Region of Peel
Corporate Risk Profile

December 2020

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2020 Corporate Risk Profile

1.   Introduction

The Region of Peel (Region) is the second-largest municipality in the Greater Toronto Area with 1.498 million residents and 182,732 business establishments within the cities of Brampton, Mississauga and the Town of Caledon. The vision for the Region is Community for Life, where everyone enjoys a sense of belonging and has access to the services and opportunities they need to thrive throughout each stage of their lives. The Region, like all other organizations, is exposed to various risks (internal and external) in pursuit of its vision and mission.

Enterprise Risk and Audit Services developed the first Corporate Risk Profile (Profile) in 2018 that identified the key risks that the Region is exposed to in pursuit of its vision and mission. The Profile is refreshed annually to capture the most up to date and relevant information. The Profile provides information on the impacts the risks may have on the Region's ability to deliver on its Strategic Plan outcomes. Additional to this, the 2020 Corporate Risk Profile, focuses on the Region's ability to continue services and maintain service levels for the next 18 to 24 months in order to recover from the impact of COVID-19 emergency.

1.1.   Purpose

The 2020 Corporate Risk Profile provides an analysis of the key risks from an internal and external perspective while taking into consideration the impacts these risks may have on the Strategic Plan outcomes. Given the current pandemic, the Profile has been updated to include consideration for the impact of the global pandemic outbreak on the Region's Strategic Plan outcomes and the key corporate risks. Further, it discusses the steps that have been taken to manage the risk and minimize its negative impacts.

The Profile provide information for the Region to assist with the review of existing mitigation plans that are in place to address the key risks and determine if additional resources are required to enhance the mitigation plans or if resources can be reduced where risk exposure is lower. Additionally, it can be used for risk-informed decision making and serves as an input in planning, prioritization and resource allocation. Specific uses of the Corporate Risk Profile and users are outlined below in Table 1:

Table 1

User	Usage
Regional Council and Senior Management	• Key input into strategic planning to assist in determining areas of focus; • Determine if the Region is taking the right risk to provide better value to citizens; • Improve stakeholder trust and confidence that the Region is being managed well; and • Improved governance by demonstrating that the Region is proactive in managing risk.
Service Managers	• Improve operational effectiveness and efficiency; • Improve controls to increase the likelihood of achieving objectives/outcomes; and • Effectively allocate and use resources for managing risks.
Enterprise Risk and Audit Services	• Input into planning to help ensure audit and risk resources are focused on high risk areas. • Assurance is provided in the higher risk areas.

1.2. Methodology

The methodology for the annual refresh to the Corporate Risk Profile includes:

- Reviewing and updating corporate risks while taking into consideration changes to internal and external environment
- Reviewing corporate risks with risk champions, risk managers and subject matter experts
- Providing updates to the mitigation plans
- Providing updates to any risk(s) that may have manifested
- Partnering with the Corporate Strategy Office and risk managers to identify key risks to the Term of Council Priorities

2. Corporate Risks

The 2020 Corporate Risk Profile presents 17 key risks for the Region of Peel; two of which are new risks resulting from the global pandemic in 2020. Six of the 17 corporate risks manifested during 2020. The manifestation of these risks will likely have an impact on the Region's ability to pursue its Strategic Plan outcomes in the timelines that were previously projected. While some risks have manifested, such as Economic Downturn, these risks will continue to be included on the Profile as they have the potential to arise again in the long term.

3. COVID-19

In January 2020, the World Economic Forum issued the 2020 Global Risk Report. This report identifies the top ten global risks in terms of impact the risk would have if it manifested and the top ten global risks in terms of likelihood the risk would manifest. Infectious disease was included in the report in the top ten global risks for impact. Since then, the world has seen the risk of infectious disease manifest from the COVID-19 pandemic and has brought a healthcare emergency around the world followed by widespread economic downturn.

The Region's primary focus for 2020 was managing the emergency and continuing service delivery to keep residents and businesses safe and meet the needs of the community during the pandemic. The significant impacts of COVID-19 on the Region of Peel, and its residents and businesses are summarized below:

i)   Many Peel residents lost jobs and Peel's unemployment rate jumped to a record high 16.3 per cent in July 2020 before falling to 14.4 per cent in August.

ii) There is a significant risk for the future years in provincial funding, as any freezes or reductions would put significant pressure on the Region's budget and impact services.

iii) There is a risk that staff shortages due to competition for skilled employees in Long Term Care, Community Access caseworkers and Public Health, may impact the Region's ability to continue normal service levels through the pandemic.

iv) As a result of the lockdowns and decreased industrial and commercial activity in 2020, global emissions are expected to fall by 8 per cent as compared to 2019.[i] With resources

redirected to response to the pandemic, there is a risk of resources not being available to support efforts to reduce the impacts of climate change.

v) With limited opportunities for conventional social interactions, work and physical activities, may have impacts on physical, mental and emotional well-being of staff.

4. Risk Assessment

4.1. Assessment Criteria

A set of criteria were used to assess the risks. Risks that were considered significant - 'very high' or 'high' are included in the Corporate Risk Profile. Table 2 provides the criteria that have been used for ranking risks as 'very high' and 'high':

Table 2

Risk Rank	Definitions
Very High	Would prevent achievement of outcomes/objectives, and cause unacceptable cost overruns, project slippage or program delivery issues, and/or compromise credibility and reputation.
High	Would cause substantial delays in the achievement of the outcomes/objectives, and cause unacceptable cost overruns, project slippage or program delivery issues, and/or compromise credibility and reputation.

Table 3 provides the criteria that have been used to assess the control column.

Table 3

Control Rank	Definitions
	Green indicates where controls are in place to mitigate the risk (internal).
	Yellow indicates where controls are in progress to mitigate the risk (internal).
	Grey indicates when the Region has minimal ability to mitigate the risk (external) and measures have been put in place that may reduce the impact should these risks materialized.

4.2. Assessment of Corporate Risks

The risk map below in Table 4 provides the list of corporate risks including:

- Definition
- Impacted services
- Risk Ranking
- Risk Type

- Risk Source; and
- Responsible Risk Managers.

Table 4

	Risk	Impacted Services	Risk Assessment	Control	Risk Type/ Risk Source	Risk Managers
1.	Social Cohesion and Intolerance Erosion and breakdown of social cohesion and growing intolerance in the community could impact the Region's ability to achieve its strategic outcomes. *Risk Manifested*	Housing Supports Community Investment Early Growth and Development Heritage Arts and Culture Workforce Adult Day Services Long Term Care Paramedic Services Infectious Disease Prevention Corporate Governance			Social/External	Director, Community Connections Medical Officer of Health
2.	Economic Downturn Downward shift in the economy could cause an increase in service demand and a loss of revenue for the Region. *Risk Manifested*	Housing Supports Income Supports Employment Supports Community Investment Early Years and Child Care Financial Management Adult Day Services Long Term Care			Economic/ External	Commissioner, Finance and Chief Financial Officer

	Risk	Impacted Services	Risk Assessment	Control	Risk Type/ Risk Source	Risk Managers
		Paramedic Services Chronic Disease Prevention	🟥	▨		
3.	Changing Government Policies and Levels of Government Impact of significant changes in other levels of government or its policies on Regional services.	Housing Supports Income Supports Employment Supports Community Investment Early Years and Child Care Early Growth and Development Chronic Disease Prevention Infectious Disease Prevention Water Supply Financial Management Adult Day Services Long Term Care Paramedic Services	🟥	▨	Political/ External	Commissioners and Directors
4.	Changing Employment and Impacts of Automation Changing nature of employment including the impact of automation on the labour force could impact demand for the Region's social assistance programs. **_Risk Manifested_**	Housing Support Income Support Employment Support	🟥	▨	Economic/ External	Commissioner, Finance and Chief Financial Officer
5.	Negative Publicity Actions taken by employees	Public Accountability	🟥	▨	People & Reputation/ External &	Regional Clerk (Risk Manager)

	Risk	Impacted Services	Risk Assessment	Control	Risk Type/ Risk Source	Risk Managers
	and/or the members of public through various media channels (social media) may harm or compromise the Region's reputation.	Corporate Governance	🟥	⬜	Internal	Director, Marketing and Communications (Risk Monitor)
6.	Cyber Attacks & Privacy Breach (Formerly identified as Cyber Attacks) Inability to protect the Region's electronic data and information from cyber-attacks may harm or compromise the Region's reputation.	Information and Technology Financial Management All Services with Personal Identifiable Information	🟥	🟨	Technology & Information Management/ Internal	Director, IT Operations Director, Clerks (privacy aspect)
7.	Ineffective Growth Management Planning Impact of inaccurate growth forecasts on Regional growth management plans may negatively impacts the Region's ability to sustain future growth.	Water Supply Wastewater Waste Roads and Transportation Land Use Planning Financial Management Asset Management Corporate Governance	🟥	🟩	Service Delivery/ Internal	Chief Planner and Director, Regional Planning and Growth Management
8.	Competition for Talent Competition to recruit and retain the right talent could impact the Region's ability to meet demands for service. *Risk Manifested*	Workforce Income Support Long Term Care All Services	🟧	🟨	People/ Internal	Director, Human Resources
9.	Absence of Information Absence of timely, pertinent, consistent and accurate information may result in ineffective decision making for the Region.	Public Accountability Corporate Governance Information and Technology	🟥	🟨	Technology & Information Management/ Internal	Service Managers and Information Custodians Director, Information Management

	Risk	Impacted Services	Risk Assessment	Control	Risk Type/ Risk Source	Risk Managers
		All Services				
10.	Outdated Technology The Region's inability to sustain/ maintain legacy Information Technology systems could cause delays to business process and service delivery.	Workforce Corporate Governance Information and Technology All Services			Technology & Information Management/ Internal	Director, IT Operations Director, IT Solutions
11.	Climate Change and Environment Inability to manage/adapt to the impact of climate change that could affect the Region's finances and service delivery. Inability to manage the negative impact on the environment due to Regional hazardous discharge from its various services could affect the Regional environmental footprint. *Potential negative impact of climate change on public health and social cohesion (updated 2020)*	Financial Management Asset Management Wastewater Waste All Services			Environmental/ External & Internal	Director, Office of Climate Change and Energy Management General Manager, Water & Wastewater Director, Enterprise Asset Management Director, Health Protection
12.	Supply Chain Disruption, Absence of Contract Management and Oversight (Formerly identified as Absence of Contract Management and Oversight) Inability of vendors and/or community partners to deliver services or products to agreed costs and/or specifications may result in financial and service delivery impacts for the Region. Ineffective contract oversight could impact the Region's service delivery and finances.	Financial Management Asset Management Community Investment			Contractual & Procurement/ Internal	Director, Procurement Directors (Contract Owners)
13.	Ineffective Design and Implementation of Business	Corporate Governance			Service Delivery/	Director, IT Solutions

	Risk	Impacted Services	Risk Assessment	Control	Risk Type/ Risk Source	Risk Managers
	Services and Processes Inability to modernize the Region's service delivery, such as technological advancement, innovation, and transformation, could impact achievement of service delivery outcomes and the effectiveness of business processes.	Information Technology			Internal	Director, Marketing and Communications Director, Information Management Director, Community Connection Service Managers
14.	Absence of Infrastructure and Asset Planning Inability to maintain new and existing infrastructure could impact the Region's ability to maintain levels of services currently provided by the Region.	Financial Management Asset Management			Infrastructure & Asset Planning/ Internal	Director, Enterprise Asset Management
15.	Health and Safety Inability to maintain health and safety practices at the Region's workplace (including violence and harassment) could impact the delivery of quality service and result in financial loss.	Workforce Corporate Governance			People/Internal	Director, Human Resources
16.	Infectious Disease Impact of infectious diseases caused by pathogenic microorganisms (bacteria, viruses, parasites or fungi) that can spread, directly or indirectly, from one person to another may result in an increase in service demand and impact the achievement strategic outcomes. *Risk Manifested*	Housing Support Income Support Employment Support Community Investment Adult Day Long Term Care Paramedics Early Years and Child Care			Health and Safety/External	Medical Officer of Health

	Risk	Impacted Services	Risk Assessment	Control	Risk Type/ Risk Source	Risk Managers
		Infectious Disease Prevention	(red)	(grey)		
17.	Emergency Preparedness Inability to foresee, plan and respond to unprecedented emergencies could impact the Region's ability to maintain levels of services currently provided by the Region. ***Risk Manifested***	Adult Day TransHelp Early Years and Child Care Early Growth and Development Roads and Transportation Heritage, Arts and Culture Public Accountability Workforce Infectious Disease Prevention Long Term Care Paramedic Services All Services	(red)	(yellow)	Emergency Management/ Internal	Manager, Regional Emergency Management Regional Emergency Operations Centre Regional Policy Group

There may be additional risks and uncertainties identified that are not deemed significant but may also impact the Region's ability to deliver on its Strategic Plan outcomes.

4.3.   Corporate Risks - Mitigation Plans Update

4.3.1.   Social Cohesion and Intolerance

Erosion and breakdown of social cohesion and growing intolerance in the community could impact the Region's ability to achieve its strategic outcomes.

Mitigation Plans / Actions

The Region has actions in place, and plans for further actions to be developed, that may help mitigate the risk posed from social cohesion and intolerance:

Peel Art Gallery Museum and Archives (PAMA) exists to share the story of Peel by providing diverse opportunities to creative exploration and discussion to help build a cohesive community.

The Community Safety and Well-Being Plan – The Region has adopted a Community Safety and Well-Being Plan in October 2020 as required by legislation. The plan requires the Region to work with local partners to formalize working relationships and advance community safety and well-being.

In response to the COVID-19 emergency, the Region has coordinated supports for community support groups through the Community Response Table. The Region also implemented a special shelter for the homeless who have contracted COVID-19 so they may receive care and maintain physically distance.

Regional Council has committed to addressing systemic discrimination by supporting policies and programs that focus on the inequities that the black community and other marginalized groups continue to experience within Peel. Proposed actions include but not limited to:

- engaging black communities to address racial inequities related to COVID-19
- providing funding to mental health/housing/harm reduction programming to support marginalized groups including the black community through Peel funded programs
- ensuring Black-led/black-serving social agencies in Peel are funded equitably through Regional funding mechanisms
- requesting that the local municipalities collaborate with the Region to carry out anti-racism public education[ii]

The Region has initiated a Courageous Conversations Series where Region of Peel employees can come together with a shared goal of increasing knowledge and understanding about experiences, obstacles and opportunities that address systemic discrimination and racism within our workplace.

4.3.2. Economic Downturn

Downward shift in the economy could cause an increase in service demand and a loss of revenue for the Region.

Mitigation Plans / Actions

The Region has actions in place, and plans for further actions to be developed, that may help mitigate the risk posed from the economic downturn. The Region's Long-Term Financial Planning Strategy and Financial Management Bylaw are designed to protect Peel's financial flexibility during economic downturns.

The Region of Peel has taken strong advocacy measures to secure Federal and Provincial funding support to offset the costs and pressures associated with the Pandemic. Peel deliberately froze staff recruitment and avoided costs in an effort to contain fiscal pressures. Any remaining fiscal deficit for 2020 can be managed through stabilization reserves. Regional Council endorsed a capital deferral strategy to mitigate the risk of lower development charges revenues of up to $700

Regional Council is aligned with local councils to provide some relief on utility rate increases and defer property tax payments to provide relief to residents and businesses.

4.3.3. Changing Government Policies and Levels of Government

Impact of significant changes in other levels of government or its policies on Regional services.

Mitigation Plans / Actions

Working with the Association of Municipalities Ontario (AMO), the Federation of Canadian Municipalities (FCM) and among others, the Region will continue to advocate to senior levels of government for Peel's policy priorities, in order to inform and influence federal and provincial decision-makers on the risks (for example fiscal sustainability, governance, etc.) to municipalities.

4.3.4. Changing Employment and Impacts of Automation

Changing nature of employment including the impact of automation on the labour force could impact demand for the Region's social assistance programs.

Mitigation Plans / Actions

The Region has actions in place, and plans for further actions to be developed, that may help mitigate the risk posed from changing employment and impacts of automation. The Region had engaged the Mowat Centre to conduct a socio-economic study to understand the long-term financial sustainability implications of the changing nature of employment. The Region will continue to work with the Association of Municipalities Ontario (AMO) and Federation of Canadian Municipalities (FCM) to inform and influence senior leaders of government on the risks of municipal fiscal sustainability and advocate for a fair share of economic growth and prosperity.

4.3.5. Negative Publicity

Actions taken by employees and/or the members of public through various media channels (social media) may harm or compromise the Region's reputation.

Mitigation Plans / Actions

The Region has actions in place, and plans for further actions to be developed, that may help mitigate the risk posed from negative publicity. The Regional Emergency Operation Centre (REOC), Policy Group and Executive Leadership Team have taken a risk-based approach to business continuity planning throughout the Pandemic response.

The REOC Incident Management Structure included an identified Emergency Information Officer and Communication Task Force with counterparts from local municipalities to share and align messages to the community. The Emergency Manager Task Force aligned all of the local municipal and first responder coordination. Additionally, the mayors, hospital CAOs, Medical Officer of Health, the Regional Chair and CAO met several times weekly to share and coordinate the emergency response.

The Region uses media monitoring tools on topics or themes of interest and reviews its dashboard to determine if any action is required to minimize exposure to the Region's reputation. Actions may include:

- Assessing sentiment and factuality of content
- Reaching out to the author to correct facts
- Reaching out to social media to report abuse and close social media accounts
- Issuing media releases

The Region has developed a social media policy for employees that provides expected behaviors for employees which include disciplinary actions if required.

4.3.6. Cyber Attacks and Privacy Breach

Inability to protect the Region's electronic data and information from cyber-attacks may harm or compromise the Region's reputation.

Mitigation Plans / Actions

The Region has actions in place, and plans for further actions to be developed, that may help mitigate the risk posed from cyber-attacks and privacy breach. The Region continues to implement security measures to mitigate the risks associated with cyber-attacks such as unsolicited emails, blocking malicious websites etc. Independent third-party reviews are conducted to identify vulnerabilities and recommend mitigation efforts. These recommendations are included in the cyber security workplan for ongoing improvements. Further discussion may be held in camera.

The Region consistently reviews internal practices for handling personal information and advises programs/services with the recommendations to reduce the risk of privacy breach incidents.

4.3.7. Ineffective Growth Management Planning

Impact of inaccurate growth forecasts on Regional growth management plans may negatively impacts the Region's ability to sustain future growth.

Mitigation Plans / Actions

The Region has actions in place, and plans for further actions to be developed, that may help mitigate the risk posed from ineffective growth management planning. The Growth Management Program is an Organizational Priority with an outcome focused on "achieving a financially sustainable complete community, where the location and servicing of growth is optimized". This outcome will be achieved through the delivery of four key strategies:

- Plan and manage the location and servicing of growth;
- Leverage business intelligence to make informed decisions around the locations, servicing, and financing of growth;
- Optimize investments for growth by managing revenues and expenditures to finance growth;

- Work with internal and external stakeholders as well as engaging the public to deliver a financially sustainable complete community.

Comprehensive models are in place to respond to changes in growth forecasts which impact capital planning and spending.

Additionally, the Commissioner, Public Works mandate includes advancing the Regional Official Chief Planner and Director, Regional Planning and Growth Management Plan studies and related amendments in time to conform with the Provincial Growth Plan deadlines and ensure that Peel's communities are complete and sustainable for residents and businesses.

4.3.8. Competition for Talent

Competition to recruit and retain the right talent could impact the Region's ability to meet demands for service.

Mitigation Plans / Actions

The Region has actions in place, and plans for further actions to be developed, that may help mitigate the risk posed from competition for talent. The Region has met the staff shortage in its five Long Term Care Homes and Community Access caseworkers by redeploying existing staff and hiring new staff to continue service delivery with modified processes.

Human Resources (HR) mandate is to partner with clients to enable achieving business outcomes and create a positive employment experience that is built on trust, respect and teamwork. HR will continue to develop/support its clients on an on-going basis.

Major strategies are being developed which include:

Employee Development
- Developing strategies for leadership and employee development to ensure employees have skills to deliver on services and Strategic Plan outcomes. This includes but is not limited to:
  - New employee on-boarding program
  - Career growth management (pilot)
  - Learning assignments

Retention
- HR will continue to ensure market wages for Regional employees and opportunities for job enrichment through learning assignments and employee development program.

Succession Planning
- The succession planning strategy development is a current ELT organizational priority. The performance management program has already been developed and implemented. HR will continue to mature the performance management program to optimize staff skills to achieve business outcomes. Further, HR is evaluating various options to design and deliver a comprehensive approach to succession planning in order to ensure the Region has developed skilled and productive employees necessary to meet its future needs.

4.3.9. Absence of Information

Absence of timely, pertinent, consistent and accurate information may result in ineffective decision making for the Region.

Mitigation Plans / Actions

The Region has actions in place, and plans for further actions to be developed, that may help mitigate the risk posed from absence of information. The mitigation activities for absence of information risk are two folds:

a) Corporate wide Information Management Strategies i.e. developing governance framework, strategies, tools and methodology to ensure information is reliable and available in a timely manner; and

b) Implementation and adoption by information custodians and user groups i.e. implementing framework, strategies, tools and methodology to ensure information is reliable and available in a timely manner.

The following corporate wide strategies are in progress to facilitate timely access to information. These strategies will only be effective when it is fully adopted by information custodians and users:

Electronic Content Proposal outlines an approach to the digitization, organization, delivery and management of content. It also addresses automation activities that ultimately improves the ability to make informed decisions based on intelligent content. It will provide clear direction and guide how Regional staff will easily file, find and share their documents and records, regardless of format. This Proposal has been complete and now sets the direction for the optimal use of Regional content. Implementation is in progress.

The Enterprise Business Intelligence Strategy addresses the management, analysis and reporting of data, resulting in increased evidence informed decision-making to achieve outcomes. The Strategy is complete and approved by the Executive Leadership Team. Implementation of this Strategy is in progress will currently focus on two service areas: Community Investment and Corporate Performance.

4.3.10. Outdated Technology

The Region's inability to sustain/ maintain legacy Information Technology systems could cause delays to business process and service delivery.

Mitigation Plans / Actions

The Region has actions in place, and plans for further actions to be developed, that may help mitigate the risk posed from outdated technology. The hardware roll-out and move to Office 365 prior to the COVID-19 pandemic enabled a quick response in allowing the majority of employees to work from home. Digital &Information Services (D&IS) Department continued responding to REOC requests to make further improvements since March 2020.

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The Region has developed a State of Good Repair (SOGR) Program for Information Technology applications. A capital funding request has been submitted for approval as part of the Region's 2021 Budget process. The SOGR Program as recommended by this capital funding request will contribute significantly to evolving the below and to substantially remediate the current significant risk.

The following strategies are currently in progress to sustain/maintain legacy Information Technology systems:

Operating System Upgrade
Upgrading unsupported operating systems to newer supported versions. This work is continuing to upgrade or decommission unsupported operating systems.

Migrate outdated and risky systems
Prioritize migration from outdated and risky applications/systems to modern applications/systems.

The Digital and Information Services Department has created a view of business capabilities that will be used to align the initiatives, investments and strategy for the IT department to develop new or rationalize existing IT capabilities (source Regional IT Standards Policy & Target State Architecture)

4.3.11. Climate Change and Environment

Inability to manage/adapt to the impact of climate change that could affect the Region's finances and service delivery.

Inability to manage the negative impact on the environment due to Regional hazardous discharge from its various services could affect the Regional environmental footprint.

Potential negative impact of climate change on public health and social cohesion (updated 2020).

Mitigation Plans / Actions

The Region has actions in place, and plans for further actions to be developed, that may help mitigate the risk posed from climate change and environment. Building environmental resilience is a Term of Council Priority. Regional Council has endorsed a Statement of Commitment outlining guiding principles and desired outcomes related to climate change mitigation and adaptation and approved a 10-year corporate Climate Change Master Plan, which set a greenhouse gas emissions reduction target of 45% below 2010 levels by 2030. To complement Council's stated commitment and support the Master Plan implementation, the Region is actively embedding climate change considerations into existing tools that promote accountability (e.g. including climate change as a lens of Corporate Social Responsibility into Commissioner Mandate Letters) and processes that impact in-year decision-making or longer-term planning (e.g. identifying climate change as a strategic issue for budget and asset management planning). These are examples of institutionalizing the ongoing need to address climate change risks and will serve to reinforce how everyone individually and collectively has a role to play in reducing greenhouse gas emissions and ensuring Regional services and assets are resilient to climate change and impacts of extreme weather.

The Region is working to mitigate the impacts of Climate Change related to basement flooding. To build on existing programs already having an impact in the community, the Region has developed a comprehensive strategy to address the impacts of inflow and infiltration into the sanitary sewer system. The Inflow and Infiltration Reduction and Mitigation Strategy includes many program areas such as:

- Research and data analysis in order to prioritize the program;
- Development of new operations and design standards based on best practices;
- Rehabilitation of the existing system and construction of new and upsized assets; and
- Community outreach programs

Implementation of the Strategy is a continuing and collaborative effort between the Region of Peel, local municipalities and the conservation authorities.

4.3.12. Supply Chain Disruption, Absence of Contract Management and Oversight

Inability of vendors and/or community partners to deliver services or products to agreed costs and/or specifications may result in financial and service delivery impacts for the Region.

Ineffective contract oversight could impact the Region's service delivery and finances.

Mitigation Plans / Actions

The Region has actions in place, and plans for further actions to be developed, that may help mitigate the risk posed from supply chain disruption, absence of contract management and oversight. During the COVID-19 response, the Region has established a centralized supply management model to prevent future supply chain disruptions and efforts are underway to make it sustainable and align with the Enterprise Asset Management future state.

There is a Procurement By-Law and Policies and Procedures in place that help ensure vendors or community partners are retained/ engaged to deliver services or products to agreed-upon costs and user division developed specifications. The Procurement division works collaboratively with user divisions and Legal Services to ensure fair and transparent procurements by:

- Developing quality procurement documents in collaboration with the user divisions outlining the business need and service level expectations (specifications, scope of work, pricing, terms and conditions, mandatory requirements etc.);
- Perform the procurement compliance and facilitate the appropriate review of the technical/mandatory requirements have been deemed acceptable by the user divisions; prior to moving to an evaluation phase (where applicable); made up of a team of business experts;
- Provide users tools to capture vendor occurrences and client satisfaction to assist user divisions in their contract management and ensure the successful bidder is adhering to the terms and conditions laid out in the contract;
- Importance of demand accuracy, such as quantity projections and or capacity requirements, to minimize supply risks and Vendors not able to fulfill orders
- Provide Vendor Performance Management Framework to users to consistently evaluate vendor performance and to inform eligibility of vendors to participate in future bidding opportunities and to be awarded future contracts;

- User division staff manages the vendors' or community partners' performance and adherence to the terms and conditions of the contract or agreement; and,
- The user divisions have set processes, tools and or technologies in place to manage the business' vendors, contracts and financial obligations.

4.3.13. Ineffective Design and Implementation of Business Services and Processes

Inability to modernize the Region's service delivery, such as technological advancement, innovation, and transformation, could impact achievement of service delivery outcomes and the effectiveness of business processes.

Mitigation Plans / Actions

The Region has actions in place, and plans for further actions to be developed, that may help mitigate the risk posed from ineffective design and implementation of business services and processes. To manage the risk of ineffective design and implementation of business services and processes, the Region continues to review and modernize services to help ensure that Regional services are easy to access, service requests are met through each interaction and employee needs are met.

The Region has taken the following approach to mitigating the risk of ineffective design and implementation of business services and processes:
- Monitoring and measuring continuous improvement efforts through the Continuous Improvement Program;
- Using data to make evidence informed decisions to guide design and implementation such as Enterprise Business Intelligence implementation and Corporate Performance Management Implementation;
- Modernizing service delivery and employee tools through the Improve Service & Confidence ToCP and
- D&IS initiatives that focus on making the Region a digitally enable government.

Pandemic emergency has also provided opportunities to try different solutions and /or practices to deliver services. The Region supported virtual Council and Committee meetings and tried solving complex issues such as housing approximately 300 people affordable housing with a unique partnership of the Region and the landlord.

4.3.14. Absence of Infrastructure and Asset Planning

Inability to maintain new and existing infrastructure could impact the Region's ability to maintain levels of services currently provided by the Region.

Mitigation Plans / Actions

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The Region has actions in place, and plans for further actions to be developed, that may help mitigate the risk posed from absence of infrastructure and asset planning. The Region complies with the:
- Provincial asset management regulation
- Corporate Asset Management Policy and Council approved service level standards
- Long Term Financial Planning Strategy
- Application of annual Infrastructure Levy

The risk assessment and the Status of Infrastructure Reserves is updated annually. Reports summarizing the results of the analyses are provided to Regional Council as part of the budget deliberation.

The Region is in a process of updating and modernizing the asset management analytical tools that will enable effective and efficient management of the assets, including conducting a climate change risk assessment on all Regional infrastructure, determining impact to level of service, and costs associated with adapting infrastructure to climate change to meet approved service levels.

4.3.15. Health and Safety

Inability to maintain health and safety practices at the Region's workplace (including violence and harassment) could impact the delivery of quality service and result in financial loss.

Mitigation Plans / Actions

The Region has actions in place, and plans for further actions to be developed, that may help mitigate the risk posed from health and safety. The Region is in the process of developing a robust and integrated corporate health and safety management system to help ensure that the Region has a healthy, safe and resilient workforce. The development of the Region's health and safety program will take several years to build.

Health and safety objectives identified for 2020 have been paused as a result for response to the COVID-19 pandemic.

Globally, technology has enabled maintaining social connections, continued education, entertainment and work where possible that plays an important role in well-being.

Throughout the emergency, Peel has provided virtual opportunities for physical and mental well-being to its staff. Redeployed staff and enabled work from home where possible to mitigate the health and safety risk exposure.

4.3.16. Infectious Disease

Impact of infectious diseases caused by pathogenic microorganisms (bacteria, viruses, parasites or fungi) that can spread, directly or indirectly, from one person to another may result in an increase in service demand and impact the achievement strategic outcomes.

Mitigation Plans / Actions

The Region has actions in place, and plans for further actions to be developed, that may help mitigate the risk posed from infectious disease. Peel Public Health has led and successfully coordinated and directed a full community response that has brought this under control.

Overall goals going forward include:
- Continued public communication and messaging around precautions and measures to be taken by individuals, businesses, and community leaders to ensure transmission rates remain low while reopening occurs
- Continued resourcing and support for case and contact management (contact tracing), outbreak response, infection prevention and control
- Continued surveillance and monitoring and release of data to support response
- Continued coordination with provincial, federal, healthcare and system partners and community partners to support broader response

It is important to ensure that the response is sustainable, and the Region is prepared for the evolving aspects of the pandemic (for example, mass immunization should a vaccine become available).

4.3.17. Emergency Preparedness

Inability to foresee, plan and respond to unprecedented emergencies could impact the Region's ability to maintain levels of services currently provided by the Region.

Mitigation Plans / Actions

The Region has actions in place, and plans for further actions to be developed, that may help mitigate the risk posed from emergency management. There are many lessons learned from the COVID-19 response and the Region will be investing resources to implement improvements to make it more resilient to emergencies.

The Region of Peel Emergency Plan was scheduled to be updated in 2020, but the work was paused with the activation of the REOC in March. Work will resume on updating the plan with the intent of incorporating findings from the COVID-19 response and having it ready for review and endorsement by Regional Council in May of 2021.

5. Impact of Risks to the Region's Strategic Plan

The Region of Peel Strategic Plan includes both short-term, Term of Council Priorities, and long-term strategic outcomes that should enable the Region to achieve its vision "Community for Life". The risks identified in the Corporate Risk Profile, if materialized, may impede or delay the progress to achieve the Region's strategic outcomes.

Though the risks presented in the Corporate Risk Profile, appear linear in nature, it is important to note the risks are not mutually exclusive and that an occurrence of one risk may impact another. For example, the changes to the climate may impact Regional infrastructural assets.

6.   Global Risks [iii]

The World Economic Forum is an international organization established for public-private cooperation. Each year the World Economic Forum releases a Global Risk Report (Report). The Report focuses its attention to evolving global risks. A "global risk" is defined as an uncertain event or condition that, if it occurs, can cause significant negative impact for several countries or industries within the next 10 years.

The Report includes a top ten list of risks from both a likelihood and impact perspective. Unlike, previous years, the top ten global risks in terms of likelihood and impact are mainly focused on extreme weather, climate action failure, natural disasters and human made environmental disasters, and cyber-attack. It also focuses on the key issues such as economy, environment, technology and public health where diversified stakeholders may work collaboratively and address these issues.

7.   Summary and Next Steps

The Corporate Risk Profile entails key risks to the Region that may impact achieving its Strategic Plan outcomes. The Profile is a strategic planning resource that may be used in decision-making for planning, budgeting and resource allocation decisions.

Existing mitigation plans to address the risks are included in the Profile as well as plans that are currently underway. It is important to note that the mitigation plans have not been audited and therefore no assurance is provided on the Profile. Mitigation plans are an assertion of management.

Enterprise Risk Management will continue to update the Corporate Risk Profile annually and report to the Audit and Risk Committee and Council accordingly.

8.   Appendices

8.1.   Glossary

a)   Corporate Risk - A corporate risk is defined as an uncertain <u>internal</u> and/or <u>external</u> event causing significant negative impact for an organization that may impact its ability to deliver on its strategic plan outcomes and/or erode trust and confidence of stakeholders.

b)   External Risk - The risks stem from the external environment in which the Region operates and where the Region may not have the ability to mitigate. Such risks manifest outside the Region but may have significant impact on the Region's ability to deliver on its Strategic Plan outcomes.

c)   Internal Risk - The risks are internal to the organization, where the Region may have the ability to reduce the likelihood and/or the impact of the risks.

d)   Design Inability to achieve the expected value from outcomes due to inadequate needs identification, ineffective project management, inability to work collaboratively, inability to dedicate required resources.

e)   Service Manager – Accountable person based on Service Inventory

8.2.   References

[i] International Energy Agency (IEA), "Global energy demand to plunge this year as a result of the biggest shock since the Second World War", 30 April 2020, https://www.iea.org/news/global-energy-demand-to-plunge-this-yearas-a-result-of-the-biggest-shock-since-thesecond-world-war.

[ii] Resolution 20202-448 on June 11, 2020 Regional Council Meeting
https://peelregion.ca/council/agendas/2019/2019-09-19-arc-agenda.pdf

[iii] Source: *The Global Risks Report 2020*, World Economic Forum, Switzerland, 2020.