports organizations, which will be conducted through the existing Indoor and Outdoor Sport Group Networks.
- Community events will be restored under strictly controlled circumstances throughout Mississauga, with the input and guidance of Peel Public Health.
- Community festivals, events, and volunteer opportunities will allow residents to be involved in the recovery process.
- Residents will be encouraged to join and participate in opportunities to re-engage in our vibrant municipal life.

2. Economic Recovery

- In accordance with the “Whole of Community” principle, the economic community will be involved in the recovery process.
- The City’s recovery will include input from key economic stakeholders such as the Mississauga Development Advisory Board (EDAB), Mississauga Businesses Improvement Areas (BIA), Tourism Mississauga, the development community and others.
- In accordance with the principle of “Build Back Better,” the City will not only assess the immediate needs of the economic community, but the City will also ensure that recovery actions increase the City’s economic resilience to future disruptive events.
- While COVID-19 has impacted all economic sectors, there has been wide variation in both the severity and specific challenges and opportunities that COVID-19 has presented for each industry sector, business size and stage of business development.
- A focus will need to be placed on the local small and medium business to assist and provide guidance
- There continues to be significant uncertainty both locally and globally with regards society’s ability to effectively manage the health impact of the coronavirus while expanding economic activity.
- The city will continue to work with Public Health officials and the Provincial Government to guide the municipality through reopening and recovery

3. Financial Recovery

Public Health is the first priority

- Services should be adjusted to respond and support our community and employee health as a first priority. Financial goals are secondary to following direction and advice from Public Health to protect the health of our citizens.

Preserve the long term strength of the property tax base

- Taxes provide 58 per cent of the revenues that fund City services. Any loss in taxes in response to the COVID-19 crisis will require a reduction in services or a disproportionate increase in taxes in the future.
- Tax deferrals provide short-term relief to taxpayers while ensuring sufficient funding to maintain services. Cancellation of fees is a cost that will need to be borne by the taxpayers in another way in a later year.
- Staff are assessing approved and forecasted resources and will report to Council on an urgent basis with recommendations to assist the financial challenge as we look to the Provincial and Federal Governments for assistance.

Comply with legislation

- The City is provided with legislative obligations and authority and spheres of influence by the Municipal Act, Planning Act and other legislation.
- For example, the City needs to be aware of the bonusing provisions of the Municipal Act and ensure that it provides equality of treatment for any programs it provides to its residents and businesses.
- Allow other levels of Government time to fulfill their mandates - Other levels of government have different jurisdiction, rights and obligations. Each level has a different financial capacity, which drives that level's ability to provide assistance and undertake programs. The City should only consider support in areas in which it has jurisdiction and which it can provide cost effectively.
- The City should leave larger programs to those levels of government which have the financial capacity to undertake them and avoid the risk of duplicate programs with other levels of government.

Use reserves appropriately to manage financial challenges

- The City has limited reserves to manage some of the financial unpredictability resulting from the COVID-19 crisis. These reserves should be used for the purposes for which they were set aside.
- Reserves are established for a number of purposes and are a key mechanism to smooth out unforeseen pressures and the tax rate from year to year.
- Some provide for unknowns (Winter Maintenance, Fiscal Stability Reserve) or for future liabilities (Insurance). Others provide for future spending (Tax-Capital Reserve Fund), or are required by law (Development Charges, Federal and Provincial Gas Tax).
- Some are discretionary and some are restricted.

Deviation from our financial plan should not be permanent

- Any assistance to the public and businesses should be one time or have a defined end date if they are approved by Council. Similarly new programs or relaxation of existing programs should be reconsidered by Council after the crisis is over with an appropriate Corporate Report and empirical evidence of need and affordability.

Assess approved and future budgets and business plans to reconfirm priorities including service levels

- The corporation will run a significant deficit in 2020 and it is unclear what, if any, assistance will be provided by higher levels of government.
- Council has several master plans and strategies in place, based on public engagement. These plans need to be reviewed to understand if different timelines and service levels are required to meet our financial goals.
- A temporary hiring freeze is in place alongside temporary lay-offs. Labour costs will be reflective of the service levels approved by Council on an annual basis.
- The approved budget for 2020 will be assessed and the 2021 budget used as an opportunity for engagement and "resetting" to meet the financial capacity of the corporation .

4. Corporate Recovery

- Many city services and operating units have been closed, partially closed or operating at reduced levels during the crisis. Recovery will include the restoration of the organization to full productivity.
- City business units and facilities that have closed will be opened based on priorities of service and following the direction and guidance from public health and provincial governments.
- The Corporation will consider the abilities to alter the way we work and operate to determine how and who we bring back to the physical workplace.
The City will take an excess of care in repopulating office and public environments.

4. STRATEGIC GOALS

The strategic goals of reopening are in line with the goals of the City Corporation:

Move: The City will maintain and regulate a robust transportation network with a key focus on the recovery of Public Transit and role of Active Transportation.

Belong: The City will reopen public facilities and re-engage residents in events, programs and services in a safe and responsible manner.

Connect: Development will continue in a safe and regulated fashion as controls on construction and other projects are eased.

Prosper: The City will facilitate economic prosperity by identifying and creating existing or revitalized opportunities for economic contribution from city residents and businesses.

Green: Recovery will include a continued focus on achieving the City's Climate Change goals and promoting environmentally-friendly operating practices.

5. RECOVERY ACTIVITY GUIDELINES

Compliance

- Orders and guidelines from health authorities must have widespread and near-total compliance among staff and residents. If people are challenging restrictions by not strictly adhering to behavioural and other controls, advancements made to proceed to later phases must be returned to controls from the previous phase. Progress toward opening more services can only take place when health orders and guidelines are strictly obeyed by all parties.

Surveillance

- The City will monitor compliant and non-compliant staff and public behaviors. Areas where compliance is not within tolerable thresholds will be closed. Security and Enforcement officers will instruct the public on compliant behavior and issue tickets. Management will be responsible for staff compliance to workplace rules. Locations where public behaviour is not within tolerance will be closed or interactions with staff limited.

Appropriate Pace of Implementation

- Recovery phases must be implemented gradually. The absolute minimum timeframe between successive recovery phase implementation will be two to four weeks (corresponding with Provincial guidelines and the incubation period of COVID-19). However, the actual period between phases will likely be much longer. This ensures there is sufficient time for public health authorities and the City of Mississauga to gauge the effectiveness of each phase, and the risk of resurgence of the virus throughout the City or Corporation.
- This gradual pace also ensures that the City is able to revert to the previous phase more effortlessly, if required. Public health authorities may order lifted restrictions to be reinstated, if there is a resurgence of the virus.
- A gradual approach to reinstating City activities and operations also allows employees and the public to acclimatize to newly introduced health and safety measures and etiquette that they were unaccustomed to prior to the virus. Allowing employees and the public to adjust to the new, modified mode of operations ensures a smooth transition back to regular operations, with less stress and discomfort.

Risk Assessments

- In addition to the guidance and direction received from Peel Public Health and different levels of government, the responsible divisions will be required to conduct a risk assessment to determine if it is appropriate to implement the next phase of recovery. Risk assessments should consider both the likelihood of an outbreak occurring amongst staff or within the community, as well as the consequences of a potential outbreak (Risk = Likelihood X Consequence).
- Key considerations include:
 - ✓ Does implementing the next phase of recovery align with recommendations from public health and governmental authorities?
 - ✓ What are the benefits of implementing the next phase of recovery?
 - ✓ What is the likelihood of implementing the next phase of recovery resulting in an outbreak of COVID-19 cases?
 - ✓ What are the potential consequences of implementing the next phase of recovery?
 - ✓ What are the impacts of not implementing the next phase of recovery? (Financial loss, reduced service levels, etc.)
 - ✓ Does implementing the next phase of recovery require any preventative measures? (Glass barriers at public counters, personal protective equipment, physical distancing policies, etc.)
- Each service and activity should also be assessed around the three dimensions of physical interaction, as identified by John Hopkins University. These include:
 - ✓ Contact intensity (the type of physical interaction)
 - ✓ Number of contacts (the degree of physical interaction required)
 - ✓ Modification potential (the extent in which physical distancing and engineering controls can be established)

- For example, City activities and operations with low contact intensity, low number of contacts, and high modification potential will be able to reopen sooner.

Hierarchy of Controls

- All recovery activities and risk assessments should adhere to the Hierarchy of Controls principle, as identified by the Occupational Health & Safety Act. This hierarchy, listed from most effective to least effective, involves:
 - ✓ Elimination – Physically removing the hazard. (e.g. wherever possible, have people work or access City services from home)
 - ✓ Substitution – Replace the Hazard. Substitute physical interaction with other means of interaction (e.g. online, through virtual meetings, etc.)
 - ✓ Engineering Controls – Isolate people from the hazard. Create physical barriers between people (e.g. glass barriers at counters, etc.)
 - ✓ Administrative Controls – Change the way people interact. Redistributing responsibility to reduce contact between individuals. (e.g. Policies & procedures staggering when staff are permitted to be in the office, or how far apart people must be in a programming class)
 - ✓ PPE – Protect people with personal protective equipment (e.g. gloves, masks, etc.)

Sanitation and Hygiene

- Ongoing enhanced sanitation and hygiene will be required throughout the recovery process. This will require enhanced cleaning in City facilities, especially in shared spaces, and well as enhanced personal hygiene precautions. Ensuring sufficient sanitation and hygiene practices will require the City to engage in proactive planning to procure, store, and distribute high-demand hygiene supplies and equipment.

Effective Communications

- Through the development of a detailed communication plan, the City will ensure that relevant communication strategies are developed and maintain openness and transparent information to both the public and employees. The City, staff, and residents will be required to ensure information and instructions are being conveyed, and feedback is being assessed and evaluated. Transparent communication to staff and residents that discloses why recovery decisions are being implemented will have a greater impact on ensuring understanding and compliance with recovery actions

Collaborative Approach

- The development and execution of recovery and reopening plans will necessitate a coordinated and collaborative approach. This will require that various levels of governments, public health officials and the surrounding area municipalities work collectively to ensure that there is a consistency approach to opening and delivery of services to avoid public confusion.

6. NEXT STEPS

The city has consulted with many stakeholders and is working closely with Peel Public Health to ensure we have input on the community and health needs for recovery and reopening. This input has been utilized to develop this framework.

Moving from the framework, the city will put the focus on:

- Developing plans based on approved framework, service priorities and supported by Federal and Provincial guidelines
- Consulting with community groups and other key community stakeholders
- Exploring options for financial restoration in consultation with Council
- Execution of plans based on tactics identified in each plan

Council will provide direction on plans relating to new or changing service levels, budget and financial recovery. Staff will implement operational recovery plans with a strong communication plan to all stakeholders.

City of Mississauga

Corporate Report



<p>Date: April 20, 2020</p> <p>To: Chair and Members of General Committee</p> <p>From: Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: May 13, 2020</p>
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Subject

2019 Treasurer's Annual Report on Investment

Recommendation

That in compliance with Provincial legislation governing municipal investment practices, the "2019 Treasurer's Annual Report on Investment" dated April 20th, 2020 from the Commissioner of Corporate Services and Chief Financial Officer be received for information.

Report Highlights

- The City Funds investment portfolio earned net income of \$39.7 million, generating a net yield of 3.27%.
- Revenue allocated to the Operating Fund was \$14.4 million, while Reserve Funds received \$25.3 million.

Background

Regulation 438/97, with amendment 43/18, of the Municipal Act, 2001, requires a municipality to adopt a statement of investment policies and goals, and requires a Treasurer's report to be submitted to Council annually. This Report is tabled in compliance with the regulation.

As permitted by legislation, the City maintains an operating fund, a number of reserves and reserve funds, and trust funds for various purposes. These funds are invested in accordance with the Municipal Act and Ontario regulations, the Funeral, Burial and Cremation Services Act, the Trustee Act and the City's Corporate Policy and Procedures on Investment.

The four major priorities of the City's Investment Policy are:

1. Legality of investments – conforming to legislative constraints;
2. Preservation of principal – avoiding the loss of monies which may result from the default of a debt issuer in the payment of principal or interest;
3. Maintenance of liquidity – the ease by which an investment can be sold and cash received; and
4. Competitive rate of return – maximizing the return on investments while conforming to other objectives.

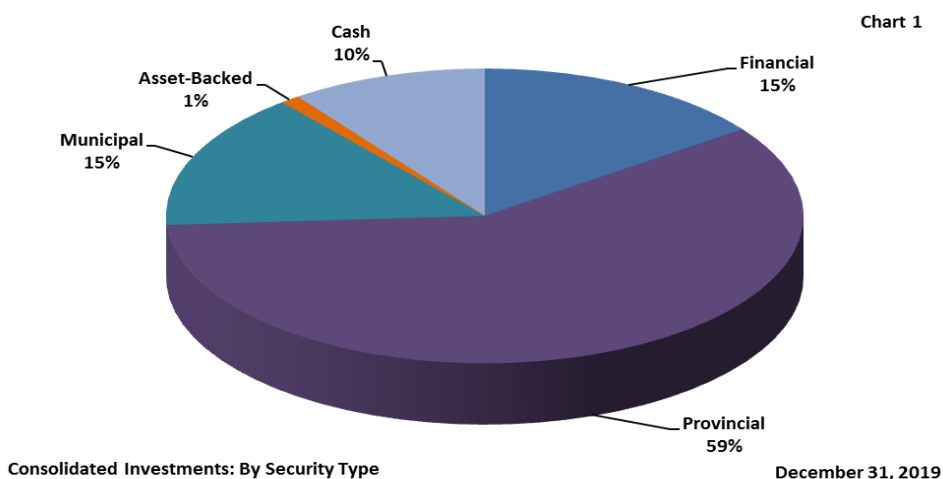
This Report outlines the implementation of these priorities and includes a summary of investment results and analysis. The City's investment practices and procedures are subject to ongoing review by both the City's Internal Auditor and the Corporation's external auditors, KPMG.

Comments

In 2019, the City earned \$40 million in gross investment income (net income: \$39.7 million) on average cash and portfolio investment balances of \$1.21 billion. This generated a gross investment yield of 3.29% (net investment yield: 3.27%). Details for 2019 and prior years are shown below:

	Average Balance (Book Value)	Income (Gross \$)	Yield (Gross %)	Yield (Net %)
2019	1,214,818,747	39,980,502	3.29%	3.27%
2018	1,092,921,270	33,753,606	3.09%	3.06%
2017	1,039,075,946	36,796,722	3.54%	3.51%

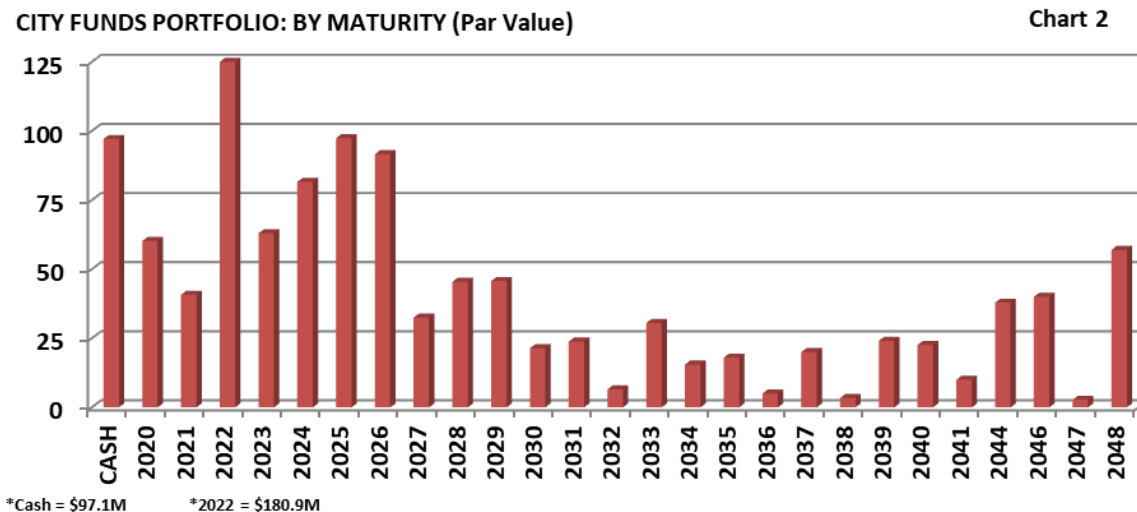
As at December 31, 2019, the Consolidated Investment Portfolio¹ held \$1.3 billion in cash and securities (at par value²) distributed across various security types, as outlined in Chart 1:



¹ Marketable securities and cash for the combined City Funds Portfolio and DCA Portfolio.

² Par Value is used, for Policy comparison purposes, to demonstrate various investment holdings across security types. Portfolio holdings, and their respective limits, can be found in Appendix 1. The Par Value represents what the portfolio is worth on a dollar basis, if each security and the cash were held to final maturity dates. The Book Value of the Consolidated Investment Portfolio (excluding cash), as at Dec 31st, 2019, is \$1,179.9 million.

Province of Ontario marketable securities (bonds) continue to represent the largest position in the portfolio. The City Funds investment maturity schedule, as at December 31st, 2019, is in Chart 2.



Investment Income Analysis

During 2019, the City Funds Portfolio³ generated net investment income of \$39.7 million on average monthly balances of \$1.21 billion. This translated into a net investment yield of 3.27%. Income type was comprised of \$34 million in net interest income (86% of return), while \$5.7 million (14%) attributed to realised capital gains.

The City Funds' Portfolio net return of 3.27% outperformed a composite passive index⁴, which returned 1.92%, by 1.35 percentage points. This outperformance provided incremental revenue to the City of \$16.4 million (using average monthly balances; actual net investment income of \$39.7 million at a 3.27% yield vs. the passive index return of \$23.3 million at 1.92%).

Investment Management

The Investment Unit, which is a section of Treasury, is responsible for monitoring day-to-day operating cash balances, cash flow forecasting and monitoring, investment portfolio management and administration, the coordination of the City's annual credit rating review and the timing and management of cash proceeds from both temporary bank borrowing and long term debenture issuance.

³ This excludes the DCA Portfolio. The DCA Portfolio earned \$3,807,174 on average monthly cash & investment balances of \$131 million, yielding 2.90%.

⁴ The passive index return is calculated using the "average yield" for a constructed portfolio that is comparable to the City's existing Investment Policy. It is constructed using the following indices, their monthly yields (averaged for the year), and their respective (passive index weight): 91-Day GOC T-Bill yield: 1.66% (14%); BOA Merrill Lynch Index of Canadian Government Bonds: 1.64% (43%); BOA Merrill Lynch Indices of High Grade (AAA/AA) Corporate Bonds: 2.28% (43%).

The Investment unit continues to demonstrate value to the City with costs of approximately 2.46 basis points (0.0246%), which is well under fees charged by an externally managed public fund. As an example, management fees for the ONE Fund are 20 basis points (0.20%) for the money market fund, and 50 basis points (0.50%) for the bond fund (both of which are significantly higher than the 0.0226% incurred by the City).

Using the 50 basis point ONE Bond Fund cost benchmark, calculated against monthly balances for the City Funds Portfolio (excluding the cash component), the difference between the City's in-house investment management costs and the ONE Fund's fees represents a net saving to the City of \$4.5 million for 2019. These cost savings were supplemented by a return that is greater than that realized by the ONE Bond Fund (2019 Income Return, excluding market valuation adjustments: 2.29%) vs. the City Funds net return of 3.27%.

Investment Outlook for 2020

The collapse in short term interest rates, due to the economic disruption from the COVID19 pandemic, has reduced forecast bank interest earnings (from the pre-pandemic forecast) by \$3 million to \$5 million.

Medium to long term interest rates on some provincial and municipal bonds have also declined, although not as consistently across issuers with interest rates being liquidity and credit rating dependent. Re-investment rates for 2020, which had previously been expected in the 2.5% to 3.00% range, are now expected to be running in the 1.75% to 2.50%% range.

Overall investment income for 2020 is expected to be in the \$29 million to \$31 million range.

Financial Impact

The City earned \$39.7 million in net investment income during 2019, of which \$14.4 million was allocated to the Operating Budget, and \$25.3 million was allocated to Reserve Funds.

Conclusion

In compliance with Provincial Regulation 438/97, amended to 43/18, all investment transactions during 2019 were made in accordance with the existing Investment Policy.

As at December 31, 2019, the City Funds Portfolio held \$1.3 billion (book value basis) in various securities, and cash. The net income for the Portfolio was \$39.7 million translating into a net investment yield of 3.27%. As per Policy, investment proceeds were distributed between the Operating Budget (\$14.4 million) and Reserve Funds (\$25.3 million). While Investment is assuming a low rate environment for all of 2020, investment income is expected to fall in the 29 million to \$31 million range.

Attachments

Appendix 1: Total Investment Portfolio - By Investment Type (as at December 31, 2019)



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

Prepared by: Mark Waugh, Manager, Treasury

CITY OF MISSISSAUGA		TOTAL INVESTMENT PORTFOLIO:							DATE:	31-Dec-19	Attachment #1	
		BY INVESTMENT TYPE										
TYPE	ISSUER/GUARANTOR OF SECURITIES	Credit Rating	INVESTMENT POLICY LIMIT			CONSOLIDATED AMOUNTS			CITY FUNDS		DCA RESERVE FUNDS	
			UPPER LIMIT	CURRENT SECURITIES		PAR VALUE (\$000)	BOOK (\$000)	CASH & SECURITIES (%)	PAR VALUE (\$000)	BOOK (\$000)	PAR VALUE (\$000)	BOOK (\$000)
			(%)	(\$000)	(%)	(\$000)	(\$000)	(%)	(\$000)	(\$000)	(\$000)	(\$000)
	SCHEDULE I											
A01	BANK OF MONTREAL	AA	20%	231,509	3.89	45,000	44,223	3.49	25,000	24,584	20,000	19,638
A02	CIBC	AA	20%	231,509	4.75	55,000	55,645	4.27	55,000	55,645		
A03	ROYAL BANK	AA	20%	231,509	3.02	35,000	34,993	2.72	25,000	25,182	10,000	9,812
A05	BANK OF NOVA SCOTIA	AA	20%	231,509	3.46	40,000	40,327	3.10	40,000	40,327		
A06	NATIONAL BANK	AA-	20%	231,509	0.86	10,000	9,834	0.78			10,000	9,834
			70%	810,280	15.98	185,000	185,022	14.36	145,000	145,738	40,000	39,284
	SCHEDULE II											
B16	HSBC BANK CANADA		10%	115,754	0.43	5,000	4,990	0.39	5,000	4,990		
	SCHEDULE III (each)		5%	57,877								
	NON-SCHEDULE I INSTITUTIONS		40%	463,017	0.43	5,000	4,990	0.39	5,000	4,990	-	-
	TOTAL FINANCIAL INSTITUTIONS		70%	810,280	16.41	190,000	190,012	14.75	150,000	150,728	40,000	39,284
G02	PROV OF ONTARIO	AA	NONE		27.56	319,000	290,528	24.76	319,000	290,528		
	OTHER PROVINCES											
G03	ALBERTA	AA+	20%	231,509	3.89	45,000	44,313	3.49	45,000	44,313		
G04	BRITISH COLUMBIA	AAA	20%	231,509	1.73	20,000	20,545	1.55	20,000	20,545		
G05	MANITOBA	AA	20%	231,509	6.67	77,200	85,772	5.99	50,200	51,972	27,000	33,800
G07	NEW BRUNSWICK	AA	20%	231,509	10.80	125,000	134,401	9.70	125,000	134,401		
G10	NEWFOUNDLAND	AA-	20%	231,509	15.39	178,100	197,226	13.82	178,100	197,226		
	TOTAL OTHER PROVINCES		NONE		38.47	445,300	482,256	34.56	418,300	448,456	27,000	33,800
	TOTAL CANADA & PROV GOVTS		30% min	347,263	66.03	764,300	772,785	59.31	737,300	738,984	27,000	33,800
	MUNICIPALITIES											
M11	PEEL REGION	AAA	10%	115,754	1.50	17,361	18,823	1.35	17,361	18,823		
M12	HALTON REGION	AAA	10%	115,754	0.30	3,500	3,498	0.27	3,500	3,498		
M13	TORONTO	AA+	10%	115,754	5.65	65,400	74,779	5.08	65,400	74,779		
M01	OTTAWA	AAA	10%	115,754	0.51	5,900	5,893	0.46	5,900	5,893		
M03	WATERLOO	AAA	10%	115,754	0.69	7,934	7,925	0.62	7,934	7,925		
M04	YORK	AAA	10%	115,754	1.47	17,000	17,733	1.32	7,000	7,484	10,000	10,249
N01	SASKATOON	AAA	5%	57,877	0.70	8,157	8,816	0.63	8,157	8,816		
N02	WINNIPEG	AA	5%	57,877	0.84	9,700	11,011	0.75	6,700	8,015	3,000	2,996
N03	B.C. MUNICIPAL FINANCE	AAA	5%	57,877	3.62	41,900	42,201	3.25	41,900	42,201		
N04	NEW BRUNSWICK MUN FINAN	AA	5%	57,877	1.07	12,392	12,351	0.96	12,392	12,351		
	TOTAL MUNICIPALITIES		20%	231,509	16.35	189,244	203,030	14.69	176,244	189,784	13,000	13,245
	ASSET-BACKED SECURITIES											
S23	GLACIER TRUST	AAA	5%	57,877	1.21	14,000	14,061	1.09	14,000	14,061		
	TOTAL ASSET-BACKED		20%	231,509	1.21	14,000	14,061	1.09	14,000	14,061	-	-
	TOTAL 'ONE' FUNDS		20%	231,509								
	TOTAL INVESTMENTS				100.00	1,157,544	1,179,887	89.83	1,077,544	1,093,558	80,000	86,329
	CASH BALANCE					131,008	131,008	10.17	97,082	97,082	33,927	33,927
	TOTAL PORTFOLIO					1,288,552	1,310,895	100.00	1,174,625	1,190,639	113,927	120,256

City of Mississauga

Corporate Report



Date: April 22, 2020 To: Mayor and Members of Council	Originator's files:
From: Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer	Meeting date: May 13, 2020

Subject

Province of Ontario – Dedicated Gas Tax Funds for Public Transportation (2019/2020)

Recommendation

1. That the report of the Commissioner of Corporate Services and Chief Financial Officer dated April 22, 2020 entitled "Province of Ontario – Dedicated Gas Tax Funds for Public Transportation (2019/2020)" be received for information.
2. That a by-law be enacted to authorize the Mayor and the Commissioner of Corporate Services and Chief Financial Officer to execute, on behalf of The Corporation of the City of Mississauga, the letter of agreement with Her Majesty the Queen in right of the Province of Ontario, represented by the Minister of Transportation for the Province of Ontario, under the Dedicated Gas Tax Funds for Public Transportation Program (2019/2020), which agreement is attached as Appendix 1 to the corporate report dated April 22, 2020 from the Commissioner of Corporate Services and Chief Financial Officer.

Background

On June 13, 2013, Provincial Gas Tax funding was made permanent when the Dedicated Funding for Public Transportation Act, 2013 received Royal Assent. Annually, the Minister of Transportation advises each municipality of the amount of gas tax funds it is eligible to receive.

Comments

Provincially, total available funding for the year is based on a sharing formula of \$0.02 per litre. The Ministry has agreed to provide funding to the City of Mississauga to a maximum amount up to \$18,316,786. This is \$428,772 less than identified in last year's agreement. The program allocation formula remains unchanged and is based on 70% ridership and 30% population. In any given year based on the mix of municipalities, a municipalities allocation could fluctuate up or down.

Council	2020/04/22	2
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In the 2019 Budget, the province committed to reviewing the current program, in consultation with municipalities, to identify opportunities for improvement. After careful consideration of municipal and transit stakeholder feedback, the ministry has implemented two changes that were identified as areas for improvement to the 2019/20 program as follows:

- The baseline spending requirement has been removed. This will allow municipalities with declining ridership/expenditures and declining fare revenues to use their Gas Tax funding.
- Municipalities are now permitted to submit a scanned copy of the municipal by-law instead of a certified copy. This will expedite the flow of funding and will reduce the administrative burden to municipalities.

The 2019/2020 Provincial gas tax funding may only be used for operating and capital expenditures for transit services, unchanged from the previous year's program. The City of Mississauga's 2019/20 annual allocation of \$18.3 million will be deposited into a dedicated Provincial Gas Tax Reserve Fund account. MiWay's 2020 operating budget includes an allocation of approximately \$18.5 million from the Provincial Gas Tax Reserve Fund to cover the costs of service expansion and improvements.

To secure the City's share of funding from this program, the Ministry of Transportation must receive a signed letter of agreement. The agreement must be accompanied by a municipal by-law permitting the municipality to enter into the letter of agreement. A copy of the agreement is attached as Appendix 1.

Financial Impact

Total provincial gas tax funding from the province for 2019/2020 is \$18,316,786. The Ministry of Transportation will process a payment for \$13,737,590 (75%) when they receive the authorizing municipal by-law and signed agreement. The remaining \$4,579,196 (25%) will be paid at a later date.

Conclusion

A municipal by-law permitting the municipality to enter into the letter of agreement needs to be completed and forwarded to the Ministry of Transportation. This will secure the City's share of provincial gas tax funding.

Attachments

Appendix 1: Letter of Agreement

A handwritten signature in black ink that reads "G. Kent." The signature is written in a cursive, flowing style.

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

Prepared by: Carolyn Paton, Manager, Strategic Financial Initiatives

**Ministry of
Transportation**

Office of the Minister

777 Bay Street, 5th Floor
Toronto ON M7A 1Z8
416 327-9200
www.ontario.ca/transportation

**Ministère des
Transports**

Bureau de la ministre

777, rue Bay, 5^e étage
Toronto ON M7A 1Z8
416 327-9200
www.ontario.ca/transport



MAR 12 2020

Mayor Bonnie Crombie
City of Mississauga
300 City Centre Drive
Mississauga ON L5B 3C1

Dear Mayor Crombie:

RE: Dedicated Gas Tax Funds for Public Transportation Program

This Letter of Agreement between the **City of Mississauga** (the "Municipality") and Her Majesty the Queen in right of the Province of Ontario, as represented by the Minister of Transportation for the Province of Ontario (the "Ministry"), sets out the terms and conditions for the provision and use of dedicated gas tax funds under the Dedicated Gas Tax Funds for Public Transportation Program (the "Program"). Under the Program, the Province of Ontario provides two cents out of the provincial gas tax to municipalities to improve Ontario's transportation network and support economic development in communities for public transportation expenditures.

The Ministry intends to provide dedicated gas tax funds to the Municipality in accordance with the terms and conditions set out in this Letter of Agreement and the enclosed Dedicated Gas Tax Funds for Public Transportation Program 2019/2020 Guidelines and Requirements (the "guidelines and requirements").

In consideration of the mutual covenants and agreements contained in this Letter of Agreement and the guidelines and requirements, which the Municipality has reviewed and understands and are hereby incorporated by reference, and other good and valuable consideration, the receipt and sufficiency of which are expressly acknowledged, the Ministry and the Municipality agree as follows:

1. To support local public transportation services in the Municipality, the Ministry agrees to provide funding to the Municipality under the Program to a maximum amount of up to **\$18,316,786** ("the "Maximum Funds") in accordance with, and subject to, the terms and conditions set out in this Letter of Agreement and, for greater clarity, the guidelines and requirements.
2. Letter of Agreement and a copy of the authorizing municipal by-law(s) and, if applicable, resolution(s) for the Municipality to enter into this Letter of Agreement, provide the Municipality with **\$13,737,590**; and any remaining payment(s) will be provided thereafter.
3. If another municipality authorizes the Municipality to provide local public transportation services on its behalf and authorizes the Municipality to request and receive dedicated gas

tax funds for those services also on its behalf, the Municipality will in the by-law(s) and, if applicable, resolution(s) described in section 2 confirm that the Municipality has the authority to provide those services and request and receive those funds.

4. The Municipality agrees that any amount payable under this Letter of Agreement may be subject, at the Ministry's sole discretion, to any other adjustments as set out in the guidelines and requirements.
5. The Municipality will deposit the funds received under this Letter of Agreement in a dedicated gas tax funds reserve account, and use such funds and any related interest only in accordance with the guidelines and requirements.
6. The Municipality will adhere to the reporting and accountability measures set out in the guidelines and requirements, and will provide all requested documents to the Ministry.
7. The Municipality agrees that the funding provided to the Municipality pursuant to this Letter of Agreement represents the full extent of the financial contribution from the Ministry and the Province of Ontario under the Program for the 2019/2020 Program year.
8. The Ministry may terminate this Letter of Agreement at any time, without liability, penalty or costs upon giving at least thirty (30) days written notice to the Municipality. If the Ministry terminates this Letter of Agreement, the Ministry may take one or more of the following actions: (a) cancel all further payments of dedicated gas tax funds; (b) demand the payment of any dedicated gas tax funds remaining in the possession or under the control of the Municipality; and (c) determine the reasonable costs for the Municipality to terminate any binding agreement(s) for the acquisition of eligible public transportation services acquired, or to be acquired, with dedicated gas tax funds provided under this Letter of Agreement, and do either or both of the following: (i) permit the Municipality to offset such costs against the amount the Municipality owes pursuant to paragraph 8(b); and (ii) subject to section 1, provide the Municipality with funding to cover, in whole or in part, such costs. The funding may be provided only if there is an appropriation for this purpose, and in no event will the funding result in the Maximum Funding exceeding the amount specified under Section 1.
9. Any provisions which by their nature are intended to survive the termination or expiration of this Letter of Agreement including, without limitation, those related to disposition, accountability, records, audit, inspection, reporting, communication, liability, indemnity, and rights and remedies will survive its termination or expiration.
10. This Letter of Agreement may only be amended by a written agreement duly executed by the Ministry and the Municipality.
11. The Municipality agrees that it will not assign any of its rights or obligations, or both, under this Letter of Agreement.
12. The invalidity or unenforceability of any provision of this Letter of Agreement will not affect the validity or enforceability of any other provision of this Letter of Agreement. Any invalid or unenforceable provision will be deemed to be severed.
13. The term of this Letter of Agreement will commence on the date of the last signature of this Letter of Agreement.

14. The Municipality hereby consents to the execution by the Ministry of this Letter of Agreement by means of an electronic signature.

If the Municipality is satisfied with and accepts the terms and conditions of this Letter of Agreement, please print it, secure the required signatures for it, and then return a fully signed copy, in pdf format, to the following email account:

MTO-PGT@ontario.ca

Sincerely,



Caroline Mulroney
Minister of Transportation

I have read and understand the terms and conditions of this Letter of Agreement, as set out above, and, by signing below, I am signifying the Municipality's consent to be bound by these terms and conditions.

Municipality

Date

Name (print):
Title (head of council or
authorized delegate):

I have authority to bind the Municipality.

Date:

Name (print):
Title (clerk or authorized delegate):

I have authority to bind the Municipality.

City of Mississauga

Corporate Report



Date: April 17, 2020 To: Mayor and Members of Council From: Paul Mitcham, P.Eng, MBA, Commissioner of Community Services	Originator's files:
	Meeting date: May 13, 2020

Subject

Emergency Management in Mississauga 2019

Recommendation

That the Corporate Report dated April 17th, 2020 from the Commissioner of Community Services titled "Emergency Management in Mississauga 2019" be received from information.

Background

Under the *Emergency Management and Civic Protection Act*, the Emergency Management Program Committee (EMPC) is required to "conduct an annual review of the municipality's emergency management program" as well as "advise council on the development and implementation of the municipality's emergency management program".

Comments

We have attached an information report (Appendix 1) which provides an overview of the City's emergency management program, including the details as follows:

1. The structure of the Office of Emergency Management;
2. Compliance requirements and approach;
3. Business continuity management development and implementation;
4. 2019 public education and engagement; and
5. The action plan for 2020

The Office of Emergency Management has four activation levels: Routine Monitoring, Enhanced Monitoring, Partial Activation, and Full Activation.

In 2019 the plan was activated on several occasions as below.

- Enhanced Monitoring: 29 occurrences
- Partial Activations: 5 occurrences
- Full Activations: 0 occurrences

Council	2020/04/17	2
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Another area within the Office of Emergency Management's mandate is the development and delivery of emergency/incident management training for City staff and our partner organizations. For 2019 the Office of Emergency Management trained:

- Introduction to DisasterLAN: 40 participants
- Incident Management System: 24 participants
- IMS Planning Process: 53 participants
- Annual OFMEM Mandated Compliance Training: 27 participants

In order to ensure residents are prepared for emergencies the Office of Emergency Management maintains a Public Education and Outreach program. Similar to previous years, in 2019 the Office of Emergency Management conducted an online survey to gauge the level of preparedness of our residents. Residents who attended our emergency preparedness booth at various community events were encouraged to participate in the survey. There were a total of 434 respondents. The following is a breakdown of some of the topics that were surveyed:

- Did they have insurance (home or tenant): 90% indicated yes
- Did they discuss emergency preparedness with their families: 37% indicated yes
- Were they aware of what a 72 hour emergency kit is and its contents: 82% indicated yes
- Did they have sufficient food for their pets during an emergency: 89% indicated yes

Financial Impact

There are no financial impacts resulting from the recommendation in this report.

Conclusion

The Emergency Management Program Committee (EMPC) and the Office of Emergency Management (OEM) will continue to strengthen the municipal emergency management and business continuity programs. Benchmarking, training and the development of partnerships will provide the framework for ongoing continuous improvement.

Attachments

Appendix: Emergency Management in Mississauga 2019 Report



Paul Mitcham, P.Eng, MBA, Commissioner of Community Services

Prepared by: Tim Lindsay, CEMC, Manager of Emergency Management



Emergency Management in Mississauga 2019 Report

Mississauga’s Office of Emergency Management 3

What is Emergency Management?.....

Who We Are.....

Emergency Management Program Committee (EMPC).....

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Past Emergencies

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Legislative Framework and Strategic Partnerships.....

Emergency Planning.....

Training and Exercises

Business Continuity Management

Public Education and Engagement

 a) Emergency Preparedness at Home.....

 b) Understanding the Risks

The Future 21

Action Plan

Mississauga's Office of Emergency Management

1



What is Emergency Management?

Disasters are occurring more frequently and are becoming more severe across Canada and throughout the world. Society is becoming increasingly vulnerable to the impacts of these disasters in part due to our increasing reliance on critical infrastructure and technology.

Routine incidents such as house fires or car accidents occur almost daily in Mississauga and are responded to by our first responders.

Incidents sometimes develop into emergencies, which require a greater degree of co-ordination as they could result in serious harm to people, property or the environment. Disasters occur when an incident's impact exceeds the community's ability to respond, creating the need to call on various City and external resources.

The Mississauga Office of Emergency Management (OEM) plays a large role in emergencies; however, our primary focus and specialty is in responding to the complex disasters the city is exposed to. This is why the OEM has rebranded the City's Emergency Plan to identify it more accurately as a Disaster Management Plan.

The OEM strives to ensure the resilience of the City of Mississauga through the effective organization of people, resources and systems, all working together to minimize the impacts experienced before, during and after a disaster.

In Mississauga, this is achieved through the City's comprehensive Emergency Management Program. The goal of the program is to:

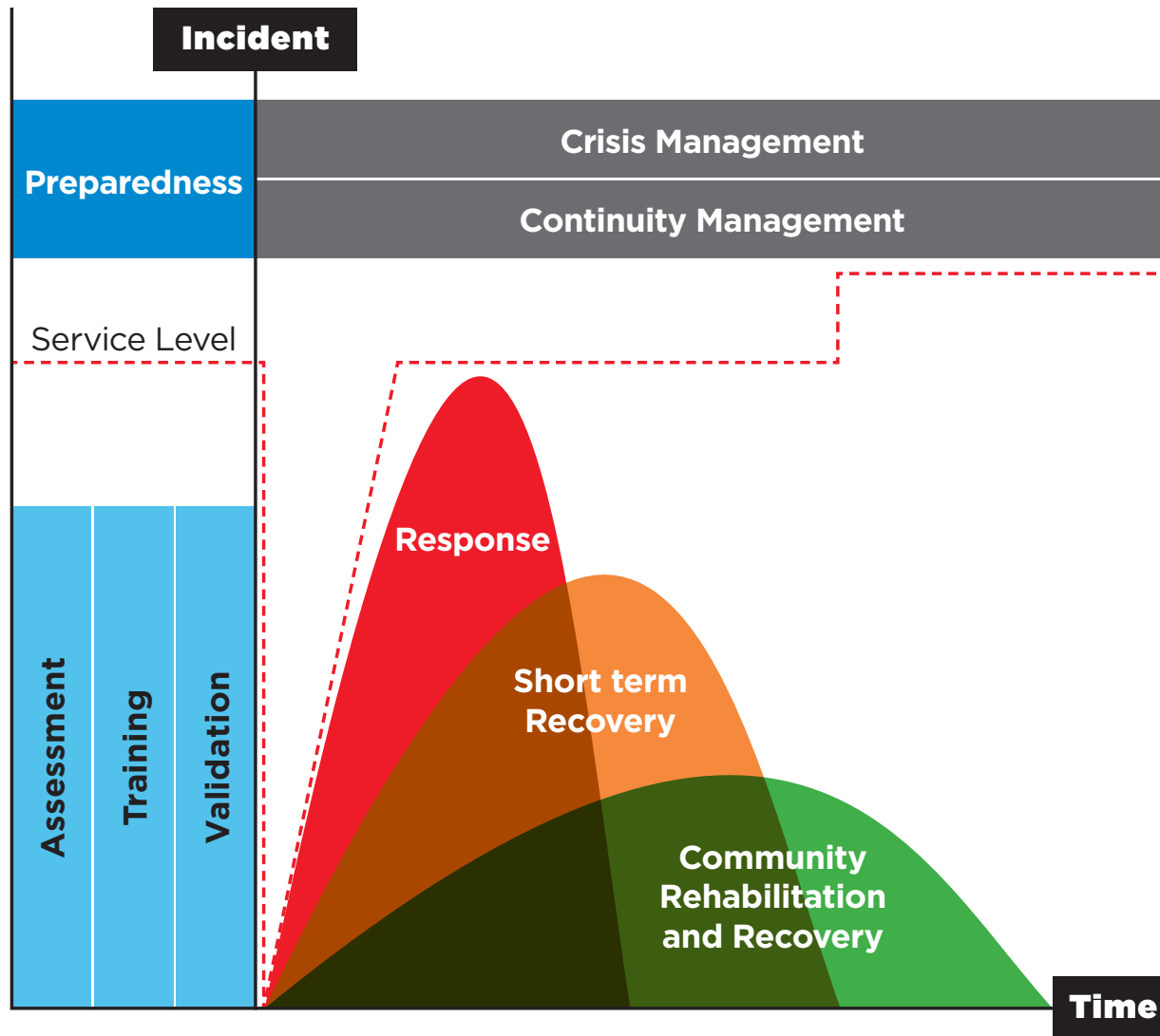
- **Prevent** and **mitigate** impacts of emergencies and disasters
- **Prepare** the city for emergencies and disasters
- **Respond** to incidents when they occur
- **Recover** to ensure the continued success of the City and its residents



Emergency Management Phases

Our comprehensive emergency management program is comprised of four interdependent risk-based functions: prevention/mitigation, preparedness, response and recovery.

Emergency management is a collection of people, resources and systems working collectively towards minimizing the impact before, during and after a disaster.



The OEM is responsible for developing and implementing the municipality's Emergency Management Program for the protection and safety of all residents.

Office of Emergency Management



The OEM prepares the City of Mississauga to manage complex incidents, emergencies and disasters while ensuring the continuity of services under the direction of the Emergency Management Program Committee (EMPC). During emergencies and disasters, staff from across the City attend the Emergency Operations Centre (EOC) to co-ordinate the response.

The City uses both an all-hazards and risk-based planning approach to emergency management and business continuity. While the City's Disaster Management Plan is designed to protect the community from all hazards, we also continually assess the potential of specific hazards to impact the city to develop risk-based plans. We identify key personnel, infrastructure and critical services, develop specific training and exercises for each hazard and evaluate business impacts.

We provide services through the five portfolios in the photo above. These five overlapping and complementary service areas make it possible for the City to prevent,

mitigate, prepare for, respond to and recover from disasters. It also ensures we meet annual provincial compliance.

To date, we have built a cross-departmental team of 141 trained Incident Management Team members.

We build strategic partnerships with other municipalities, government agencies, non-profits, businesses and residents to co-ordinate planning efforts and strengthen response capabilities city-wide.



Emergency Management Program Committee

The Emergency Management Program Committee (EMPC) is responsible for the development, implementation and maintenance of the City's Emergency Management Program. The Committee determines program goals and objectives, identifies gaps in capabilities and recommends approaches to fill the gaps. In 2019, the EMPC addressed the need to establish recovery phase planning to support the OEM's current response plans and the need to develop a comprehensive public education strategy that will foster disaster literacy throughout Mississauga. To implement these goals, the OEM is currently creating a Recovery Plan that will work in conjunction with the current Disaster Management Plan, as well as a public education strategy containing input from a wide range of stakeholders from across our community.





Lake Ontario High Water Hazard

In 2019, Lake Ontario reached its highest level in recorded history. In 2017, the Lake Ontario high water record was the highest it had been in 100 years. So, in the past three years, this was the second time that we broke the high water record set 100 years ago.

For 115 days, we worked with various external partners such as Credit Valley Conservation and Toronto Region Conservation Authority to collect situational awareness and co-ordinate response actions being carried out by the City's Works Operations and Maintenance, Parks, Forestry, and Environment and Strategic Communications Divisions.



Credit River Ice Jam

As a result of increasing temperatures in early February, melting snow throughout the Credit River watershed resulted in high water levels along the river. Prior to the melt, ice had accumulated in the Credit River, obstructing the river's ability to flow downstream creating the risk of flooding. The EOC moved to a partial activation to support both internal and external partners.



Canada Day and New Year's Eve

Each year, the OEM partially activates its EOC to engage in enhanced monitoring of recurring events that we can anticipate. In 2019, we engaged in enhanced monitoring to support several events including the Mississauga Marathon and both the New Year's Eve and Canada Day events at Celebration Square. During enhanced monitoring, OEM staff continually monitored and assessed events that could escalate, while coordinating our risk-based teams in advance of this potential escalation, ensuring the City was prepared to respond.



Jurassic Park West

The City's EOC was activated for games five and six of this year's NBA Finals to monitor Jurassic Park West. We established a team with representatives from Mississauga Fire and Emergency Services, Culture and Strategic Communications Divisions, as well as both Peel Regional Police and Peel Regional Paramedic Services to support the operations occurring at Celebration Square. This team collaborated with various external partners to ensure the safety of all attendees.



Northwest Ontario Fire Evacuations

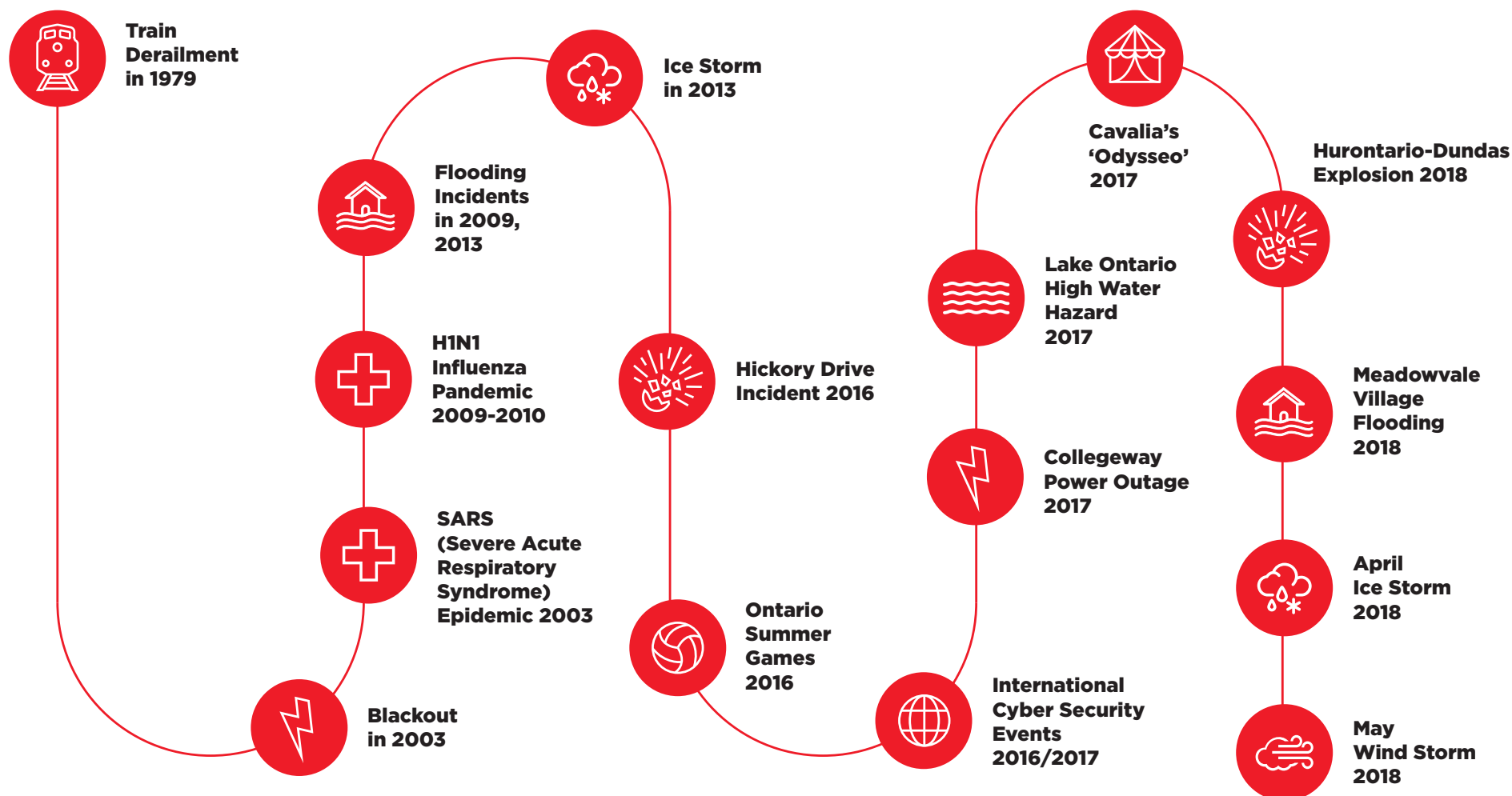
July 2019 saw significant forest fire activity throughout northwestern Ontario. Mississauga was identified as a host community with up to 300 Pikangikum First Nation residents expected to be temporarily relocated from their community due to wildfires. Members of the OEM attended both the Provincial Emergency Operations Centre (PEOC) and the Regional Emergency Operations Centre to support the evacuation and arrival of these residents into our community. The OEM co-ordinated the transportation and recreational services that would be required for these evacuees and provided situational awareness to support the City's financial planning and key messages to the public. Fortunately, improved fire conditions in Pikangikum meant the City did not receive the evacuees and we were formally stood down by the PEOC. These preparations demonstrated the City is ready to respond to these types of emergencies.

Past Emergencies in Mississauga

11.3.

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As mentioned previously, disasters are occurring more frequently and they bring severe impacts. To respond to these events, we are required to activate our EOC more often than ever before. In fact, in 2019 we activated as much as we did cumulatively in the 30+ years between 1979 and 2013. The OEM also increasingly recognizes the importance of activating the EOC to engage in enhanced monitoring activities. This allows us to prevent routine incidents or emergencies from escalating into disasters.



Our Approach

2



Legislative Framework and Strategic Partnerships

The Emergency Management and Civil Protection Act is the legislative framework under which we operate. It provides our program with target compliance benchmarks that must be achieved each year. Areas of compliance include our municipal plan, Emergency Management Program Committee, public education, training and exercises, information management, annual review of the Hazard Identification and Risk Assessment, Critical Infrastructure and more. We ensure not only that the municipality remains compliant under the legislation; we go beyond these basic standards to build a comprehensive Emergency Management Program utilizing benchmarking and guidelines from organizations such as Canadian Standards Association (CSA). Our office takes a collaborative approach to emergency management, building strategic partnerships across the province in both the public and private sectors. We work with community organizations and partners that are responsible for critical infrastructure, essential services and public safety.



An Environmental Scan

The OEM monitors events around the world to determine the potential of any emergency to impact us. The team keeps an eye on economic, political, technological, environmental and social trends across the globe. Emergencies that occur outside of Mississauga have the potential to impact the city in various ways. This was demonstrated in early 2019 when the City was almost activated as a host community to support residents of Northwest Ontario who were forced to evacuate their homes located over 1,300 kilometres from Mississauga.



Hazard Identification and Risk Assessment (HIRA)

The foundation of the Emergency Management Program is the Hazard Identification and Risk Assessment (HIRA). Annually, we rank hazards based on the probability of occurrence and the severity of impact. Through regular review and updating of the HIRA, we are able to identify the top risks. This allows us to prioritize our plan development, training, exercises and public education to ensure the City and its residents are prepared for the most likely serious hazards.

Top natural hazards for Mississauga



Flooding



Windstorm



**Freezing Rain/
Ice Storm**



**Plant Disease &
Pest Infestation**



Critical Infrastructure Assurance Program (CIAP)

Critical Infrastructure (CI) is any asset or service that is essential to the safety, security or economic well-being of Mississauga residents and government. Our reliance on this infrastructure is greater now than ever before and the OEM recognizes the importance of protecting these key assets and services.

Our Critical Infrastructure Assurance Program (CIAP), launched in the fall of 2017, helps us assess all City-owned CI and identify opportunities to reduce or eliminate risks to strengthen the resilience of our CI. Our program aligns with programs in place at both the Province of Ontario and the Government of Canada.

The program focuses on reviewing City-owned infrastructure to prioritize CI in regards to risk and criticality (i.e. most at risk and/or most critical to operations). This is achieved through detailed assessments done by staff with input from stakeholders. We have completed assessments for approximately 35 per cent of City-owned CI. Assessments will continue over the next several years, at which point the program may be expanded to include external partners who wish to participate.



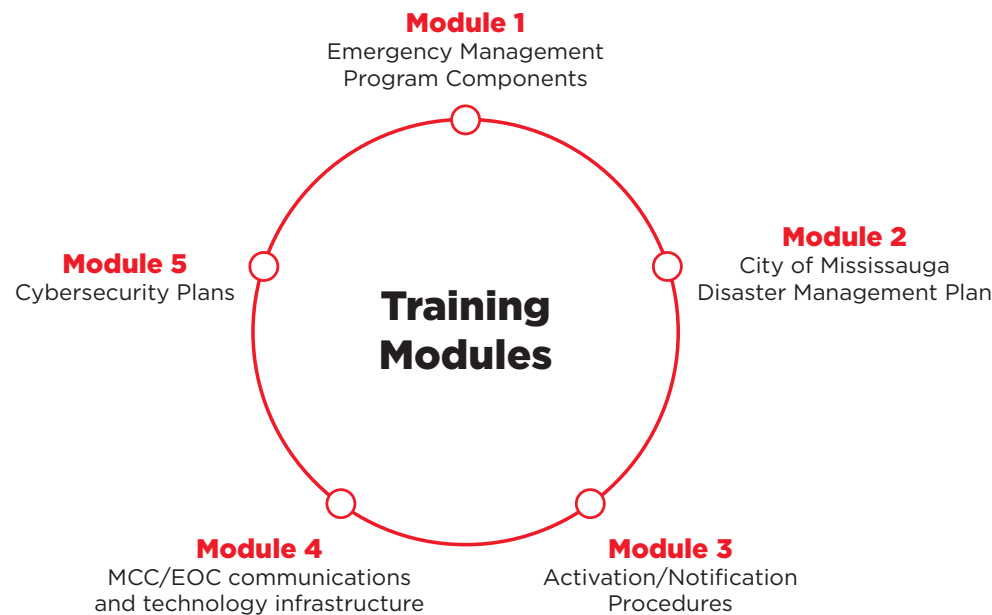
Business Continuity

It is important for the City of Mississauga to continuously provide residents with the services they rely on. The OEM has developed a Business Continuity Management (BCM) program that increases resilience and mitigates the harmful effects of an outage in any part of our organization. Minimizing or removing the impacts to our essential services improves our capability to deliver these services in a disruption and ensures we are able to respond and recover operations.

In 2019, we worked on building the BCM program in the Transportation and Works and Planning and Building Departments. As the program grows and more business units have plans and staff trained on BCM response, the City will become increasingly resilient to disruptions in services.

In 2020, the Business Continuity program will continue to grow, expanding to include the Community Services Department. In addition, the City will acquire a software solution that will help the program mature. The implementation of this software will be a leap forward in the capability of the City to respond to a disruption that impacts services. It will allow for the development and management of business continuity plans for all parts of the city.





Training

The Emergency Management and Civil Protection Act requires municipalities to provide training to ensure that EOC staff are ready to respond to incidents in an effective and timely manner. In 2019, we provided training in the Incident Management System (IMS). Since our staff are certified IMS instructors, we were able to provide in-house IMS training to 22 of our EOC team members. We are also legislatively mandated to provide annual training as required by the province to our Municipal Emergency Control Group (MECG). The training session reviewed provincially mandated topics such as the City's emergency management program, disaster plan, activation and notification procedures and EOC location, technology and communications infrastructure.

To supplement the knowledge of our EOC staff, we also created a Planning Process course and DisasterLAN training course to ensure staff are well-versed in the processes required of their specific role during an activation.



Exercises

	2016 – Exercise Muddy Waters
	2017 – Exercise Ice Storm
	2018 – Exercise Lockdown
	2019 – Exercise Slippery Roads

Mississauga is required by legislation to conduct an emergency exercise each year. To ensure the City's resilience against disasters, we continuously assess the hazards and vulnerabilities that exist throughout our community. We use these assessments as the foundation for our risk-based plans and staff training and exercise programs. Exercises allow us to validate our plans and training, while also providing a safe environment for EOC team members to practice implementing our plans and procedures.

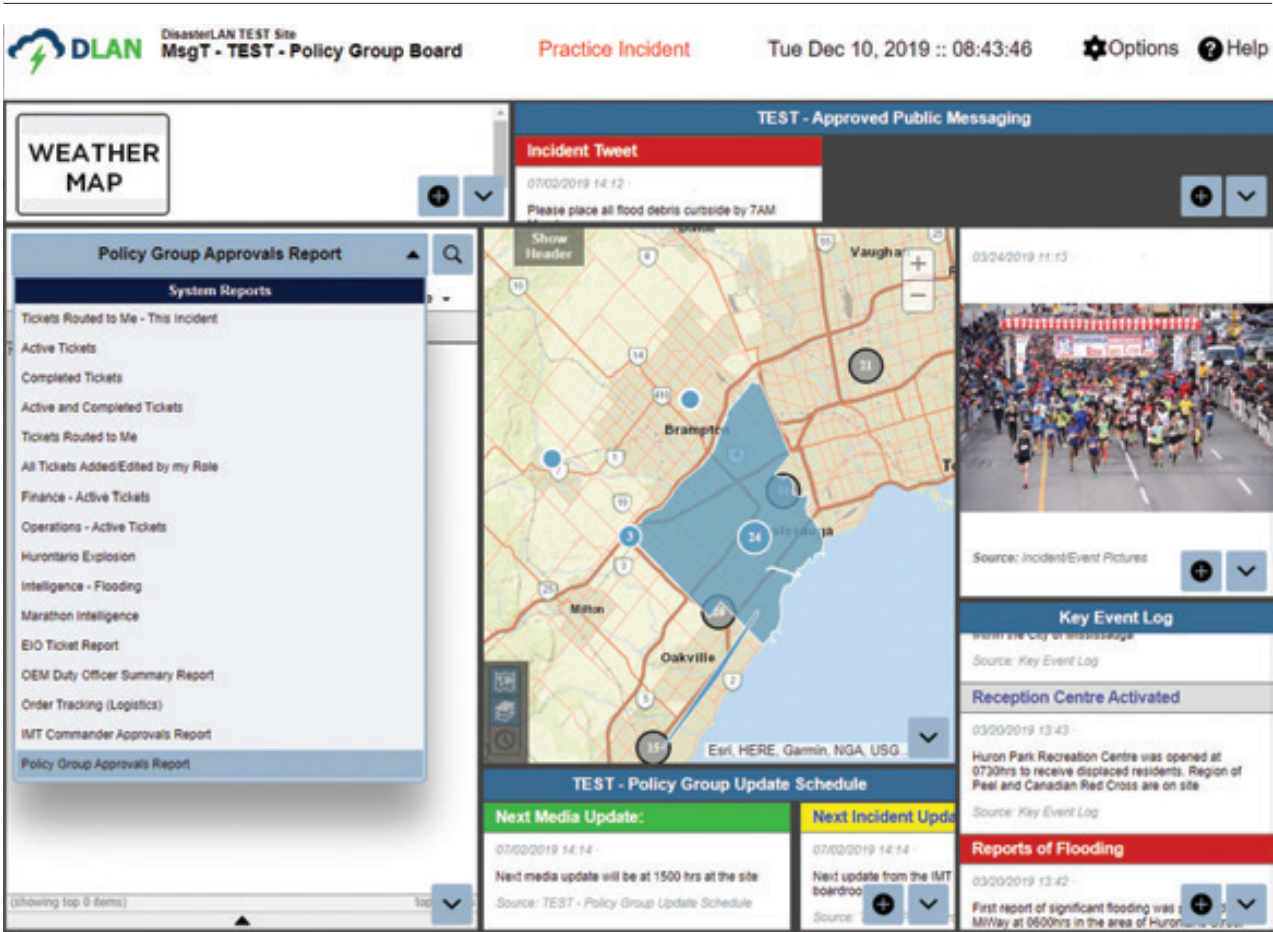
Slippery Roads Functional Exercise

It is important that our EOC staff members are ready to respond during disasters that have a realistic probability of occurring in Mississauga. This is why we base our annual exercise on at least one of the City's most likely hazards as identified through our HIRA. In 2019, our exercise featured a simulated severe winter weather scenario, allowing us to test our Severe Winter Weather Plan. The exercise provided the opportunity for 44 personnel from across City departments to respond to the simulated disaster using the IMS planning process within our DisasterLAN system. This demonstrates the City's ongoing commitment to prepare for realistic scenarios utilizing best practices while incorporating the DisasterLAN system.



We continue to use and make improvements to DisasterLAN (DLAN), a virtual emergency operations centre system. This system allows us to maintain situational awareness before, during and after incidents through the system's various features and tools. It also allows us to co-ordinate response actions using the system's ticket manager, dashboards and communications centre. This year, members of the OEM team had the opportunity to spend time with the system vendor and learn first hand how to improve our knowledge of the system's capabilities and how it can be best utilized here in Mississauga. This resulted in us adding additional features to the system, including the ability to upload photos and information from the field and the creation of a business continuity tracking form.

DLAN has become an integral component of the emergency management program. This year, DLAN supported our operations during all of our activations, including the Lake Ontario high water levels, which we used DLAN to monitor water levels for 115 days. DLAN was also used to enhance situational awareness during events such as the Mississauga Marathon, Jurassic Park West and the Canada Day Celebrations, as well as support our operations during these events. While DLAN is an extremely useful tool for incidents and events, it is also used to support the daily operations of the OEM, the EMPC and the OEM Duty Officer who continuously monitors and tracks incidents and potential incidents across the City. In 2019, 100 City employees completed the Introduction to DisasterLAN training course.



Public Education and Engagement

Emergency Preparedness at Home

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The OEM takes an evidence-based approach to community emergency preparedness and recognizes this process starts at the ground level. Since 2017, we have conducted an annual survey to understand how prepared residents are for emergencies. With this insight, we can begin to develop public education programs aimed at increasing disaster literacy throughout our communities.

We are able to implement our emergency preparedness programs through proactive community outreach activities where we engage residents in the community. This requires us to reach out and go to places where community members congregate. In 2019, we conducted various emergency preparedness workshops, lessons and presentations and attended events such as the 2019 Mississauga Marathon, Mississauga VegFest and the Older Adult Expo. We were also able to engage with over 2,200 members of our community to discuss emergency preparedness in person, while providing them with literature to meet their specific needs. We also delivered emergency preparedness activity booklets to approximately 1,000 public school students throughout Mississauga.




Overall, the survey results tell us that residents have a general awareness of the potential hazards we could face in Mississauga. A large number of respondents noted they understood the importance of home and tenant insurance; however, this does not mean residents understand their insurance policy.

RESPONDENTS





2019
434

96% live in Mississauga

Respondents with insurance:

 Home insurance	90%
 Additional living expenses	75%
 Flood insurance	55%

Respondents who have talked about an emergency plan:




 Discussed emergency preparedness with their families	37%
 Doesn't know what goes into an emergency kit for the first 72 hours of an emergency situation	54%
 Doesn't know what a 72-hour kit is and need to be prepared	18%
 Talked over a contact plan for getting in touch with their family if they get separated	17%

Precautionary Measures — Understanding the risks




During an emergency, people receive their information from a variety of sources such as online publications, radio, television and social media.

76 per cent of respondents use the Internet to access emergency updates through various informational websites and media channels. **About 74 per cent** of respondents also listen to emergency updates on radio and **just under 60 per cent** rely on television news.




In the event of an emergency, there can be potential risks and hazards to pets as well. Of the respondents:











	Are pet owners	41%
	Have water for their pet	68%
	Have food for their pet	89%

Respondents felt that they are prepared for potential risks and hazards that can occur in Mississauga such as:

	Freezing rain and ice storms	60%
	Flooding	26%
	Snowstorms and blizzards	60%

In the event of a power outage, only a few respondents are prepared with items such as:

	Battery operated radios	45%
	Alternate heat source	35%
	Back-up generator	10%

<h1>TOP 10</h1> <h2>Emergency Preparedness Tips: Insurance for Disasters</h2> <p>#EPWeek #AreYouCovered</p>			01  <p>Are you covered? Insurance will help recover your property in the event of a disaster.</p>
02  <p>Do you know what your insurance covers? Not all insurance policies are the same.</p>	03  <p>How would you get in touch with your insurance representative? It's important to have their contact information easily accessible.</p>	04  <p>If you experience a disaster, do you have the funds for temporary housing and repairs to your property? Insurance is your number one financial assistance following an emergency or disaster.</p>	
05  <p>Are you covered for flooding? Not all policies cover all types of flooding.</p>	06  <p>Most insurance policies renew automatically. Remember to review your policy yearly with your insurance representative.</p>	07  <p>Did you know you can get discounts on your insurance? Talk to your insurance representative about benefits to protecting your property.</p>	
08  <p>Who needs insurance? Everyone, regardless if you own or rent.</p>	09  <p>Do you know the most common disasters for Mississauga? Floods, fires and windstorms are important to prepare for.</p>	10  <p>Do you have a home inventory? Photo documentation is helpful in making a disaster insurance claim.</p>	



Based on surveys from previous years and through engaging with our community members, the goal of our public education campaign in 2019 focused on home insurance and ensuring residents understood their insurance policies. Many of our community members were unaware of what their insurance policies provided coverage for, or they believed inaccurate disaster myths. Based on this community vulnerability, we partnered with organizations such as the Insurance Bureau of Canada,

Mississauga Insurance Brokers Association and Partners for Action to provide accessible, accurate and important information to Mississauga residents regarding home insurance.

Our focus on insurance literacy in 2019 demonstrates our progression into recovery phase planning. To further advance the City's ability to recover after a disaster, we created a Debris Management Guide, which will assist residents with properly sorting waste and debris after a disaster occurs.

The Future

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3



The EMPC and OEM will continue to improve our municipal emergency management and business continuity programs through:

- An evidence-based approach
- Implementation of lessons learned in critical events locally and around the world
- Training and exercises based on probable hazards in our city
- Risk-based plan development
- Ongoing working groups
- Stakeholder engagement where we have the opportunity to collaborate with our partners

Some of the key action items for the OEM are:

- The introduction of the new BCM software
- Implementing tactics to support the development of our Recovery phase planning strategy
- Promoting disaster literacy among residents through a public education program that is based on evidence and input from our community members
- Further roll-out of DLAN system to support situational awareness, emergency response and incident tracking/management



City of Mississauga Corporate Report



<p>Date: April 17, 2020</p> <p>To: Mayor and Members of Council</p> <p>From: Paul Mitcham, P.Eng, MBA, Commissioner of Community Services</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: May 13, 2020</p>
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Subject

Open Window Hub Agreement with the Region of Peel

Recommendation

1. That the Director, Library be authorized to enter into an agreement with the Region of Peel to financially contribute 50% of the salary of the Library Outreach Worker for the Open Window Hub at Mississauga Library, on behalf of the Corporation of the City of Mississauga in a legal form satisfactory to the City Solicitor.
2. That all necessary by-laws be enacted.

Background

In 2017, in partnership with the City of Mississauga's (the "City") Recreation Division Community Development and Security Services teams, the Canadian Mental Health Association Peel Outreach team, the Region of Peel (Housing & Homelessness), and the University of Toronto, the Mississauga Library developed a plan to work together to address the needs of individuals experiencing homelessness or at risk for a variety of reasons. The Library received a grant from Employment and Social Development Canada. This funding provided compensation for a Homelessness Prevention Outreach Worker (HPOW) for 18 months, and the Open Window Hub, a drop-in space, opened at the Central Library.

The Open Window Hub has been operating since September 2017. To date the Homelessness Prevention Outreach Worker has aided almost 400 individuals, averaging 14 new referrals a month, along with supporting City staff in Security Services, Animal Services, Parks & Forestry, and more. The program quickly made an impact and filled a gap in social services in Mississauga.

Council	2020/04/17	2
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In 2019 a full-time permanent Library Outreach Worker was approved, and the Open Window Hub became a core library service. An agreement was developed with the Region of Peel to fund 50% of this position.

Comments

The nature and scope of the work performed by the Library Outreach Worker was deemed to align with services that are the responsibility of the Region of Peel. As such, an agreement was struck in principle for the Region to pay half of the salary of the Library Outreach Worker. The Region agreed to this funding in the understanding that the following work would be provided:

- Case management services to residents of the Region of Peel aged 16 years or older who are experiencing episodic or chronic homelessness or who are at risk for homelessness.
- Assistance to individuals in developing a housing plan, and in obtaining housing services, employment services, social services, health services, and such other similar services.
- Comprehensive needs assessment development for individuals.
- Providing advocacy where required and assisting individuals with self-advocacy.
- Providing drop-in programs for supporting individuals who are experiencing homelessness.

The Library Outreach Worker will continue to work with the Region of Peel to ensure that appropriate services are being offered, and that referrals are made in an efficient and effective manner.

Financial Impact

The Region of Peel will reimburse the City for 50% of the Library Outreach Worker's salary for 2019 (\$43,121) and 2020 (\$44,574), inclusive of all applicable taxes, subject to an increase of up to 7% based upon the actual costs. These funds will be deposited into cost element 590131 "Recovery From Region" and cost center 27204 "Open Window Hub". The funds will be used to offset the cost of the service for the City of Mississauga.

Conclusion

The Library Director and Legal Services have worked with the Region of Peel to draft a workable agreement to clearly define the roles and responsibilities of both partners in this agreement. Through its work with the Open Window Hub, the City and the Region of Peel have been able to reach out to at risk populations, to build relationships with individuals to provide important community and social services linkages which have made a significant difference in the lives of its clientele. It is recommended that Council grant authority to the City to sign the agreement to continue this important service and obtain the 50% funding for the Social worker's

salary granted through the cost sharing agreement. This will allow the Open Window Hub to continue to provide service and evolve to effectively serve this at risk population and provide a window to regional and community services through this important outreach service.



Paul Mitcham, P.Eng, MBA, Commissioner of Community Services

Prepared by: Laura Reed, Manager, Central Library & Community Development