

Financial and Sustainability Report

The City of Mississauga, Ontario, Canada for the fiscal year ended December 31, 2021



2021 Financial and Sustainability Report

The 2021 Financial and Sustainability Report has been prepared in an electronic format and is available on the City's website at mississauga.ca/finance

The City of Mississauga
Financial and Sustainability Report 2021

For the fiscal year ended December 31, 2021

Mississauga, Ontario, Canada

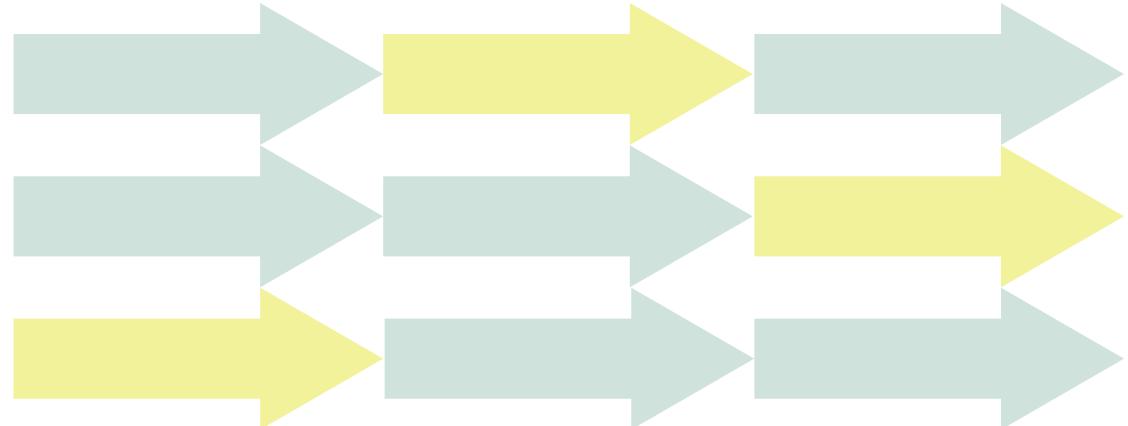
Produced by the Finance division, Corporate Services
Department of the City of Mississauga in co-operation
with all civic departments, offices and agencies.

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Our Vision and Values



VISION

Mississauga will inspire the world as a dynamic, beautiful and global city for creativity and innovation, with vibrant, safe and connected communities, where we celebrate the rich diversity of our cultures, historic villages, Lake Ontario and the Credit River Valley. A place where people choose to be.

VALUES

TRUST

Upholding the public's trust in the City and promoting a climate of trust within our teams, across the organization and with Council. With trust we can achieve anything.

QUALITY

Continuing to provide valuable services and programs that enhance the quality of life for residents and businesses; and building a balanced work/life quality for employees.

EXCELLENCE

Ensuring the citizens of Mississauga receive value for money; and delivering excellence internally through innovation and the services we provide.

Government Finance Officers Association Award

CANADIAN AWARD FOR FINANCIAL REPORTING

For the 24th consecutive year, the Government Finance Officers Association (GFOA) of the United States and Canada presented the City of Mississauga with the Canadian Award for Financial Reporting for its 2020 Annual Financial Report, in recognition of the City's ability to present financial information in a clear, concise and informative manner. This award program encourages innovative financial reporting and maintains a high-quality standard that is recognized among peers.

The City continues to commit to high-quality reporting and will submit this report to the GFOA for the 2021 evaluation.



Government Finance Officers Association

Canadian Award for Financial Reporting

Presented to

**City of Mississauga
Ontario**

For its Annual
Financial Report
for the Year Ended

December 31, 2020

Christopher P. Morill

Executive Director/CEO

Message from the Mayor



On behalf of Members of Council, I'm pleased to present the City of Mississauga's 2021 Financial and Sustainability Report. This report highlights the City's fiscal performance and outlines our progress in achieving our strategic goals. It also details the decisions and actions Council has taken to mitigate the financial impacts of COVID-19, climate change and infrastructure, while delivering important programs and services.

COVID-19 remained dominant in 2021. We kept residents and businesses informed about changing regulations and restrictions. Working with the Region of Peel and other levels of government, our priority continued to be ensuring the health and safety of our community. In 2021, our healthcare system, emergency responders and frontline workers continued to manage through staffing shortages and fatigue. I thank them for their unwavering dedication and commitment, and for protecting and supporting our city. We continue to support our business community, which has endured huge challenges. Together with my Council colleagues, we appealed to the provincial and federal governments to implement mandated and accessible sick days to all Ontario employees. We also advocated for support for our small businesses and implemented measures where we were able, like reducing business licensing fees and encouraging residents to shop local.

While COVID-19 dominated much of 2021, we continued to move forward with other key priorities.

Infrastructure is critical to providing residents with the services they require. I extend my thanks to the federal and provincial governments for their financial support under the Investing in Canada Infrastructure Program (ICIP), the Safe Restart Agreement, Public Transit Infrastructure Stream and the 2021 COVID-19 Recovery Funding for Municipalities Program. This funding helps us to continue to provide crucial City services. It also supports more accessible and sustainable public transit.

Mississauga remains a top choice for business and innovation. In 2021, Mississauga-based Biotechnologies Inc. received a \$200 million investment in vaccine manufacturing from the federal government. This investment demonstrates that Mississauga is a leading national life sciences hub that supports business development.

We continue to advance our climate change efforts. The City has completed many of the actions from our Climate Change Action Plan. Approximately 65 per cent of the Plan's actions are underway to help us achieve our goal of reducing greenhouse gases by 40 per cent by 2030. We've acquired new hybrid-electric buses, installed more bike lanes and developed a Green Fleet and Equipment Policy as well as an Electric Vehicle Charging Station Standard. Through funding from the federal government and Federation of Canadian Municipalities, we're creating a more comprehensive set of Green Development Standards for all new private buildings.

We are a world-class city, and like many other evolving cities, we are facing the financial challenges that come with expanding our infrastructure to accommodate new development. We know these costs cannot be absorbed by our taxpayers and we continue to work with other levels of government to seek solutions that ensure growth pays for growth.

Over the past year, the City has been recognized for its prosperous and sustainable economy. Mississauga was named a top Mid-Sized American City of the Future and received four other awards from Foreign Direct Investment (FDI) Magazine. Mississauga was also one of the first cities globally and the only Canadian municipality to receive the World Council on City's International Organization for Standardization (ISO) 37122 Indicators for Smart Cities Certification.

While we continue to navigate the impacts of the pandemic, we remain focused on advancing the actions of our strategic plan, which will move us confidently into the future toward our goal of being a dynamic, creative, innovative and global city. I look forward to the future and all of the exciting opportunities that lie ahead for Mississauga.

Bonnie Crombie

Bonnie Crombie, MBA, ICD.D
Mayor
May 3, 2022

Mississauga and GTA Municipalities



Message from the City Manager and Chief Administrative Officer



2021 brought with it a need for a continued focus on COVID-19 recovery. City staff worked hard to maintain programs and services for residents while also advancing key City building priorities in several areas including transit infrastructure, community safety and our climate change commitments.

Last year, we were proud to welcome residents to experience and enjoy our new 75,000 sq. ft. Churchill Meadows Community Centre and Sports Park. Even

though the pandemic has hit us hard, we continue to build Mississauga. In 2021, many major building projects were underway including closing Central Library, the City's largest library for a major renovation to meet the growing needs of our community. The library was also renamed the Hazel McCallion Central Library in honour of the former Mayor. Meadowvale Theatre, an important arts and cultural facility, also closed to undergo extensive renovations to improve the quality of the cultural services and programming for Mississauga residents. Work continues on Mississauga's waterfront project as we move forward with developing the City's new Brightwater and Lakeview Village communities, creating local-area parks, enhancing the marina and surrounding areas, and making the waterfront accessible to everyone in Mississauga and beyond.

In addition to building our infrastructure, we are also focusing on affordable housing. We're working with partners including other levels of government and those in the development industry to take action to increase our housing supply and the affordability of housing. Our actions include allowing unlimited heights/densities in the Downtown Core, making surplus land available to non-profit developers and allowing inclusionary zoning where the market can support it. We have a plan and we are making progress.

When you combine great recreation, learning and cultural programs and facilities with greater density, we naturally have to ensure we are focused on expanding public transit options, maintaining and building inclusive road infrastructure, expanding our cycling and pedestrian networks – making sure everyone can move safely, easily and efficiently anywhere, any time. As always, we are grateful to the federal and provincial governments for their support in funding transit initiatives and infrastructure.

In 2021, we launched our first Pedestrian Master Plan; advanced the Hurontario Light Rail Transit and Bus Rapid Transit on major streets like Dundas and Lakeshore; maintained and built important road infrastructure; grew our MiWay transit routes to reach more riders and expanded our cycling and pedestrian networks. We also made investments in public safety with the addition of 22 Automated Speed Enforcement cameras in school zones, as well as the opening of a new Fire Station at Hurontario and Eglinton, and launched our first Vision Zero Action Plan that will guide our City to achieve our goal of zero fatalities and serious roadway collisions.

As Mississauga continues to grow, climate change remains a priority and we've made good progress on our Climate Change Action Plan, including acquiring new hybrid-electric buses for MiWay; purchasing electric grass cutting equipment, and funding critical stormwater infrastructure to prevent the risk of flooding to homes and businesses.

Since the inception of the Lean Program in 2009, staff have implemented cost savings of \$6.2M, including \$1.4M saved in 2021. We also continue to be recognized for our accomplishments and were awarded an 'AAA' credit rating from Standard & Poor's Global Ratings Services and received the Distinguished Budget Presentation Award for the 2021-2024 Business Plan and 2021 Budget Book from the Government Finance Officers Association (GFOA). In addition, the City was recognized as one of Canada's best employers by Forbes, one of North America's top open cities and one of the top seven intelligent communities in the world.

I'd like to thank all employees for continuing to deliver on the City's vision and goals despite the added pressures of responding to COVID-19. Our achievements in 2021 demonstrate the City's resilience, responsiveness and focus on making Mississauga a place where people choose to be. We have so much to be proud of.

Moving forward, we will continue to focus on reopening Mississauga, investing in projects that improve the quality of life for all residents, all while maintaining our strong financial position to ensure we are able to meet the current and future needs of our city. I look forward to working with each of you to realize this vision.

A handwritten signature in black ink, appearing to read "Paul Mitcham". It is written in a cursive style with some loops and variations in thickness.

Paul Mitcham, P.Eng., MBA
City Manager and Chief
Administrative Officer
May 3, 2022

Mississauga Quick Facts 2021

Location

- Located within the Greater Toronto Area (GTA)
- Adjacent (west) of Toronto on the north shores of Lake Ontario
- Area: 113 square miles (292 km²); 72,200 acres (29,000 hectares)

Population

- Canada's sixth-largest city: 795,600 (2021, City of Mississauga Forecasts)
- Projected population: 995,100 (2051, City of Mississauga Forecasts)

Employment

- Employees in Mississauga: 455,658 (City of Mississauga, 2021 Employment Survey)
- Employees in Toronto Census Metropolitan Area: 3.39 million (Labour Force Survey, 2021, Total Employment)
- Labour Force in Toronto Census Metropolitan Area: 3.73 million (Labour Force Survey, 2021, persons 15 years and above)
- 76 Fortune 500 companies have their Canadian head offices or major divisional offices located in Mississauga
- 34 Financial Post Top 500 companies have their Canadian head offices or major divisional offices located in Mississauga (2020 list)

Transportation

Airport

- Toronto Pearson International Airport, Canada's busiest airport, located in Mississauga, is among the top 30 busiest airports in the world

Railways

- Served by two national railways, Canadian National (CN) and Canadian Pacific (CP)
- Intercity and long-distance rail passenger service is provided by VIA Rail Canada and AMTRAK

Public Transit

- MiWay is the third-largest municipal transit system in Ontario providing approximately 41 million rides annually
- 82 routes; 7 express routes, 57 regular routes and 18 school routes. MiWay connects with the Toronto Transit Commission (TTC), Brampton Transit, Oakville Transit and all GO Transit stations
- GO Transit operates three train lines and several GO Bus routes through Mississauga providing frequent service throughout the day with connections to Toronto and surrounding areas

Higher Education

IN MISSISSAUGA

- University of Toronto Mississauga (UTM)
- Sheridan College Institute of Technology and Advanced Learning – Hazel McCallion Campus

WITHIN COMMUTING DISTANCE

- 15 major universities and 17 technical colleges

Property Tax Rates (2021 Rates)

- Industrial: 1.929865 per cent
- Commercial: 1.866130 per cent
- Residential: 0.803063 per cent
- Multi-Residential: 0.975722 per cent

Creating Sustainable Value Through Our Strategic Plan



strategic plan

Our Future Mississauga



MOVE

Our Future Mississauga is a city where people can get around without an automobile and where transit will directly influence and shape the form of the city. Transit will be a desirable choice that connects people to destinations and will underpin an environmentally responsible, inclusive, vibrant and successful city.



BELONG

Our Future Mississauga is a city where people can spend their entire lives – where teenagers want to be; where young professionals choose to locate; where immigrants are welcomed and their cultures become a visible part of the city's fabric; and where people can age in place gracefully.



CONNECT

Our Future Mississauga is a beautiful, sustainable city with safe neighbourhoods that support a strong, connected and vibrant community – a place where all can live, work and prosper. People can play as a child, walk to meet a friend, fall in love, raise a family and grow old.



PROSPER

Our Future Mississauga is a global hub of creative and innovative activity where talent and business thrive.

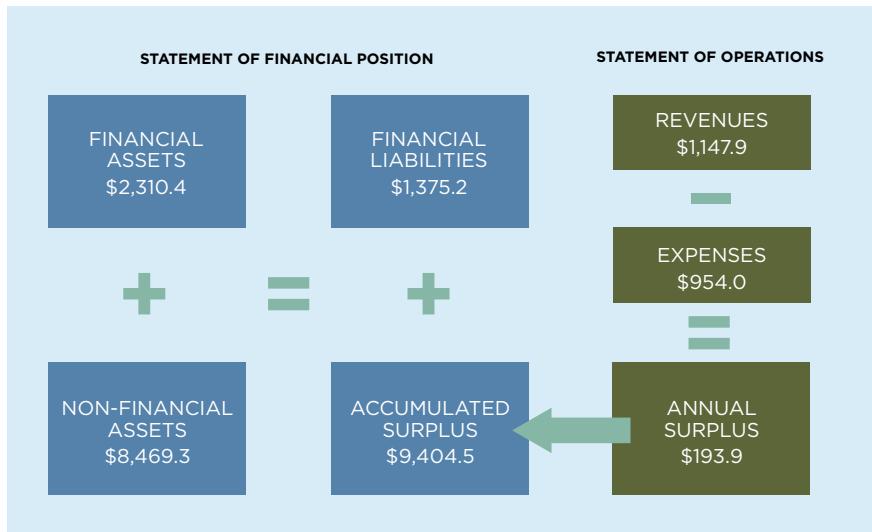


GREEN

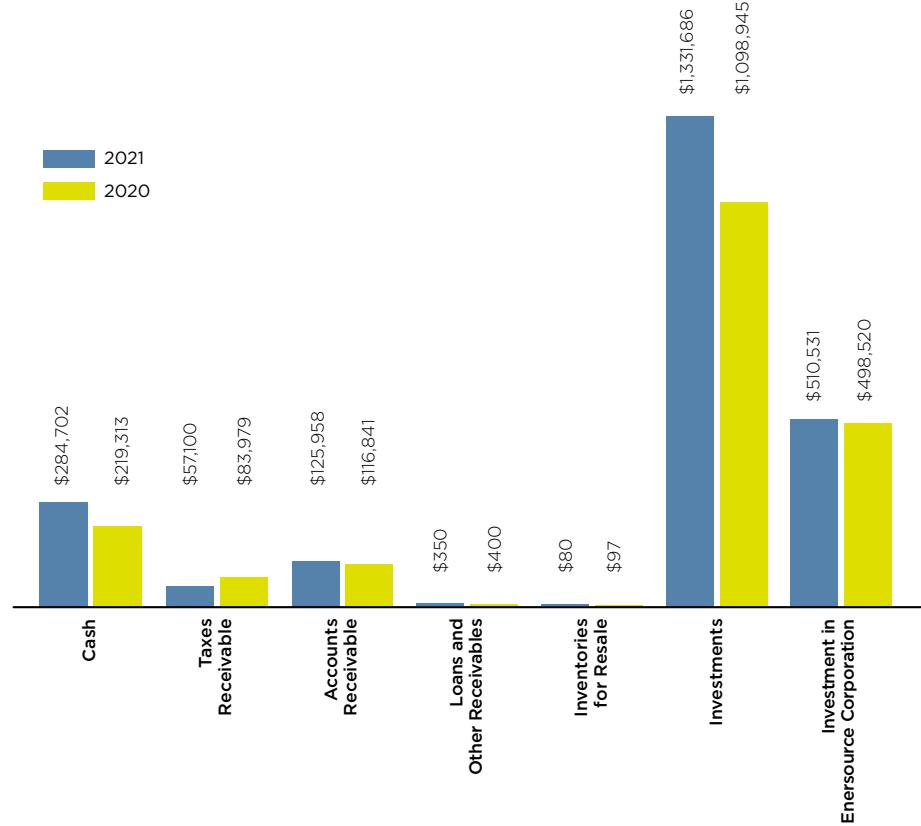
Our Future Mississauga is a city that co-exists in harmony with its ecosystems, where natural areas are enhanced, forests and valleys are protected, the waterfront connects people to Lake Ontario and communities are nurtured so the future generations enjoy a clean, healthy lifestyle.

Financial Headlines for 2021

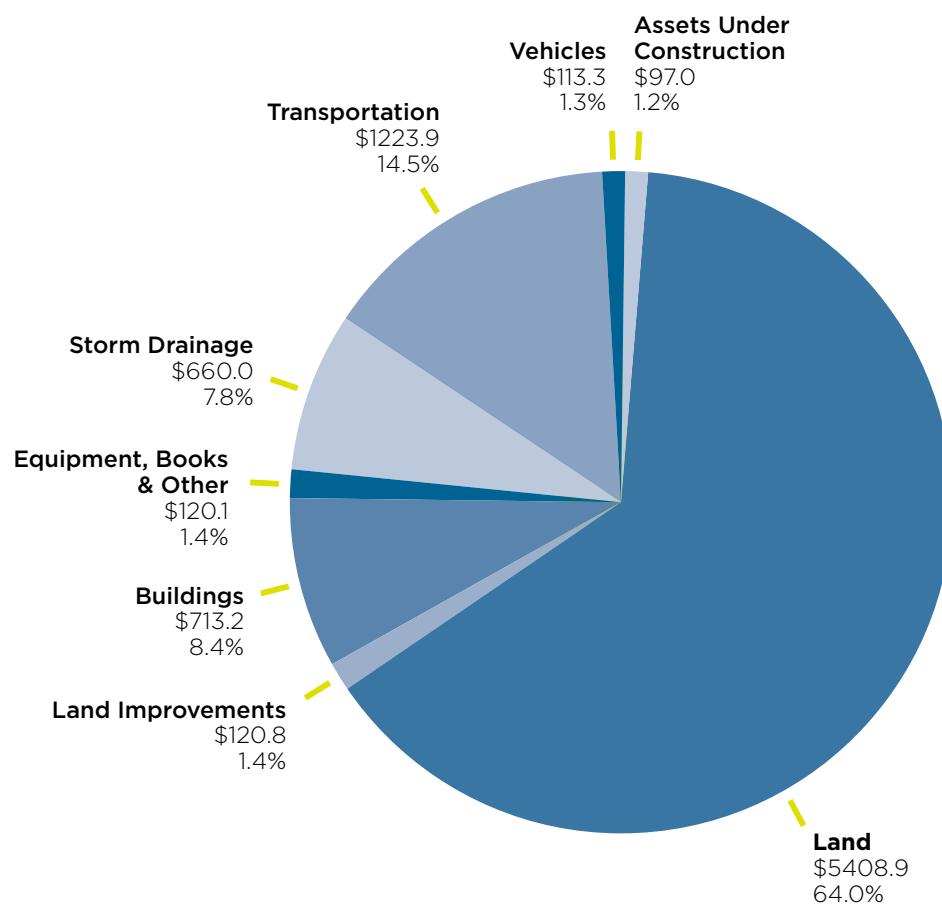
2021 FINANCIAL OVERVIEW (\$ MILLIONS)



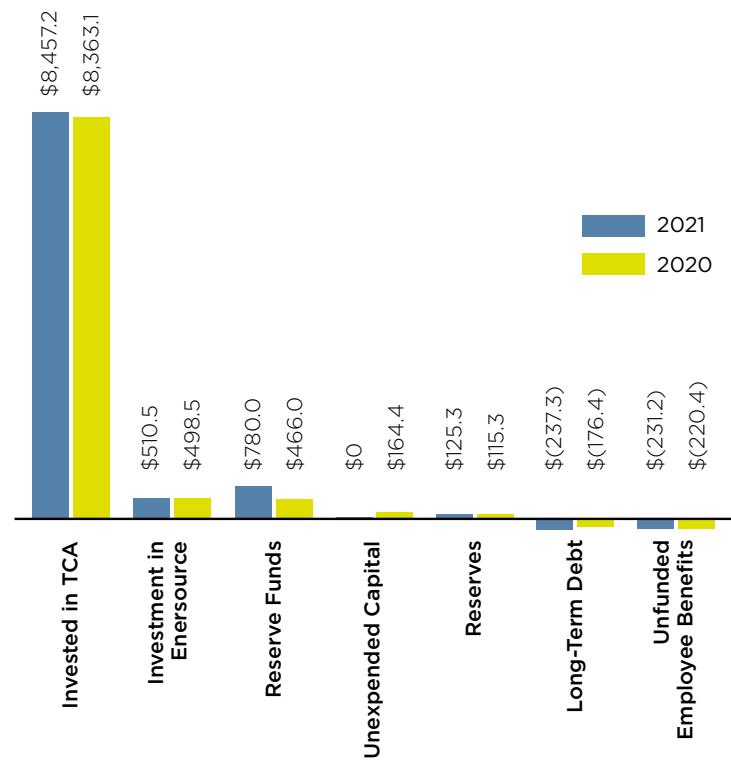
FINANCIAL ASSETS (\$2,310.4 MILLION)



TANGIBLE CAPITAL ASSETS
(\$8.46 BILLION)



ACCUMULATED SURPLUS
(9494.5 MILLION)



Corporate Organizational Structure



Paul Mitcham, P.Eng., MBA
City Manager and
Chief Administrative Officer

RESPONSIBILITIES:

- Internal Audit
- Legal Services
- Strategic Communications & Initiatives



Shari Lichterman, CPA, CMA
Commissioner, Corporate Services
and Chief Financial Officer

RESPONSIBILITIES:

- Corporate Business Services
- Facilities & Property Management
- Finance
- Human Resources
- Information Technology
- Legislative Services & Office of the City Clerk



Jodi Robillos
Commissioner, Community Services

RESPONSIBILITIES:

- Culture
- Fire & Emergency Services
- Library
- Parks, Forestry & Environment
- Recreation



Andrew Whittemore, M.U.R.P
Commissioner, Planning and Building

RESPONSIBILITIES:

- Building
- City Planning Strategies
- Development & Design
- Economic Development Office



Geoff Wright, P. Eng., MBA
Commissioner, Transportation and Works

RESPONSIBILITIES:

- Enforcement
- Infrastructure Planning & Engineering
- Rapid Transit Program Office
- MiWay
- Traffic Management & Municipal Parking
- Works Operations & Maintenance



2021 Accomplishments and Successes

Delivering Existing Services

Completed 11,084 preventative maintenance tasks and 5,060 demand work orders to City buildings and facilities.

Responded to 6,136 service requests for building maintenance, repairs and operations.

Responded to 5,481 Security Calls with a 95% response time of 30 minutes or less.

Permanently closed Revenue's Cashiers and Tax Counters, contributing to an annual cost savings of \$120,000 in support of the Building Back Better principle of the City's recovery plan.

Administered an application based property tax deferral program for the 2021 taxation year, approving 1,183 property tax accounts for deferral as part of Council's ongoing response to the COVID-19 pandemic.

Received 12.51M unique City of Mississauga website views (mississauga.ca)

Expanded the existing laptop Hotspot lending program in June 2021 with pilot of 100 Chromebook laptops at our 18 City libraries.

Renewed the City's Microsoft contract in June 2021 resulting in approximately \$8M of expected savings due to the expiration of current software contracts.

Information Technology (IT) held "Open Data Day" on March 6, 2021 that allows public information to be accessed and be freely used by anyone for research, analysis, reporting and/or mobile app development.

Tripled Online TD Summer Reading Club registrations from 433 registrants in 2020 to 1,261 registrants in 2021.

Library hosted over 1,000 virtual programs in 2021 through various platforms such as WebEx, Facebook Live and YouTube.

Library issued over 6,500 digital library cards providing new members access to online resources.

The Library offered contactless curbside pickup services to customers, with over 127,000 appointments booked across all library locations in 2021.

Issued over 85 hours of bookings and permits for our parks and sport fields.

The Open Window Hub provided support to at-risk populations by serving over 3,200 clients with more than 10,000 requests for support. This included offering 3,837 meals to those in need. An additional 8,467 referrals to Regional services were provided, including over 450 referrals for housing support.

Forestry maintained over 34,000 trees across the City.

Increased library digital collection access by 70 per cent at zero cost by partnering with Ottawa and London public libraries to offer expanded access to a shared collection of eBooks and eAudiobooks.

Mississauga Library participated in reciprocal digital lending with four Ontario libraries.

Celebration Square welcomed 200,000 attendees to place-making programs and virtual events.

Small Arms Inspection Building welcomed over 32,000 people in 2021.

Delivering Existing Services

Supported 50 buskers to perform at 12 locations throughout the City.

Engaged over 1,800 people in Culture Registered Programs.

Issued 159 filming permits over 1,307 filming days in 2021 that generated revenues of over \$983,000 for the City of Mississauga.

Awarded more than \$2.8 million in Culture Grants to support 50 organizations, festivals and events that provided programming services to residents and visitors.

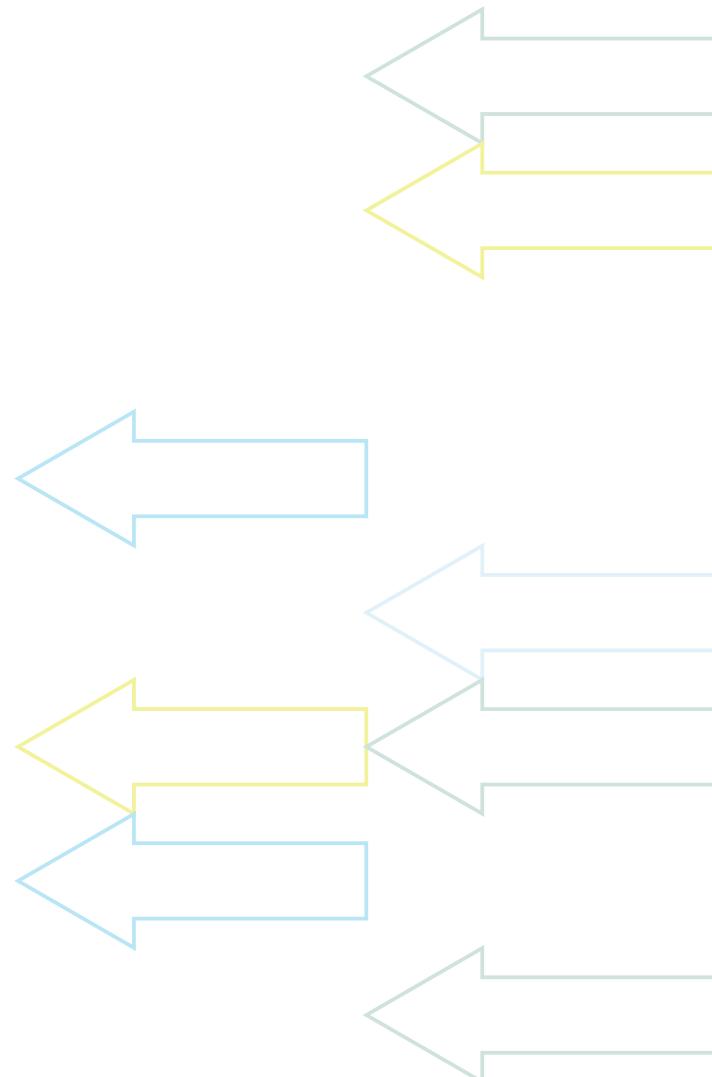
Provided \$100,000 through the Stabilization Grant to help sustain 13 organizations during COVID-19 restrictions.

Processed more than 437 Public Utilities Co-ordinating Committee (PUCC) applications, 313 access modification permits, 1,528 road occupancy permits, and 1,006 limited utility permits with 8,663 locations.

Installed 48 traffic-calming initiatives (flexible bollards and pavement markings).

Installed 3 New Traffic Signals, 4 New Pedestrian Crossover (PXO), and 12 New Audible Pedestrian Signals (APS) at multiple locations.

Installed 22 Automated Speed Enforcement (ASE) Cameras and began enforcing speed limits in more than 130 school zones, reducing speed by an average of 7 km/hr and increasing compliance with the speed limit by 22%.



Implementing Cost Containment Strategies

Since the implementation of the 1% budget reduction program in 2009, the cumulative cost savings of the program has been \$73.6 million, including \$5.3 million as part of the 2022 budget.

Since the inception of the Lean Program in 2009, staff have implemented cost savings of \$6.2M, including \$1.4M saved in 2021.

Vacated 2nd and 7th floors of 201 City Centre Drive to contribute cost savings of approximately \$600,000 effective March 2022 from the early lease termination.

Approximately \$230,000 in cost avoidance from natural gas procurement (hedging) and cost savings from bus shelters, City Hall, and other account reclassifications and updates.

Approximately \$75,000 in cost avoidance from in-house activities on our fault detection software and ISO 50001 initial assessment.

The Civic Centre received the “2020 Leadership Award” for high performance presented as part of the Mayor’s Megawatt Challenge Town Hall competition.

Received ENERGY STAR® certification for Erin Mills Twin Arena for the second year in a row.

MFES (Mississauga Fire and Emergency Services) received the 2021 grant recipient from Firehouse Subs Public Safety Foundation of Canada. The grant was used to purchase 500 combined smoke and carbon monoxide alarms which were presented to the Mississauga Food Bank to distribute throughout the community.

48 Lean process improvements and 870 Small Improvements have been completed.

Reduced external legal costs related to Realty files by 48% realizing \$145,142 in cost savings. Reduced time for file opening by 83% from 12 weeks to 2 weeks.

Implemented eScribe and discontinued use of Agenda Management which allows better management of corporate reports, approval workflows, meeting agendas, minutes preparation and extracts of decisions. This resulted in \$26,283 in cost savings and over 2,000+ hours of freed capacity.

Development Charges Process Review reduced overall process lead time by 31% (156 days to 107 days) and reduced staff effort by 32% by realigning roles and using available technology. This project resulted in 3,132 hours of freed capacity.

Information Technology achieved \$490,000 in savings through a reduction in equipment costs and rationalization of maintenance agreements.

Recreation achieved a \$772,000 reduction through various full-time and part-time labour reductions through attrition and redistribution of responsibilities.

Roads achieved a \$600,000 reduction in contractor and professional services due to new winter maintenance contract.

Business Services achieved a \$184,000 in cost savings due to termination of property lease agreements.

MiWay achieved \$355,000 in savings due to lower Transitway operating costs over the last 3 years.

Improved AR (Accounts Receivable) Turnover rate by 59%, from 63 days to 26 days through application of acceptance of electronic funds transfers.

Reduced the time required to validate all utility bills by 75%.

Cost savings of \$10,000 as a result of Roads data sharing with Region of Peel therefore reducing cost of conducting studies by 20%.

Maintaining Our Infrastructure

Installed LED lighting improvements at Frank McKechnie Community Centre, Huron Park Community Centre, Tomken Twin Arena, Semenyk Court Transit Building, Fallingbrook Sports Park and 38 Park Pathway locations across the City.

Completed Churchill Meadows Community Centre 75,000 sq. ft. (LEED Silver certification) which includes lots of natural light, mass timber structure, abundance of family change rooms, triple gym, pool, dome turfed soccer pitch, skate park, multipurpose court, playground, splash pad.

City Hall refurbished 11 major air-handling services, servicing Council Chambers, Councillors' Offices, the Great Hall, the Office Tower and Penthouse Banquet Hall.

Renovated the City Centre Transit Terminal including the construction of an improved and fully accessible fare booth, information counter, renovated staff spaces, elevator and washroom renewals.

Completed facility accessibility upgrades at 3 City facilities: Malton Community Centre, Churchill Meadows Older Adult Centre & Library and Lakeview Golf Course.

Initiated the Elevator Renewal Program to improve accessibility of elevators at Erin Mills Twin Arena, Huron Park, and Clarkson Community Centre.

Library worked with Space Planning to close the Hazel McCallion Central Library for renovation. A new administrative centre was opened at King's Masting, and a pop-up Library was opened at the Living Arts Centre for residents to access library services in the downtown core.

Port Credit Library was closed in June 2021 for routine structural monitoring. A pop-up location was opened at the Port Credit Memorial Arena to continue library services while planning for the library facility takes place.

Performed approximately 350,000 hours of maintenance for the care of the City's parkland and open space, including approximately 505 parks, 371 sports fields, 171 sport courts, 265 playgrounds and 11 publicly-owned cemeteries.

Received and resolved over 18,500 annual service requests by Parks, Forestry and Environment.

Produced eight temporary Public Art pieces.

Renovated Meadowvale Theatre to improve and increase community spaces and access.

Mississauga Fire and Emergency Services (MFES) refined the fleet replacement schedule for front line fire trucks. This comprehensive method of validating and evaluating asset replacement contributes to the replacement decision making and establishing priorities, while maximizing the useful life of the assets, at the lowest possible cost.

MFES completed the implementation of a Fire Safety Assessment Program, which included public education on conducting building fire safety assessments and reviewing facilities for the purpose of updating tactical firefighting pre-plans.

Completed 3.0 kilometres of sidewalk improvements, resurfaced 21 kilometres of roads, replaced 0.8 kilometres of noise walls at 5 sites, and constructed 0.5 kilometres of multi-use trails.

Rehabilitated the Pedestrian Overpass over Central Parkway East and the rehabilitation of Old Derry Road Bridge.

Maintaining Our Infrastructure

Completed Sandalwood Park underground stormwater management facility and park reopened.

Constructed the first Lisgar District Pumping Station and began operation to reduce the risk of basement water infiltration to homes.

Completed Environmental Assessment for Loyalist Creek erosion control project behind Thorn Lodge Drive.

Initiated first “smart pole” standards for 5G network and Wi-Fi.

Created requirements for smaller sized streetlight attachments to facilitate 3rd party 5G network.

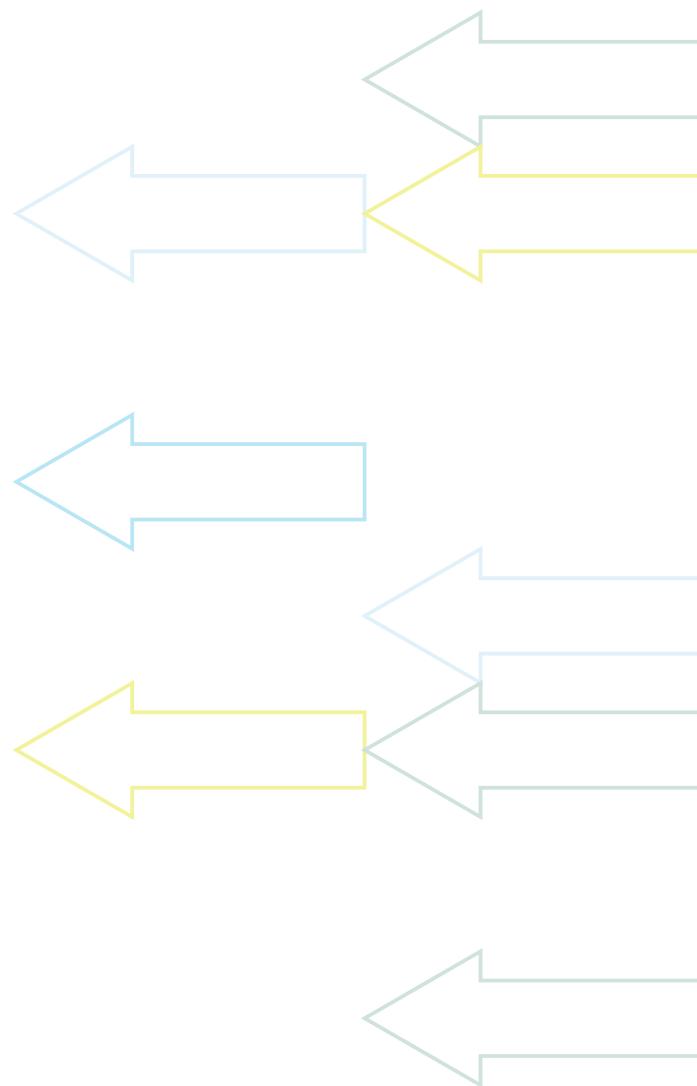
Completed more than 60% of the neighbourhood speed limits within the City.

Implemented Safety Zones in more than 110 communities.

Implemented paid on-street parking along Curran Place, Arbutus Way and Parkside Village Drive in Downtown due to increased parking demands, netting an additional 40 on-street managed paid parking spaces.

Initiated reconstruction of Municipal Parking Lot #9 which included the replacement of approximately 100 meters of retaining wall and a new drainage system for the parking lot.

Replaced 10,500 sidewalk bays which is approximately 3,600 more than were replaced in 2020 and is assisting in reducing the sidewalk deficiency backlog.



Advancing Our Strategic Vision

Move, Belong, Connect, Prosper, Green

Facilities and Property Management (F&PM) worked with City Divisions to expedite Office Space Strategy and continue to develop a plan to vacate all floors of the 201 City Centre Drive (rental office space) and restack existing buildings to support a hybrid approach to remote working.

F&PM launched Beyond Energy - Centre of Excellence to actualize F&PM's mission of "optimizing our in-house expertise in property management excellence" to drive innovation and improvement of facility management processes and foster greater alignment around business goals.

The Canadian Green Building Standards (CGBS) Performance Standard is being applied to all new City of Mississauga builds and major renovations. For example, Burnhamthorpe Community Centre is expected to achieve Energy Use Intensity (EUI) of 553 kWh/m²/year (30% better than building code) through the use of triple-glazed windows, solar panels, hybrid heat pumps/gas, recovery of waste heat from both the pool and the rink, and high performance envelope.

Implemented a Building Automation System (BAS) Standard to standardize and streamline the BAS systems across City of Mississauga buildings. This results in energy savings, Green House Gas (GHG) emission reductions, and operational cost savings to be associated with the BAS upgrades and replacements.

Implemented Energy Management System Building Analytics (including Metering & SkySpark) which captures utility consumption data at the building and equipment levels. The data is used in tandem with the City of Mississauga's Building Automation System in order to find energy conservation opportunities, detect and eliminate anomalies in equipment operation and improve facility management processes.

Incorporated MiWay's first accessible bus loop and terminal at Churchill Meadows Older Adult Centre.

Conducted accessibility audits at all City venues being used to host the Ontario Parasport and Ontario Summer Games.

Library Services continued to promote environmentalism in Mississauga with the Seed Library. In 2021, over 300 customers accessed various seed varieties through curbside pickup at the Port Credit Library. Library Services also hosted four gardening and environmental programs related to the annual re-opening of the Seed Library.

In 2021, Library Services launched an external lending program for Chromebooks at all library locations, increasing digital inclusion and providing opportunities for residents who lack technology to further thrive in Mississauga.

Acquired 26.51 acres for additional parkland development and natural areas.

413,000 trees have been planted as part of the One Million Trees Program.

Installed Wi-Fi at 13 parks.

Obtained community support for 13 traffic calming project proposals.

Completed Ninth Line improvements environmental assessment.

Initiated 19 Strategic Communications Campaigns related to Road Safety.

Obtained approval for Vision Zero Action Plan.

Advancing Our Strategic Vision

Move, Belong, Connect, Prosper, Green

Obtained approval for Roads and Stormwater Asset Management Plans.

Completed and received Council's endorsement of the City's first Pedestrian Master Plan.

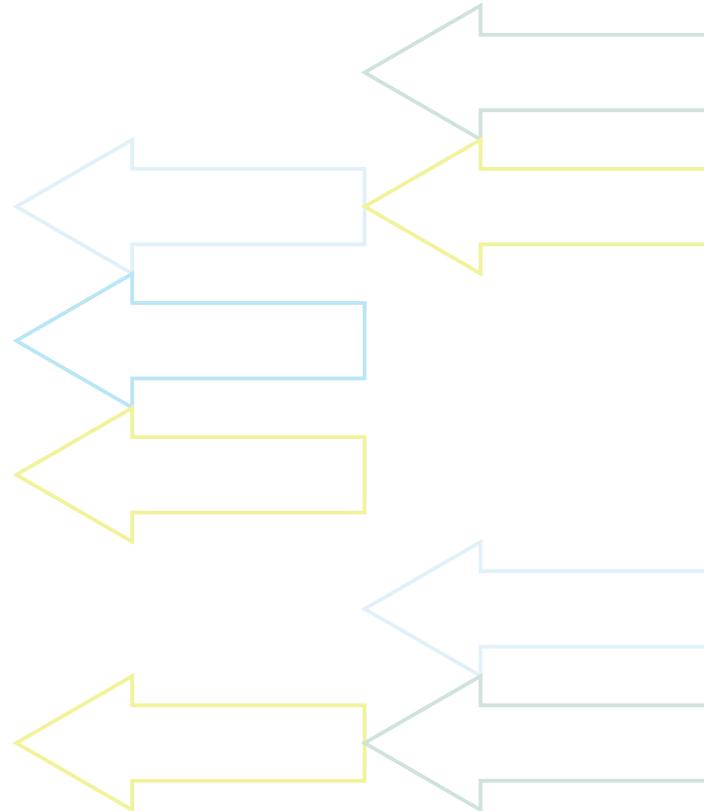
MiWay is the third-largest municipal transit system in Ontario providing approximately 22.6 million rides in 2021.

Provided 1.6 million transit service hours through MiWay Transit.

MiWay participated in a hydrogen fuel cell electric bus demonstration and integration trial, which will be delivered in two phases. This trial is the only one of its kind in Canada, and will help Mississauga understand how hydrogen-electric technology can help advance the City's commitment to a zero-emission bus fleet.

MiWay completed the installation of new on-board payment devices on all buses in June 2021. This transition to the new device is an important step forward for contactless payment at MiWay. This refresh also included the distribution of new sales devices at the fare booths at City Centre Transit Terminal and community centres.

Developed the COVID-19 Ridership Recovery Strategy which will serve as a guiding document for staff as MiWay rebuilds the ridership base, continues investing in transit infrastructure, and supporting its employees.



Message from the Director of Finance and Treasurer



The City of Mississauga is pleased to present its Financial and Sustainability Report for the year ended December 31, 2021. This report has been prepared in accordance with the Municipal Act and based on the reporting standards set by the national Public Sector Accounting Board.

This report communicates to residents, businesses and all stakeholders the details of the City's 2021 financial performance and related information about significant

financial policies and processes. For the second year it also includes information about the City's performance related to sustainability. Our reporting on sustainability performance continues to evolve as we incorporate sustainability formally into City policies and programs.

Mississauga taxpayers receive services from both the City and the Region of Peel. The Region is exclusively responsible for garbage collection and disposal, water treatment and distribution, wastewater services, police services, public health and social services. The City's financial statements do not include Regional services.

The COVID-19 pandemic that gripped the world in 2020 continued in waves throughout 2021 affecting families, businesses, public services and finances.

The City began 2021 with a trim budget that included \$10.8 million in efficiencies and cost savings. These much-needed savings enabled Council to minimize the 2021 property tax increase while planning to maintain existing services. The 2021 increase to Mississauga residential property owners on their total tax bill was confirmed in February 2021 at 2.1 per cent, of which 1.0 per cent was the City of Mississauga's portion and 1.1 per cent was the Region of Peel's portion.

Many City services are essential, such as roads, transit, and fire and emergency response. These services were all safely and efficiently delivered in 2021. Council continued to govern transparently, sometimes in person and sometimes virtually, depending on pandemic restrictions. City services such as courts, parks, library lending, recreation programs, animal services, business supports and activity at cultural venues were similarly delivered safely, virtually and/or in person.

The severe pandemic-related revenue losses the City experienced in 2020 continued in 2021. Transit fare revenue and recreation fee revenue came in at 54 per cent and 33 per cent of budgeted revenue respectively. Revenue from the Municipal Accommodation Tax came in at only 60 per cent of budget, as hotel visits remained low. These fare, fee and tax revenues normally help to offset expenses, which helps to minimize the amount of new revenue required from property taxes.

Funding from other levels of government also helps minimize property tax increases. The federal Gas Tax Fund, now called the Canada Community-Building Fund, is an ongoing source of revenue that is critical to the City's ability to fund transit and transportation infrastructure.

The federal and provincial governments created the Safe Restart Agreement in the fall of 2020 in order to work together to reduce the negative effects of the pandemic. Mississauga was able to avoid ending 2021 in deficit thanks in large part to the federal and provincial funds that the City gratefully received as a result of this agreement.

The value of the financial resilience the City has built into its budgeting and service delivery has become clear during COVID-19. The inclusion of a dedicated capital infrastructure and debt repayment levy as part of the overall tax levy in 2021 again contributed to that resilience. This prudent step helps the City maintain its substantial infrastructure assets, valued at \$13.6 billion in 2021. City infrastructure is an important aspect of the overall social, environmental and economic sustainability of the community.

The Stormwater Charge is another example of a pragmatic practice that contributes to the City's financial resilience and the community's sustainability. The revenue from the charge (\$41.7 million in 2021) funds operating and capital expenses within the City's stormwater management program. The program exists to protect property, infrastructure and the environment from erosion, flooding and enhances water quality. It supports the City's extensive stormwater management system and keeps it in good working order, now and in the future. The charge to all property owners appears on the Region of Peel water bill.

All Ontario municipalities face a major challenge to manage their infrastructure gaps: the difference between the annual depreciation amount based on current replacement costs and the funding allocated in the current year for infrastructure projects. The 2021 infrastructure gap was approximately \$291 million. Still, the City needs, and is working to develop, additional revenue sources that are predictable and sustainable.

Long-range financial planning confirms this need. The Long-Range Financial Plan shows the City is in a position to maintain current service levels over the next 10 years. It also highlights the need to secure additional sources of revenue to confront unknown challenges and opportunities, as does our experience with COVID-19.

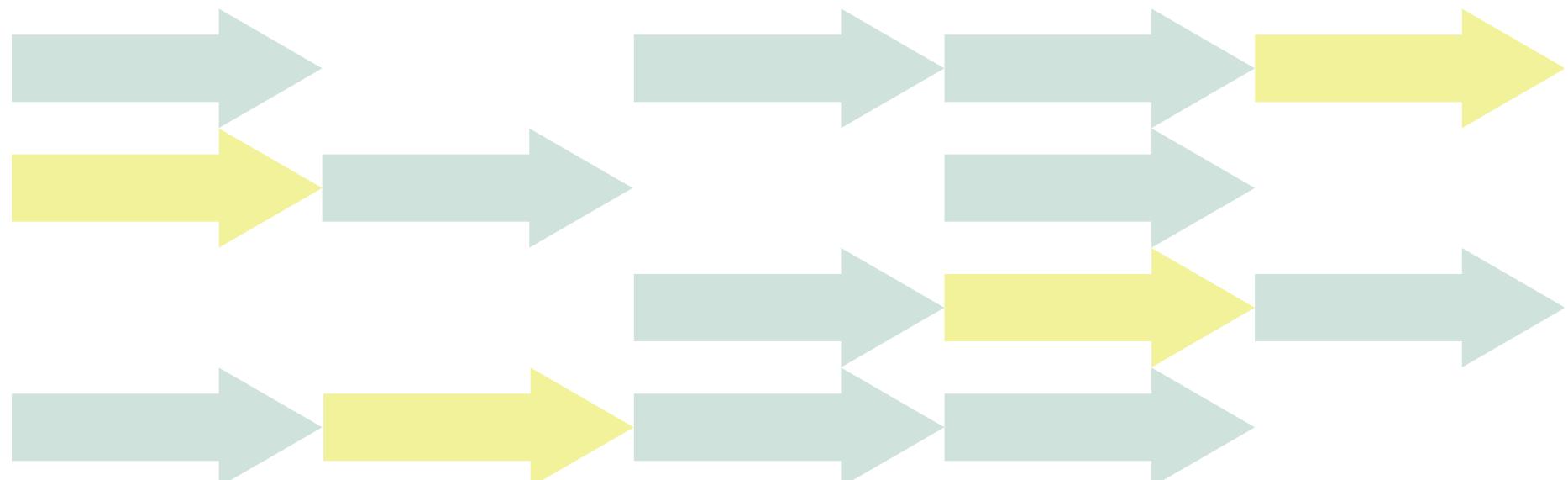
Debt plays a vital role in renewing and developing needed infrastructure. Under the Municipal Act, the City must pay annual debt service charges (principal and interest) on outstanding debt. The provincial government limits a municipality's annual debt repayment service charges to 25 per cent of own-source revenue, to protect the financial integrity of the municipality. At 15 per cent, Mississauga's policy is even more conservative than the provincial regulation. The City's debt service charges in 2021 were \$33.8 million, or just 3.9 per cent of own-source revenue – well below both City policy and provincial requirements.

The City owns 90 per cent of the Enersource Corporation. Enersource co-owns the electricity provider known as Alegra. In 2021, this ownership had a value of \$510.5 million (2020 \$498.5 million), a \$12-million increase from the 2020 value. This change is largely due to the operating activity for 2021.

In summary, the City successfully addressed financial pressures associated with increasing inflation, infrastructure maintenance, and a second year of pandemic challenges and delivered value for money in 2021. The City's financial resilience – grounded in conservative debt management practices, a solid strategic plan, a disciplined Lean culture, competent service delivery, responsive change management and comprehensive plans and budgets – is strong, and continues to serve taxpayers well.



Jeffrey J. Jackson, CPA, CA, MBA
Director of Finance and Treasurer
May 3, 2022



The Continuing Impact of COVID-19

While COVID-19 infections and hospitalizations swelled, receded, and swelled again in 2021, the City continued to proactively serve the community.

The healthy and safe delivery of government and essential services such as fire and emergency services, transit, and road and traffic services remained the City's top priority in 2021. All City services and operations continued in full compliance with emergency orders and health and safety protocols throughout the year.

Supporting the Community

Council provided City property taxpayers the option to apply to defer property taxes due to COVID-19 hardship again in 2021 and reduced some business licence renewal fees to provide much-needed relief to businesses affected by COVID-19. Council also approved the continuation until at least 2023 of the Temporary Patio program begun in 2020. The program allows Mississauga bars and restaurants to expand outdoor seating and dining areas, provided they comply with City requirements and meet COVID-19 safety regulations.

Mississauga Fire & Emergency Services suppression staff assisted with the administration of COVID-19 vaccinations in 2021, in partnership with Trillium Health. The goal was to help ensure that the mass vaccination clinics would be staffed in the event that increased hospitalizations made medical staff unavailable.

Enforcement response in 2021 included conducting inspections in response to public complaints about gathering size and other violations, and conducting proactive compliance inspections of businesses. Enforcement also continued to support Peel Regional Police in their work to enforce regulations related to vehicle noise, street racing and gathering size.

The City expanded its Slow Streets initiative, piloted as Quiet Streets in 2020, in all City wards. The program encouraged slower driving while giving residents and visitors ample space when walking, running, biking and using mobility devices to more comfortably use the road while maintaining a safe physical distance from others.



Service Impacts

While essential in-person services such as transit and fire & emergency services continued, COVID-19 restrictions in 2021 meant that other City services normally delivered in person were affected in various ways at different times during the year. Sometimes, this meant program or service cancellation or venue closing, and other times it meant restricted capacity limits. Culture programs, services and venues were particularly affected, as were recreation services and venues, libraries, and courts. All of these services nevertheless found ways to provide virtual and/or contactless options for service users:

- The implementation of virtual hearing platforms and virtual tools for litigation and court matters continued in 2021 and helped reduce the impacts of COVID-19 court closures.

- Culture offered creative programs for participants, school programs and art exhibits virtually, as well as virtual Canada Day and other virtual celebrations.
- Information-oriented services that were normally delivered in person were delivered online in 2021, including environmental outreach events, MiWay's award-winning student ambassador program, fire safety public education programming, the library's Virtual Author Talks, and public engagement/community input meetings and surveys. Hybrid virtual/in-person meetings are expected to outlast the pandemic as they make public involvement richer, more convenient, and more widely accessible.
- Free virtual Recreation programming was offered to residents aged 55 and older as a way to connect with others during the pandemic. Programs included group discussions, activities and fitness classes. Various other virtual classes including a Family Fun Corner were offered and proved to be successful.
- In addition to its digital offerings, the library continued to offer contactless pick-up in 2021.

Economic Recovery



Mississauga's businesses are a vital component of the community's overall economic well-being. The Economic Recovery Framework is one of four pillar frameworks (Community, Economic, Finance and Corporate) guiding the City's overall COVID-19 recovery

efforts throughout 2021. The Economic Development Office (EDO) and other City divisions and partners in the private, public and education sectors have worked together to support Mississauga's business community in 2021 and throughout the pandemic.

Mississauga's online COVID-19 Resource Centre is a one-stop website that provides access to business advisory services, webinars, health and safety reopening guidelines, a business relief portal, and up-to-date information on the status of provincial regulations. It is part of an overall program grounded in inclusive

growth, supportive outreach to business, and the delivery of digital transformation programs such as Digital Main Street and ShopHERE, helping small and medium-sized businesses reach customers digitally.

During and after the pandemic, Mississauga will continue to vigorously support the community's economic recovery.

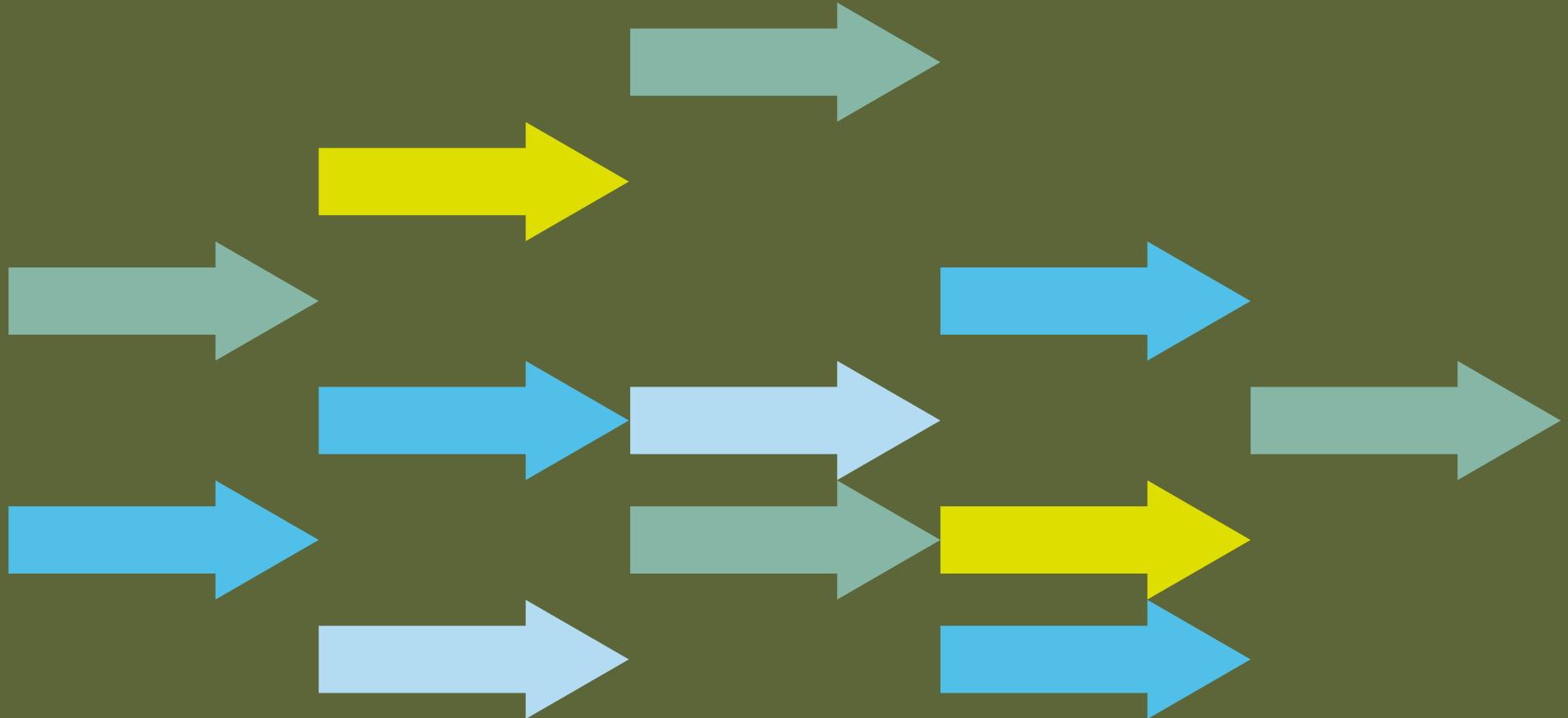
Financial Impact

Pandemic-related revenue shortfalls continued to have a devastating effect on City finances in 2021. Stay-at-home orders, capacity restrictions and physical distancing requirements meant that transit ridership and participation in recreation programs remained substantially lower than normal. The result was that revenues from transit fares, recreation fees and the Municipal Accommodation Tax did not come in as targeted. These fares, fees and Municipal Accommodation Tax normally go a long way in offsetting City expenses, thereby minimizing property tax increases.

At the budgeting stage, planned new initiatives that could be deferred in 2021 with the least negative consequences were deferred. Capital funding and service revenue were strategically used where practical to cover the costs of those new initiatives that were vital to the advancement of recovery in order to minimize the impact on the operating budget and therefore the tax base.

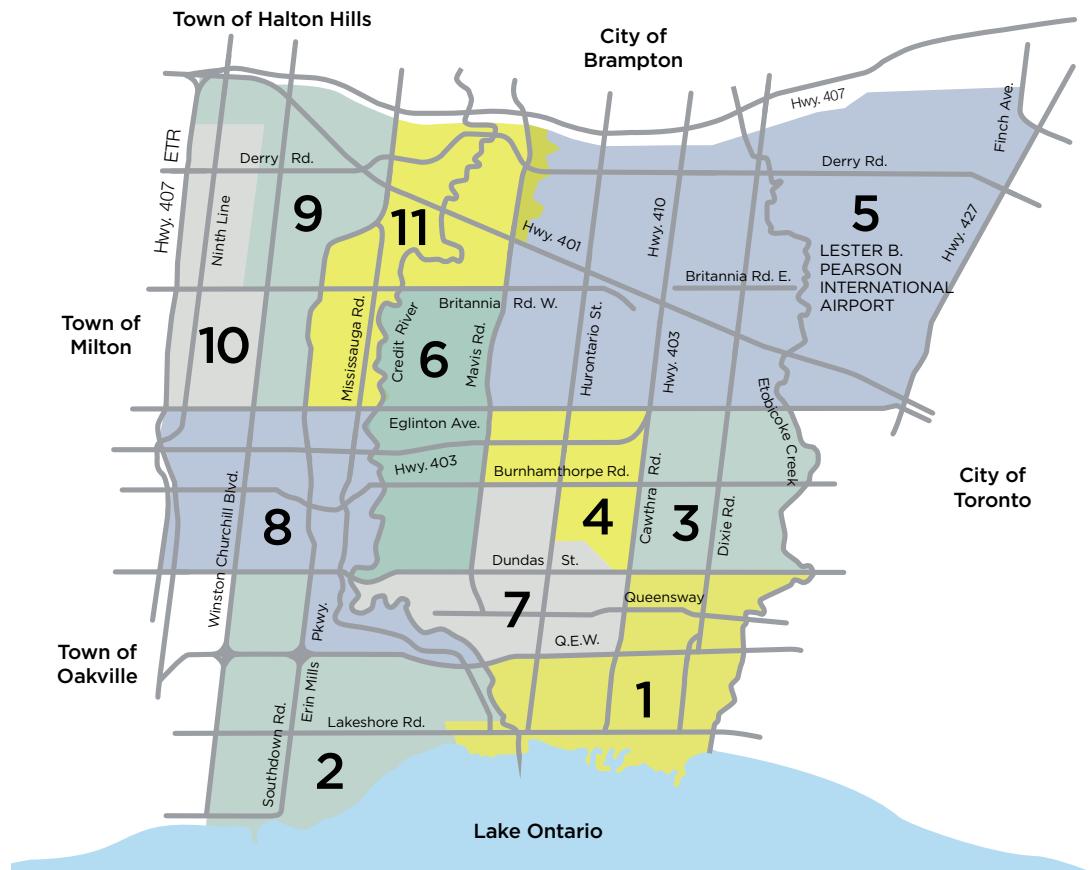
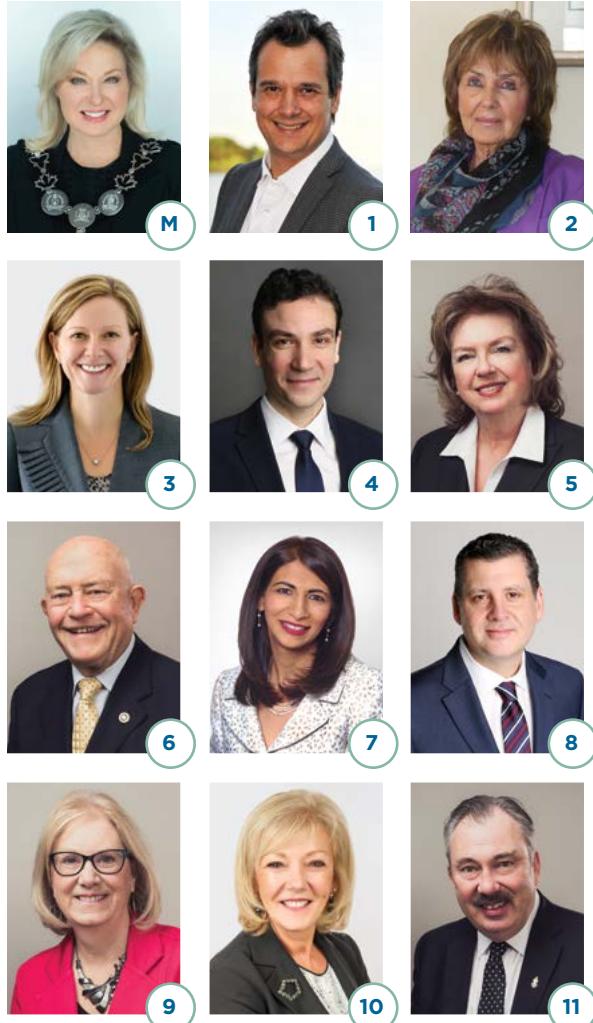
A deficit was again avoided in 2021 because of funding allocated to the City through the federal and provincial governments' Safe Restart Program. The City is grateful to receive this help. During the current year, the City received total funding of \$85,930 (2020- \$55,533) from the Provincial government as part of the Safe Restart and the COVID-19 Recovery for Municipalities agreements to address operating pressures and respond to COVID-19 impacts. The City recognized combined revenues of \$68,521 (2020 \$55,533) as Safe Restart funding transfer from other governments revenue comprising \$48,261 recognized from deferred revenue-obligatory reserve funds, and \$20,260 recognized directly as funding transfers from other governments revenues.

The City's finances have taken a hit from COVID-19 – but like Mississauga and its people, they are resilient.



Governance at the City of Mississauga

City Council



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

Programs by Service Area

CITY MANAGER'S OFFICE	CULTURE	FIRE & EMERGENCY SERVICES	RECREATION	PARKS, FORESTRY & ENVIRONMENT	MISSISSAUGA LIBRARY	LAND DEVELOPMENT SERVICES
Economic Development	Culture Services	Fire Prevention & Life Safety	North District	Park Planning	Central Library	City Planning Strategies
Internal Audit	Culture & Heritage Planning	Administration	South District	Park Development	17 Branch Libraries	Development & Design
Legal Services	Museums & Small Arms Inspection Building	Operations and Communications	Sports & Community Development	Parks Operations	Shared Services	Development Engineering
Corporate Performance & Innovation	Celebration Square, Meadowvale Theatre & Culture Technical Services	Professional Development & Accreditation	Aquatics, Therapeutic & Fitness	Forestry		Parks Planning
	Living Arts Centre	Capital Assets	Business Planning	Environment		Building
			Client Services			

LEGISLATIVE SERVICES	INFORMATION TECHNOLOGY	BUSINESS SERVICES	FACILITIES & PROPERTY MANAGEMENT	ROADS	REGULATORY SERVICES	MIWAY	STORMWATER
Access & Privacy	Strategy & Innovation	Human Resources	Facilities Maintenance	Infrastructure Planning & Programming	Animal Services	Business Development	Infrastructure & Environmental Monitoring
Committee of Adjustment	City Services	Finance	Building Services & Operations	Infrastructure Maintenance & Operations	Compliance & Licensing Enforcement	Business Systems	Infrastructure Planning & Programming
Council Support	Infrastructure Planning & Operations	Strategic Communication	Facilities Development & Accessibility	Infrastructure Design & Construction	Mobile Licensing Enforcement	Transit Operations	Infrastructure Design & Construction
Legislated Compliance	Digital Services & Mobility	Revenue & Material Management	Capital Planning & Asset Management	Cycling & Pedestrian Programs	Parking Enforcement	Transit Maintenance	Environmental Awareness
Municipal Elections	Enterprise Business Solutions		Security Services	Parking		Rapid Transit	Storm Sewer By-law Enforcement
Printing & Mail Services	Service Management		Realty Services	Fleet Maintenance			Stormwater Charge Program
Provincial Offences Administration	Geospatial Solutions		Energy Management	Traffic Management			
Records Management				Environmental Management of City-Owned Properties			
Vital Statistics							

Financial Management Processes

Internal Control Management

The City maintains appropriate systems of internal and administrative controls. These are designed to provide reasonable assurance that transactions are executed in accordance with proper authorization, that assets are accounted for, safeguarded and that financial information produced is relevant and reliable.

Internal Audit

The City's Internal Audit division is an independent, objective assurance and consulting team established to improve City operations. Internal Audit assists the City in accomplishing its objectives by bringing a systematic, disciplined approach to evaluating City management processes. Internal Audit assesses the City's risk management, control and governance processes to determine whether these processes are adequate and functioning effectively.

External Audit

KPMG LLP is the City's external auditor. Their role is to present an independent opinion on the fair presentation of the City's financial position and operating results as contained in the Financial Report. They confirm that the statements are free from material misstatements. It is the responsibility of the external auditor to advise management and the Audit Committee of any control or operational issues that may be identified during their audit procedures.

City Business Planning

The City utilizes a corporation-wide business planning process to address the budget and economic and political pressures it faces. The result is integration of Mississauga's strategic priorities and programs, services, budgets and annual work plans.

Financial Statement Preparation

The City's Finance team is responsible for all information contained in the Annual Financial Report. Financial statements and accompanying notes have been prepared using reasonable limits of materiality and are within the framework of the accounting principles and disclosure requirements of the Chartered Professional Accountants of Canada (CPA Canada) Public Sector Accounting Standards.

Audit Committee

The Audit Committee comprises four members of Council, appointed annually by Council. The Committee also includes the Mayor as an ex-officio member. The Audit Committee provides a focal point for communications between Council, the external auditor, the internal auditor and management and facilitates an objective and independent review of management practices through the internal and external audit functions.

The City's Budget Process

The Planning Horizon

Mississauga plans activities and programs through three planning horizons: the current budget year; a four-year period; and a 10-year period (forecast). Effective planning through all horizons ensures that the City:

- Delivers value for tax dollars, with a focus on continuous improvement
- Is fiscally responsible; manages resources efficiently and effectively
- Invests in the City's future to enhance the high quality of life that residents enjoy today

The City's Approach to Planning and Budgeting

The City's vision and Strategic Plan are the starting point for our annual business planning and budgeting cycle. The Strategic Plan has five pillars: **Move, Belong, Connect, Prosper** and **Green**. They guide our activities and progress toward achieving the City's vision.

The pillars are the basis of several plans such as the Cycling Master Plan, the Transportation Demand Management Master Plan, the Climate Change Action Plan, Future Directions Master Plan for Community Services and the City's Long-Range Financial Plan.

The City uses a combination of tax funds, user fees, investment income and other revenue to pay for its array of services.

Management of the City's services is organized into administrative "Service Areas." These Service Areas contribute to the individual plans that make up the overall City Business Plan and Budget.

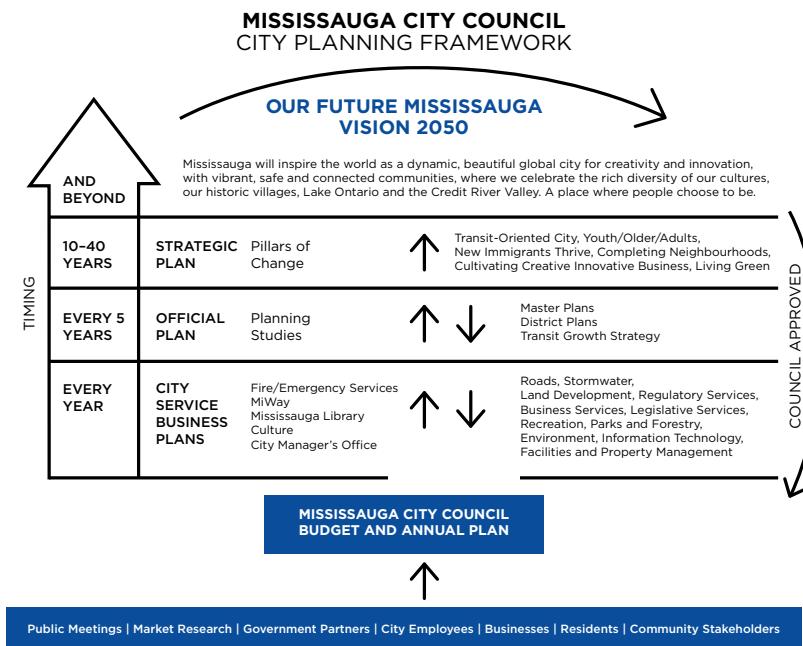
Priorities for Business Planning

The City strives to deliver value for money and sound financial stewardship in the development of the annual Business Plan and Budget. All Service Areas prepare individual business plans in line with the following four corporate priorities:

1. Deliver the right services
2. Implement cost containment strategies
3. Maintain our infrastructure
4. Advance on our strategic vision

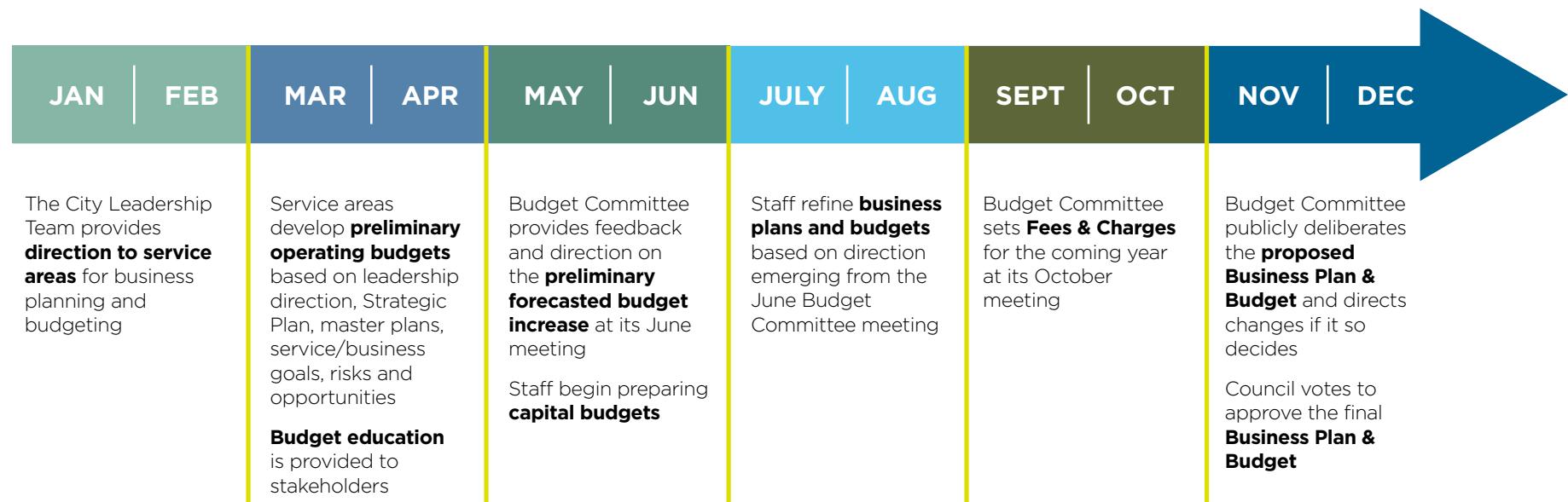
The Planning Process

The City's business planning process is guided by its vision, Strategic Plan, master plans and priorities. These directional documents are established through consultation with residents and ultimately vetted by their elected Council.



Preparing Mississauga's Business Plan and Budget

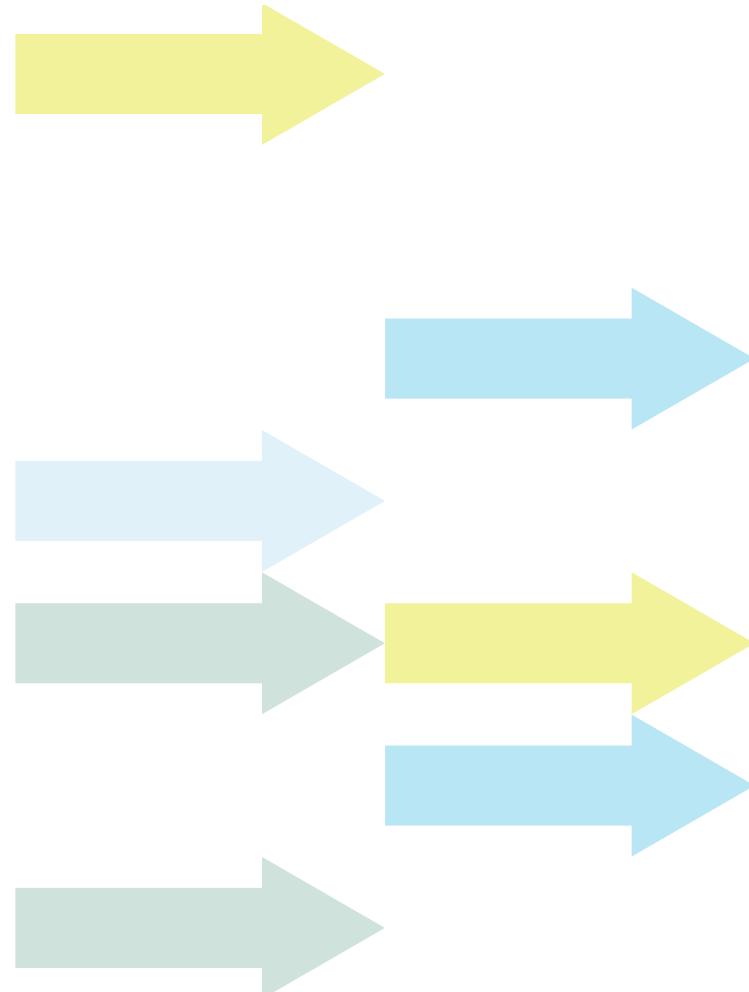
TIMELINE FOR NON-ELECTION YEARS*



Reconciliation of the City's Budget to Audited Financial Statements

The City's annual budget is prepared on a cash basis for calculating the Property Tax Levy. The audited financial statements are prepared differently, on an accrual accounting basis under the Public Sector Accounting and Reporting Guidelines. To achieve accordance with generally accepted accounting principles based on Generally Accepted Accounting Principles (GAAP), there are certain budgeted revenues and expenses within the financial statements that need to be eliminated for financial reporting purposes.

To do this, a number of elimination entries such as transfers between funds, debt principal repayments and dividend receipts are made. In addition, there are a few other non-budgeted adjustments included to help align with actual numbers. Some of these non-budgeted adjustments include Business Improvement Area (BIA) consolidations, amortization of capital assets and Reserve Fund interest. The chart below helps break down the reconciliation between the City's budget and the audited financial statements. Refer to **Notes 15 and 16** in the audited financial statements for budgets and actuals by Service Area.



Reconciliation of City's budget to audited financial statements (\$'000)

Revenues by Service Area

REVENUES (\$'000's)	2021 OPERATING REVENUE BUDGET			IN YEAR BUDGET ADJUSTMENTS			TAX ADJUSTMENTS			FINAL OPERATING BALANCE		RECLASSIFICATION OF TAX ADJUSTMENTS		CONTRIBUTIONS FROM RESERVES AND RESERVE FUNDS		OBLIGATORY RESERVE FUND REVENUE		RECOVERIES FROM EXTERNAL SOURCES		RESERVE FUNDS INTEREST AND OTHER REVENUE		ADJUSTED BUDGET	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Business Services	2,799									2,799				(26)							2,773		
City Manager's Office	1,211				(272)					939				(570)							369		
Culture	13,969									13,969				(2,365)							11,604		
Facilities & Property Management	669									669				(232)							437		
Financial Transactions	147,948	554,341	(4,837)		709	698,161		(4,379)		(55,040)			(1,476)	(16,577)							620,689		
Fire & Emergency Services	6,773					6,773				(4,467)											2,306		
Information Technology	1,551					1,551															1,551		
Land Development Services	15,193		272			15,465				(231)			1,850								17,084		
Legislative Services	12,166		480			12,646				(588)											12,058		
Mayor & Members of Council	235		(56)			179				(179)													
Mississauga Library	2,109					2,109															2,109		
MiWay	111,855					111,855				(18,500)											93,355		
Parks, Forestry & Environment	5,329		(64)			5,265															5,265		
Recreation	54,502		2,436			56,938				(275)											56,663		
Regulatory Services	18,697					18,697															18,697		
Roads	17,628		467			18,095				(2,517)											15,578		
Stormwater	43,730					43,730															43,730		
Non-budgeted											150										34,850		
Total Revenues	456,364	554,341	(1,574)		709	1,009,840		(4,379)		(84,990)		150	374	(16,577)		18,000		16,700		939,118			

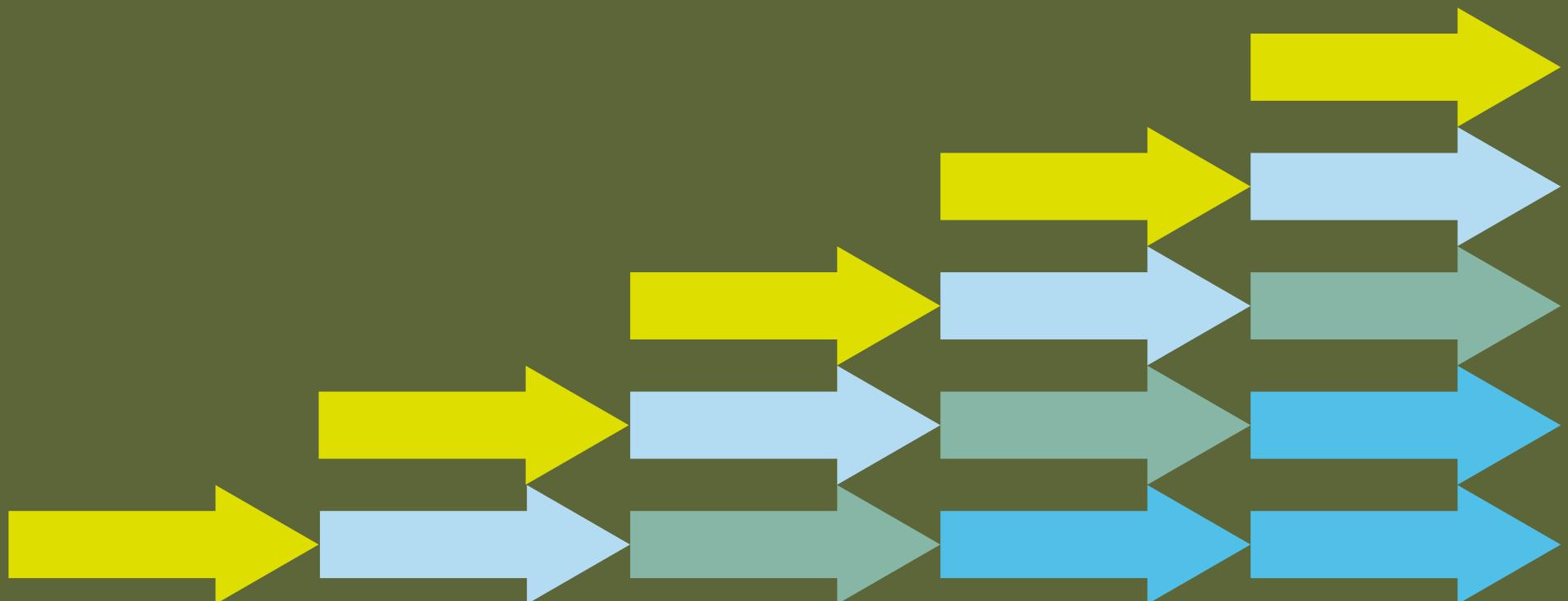
Refer to Notes 15 and 16 in the Audited Financial Statements for more detail.

Reconciliation of City's budget to audited financial statements (\$'000)

Expenses by Service Area

EXPENSES (\$'000's)	2021 OPERATING EXPENSE BUDGET	BUDGET IN YEAR ADJUSTMENTS	FINAL OPERATING BALANCE	BIA BUDGET	AMORIZATION - CITY	TRANSFERS TO OWN	DEBT PRINCIPAL REPAYMENTS	CHANGES IN EMPLOYEE BENEFITS AND OTHER LIABILITIES	RECLASSIFICATION OF TAX ADJUSTMENTS	ADJUSTED BUDGET
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Business Services	35,059	629	35,688		23,952	(73)				59,567
City Manager's office	16,577	(2,942)	13,635			(9)				13,626
Culture	21,342	(1,395)	19,947		2,810	(1,164)				21,593
Facilities & Property Management	28,385		28,385			(3)				28,382
Financial Transactions	206,049	(4,157)	201,892	(1,530)		(132,238)	(34,505)		(4,379)	29,240
Fire & Emergency Services	127,765	(686)	127,079		5,598	(8,734)				123,943
Information Technology	34,736	85	34,821			(348)				34,473
Land Development Services	23,943	3,431	27,374	2,087	38	(630)				28,869
Legislative Services	10,376	480	10,856							10,856
Mayor & Members of Council	5,244	(56)	5,188			(254)				4,934
Mississauga Library	31,244		31,244		5,955	(1,263)				35,936
MiWay	195,351		195,351		24,158	(125)				219,384
Parks, Forestry & Environment	44,114	(653)	43,461		11,138	(701)				53,898
Recreation	83,295	3,853	87,148		15,551	(3,535)				99,164
Regulatory Services	19,342		19,342		139					19,481
Roads	84,152	546	84,698		52,044	(1,148)				135,594
Stormwater	43,731		43,731		8,393	(30,788)	(878)			20,458
Non-budgeted								8,256		8,256
Total Expenses	1,010,705	(865)	1,009,840	557	149,776	(181,013)	(35,383)	8,256	(4,379)	947,654

Refer to Notes 15 and 16 in the Audited Financial Statements for more detail.



2021 Financial Year in Review

2021 Financial Year in Review

Introduction

The City of Mississauga's consolidated financial statements have been prepared in accordance with the Municipal Act and based on the reporting standards set by the Public Sector Accounting Board (PSAB) of CPA Canada.

There are four required consolidated financial statements: the consolidated statement of financial position, the consolidated statement of operations, the consolidated statement of change in net financial assets and the consolidated statement of cash flows. These consolidated financial statements provide information on the cost of all the City activities, how they were financed, investing activities and the assets and liabilities of the City. The information also reflects the full nature and extent of the City's financial affairs similar to a private-sector financial statement presentation.

The following is a high-level overview of the 2021 financial results of the City.

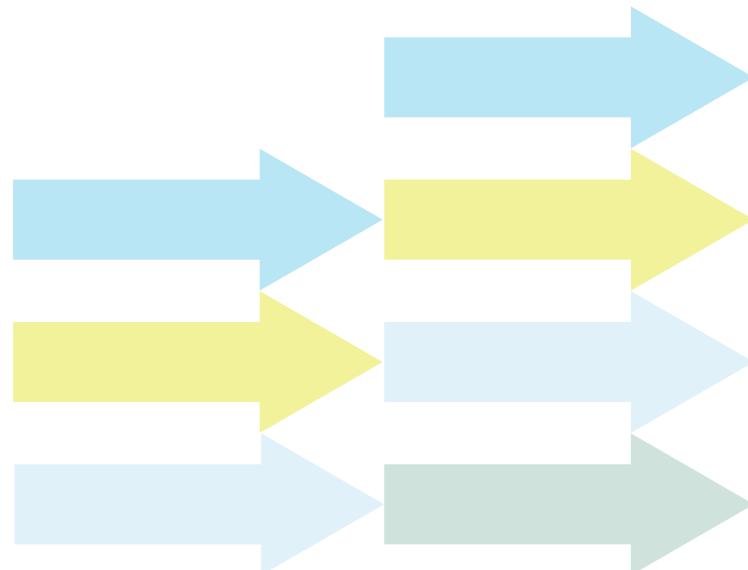
Consolidated Statement of Financial Position

The consolidated statement of financial position highlights four key figures that together describe the financial position of a public entity:

- The cash resources of the entity
- The net financial asset position, calculated as the difference between financial assets and financial liabilities
- The non-financial assets that are normally held for service provisions such as tangible capital assets
- The accumulated surplus/(deficit)

Note: In private sector terms, accumulated surplus represents retained earnings; however, it is not named as such by public sector entities as there are no contributions or distributions.

Although the City manages its financial operations through various funds such as the operating fund, capital fund, reserves and reserve funds, in accordance with Public Sector Accounting Board (PSAB) standards, these funds are not individually reported in the consolidated financial statements and have been replaced by an accumulated surplus. The accumulated surplus summarizes the City's consolidated equity, which identifies its net financial positions, including all tangible capital assets and financial resources of the City.

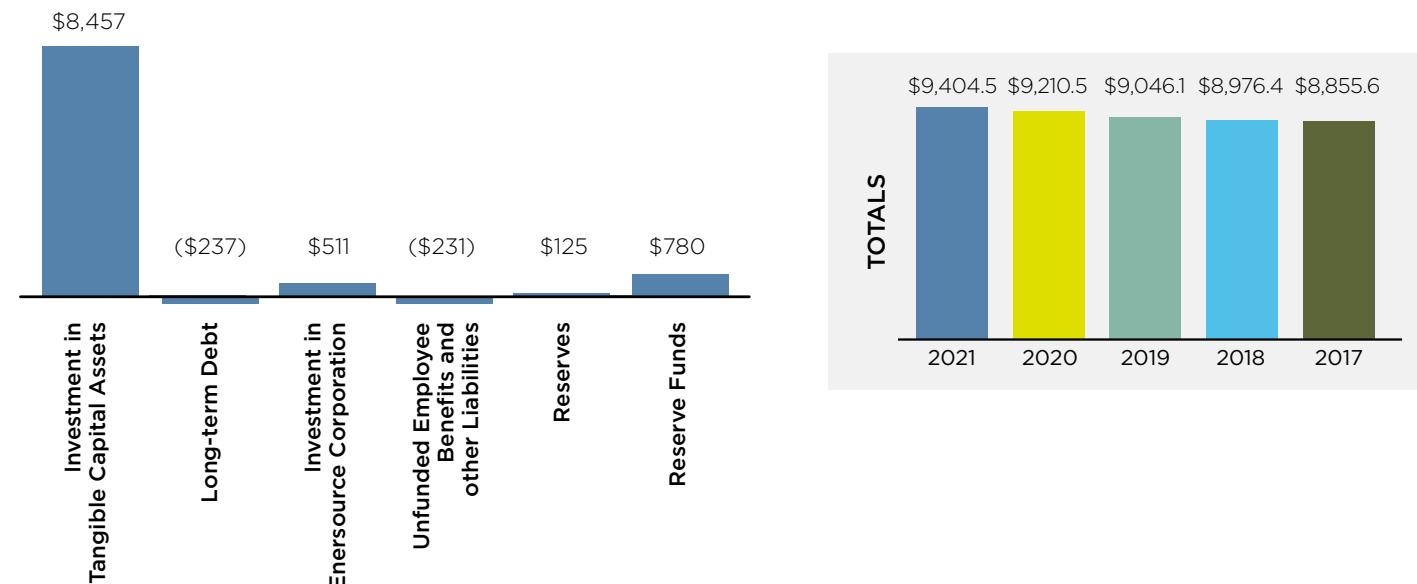


Accumulated Surplus

The City's accumulated surplus for the fiscal year 2021 is \$9.40 billion (2020 \$9.21 billion), an increase of \$193.9 million. The City's 2021 accumulated surplus (Note 10) is comprised of the following balances:

ITEM	2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. PRIOR YEAR	% CHANGE
Investment in Tangible Capital Assets	8,457,200	8,363,128	94,072	1.1%
Long-term Debt	(237,322)	(176,434)	(60,888)	34.5%
Investment in Enersource Corporation	510,531	498,520	12,011	2.4%
Unfunded Employee Benefits and other Liabilities	(231,246)	(220,439)	(10,807)	4.9%
Reserves	125,341	115,321	10,020	8.7%
Reserve Funds	780,017	466,013	314,004	67.4%
Operating Surplus	—	119	(119)	-100%
Unexpended Capital	—	164,357	(164,357)	-100%
Total Accumulated Surplus	9,404,521	9,210,585	193,936	2.1%

ACCUMULATED SURPLUS (IN MILLIONS)

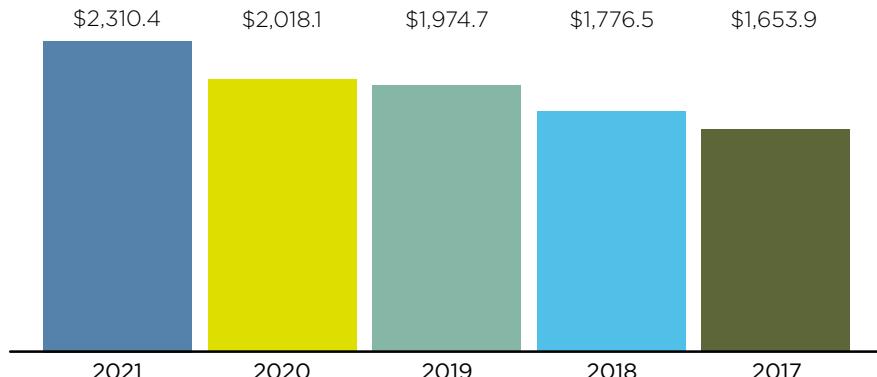


Financial Assets

Financial Assets in 2021 were \$2.3 billion (2020 \$2.0 billion), an increase of \$292.3 million from the prior year.

(^{\$000s})	^{REF.}	^{ITEM}	[#]	^{2021 ACTUAL}	^{2020 ACTUAL}	^{\$ CHANGE VS. PRIOR YEAR}	^{% CHANGE}
Cash	1	Cash	1	284,702	219,313	65,389	29.8%
Taxes Receivable	2	Taxes Receivable	2	57,100	83,979	(26,879)	-32.0%
Accounts Receivable	3	Accounts Receivable	3	125,958	116,841	9,117	7.8%
Loans and Other Receivables	4	Loans and Other Receivables	4	350	400	(50)	-12.5%
Inventories for Resale	5	Inventories for Resale	5	80	97	(17)	-17.5%
Investments	6	Investments	6	1,331,686	1,098,945	232,741	21.2%
Investment in Enersource Corporation	7	Investment in Enersource Corporation	7	510,531	498,520	12,011	2.4%
Total Financial Assets		Total Financial Assets		2,310,407	2,018,095	292,312	14.5%

FINANCIAL ASSETS
(IN MILLIONS)



COMMENTARY:

1. Cash

2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. PRIOR YEAR	% CHANGE
284,702	219,313	65,389	29.8%

- What it is:** Cash is the money available on demand to pay for operating and capital expenses.
- Why it is important:** Cash is used to fund the disbursements needed for daily operations such as payments for staff, materials and supplies, contractors and more. The City keeps enough cash on hand to conduct its day to day work. Excess cash is invested to earn a higher financial return.
- Difference between 2021 and 2020:**
The City maintained larger than normal cash balances in 2021 versus 2020 to proactively manage any major cash flow issues from the financial impacts of the COVID-19 pandemic, including reduced Transit and Recreation revenues and the potential reductions in property tax revenues.

2. Taxes Receivable

2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. PRIOR YEAR	% CHANGE
57,100	83,979	(26,879)	-32.0%

- What it is:** Taxes receivable are any uncollected property taxes as at December 31. The tax levy is applied in June with due dates in July, August and September.
- Why it is important:** Property tax is the single largest source of revenue for the City. When collected, property tax becomes the cash to fund daily operations. The City has strong collection practices and has historically achieved a high rate of collection success (97-98 per cent).
- Difference between 2021 and 2020:**
The City implemented property tax deferrals in 2020 in response to the impacts of COVID-19, changing the due date from September to December which led to a higher than normal taxes receivable balance. The 2021 taxes receivable balance was lower as the deferral program was not implemented during the year. The 2021 taxes receivable balance was \$9.5 million higher in 2021 versus the 2020 balance (\$47,597).

3. Accounts Receivable

		\$ CHANGE VS. PRIOR YEAR	% CHANGE
2021 ACTUAL	2020 ACTUAL		
125,958	116,841	9,117	7.8%

- What it is:** Accounts receivable represent various types of amounts owed to the City across all types of operations excluding property tax.
- Why it is important:** In addition to property taxes, the City recovers funds, including third party recoveries for work performed by the City and HST rebates.
- Difference between 2021 and 2020:**
This number varies year over year based on the timing of collections from departmental receivables, and capital works recoveries where shared funding agreements are in place. When applicable, penalty and interest charges are applied on overdue accounts.

4. Loans and Other Receivables

		\$ CHANGE VS. PRIOR YEAR	% CHANGE
2021 ACTUAL	2020 ACTUAL		
350	400	(50)	-12.5%

- What it is:** From time to time, the City enters into special contractual arrangements approved by Council that may include loans to third parties. The City currently has one 20-year special purpose loan, made for the Vic Johnston Community Centre development project. This loan is scheduled to be paid off in 2028.
- Why it is important:** These receivables are categorized separately from other receivables because they have been created by a special arrangement.
- Difference between 2021 and 2020:**
Each December, a payment of \$50,000 is applied against the Vic Johnston Community Centre loan.

5. Inventories for Resale

		\$ CHANGE VS. PRIOR YEAR	% CHANGE
2021 ACTUAL	2020 ACTUAL		
80	97	(17)	-17.5%

- What it is:** Inventories for resale represent the value of owned items on hand intended for resale for various City services (e.g., snack bar items, beer and liquor, pro shop).
- Why it is important:** These inventories have value, and their eventual sale delivers revenue to the City.
- Difference between 2021 and 2020:** This number varies year to year based on the timing of sales and the replenishment of inventory prior to December 31st.

6. Investments

		\$ CHANGE VS. PRIOR YEAR	% CHANGE
2021 ACTUAL	2020 ACTUAL		
1,331,686	1,098,945	232,741	21.2%

- What it is:** Cash that is not being used to manage the day-to-day operation of the City is invested in securities to earn a higher rate of return. Investments can be short-term or long-term.
- Why it is important:** The City's investment portfolios yield a higher rate of return than bank deposits. Investment income is the City's sixth-highest source of revenue, and a critical component of the City's revenue base.
- Difference between 2021 and 2020:** Investment balances fluctuate with cash flow requirements, and the timing of receipts and disbursements. Although the City maintained excess cash reserves in 2021 to manage the impacts of COVID-19, the City's investment portfolio balance increased due to higher cash receipts received during the year that were subsequently invested.

7. Investment in Enersource Corporation

		\$ CHANGE VS. PRIOR YEAR	% CHANGE
2021 ACTUAL	2020 ACTUAL		
510,531	498,520	12,011	2.4%

- What it is:** The City is a 90 per cent shareholder in Enersource Corporation, and therefore this balance represents 90 per cent of Enersource's net assets at December 31st. Enersource is accounted for using the modified equity basis, and in turn is a 29.6 per cent owner of Alectra Utilities, and carries on no other business.
- Why it is important:** The investment in Enersource Corporation elevates the City's financial position and generates an annual dividend to help fund City operations and moderate the property tax rate.
- Difference between 2021 and 2020:** The City's share of Enersource's net income of \$28.7 million, offset by dividend payments to the City of \$16.7 million, and contributes to the increase in the Enersource investment position.

Financial Liabilities

Financial liabilities in 2021 were \$1.38 billion (2020 \$1.18 billion), an increase of \$203.6 million from the prior year.

ITEM	REF. #	2021		\$ CHANGE VS. PRIOR YEAR	
		ACTUAL	2020 ACTUAL	% CHANGE	
Accounts Payable and Accrued Liabilities	1	223,234	228,222	(4,988)	-2.2%
Deferred Revenue - General	2	15,026	6,391	8,635	135.1%
Deferred Revenue - Obligatory Reserve Funds	3	668,359	552,274	116,085	21%
Employee Benefits and Other Liabilities	4	231,246	220,439	10,807	4.9%
Long-Term Debt	5	237,322	176,434	60,888	34.5%
Total Financial Liabilities		1,375,187	1,183,760	191,427	16.2%

FINANCIAL LIABILITIES
(IN MILLIONS)



COMMENTARY:

1. Accounts Payable and Accrued Liabilities

2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. PRIOR YEAR	% CHANGE
223,234	228,222	(4,988)	-2.2%

- What it is:** Accounts payable and accrued liabilities are the monies owed for goods, services, payroll, deposits held by the City and/or third party remittances due as at December 31, 2021.
- Why it is important:** These payables represent the outstanding obligations by the City as at December 31st. As accounts payables are drawn down, the City's cash position is also drawn down.
- Difference between 2021 and 2020:**
The timing of payments and year-end accruals affect these liabilities and the City's cash position. The main contributor to this variance is the City's development charges payable to the Region of Peel and School Boards were \$3.8 million lower at the end of 2021 than at the end of 2020.

2. Deferred Revenue – General

2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. PRIOR YEAR	% CHANGE
15,026	6,391	8,635	135.1%

- What it is:** Deferred revenues are payments received during the year that are to be recognized when the related activity takes place in the future. Some examples include recreation registrations, facility bookings, purchases of memorial trees and benches, and bus advertising.
- Why it is important:** Deferred revenues represent future revenues once the corresponding activities have been performed.
- Difference between 2021 and 2020:** A number of programs that were not running at the end of 2020 due to COVID-19, including recreation programs and facility bookings, have begun to resume at the end of 2021. The deferred revenue balance also includes a conditional grant received by the Region of Peel for the construction of the Malton Community Hub.

3. Deferred Revenue - Obligatory Reserve Funds

2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. PRIOR YEAR	% CHANGE
668,359	116,085		21.0%

- What it is:** This liability is for deferred revenues payments initially received for restricted or conditional agreements, and can only be used for the purposes specified in those agreements or legislation. Some examples of these types of funds include development charges, cash-in-lieu of parkland and parking, bonus zoning, provincial and federal public transit funds, provincial and federal gas tax funds, and the outstanding balances of the City's COVID-19 Safe Restart agreements with the province.
- Why it is important:** These deferred revenues are initially collected and accounted for in dedicated reserve funds. The funds become revenue when the related capital and operating expenses have been incurred.
- Difference between 2021 and 2020:**
 The increases in the obligatory reserve fund balances in 2021 are primarily attributed to a \$64.8 million increase in development charges receipts, a one-time doubling of federal gas tax funding contributing to an additional \$34.2 million in its 2021 closing balance, and unused Safe Restart funding of \$18.2 million to be applied against future City operating pressures as a result of COVID-19.

4. Employee Benefits and Other Liabilities

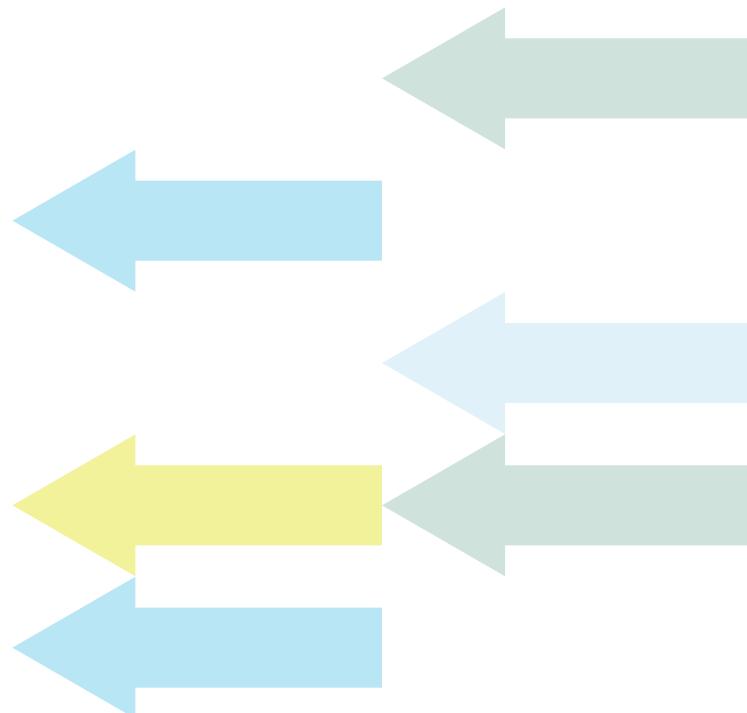
2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. PRIOR YEAR	% CHANGE
231,246	220,439	10,807	4.9%

- What it is:** These liabilities include actuarial assessments for the City's obligations towards WSIB, sick leave and disability benefits, along with vacation pay entitlements and legal and insurance liability provisions. They represent future obligations but are reported in present value terms.
- Why it is important:** These liabilities represent expenses that will be incurred in the future, however must be reported on the statement of financial position to provide an accurate assessment of the City's obligations at a point in time. The City's engages an external actuarial valuation every three years to review these liabilities, and can be updated annually if there are any significant changes to benefit entitlements, legislation, or the assumptions made in the analysis.
- Difference between 2021 and 2020:** Increases in the actuarial assessments for WSIB (\$4.5 million), vacation liabilities (\$3.5 million) and sick leave benefits (\$1.9 million) are the primary drivers for the increases in these liability balances.

5. Long-Term Debt

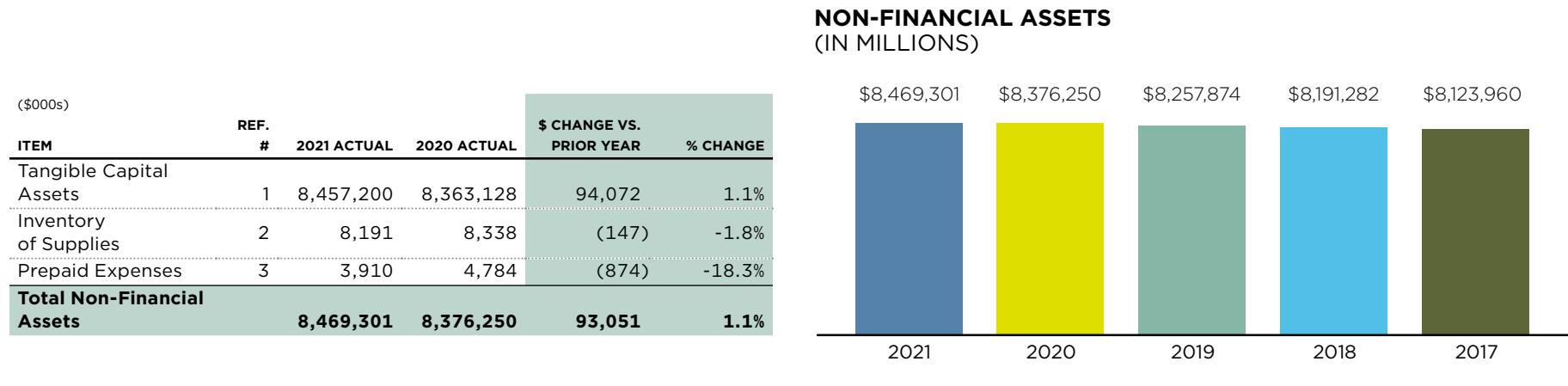
2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. PRIOR YEAR	% CHANGE
237,322	176,434	60,888	34.5%

- What it is:** Long-term debt is the amount of debt outstanding as of December 31st each year that's issued to help fund the City's investments in its capital infrastructure.
- Why it is important:** Debt is a key tool for the City to fund its infrastructure requirements. The City uses debt conservatively and is well below its borrowing limits. The property tax base alone is not enough to support future capital infrastructure demands.
- Difference between 2021 and 2020:** The City issued \$90 million in debt in 2021, and made principal payments of \$29.1 million in 2021.



Non-Financial Assets

Non-financial assets in 2021 were \$8.47 billion (2020 \$8.38 billion), an increase of \$93 million. Non-financial assets are composed primarily of tangible capital assets, as well as inventories of supplies and prepaid expenses.



COMMENTARY:

1. Tangible Capital Assets

2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. PRIOR YEAR	% CHANGE
8,457,200	8,363,128	94,072	1.1%

- What it is:** Tangible capital assets represent the City's investment in capital infrastructure such as buildings, roads, stormwater infrastructure, vehicles, and equipment. Each year, the City prepares a capital budget to address new capital projects and renovations to existing assets. These capital projects become assets when the project goes into service or is completed. The City maintains capital assets through its operating budget.
- Why it is important:** The City's tangible capital assets support all of the services and programs it provides, and represents the results of its investment in capital infrastructure.
- Difference between 2021 and 2020:** \$354.8 million in additions were added to the City's capital asset inventory in 2021, offset by \$110.4 million in asset disposals, and amortization of \$150.3 million.

2. Inventory of Supplies

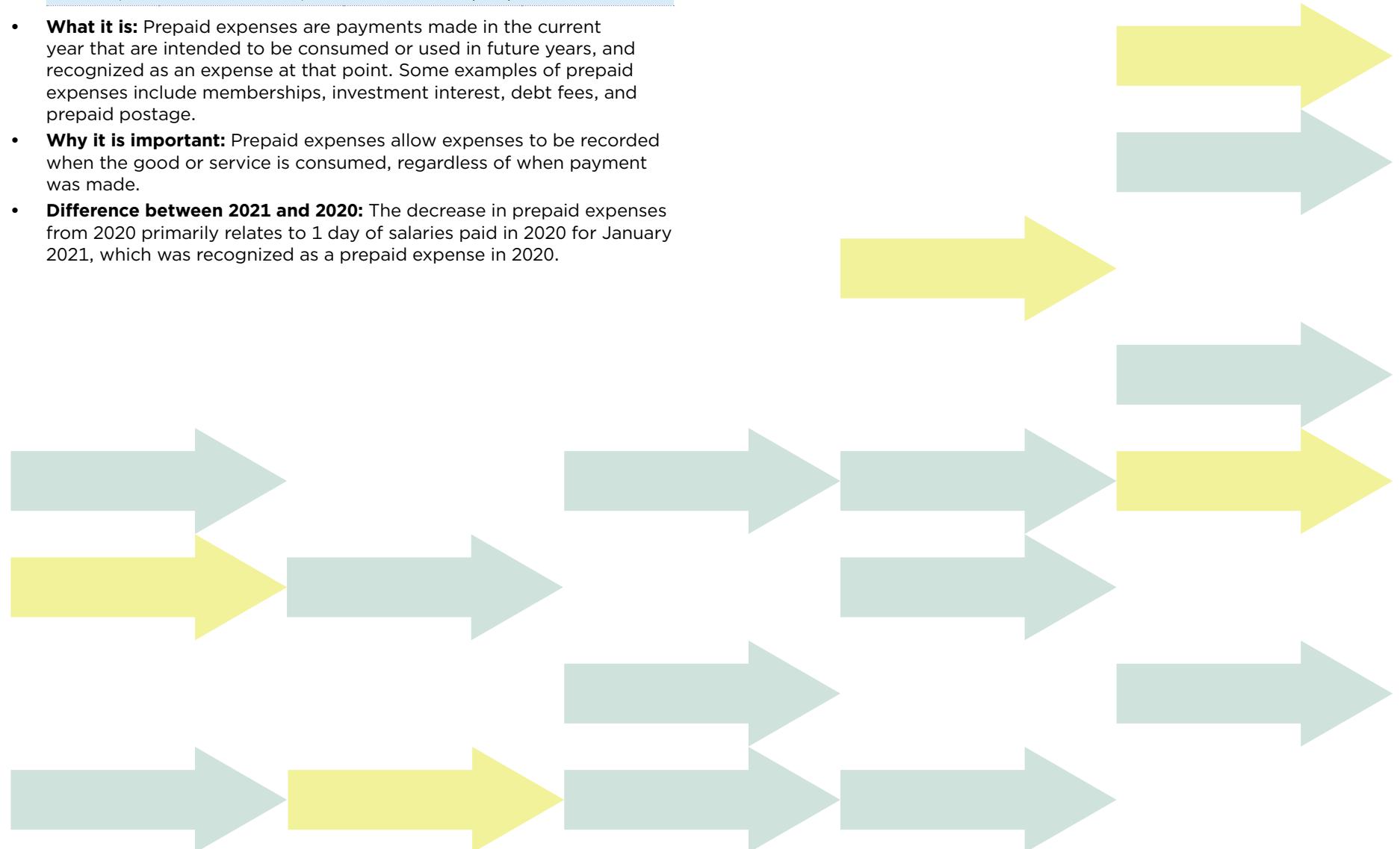
2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. PRIOR YEAR	% CHANGE
8,191	8,338	(147)	-1.8%

- What it is:** Inventory of supplies are goods that support front line services. Examples of these inventories include traffic signals and equipment, fuel, salt and sand inventories, fire equipment, transit fleet supplies, and street lighting equipment.
- Why it is important:** These inventories are necessary to help the City deliver its services to residents and businesses.
- Difference between 2021 and 2020:** Decreased inventories of salt & sand (\$0.5 million) on hand resulted in the decrease in the overall inventory of supplies balance, offset by increases in traffic signal equipment (\$0.2 million), street lighting equipment (\$0.1 million) and fuel (\$0.1 million).

3. Prepaid Expenses

2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. PRIOR YEAR	% CHANGE
3,910	4,784	(874)	-18.3%

- **What it is:** Prepaid expenses are payments made in the current year that are intended to be consumed or used in future years, and recognized as an expense at that point. Some examples of prepaid expenses include memberships, investment interest, debt fees, and prepaid postage.
- **Why it is important:** Prepaid expenses allow expenses to be recorded when the good or service is consumed, regardless of when payment was made.
- **Difference between 2021 and 2020:** The decrease in prepaid expenses from 2020 primarily relates to 1 day of salaries paid in 2020 for January 2021, which was recognized as a prepaid expense in 2020.



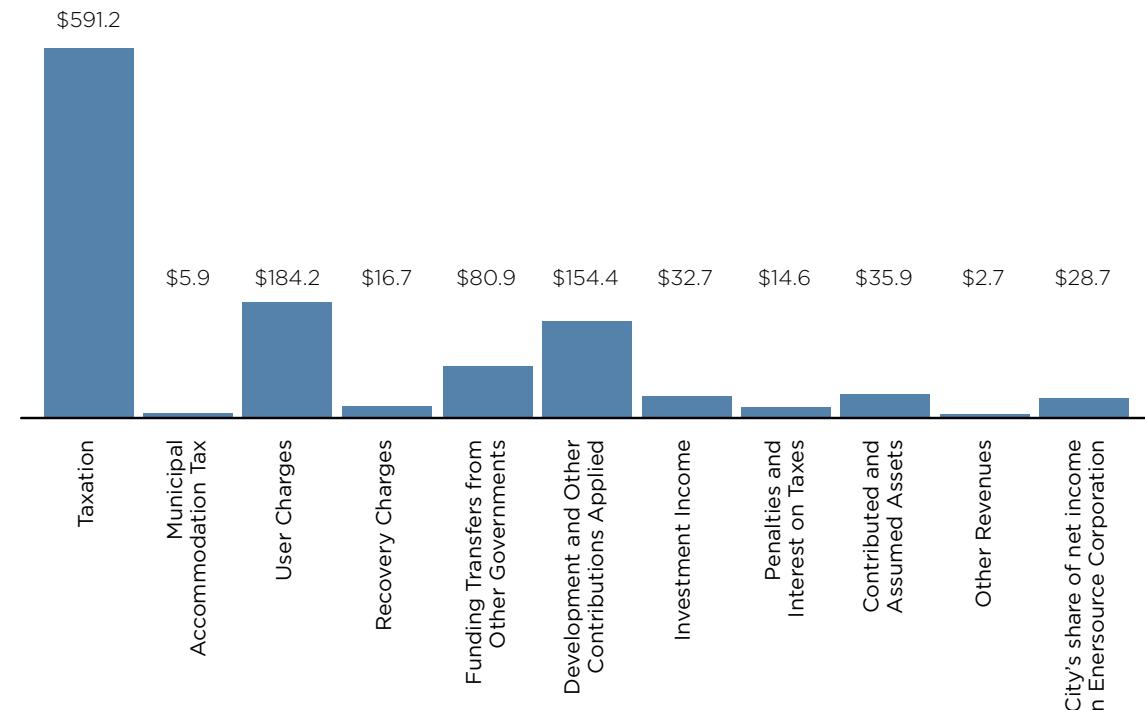
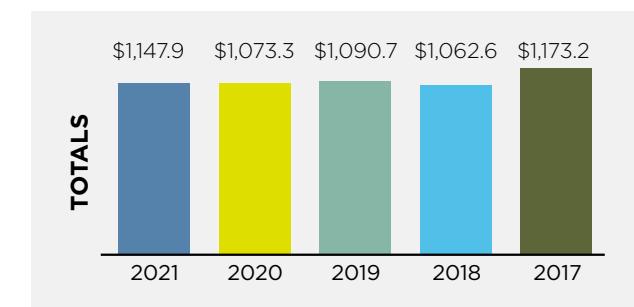
Revenues

Total revenues in 2021 were \$1.14 billion (2020 \$1.07 billion), an increase of \$74.6 million.

ITEM (\$000S)	REF.#	2021 BUDGET	2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. BUDGET	% CHANGE	\$ CHANGE VS. PRIOR YEAR	% CHANGE
Taxation	1	593,846	591,198	572,824	(2,648)	-0.4%	18,374	3.2%
Municipal Accommodation Tax	2	9,800	5,907	3,799	(3,893)	-39.7%	2,108	55.5%
User Charges	3	255,742	184,236	168,587	(71,506)	-28.0%	15,649	9.3%
Recoveries From Third Parties	4	27,996	16,699	19,415	(11,297)	-40.4%	(2,716)	-14.0%
Funding Transfers From Other Governments	5	3,909	80,860	65,597	76,951	1968.6%	15,263	23.3%
Development and Other Contributions Applied	6	150	154,415	150,930	154,265	102843.3%	3,485	2.3%
Investment Income	7	31,180	32,711	32,049	1,531	4.9%	662	2.1%
Penalties and Interest on Taxes	8	8,610	14,592	5,334	5,982	69.5%	9,258	173.6%
Contributed and Assumed Assets	9	—	35,899	27,197	35,899	0.0%	8,702	32.0%
Other Revenues	10	7,885	2,698	10,128	(5,187)	-65.8%	(7,430)	-73.4%
City's Share of Net Income in Enersource Corporation	11	—	28,712	17,467	28,712	0.0%	11,245	64.4%
Total Revenues		939,118	1,147,927	1,073,327	208,809	22.2%	74,600	7.0%

CONSOLIDATED REVENUES BY TYPE

(IN MILLIONS)



COMMENTARY:

1. Taxation

2021 BUDGET	2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. BUDGET	% CHANGE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
593,846	591,198	572,824	(2,648)	-0.4%	18,374	3.2%

- What it is:** Taxation is the City's property tax revenues and payments in lieu of taxes.
- Why it is important:** Property taxes are the City's single largest source of revenue.
- Difference between 2021 and 2020 :** In 2021, assessment growth was 0.53 per cent (0.53 per cent in 2020). For the 2021 Business Plan and Budget, Council approved a 1 per cent increase on the total residential tax bill and 0.60 per cent increase on the total commercial tax bill. The remaining charges are due to payments in lieu of taxes.
- Difference between Actual and Budget:** The unfavourable variance between actuals and budget is primarily due to higher assessment appeals and tax cancellations than budgeted (\$9.7 million unfavourable), offset primarily by higher than expected supplementary taxes received (\$5.3 million favourable) and payments in lieu of taxes (\$1.4 million favourable).

2. Municipal Accommodation Tax

2021 BUDGET	2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. BUDGET	% CHANGE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
9,800	5,907	3,799	(3,893)	-39.7%	2,108	55.5%

- What it is:** Municipal Accommodation Tax (MAT) revenues are taxes that apply to the purchase of accommodations provided for a continuous period of 30 days or less in a motel, hotel, lodge, inn, bed and breakfast, dwelling unit or any place that provides accommodation. Online private short-term rentals through Airbnb are also subject to the MAT.
- Why it is important:** Municipal Accommodation Tax is a revenue tool that provides the City with an opportunity to generate funds that will be used for future tourism-related initiatives.
- Difference between 2021 and 2020:** The impacts of COVID-19 dramatically reduced occupancy rates and subsequently the Municipal Accommodation Tax collected in 2020. During 2021, occupancy rates began to increase from 2020 rates, resulting in an increase to Municipal Accommodation Tax.
- Difference between Actual and Budget:** The impacts of COVID-19 resulted in lower actual occupancy rates in the year than what was planned through the annual budget.

3. User Charges

2021 BUDGET	2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. BUDGET	% CHANGE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
255,742	184,236	168,587	(71,506)	-28.0%	15,649	9.3%

- What it is:** User fees are associated with many City programs and services. Transit fares, recreation program fees and the stormwater program charge are three examples. Council establishes fees via by-law annually. Revenue from enforcement activities (fines) are also accounted for here.
- Why it is important:** User fees contribute significantly to covering service costs. User fees are the second largest source of City revenue in 2021.
- Difference between 2021 and 2020:** During 2020, user fees across all service areas were affected by the COVID-19 pandemic. Throughout 2021, user fees began to increase and recover from the impacts of COVID-19, including transit fares (\$5 million) and licenses and permits (\$6 million).
- Difference between Actual and Budget:** Similar to the difference between 2021 and 2020 actuals, user fees across all service areas were affected by the COVID-19 pandemic, with the largest deficits from reduced transit and recreation program fees.

4. Recoveries from Third Parties

2021 BUDGET	2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. BUDGET	% CHANGE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
27,996	16,699	19,415	(11,297)	-40.4%	(2,716)	-14.0%

- What it is:** As part of regular operations, the City will pay for services or work that will be reimbursed by a third party. For example, if the City and Region were involved together in a capital project (e.g., road construction) and the City were handling payments on the project, the Region would repay the City for the Region's share of the project's capital costs.
- Why it is important:** The City performs work and provides services on behalf of third parties such as the Region of Peel, Metrolinx or an insurance company. Any work performed on behalf of third parties is recoverable by the City.
- Difference between 2021 and 2020:** Difference between 2021 and 2020 Capital project recoveries for projects such as the Torbram Road grade separation project were lower in 2021 versus 2020, accounting for the annual decrease.
- Difference between Actual and Budget:** Lower than expected capital project donations and recoveries account for the deficit against budget.

5. Funding Transfers from Other Governments

2021 BUDGET	2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. BUDGET	% CHANGE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
3,909	80,860	65,597	76,951	1968.6%	15,263	23.3%

- What it is:** The City receives grants and funding from other levels of government for many types of services and initiatives.
- Why it is important:** While these transfers represent a small portion of the overall City revenue, it is valuable revenue that helps pay for City programs and services. During 2020 and 2021, the provincial and federal governments provided funding to municipal governments through the Safe Restart and COVID-19 Recovery Funding for Municipalities funding programs.
- Difference between 2021 and 2020:** Provincial funding from the Safe Restart agreement to support municipalities in addressing the financial impacts of COVID-19 contributed to the increase.
- Difference between Actual and Budget:** Safe Restart funding received from the Government of Ontario helped offset revenue losses from COVID-19 and non-budgeted capital government funding such as the Public Transit Investment Fund (PTIF).

6. Development and Other Contributions Applied

2021 BUDGET	2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. BUDGET	% CHANGE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
150	154,415	150,930	154,265	102843.3%	3,485	2.3%

- What it is:** In the year, if capital-related expenses are incurred that correspond to deferred revenue (obligatory reserve funds that the City holds), dollars are brought into the revenue stream from those funds to offset those capital expenses.
- Why it is important:** Development and other contributions fund capital projects to deliver front line services to residents and businesses.
- Difference between 2021 and 2020:** An increase in capital spending during the year versus 2020 in Development Charges, Cash-in-lieu of Parkland, and Federal Gas Tax funding have contributed to this increase.
- Difference between Actual and Budget:** Other than a \$150,000 contribution to the City's operating budget, this entire category is not budgeted.

7. Investment Income:

2021 BUDGET	2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. BUDGET	% CHANGE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
31,180	32,711	32,049	1,531	4.9%		2.1%

- What it is:** Investment income represents the annual net return on investment for the City funds portfolio, and recognized in the City's operating budget and discretionary reserve funds. Investment income earned on obligatory reserve fund balances are recognized as a receipt in those funds, and ultimately recognized as revenue when the income is applied against capital projects.
- Why it is important:** Investment income reduces the overall impact on the City's tax levy, and increases the balances held in reserve funds to help fund capital projects.
- Difference between 2021 and 2020:** The increase in investment income is due to higher cash and investment balances being held by the City over the course of the year.
- Difference between Actual and Budget:** The \$1.5 million surplus relates to higher investment income earned on the City's discretionary reserve fund balances than budgeted.

8. Penalties and Interest on Taxes

2021 BUDGET	2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. BUDGET	% CHANGE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
8,610	14,592	5,334	5,982	69.5%	9,258	173.6%

- What it is:** This revenue results from penalties and interest charged on overdue property tax accounts.
- Why it is important:** Penalties and interest on taxes help to offset any costs associated with untimely property tax payment.
- Difference between 2021 and 2020:** As part of the support to residents for the impacts of COVID-19, the decision in 2020 to suspend penalties and interest on taxes from July 2 to December 31, 2020 (the penalties and interest rate set to 0%) resulted in reduced revenues in 2020. The previous penalty and interest rate of 1.25% resumed in 2021.
- Difference between Actual and Budget:** Penalty and interest revenue is dependent on tax payer payment activities and will vary annually depending on the volume, amount of taxes outstanding and length of arrears. In 2021, penalty and interest charges have trended higher than pre-pandemic in most months partially resulting from the decision to defer property tax collection due dates in 2020.

9. Contributed and Assumed Assets

			\$ CHANGE VS. BUDGET	% CHANGE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
2021 BUDGET	2021 ACTUAL	2020 ACTUAL				
—	35,899	27,197	35,899	0.0%	8,702	32.0%

- What it is:** This revenue category includes assets assumed by the City (such as land under roads, land under infrastructure and general infrastructure) through development agreements.
- Why it is important:** Contributed assets are important because they form part of the City's capital infrastructure but the City does not pay for them. Developers have paid for these assets through their development agreements.
- Difference between 2021 and 2020:** Contributed assets vary from year-to-year depending on the agreements reached and when the developer transfers the asset to the City through development agreements.
- Difference between Actual and Budget:** The entire amount in this category shows as surplus because this category is not included in the budget.

10. Other Revenues

			\$ CHANGE VS. BUDGET	% CHANGE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
2021 BUDGET	2021 ACTUAL	2020 ACTUAL				
7,885	2,698	10,128	(5,187)	-65.8%	(7,430)	-73.4%

- What it is:** These are miscellaneous and one-time revenues received by the City.
- Why it is important:** Other revenues help support and fund City programs and services.
- Difference between 2021 and 2020:** This number routinely fluctuates due to its miscellaneous nature. Generally these revenues are one-time revenues and not sustainable.
- Difference between Actual and Budget:** This number routinely fluctuates due to its miscellaneous nature. Generally these revenues are one-time revenues and not sustainable.

11. City's Share of Net Income in Enersource Corporation

			\$ CHANGE VS. BUDGET	% CHANGE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
2021 BUDGET	2021 ACTUAL	2020 ACTUAL				
—	28,712	17,467	28,712	0.0%	11,245	64.4%

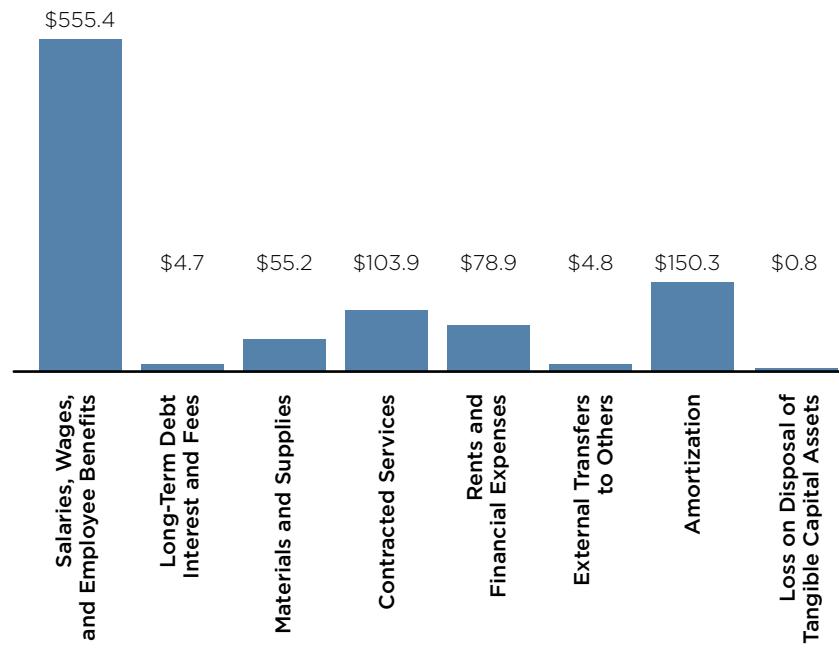
- What it is:** The City is a 90 per cent shareholder in Enersource Corporation. This number represents 90 per cent of Enersource's bottom line at December 31 (this calculation is called a modified equity accounting). Enersource, in turn, is a 29.57 per cent owner of Alectra and Enersource Corporation carries on no other business.
- Why it is important:** Enersource income elevates the City's financial position and thereby moderates the property tax rate.
- Difference between 2021 and 2020:** The City has 90 per cent ownership in Enersource Corporation and therefore applies 90 per cent to Enersource's Shareholders Equity. The change in year over year shareholders equity is in the Investment in Enersource balance.
- Difference between Actual and Budget:** The entire amount shows as a variance because the City's share of net income in Enersource Corporation is not a budgeted item.

Expenses

Total expenses in 2021 were \$954.0 million (2020 \$908.8 million), an increase of \$45.2 million.

ITEM (\$000\$)	REF.#	2021 BUDGET	2021 ACTUAL	2020 ACTUAL	CHANGE VS. ADJUSTED BUDGET \$	CHANGE %	CHANGE VS. PRIOR YEAR \$	CHANGE %
Salaries, Wages, and Employee Benefits	1	578,780	555,416	529,475	(23,364)	-4.0%	25,941	4.9%
Long-term Debt Interest and Fees	2	5,501	4,677	4,821	(824)	-15.0%	(144)	-3.0%
Materials and Supplies	3	57,995	55,208	61,737	(2,787)	-4.8%	(6,529)	-10.6%
Contracted Services	4	59,696	103,874	86,812	44,178	74.0%	17,062	19.7%
Rents and Financial Expenses	5	86,001	78,841	71,844	(7,160)	-8.3%	6,997	9.7%
External Transfers to Others	6	9,905	4,783	7,091	(5,122)	-51.7%	(2,308)	-32.5%
Loss on Disposal of Tangible Capital Assets	7	—	849	2,372	849	0.0%	(1,523)	-64.2%
Amortization of Tangible Capital Assets	8	149,776	150,343	144,655	567	0.4%	5,688	3.9%
Total Expenses		947,654	953,991	908,807	45,184	0.7%	45,184	5.0%

CONSOLIDATED EXPENSES BY TYPE (IN MILLIONS)



COMMENTARY:

1. Salaries, Wages, and Employee benefits

2021 BUDGET	2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. BUDGET	% CHANGE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
578,780	555,416	529,475	(23,364)		25,941	4.9%

- What it is:** This figure represents salary, wage and benefit costs for all full-time, part-time and contract employees, plus the current year impacts for actuarial benefit assessment of WSIB, sick leave, disability benefits and post-retirement benefits.
- Why it is important:** Staff are the number one resource required to deliver City services, and correspondingly represent the largest category of expenses for the organization.
- Difference between 2021 and 2020:** This increase was largely due to labour contract range progressions, pay adjustments and increased benefit and WSIB costs.
- Difference between Actual and Budget:** An operating surplus occurred primarily due to position vacancies, hiring freezes, and delays in new hires during COVID-19. This surplus was offset by labour costs from capital projects not capitalized of \$6.4 million.

2. Long-Term Debt Interest and Fees

2021 BUDGET	2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. BUDGET	% CHANGE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
5,501	4,677	4,821	(824)	-15.0%	(144)	-3.0%

- What it is:** This figure represents all debt management and interest fees associated with the City's debt.
 - Why it is important:** Debt is a source of funding for capital projects. Provincial legislation allows municipalities to carry debt equivalent to 25 per cent of own-source revenue. The City's debt policy limits debt repayment to 15 per cent of own-source revenues. The City is currently well within that range at 4 per cent of own-source revenues.
 - Difference between 2021 and 2020:** Debt balances carrying higher interest rates continue to decline with repayment, and new debt issuances carry lower interest rates.
- Difference between Actual and Budget:** A surplus was generated due to the deferral of the 2020 debt issuance into 2021, resulting in lower interest charges versus budget.

3. Materials and Supplies

2021 BUDGET	2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. BUDGET	% CHANGE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
57,995	55,208	61,737	(2,787)	-4.8%	(6,529)	-10.6%

- What it is:** Materials and supplies include vehicle fuel and all other general operation materials and supplies needed for service and program delivery.
- Why it is important:** Materials and supplies keep day-to-day services running without interruption.
- Difference between 2021 and 2020:** The variance is a result of higher materials and supplies expenses that are eligible to be capitalized as part of the City's tangible capital asset inventory, and therefore removed from the statement of operations.
- Difference between Actual and Budget:** The surplus is a result of expenses that are eligible to be capitalized as part of the City's tangible capital asset inventory of \$3.5 million, offset by an increase in transportation costs of \$1.3 million.

4. Contracted Services

2021 BUDGET	2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. BUDGET	% CHANGE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
59,696	103,874	86,812	44,178	74.0%	17,062	19.7%

- What it is:** The City sets contracts with third parties for professional services, maintenance contracts (e.g., snow removal), and project management services.
- Why it is important:** Contracted services can bring a different expertise to the City that staff alone may not have, or augment resources to support a specific initiative. The City can also sometimes achieve economies of scale (i.e., lower prices) through contracts and professional services.
- Difference between 2021 and 2020:** The increase is mainly due to contracted services that were ineligible to be allocated to tangible capital assets that were expensed onto the statement of operations.
- Difference between Actual and Budget:** The deficit against budget is mainly due to the non-budgeted ineligible contracted services for tangible capital assets.

5. Rents and Financial Expenses

2021 BUDGET	2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. BUDGET	% CHANGE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
86,001	71,844	(7,160)	-8.3%	6,997	9.7%	

- What it is:** This category includes many different types of financial related expenses, including staff development, communications costs, occupancy-related costs, insurance costs, banking costs and equipment and maintenance costs.
- Why it is important:** These expenses represent the overhead-type costs that help support City services and programs.
- Difference between 2021 and 2020:** The increase is mainly due to services that were ineligible to be allocated to tangible capital assets that were expensed, as well as increased insurance costs from 2020.
- Difference between Actual and Budget:**
The surplus is mainly due to reduced equipment maintenance and service costs, insurance costs that were lower than expected due to fewer claims, and reduced occupancy and hydro costs for facilities. This surplus was partially offset by services that were ineligible to be allocated to tangible capital assets that were expensed.

6. External Transfers to Others

2021 BUDGET	2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. BUDGET	% CHANGE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
9,905	4,783	7,091	(5,122)	-51.7%	(2,308)	-32.5%

- What it is:** The City provides defined grants and funding to third parties who contribute to accomplishing the City's vision and objectives.
- Why it is important:** These dollars support many organizations that contribute to the well-being and success of our thriving city.
- Difference between 2021 and 2020:** This minor decrease is attributed to various small decreases in grant program funding allocated by the City in 2021.
- Difference between Actual and Budget:** The surplus showing in this category is attributable to less spending in Culture, Tourism and other community grants versus what was planned in 2021 due to reduction of Tourism activity and COVID-19 impacts.

7. Loss on Disposal of Tangible Capital Assets

2021 BUDGET	2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. BUDGET	% CHANGE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
—	849	849	0.0%	(1,523)	-64.2%	

- What it is:** From time to time, the City sells assets or disposes of assets no longer in use. When the asset's net book value exceeds the sale price, a loss is incurred.
- Why it is important:** Proceeds from the sale of capital assets can be used to fund new projects or asset purchases.
- Difference between 2021 and 2020:** Loss on disposal of assets varies from year to year depending on the identification and disposal of assets.
- Difference between Actual and Budget:** The full amount shows as a deficit against budget because loss on disposal of assets is not a budgeted item.

8. Amortization of Tangible Capital Assets

2021 BUDGET	2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. BUDGET	% CHANGE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
149,776	150,343	144,655	567	0.4%	5,688	3.9%

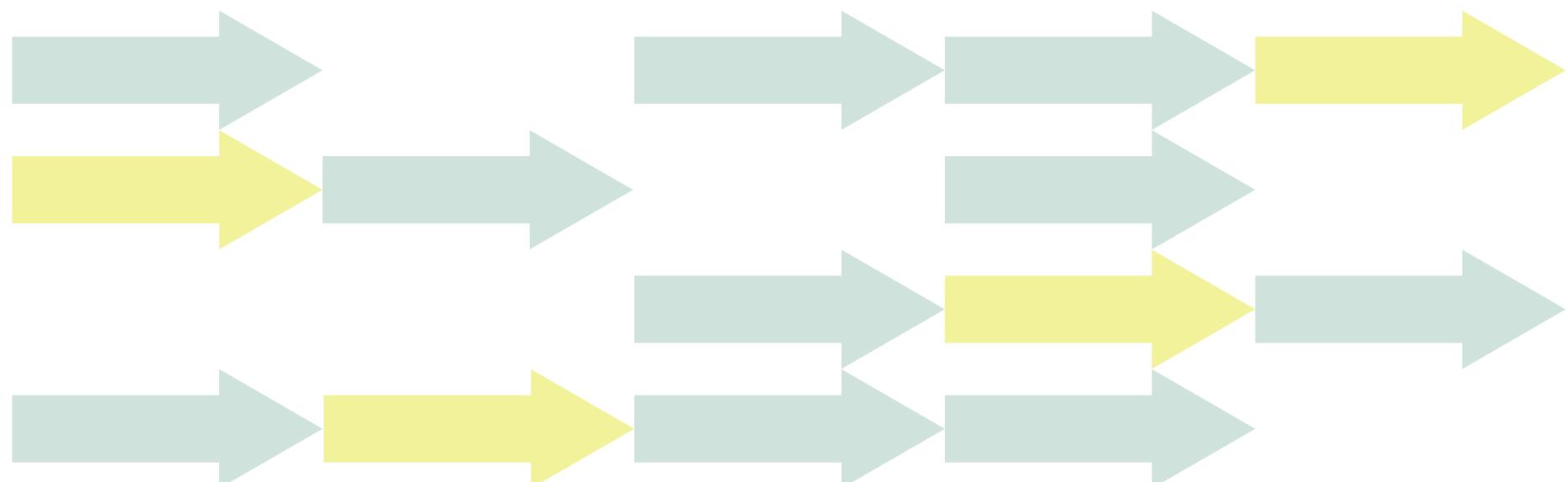
- What it is:** Capital assets decline in value over time as they are used. Each year a portion of their cost is reflected in the financial statements as amortization expense. The amount of amortization expensed each year is determined by the estimated useful life of each asset class.
- Why it is important:** Amortization allows the net value of assets (vs. their cost value) to be represented on the financial statements.
- Difference between 2021 and 2020:** The total amortization amount increases as the City continues its investment in capital projects.
- Difference between Actual and Budget:** Amortization is not included in the annual operating budget; however, for the purpose of the financial statements, an estimate is included to match up against the expense. In this instance, the expenditure was higher than the estimate due to the timing of capitalization of expenses and unplanned disposals.

Consolidated Statement of Change in Net Financial Assets

The consolidated statement of change in net financial assets/(net debt) starts with the annual surplus/(deficit) and identifies changes in non-financial assets (i.e., tangible capital asset acquisition, amortization) that will utilize or add to the surplus amount to derive a net change in financial assets.

Consolidated Statement of Cash Flows

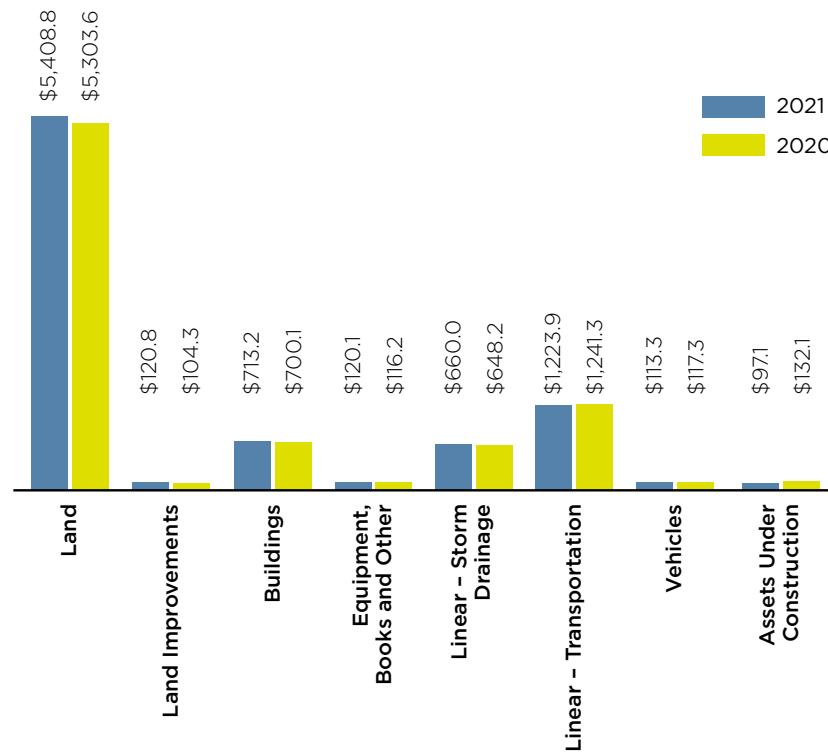
The consolidated statement of cash flows reports changes in cash and cash equivalents resulting from operations. It shows how the City financed its activities during the year and met its cash requirements.



Tangible Capital Assets Overview

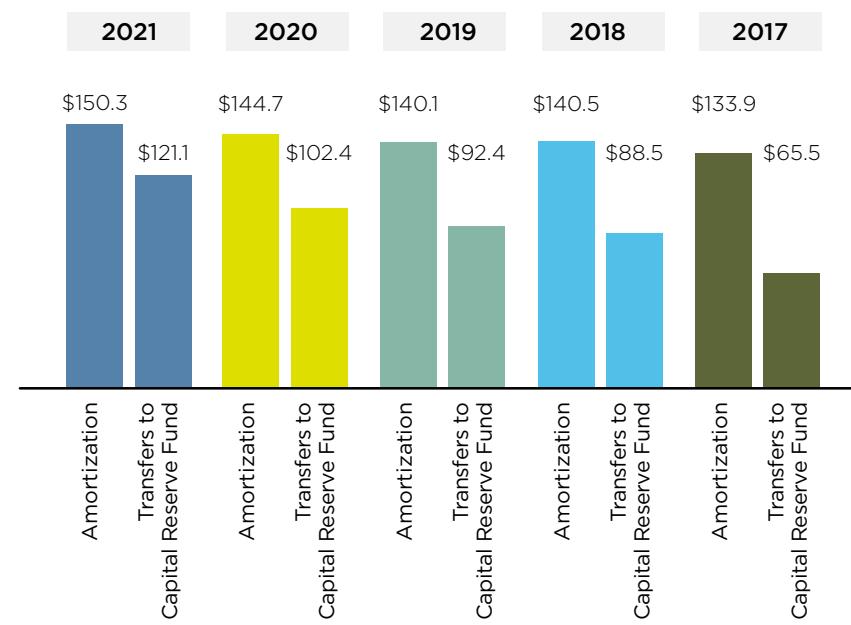
All City assets at the end of 2021 have been inventoried, assessed at cost and recorded in an Asset Registry for accounting, reporting, and asset management purposes. The City's net book value of tangible capital assets at the end of 2021 was \$8.457 billion (2020 \$8.363 billion). Refer to Note 9 in the financial statements for a detailed breakdown of tangible capital asset activity. The annual amortization expense in 2021 was \$150.3 million (2020 \$144.7 million).

TANGIBLE CAPITAL ASSETS NET BOOK VALUE BY CATEGORY (IN MILLIONS)



In 2021 the City invested in a variety of projects to build, maintain, rehabilitate and remodel our infrastructure. The City's 10-year capital program is \$4.4 billion (gross). Sixty-six per cent of our committed capital program is for State of Good Repair projects. These projects support the maintenance of, and protect taxpayers' investments in, these valuable public infrastructure assets.

AMORTIZATION VERSUS TRANSFERS TO CAPITAL RESERVE FUND (IN MILLIONS)



Reserves and Reserve Funds Overview

Although Reserves and Reserve Funds are not formally reported directly in the financial statements, they are key in the financial management and operations of the City. Reserves and Reserve Fund balances are consolidated within the Accumulated Surplus position on the Consolidated Statement of Operations. Refer to Note #10 in the financial statements for more Reserve and Reserve Fund information.

Reserves and Reserve Funds are established by Council. These funds are set aside to help offset future capital needs, obligations, pressures and costs. They are drawn upon to finance specific-purpose capital and operating expenditures as designated by Council to minimize tax rate fluctuations due to unanticipated expenditure and revenue shortfalls and to fund ongoing programs (i.e., insurance and employee benefits).

Reserves and Reserve Fund balances at the end of 2021 totalled \$905.4 million (2020 \$581.3 million), an increase of \$324.1 million from the prior year. The significant increase is driven by a change in City accounting policy, where unexpended capital balances are now held in City reserve funds, and only transferred when the corresponding capital expenses are incurred. The Reserves and Reserve Fund totals do not include development charges, senior government grants, and other reserve funds that are reported as deferred revenue-obligatory reserve funds on the Statement of Financial Position.

Reserves

Reserves, which are discretionary in nature, are generally used to offset major fluctuations in operating costs/revenues or to fund future contingent liabilities. Total Reserves in 2021 were \$125.3 million (2020 \$115.3 million), an increase of \$10 million.

RESERVES (IN MILLIONS)



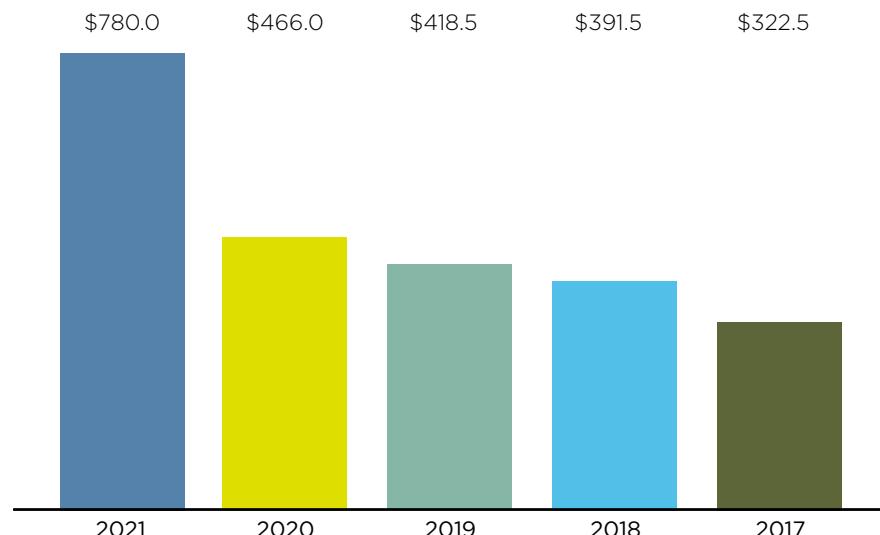
ITEM	2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. PRIOR YEAR	CHANGE %
Fiscal Stability Reserve	59,188	55,752	3,436	6.2%
Operating Reserves	60,488	52,946	7,542	14.2%
Stormwater Reserve	5,371	5,952	(581)	-9.8%
BIA Reserves	294	671	(377)	-56.2%
Total Reserves	125,341	115,321	10,020	8.7%

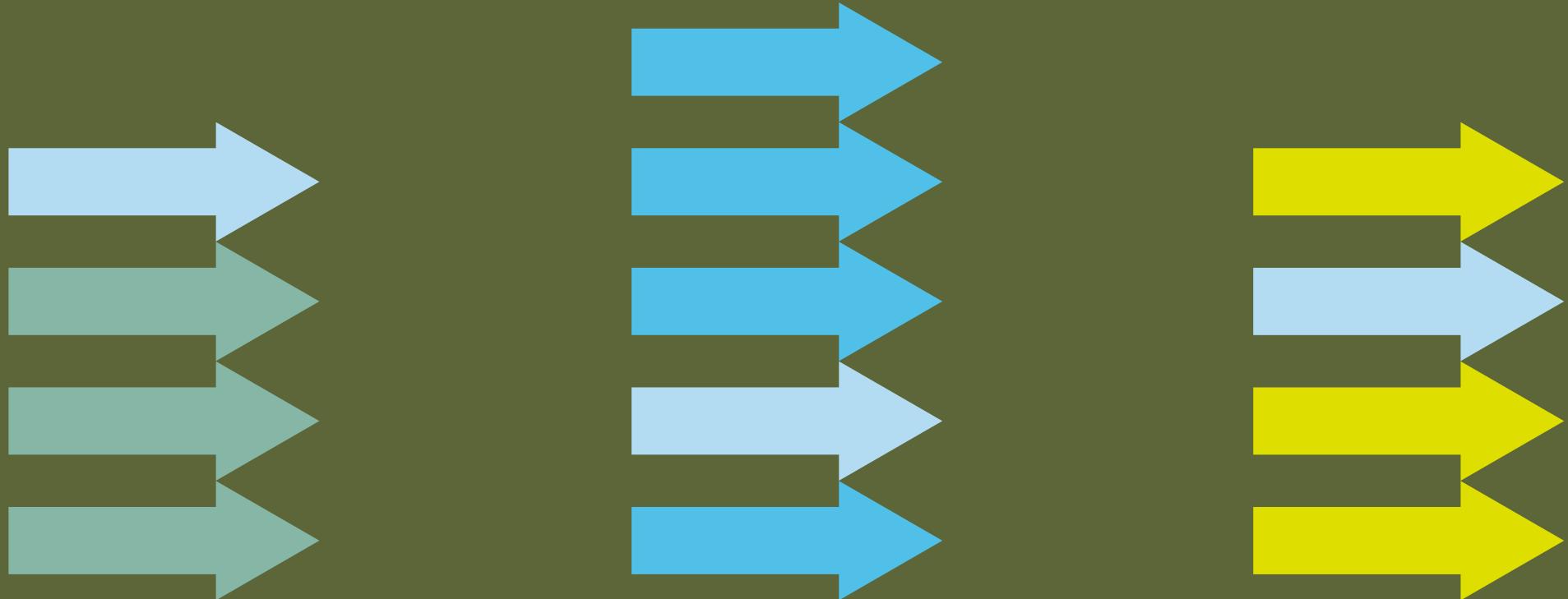
Reserve Funds

Reserve funds are segregated and restricted to meet specific identified purposes for the City. Total reserve funds in 2021 were \$780 million (2020 \$466 million), an increase of \$314 million from the prior year. The reserve and reserve funds will help the City meet projected expenditure needs in the upcoming years. However, draws on reserve and reserve funds in future years to support our growing capital infrastructure and maintenance needs will reduce these balances and therefore reduce the total accumulated surplus.

(^{\$000S}) ITEM	2021 ACTUAL	2020 ACTUAL	\$ CHANGE VS. PRIOR YEAR	CHANGE %
Tax Reserve Funds	431,518	220,498	211,020	95.7%
Stormwater Reserve Funds	128,524	64,450	64,074	99.4%
Lot Levy Reserve Funds	67,747	65,305	2,442	3.7%
Insurance Reserve Funds	44,750	46,052	(1,302)	-2.8%
Employee Benefits Reserve Funds	33,610	34,484	(874)	-2.5%
Development Contributions	28,323	23,157	5,166	22.3%
Other Reserve Funds	45,545	12,067	33,478	277.4%
Total Reserve Funds	780,017	466,013	314,004	67.4%

RESERVE FUNDS (IN MILLIONS)





The Corporation of the City of Mississauga

Consolidated Financial Statements

For the year ended December 31, 2021

Introduction to the Financial Statements

The accompanying Financial Statements have been prepared in accordance with the Municipal Act. They are based on the reporting standards set by the CPA Canada Public Sector Accounting Board. The Consolidated Financial Statements and all other financial information included within this Annual Financial and Sustainability Report are the responsibility of the management of the City of Mississauga.

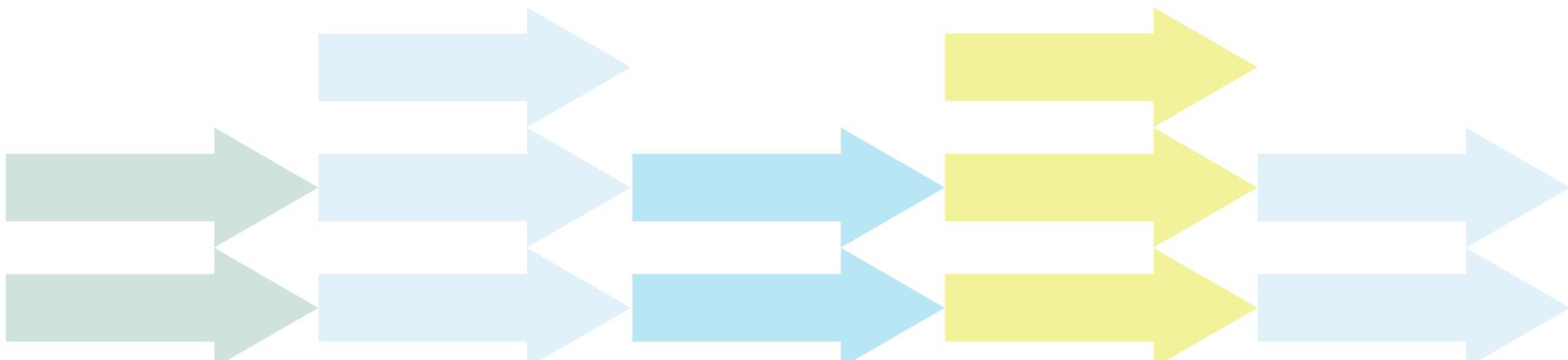
The City's Financial Statements have been prepared in accordance with the accounting principles and disclosure requirements of the CPA Canada Public Sector Accounting Standards Manual.

The Director of Finance and Treasurer is responsible for submitting audited financial statements annually to the Audit Committee and Council. These financial statements include the consolidated results of the City for the fiscal year ended December 31, 2021. Finance staff are responsible for the co-ordination and completion of the annual financial statements in a timely, accurate and efficient manner, as well as providing support and related financial information to external auditors during the year-end audit.

The Consolidated Financial Statements of the City provide important information about the overall financial condition of the City. The purpose of the Consolidated Financial Statements is to present the effects of transactions of the City taking into consideration the accounting for all City Funds and associated City business enterprises. The financial statements should reflect the full nature and extent of the government's financial affairs.

The following audited financial statements have been included in this Annual Financial and Sustainability Report:

City of Mississauga (Consolidated)
Trust Funds of the City of Mississauga





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INDEPENDENT AUDITORS' REPORT

To the Members of Council, Inhabitants and Ratepayers of The Corporation of the City of Mississauga

Opinion

We have audited the consolidated financial statements of The Corporation of the City of Mississauga (the Entity), which comprise:

- the consolidated statement of financial position as at December 31, 2021
- the consolidated statement of operations for the year then ended
- the consolidated statement of change in net financial assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the Entity as at December 31, 2021, and its consolidated results of operations, its consolidated change in net financial assets and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the **"Auditors' Responsibilities for the Audit of the Financial Statements"** section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

The logo consists of the letters "KPMG LLP" written in a stylized, handwritten font. A horizontal line extends from the right side of the "P" towards the bottom right corner of the page.

Chartered Professional
Accountants, Licensed
Public Accountants
Vaughan, Canada
May 3, 2022

KPMG LLP, an Ontario limited liability partnership and member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. KPMG Canada provides services to KPMG LLP.

CITY OF MISSISSAUGA

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at December 31, 2021 with comparatives for 2020. (All dollar amounts are in \$000)

FINANCIAL ASSETS	2021 \$	2020 \$
Cash	284,702	219,313
Taxes receivable (Note 2)	57,100	83,979
Accounts receivable (Note 2)	125,958	116,841
Loans and other receivables	350	400
Inventories for resale	80	97
Investments (Note 3)	1,331,686	1,098,945
Investment in Enersource Corporation (Note 4)	510,531	498,520
Total Financial Assets	2,310,407	2,018,095
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities	223,234	228,222
Deferred revenue - general (Note 5)	15,026	6,391
Deferred revenue - obligatory reserve funds (Note 6)	668,359	552,274
Employee benefits and other liabilities (Note 7)	231,246	220,439
Long-term debt (Note 8)	237,322	176,434
Total Financial Liabilities	1,375,187	1,183,760
Net Financial Assets	935,220	834,335
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 9)	8,457,200	8,363,128
Inventories of supplies	8,191	8,338
Prepaid expenses	3,910	4,784
Total Non-Financial Assets	8,469,301	8,376,250
Accumulated Surplus (Note 10)	9,404,521	9,210,585

Contingent liabilities and guarantee (Note 13)
Contractual Rights (Note 20)
Commitments (Note 21)

The accompanying notes are an integral part of these consolidated financial statements.

CITY OF MISSISSAUGA

CONSOLIDATED STATEMENT OF OPERATIONS

For the year ended December 31, 2021 with comparatives for 2020. (All dollar amounts are in \$000)

	(NOTE 16)	BUDGET 2021 \$	ACTUAL 2021 \$	ACTUAL 2020 \$
REVENUES (NOTES 14 AND 15)				
Taxation (Note 11)		593,846	591,198	572,824
Municipal Accommodation Tax		9,800	5,907	3,799
User charges (Note 18)		255,742	184,236	168,587
Recoveries from third parties		27,996	16,699	19,415
Funding transfers from other governments (Note 19)		3,909	80,860	65,597
Development and other contributions applied		150	154,415	150,930
Investment income		31,180	32,711	32,049
Penalties and interest on taxes		8,610	14,592	5,334
Contributed and assumed assets (Note 9)		—	35,899	27,197
Other		7,885	2,698	10,128
City's Share of Net Income in Enersource Corporation (Note 4)		—	28,712	17,467
Total Revenues		939,118	1,147,927	1,073,327
 EXPENSES (NOTES 14, 15 & 17)				
General government services		173,912	220,290	219,367
Protection services (Note 18)		150,539	150,569	140,545
Transportation services		365,498	357,192	345,802
Environmental services		21,603	21,232	19,650
Health services		655	735	566
Social and family services		857	481	487
Recreation and cultural services		206,471	175,282	157,353
Planning and development services		28,119	27,361	22,665
Loss on disposal of tangible capital assets, net of write-down (Note 9)		—	849	2,372
Total Expenses (Notes 14, 15 & 17)		947,654	953,991	908,807
Annual Surplus/(Deficit)		(8,536)	193,936	164,520
Accumulated surplus, beginning of year		9,210,585	9,210,585	9,046,065
Accumulated Surplus, end of year (Note 10)		9,202,049	9,404,521	9,210,585

The accompanying notes are an integral part of these consolidated financial statements.

CITY OF MISSISSAUGA
CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS

For the year ended December 31, 2021 with comparatives for 2020. (All dollar amounts are in \$000)

	(NOTE 16) BUDGET 2021 \$	ACTUAL 2021 \$	ACTUAL 2020 \$
Annual Surplus/(Deficit)	(8,536)	193,936	164,520
Acquisition of tangible capital assets	—	(246,357)	(264,288)
Amortization of tangible capital assets (Note 9)	149,776	150,343	144,655
Loss on disposal of tangible capital assets, net of write-down (Note 9)	—	849	2,372
Proceeds of disposition of tangible capital assets (Note 9)	—	1,093	—
	141,240	99,864	47,259
Acquisition of inventory of supplies	—	(8,191)	(8,338)
Acquisition of prepaid expenses	—	(3,910)	(4,784)
Consumption of inventory of supplies	—	8,338	8,847
Use of prepaid expenses	—	4,784	3,160
Change in Net Financial Assets	141,240	100,885	46,144
Net Financial Assets, beginning of year	834,335	834,335	788,191
Net Financial Assets, end of year	975,575	935,220	834,335

The accompanying notes are an integral part of these consolidated financial statements.

CITY OF MISSISSAUGA

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended December 31, 2021 with comparatives for 2020. (All dollar amounts are in \$000)

	2021 \$	2020 \$
Cash Provided By (Used In): Operating Activities		
Annual surplus	193,936	164,520
Items Not Involving Cash		
Amortization of tangible capital assets	150,343	144,655
Loss on disposal of tangible capital assets	849	2,372
Contributed and assumed assets	(35,899)	(27,197)
Change in employee benefits and other liabilities	10,807	13,405
Equity income of Enersource Corporation	(28,712)	(17,467)
Change in Non-Cash Assets and Liabilities		
Taxes receivable	26,879	(36,382)
Accounts receivable	(9,117)	(8,022)
Inventories for resale	17	10
Accounts payable and accrued liabilities	(4,988)	23,302
Deferred revenue – general	8,635	(5,886)
Deferred revenue – obligatory reserve funds	116,085	(4,783)
Inventories of supplies	147	521
Prepaid expenses	874	(1,624)
Net Change in Cash from Operating Activities	429,856	247,424
CAPITAL ACTIVITIES		
Tangible capital asset additions	(210,458)	(237,091)
Proceeds of disposition of tangible capital assets	1,093	–
Net Change in Cash from Capital Activities	(209,365)	(237,091)
INVESTING ACTIVITIES		
Decrease/(Increase) in investments	(232,741)	80,942
Decrease in loans and other receivables	50	50
Dividends from Enersource Corporation	16,701	17,730
Net Change in Cash from Investing Activities	(215,990)	98,722
FINANCING ACTIVITIES		
Proceeds from issuance of long-term debt	90,000	–
Repayment of long-term debt	(29,112)	(28,759)
Net Change in Cash from Financing Activities	60,888	(28,759)
Net Change in Cash	65,389	80,296
Cash, beginning of year	219,313	139,017
Cash, end of year	284,702	219,313

The accompanying notes are an integral part of these consolidated financial statements.

City of Mississauga Notes to Consolidated Financial Statements

For the year ended December 31, 2021 (All dollar amounts are in \$000)

The Corporation of The City of Mississauga (the “City”) is a municipality in the Province of Ontario, Canada. It conducts its operations guided by the provisions of provincial statutes such as the Municipal Act 2001, Planning Act, Building Code Act, Provincial Offences Act and other related legislation.

On March 11, 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. The pandemic continued throughout 2021 impacting the global economic environment through government-imposed lockdowns and social distancing requirements. The economic conditions and the City’s response to the COVID-19 pandemic has had an operational and financial impact on the City in 2021.

1. SIGNIFICANT ACCOUNTING POLICIES

The consolidated financial statements of the City are prepared by management in accordance with generally accepted accounting principles (“GAAP”) for local governments as recommended by the Public Sector Accounting Board (“PSAB”) of the Chartered Professional Accountants of Canada (“CPA Canada”). Significant aspects of the accounting policies adopted by the City are as follows:

a) Basis of Accounting

(i) Consolidated entities

The consolidated financial statements reflect the assets, liabilities, revenues, and expenses of the reporting entity. The reporting entity comprises all organizations, committees, and local boards accountable for the administration of their financial affairs and resources to the City and which are owned or controlled by the City except for the City’s Government Business Enterprise which is accounted for on the modified equity basis of accounting.

These entities and organizations included in the reporting entity are:

- City of Mississauga Public Library Board
- Tourism Mississauga
- Clarkson Village Business Improvement Association
- Cooksville Business Improvement Area
- Malton Business Improvement Area
- Port Credit Business Improvement Area
- Streetsville Business Improvement District Association

Inter-departmental and inter-organizational transactions and balances between these entities and organizations are eliminated.

(ii) Investment in a Government Business Enterprise

The City’s investment in Enersource Corporation is accounted for on a modified equity basis, consistent with GAAP as recommended by PSAB for investments in Government Business Enterprises. Under the modified equity basis, the Government Business Enterprise’s accounting policies are not adjusted to conform with those of the City, and inter-organizational transactions and balances are not eliminated. The City recognizes its equity interest in the annual income of Enersource Corporation in its consolidated statement of operations with a corresponding increase or decrease in its investment asset account. Any dividends that the City may receive from Enersource Corporation will be reflected as reductions in the investment asset account.

(iii) Accounting for Region and School Board transactions

The taxation, other revenues, expenses, assets and liabilities with respect to the operations of the Regional Municipality of Peel (“the Region”) and the school boards are not reflected in these consolidated financial statements.

1. SIGNIFICANT ACCOUNTING POLICIES

a) Basis of consolidation

(iv) Trust funds

Trust funds and their related operations administered by the City are not included in these consolidated financial statements. The Perpetual Care Fund and Election Trust Fund are not accounted for as part of the City's assets. The City acts as a trustee, investing and administering such funds, in accordance with regulations of the Funeral, Burial and Cremations Services Act, 2002 and 2016 Municipal Elections Act.

b) Basis of accounting

The City follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the legal obligation to pay.

c) Government transfers

Government grants are recognized in the consolidated financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made.

d) Taxation and user charges revenue

Taxation revenues and taxes receivable are recognized when they meet the definition of an asset, the tax is authorized and the taxable event has occurred. Additional property taxation revenue can be added throughout the year, related to new properties that become occupied, or that become subject to property taxation, after the return of the annual assessment roll used for billing purposes. The City may receive supplementary assessment rolls over the course of the year from Municipal Property Assessment Corporation (MPAC), identifying new or omitted assessments. Property taxes for these supplementary and/or omitted amounts are then billed according to the approved tax rate for the property class. User charges are recognized when earned and measurable.

e) Municipal accommodation tax revenue

Municipal accommodation tax revenues represent revenues collected from accommodation owners offering short-term accommodation of 30 days or less under the Municipal Accommodation tax By-law 0023-2018. These amounts are recognized as revenues in the year that the tax is levied on accommodation charges by accommodation providers.

f) Deferred revenue-general

Deferred revenues represent licenses, permits and other fees which have been collected, but for which the related services have yet to be performed. These amounts will be recognized as revenues in the fiscal year the services are performed.

g) Development and other contributions applied

Development charges are charges imposed on land development or redevelopment projects. Fees are set out in a City by-law, which conforms to the requirements of the Development Charges Act, 1997. Development charges are collected when an above grade building permit is issued and are deferred and recognized in revenues when used to fund the growth-related portion of qualifying capital projects, as required by the Act. Other contributions received and initially deferred such as cash-in-lieu of parkland, bonus zoning, provincial and federal gas tax and provincial and federal public transit funds are recognized as revenues when spent.

h) Investment income

Investment income is reported as revenues in the year earned. When required by the funding government or related Act, investment income earned on deferred revenue is added to the investment and forms part of the deferred revenue balance. Investment income earned on deferred revenue-obligatory reserve funds forms part of the deferred revenue balance, and recognized as revenues when spent through development and other contributions applied. Investment income earned on deferred revenue-obligatory reserve funds are not included in investment

income but recognized as a receipt and applied as development and other contributions applied when actual operating or capital expenditures are incurred.

i) Cash and cash equivalents

Cash and cash equivalents include cash and highly liquid investments with original dates to maturity of 90 days or less. Cash and short-term investments are recorded at cost with write down to market when there is a decrease in value.

j) Loans and Other Receivables

Loans and other receivables are valued at cost. Recoverability is reviewed annually and a valuation allowance is recorded when recoverability is impaired. A loan receivable is written off when it is no longer recoverable. Recoveries of loans receivable previously written off are recognized in the year received. Interest revenue is recognized as it is earned.

k) Inventories for resale

Inventory is valued at the lower of cost and net realizable value.

l) Land held for resale

Land held for resale is recorded at the lower of cost and net realizable value. Cost includes amounts for improvements to prepare the land for sale or servicing.

m) Investments

Investments consist of bonds and debentures with original dates to maturity of 91 days or longer and are recorded at amortized cost. Discounts and premiums arising on the purchase of these investments are amortized over the term of the investments. When there has been a loss of value that is other than a temporary decline in value, the respective investment is written down to recognize the loss in the consolidated statement of operations.

n) Employee future benefits

(i) The City provides certain employee benefits which will require funding in future years. These benefits include sick leave, benefits

under the Workplace Safety and Insurance Board (“WSIB”) Act, and life insurance, extended health and dental benefits for early retirees.

The costs of sick leave, benefits under WSIB Act and life insurance, extended health and dental benefits are actuarially determined using management's best estimate of salary escalation, accumulated sick days at retirement, insurance and health care cost trends, long-term inflation rates and discounted rates.

For self-insured retirement and other employee future benefits that vest or accumulate over the years of service provided by employees, such as retirement gratuities, compensated absences and health, dental and life insurance benefits for retirees, the cost is actuarially determined using the projected benefits method prorated on service. Under this method, the benefit costs are recognized over the expected average service life of the employee group. Any actuarial gains and losses related to the past service of employees are amortized over the expected average remaining service life of the employee group.

For those self-insured benefit obligations that arise from specific events that occur from time to time, such as obligations for workers' compensation and life insurance and health care benefits for those on disability leave, the cost is recognized immediately in the year when the events occur. Any actuarial gains or losses that are related to these benefits are recognized immediately in the year they arise.

(ii) The costs of a multi-employer defined benefit pension plan, such as the Ontario Municipal Employees Retirement System (“OMERS”) pensions which is accounted for as a defined contribution plan, are the employer's defined contributions to the plan in the year.

o) Loan guarantees

Provisions for liabilities arising under the terms of a loan guarantee program are made when it is likely that a payment will be made and an amount can be estimated.

p) Contaminated sites

Contaminated sites are defined as the result of contamination being introduced that exceeds an environmental standard. A liability for remediation of contaminated sites is recognized, net of any expected recoveries, when all of the following criteria are met:

- (i) an environmental standard exists
- (ii) contamination exceeds the environmental standard
- (iii) the organization is directly responsible or accepts responsibility for the liability
- (iv) future economic benefits will be given up, and
- (v) a reasonable estimate of the liability can be made.

Note 7 provides disclosure regarding the nature, extent and sources of contamination on City-owned sites.

q) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets

Tangible capital assets are recorded at cost which includes amounts that are directly attributed to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight-line basis over their estimated useful lives in accordance with City policy as follows:

ASSET	USEFUL LIFE - YEARS
Land	Unlimited
Land improvements	20
Buildings	5-50
Equipment, books and other	4-40
Linear - storm drainage	25-100
Linear - transportation	10-100
Vehicles	3-20

A full year of amortization is charged in the year of acquisition and disposal. Assets under construction are not amortized until the asset is available for productive use.

(ii) Contributions of tangible capital assets

Tangible capital assets received as contributions are recorded at their fair market value at the date of receipt and are also recorded as revenues.

(iii) Works of art and cultural and historic assets

Works of art and cultural and historic assets, including archaeological artifacts, memorabilia, photographs, and other heritage assets to support the City's museum and cultural programming, are not recorded as assets in these consolidated financial statements, as a reasonable estimate of the future benefits associated cannot be made. These assets are non-operational and are not amortized.

(iv) Leased tangible capital assets

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

(v) Inventories of supplies

Inventories of supplies held for consumption are recorded at the lower of cost and net realizable value.

r) Contingent Assets

Public Sector (PS) 3320 requires disclosure of possible assets arising from existing conditions or situations involving uncertainty which will be ultimately resolved when one or more future events occur that are not wholly within the government's control, and when the occurrence of a confirming future event is likely.

As at December 31, 2021, there are no such contingent assets to disclose.

s) Contractual Rights

PS 3380 requires disclosure of information pertaining to future rights to economic resources arising from contracts or agreements that will result in both an asset and revenues in the future. Note 20 provides disclosure regarding the nature, extent and timing of contractual rights.

t) Related party disclosures

PS 2200 requires disclosure of related party transactions when one party has the ability to exercise control or shared control over the other. Related parties include key management personnel, their close family members and the entities they control or have shared control over. Related party transactions are disclosed if they occurred at a value different from that which would have been arrived at if parties were unrelated and the transaction has a material effect on the consolidated financial statements.

u) Inter-entity transactions

PS 3420 requires disclosure of transactions between public sector entities that comprise a government's reporting entity from both a provider and recipient perspective. All City transactions are recorded at the exchange amount, being the amount agreed to by both parties.

For the year ended December 31, 2021, there were no material inter-entity transactions to disclose.

v) Use of estimates

The preparation of consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the consolidated financial statement, and the reported amounts of revenues and expenses during the year. Significant estimates and assumptions include allowance for doubtful accounts for certain accounts receivable, carrying value of tangible capital assets, provisions for accrued liabilities and obligations related to employee benefits.

Actual results could differ from these estimates.

The full extent of the impact that the COVID-19 pandemic, including government and regulatory responses to the pandemic, will have on the Canadian economy and the City's operations remains uncertain at this time. Actual results could differ from these estimates.

w) Assets

The assets standard provides additional guidance on the definition of assets and what is meant by economic resources, control, past transactions and events and from which future economic benefits are to be obtained. For the year ended December 31, 2021, all material assets have been disclosed and reported within this definition.

x) Adoption of budgets

The 2021 operating and capital budgets, as approved by Council, were adopted by the City at the February 24, 2021 meeting.

y) Future accounting pronouncements

These standards and amendments were not yet effective for the year ended December 31, 2021, and have therefore not been applied in preparing these consolidated financial statements.

(i) PS 1201, Financial Statement Presentation, was issued in June, 2011. This standard requires entities to present a new statement of remeasurement gains and losses separate from the statement of operations and accumulated surplus. This new standard includes unrealized gains and losses arising from remeasurement of financial instruments and items denominated in foreign currencies and any other comprehensive income that arises when a government includes the results of government business enterprises and partnerships. This standard is effective for fiscal years beginning on or after April 1, 2022 and applies when PS 3450, Financial Instruments, and PS 2601, Foreign Currency Translation, are adopted (the City's December 31, 2023 year-end).

(ii) PS 3450, Financial Instruments, establishes the standards on accounting for and reporting all types of financial instruments including derivatives. This standard is effective for fiscal years beginning on or after April 1, 2022 (the City's December 31, 2023 year-end).

(iii) PS 2601, Foreign Currency Translation, establishes the standards on accounting for and reporting transactions that are denominated in a foreign currency. This standard is effective for fiscal years beginning on or after April 1, 2022 (the City's December 31, 2023 year-end). Earlier adoption is permitted. A public sector entity adopting this standard must also adopt the new financial instruments standard.

(iv) PS 3041 - Portfolio Investments, replaces PS 3040 - Portfolio Investments. The standard provides revised guidance on accounting for, and presentation and disclosure of portfolio investments to conform to PS 3450 - Financial Instruments. The distinction between temporary and portfolio investments has been removed in the new standard, and upon adoption, PS 3030 - Temporary Investments, will no longer apply. This standard is effective for fiscal years beginning on or after April 1, 2022 (the City's December 31, 2023 year- end).

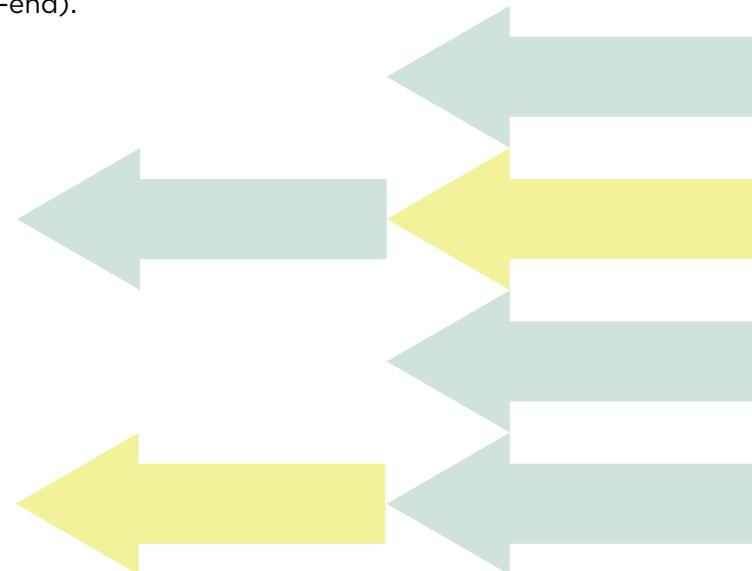
(v) PS 3280, Asset Retirement Obligations, addresses the recognition, measurement, presentation and disclosure of legal obligations associated with retirement of tangible capital assets in productive use. This standard is effective for fiscal years beginning on or after April 1, 2022 (the City's December 31, 2023 year-end).

(vi) PS 3160 - Public Private Partnerships (“P3s”), identifies requirements on how to account for and disclose transactions in which public sector entities procure major infrastructure assets and/or services from private sector entities. Recognition of assets arising from P3 arrangements is ultimately dependent on whether public sector entities control the purpose and use of the assets,

access to the future economic benefits and exposure to the risks associated with the assets, and significant residual interest in the asset, if any, at the end of the term of P3s. Measurement of the asset and related liability will also be dependent on the overall model used to compensate the private sector entity. This standard is effective for fiscal years beginning on or after April 1, 2022 (the City's December 31, 2023 year-end).

(vii) PS 3400, Revenue, establishes a single framework to categorize revenues to enhance the consistency of revenue recognition and its measurement. This standard is effective for fiscal years beginning on or after April 1, 2023 (the City's December 31, 2024 year- end).

(viii) Public Sector Guideline 8 Purchased Intangibles, allows public sector entities to recognize intangibles purchased through an exchange transaction. This guideline is effective for fiscal years beginning on or after April 1, 2023 (the City's December 31, 2024 year-end).



2. TAXES RECEIVABLE AND ACCOUNTS RECEIVABLE

Taxes receivable are reported net of valuation allowances of \$nil (2020 \$102).

Accounts receivable are reported net of a valuation allowance of \$619 (2020 \$933) and comprises the following:

	2021 \$	2020 \$
Accounts Receivable		
Government of Canada	9,291	18,835
Government of Ontario	37,458	39,071
Other Municipalities	28,938	24,485
School Boards	30,517	10,773
Others	20,373	24,610
Sub-Total	126,577	117,774
Less: Valuation Allowance	619	933
Total Accounts Receivable	125,958	116,841

3. INVESTMENTS

Investments reported on the consolidated statement of financial position have cost and market values as follows:

	2021		2020	
	COST \$	MARKET VALUE \$	COST \$	MARKET VALUE \$
Bank deposit notes and finance paper	10,103	10,208	39,800	41,006
Government and government guaranteed bonds	1,096,275	1,117,537	874,165	949,379
Municipal bonds	225,308	233,152	184,980	202,190
Total	1,331,686	1,360,897	1,098,945	1,192,575

4. INVESTMENT IN ENERSOURCE CORPORATION

The City has a 90 per cent interest in Enersource Corporation (the “Corporation”) which is accounted for on the modified equity basis in these consolidated financial statements.

Enersource acts as a holding company whereby the Corporation’s principal business activity is represented by its equity interest in Alectra Inc. (“Alectra”). Dividends are received from Alectra. The Corporation also distributes dividends to its shareholders. Alectra’s primary businesses are to distribute electricity to customers in the greater golden horseshoe area, as well as provide non-regulated energy services. As at December 31, 2021, Enersource’s interest in Alectra was 29.57% (2020-29.57%).

Enersource’s consolidated financial statements are prepared in accordance with International Financial Reporting Standards (IFRS).

The following table provides condensed financial information for Enersource Corporation for its 2021 fiscal year, together with comparative figures for 2020:

FINANCIAL POSITION	2021 \$	2020 \$
Assets:		
Current	7,555	7,320
Investment in Alectra Inc.	607,902	597,800
Total Assets	615,457	605,120
Liabilities:		
Current	—	27
Non-current liabilities	48,200	51,182
Total Liabilities	48,200	51,209
Shareholders' Equity:		
Share capital	175,691	175,691
Accumulated other comprehensive income/(loss)	(5,221)	(7,291)
Retained earnings	396,787	385,511
Total Shareholders' Equity	567,257	553,911
Total Liabilities and Shareholders' Equity	615,457	605,120
Results of Operations and Non-Operations:		
Revenues	32,829	22,445
Expenses (including income tax provision)	927	3,037
Net Income	31,902	19,408
City's Share of Net Income in Enersource Corporation	28,712	17,467

During the year, the City received a dividend of \$16,701 (2020 \$17,730) declared by Enersource Corporation.

The City’s investment in Enersource Corporation is reflected in the following table for its 2021 fiscal year together with comparative figures for 2020.

INVESTMENT IN ENERSOURCE CORPORATION	2021 \$	2020 \$
Opening Balance, Beginning of Year	498,520	498,783
City's Share of Net Income in Enersource Corporation	28,712	17,467
City's Share of Dividend	(16,701)	(17,730)
Closing Balance, End of Year	510,531	498,520

In December 2021, the City purchased 3214 and 3240 Mavis Road from Alectra Utilities Corporation for a purchase price of \$28,433. The City subsequently entered into a lease-back agreement with Alectra Utilities Corporation for the period December 2021 to September 2023. The tenant will pay the City basic rent of \$1,304 per annum and will also be responsible for all related realty taxes and utilities during that period.

5. DEFERRED REVENUE - GENERAL

Advanced sales of goods and services received from operations in advance of the services being provided. Government grants are externally restricted amounts that are recognized in revenues when the conditions of use are satisfied. Other contributions relate primarily to private sponsorships and donations received for which the related expenditures have not yet been incurred. These funds are recognized as revenues in the year they are used for the purpose specified.

Deferred revenue general is comprised of the following:

DEFERRED REVENUE - GENERAL	2021 \$	2020 \$
Advance sales of goods and services	6,889	5,670
Government grants	6,780	176
Other contributions	1,357	545
Total Deferred Revenue General	15,026	6,391

6. DEFERRED REVENUE - OBLIGATORY RESERVE FUNDS

Revenues received that have been set aside for specific purposes by Provincial legislation, certain City by-laws, or agreements are included in deferred revenue-obligatory reserve funds and reported on the consolidated statement of financial position. Included in the Receipts and Interest Applied balance was \$13,968 of investment earnings (2020 \$12,076). Details of these deferred revenues are as follows:

DEFERRED REVENUE - OBLIGATORY RESERVE FUNDS	2021 \$	2020 \$
Development charges	270,889	206,079
Cash-in-lieu (CIL) Parkland	126,679	117,746
Cash-in-lieu (CIL) Parking	11,163	10,898
Bonus Zoning	4,422	3,952
Provincial Gas Tax	33,224	31,688
Federal Gas Tax	188,653	154,442
Provincial Public Transit Funds	8,948	21,303
Federal Public Transit Funds	6,153	6,166
Safe Restart	18,228	—
Total Deferred Revenue - Obligatory Reserve Funds	668,359	552,274

DEFERRED REVENUE - OBLIGATORY RESERVE FUNDS CONTINUITY SCHEDULE

SOURCE	OPENING BALANCE \$	RECEIPTS AND INTEREST APPLIED \$	RECOGNIZED AS REVENUE \$	CLOSING BALANCE \$
Development Charges	206,079	89,326	24,516	270,889
CIL Parkland	117,746	52,620	43,687	126,679
CIL Parking	10,898	394	129	11,163
Bonus Zoning	3,952	416	(54)	4,422
Provincial Gas Tax	31,688	20,047	18,511	33,224
Federal Gas Tax	154,442	85,415	51,204	188,653
Provincial Public Transit Funds	21,303	3,133	15,488	8,948
Federal Public Transit Funds	6,166	94	107	6,153
Safe Restart (Note 19)	—	66,489	48,261	18,228
Total	552,274	317,934	201,849	668,359

7. EMPLOYEE BENEFITS AND OTHER LIABILITIES

Employee benefits and other liabilities, reported on the consolidated statement of financial position, are made up of the following:

	2021 \$	2020 \$
WSIB	40,532	36,074
Sick leave benefits	18,944	17,010
Early retirement benefits	42,577	41,426
Post-employment benefits	11,137	9,635
Vacation pay	32,282	28,647
Developer charges credits	43,835	47,261
Contaminated sites liability	322	410
Other liabilities	41,617	39,976
Total	231,246	220,439

The City has established reserve funds of \$146,107 (2020 \$145,840) to mitigate the future impact of these obligations.

a) WSIB

The City has elected to be a Schedule 2 employer under the provisions of WSIB, and as such, remits payments to the WSIB only as required to fund disability payments. A full actuarial study of this obligation was completed in December 2019, in accordance with the financial reporting guidelines established by PSAB.

b) Sick leave benefits

Accrue to certain employees of the City and are paid out either on approved retirement, or upon termination or death. The accrued

benefit obligation and the net periodic benefit cost were determined by an actuarial valuation completed in December 2019 in accordance with the financial reporting guidelines established by PSAB.

c) Early retirement benefits

Representative of the City's share of the cost to provide certain employees with extended benefits upon early retirement. The accrued benefit obligation and the net periodic benefit cost were determined by an actuarial valuation completed in December 2019 in accordance with the financial reporting guidelines established by PSAB.

d) Post-employment benefits

Paid on behalf of any employee on long-term disability. The accrued benefit obligation and the net periodic cost were determined by an actuarial valuation completed in December 2019, in accordance with the financial reporting guidelines established by PSAB.

e) Vacation pay

Entitlements are accrued for as earned by the employee. Values are derived by the employees' current wage rate and vacation entitlement, unless specified otherwise in employment contracts or union agreements.

f) Other liabilities

Comprised of legal and insurance liabilities and are accrued as the liability is determined.

Information about liabilities for defined benefit plans is as follows:

	WSIB \$	SICK LEAVE \$	EARLY RETIREMENT \$	POST EMPLOYMENT \$	2021 TOTAL \$	2020 TOTAL \$
Accrued Benefit Liability, Beginning of Year	36,074	17,010	41,426	9,635	104,145	96,105
Service cost	5,516	1,889	2,055	2,414	11,874	11,450
Interest cost	1,630	862	1,492	322	4,306	4,118
Amortization of actuarial (gain)/loss	1,355	1,387	(60)	(263)	2,419	2,584
Benefit payments	(4,952)	(2,204)	(2,336)	(971)	(10,463)	(10,112)
Increase due to survivor claims	909	—	—	—	909	—
Accrued Benefit Liability, End of Year	40,532	18,944	42,577	11,137	113,190	104,145
Unamortized actuarial (gain)/loss	8,873	6,373	1,410	(181)	16,475	18,894
Actuarial valuation update, end of year	49,405	25,317	43,987	10,956	129,665	123,039
Expected average remaining service life	11 yrs	13 yrs	13 yrs	8 yrs	N/A	N/A

The actuarial valuations of the plans were based upon a number of assumptions about future events, which reflect management's best estimates. The following represents the more significant assumptions made:

	WSIB	SICK LEAVE	EARLY RETIREMENT	POST EMPLOYMENT - HEALTH AND DENTAL	POST EMPLOYMENT - LIFE INSURANCE
Expected inflation rate	1.75%	1.75%	1.75%	1.75%	1.75%
Expected level of salary increases	N/A	2.75%	2.75%	2.75%	2.75%
Interest discount rate	3.50%	3.50%	3.50%	3.25%	3.25%
Expected health care increases	3.75%	N/A	6.75%	6.75%	N/A

g) Pension plans

The City makes contributions to OMERS, a multi-employer plan, on behalf of 4,986 employees. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay.

Contributions for employees with a normal retirement age of 65 are being made at a rate of 9.0 per cent for earnings up to the annual maximum pensionable earnings of \$61,600 and at a rate of 14.6 per cent for earnings greater than the annual maximum pensionable earnings. Contributions for employees with a normal retirement age of 60 (firefighters) are being made at a rate of 9.2 per cent up to the annual maximum pensionable earnings of \$61,600 at a rate of 15.8 per cent for earnings greater than the annual maximum pensionable earnings.

The amount contributed to OMERS for 2021 was \$42,976 (2020 \$44,375) for current service and is included as an expense on the consolidated statement of operations. Employees' contributions to OMERS in 2021 totalled \$42,974 (2020 \$44,631).

The City is current with all payments to OMERS; therefore, there is neither a surplus nor deficit with the pension plan contributions. The pension plan's funding deficit at OMERS in 2021 dropped to \$3.1 billion (2020 \$3.2 billion).

OMERS has held contributions for both employees and employers in 2021 at the 2016 rates for employees with a normal retirement age of 65 and for employees and employers with a normal retirement age of 60 (firefighters). If actuarial surpluses are not available to offset the existing deficit and subsidize future contributions, additional increases in the contributions may be required.

h) Developer charge credits

Liabilities and obligations that arise through the Development Charges Act. For the year ended December 31, 2021, the developer charge credit liability is \$43,835 (2020 \$47,261).

i) Remediation of contaminated sites

The City is responsible for the remediation of contaminated sites that are no longer in productive use where the City is directly responsible or has accepted responsibility for remediation. A provision for future clean-up costs and monitoring has been accrued based on environmental assessments.

The liability for contaminated sites includes sites associated with former industrial operations. The nature of contamination includes polycyclic aromatic hydrocarbons, heavy metals and road salts. The sources of the contamination include, but are not limited to, activities related to historical operations (such as a former industrial or commercial operation) and non-sanctioned activities on City lands. Sites can often have multiple sources of contamination. The nature of contamination generally includes, but are not limited to, metals, petroleum hydrocarbons and polycyclic aromatic hydrocarbons.

From time to time, there may be uncertainty as to whether the City has a legal responsibility or accepts responsibility for a contaminated site or whether economic benefits will be foregone for a contaminated site. It is not expected that the impact of any such sites would have a material impact on the consolidated financial statements. When the City is able to determine that all inclusion criteria have been met, the City will accrue a liability for these future remediation costs. As at December 31, 2021, the amount of estimated recoveries is \$nil (2020 – \$nil).

8. LONG-TERM DEBT

The long-term debt reported on the consolidated statement of financial position of \$237,322 (2020 \$176,434) was issued by the Region of Peel. The City issued \$90,000 in 2021 (2020 \$nil). The following table summarizes outstanding principal payments along with their respective interest rates and maturity dates:

DEBT SERIES	INTEREST RATE	MATURITY DATE	PRINCIPAL AMOUNT \$	OUTSTANDING PRINCIPAL 2021	OUTSTANDING PRINCIPAL 2020
2013	1.30%-3.30%	June 20, 2023	50,000	8,300	12,900
2014	1.20%-3.30%	June 10, 2024	36,607	9,500	13,000
2015	0.95%-2.40%	August 20, 2025	40,000	16,000	20,000
2016	1.15%-2.50%	June 1, 2026	37,584	19,000	23,000
2017	1.70%-3.00%	September 28, 2027	38,853	24,000	27,500
2018	1.80%-3.05%	March 27, 2028	46,270	31,522	36,534
2019	1.90%-2.25%	October 15, 2029	48,150	39,000	43,500
2021-1	0.25%-1.50%	February 17, 2031	43,000	43,000	—
2021-2	0.08%-2.30%	November 8, 2031	47,000	47,000	—
Total			237,322		176,434

Interest and issuance costs for the year consisted of the following:

	2021 \$	2020 \$
Interest expense on debt	4,469	4,655
Debt issuance costs	208	166
Total	4,677	4,821

Debt from the issuance of serial debentures has been approved by Council by-law. The annual principal and interest payments required to service this liability are within the annual debt repayment limit prescribed by the Ministry of Municipal Affairs and Housing and the City's Debt Management Policy.

Principal payments are repayable annually, as follows:

	PRINCIPAL CONTRIBUTIONS \$	INTEREST \$	TOTAL \$
2022	38,227	4,661	42,888
2023	36,055	3,894	39,949
2024	32,295	3,203	35,498
2025	29,405	2,579	31,984
2026	27,022	1,946	28,968
Thereafter	74,318	3,304	77,622
Total	237,322	19,587	256,909

9. TANGIBLE CAPITAL ASSETS

a) Assets under construction

Assets under construction having a value of \$97,072 (2020 \$132,134) have not been amortized. Amortization of these assets will commence when the asset is put into service.

b) Contributed and assumed assets

Contributed and assumed assets have been recognized at fair market value at the date of contribution. The value of contributed and assumed assets received during the year is \$65,106 (2020 \$16,597) comprising infrastructure in the amount of \$901 (2020 \$9,038), equipment in the amount of \$17 (2020 \$nil) and land in the amount of \$64,188 (2020 \$7,559). Contributed assets of \$35,899 (2020 \$27,197) includes a net adjustment decrease of \$29,207 (2020 increase of \$10,600) resulting from changes to land ownership between the City and other entities.

c) Works of art and historical treasures

The City owns both works of art and historical treasures at various City-owned facilities such as Benares and Bradley Museums and the Mississauga Art Gallery. These assets are deemed worthy of preservation because of the social rather than financial benefits they provide to the community. These assets are not recorded as tangible capital assets and are not amortized.

d) Write-down of tangible capital assets

The write-down of tangible capital assets during the year was \$1,417 (2020 \$220), mainly due to replacing tangible capital assets that were near the end of their useful lives.

e) Disposal of tangible capital assets

The costs of assets under construction are excluded in calculating the loss on disposal of tangible capital assets. Asset purchase costs of \$14,752 (2020 \$12,034) include land \$365; buildings \$881; land improvements \$467; equipment \$8,086; linear transportation \$103 and vehicles \$4,850, less the accumulated amortization of \$14,227 (2020 \$9,882) and proceeds of \$1,093 (2020 \$nil) resulted in a gain on disposal of \$568 (2020 loss on disposal of \$2,152).

f) Interest capitalization

The City does not capitalize interest costs associated with the acquisition or construction of a tangible capital asset. Rather, the interest costs are expensed within normal operations.



2021 TANGIBLE CAPITAL ASSETS

COST	DECEMBER 31, 2020 \$	ADDITIONS \$	DISPOSALS \$	DECEMBER 31, 2021 \$
Land	5,303,628	105,596	365	5,408,859
Land improvements	226,512	26,116	467	252,161
Buildings	1,169,076	45,611	881	1,213,806
Equipment, books and other	331,623	31,709	8,086	355,246
Linear - storm drainage	913,204	20,757	-	933,961
Linear - transportation	2,329,401	35,134	103	2,364,432
Vehicles	325,523	16,496	6,267	335,752
Assets under construction	132,134	73,416	108,478	97,072
Total	10,731,101	354,835	124,647	10,961,289

Included in the additions of \$354,835 (2020 \$313,311) are contributed assets of \$35,899 (2020 \$27,197).

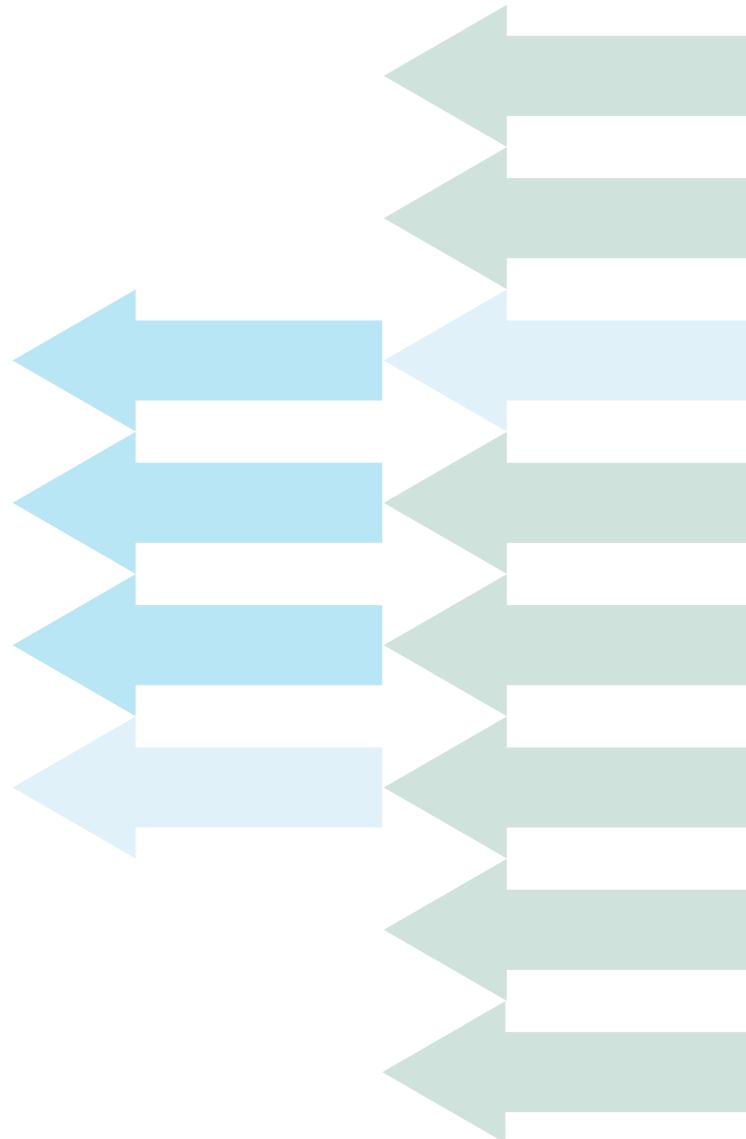
ACCUMULATED AMORTIZATION	DECEMBER 31, 2020 \$	AMORTIZATION EXPENSE \$	DISPOSALS \$	DECEMBER 31, 2021 \$
Land	—	—	—	—
Land improvements	122,193	9,570	403	131,360
Buildings	468,986	32,460	814	500,632
Equipment, books and other	215,426	27,827	8,073	235,180
Linear - storm drainage	264,988	8,925	—	273,913
Linear - transportation	1,088,132	52,511	96	1,140,547
Vehicles	208,248	19,050	4,841	222,457
Assets under construction	—	—	—	—
Total	2,367,973	150,343	14,227	2,504,089

NET BOOK VALUE	DECEMBER 31, 2020 \$	DECEMBER 31, 2021 \$
Land	5,303,628	5,408,859
Land improvements	104,319	120,801
Buildings	700,090	713,174
Equipment, books and other	116,197	120,066
Linear - storm drainage	648,216	660,048
Linear - transportation	1,241,269	1,223,885
Vehicles	117,275	113,295
Assets under construction	132,134	97,072
Total	8,363,128	8,457,200

10. ACCUMULATED SURPLUS

Accumulated surplus consists of individual fund surplus and reserves and reserve funds as follows:

SURPLUS	2021 \$	2020 \$
Invested in tangible capital assets	8,456,229	8,362,653
Business Improvement Area	971	475
Tangible capital assets		
Total Invested in Tangible Capital Assets	8,457,200	8,363,128
Operating surplus	—	119
Unexpended capital	—	164,357
Unfunded employee benefits and other liabilities	(231,246)	(220,439)
Long-term debt	(237,322)	(176,434)
Investment in Enersource	510,531	498,520
Total Surplus	8,499,163	8,629,251
RESERVES SET ASIDE BY COUNCIL		
Fiscal Stability Reserve	59,188	55,752
Operating Reserves	60,488	52,946
Stormwater Reserve	5,371	5,952
BIA Reserves	294	671
Total Reserves	125,341	115,321
RESERVE FUNDS SET ASIDE FOR SPECIFIC PURPOSES BY COUNCIL		
Tax Reserve Funds	431,518	220,498
Stormwater Reserve Funds	128,524	64,450
Lot Levy Reserve Funds	67,747	65,305
Insurance Reserve Funds	44,750	46,052
Employee Benefits Reserve Funds	33,610	34,484
Development Contributions	28,323	23,157
Other Reserve Funds	45,545	12,067
Total Reserve Funds	780,017	466,013
Total Accumulated Surplus	9,404,521	9,210,585



11. TAXATION

Taxation revenues are recorded at the time tax billings are issued. Additional property tax revenues can be added throughout the year, related to new properties that become occupied or that become subject to property tax, after the return of the annual assessment roll used for billing purposes. The City may receive supplementary assessment rolls over the course of the year from MPAC, identifying new or omitted assessments. Property taxes for these supplementary and/or omitted amounts are then billed according to the approved tax rate for the property class. Taxation revenues, reported on the consolidated statement of operations, is made up of the following:

	2021 \$	2020 \$
Municipal, region and school property taxes	1,787,325	1,780,224
Payments in lieu of property taxes	36,773	35,410
Total Property Taxes Collected	1,824,098	1,815,634
Payments to Region and school boards	(1,232,900)	(1,242,810)
Net Property Taxes and Payments in Lieu Available for Municipal Purposes	591,198	572,824

12. TRUST FUNDS

Trust funds administered by the City amounting to \$1,083 (2020 \$986) have not been included in the consolidated statement of financial position nor have their operations been included in the consolidated statement of operations. Trust funds comprise of cemetery perpetual care of \$1,083 (2020 \$986) and election trust funds of \$nil (2020 \$nil).

13. CONTINGENT LIABILITIES & GUARANTEE

a) Legal actions

As at December 31, 2021, the City has been named as defendant or co-defendant in a number of outstanding legal actions. No provision has been made for any claims that are expected to be covered by insurance or where the consequences are undeterminable. Where the claims are not expected to be covered by insurance and where management has assessed the

likelihood of exposure as being likely and is able to reasonably assess the exposure, an amount is provided for in these consolidated financial statements.

b) Transactions

On February 1, 2017, Enersource Corporation became a shareholder of Alectra, an entity created through the merger of certain hydro holding companies. The transactions included Enersource Corporation exchanging all of its ownership in its operating companies for this ownership in the newly created merged entity of Alectra. Included in these transactions and as of the same date, the City entered into an arrangement to provide \$70,000 of loan guarantees to Enersource Corporation. The secured bank loan balance as at December 31, 2021 is \$48,125 (2020 \$50,625). Enersource Corporation's obligations are in good standing and no loss has been recognized by the City.

14. SEGMENTED INFORMATION

Segmented information has been identified based upon lines of service provided by the City. City services are provided by departments and their activities are reported by functional areas in the consolidated statement of operations. Certain lines of service that have been separately disclosed in the segmented information, along with the services they provide, are as follows:

a) General Government Services

The General Government Services segment comprises the following service areas: Mayor and Council, City Manager's Office, Internal Audit, Economic Development, Office of the City Clerk, Finance, Information Technology, Facilities and Property Management, Revenue and Materiel Management, Legal, and Strategic Communications. These divisions are responsible for by-laws and administrative policies, levying taxes, acquiring and managing City assets, ensuring effective financial management, planning and budgeting, monitoring financial and operating performance, and ensuring that high quality City service standards are met.

b) Protection Services

The Protection Services segment comprises the following service areas: Fire and Emergency Services including fire suppression, fire prevention programs, and fire inspection, By-law Enforcement, Animal Control, Vehicle and Business Licensing, Security Services, and Provincial Offences Administration.

c) Transportation Services

The Transportation Services segment comprises the following service areas: Road services including road maintenance, public works, street cleaning, traffic operations, planning, engineering and development, Winter maintenance control, MiWay Transit, and Street lighting.

d) Environmental Services

The Environmental Services segment comprises primarily Storm Sewer Services. The City's Stormwater program manages the overall health and maintenance of creeks, rivers, and water channels in Mississauga. Water and sanitary sewer services are provided by the Region of Peel.

e) Health Services

The Health Services segment comprises primarily the maintenance and operation of City-owned cemeteries.

f) Social and Family Services

The Social and Family Services segment comprises primarily assistance to aged persons. Social and Family Services are handled directly by the Region of Peel. However, the City does offer some programs and services to support and aid seniors in Mississauga.

g) Recreation and Cultural Services

The Recreation and Cultural Services segment comprises the following services: Parks, Forestry and Environment, Recreation Programs, Recreation Facilities, Marinas and Golf Courses, Libraries, Museums, the Living Arts Centre, and Other Cultural Services and Activities.

h) Planning and Development Services

The Planning and Development Services segment comprises the following service areas: Planning and Zoning; Commercial and Industrial Developments, and City Planning Strategies. Planning and Development Services manages urban development for business interests, environmental concerns, heritage matters, local neighbourhoods and the downtown area through City planning and community development.

The segmented information was provided in accordance with the financial reporting guidelines established by the PSAB (section PS2700). For additional information, see the Segmented Information table.

Certain allocation methodologies are employed in the preparation of segmented financial information. User charges and other revenues have been allocated to the segments based upon the segment that generated the revenues. Government transfers have been allocated to the segment based upon the purpose for which the transfer was made. Development charges earned and developer contributions received were allocated to the Other segment category.

Taxation revenues are reflected under General Government Services and not segmented based upon functional lines of service provided by the City. Municipal Taxes are allocated to the City's services based on the 2021 Operating Budget as approved by Council. The approved budget outlines how and where public resources will be spent, including the established framework for services, the way they will be provided, and how they will be funded.

The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements as disclosed in Note 1.

14. SEGMENTED INFORMATION

REVENUES	2021									2020 Total \$
	General Government Services \$	Protection Services \$	Transportation Services \$	Environmental Services \$	Health Services \$	Social and Family Services \$	Recreation and Cultural Services \$	Planning and Development Services \$	Other \$	
Taxation	589,513	—	—	—	—	—	—	1,685	—	591,198
Municipal Accommodation Tax	2,998	—	—	—	—	—	2,909	—	—	5,907
User charges	3,875	33,168	75,339	41,368	250	37	22,922	7,277	—	184,236
Recoveries from third parties	3,431	2,046	8,541	61	28	—	2,495	97	—	16,699
Funding transfers from other governments	36,718	211	38,967	240	—	66	3,456	1,202	—	80,860
Development and other contributions applied	37,080	128	42,503	566	—	—	57,538	345	16,255	154,415
Investment income	14,465	—	—	—	—	—	(2)	—	18,248	32,711
Penalties and interest on taxes	14,592	—	—	—	—	—	—	—	—	14,592
Contributed and assumed assets	35,882	—	—	—	—	—	—	17	—	35,899
Other	1,077	32	(120)	139	—	4	1,536	30	—	2,698
City's share of net income in Enersource Corporation	28,712	—	—	—	—	—	—	—	—	28,712
Total Revenues	768,343	35,585	165,230	42,374	278	107	90,854	10,653	34,503	1,147,927
EXPENSES										
Salaries, wages and employee benefits	112,621	134,131	186,192	6,211	647	135	95,353	20,126	—	555,416
Long-term debt interest and fees	4,591	—	—	86	—	—	—	—	—	4,677
Materials and supplies	(909)	3,680	36,997	427	34	8	12,518	2,453	—	55,208
Contracted services	49,379	1,422	40,218	3,763	19	2	5,507	3,564	—	103,874
Rents and financial expenses	33,003	4,674	18,621	1,253	12	8	20,519	751	—	78,841
External transfers to others	273	—	—	560	—	44	3,818	88	—	4,783
Loss on disposal of tangible capital assets, net of write-down	—	—	—	—	—	—	—	—	849	849
Amortization of tangible capital assets	21,332	6,662	75,164	8,932	23	284	37,567	379	—	150,343
Total Expenses	220,290	150,569	357,192	21,232	735	481	175,282	27,361	849	953,991
Annual Surplus (Deficit)	548,053	(114,984)	(191,962)	21,142	(457)	(374)	(84,428)	(16,708)	33,654	193,936
										164,520

15. SEGMENTED BY SERVICE AREA

Segmented information by Service Area has been identified based upon lines of service provided by the City as presented in the City Budget Document. City services are provided by departments and their activities are reported by service areas. These services are not presented in the consolidated statement of operations. Rather, they are reported as an additional note to relate back to the Budget book presentation. Certain lines of service that have been separately disclosed in the segmented information, along with the services they provide, are as follows:

a) Business Services

Business Services includes five interrelated teams within the City of Mississauga: Corporate Performance and Innovation (CPI), Finance, Human Resources (HR), Revenue and Materiel Management, and Strategic Communications. Together these teams partner with all Divisions across the City to enable the delivery of excellent public service by providing advice, expertise and essential support.

b) Culture Services

Culture works collaboratively with a wide variety of partners to build strong cultural institutions, complete communities and stimulate a creative economy. The Culture Division has two sections: Culture and Heritage Planning and Culture Operations. Culture and Heritage Planning is responsible for heritage planning, culture planning, public art, policy development, research and digital engagement. Culture Operations delivers performing arts, film and television services, arts and culture programs, grants, civic and major events, manages operations of the Living Arts Centre, Meadowvale Theatre, museums, and Mississauga Celebration Square.

c) City Manager's Office

The City Manager's Office (CMO) co-ordinates efforts across all five City departments to ensure alignment with all of the City's key plans, including the Strategic Plan, the City Business Plan, the Economic Development Strategy and Corporate Policies. Internal Audit, Legal Services and Economic Development are part of the CMO.

d) Facilities and Property Management

Facilities & Property Management provides expertise in property, asset and project management to maintain the City's infrastructure and support the safety and security of the public and City staff. The service provides facilities maintenance, building services and operations, facilities development and accessibility, capital planning and asset management, security services, realty services, and energy management.

e) Financial Transactions

The Financial Transactions area includes such items as banking and other professional fees; miscellaneous revenues and expenses such as discounts earned; risk management and insurance expenses; worker's compensation and rehabilitation; transfers; payments in lieu of property taxes from other levels of government; and special purpose levies.

f) Fire and Emergency Services

Fire and Emergency Services' mission is to protect life, property and the environment in Mississauga from all risks through education, enforcement, engineering, emergency response and economic incentive.

g) Information Technology Services

The Information Technology (IT) Service Area focuses on technology planning, service delivery, support, and operations to enable City services and drive efficiencies.

h) Land Development Services

The mission of Land Development Services is to provide strategic, long-term planning and high quality customer service, to ensure the health, safety, and well-being of the public. Land Development Services facilitates the legislated approval processes, creating policies and plans, processing development applications and building permits, and carrying out building inspections.

i) Legislative Services

The purpose of Legislative Services is to meet customers' diverse service needs by providing statutory and legislated service to the public, Council and other internal and external customers through a variety of service channels. Examples of the kind of work done by this service include Access and Privacy; Administrative Penalty System (APS) Dispute/Review; Council and Committee support; Provincial Offences Court Administration; and municipal elections.

j) Library Services

The Mississauga Library exists to provide library services to meet the life-long informational, educational, cultural and recreational needs of all citizens. The Library's 18 facilities provide physical spaces where the Library's services, programs and collections can be used and accessed. The Library also has a homebound service, and many online services and resources.

k) Mayor and Members of Council

The Council Budget includes the Mayor's Office and Council. This includes the 12 elected officials (Mayor and 11 ward councillors) and their support staff. In Ontario, elections take place every four years. The next election year is 2022.

l) Parks, Forestry & Environment

The Parks, Forestry and Environment Service provides an integrated approach to the planning, design, construction and ongoing maintenance of Mississauga's parks, woodlands, natural areas, boulevards, street trees and open space system. Services are delivered by a multi-disciplinary team composed of Park Planning, Park Development, Parks Operations, Forestry, and Environment working co-operatively to meet and deliver the open space and outdoor recreational needs of the community and drive environmental sustainability.

m) Recreation Services

Recreation connects citizens, staff and Mississauga communities to one another through programming, infrastructure and recreational opportunities. The Recreation Division provides service to residents and customers through the following:

- Registration and drop-in recreational programs
- Community partnerships and affiliations
- Recreational facilities operations and facility rentals
- Sponsorship and grants
- Sport and tourism initiatives
- Banquet and food services
- Community events support

n) Regulatory Services

Regulatory Services achieve compliance with municipal by-laws and provide services in a safe and professional manner to maintain order, safety and community standards in the City.

o) Road Services

Road services are responsible for the planning, design, construction, operation and maintenance of roadways, bridges, the cycling network, sidewalks, noise walls and related infrastructure. Road Services also manage the City's traffic signals, street lighting, municipal parking, and fleet of vehicles (with the exception of transit and fire vehicles).

p) Stormwater Service

The Stormwater Service Area plans, develops, constructs, maintains and renews a stormwater system which protects property, infrastructure and the natural environment from erosion and flooding and enhances water quality.

q) Transit Services

Mississauga's transit service, MiWay, provides Mississauga with a shared travel choice that is friendly, reliable and respects the environment.

r) Other

Other represents all other non-budgeted financial transactions which includes asset amortization, PSAB actuarial liability adjustments, Reserve Fund interest, capital project revenues, and non-capitalized capital project expenses.

SEGMENTED BY SERVICE AREA

s) Revenues by Service Area

Service Area	Property Tax and MAT*	User Charges	Recoveries from Third Parties	Funding Transfers from Other Governments	Development and Other Contributions Applied	Investment Income	Penalties and Interest on Taxes	Contributed and Assumed Assets	Other	City's Share of Net Income in EnerSource Corporation	2021 Total \$	2021 Budget** \$	2020 Total \$
Business Services	—	2,447	87	20,259	—	—	(261)	—	22	—	22,554	2,773	2,009
City Manager's Office	—	284	54	32	—	—	—	—	—	—	370	369	534
Culture	—	2,864	964	505	—	—	—	—	329	—	4,662	11,604	2,835
Facilities & Property Management	—	358	156	936	—	—	—	—	10	—	1,460	437	579
Financial Transactions	592,511	10	1,699	1	—	14,465	14,853	—	1,046	28,712	653,297	620,689	648,179
Fire & Emergency Services	—	1,675	1,928	211	—	—	—	—	—	—	3,814	2,306	1,821
Information Technology	—	59	1,552	(2)	—	—	—	—	—	—	1,609	1,551	969
Legislative Services	—	6,543	—	—	—	—	—	—	—	—	6,543	12,058	6,671
Mississauga Library	—	537	98	760	—	1	—	—	130	—	1,526	2,109	1,540
Land Development Services	1,685	29,193	1	312	—	—	—	17	33	—	31,241	17,084	22,002
MiWay	—	49,947	658	37,016	—	—	—	—	14	—	87,635	93,355	82,229
Parks, Forestry & Environment	—	4,536	1,092	1,283	—	—	—	—	393	—	7,304	5,265	4,073
Recreation	2,909	16,013	546	1,865	—	(3)	—	—	685	—	22,015	56,663	20,890
Regulatory Services	—	11,296	136	—	—	—	—	—	31	—	11,463	18,697	11,176
Roads	—	17,186	7,653	1,950	—	—	—	—	(134)	—	26,655	15,578	16,790
Stormwater	—	41,288	75	240	—	—	—	—	139	—	41,742	43,730	43,074
Other	—	—	—	15,492	154,415	18,248	—	35,882	—	—	224,037	34,850	207,956
Total Revenues	597,105	184,236	16,699	80,860	154,415	32,711	14,592	35,899	2,698	28,712	1,147,927	939,118	1,073,327

*Municipal Accommodation Tax (MAT).

**The Service Area budget excludes the budgets for transfers between funds because they are eliminated in the financial statement consolidation.

SEGMENTED BY SERVICE AREA

t) Expenses by Service Area

SERVICE AREA	SALARIES, WAGES AND EMPLOYEE BENEFITS \$	LONG-TERM DEBT INTEREST AND FEES \$	MATERIALS AND SUPPLIES \$	CONTRACTED SERVICES \$	RENTS AND FINANCIAL EXPENSES \$	EXTERNAL TRANSFERS TO OTHERS \$	LOSS ON DISPOSAL OF TANGIBLE CAPITAL ASSETS, NET OF WRITE- DOWN \$	AMORTIZATION OF TANGIBLE CAPITAL ASSETS \$	2021 TOTAL \$	2021 BUDGET* \$	2020 TOTAL \$
Business Services	32,932	—	261	1,686	1,432	—	—	21,332	57,643	59,567	35,878
City Manager's Office	10,576	—	106	2,882	220	—	—	—	13,784	13,626	13,090
Mayor & Members Of Council	4,391	—	187	23	268	—	—	—	4,869	4,934	4,787
Culture	7,207	—	801	625	2,020	2,844	—	2,535	16,032	21,593	13,320
Facilities & Property Management	15,765	—	367	2,612	6,445	—	—	—	25,189	28,382	25,728
Financial Transactions	6,865	4,591	883	1,017	11,169	807	(474)	—	24,858	29,242	182,030
Fire & Emergency Services	112,810	—	2,844	373	2,521	—	(59)	6,529	125,018	123,943	112,154
Information Technology	24,871	—	71	19	9,269	—	—	—	34,230	34,473	34,281
Legislative Services	8,069	—	706	773	11	—	(2)	—	9,557	10,856	8,361
Mississauga Library	21,448	—	3,726	103	1,852	—	—	7,528	34,657	35,936	26,584
Land Development Services	23,293	—	1,845	540	1,161	88	8	139	27,074	28,869	20,609
MiWay	143,441	—	31,351	2,534	9,925	—	(19)	24,713	211,945	219,384	183,969
Parks, Forestry & Environment	27,771	—	6,931	6,159	4,490	—	—	11,867	57,218	53,898	40,481
Recreation	40,142	—	1,800	1,653	11,717	974	(1)	16,185	72,470	99,164	59,074
Regulatory Services	15,825	—	788	954	537	—	—	133	18,237	19,481	17,457
Roads	36,271	—	5,259	36,801	8,366	—	(538)	50,450	136,609	135,594	84,481
Stormwater	4,705	86	448	4,067	1,188	58	—	8,932	19,484	20,458	10,179
Other	19,034	—	(3,166)	41,053	6,250	12	1,934	—	65,117	8,254	36,344
Total	555,416	4,677	55,208	103,874	78,841	4,783	849	150,343	953,991	947,654	908,807

*The Service Area budget excludes the budgets for transfers between funds because they are eliminated in the financial statement consolidation.
Also an assigned budget for amortization has been included due to the large dollar value.

16. BUDGET DATA

Budget data presented in these consolidated financial statements are based upon the 2021 operating and capital budgets as approved by Council and adopted by the City on February 24, 2021. Adjustments to budgeted values were required to provide comparative budget values based on the full accrual basis of accounting. as presented in these consolidated financial statements.

The chart below reconciles the approved budget with the budget figures:

REVENUE	BUDGET AMOUNT \$		BUDGET AMOUNT \$
Approved Operating Budget	1,010,705		1,010,705
Adjustments:			
Budget in year adjustments	(1,574)		(865)
Contributions from reserve funds	(84,990)		(22)
Tax ratio assessment	709		(181,013)
Business Improvement Associations (BIAs)	2,109		2,109
BIAs contributions from reserves	(205)		
City budgeted levy for BIAs	(1,530)		(1,530)
Enersource dividend	(16,577)		149,776
Obligatory reserve fund revenue	150		8,256
Reclassification of tax adjustments	(4,379)		(4,379)
Adjusted Operating Budget	904,418		947,654
Approved Capital Budget	300,091		300,091
Transfers from reserve funds and debt proceeds	(300,091)		
Budgeted recoveries from external sources	18,000		
Adjusted Capital Budget	18,000		
Reserve funds interest and other revenue	16,700		
Total Revenue	939,118		(8,536)
EXPENSES			
Approved Operating Budget			
Adjustments:			
Budget adjustments			(865)
BIA transfers to own			(22)
Transfers to own			(181,013)
BIA budgeted expenses			2,109
BIA budget on City's books			(1,530)
Amortization - City			149,776
Debt principal repayments, net of debt issuance			(35,383)
Changes in employee benefits and other liabilities			8,256
Reclassification of tax adjustments			(4,379)
Adjusted Operating Budget			947,654
Approved Capital Budget			300,091
Adjustments:			
Eliminate capital expense budget			(300,091)
Adjusted Capital Budget			—
Total Expenses			947,654
Annual Deficit			(8,536)

17. EXPENSES BY OBJECT

The consolidated statement of operations represents the expenses by function; the following classifies those same expenses by object:

	BUDGET 2021 \$	ACTUAL 2021 \$	ACTUAL 2020 \$
Salaries, wages and employee benefits	578,780	555,416	529,475
Long-term debt interest and fees	5,501	4,677	4,821
Materials and supplies	57,995	55,208	61,737
Contracted services	59,696	103,874	86,812
Rents and financial expenses	86,001	78,841	71,844
External transfers to others	9,905	4,783	7,091
Loss on disposal of tangible capital assets, net of write-down	—	849	2,372
Amortization of tangible capital assets	149,776	150,343	144,655
Total	947,654	953,991	908,807

18. PROVINCIAL OFFENCES ADMINISTRATION

The Ministry of the Attorney General in the Province of Ontario requires all municipal partners administering Provincial Offences Administration (POA) to disclose in the year-end audited financial statements the gross and net provincial offence revenues earned. The following table provides condensed financial information required by the terms in the Memorandum of Understanding between the City and the Ontario Ministry of the Attorney General.

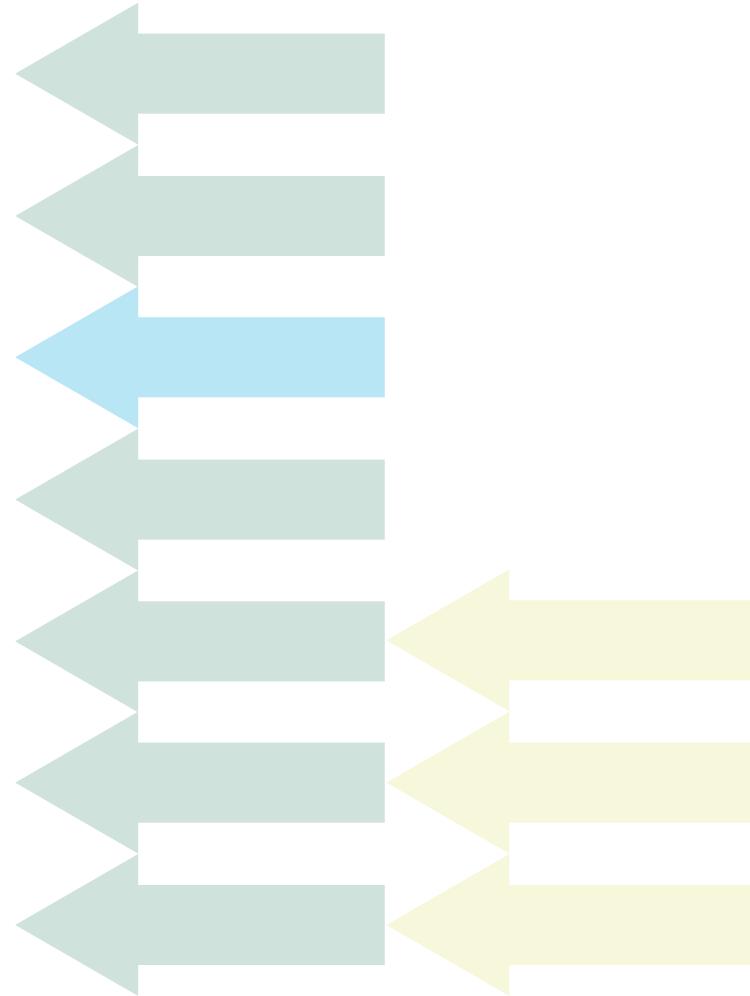
REVENUES	2021 \$	2020 \$
Gross revenues	5,018	5,508
Less refunds	28	53
Net Revenues	4,990	5,455
EXPENSES		
Provincial charges	508	385
City's operating expenses	3,860	3,632
Total Expenses	4,368	4,017
Net Contribution	622	1,438

POA financial summary is reported on a gross basis. Revenues are included within user charges in the consolidated statement of operations and expenses are primarily included within Protection Services.

19. FUNDING TRANSFERS FROM OTHER GOVERNMENTS

	FEDERAL GRANTS	PROVINCIAL GRANTS	2021 \$	2020 \$
General government services	746	35,973	36,719	21,081
Protection services	—	211	211	—
Transportation services	1,739	37,228	38,967	40,509
Environmental services	165	75	240	1,948
Social and family services	—	66	66	43
Recreation and cultural services	946	2,510	3,456	1,691
Planning and development services	668	533	1,201	325
Total	4,264	76,596	80,860	65,597

During the current year, the City received total funding of \$85,930 (2020-\$55,533) from the Provincial government as part of the Safe Restart and the COVID-19 Recovery for Municipalities agreements to address operating pressures and respond to COVID-19 impacts. The City recognized combined revenues of \$68,521 (2020 \$55,533) as Safe Restart funding transfer from other governments revenue comprising \$48,261 recognized from deferred revenue-obligatory reserve funds (Note 6), and \$20,260 recognized directly as funding transfers from other governments revenues. Interest applied to the respective deferred revenue-obligatory reserve funds was \$819 (2020 \$nil).



20. CONTRACTUAL RIGHTS

The City is involved with various contracts and agreements arising in the ordinary course of business. This results in contractual rights to economic resources, leading to both assets and revenues in the future.

The City has a number of Federal and Provincial funding agreements, revenues from incoming lease agreements for City-owned properties and a number of third party contracts to provide shared services with estimated future funding/recoveries as follows:

CONTRACTUAL RIGHTS	2022 \$	2023 \$	2024 \$	2025 \$	2026 \$	TOTAL \$
Development Charge Agreements	4,523	4,131	4,132	5,156	13,386	31,328
Provincial Agreements	87,133	60,719	68,416	45,511	105,998	367,777
Federal Agreements	47,471	112,246	77,500	54,702	127,616	419,535
Incoming Lease Payments	2,450	2,130	1,763	1,280	7,623	15,246
Third Party Contracts	4,579	1,472	1,429	1,433	4,307	13,220
Total	146,156	180,698	153,240	108,082	258,930	847,106

A transfer payment agreement with the Ministry of Transportation to support public transit infrastructure has been formally committed and officially communicated to the City and is expected to be signed/executed in April 2022. The City is expecting to receive \$386,577 with the initial agreement and an additional \$224,170 which has been approved but not included in the original agreement.

21. COMMITMENTS

The City of Mississauga has entered into various operating leases for premises. Anticipated payments under such leases during the next five years are as follows:

	\$
2022	2,879
2023	1,361
2024	685
2025	617
2026	637
Total	6,179

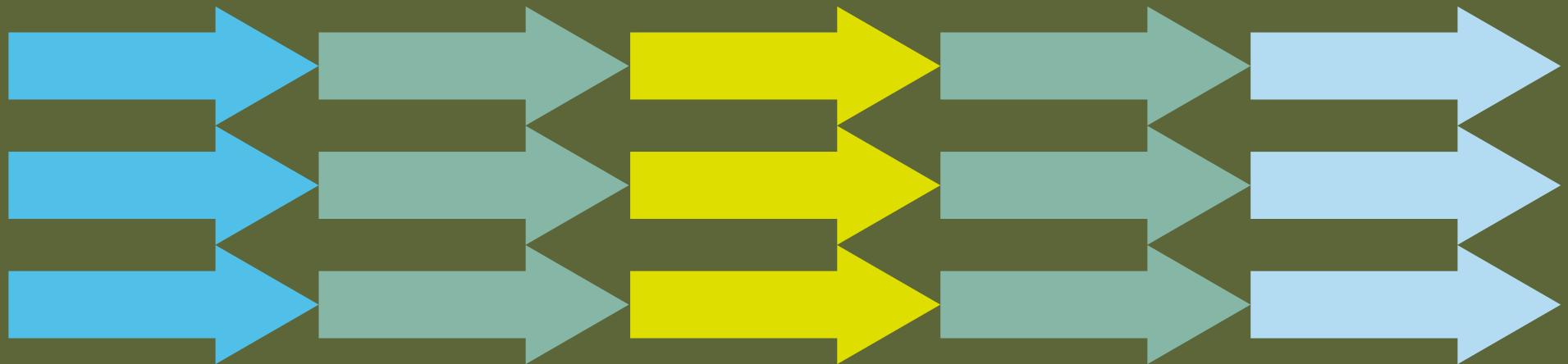
The City has entered into an agreement with a third party to construct an Avro Arrow sculpture to be displayed in Malton for a remaining cost of up to \$2.2 million.

22. RECOGNITION OF NATURAL ASSETS (UNAUDITED)

The City has a variety of natural assets that provide ecosystem benefits and services and reduce some needs for engineered infrastructure such as heating and cooling, rainfall run-off and flooding, noise and air quality systems. These natural assets include the City's 299,352 trees (223,422 located near city streets and 75,930 located within Mississauga's parks) that moderate urban temperature, lower atmospheric carbon dioxide (CO₂), reduce building energy use, mitigate rainfall run-off and flooding, moderate noise levels and improve air quality. Currently, Canadian public sector accounting standards do not provide guidance for financial statement valuation and recording of natural assets or their related services. Consequently, natural assets are not reported in these consolidated financial statements. The City's provision of services is dependent upon the continuing service provision of its natural assets over time. Recognizing this dependency, the challenges of climate change and extreme weather events, and natural asset lifecycles, the City has been continually investing in its natural assets. In 2021, these investments included: planting 31,439 trees, a controlled burn of the tallgrass prairie area at Jack Darling Memorial Park, completion of the City's Forestry Tree Inventory, an Urban Forest Canopy Study, a preliminary Natural Asset Inventory, and Risk Management Plans in accordance with O.Reg. 588/17.

22. COMPARATIVE FIGURES

Certain comparative information has been reclassified to the financial presentation adopted in the current year.



Financial Statements of City of Mississauga (Trust Funds)

For the year ended December 31, 2021



KPMG LLP
Vaughan Metropolitan Centre
100 New Park Place, Suite 1400
Vaughan, ON L4K 0J3
Canada
Tel 905-265-5900
Fax 905-265-6390

INDEPENDENT AUDITORS' REPORT

To the Members of Council, Inhabitants and Ratepayers of The Corporation of the City of Mississauga

Opinion

We have audited the financial statements of the trust funds of the Corporation of the City of Mississauga (the Entity), which comprise:

- the statement of financial position as at December 31, 2021
- the statement of operations for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the trust funds of the Entity as at December 31, 2021, and its results of operations for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditors' Responsibilities for the Audit of the Financial Statements***" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The logo consists of the letters "KPMG" in a stylized, handwritten font, followed by "LLP" in a smaller, more standard font. A horizontal line extends from the end of the "G" towards the right.

Chartered Professional
Accountants, Licensed
Public Accountants
Vaughan, Canada
May 3, 2022

KPMG LLP, an Ontario limited liability partnership and member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. KPMG Canada provides services to KPMG LLP.

CITY OF MISSISSAUGA TRUST FUNDS STATEMENT OF FINANCIAL POSITION

As at December 31, 2021 with comparatives for 2020. (All dollar amounts are in \$000)

FINANCIAL ASSETS	2021			2020
	Perpetual Care \$	Election Surplus \$	Total \$	Total \$
Cash	226	—	226	55
Accounts Receivable	7	—	7	4
Due (to)/from City of Mississauga (Note 2)	46	—	46	41
Investments (Note 3)	804	—	804	886
Net Financial Assets and Accumulated Surplus	1,083	—	1,083	986

CITY OF MISSISSAUGA TRUST FUNDS STATEMENT OF OPERATIONS

For the year ended December 31, 2021 with comparatives for 2020. (All dollar amounts are in \$000)

REVENUES	2021			2020
	Perpetual Care \$	Election Surplus \$	Total \$	Total \$
Interest	28	—	28	27
Receipts	97	—	97	67
Total Revenues	125	—	125	94
 EXPENSES				
Surplus forfeited to City (Note 5)	—	—	—	222
Cemetery maintenance	28	—	28	26
Total Expenses	28	—	28	248
Annual surplus/(deficit)	97	—	97	(154)
Accumulated surplus, beginning of year	986	—	986	1,140
Accumulated surplus, end of year	1,083	—	1,083	986

The accompanying notes are an integral part of these financial statements.

City of Mississauga – Trust Funds Notes to the Financial Statements

For the year ended December 31, 2021 (All dollar amounts are in \$000)

In 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. This has resulted in the Canadian and Provincial governments enacting emergency measures to combat the spread of the virus. These measures include the implementation of travel bans, self-imposed quarantine periods and social distancing.

The situation is dynamic and the ultimate duration and magnitude of the impact on the economy and the financial effect on operations is not known at this time. These emergency measures and economic impacts could include potential future decreases in revenue and expenses.

1. SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the City of Mississauga Trust Funds are prepared by management in accordance with general accepted accounting principles (GAAP) for local governments as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada (CPA Canada). One significant aspect of the accounting policies adopted by the City is as follows:

a) Basis of Accounting

Perpetual Care revenue is reported on receipt and interest income is reported on the accrual basis of accounting. Expenditures are reported on the accrual basis of accounting, which recognizes expenditures as they are incurred and measurable as a result of the receipt of goods or services and the creation of a legal obligation to pay.

b) Future accounting pronouncements

These standards and amendments were not yet effective for the year ended December 31, 2021, and have therefore not been applied in preparing these consolidated financial statements. Management is currently assessing the impact of the following accounting standards updates on the future consolidated financial statements.

(i) PS 1201 - Financial Statement Presentation, was issued in June, 2011. This standard requires entities to present a new statement of remeasurement gains and losses separate from the statement of operations and accumulated surplus. This new standard includes unrealized gains and losses arising from remeasurement of financial instruments and items denominated in foreign currencies and any other comprehensive income that arises when a government includes the results of government business enterprises and partnerships. This standard is effective for fiscal years beginning on or after April 1, 2022 and applies when PS 3450, Financial Instruments, and PS 2601, Foreign Currency Translation, are adopted (the City's December 31, 2023 year-end).

(ii) PS 3450 - Financial Instruments, establishes the standards on accounting for and reporting all types of financial instruments including derivatives. This standard is effective for fiscal years beginning on or after April 1, 2022 (the City's December 31, 2023 year-end).

(iii) PS 2601 - Foreign Currency Translation, establishes the standards on accounting for and reporting transactions that are denominated in a foreign currency. This standard is effective for fiscal years beginning on or after April 1, 2022 (the City's December 31, 2023 year- end). Earlier adoption is permitted. A public sector entity adopting this standard must also adopt the new financial instruments standard.

(iv) PS 3041 - Portfolio Investments, replaces PS 3040 - Portfolio Investments. The standard provides revised guidance on accounting for, and presentation and disclosure of portfolio investments to conform to PS 3450 - Financial Instruments. The distinction between temporary and portfolio investments has been removed in the new standard, and upon adoption, PS 3030 - Temporary Investments, will no longer apply. This standard is effective for fiscal years beginning on or after April 1, 2022 (the City's December 31, 2023 year-end).

(v) PS 3280 - Asset Retirement Obligations, addresses the recognition, measurement, presentation and disclosure of legal obligations associated with retirement of tangible capital assets in productive use. This standard is effective for fiscal years beginning on or after April 1, 2022 (the City's December 31, 2023 year-end).

(vi) PS 3160 - Public Private Partnerships ("P3s"), identifies requirements on how to account for and disclose transactions in which public sector entities procure major infrastructure assets and/or services from private sector entities. Recognition of assets arising from P3 arrangements is ultimately dependent on whether public sector entities control the purpose and use of the assets, access to the future economic benefits and exposure to the risks associated with the assets, and significant residual interest in the asset, if any, at the end of the term of P3s. Measurement of the asset and related liability will also be dependent on the overall model used to compensate the private sector entity. This standard is effective for fiscal years beginning on or after April 1, 2022 (the City's December 31, 2023 year-end).

(vii) PS 3400 - Revenue, establishes a single framework to categorize revenues to enhance the consistency of revenue recognition and its measurement. This standard is effective for fiscal years beginning on or after April 1, 2023 (the City's December 31, 2024 year-end).

(viii) Public Sector Guideline 8 Purchased Intangibles, allows public sector entities to recognize intangibles purchased through an exchange transaction. This guideline is effective for fiscal years beginning on or after April 1, 2023 (the City's December 31, 2024 year-end).

2. DUE (TO)/FROM THE CITY OF MISSISSAUGA

This represents the net effect of the perpetual care receipts collected during the year offset by the interest earned resulting in an amount due to the Trust Funds as at December 31, 2021 and transferred from the City of Mississauga on April 5, 2022. The balance due (to)/from the City of Mississauga is non-interest bearing and due on demand.

3. INVESTMENTS

The total investments by the Trust Funds of \$804 (2020 - \$886) reported on the statement of financial position at cost, have a market value of \$862 (2020 - \$973) at the end of the year.

4. PERPETUAL CARE FUND

The Perpetual Care Fund administered by the City is funded by the sale of cemetery burial rights. These funds are invested and earnings derived therefrom are used to perform perpetual care maintenance to the municipality's cemeteries. The operations and investments of the Funds are undertaken by the City in accordance with the regulations of the Funeral, Burial and Cremations Services Act.

5. ELECTION TRUST FUND

The Election Trust Fund is established in accordance with the 2016 Municipal Elections Act ("Act"). The Act states, per S.88.31(4), that if the financial statement or supplementary financial statement filed with the clerk shows a surplus and the campaign period has ended at the time the statement is filed, the candidate or registered third party shall, when the statement is filed, pay the surplus to the clerk. Per S.88.31(5), the clerk shall hold the amount paid under subsection (4) in trust for the candidate or registered third party.

Per S.88.31(8), for a candidate, the amount held in trust becomes the property of the municipality or local board, as the case may be, when all of the following conditions are satisfied:

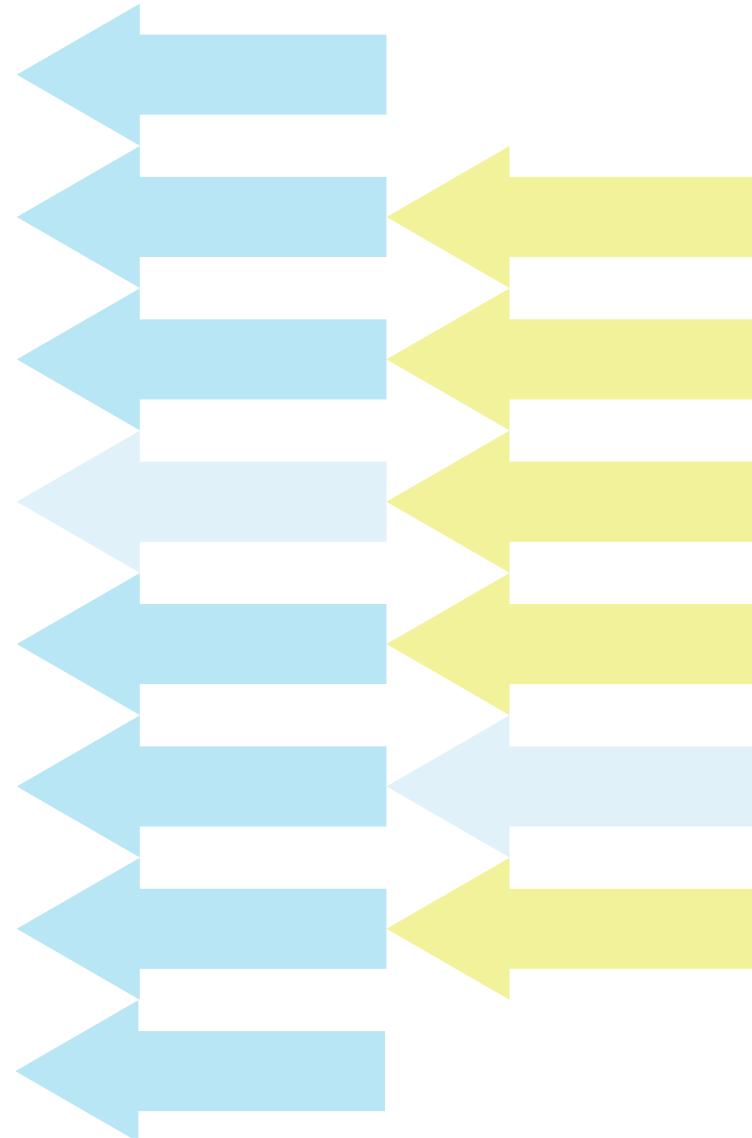
1. The election campaign period has ended under paragraph 2, 3 or 4 of subsection 88.24 (1).
2. It is no longer possible to recommence the campaign period under paragraph 5 of subsection 88.24 (1).
3. No recount, proceeding under section 83 (controverted elections) or compliance audit has been commenced.
4. The period for commencing a recount, a proceeding under section 83 or a compliance audit has expired.

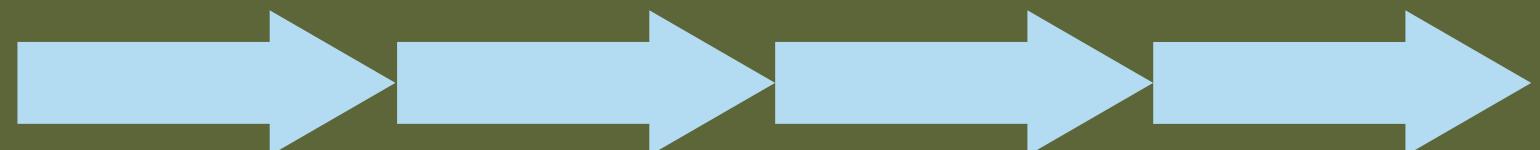
Per S.88.31(9), for a registered third party, the amount held in trust becomes the property of the municipality when all of the following conditions are satisfied:

1. The campaign period has ended under paragraph 2 or 3 of section 88.28.
2. It is no longer possible to recommence the campaign period under paragraph 4 of section 88.28.
3. No compliance audit has been commenced.
4. The period for commencing a compliance audit has expired.

2016, c. 15, s. 62.

Per S.88.32(2), if the candidate or registered third party notifies the clerk in writing that he, she or it is incurring subsequent expenses relating to a compliance audit, the clerk shall return the amount of the surplus, with interest, to the candidate or registered third party.





2021 Statistics

Five-Year Financial Review

(All dollar amounts are in \$000 except per capita figures)

UNAUDITED

FISCAL YEAR	2021	2020	2019	2018	2017
Municipality Statistics					
Population (Note 1)	795,600	783,000	779,100	775,000	772,000
Area in acres	72,200	72,200	72,200	72,200	72,200
Households (Note 1)	247,010 (*)	254,000	251,900	250,000	248,000
City Employees (Note 2 & 3): Full time	4,995	5,083	5,008	4,299	4,206
Per 1000 people	6.3	6.5	6.4	5.5	5.4
Part time and seasonal	2,204	2,375	2,574	2,725	2,611
Construction Activity	2,093,849	1,448,143	1,792,546	1,850,388	1,262,657
ASSESSMENT VALUATION YEAR					
Tax Assessment Information					
Taxable Assessment upon which the year's rates of taxation were set:					
Residential, farm, multi-residential	132,033,516	131,212,505	123,260,608	115,124,305	107,373,242
Commercial, industrial and other	37,957,167	38,235,907	36,390,271	34,989,192	33,381,211
Total Taxable Assessment	169,990,683	169,448,412	159,950,879	150,113,497	140,754,453
Commercial, industrial, and business as a percentage of taxable assessment	22.3%	22.6%	22.9%	23.3%	23.3%

(*) Data has been recalibrated with the 2020 Census data

Notes:

1. Population figures for 2021 are based on the 2022 City's growth forecast; all prior years are as per the 2013 City's growth forecast.
2. Positions are stated in either full time or part time equivalents, as budgeted and exclude Enersource Corporation.
3. In 2018, the full time and part time employee counts for 2014 to 2017 have been restated.

Tax Rate Information: (per \$ of assessed value)

RESIDENTIAL AND FARM	2021	2020	2019	2018	2017
For City purposes	0.289455%	0.281356%	0.283393%	0.286885%	0.291654%
For Region purposes	0.360608%	0.351606%	0.357050%	0.366591%	0.378718%
For School purposes	0.153000%	0.153000%	0.161000%	0.170000%	0.179000%
Total Tax Rate - Residential and farm	0.803063%	0.785962%	0.801443%	0.823476%	0.849372%
COMMERCIAL					
For City purposes	0.439096%	0.426811%	0.425301%	0.423786%	0.423403%
For Region purposes	0.547034%	0.533379%	0.535841%	0.541529%	0.549796%
For School purposes	0.880000%	0.944727%	0.981594%	1.018727%	1.042947%
Total Tax Rate - Commercial	1.866130%	1.904916%	1.942736%	1.984042%	2.016146%
INDUSTRIAL					
For City purposes	0.467476%	0.454396%	0.460970%	0.462102%	0.464730%
For Region purposes	0.582389%	0.567851%	0.580781%	0.590490%	0.603461%
For School purposes	0.880000%	1.066032%	1.117296%	1.171562%	1.231495%
Total Tax Rate - Industrial	1.929865%	2.088279%	2.159047%	2.224154%	2.299686%

(All dollar amounts are in \$000 except per capita figures)
UNAUDITED

FISCAL YEAR PROPERTY TAX INFORMATION	2021	2020	2019	2018	2017
Tax Levies: City portion	555,050	539,535	512,768	486,875	464,168
Region portion	691,491	671,755	643,697	619,985	600,566
School Board portion	532,487	565,192	560,207	552,368	542,496
Total Tax Levies	1,779,029	1,776,482	1,716,672	1,659,228	1,607,230
Taxes collected: City collection	581,929	503,153	510,738	475,286	466,801
Taxes Transferred to the Region	691,491	671,755	643,697	619,985	600,566
Taxes Transferred to the School Boards	532,487	565,192	560,207	552,368	542,496
Total Taxes collected	1,805,907	1,740,100	1,714,642	1,647,639	1,609,863
Tax arrears: Taxes Receivable	57,100	83,979	47,597	45,567	33,978
Taxes Receivable per capita	72	107	61	59	44
Percentage of current levy	3.2%	4.7%	2.8%	2.7%	2.1%
CONSOLIDATED REVENUES					
Property Taxation	552,436	537,830	520,504	494,118	470,189
Taxation from other governments	38,762	34,994	30,479	31,664	29,960
Municipal Accommodation Tax (Note 4)	5,907	3,799	12,152	8,990	—
User charges	184,236	168,587	263,215	258,215	249,043
Recoveries from third parties	16,699	19,415	29,117	12,991	48,874
Funding transfers from other governments	80,860	65,597	14,086	34,964	3,043
Development and other contributions applied	154,415	150,930	90,407	76,548	90,547
Investment income	32,711	32,049	43,607	35,305	37,628
Penalties and interest on taxes	14,592	5,334	10,806	9,805	9,133
Contributed and assumed assets	35,899	27,197	62,392	49,581	11,732
Other	2,698	10,128	5,604	20,158	6,099
City's Share of Net Income in Enersource Corporation	28,712	17,467	10,758	30,268	14,194
Gain on acquisition of Living Arts Centre	—	—	1,455	—	—
City's Share of equity in gain on exchange of Investment in Enersource Holdings	—	—	—	—	202,734
City's Share of dilution gain recognized on Alectra's amalgamation with Guelph Hydro Electric Systems Inc. (GHESI)	—	—	1,324	—	—
Total Revenues	1,147,927	1,073,327	1,095,906	1,062,607	1,173,176
Revenue per capita	1,443	1,371	1,407	1,371	1,520

(All dollar amounts are in \$000 except per capita figures)
UNAUDITED

FISCAL YEAR CONSOLIDATED EXPENSES BY FUNCTION	2021	2020	2019	2018	2017
General government services	220,290	219,367	258,714	196,251	189,336
Protection services	150,569	140,545	135,446	133,209	125,689
Transportation services	357,192	345,802	345,613	341,197	322,439
Environmental services	21,232	19,650	18,121	22,998	19,647
Health services	735	566	560	557	616
Social and family services	481	487	638	648	484
Recreation and cultural services	175,282	157,353	174,978	170,252	162,217
Planning and development services	27,361	22,665	22,841	23,406	22,901
Loss on disposal of tangible capital assets	849	2,372	2,504	49,994	2,544
Total Consolidated Expenses by Function	953,991	908,807	959,415	938,512	845,873
Annual Surplus/(Deficit)	193,936	164,520	136,491	124,095	327,303
Net Financial Assets	935,220	834,335	788,191	718,292	731,644
CAPITAL FUND INFORMATION					
Capital Financing: Development and other contributions applied	154,415	150,930	90,407	76,548	90,547
Current Year Unexpended Capital Financing	—	164,357	204,257	145,032	228,092

(All dollar amounts are in \$000 except per capita figures)
UNAUDITED

FISCAL YEAR CONSOLIDATED EXPENSES BY OBJECT	2021	2020	2019	2018	2017
Salary, wages and employee benefits	555,416	529,475	533,044	513,720	491,101
Long-term debt interest and fees	4,677	4,821	4,507	4,467	3,015
Materials and supplies	55,208	61,737	65,049	64,613	60,231
Contracted services	103,874	86,812	138,702	85,157	78,141
Rents and financial expenses	78,841	71,844	68,770	72,899	70,085
External transfers to others	4,783	7,091	6,741	7,194	6,814
Loss on disposal of tangible capital assets	849	2,372	2,504	49,994	2,544
Amortization	150,343	144,655	140,098	140,468	133,942
Total Consolidated Expenses	953,991	908,807	959,415	938,512	845,873
MUNICIPAL DEBT INFORMATION					
Long-Term Liabilities: General municipal activities	237,322	176,434	205,193	181,491	155,895
Per capita	298	225	263	234	202
Charges for Long-Term Liabilities: General municipal activities	4,677	4,821	4,507	4,467	3,015
Per capita	5.88	6.16	5.78	5.76	3.91
Debt Repayment Limit (as determined by the Province of Ontario)	190,048	184,064	176,282	172,748	161,612
TANGIBLE CAPITAL ASSETS					
Net Book Value	8,457,200	8,363,128	8,245,855	8,180,906	8,113,738
Amortization	150,343	144,655	140,098	140,468	133,942
Operating Fund Transfers to Capital Reserve Fund	121,098	102,364	92,405	88,545	65,508

(All dollar amounts are in \$000 except per capita figures)

UNAUDITED

FISCAL YEAR ACCUMULATED SURPLUS	2021	2020	2019	2018	2017
Invested in tangible capital assets	8,457,200	8,363,128	8,245,855	8,180,906	8,113,738
Operating surplus	—	119	—	—	—
Unexpended capital	—	164,357	204,257	145,032	228,092
Long-term debt	(237,322)	(176,434)	(205,193)	(181,491)	(155,895)
Enersource Corporation	510,531	498,520	498,783	502,361	485,034
Living Arts Centre	—	—	120	—	—
Unfunded Employee benefits	(231,246)	(220,439)	(207,034)	(209,650)	(209,231)
Reserves	125,341	115,321	90,750	80,870	71,317
Reserve Funds	780,017	466,013	418,527	391,546	322,549
Total Accumulated Surplus	9,404,521	9,210,585	9,046,065	8,909,574	8,855,604
Trust Funds	1,083	986	919	900	820

UNEMPLOYMENT RATE	2021	2020	2019	2018	2017
Percentage of unemployment	6.8%	10.8%	6.0%	6.0%	6.4%

INFLATION RATE	2021	2020	2019	2018	2017
Inflation estimate based on Annual Consumer Price Index, annual average, not seasonally adjusted	2.9%	0.3%	2.0%	2.5%	2.1%

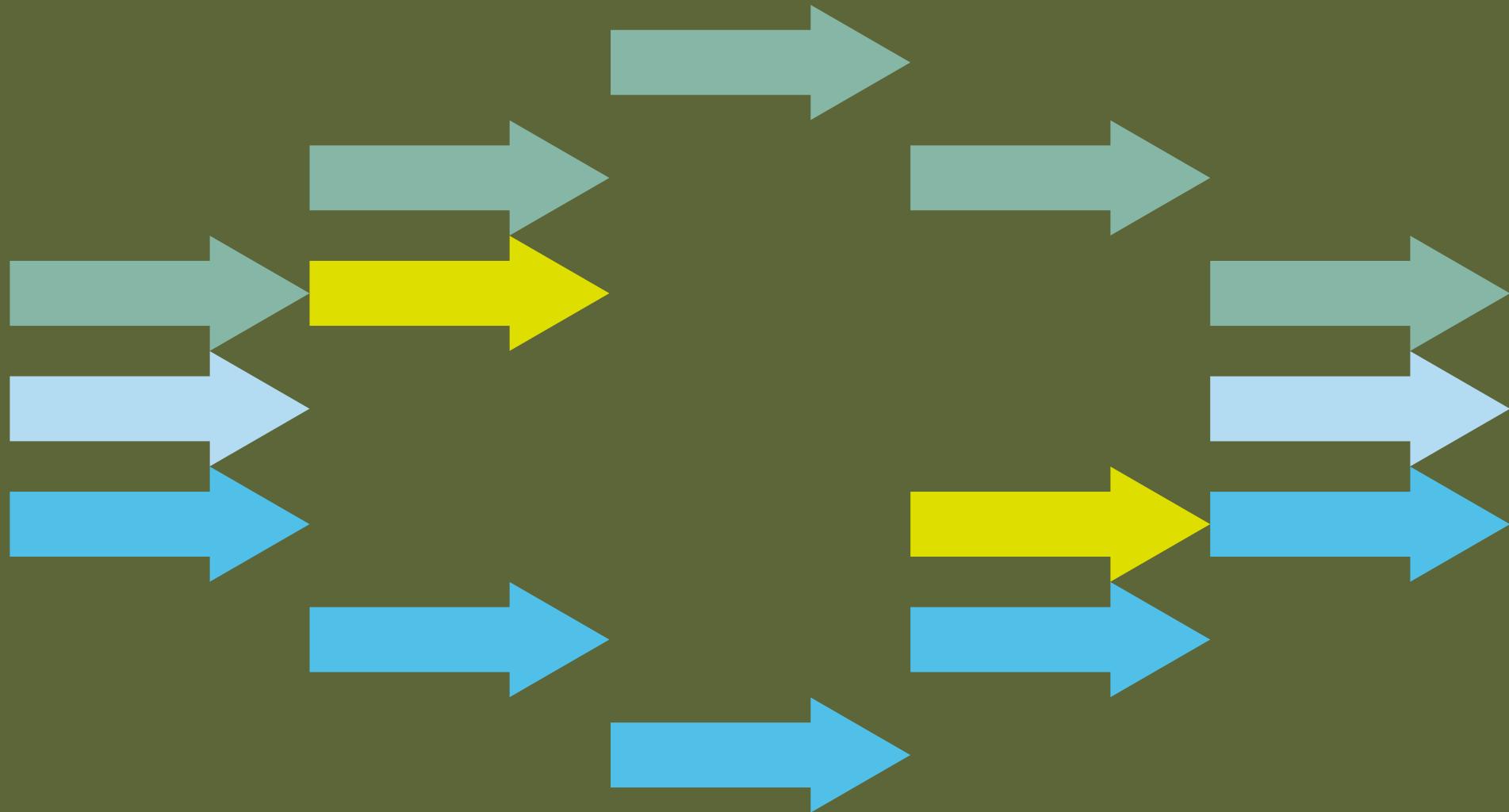
Statistics from 2019 are presented in accordance with the adoption of Public Sector Accounting Board (PSAB) section 3430 Restructuring Transactions. Statistics from 2018 onward are presented in accordance with the adoption of Public Sector Accounting Board (PSAB) sections 3210 Assets; 3320 Contingent Assets; 3380 Contractual Rights; 2200 Related Party Disclosures and 3380 Contractual Rights.

TOP EMPLOYERS 1,000+ Employees

Accenture Inc.	Dufferin-Peel Catholic District School Board	Royal Bank of Canada
Air Canada	Federal Express Canada Ltd.	SNC Lavalin Nuclear Inc.
Alectra Utilities	GlaxoSmithKline Inc.	Sobeys Inc.
Bank of Montreal	Greater Toronto Airport Authority, GTAA	TD Canada Trust
Bell Canada	Hewlett-Packard (Canada) Co.	Tim Hortons
Blackberry Ltd.	Maple Leaf Consumer Foods	Trillium Health Partners
Canada Post	McDonald's Corp.	Tyco Integrated Fire And Security
Canada Revenue Agency	Microsoft Canada Co.	University of Toronto Mississauga (UTM)
Canadian Imperial Bank of Commerce	Peel District School Board	Walmart Inc.
City of Mississauga	Pouchmakers Canada Inc.	
D+H Ltd	Region of Peel	

10 LARGEST CORPORATE PROPERTY TAXPAYERS

OWNER	ASSESSMENT VALUE \$
1 Orlando Corporation	\$2,895,231,100
2 OMERS Realty Management Corporation	\$1,428,934,200
3 The Canada Life Assurance Company	\$656,742,000
4 OPB (EMTC) Inc	\$433,524,000
5 2725312 Canada Inc.	\$348,001,000
6 Chiefton Investments Limited	\$332,790,000
7 Airway Centre Inc.	\$305,030,000
8 Canadian Property Holdings Inc.	\$259,520,000
9 Select Properties, Ltd.	\$231,005,000
10 Meadowvale Holdings Limited	\$214,458,000
Top Ten - Assessment Total	\$7,105,235,300



Sustainability

The City's Journey to Sustainability Reporting

"Sustainability: an organization's efforts to balance social, environmental and governance/economic factors (or people, planet and prosperity) today, without compromising tomorrow's resources and opportunities."

The City of Mississauga demonstrated its commitment to sustainability reporting last year with the 2020 Annual Financial and Sustainability Report. Social, environmental and economic well-being are vital elements of a thriving community. The City of Mississauga has intentionally built components of sustainability into its overarching business plans, objectives, and budget. The journey to sustainability reporting began informally many years ago. The City has built sustainability into its planning processes, including its Strategic Plan, and several Master Plans over the years. Sustainability-related initiatives are currently underway in every City Department.

Sustainability is not new to the organization. The City's sustainability progress is guided by notable plans, strategies, processes, frameworks and reports that have been developed over the last several years, including:

2009 Strategic Plan – included Sustainability

2012 Living Green Master Plan – Environmental Pillar of Sustainability

2018 Sustainable Procurement – Making Better Choices Process

2019 Sustainability Challenge Response – Climate Change Action Plan

2020 Sustainability Planning, Accounting and Reporting Project – Recommendation Report

2021 Sustainability Progress through Communication, Projects and Partnerships:

- i. 2020 Financial and Sustainability Report – the City's Finance Division re-imagined the City's Annual Report to enhance transparency and embrace sustainability reporting to complement its financial disclosures
- ii. Accounting for Sustainability (A4S) Academy Program – the City's Finance Division completed a two-year program offered globally to sustainability-committed organizations by A4S CFO Network
- iii. Sustainability Training & Business Planning Resources Development Project – standardized consideration of sustainability opportunities by all City Divisions
- iv. Multi-year Climate Change Action & Natural Capital Financial Disclosure Roadmap Project – developed a sustainability financial reporting path to support comparability, standardization and adoption of global sustainability reporting standards
- v. City Trees Natural Asset and Ecosystems Benefits Valuation Project – the City's Forestry Division quantified and monetized the inventory of city-managed trees and related sustainability benefits that are provided to residents and visitors
- vi. Municipal Natural Asset Inventory Project – a consulting organization developed a natural asset inventory for Mississauga by combining existing data and insights from the City and other partner organizations

Made-in-Mississauga Sustainability Reporting Framework

There are many industry frameworks worldwide on sustainability accounting and reporting. As a result, the City has chosen to adopt a “Made-in-Mississauga Sustainability Reporting Framework,” adopting key standards from various industry setters until a formal standard is recommended. The City adopted the following sustainability frameworks:

- Integrated Reporting (IR)
- The United Nations Sustainable Development Goals (SDGs)
- Standards set by the Global Reporting Initiative (GRI)
- International Task Force on Climate-related Financial Disclosures (TCFD)

Not all standards within these frameworks apply to municipal government services. Therefore, where there was a direct or relatable correlation of City services to the standard, we aligned with the standard for reporting. Where there wasn’t a direct correlation, the City extended the interpretation of the definition to align to a City service or program.

For this year’s annual report, information is included about the City’s current sustainability-related initiatives. These are organized under the Integrated Reporting framework capitals (human, financial, manufactured, intellectual, social and relationship, and natural) that the City employs in the accomplishment of its vision, or, in the case of climate change-related initiatives, using recommendations made by the international Task Force on Climate-related Financial Disclosures (TCFD).

INTEGRATED REPORTING (IR)

integratedreporting.org



GLOBAL REPORTING INITIATIVE (GRI)

globalreporting.org



SUSTAINABLE DEVELOPMENT GOALS (SDG)

sdgs.un.org/goals



INTERNATIONAL TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

fsb-tcfd.org



Human Capital

Human capital represents the stock of competencies, experience, motivational level, knowledge, social and personality attributes embodied in an organization's ability to perform work to produce or create value. Organizations rely on human capital to achieve goals and remain innovative. Human, intellectual and social capital are related concepts.

Employees play a key role in the City's performance and future success. An experienced and trained workforce makes it possible for an organization to operate. Damaging human capital by poor work standards has many detrimental impacts on the ability of an organization to create value. Human capital is considered a core asset for the City. Labour and benefits represented approximately 54 per cent of the operating budget in 2021. The skills and experience of our people are the foundation for our success. Employees are equipped with the knowledge, skills and motivation that give the City a leading advantage and make it a place where employees want to work.

TRENDS, RISKS AND CHALLENGES

There are a number of challenges, risks and trends related to supporting and developing human capital within Mississauga. Some of these challenges and trends are similar to those faced by other municipalities across Canada. They include:

- High demand for qualified skills on the labour market and pressure to flex and individualize Total Rewards package (including salary, benefits, recognition, perks)
- A strong emphasis on diversity and inclusion
- The rise of the great resignation
- Remote working and employees' need for hybrid workplace catered to individual work life responsibilities
- Labour market shortages particularly in niche and technical jobs

- A shift from traditional talent acquisition methods to a new focus on social media and professional networks
- Other municipalities and the broader public sector pursuing the same pool of talent
- COVID-19 impact on workforce
- Continued focus on importance of mental health and providing flexibility for employees while balancing work and personal life

OPPORTUNITIES FOR THE FUTURE

- Implementing the 2019-2023 People Strategy
- Continuing to focus on equity, diversity and inclusion, including implementing recommendations from the Workforce Diversity & Inclusion Strategy
- Increased remote work: an increase in virtual collaboration, job interviews, training and technology
- Introducing a new hybrid workplace
- Digitization of HR records
- Utilizing new talent acquisition methods to address labour market skills shortages in niche and technical jobs
- Continuing to enhance the new HR Service Delivery model by introducing technology for employees, leaders and HR Service Hub including standardization, automation and modernization of technology for HR programs and processes
- Continue introducing and exploring flexible and innovative offerings in the Total Rewards package including benefits, recognition and employee perks. Spotlight on earnings, benefits and protection of precarious and contract workers including the standard of living for those employees
- Continued emphasis on the newly launched modernized job evaluation program to ensure internal equity and legislative compliance

Made-in-Mississauga Sustainability Reporting Framework

Not all global reporting standards apply to municipal government operations. Therefore, the City has aligned either directly or indirectly to certain standards to help support sustainability. The following sustainability standards apply to the City's human capital initiatives:



CITY'S STRATEGIC PLAN PILLARS

Human capital is closely aligned to the following three pillars:

MOVE *Developing a transit-oriented city*

The Human Resources division supports staffing and training for MiWay and Roads employees and is continuously improving recruitment strategies to hire the best people.

BELONG *Ensuring youth, older adults and new immigrants thrive*

The Human Resources division is committed to attracting, retaining and engaging high-calibre employees in a supportive work environment that respects diversity and inclusion.

GREEN *Living green*

The Human Resources division strives to maximize the use of technology and automation of business processes in its efforts to support a green and environmentally sustainable workplace.



SUSTAINABLE DEVELOPMENT GOALS (SDG)

SDG 4: QUALITY EDUCATION

- **Target 4.4.** Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.
- **Target 4.7.** Ensure that all learners acquire the knowledge and skills needed to promote sustainable development.

SDG 5: GENDER EQUALITY

- **Target 5.1.** End all forms of discrimination against all women and girls everywhere.
- **Target 5.5.** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

SDG 8: DECENT WORK AND ECONOMIC GROWTH

- **Target 8.2.** Achieve higher levels of economic productivity through diversification, technological upgrading and innovation
- **Target 8.5.** By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
- **Target 8.8.** Protect labour rights and promote safe and secure working environments for all workers.

Made-in-Mississauga Sustainability Reporting Framework

SDG 10: REDUCED INEQUALITIES

- **Target 10.2.** Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
- **Target 10.3.** Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard



GLOBAL REPORTING INITIATIVE (GRI)

GRI 401: EMPLOYMENT

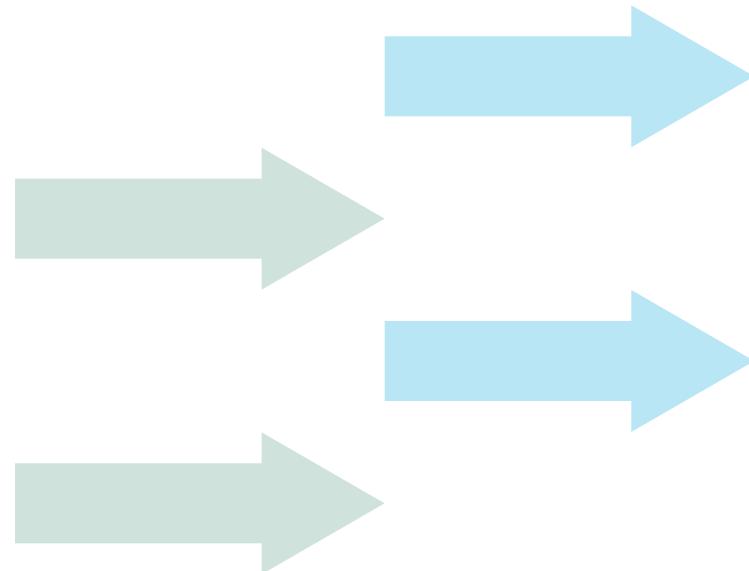
GRI 402: LABOUR-MANAGEMENT RELATIONSHIPS

GRI 403: OCCUPATIONAL HEALTH AND SAFETY

GRI 404: TRAINING AND EDUCATION

GRI 405: DIVERSITY AND EQUAL OPPORTUNITY

GRI 406: NON-DISCRIMINATION



OUR JOURNEY TO HUMAN CAPITAL SUSTAINABILITY

The City has implemented many policies, plans and processes to help support its human capital. Listed below are some of the major initiatives:



2021 INITIATIVES

Hybrid Workplace & Disconnecting from Work

The Office Space Strategy was put in place in 2020 to move the City in the direction of a hybrid workplace. The Working Remotely policy was implemented to support the transition to remote work for over 2,000 employees and to provide the structure and guidance regarding the provisions. This policy affected all employees whose job design and service level agreements allowed for remote work (approximately 50-60 per cent of the non-union workforce in addition to some unionized staff).

After two years, feedback from the City's workforce indicated high productivity; a desire to be flexible and to consider individual circumstances when designing the future workplace. The City's workplace model is already shifting towards flexibility and individualization based on job design and individual's needs including work life balance.

Revised Compensation Strategy & Salary Structure

A comprehensive review of the compensation strategy, including job evaluation, was completed to better understand and identify internal and external trends in relation to the labour market and increased competition for talent as well as the growing percentage of workforce eligible for retirement.

A number of manual processes were transformed into a modernized and simplified process incorporating best practices and modern technology. The program's brand was successfully relaunched repositioning the revamped program featuring the changes. The refreshed non-union Job Evaluation plan, which closely aligns with Pay Equity legislation was implemented following the approval from the Leadership Team. In 2021, approximately 230 job evaluations were launched to employees using the new tool and the questionnaire which demonstrates an increase of over 300 per cent.

After an extensive benchmarking exercise, the City has also slightly modified its non-union compensation strategy to ensure our

compensation remains attractive and competitive for all roles in the municipality when we compete for talent with broader public and private sector industries.

Enhancement and Flexibility for Total Rewards

Each year the Total Rewards package is reviewed based on comparator benchmarking and industry trends with a goal of increasing our flexibility and diversity in our total rewards offerings while remaining cost neutral. The current landscape emphasizes the need to support employees with their mental health, flexibility, diversity and overall well-being. Various changes were introduced to the total rewards package in the last several years for non-union employees including adding flexibility within existing benefits coverage, adding the ability to allocate health spending account dollars to services covered by expanded Wellness account, emphasis on coverage for Psychologists, Psychotherapists and Employee and Family Assistance Program, enhancing total rewards package for temporary employees. Over 152 per cent increase in uptake for the wellness account in the last three years indicates success of these initiatives.

These changes promote the City's strategy to provide a sustainable, flexible and competitive Total Rewards package that supports employees' diversity, health and well-being.

Employee Engagement Survey

The purpose of the Employee Engagement Survey, administered every three years, is to provide employees with a chance to have their say about areas where changes and/or adjustments may be identified, shared and actioned. The Employee Engagement Survey contributes to building trust, improving the quality of the workplace and supporting excellence in service delivery. High levels of engagement promote retention of talent and improve organizational performance and employee morale.

Future opportunities for this program include integrating more frequent, pulse-style employee surveys. Pulse surveys give

organizations the freedom to measure what they think is important to measure regularly. During COVID-19, the City administered three pulse surveys to ensure we were on the right track in supporting our employees through the pandemic. The survey results offered valuable insights that drove a series of recommendations.

In 2021, Human Resources in partnership with the City Manager's Office developed an Equity, Diversity and Inclusion Progress Report highlighting our accomplishments.

In 2022, the City will launch its next Employee Engagement Survey. This year's survey will include employee demographic questions. This will be the City's second survey of employee demographic information, however, the first time combined with the Corporate Employee Engagement Survey.

Workplace Diversity and Inclusion Strategy

The demographics of the City's residents and its workforce have changed dramatically in the past 20 years. The City has identified a need to assess the diversity and inclusion of its workforce and make adjustments to ensure that the workforce will continue to provide excellent service and encourage trust with Mississauga residents now and into the future.

Diversity and inclusion is about capturing the uniqueness of individuals and creating an environment that values and respects these individuals for their talents, skills and abilities. A diverse and inclusive organization adapts to each employee's needs, such as disabilities, religious and cultural differences, and varied ways of thinking and working. This means ensuring that employees do not have to engage in "covering" behaviour, downplaying parts of their true selves for fear of being judged, stigmatized, excluded or actively discriminated against.

Future initiatives in this area include; the launch of Employee Resource Groups, the development of an Equity Lens tool and the launch of Equity Cafes for all employees.

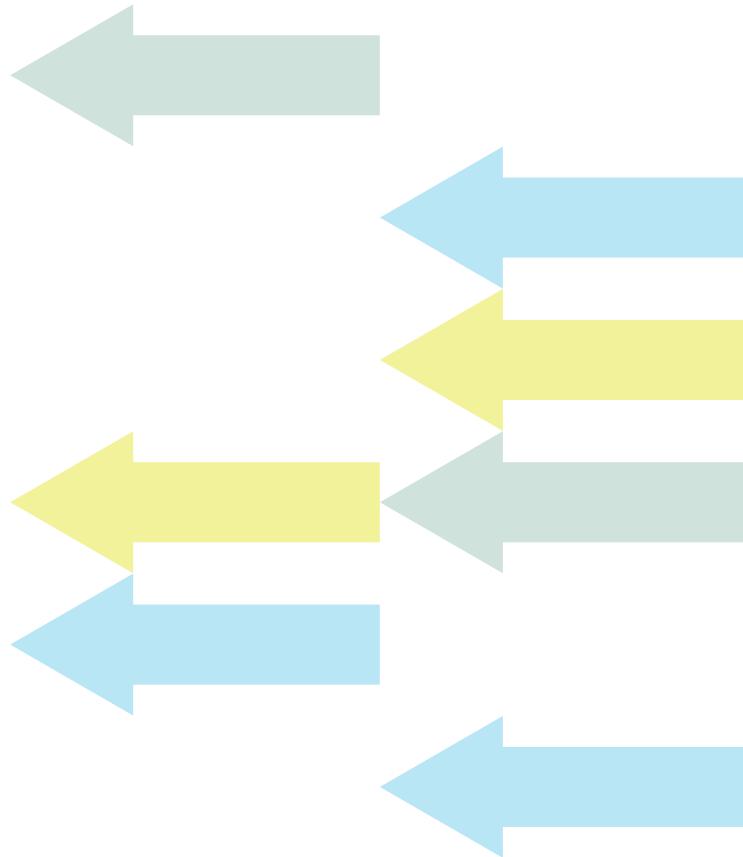
Health and Safety Program

This program assists all City divisions and provides corporate direction on the management of occupational safety risk for employees, contractors and other workplace parties. This program ensures legal compliance with the Occupational Health and Safety Act and applicable safety regulations throughout all lines of business. Benefits of the program include compliance with legislation, ongoing evaluation of occupational risk (staff and business units), minimization of WSIB claim costs, and most importantly, a safer workplace/reduction in employee injuries.

A well-defined and high-performing safety program can attract and retain employees. It also creates and fosters an excellent working environment.

Throughout the year a large and intentional focus of the City's Health & Safety program and resources were put towards the COVID-19 pandemic and keeping our staff and workplaces safe. The creation and implementation of COVID-19 practices and protocols continued to evolve as the pandemic did, culminating with the creation of our Employee and Volunteer Vaccination Policy in November. This policy was another major milestone of our City's efforts to maintain a healthy and safe work environment for all. It outlined the responsibilities of all staff and the requirements for keeping safety at the forefront of our response to COVID-19.

The City of Mississauga is a psychologically healthy and safe workplace. The City promotes employees' psychological well-being and actively works to prevent harm to employee psychological health, including in negligent, reckless, or intentional ways. Incidents and concerns are effectively resolved as they arise. The Strategy includes three foundational pillars; Prevention, Promotion and Resolution, three goals focused on organizational process, leaders and employees and twenty-two objectives.



METRICS AND STATISTICS

WORKFORCE STATISTICS	2021	2020
Number of Employees as of December 31, 2021	6,652	7,069
Full-Time	4,679	4,925
Part-Time and Seasonal	1,973	2,144
# of New Hires	879	657
% of Retirement Rate	3.36%	2.61%
# of Jobs Posted	484	384
% of Employee Turnover	4.29%	4.64%

Financial Capital

Financial capital represents the stock of monetized assets, including cash and cash equivalents, reserve funds, reserves and investments that can be used by an organization to produce goods or to provide services to create value.

The City's financial capital includes its monetary resources, which are obtained primarily through taxation, user fees, debt, and funding from other levels of government. Funding mechanisms such as provincial and federal funding, third-party funding and recoveries, reserves and reserve funds, debt, cash and investments are the main sources of our financial capital. Financial capital supports the programs and services that residents, businesses and visitors use and enjoy.

The City is committed to delivering services economically and efficiently. Some of the measures used to monitor financial management performance include:

- Credit Rating – demonstrates the financial strength and viability of the municipality and affects the ability to secure lower borrowing costs. “AAA” is the highest rating an organization can receive from a bond rating agency. The City received its first credit rating (AAA) in 2004. It has continued to maintain the AAA credit rating for 18 years, through prudent financial and investment practices.
- Investment Yield in Excess of Benchmark – a true picture of investment success is achieved by comparing the City’s return on investments to industry-standard benchmark returns. The City has a goal to exceed the benchmark by at least one-half of one per cent per year.
- City Reserves Against Target – the City strives to maintain adequate funds to assist with long-term financial stability and financial planning. Reserves also affect the City’s credit rating. This measure shows the extent to which targeted reserve levels are achieved across the six different reserves benchmarked, with a goal of achieving a target average of at least 100 per cent.

Refer to the Financial Statement Section of this report for a more in-depth discussion and analysis of the City’s financial capital.

The City continues to face new and recurring problems, however, the City’s goal is to find and implement new, efficient and sustainable financial strategies to support City programs, services and infrastructure.

TRENDS, RISKS AND CHALLENGES

- Financial impact of COVID-19
- Financial impact of the City’s invasive species control
- Reducing the City’s infrastructure gap
- Managing and maximizing investments and investment earnings in an unstable economy
- Identifying opportunities for efficiency and improvement that can lead to financial savings or cost avoidance within the organization
- Transforming the financial side of the business with better technology
- Ongoing, sustainable government funding
- New and changing legislative requirements
- Asset Management requirements for government funding, etc.
- Prioritization of City services, programs and capital investments based on available funding
- Financial impact of climate-related events

OPPORTUNITIES FOR THE FUTURE

- Developing and administering policies and processes that enhance financial reporting, manage assets and facilitate compliance with legislation and accounting standards
- Developing the City’s Asset Management Plan
- Upgrading financial systems
- Updating the City’s Development Charges By-law and establishing a Community Benefits Charge By-law
- Incorporating Lean thinking to standardize, simplify and automate work processes
- Integrating sustainability factors into business planning, budgeting, reporting and accounting activities
- Securing Investing in Canada Infrastructure Program (ICIP) funding for the City
- Leveraging unused debt capacity and lower borrowing rates
- Lobbying other levels of government for more sustained funding

Made-in-Mississauga Sustainability Reporting Framework

Not all global reporting standards apply to municipal government operations. Therefore, the City has aligned either directly or indirectly to certain standards to help support sustainability. The following sustainability standards apply to the City's financial capital initiatives:



CITY'S STRATEGIC PLAN PILLARS

Financial capital supports all five strategic pillars:

MOVE *Developing a transit-oriented city*

BELONG *Ensuring youth, older adults and new immigrants thrive*

CONNECT *Completing our neighborhoods*

PROSPER *Cultivating creative and innovative businesses*

GREEN *Living green*



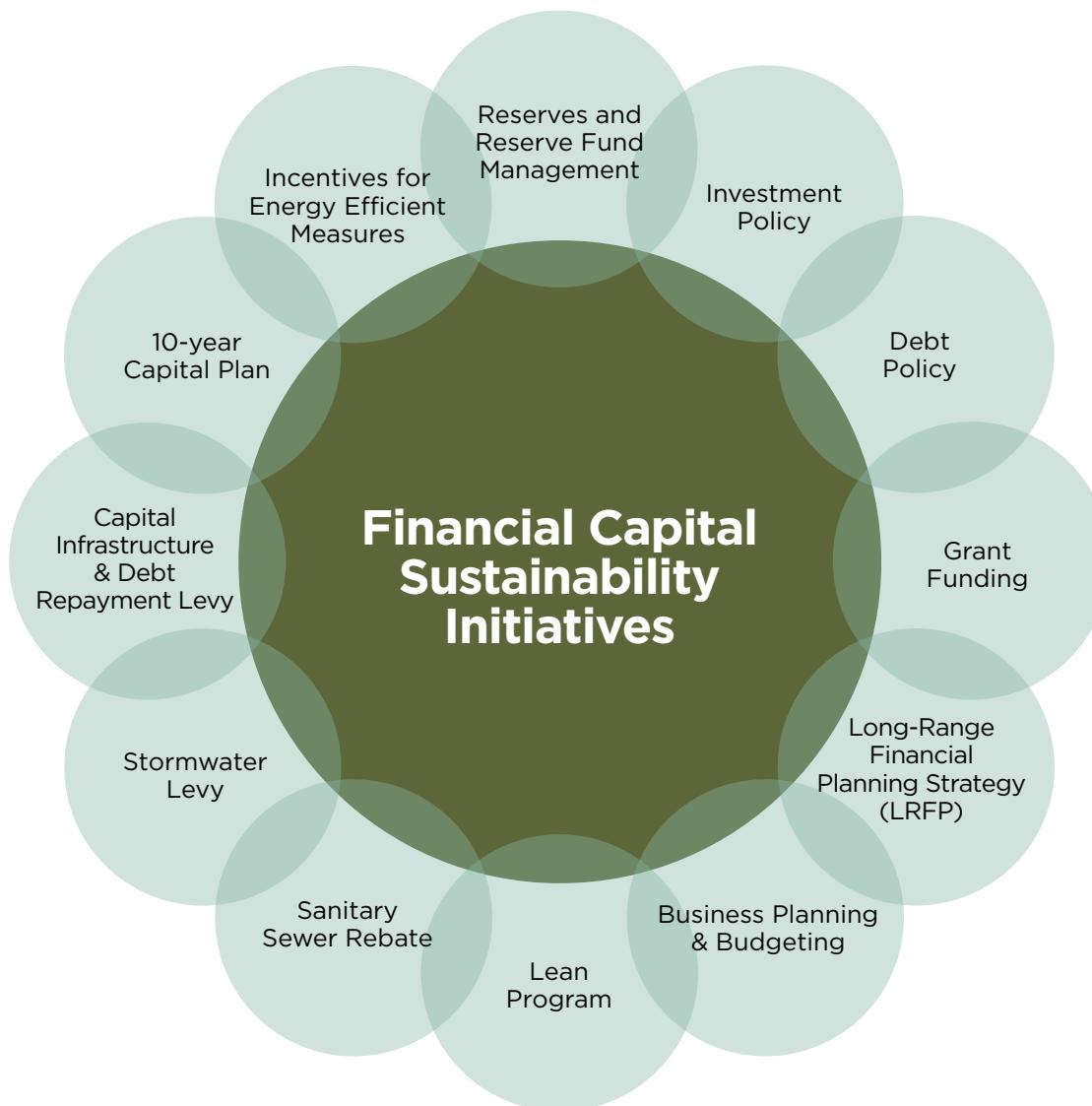
SUSTAINABLE DEVELOPMENT GOALS (SDG)

- **Target 17.3.** Mobilize additional financial resources.
- **Target 17.14.** Enhance policy coherence for sustainable development.
- **Target 17.17.** Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.



OUR JOURNEY TO FINANCIAL CAPITAL REPORTING

The City has implemented many policies, plans and processes to help support its financial capital. Listed below are some of the major initiatives:



2021 Initiatives

2021 GRANT FUNDING

FUNDER	GRANT PROGRAM	USE OF FUNDS	FUNDING APPROVED
Canadian Heritage	Museum Assistance Program - Reopening Fund for Heritage Organizations	To assist with ongoing operating costs of Heritage Organizations (and municipal museums).	100,000
Employment and Social Development Canada	Canada Summer Jobs 2021	Provided youth summer employment subsidies.	1,591,955
Federation of Canadian Municipalities	Green Municipal Fund - Signature	To develop Mississauga's Green Development Standard Version 2 (GDSv2).	175,000
Infrastructure Canada/Ministry of Infrastructure	Investing in Canada Infrastructure Program (ICIP) - COVID-19 Resilience Stream	To respond to the impacts of COVID-19, with short-term, quick-start projects to address critical local infrastructure needs not otherwise eligible under other ICIP Streams of funding.	14,174,000
Infrastructure Canada/Ministry of Transportation	Investing in Canada Infrastructure Program (ICIP) - Public Transit Stream	To address new construction, expansion, and improvement and rehabilitation of public transit infrastructure.	386,577,086
Ministry of Community Services and Correctional Services	Fire Safety Grant	To support increased training opportunities and the establishment of a virtual inspection program.	182,500
Ministry of Heritage, Sport, Tourism and Culture Industries	Reconnect Festival and Events Program	To support costs associated with Mississauga Celebration Square's 10-year anniversary program "Decade of Celebrat10n"	250,000
Ministry of Infrastructure	Strategic Priorities Infrastructure Fund - Priority Local Infrastructure Stream	To support the reconstruction of South Common Community Centre and Library.	45,165,414
Ministry of Municipal Affairs and Housing	Audit and Accountability Fund	To support a third-party cashless transactions review.	125,000
Ministry of Municipal Affairs and Housing	Safe Restart Funding – Municipal Stream – Phase 2 – Additional Funding	To support municipal operating pressures as a result of COVID-19 (January 1, 2021 - December 31, 2021).	11,292,000
Ministry of Municipal Affairs and Housing	COVID-19 Recovery Funding for Municipalities Program	To support municipal operating pressures as a result of COVID-19 (January 1, 2021 - December 31, 2021).	20,260,017
Ministry of Transportation	Safe Restart Funding – Transit Stream – Phase 2	To support municipal transit systems financial pressures related to COVID-19 (October 1, 2020 - March 31, 2021).	38,886,274
Ministry of Transportation	Safe Restart Funding – Transit Stream – Phase 3	To support municipal transit systems financial pressures related to COVID-19 (January 1, 2021 - December 31, 2021).	30,393,091
Ministry of Transportation	Provincial Gas Tax 2021-22	A dedicated fund for municipal transit operators in order to support the expansion and improvement of transit services in Ontario in an effort to increase municipal transit ridership.	18,932,146
Ministry of Municipal Affairs and Housing (funding from AMO)	Canada Community Building Fund (formerly Federal Gas Tax)	A permanent, stable and indexed source of infrastructure funding. Projects financed must result in the construction, renewal, or material enhancement of infrastructure. Funding cannot be used for operating.	44,886,222
Ministry of Municipal Affairs and Housing (funding from Region of Peel)	Canada Community Building Fund (formerly Federal Gas Tax)	A permanent, stable and indexed source of infrastructure funding. Projects financed must result in the construction, renewal, or material enhancement of infrastructure. Funding cannot be used for operating.	37,255,564
Total			650,246,269

Reserves and Reserve Fund Management Program

Council establishes Reserves and Reserve Funds to help offset future capital needs, obligations, pressures and costs. They are drawn upon to finance specific purpose capital and operating expenditures as designated by Council to minimize tax rate fluctuations due to unanticipated expenditures and revenue shortfalls and to fund ongoing programs (e.g., insurance and employee benefits). Finance ensures that Reserve and Reserve Funds are used in accordance with the policies and principles approved by Council in a transparent and accountable manner. Reserves and Reserve Funds are monitored regularly. They are analyzed within the context of the Long-Range Financial Plan and the policies approved by Council. Going forward, the program will continue to improve the related policies and financial management rules around Reserves and Reserve Funds.

METRICS	2021	2020
Reserves	125.3M	115.3M
Reserve Funds	780.0M	466.0M
Deferred Revenue-Obligatory Reserve Funds	668.4M	552.3M

Infrastructure Canada – Investing in Canada Infrastructure Program (ICIP) – Public Transit Stream

The Investing in Canada Infrastructure Program (ICIP) is a 10-year federal infrastructure program designed to create long-term economic growth, build inclusive sustainable and resilient communities and support a low-carbon economy. The Public Transit stream provides provinces, territories and municipalities with funding to address new construction, expansion, and improvement and rehabilitation of public transit infrastructure which has been extended to 2033.

Under this program, the City of Mississauga's maximum federal allocation is \$339 million with a maximum provincial allocation of \$28.5 million and a City contribution of \$226.3 million. Funding will support projects such as the Bus Rapid Transit (BRT) lanes along Lakeshore Rd., building new bus shelters, improving signage and technology along our routes and rehabilitating our current fleet of diesel and diesel-hybrid buses. Ongoing investments in transit and transportation continue to be important in supporting our city's future growth.

Ministry of Infrastructure – Strategic Priorities Infrastructure Fund – Local Priority Infrastructure Stream

As per Budget 2021, Ontario is investing around \$200 million to provide infrastructure funding to larger, strategic projects and to sports facilities through the newly established Strategic Priorities Infrastructure Fund. This fund helps address some of the unmet demand under the Community, Culture and Recreation stream of the Investing in Canada Infrastructure Program, which received more applications than could be funded under that program. The fund will also support the sport and recreation sector, which was one of the hardest-hit sectors during the COVID 19 pandemic.

Under this new provincial program, the reconstruction of the South Common Community Centre and Library will receive a maximum provincial allocation of \$45.2 million, with a City contribution of \$16.4 million. This reconstruction project, required to be completed by March 31, 2027, will aim to serve the community through improving the quality of recreational services and implementing higher accessibility and green building standards.

Ministry of Municipal Affairs and Housing/Ministry of Transportation – Safe Restart Funding and COVID-19 Recovery Funding for Municipalities Program

Under the Safe Restart Agreement (SRA), the Government of Canada and the Government of Ontario delivered approximately \$4.15 billion to help Ontario municipalities keep their transit systems running and relieve financial operating pressures created by COVID-19.

Under the SRA transit relief stream, funding of \$100.4 million was allocated to Mississauga in order to assist with local transit pressures between April 1, 2020 and December 31, 2021. As part of the SRA municipal operating relief stream, funding of \$36 million was provided to Mississauga in order to respond to COVID-19 impacts and address operating pressures between March 2020 and December 31, 2021.

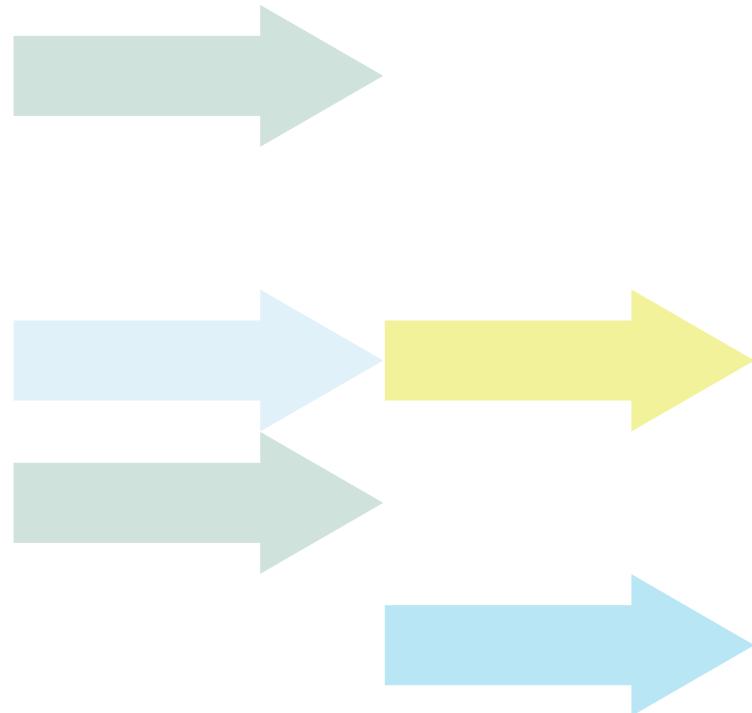
On March 4, 2021, the Province, through the Ministry of Municipal Affairs and Housing announced \$500 million through the new 2021 COVID-19 Recovery Funding for Municipalities Program.

This investment built upon the federal-provincial SRA and helped provide continued financial relief for municipalities. Through this program, Mississauga was allocated \$20.3M to support ongoing operating pressures starting in January 2021.

Municipalities play a vital role in the delivery of critical services that residents rely on, and are on the frontline of safely reopening the economy. Funding received through these programs helped address the City's financial pressures related to COVID-19, reduce or eliminate the projected deficit, and ensure the City continued to deliver important services to the community. At this point in time, no additional SRA funding has been announced.

Financial Impact of Climate-Related Events (2021)

- 18 “Enhanced Monitoring” events spanning 31 days during year
- Emergency Operations Center (EOC) was activated once during the year with the partial activation to support First Nations evacuation due to extreme wildfire conditions in northern Ontario
- No full activations
- The extraordinary costs to the City related to these emergency activations were absorbed within the City’s operating budget



Other Financial Capital

LEAN PROGRAM	2021 (COVID-19)	2020 (COVID-19)	2019
Lean Project Savings	1.1M	1.3M	3.0M
Small Improvement Savings	3.9M	5.0M	5.4M
# of Projects Each Year	59	58	54
EMERALD ASH BORER MANAGEMENT PLAN AND LEVY			
PLAN AND LEVY	2021 (COVID-19)	2020 (COVID-19)	2019
% Emerald Ash Borer Management Plan and Levy	0.8%	1%	1%
% Emerald Ash Borer Management Plan and Levy	4.6M	5.6M	5.6M

CAPITAL INFRASTRUCTURE AND DEBT REPAYMENT LEVY	2021 (COVID-19)	2020 (COVID-19)	2019
% of Capital Infrastructure and Debt Repayment Levy	2.0%	2.0%	2.0%
\$ Capital Infrastructure and Debt Repayment Levy	10.8M	10.2M	9.7M

Manufactured Capital

Manufactured capital represents the physical infrastructure that supports the City's workforce to help produce services for our residents, businesses and visitors.

Manufactured capital should be flexible, innovative, efficient and sustainable and be used to decrease resource usage and increase efficiency within the organization. The City's manufactured capital includes brick and mortar City facilities, IT infrastructure such as servers and computer equipment, and linear infrastructure. Manufactured capital is the simplest of the six capitals as it is physical property.

Building and maintaining infrastructure is a key strategic goal in the City's Strategic Plan and a top priority in Service Area Business Plans. The City applies effective asset management practices, which include taking inventory of what the City owns, conducting regular inspections, prioritizing work needs, preparing appropriate asset renewal projections and programs while monitoring and reporting on projected asset conditions.

A significant portion of the City's infrastructure was built over a relatively short period of time when the city was expanding. This can put pressure on budgets to smooth out replacement cost pressures.

Every year, the City prepares a 10-year Capital Budget. The projected capital budget provides funding to maintain the City's existing infrastructure in a state of good repair and for the development of new infrastructure required to implement the Strategic Plan and related Master Plans.

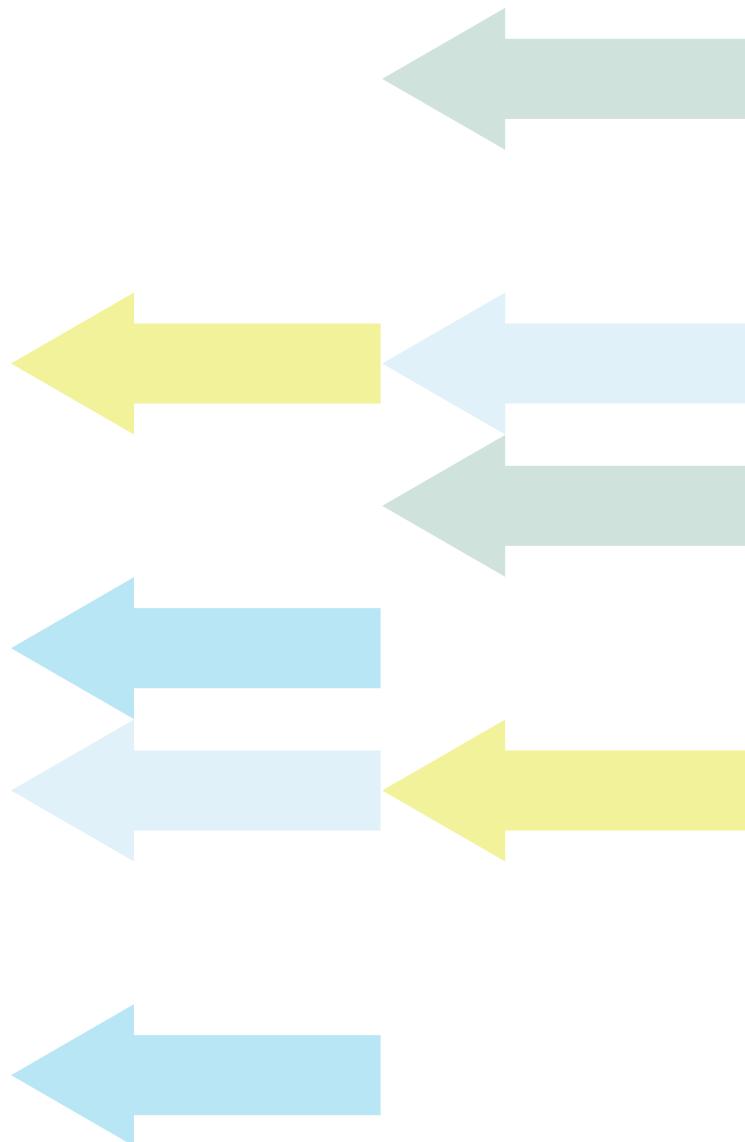
TRENDS, RISKS AND CHALLENGES

- Financial Costs and Funding: Infrastructure continues to be one of the most expensive costs for municipalities.
- Aging Infrastructure: Mississauga continues to mature as a city. The City's infrastructure is aging and maintenance costs are increasing.
- City's Infrastructure Gap: The infrastructure gap is defined as the difference between the annual depreciation amount based on current replacement costs and the funding allocated in the current year for infrastructure projects. The 2021 infrastructure gap was approximately \$291 million.
- Changes in Legislation: In 2017, the Government of Ontario introduced and enacted the Asset Management Planning for Municipal Infrastructure Regulation. The Regulation requires all municipalities to prepare and publish an enhanced Asset Management (AM) Plan for core infrastructure (which includes roads, bridges [culverts] and stormwater) by July 1, 2022. Council approved its Corporate AM Plan for core infrastructure in September 2021.

OPPORTUNITIES FOR THE FUTURE

- Capital prioritization: To assist in the decision-making process for allocating limited capital funds, applying a prioritization methodology ensures that a balance of lifecycle projects, enhancements and high-priority new services are included in the capital program.
- Sustained Infrastructure Funding: The City continues to advocate for continuing sustainable infrastructure funding from other levels of government, acknowledging those commitments made to date by the provincial and federal governments to help sustain the City's infrastructure.

- Asset Management Planning: The City continues to enhance the City's Asset Management Strategies and reporting to align with the province's Asset Management Planning for Municipal Infrastructure Regulation.
- Investment in Higher Order Transit (HOT): A key component for mobility within Mississauga is ensuring the appropriate investments are made in HOT initiatives such as the Dundas Bus Rapid Transit (BRT), Lakeshore HOT Corridor, Downtown Mississauga Terminal and the Transitway Connection.



Made-in-Mississauga Sustainability Reporting Framework

Not all global reporting standards apply to municipal government operations. Therefore, the City has aligned either directly or indirectly to certain standards to help support sustainability. The following sustainability standards apply to the City's manufactured capital initiatives:



CITY'S STRATEGIC PLAN PILLARS

Manufactured capital supports all five strategic pillars:

MOVE *Developing a transit-oriented city*

BELONG *Ensuring youth, older adults and new immigrants thrive*

CONNECT *Completing our neighborhoods*

PROSPER *Cultivating creative and innovative businesses*

GREEN *Living green*



SUSTAINABLE DEVELOPMENT GOALS (SDG)

SDG 9: INNOVATION AND INFRASTRUCTURE

- Target 9.1. Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.

- Target 9.4. Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes.

SDG 11: SUSTAINABLE CITIES AND COMMUNITIES

- Target 11.2. Provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.

SDG 12: RESPONSIBLE CONSUMPTION AND PRODUCTION

- Target 12.7. Promote public procurement practices that are sustainable, in accordance with national policies and priorities.

SDG 15: LIFE ON LAND

- Target 15.1. Ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands.

SDG 17: PARTNERSHIP FOR THE GOALS

- Target 17.7. Promote the development, transfer, dissemination and diffusion of environmentally sound technologies.



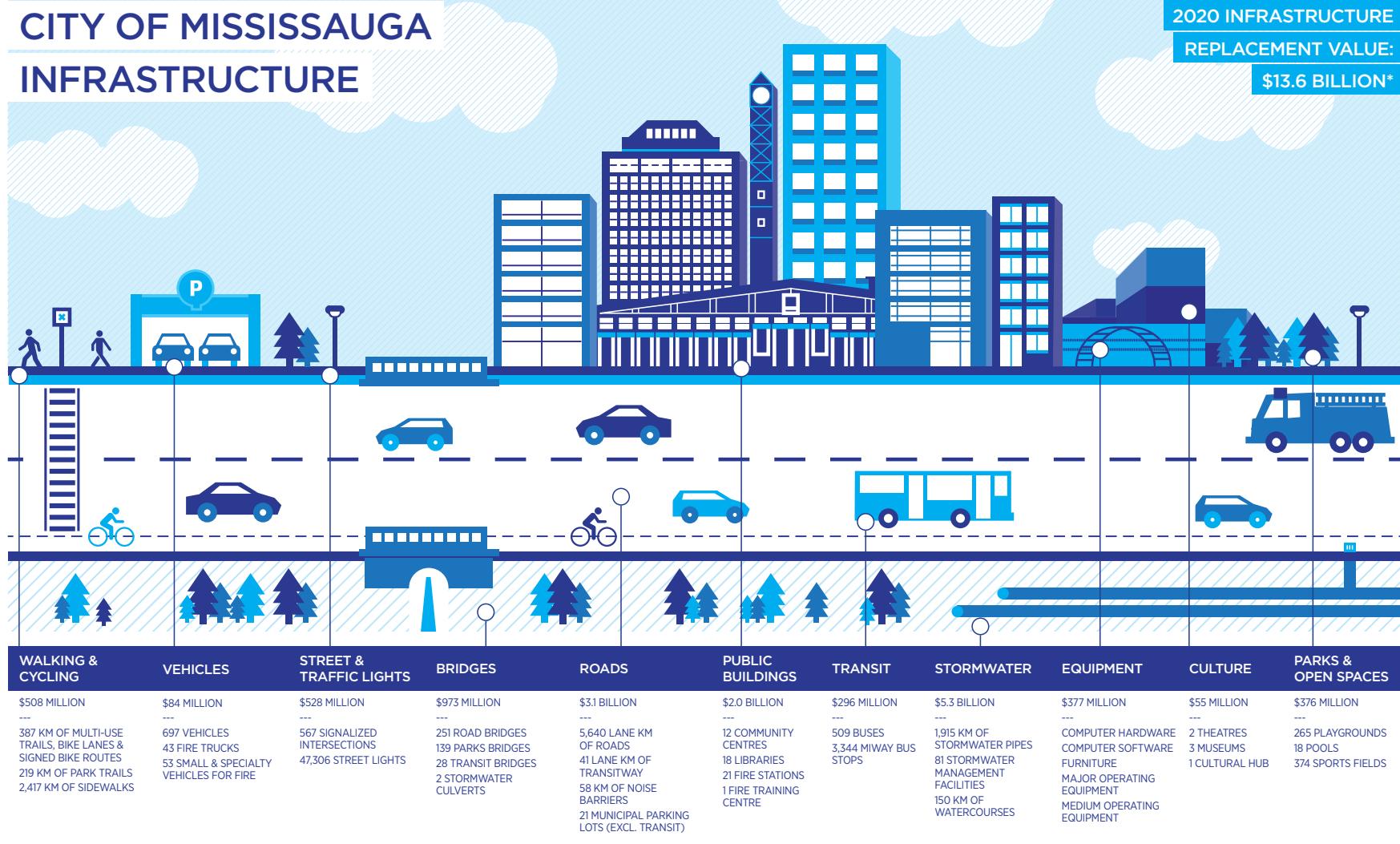
GLOBAL REPORTING INITIATIVE (GRI)

GRI 302: ENERGY **GRI 305: EMISSIONS**

OUR JOURNEY TO FINANCIAL CAPITAL SUSTAINABILITY

CITY OF MISSISSAUGA INFRASTRUCTURE

2020 INFRASTRUCTURE
REPLACEMENT VALUE:
\$13.6 BILLION*



Note: Numbers may not balance due to rounding.

* include results of storm assets review and valuation.

Note: Not a complete list.

The estimated replacement value of Mississauga's infrastructure is approximately \$13.6 billion. This includes the cost to replace our roads, bridges, trails, sidewalks, stormwater system, all City buildings, the transit system, street and traffic lights and other equipment. The City maintains these manufactured assets in accordance with industry standards, legislative requirements and resident expectations.

The City has many policies, plans and processes in place to help support its manufactured capital. Highlights of the major capital activities are provided below:

Maintaining our Infrastructure

The City's infrastructure is expensive to maintain, but is a primary contributor to how the City delivers its services. While Mississauga's infrastructure is in good condition, it requires regular maintenance and repair. Maintaining infrastructure keeps emergency repairs or replacements that usually cost more to a minimum. When infrastructure is damaged or needs to be replaced, it affects the daily lives of our residents and businesses. For example, if a road is shut down, traffic is diverted and people are late getting to their appointments. If a pool is closed, City swim programs are cancelled. Having well-maintained infrastructure ensures roads, transit, emergency services and community centres are safe and dependable for everyone.

In 2021 the City invested in a variety of projects to build, maintain, rehabilitate and remodel our infrastructure. Sixty-six per cent of our committed capital program is for State of Good Repair projects. These projects support the maintenance of, and protect taxpayers' investments in, these valuable public infrastructure assets.

To ensure our assets are maintained at the level required to sustain our identified level of service and ensure economic success it is important these assets are kept in a state of good repair. The value of Mississauga's infrastructure is approximately \$13.6 billion (excluding land and including stormwater assets). The City maintains these assets in accordance with industry standards, legislative requirements and citizen expectations.

In September 2021, Council endorsed the City's 2021 Corporate Asset Management Plan for the City's core assets (roads, bridges and stormwater). While the average state of the City's core infrastructure is identified as "good," it was also noted that without an increase in the annual investment for roads, the impact of the deteriorating road system will likely result in higher operating and maintenance costs, and lower levels of customer satisfaction.

Infrastructure Investments

Infrastructure continues to be one of the most expensive costs borne by municipalities. The City's 10-year capital program is \$4.4 billion (gross). The City's current level of funding does not fully cover all capital requirements, but balances the need to maintain our infrastructure, fund new projects as required, and minimize debt. The total for unfunded capital projects is \$1.5 billion for the 10-year period 2022-2031. While the City appreciates federal and provincial infrastructure funding programs like the Investing in Canada Infrastructure Program, this funding does not keep up with the increasing challenges we face to keep Mississauga's infrastructure in a state of good repair. The City continues to advocate for continued sustainable infrastructure funding and acknowledges those commitments made by the provincial and federal governments to date.

As part of the 10-year capital program, the City will be investing in the following infrastructure projects: renovations and repairs to important cultural assets including Meadowvale Theatre and the Living Arts Centre, planned lifecycle replacements from 2021 to 2023 for 40 kilometres of trail reconstruction, 14 playground redevelopments, 17 sport field and court maintenance and replacements, nine pedestrian bridge replacements, new park signage branding. Redevelopment of the Central Library will provide an additional 34,000 square feet including, new children's space, and enhanced supports for people experiencing homelessness. The City will also replace and purchase new equipment to support front-line Fire & Emergency Services operations which includes the replacement and refurbishment of all fire vehicles to maintain the reliability of the fleet. The Roads Service Area receives the largest portion of the City's capital budget allocation with \$89.1 million requested for 2021. Some of the key projects include roadway rehabilitation, improvements to cycling infrastructure, and bridge and infrastructure renewal.

HIGHLIGHTS OF THE 2021-2030 FORECAST CAPITAL BUDGET

\$375.6 million for Transit Bus Acquisitions – Hybrid Replacement – ICIP.	\$31.3 million for Ninth Line Widening - Eglinton Avenue West to Derry Road West.
\$355.7 million for Design and Construction of Dundas BRT – Confederation Parkway to Etobicoke (including land acquisition) – ICIP.	\$30.1 million for Replacement of fire vehicles.
\$287.5 million for Roadway Rehabilitation.	\$26.6 million for Hurontario Light Rail Transit Implementation.
\$116.2 million for Lifecycle Maintenance – Recreation Facilities – Critical.	\$26.5 million for Park Development – West Village, 70 Mississauga Road (due west of J.C. Saddington Park).
\$95.4 million for Parkland Acquisition Program.	\$25.5 million for Courtneypark Drive East/Highway 410 Interchange
\$82.6 million for Lifecycle Maintenance – Various Corporate Facilities – Critical.	\$23.3 million for Streetlighting.
\$63 million for Transit Bus Acquisitions - Hybrid Replacement.	\$22.2 million for Transit Capital Bus Maintenance – Major Component Rehabilitation/Replacement.
\$54.6 million for Cycling Program.	\$22 million for Transit Bus Acquisitions – Hybrid Growth.
\$54.5 million for Design and Construction of Lakeshore BRT lanes, Deta Rd. to East Ave. – ICIP.	\$21.4 million for Cooksville Community Centre Design and Construction.
\$53.4 million for South Common Community Centre – Design & Construction – ICIP.	\$21.3 million for Washroom Program.
\$49.4 million for Express Bus Corridors – ICIP.	\$20 million for Lifecycle Maintenance – Recreation Facilities.
\$44.1 million for Transit Capital Bus Maintenance – Major Component Rehabilitation/Replacement – ICIP.	\$19 million for Creditview Road Widening from Bancroft Road to Old Creditview Road.
\$43 million for Vehicle & Equipment Replacement.	\$17 million for Goreway Drive Rail Grade Separation.
\$42.5 million for Central Library Redevelopment.	\$16.1 million for Major Park Redevelopment Program.
\$42.4 million for Lifecycle Maintenance – Parks Facilities – Critical.	\$15.4 million for Square One Drive – Amacon Driveway to Rathburn Road West.
\$35.8 million for Carmen Corbasson Community Centre Indoor Pool Redevelopment.	\$14.9 million for New Fire Station 124 – Dundas & Cawthra – Land, Design and Construction.
\$35.5 million for Burnhamthorpe Community Centre Indoor Pool Redevelopment.	

Facilities

Community centres, pools, arenas, libraries, fire stations, corporate administration offices, theatres, museums, transit and works buildings, park comfort stations, depots, and heritage sites and buildings.

52 per cent of the inventory area is more than 30 years old.

366+ buildings of various sizes, ages, complexity.

Approximately 5.6 million square feet of facility space.

320 parks and 320 parking lots.

Roads

Transportation infrastructure is the largest asset owned and operated by the City.

Made up of bridges, culverts, roads, noise walls, the active transportation network, public parking lots, streetlights and traffic signal systems.

Replacement value of \$5 billion.

5,682 kilometres of road network along with a cycling network.

594 kilometres of multi-use trails, park paths, bicycle lanes and signed bike routes.

Transit

MiWay is Ontario's third-largest municipal transit service provider.

MiWay operates 65 transit routes.

There are nearly 3,300 MiWay bus stops and more than 1,000 bus shelters across Mississauga (October 2021).

MiWay plans for 316 buses during peak periods and 196 buses during off-peak periods to deliver the required service to meet customer demand (October 2021).

Continued development on community planning projects such as Hurontario Light Rail Transit and Dundas Bus Rapid Transit, and Lakeshore Bus Rapid Transit.

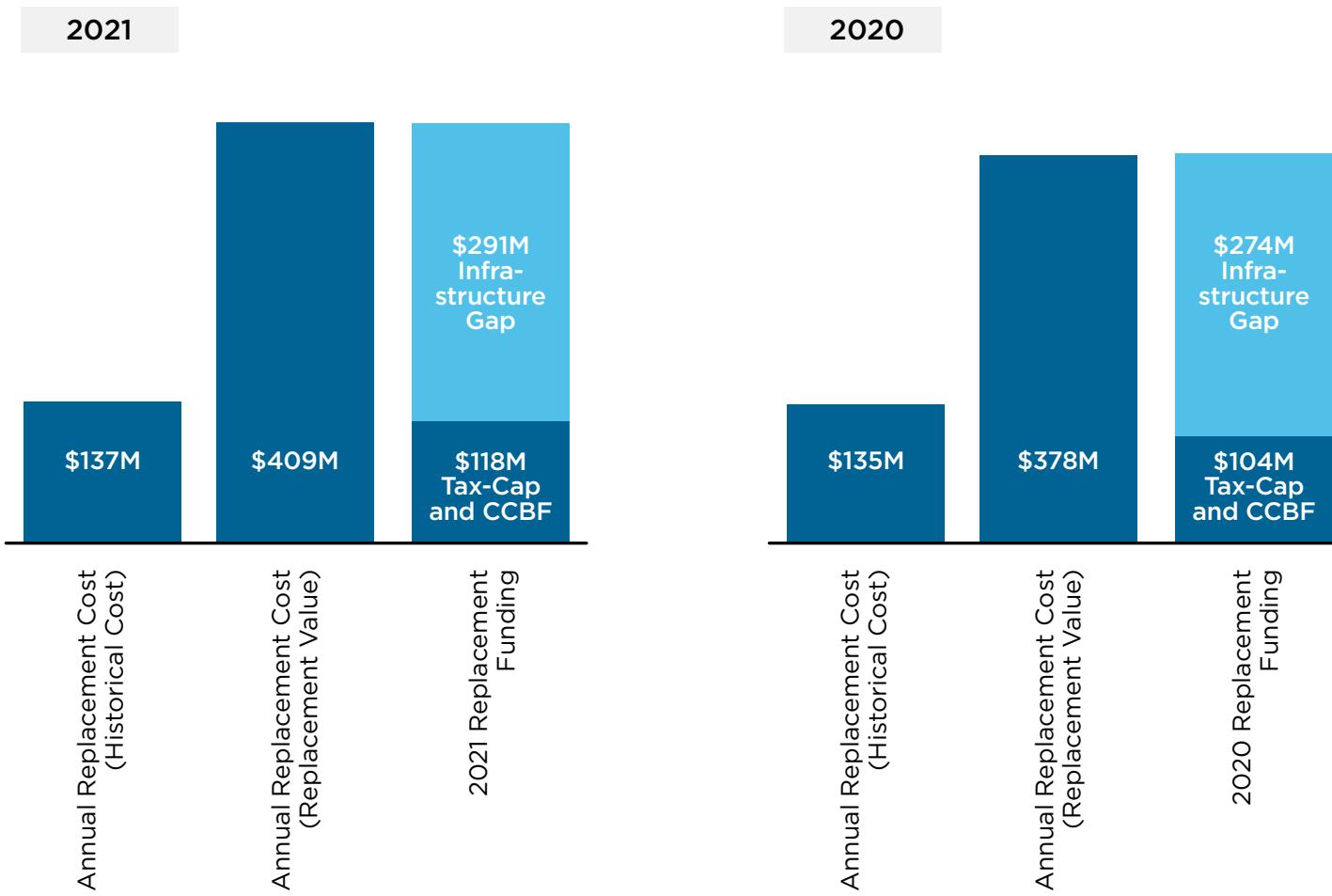
Other Related Sustainability Initiatives

Sustainable Procurement Policy.

Procurement of Lower-Emission Hybrid-Electric Transit Buses.

Enable micro-mobility systems and establish a policy framework for shared micro-mobility systems (e.g., bike sharing).

INFRASTRUCTURE GAP

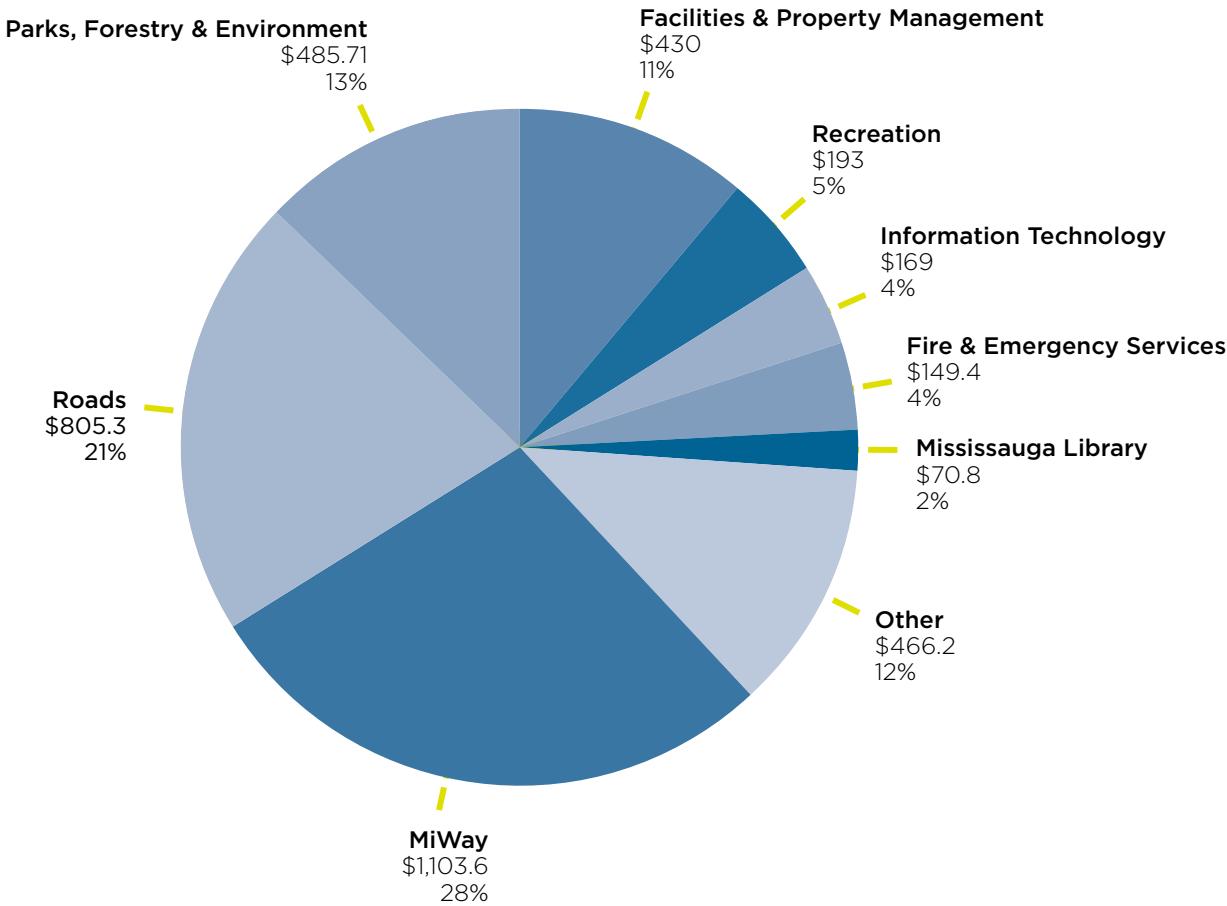


Tax-Cap = Tax Capital Reserve Fund

CCBF = Canada Community Building Fund (formerly Federal Gas Tax)

Stormwater asset replacement excluded here; included in Stormwater budget

2021-2030 CAPITAL BUDGET FORECAST BY SERVICE AREA \$3.9 BILLION
(IN MILLIONS)



Intellectual Capital

Intellectual capital represents the stock of organizational knowledge and competence that is used to create value. It includes areas like the City's brand and reputation, organizational and information assets, technology systems, policies, procedures and communication. The City relies upon these internal business processes and systems to deliver its services and provide systems of control and security over the organization. Human, intellectual and social capital and relationship capital.

Employee expertise, technology and strategic communications work in tandem to build the foundation for the City's intellectual capital. All of them contribute to increased efficiency, increased production, carrying capacity, security and control and help the organization get through challenging times such as the pandemic.

Information Technology provides and supports the systems, applications, computers, networks, data, Internet access, security and policies critical to the delivery of City services seven days a week, 365 days a year. Partnerships have been established to improve service, efficiency and cost-effectiveness in areas such as Wireless Mississauga for Sheridan College, the Public Sector Network and Voice Communication (VCOM) Radio. Wireless Mississauga is free public access to high-speed Wi-Fi available at many City facilities (libraries, community centres, marinas and arenas). The Public Sector Network is a state-of-the-art fibre network co-owned by the Region of Peel, the City, the City of Brampton and the Town of Caledon. More than 828 kilometres of high-speed fibre connect 968 partners and 17 subscriber facilities.

The Strategic Communications and Initiatives provides communication planning and execution to the Corporation based on research and best practices. The division connects residents, customers, Mayor and Council, staff and the broader community with the City through an integrated citizen-centric and multi-channel approach. Strategic Communications provides support to the Corporation in areas such as public information (residents' awareness and education), media relations and social media, residents' engagement, employee communications, crisis/issues management, digital content and governance, brand reputation management, research, marketing and promotional campaigns, graphic design, resident inquiries and customer service.

Strategic Initiatives provides support to the Corporation in the areas of equity, diversity and inclusion; government relations and advocacy; special projects; Smart City; and the advancement of the City's Strategic Plan.

The City will continue to invest in intellectual capital to build a stronger, more efficient, more informed and a more secure City for the future.



TRENDS, RISKS AND CHALLENGES

INFORMATION TECHNOLOGY

- Cybersecurity/Data Security
- Business Continuity
- Introduction of Augmented/Virtual Reality
- Introduction of Artificial Intelligence/Machine Learning
- Expanded Wi-Fi/Free Wi-Fi
- Expanding Data Analytics
- Demand for Technology-based Services
- Disaster Preparedness
- Newer or Emerging Technologies, i.e., 5G Mobility
- Cloud Computing
- Developing a Smart City/Connected City

STRATEGIC COMMUNICATIONS AND INITIATIVES

- Capturing the attention of increasingly empowered audiences is becoming more difficult
- Growing fragmentation of the media landscape is requiring more targeted approaches to content development and distribution
- Growth in the need for paid advertising is putting pressure on finite budget resources
- Higher resident expectation for more online self-service options
- Greater focus on enhancing engagement with residents
- Greater need to embed research-based insights into our communications
- Pivoting to respond to unplanned situations/crises
- Government advocacy is becoming increasingly difficult in a crowded media and stakeholder environment

OPPORTUNITIES FOR THE FUTURE

INFORMATION TECHNOLOGY

- Reprioritization of work to ensure business continuity and disaster preparedness
- Continued investment in cybersecurity
- Maintaining IT infrastructure in a state of good repair
- Supporting mobile workforce/work anywhere
- Enhancing open data
- Enhance citizen engagement using virtual tools for committees and public events
- Supporting a hybrid workforce using Microsoft 365 productivity tools

STRATEGIC COMMUNICATIONS AND INITIATIVES

- Embedding the values of equity, diversity and inclusion into our communication strategies and tactics to ensure our messages reaches all audiences within the city
- Combining advocacy with communications to make a stronger case for the city's priorities
- The rise of emerging technologies – such as artificial intelligence and augmented reality – will create new ways for the City to communicate with key audiences
- Nurturing and building relationships with new and multi-cultural media outlets
- Effectively collaborating with advocates and influencers in the community to amplify our communication reach
- Creating better interactions between the City and its customers in the most effective way possible
- Defining main audience types and embedding this data into developing evidence-based marketing and communication strategies
- Expand and strengthen the practice of government relations and advocacy to ensure Mississauga's voice is heard on issues that are critical to the city's future growth, prosperity and quality of life
- Communicating and promoting the City's vision for the future as well as the successes achieved to date as Mississauga approaches its 50th anniversary as a City

Made-in-Mississauga Sustainability Reporting Framework

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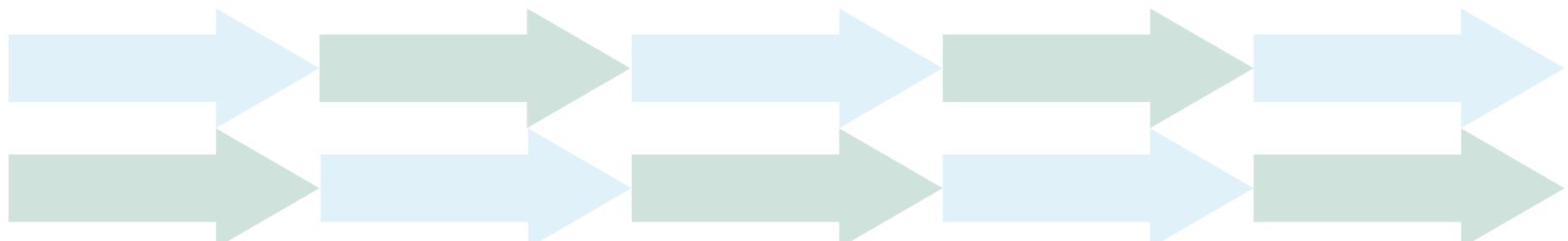
SUSTAINABLE DEVELOPMENT GOALS (SDG)

SDG 9: INNOVATION AND INFRASTRUCTURE

- **Target 9.4.** Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies.

SDG 17: PARTNERSHIP FOR THE GOALS

- **Target 17.17.** Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.



OUR JOURNEY TO SOCIAL AND RELATIONSHIP CAPITAL REPORTING

The City has implemented many policies, plans and processes to help support its social and relationship capital. Listed below are some of the major initiatives:

Intellectual Capital Sustainability Initiatives

Living Arts Centre Resident Artist Program	Makerspaces	Lean Program (Belt Certifications)
Hot Spots	Information Technology Security	Corporate Policies and Procedures
System Upgrades and Replacements	Website Design and Enhancements	Laptop Lending
City's Hacking Event	Agenda Management System	311 Call Centre
IT Master Plan	Wireless Mobility	Smart City
Communications Master Plan	Emergency Operations Centre	Internal Audit
Whistleblower Program	Privacy Program	Talent Management

INFORMATION TECHNOLOGY (IT) Division

Information Technology is committed to providing our clients with innovative, reliable, responsive and secure solutions that align business, process and technology.

The Information Technology (IT) Service Area has six sections that focus on technology planning, service delivery, support, and operations to enable City services and drive efficiencies.

Highlights of the IT 2021 Initiatives include:

OPEN DATA DAY (MARCH 6, 2021)

Open data is public information that can be freely used by anyone. It is available for public research, analysis, reporting and mobile application development. In addition, the Open Data Policy was revised in June 2021 to include the adoption of the six International Open Data Charter principles. Adopting these principles increases transparency and enables the City to continue to foster innovation by enabling anyone to openly download a wide variety of datasets.

[Open Data Program Policy](#)

[Smart City - Open Data](#)

LAPTOP AND HOTSPOT LENDING PROGRAM

Expansion of the existing Laptop and Hotspot Lending Program to include a pilot of 100 Chromebook laptops, available at the City's 18 libraries as of June 2021. This pilot project is expected to assist those citizens without easy computer access for work and/or school.

[Mississauga Lending Out Program](#)

INTELLIGENT COMMUNITY FORUM (ICF)

Intelligent Community Forum (ICF) named Mississauga as one of its Top 7 Intelligent Communities for 2021 – the ICF has developed a method that communities can use to develop prosperous and inclusive economies, strong societies and rich cultures. Each of the 7 communities exemplifies best practices in broadband deployment and use, workforce development, innovation and digital inclusion.

Intelligent City

[Global Intelligent Community](#)

[One of the Most Intelligent Communities](#)

International Organization for Standardization (ISO) 37122

Indicators for Smart Cities Certification

Mississauga is one of the first global cities and the only Canadian municipality to achieve this certification. ISO 37122 includes a comprehensive set of standardized indicators created to support smart city initiatives worldwide. These indicators help cities globally assess smart city development while determining the best solutions to drive improved service delivery to citizens.

[WCCD ISO 37122 Certification](#)

[Early Adopter of WCCD ISO 37122](#)

[WCCD ISO 37122 and Smart Cities](#)

TXM TAX MANAGER

The TXM Tax Manager is an in-house-developed property tax system used by a number of Ontario municipalities. In 2021, the City of Oshawa implemented TXM.

MICROSOFT

The 2021 renewal of the Microsoft contract has allowed for Microsoft 365 (MS365) implementation. The MS365 Cloud Platform is well positioned to support the current and future needs of the City, improves the City's security posture, and provides better user experience and integration with the City's existing tools. Some of the many benefits include: aligning with the goal to modernize and enhance the City's workforce productivity and digital transformation (includes workforce mobility); providing the ability to use Microsoft applications on any device (smart phones, laptops, tablets, etc.); provides the ability to work offline when internet connectivity is not available; supports the City's data classification and data handling policies as part of the City's Smart City Program; provides document management and information protection capabilities; and provides enhanced productivity and collaboration internally as well as with external partners.

IT MASTER PLAN

Five key strategies have been developed as part of the IT Master Plan. These inspire the City to be innovative in using technology to enhance and deliver City services, while at the same time transforming the City of Mississauga into an engaged and connected city. They are:

- Foster Open and Accessible Government
- Enable Decisions through Research and Analytics
- Create a Connected and Engaged Workplace
- Improve Services through Innovation and Partnerships
- Build a Connected and Engaged City

OTHER IT INITIATIVES

- Mississauga's Digital Service Squad is Back to Help Small Businesses Go Virtual
- Provincial Offences Court Proceedings in Mississauga to Offer Video Conferencing
- Mississauga Connected and Ready for 5G
- Mississauga and 5G

NET IT INVESTMENT (\$000s)	2021	2022	2023	2024
Operating	31,658	31,189	32,020	32,558
Capital	19,673	16,119	15,073	17,686
Full Time Equivalents	254.3	254.3	253.3	253.3

INFORMATION TECHNOLOGY STATISTICS	2021	2020	2019
Financial:			
Capital Spend Rate	33%	43%	54.3%
Operating Maintenance Budget Growth	2.3%	6.0%	25.2%
Customer:			
Wi-Fi Service Hours per Access Point	2,980	3,156	8,180
# of Open Datasets	207	230	182
# of Self-Service Web Apps	79	130	75
Employee:			
% of Mobile Workers	18%	55%	41%
# of Connected Things	14,622	15,626	14,478
# of Real-Time Dashboard Measures	227	161	150
Business Process:			
City Website Unique Visits (Millions)	12.51	14.6	15.9
IT Help Desk First Call Resolution Rate	94.9%	94.2%	94.2%

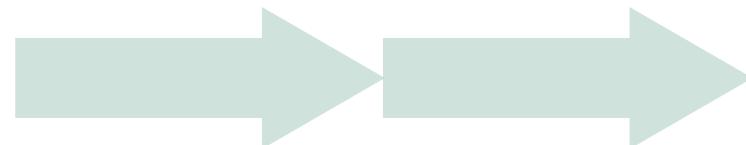
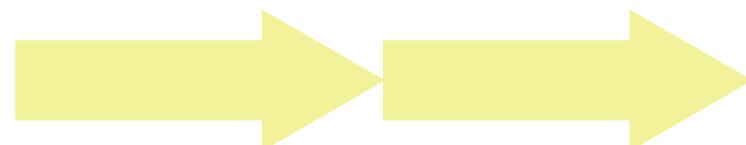
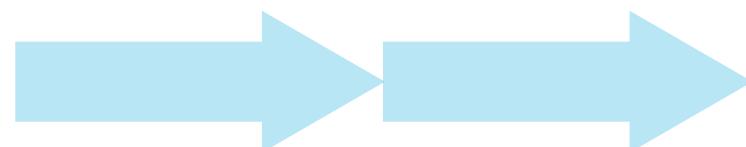
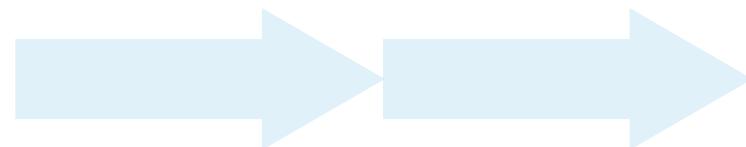
Strategic Communications and Initiatives Division

The Strategic Communications and Initiatives Division supports the City's efforts to develop a transit-oriented city by promoting and communicating key transit initiatives and investments. The Division also plays a critical role in ensuring all residents, including youth, older adults, new immigrants and equity-seeking groups have access to the information they need, opportunities to engage with the City and have a voice at the table. Initiatives support the celebration and promotion of the rich diversity of Mississauga, as well as reflecting and responding to that diversity, through all communications-owned channels and content used to communicate information to residents. The City's Smart City program brings together business units from across the Corporation to build a smart city for everyone that promotes digital equity and access, and drives business development.

METRICS	2021 (COVID-19)	2020 (COVID-19)	2019
# of 311 Inquiries	355,843	344,916	330,579
% of 311-First Contact Resolution	88%	91%	93%
80% of 311 Calls Answered Within 30 Seconds	73%	40%	67%

RESIDENT INQUIRIES RECEIVED BY CHANNEL		CHANGE FROM THE PREVIOUS YEAR	
Telephone	269,309	▼	4%
Online/Web	68,653	▲	68%
Email	11,538	▲	9%
Mobile/Pingstreet	5,565	▼	12%
Social Media	778	▼	12%
Total Inquiries	355,843	▲	3%

TOP 5 RESIDENT INQUIRIES RECEIVED BY TYPE	
Revenue	83,329
General Inquiries	39,699
Parking Enforcement	31,290
Planning & Building	20,485
Compliance	18,030



Social and Relationship Capital

Social and relationship capital represents the relationships between the City and its communities (residents and businesses), visitors, groups of stakeholders like interest groups, governments, suppliers, business partners and other networks that the City relies on and contributes to, through activities.

Social and relationship capital enables the sharing of information, resources or services to enhance individual and collective well-being. Our relationships with customers, visitors, stakeholders, suppliers and other levels of government are based on ethics and transparency. This applies in particular to digital transformation, an essential part of our strategic progress to enhance the customer experience, among other goals.

Social and relationship capital also recognizes that social networks lead to increased productivity in individuals, teams, organizations and a vibrant community.

All City service areas contribute in different ways, through programs, services and communications to the social and relationship capital of the City. Recreation, Library, Culture and the Economic Development Office are a few of the many key City contributors to this capital.

TRENDS, RISKS AND CHALLENGES

- Keeping pace with demographic shifts: the aging population remains a priority and continues to shape our programs and service delivery
- Maintaining sufficient spaces for youth to promote healthy and active lifestyles
- Promoting access and inclusion to ensure marginalized populations are engaged
- Increasing support for the creative economy through film and television permits, and growing the music industry
- Increasing attendance and participation in City-funded festivals, events and initiatives

- Addressing the need for more dedicated cultural spaces – increasing and improving spaces at Meadowvale Theatre, Living Arts Centre and Cultural Hubs
- Providing more digital resources as well as mobile devices to bridge the digital divide
- Creating multi-use spaces including digital hubs and makerspaces, quiet spaces and physical collections access for personal use or social gatherings

OPPORTUNITIES FOR THE FUTURE

- Promoting Access and Inclusion: Identify opportunities, understand the barriers and remove them to increase participation
- Increasing Service Delivery for Youth and Older Adults: Youth and older adults are a priority as outlined in the Older Adult Plan (2019) and Youth Plan (2020) for Recreation
- Strengthening Programs and Services: Continuing quality assurance in program delivery
- Building an arts-friendly city
- Enhancing and improving cultural spaces and places
- Expanding and growing leadership in the cultural sector
- Supporting an authentic cultural identity that is welcoming, inspiring and enriching
- Engaging with our community
- Recognizing the Library as a key learning institution
- Aiming to provide inspiring, welcoming and creative spaces
- Delivering services with multi-talented people who are changing lives
- Providing access to many resources and services in many ways
- Attracting business investment in key sectors and supporting entrepreneurship, innovation and talent development
- Advancing strategic initiatives and priority development opportunities that will support the City's growth and prosperity

Made-in-Mississauga Sustainability Reporting Framework

Not all global reporting standards apply to municipal government operations. Therefore, the City has aligned either directly or indirectly to certain standards to help support sustainability. The following sustainability standards apply to the City's social and relationship capital initiatives:



CITY'S STRATEGIC PLAN PILLARS

Social and relationship capital supports all five strategic pillars:

MOVE *Developing a transit-oriented city*

BELONG *Ensuring youth, older adults and new immigrants thrive*

CONNECT *Completing our neighborhoods*

PROSPER *Cultivating creative and innovative businesses*

GREEN *Living green*



SUSTAINABLE DEVELOPMENT GOALS (SDG)

SDG 5: GENDER EQUALITY

- **Target 5.1.** End all forms of discrimination against all women and girls everywhere.

SDG 8: DECENT WORK AND ECONOMIC GROWTH

- **Target 8.1.** Sustain per capita economic growth in accordance with national circumstances.
- **Target 8.3.** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises.
- **Target 8.9.** By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.

SDG 10: REDUCED INEQUALITIES

- **Target 10.2.** Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

SDG 11: SUSTAINABLE CITIES AND COMMUNITIES

- **Target 11.1.** Ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.
- **Target 11.2.** Provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport.
- **Target 11.4.** Strengthen efforts to protect and safeguard the world's cultural and natural heritage.
- **Target 11.7.** Provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.

SDG 16: PEACE, JUSTICE, AND STRONG INSTITUTIONS

- Target 16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels.

SDG 17: PARTNERSHIP FOR THE GOALS

- Target 17.17. Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

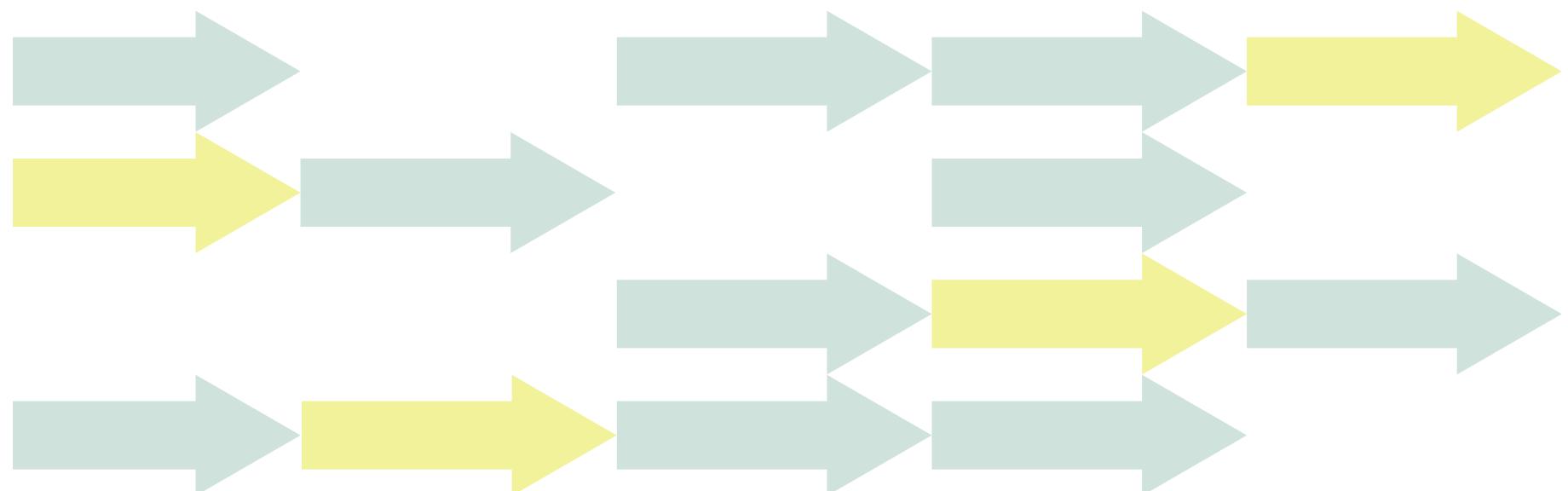


GLOBAL REPORTING INITIATIVE (GRI)

GRI 411: RIGHTS OF INDIGENOUS

GRI 415: PUBLIC POLICY

GRI 415: CUSTOMER HEALTH AND SAFETY



OUR JOURNEY TO SOCIAL AND RELATIONSHIP CAPITAL REPORTING

The City has implemented many policies, plans and processes to sustainably strengthen social and relationship capital for City operations. Listed below are some of the major initiatives:

Social And Relationship Capital Sustainability Initiatives				
Economic Development Strategy				Open Hub – Library
Public Arts Program	Virtual Cards – Library	Indigenous Reading Circle – Library	Growing our Creative Industries	Play in Park Program – Recreation
Culture Policy	Volunteer Program	Freedom Pass for Transit – Recreation	Heritage Planning – Culture	Active Assist Subsidy Program
Charging Stations – Library	Tourism Master Plan	Community Festivals/Events – Recreation	Digital Technology Adoption – Digital Main Street & ShopHERE program	Downtown Major Office Improvement Plan
Youth Drop-in Program	Small Business/ MBEC Centre	Registered Programs – Culture	Economic Development – Equity & Diversity Collaborative	Affordable Housing Strategy
High Five Program – Recreation	Economic Development – Scale Up Program	Indigenous Relations – Culture	Various Committees of Council	Community Improvement Plan for Affordable Rental Housing
Economic Recovery Plans (COVID-19)	Economic Development – Women in Mississauga	Community Engagement Program	Virtual Branch/e-Resources – Library	Housing Action Plan
Cultural District Projects	Manufacturing Initiative	Accessibility Computer – Library	Older Adult Program	Economic Development – Advancing Key Growth Centres
Accessibility Plan	Festivals/Events – Culture	Community Group Registry Program	Corporate Grant Program and Policy	Recreation: Malton Youth Hub
Library – Hotspot & Lending Program	Health by Design Checklist	Registered and Drop-in Programs – Recreation	Culture Master Plan	Economic Development – Sector Development

2021 INITIATIVES

Economic Development

Throughout 2021, the COVID-19 pandemic continued to impact Mississauga's business community. The Economic Development Office (EDO) prioritized its response to reflect the urgent, diverse and evolving needs of the business community, while continuing to advance strategic initiatives that will guide the city towards a sustained and inclusive economic recovery. Guided by the Economic Recovery Plans for Small Business and Broader Industry as well as the five-year Economic Development Strategy, EDO worked with partners to support and advocate for local businesses. Throughout all its initiatives, EDO prioritizes an approach centred upon building collaborative partnerships based upon trust and professionalism with our local business community and economic development stakeholders.

Throughout 2021, EDO continued to deliver and evolve its suite of COVID-19 related supports for the local business community, including:

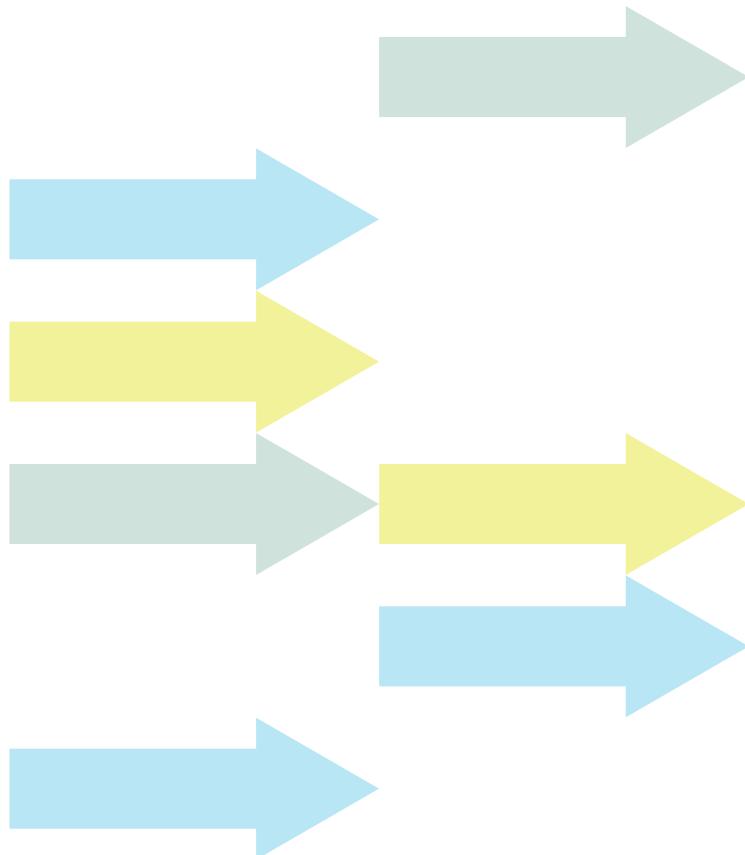
- COVID-19 Business Resource webpage – a one-stop hub for local businesses to navigate funding, programs, guidelines and resources from all levels of government and community stakeholders to support business needs.
- Small Business Outreach – the Mississauga Business Enterprise Centre (MBEC) provided one-on-one business consultations to help small business owners implement health and safety guidelines, access financial support and pivot business operations in response to the pandemic, as well as offering free advisory services with professionals in legal, accounting, business operations, and sales and marketing.
- Digital Technology Adoption – supported through the Digital Main Street and ShopHERE programs. EDO assisted small businesses in leveraging digital solutions to help them pivot and access new opportunities.

- Health & Safety Guidelines – EDO continued to work closely with the Mayor's Office, the City's Enforcement team, the Mississauga Board of Trade, Peel Public Health and regional partners to deliver a series of health, safety and reopening guidelines webinars to support the safe reopening of businesses.

As reflected in the City's and EDO's strategic priorities, a focus on place making, entrepreneurship and innovation, sustainability and equitable and inclusive growth will be critical to Mississauga's long-term growth. In 2021, EDO advanced a number of initiatives in partnership with local public and private stakeholders that were aligned with these priorities, including but not limited to:

- Scale Up Program – Mississauga Business Enterprise Centre piloted a program to help innovative and inclusive new companies to grow and overcome barriers. The program targeted companies focused on Industry 4.0 technologies and gave priority to businesses owned or led by individuals from underrepresented communities.
- Women in Mississauga Manufacturing Initiative – EDO partnered with Build a Dream, a national organization dedicated to increasing women's participation rate in fields where they are underrepresented, including advanced manufacturing.
- Equity & Diversity Collaborative – was developed to support life sciences companies striving to achieve gender parity and significant representation of other underrepresented groups across their organizations.
- Advancing Key Growth Centres – EDO continued to collaboratively advance investment and development of Mississauga's downtown and the Lakeview Innovation District, which seeks to create an ecosystem that will facilitate sustainable innovation focused on addressing global challenges.
- Sector Development – EDO continued to work closely with our local businesses within key growth sectors of Advanced Manufacturing, Life Sciences and Information Technology to address local challenges and advance business investment attraction, expansion and retention.

ECONOMIC DEVELOPMENT	2021 (COVID-19)	2020 (COVID-19)	2019
# jobs created (with assistance from Economic Development)	1,136 – 1,269	3,777 – 3,805	2,856 – 4,389
# of new and retained businesses Investments	13	10	12
Small Business training webinars	2,570	3,560	N/A
COVID-19 Business Support Page Users	1,648 (new)	1,900 (new)	N/A



Recreation

The City is committed to providing inclusive programs and services to complement the demographics of Mississauga's diverse population. Dedication to providing high quality programs and services that are accessible, fiscally responsible and maximize the use of our infrastructure is a key priority for the City.

The Recreation Service Area provides services to residents and customers through the following:

- Registration and drop-in recreational programs
- Recreational facilities operations and facility rentals
- Banquet and food services
- Golf course operations and programming
- Community partnerships and affiliations
- Community events support

On an ongoing basis, Recreation continues to reach residents in a variety of ways such as informative and task-oriented websites that provide residents with programming and service details, social media channels that engage, interact, expand reach and build community, monthly email newsletters that provide program information on recreation services, news and events to 118,000 subscribers, collection of over 100,000 user survey responses, supporting approximately 300 community groups that provide a variety of programs, services and events, and providing grants that empower and support the delivery of activities.

Increasing participation levels and customer retention are the key measures of success in our Service Area's ability to respond to the needs of the community. It is important that our offerings continue to be inclusive, high quality, innovative and fiscally responsible. In addition, Recreation strives to promote access and inclusion, include marginalized populations, and further identify opportunities to better understand the barriers and remove them to increase participation levels.

Service Delivery for youth and older adults is another key priority. While all age groups benefit from participating in recreational activities, youth and older adults are a priority as outlined in the Older Adult Plan (2019) and Youth Plan (2020) for Recreation.

The aging population continues to shape the direction of our programs and service delivery. Emphasis on services that engage and meet the needs of this segment continues to be a priority such as:

- Spaces for older adults are a priority to ensure lifetime participation at critical life stages and promote healthy, active lifestyles
- Establishing a balance between affordability, access and cost recovery as labour and other operating costs increase
- Promoting access and inclusion to ensure marginalized populations are engaged by promoting opportunities

The Business & Marketing Solution Team continues to provide guidance to all Community Service Divisions in the design, development and execution of targeted promotional and marketing campaigns to achieve identified participation and revenue targets. As a result of service disruption from the COVID-19 pandemic, the team now transitions its focus into recovery and to drive in-person traffic to our city-run venues and services, while also balancing the offering of in-person activities as well as virtual programs. Providing a variety of services over different platforms will increase our reach and support for all residents of Mississauga.

INTERESTING FACTS ABOUT THIS SERVICE IN A NORMAL YEAR

- 12 million visits are made to recreation facilities
- 182,000 hours of programming are delivered
- 46,000 hours of arena time are rented
- 165,000 hours of facility room time are used
- Over 62,000 rounds of golf are played
- Over 35,000 memberships are sold
- Over 161,000 drop-in visits to programs are made by youth
- Support to over 250 not-for-profit community groups through the Community Group Registry Program (Over 30 Older Adult Providers registered)

OLDER ADULT GROUPS	2021 (COVID-19)	2020 (COVID-19)	2019
# of registered older adult groups	34	35	35
# of registered members of older adult groups	10,286	7,159	6,826
#of activities/events offered to Older Adult groups	6,264	2,454	9,396
Attendance in Older Adult Programs	106,416	37,591	159,634

*Note: Estimated for the 2021 Older Adult Group data as reporting is due in June, though estimated to be decreased as registration and participation were impacted significantly by the pandemic.

RECREATION BALANCED SCORECARD

MEASURES FOR RECREATION	2018 (ACTUAL)	2019 (ACTUAL)	2020 (ACTUAL)	2021 (ACTUAL)	2022 (PLAN)	2023 (PLAN)	2024 (PLAN)	2025 (PLAN)
Customer:								
Customer Satisfaction	91%	91%	91%	91%	91%	91%	91%	91%
Membership Sales	3.8M	3.9M	0.2M	0.4M	4.1M	4.3M	4.5M	4.7M
Active Memberships	39,820	35,164	6,989	7,900	36,00	37,00	38,00	39,00
Programming Hours	185,636	182,028	67,522	72,000	187,000	192,000	197,000	202,000
Program Fill Rate	70%	76%	18%	20%	75%	75%	75%	75%
Financial:								
Cost Recovery	67%	66%	31%	35%	66%	66%	66%	66%
Grant Funding Secured	1.5M	1.1M	0.6M	0.8M	1.9M	0.9M	1.0M	1.1M
Revenue to Part-time Labour Ratio	2.46 : 1	2.35 : 1	1.57 : 1	2.08 : 1	2.22 : 1	2.22 : 1	2.22 : 1	2.22 : 1
Workforce:								
Training and Development Hours (In-Person)	670	904	—	1,123	1,000	1,000	1,000	1,000
Employee Engagement - Job Engagement Index	68%	N/A	N/A	80%	N/A	N/A	80%	N/A
Employee Engagement Survey Participation	87%	N/A	N/A	90%	N/A	N/A	90%	N/A
Business Process:								
Facility Rental Hours	146,004	164,494	83,129	88,000	170,000	175,000	180,000	185,000
Foot Traffic at Facilities	12.7M	12.0M	2.7M	3.2M	12.5M	12.5M	12.7M	12.9M

*Some 2020 and 2021 numbers reflect the impact of facility closures and program offering restrictions due to COVID-19.

Library

The Mississauga Library operates 18 branches of varying sizes, in the form of standalone and joint use facilities with both community centres and schools. These facilities provide physical space where people can gather, attend programs, study, access technology and collections. The library runs thousands of free programs a year for all demographics and operates three permanent makerspaces equipped with technology that encourages people to create. The library also has an interactive website, an online catalogue and thousands of other digital resources that can be accessed on site, from desktops and through mobile apps.

In a typical year, Mississauga libraries are, on average, visited more than 4.3 million times. In 2021, due to COVID-19, the library facilities were open to the public for approximately six months, at a maximum of 50 per cent capacity and welcomed 745,119 visitors. The library also delivers a wide range of in-person programs at all library locations, as well as virtually through live and recorded video. In 2021, the library offered over 1,000 virtual programs, reaching more than 160,000 attendees. Through the Open Window Hub the library provides information and support to empower individuals and families who are experiencing homelessness and/or mental health issues within the City of Mississauga.

Library customers are consuming more digital resources, using mobile technology to access them. While electronic resources historically have made up approximately 20 per cent of the library's circulation, the proportion has been consistently increasing. During provincially mandated library closures in 2020 and 2021, there was a dramatic shift in usage that saw electronic material borrowing increase to 48 per cent of total circulation. To support this shift in borrowing trends, the library must continue to build a leading-edge digital infrastructure that understands customer requirements, supports technological innovation, integrates multiple information systems, connects to global information sources, and provides self-service access to core library services remotely. For example, Mississauga Library launched internet hotspots and laptop lending to bridge the digital divide and provide increased access to customers.

In response to the pandemic, Mississauga Library's Open Window Hub increased their lunch program, serving over 3,450 meals to those in need in 2021. In support of health initiatives in Peel Region, Open Window Hub hosted two vaccination clinics in 2021 at which 47 clients received a vaccination. Starting in September 2020, the library began hosting an Indigenous Learning Circle series, exploring Indigenous cultures, perspectives and issues. As of June 2021, over 674 people have attended these sessions virtually. For Asian Heritage Month 2020 and Black History Month 2021, special author talks were hosted with two authors representing diversity during each of the two months. Over 400 people virtually attended these special sessions with diverse authors.

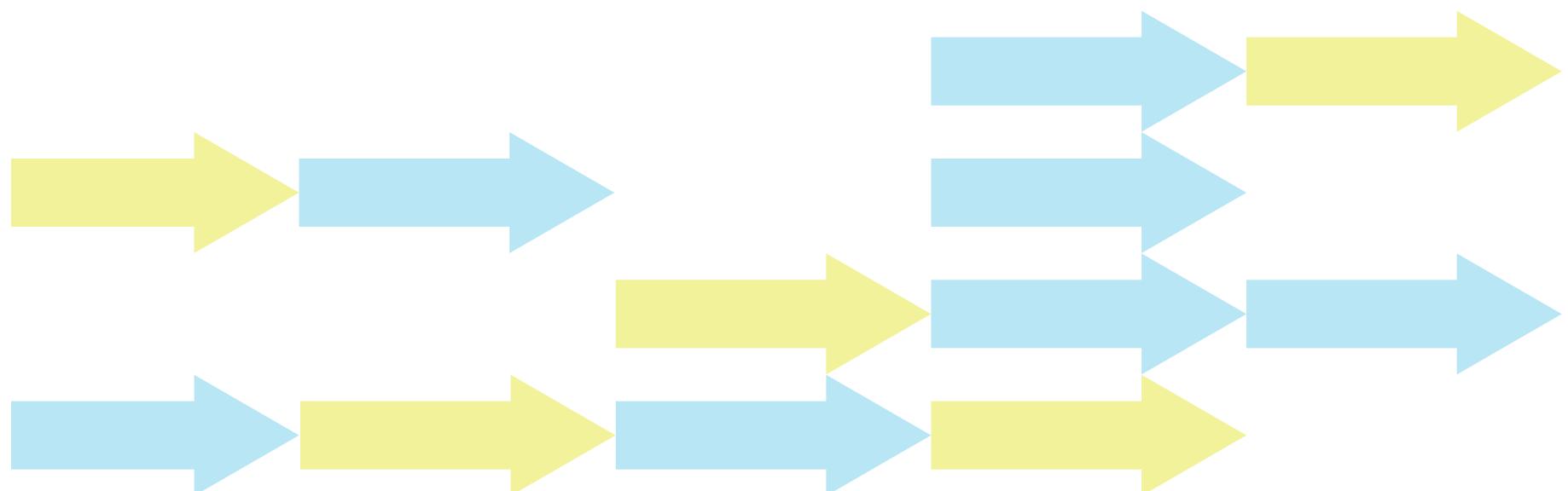
Some major trends in libraries currently include eliminating library fines, exploring alternative service models such as express libraries and pop-up libraries.

Fine free service models have become a prevalent trend in public libraries across North America in the past few years; to date, over 185 Canadian libraries have eliminated late fees. The goal of eliminating late fees in libraries is to remove barriers to accessing resources, improving customer service, and promoting literacy. Mississauga Council approved the elimination of fines in October 2021, effective January 1, 2022.

The library has already launched some alternative service models in the form of two pop up library locations to address the service gaps resulting from the Hazel McCallion Central Library renovation and Port Credit Library rehabilitation. The library is also considering introducing express library kiosks that are typically located in public spaces where library services are not present. These kiosks can offer both digital and print collections as well as a drop box for customers to return physical materials they have borrowed. The express library is usually available during non-traditional library hours, allowing customers access to library resources at a time and location that is convenient for them. The library is also looking for ways to offer after hours opportunities at the renovated Hazel McCallion Central Library.

INTERESTING FACTS ABOUT THIS SERVICE:

- When Mississauga libraries were open to the public in 2021 at 50 per cent capacity, there was an average of 2,070 daily visits
- In 2021, people made over 2.5 million visits to the library website and catalogue, and the library has a growing social media following of over 21,020 subscribers across various channels
- The library boasts a collection of nearly a million items
- Items were loaned over 4.7 million times to the public in 2021, an increase of 100,000 from 2020
- During provincially mandated library closures in 2021, curbside pickup service was used by customers 127,577 times
- In 2021, there were over 159,859 attendees for in-person and virtual library programs
- The Open Window Hub helped over 3,279 clients in 2021 through support programs and service referrals



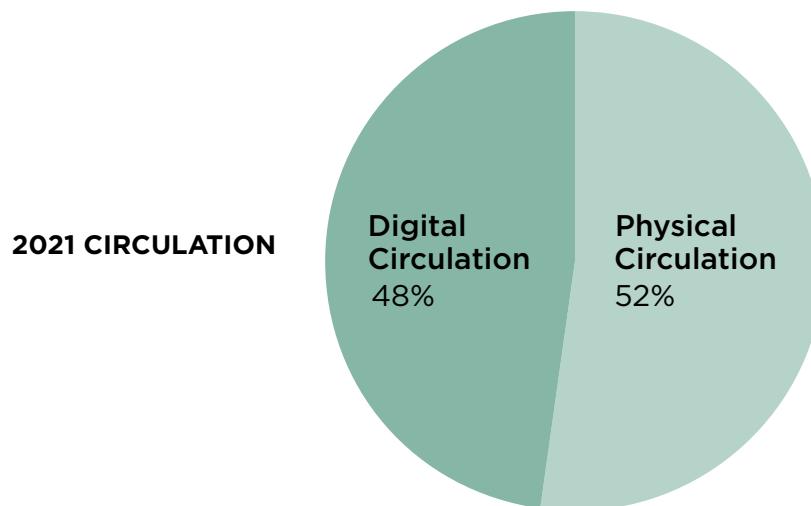
PERCENTAGE OF RESIDENTS WHO HAVE LIBRARY CARDS	2019	2020 (COVID-19)	2021 (COVID-19)
Active Physical Card Users	209,025	181,175	136,519
Virtual Cardholders	427	7,046	6,942
% Penetration Rate	26.9%	24.1%	17.6%

PHYSICAL (IN-BRANCH) UTILIZATION METRICS	2019	2020 (COVID-19)	2021 (COVID-19)	2020-2021 % CHANGE
Workstation (Computer) Usage	193,647	83,256	35,040	-57.91%
Foot Traffic	4,351,331	1,185,810	745,119	-37.16%
Curbside Pickup	—	61,719	127,577	106.71%
Open Window Hub Clients Served	N/A	3,072	3,279	6.73%

CIRCULATION METRICS	2019	2020 (COVID-19)	2021 (COVID-19)	2020-2021 % CHANGE
Collection Size	1,101,387	1,050,111	892,664	-14.99%
Physical Circulation	4,888,776	1,996,417	2,456,945	23.07%
Digital Circulation	1,407,471	2,023,908	2,287,476	13.02%
Total Circulation	6,359,247	4,020,325	4,744,421	18.01%

VIRTUAL UTILIZATION METRICS	2019	2020 (COVID-19)	2021 (COVID-19)	2020-2021 % CHANGE
Catalogue Users	1,033,912	476,292	430,625	-9.59%
eResource Usage	335,224	479,519	415,616	-13.32%
Website Visits	1,301,015	1,551,697	1,743,872	12.38%
Social Media - Posts	1,832	1,504	1,382	-8.11%
Social Media - Impressions	1,929,788	2,036,198	3,805,970	86.92%
Social Media - Engagements	33,165	43,263	56,943	31.62%
Social Media - Reach	560,322	935,737	1,650,231	76.36%

OPEN WINDOW HUB	2021 (COVID-19)	2020 (COVID-19)
# of clients served lunch	3,839	1,442
# of clients using the shower	1,070	196
# of clients connected to shelters	52	222
# of clients housed	60	16
# of clients served	3,279	923
# of clients referred or connected to Street Outreach	638	70



Culture

The City's Cultural Services support growth of the film and television industry in Mississauga, delivering cultural community development, grants and arts and culture programming, manages culture planning, public art, policy development and research, heritage planning, policies and research as well as engagement and consultation with Indigenous communities, culture facilities including Museums (Bradley, Benares and Leslie Log House), the Small Arms Inspection Building, Meadowvale Theatre, Maja Prentice Theatre and Celebration Square, operating events at Paramount Fine Foods Centre and the Living Arts Centre, Mississauga's premiere arts facility providing programming, artist residencies, events and performing arts space.

In 2020 and 2021, Culture programs and services were adjusted to comply with public health guidelines related to the COVID-19 pandemic. This resulted in a decrease in the number of programs and events offered and decreases in attendees and registered participants. Throughout 2021, Culture programs and services continued to comply with public health guidelines while gradually increasing the number of events and programs for residents and local visitors.

As recovery continues into 2022 and beyond, Culture will monitor the ongoing impacts of pandemic closures and cancellations on the creative community in Mississauga and prioritize support to reignite community participation in arts, culture and heritage. Ongoing impacts and recovery efforts will inform future work to ensure continued support of creatives, the creative economy, infrastructure needs and programming.

The 2019 Culture Master Plan continues to guide all work undertaken by the Culture Service Area. The Master Plan provides direction for investment in the City's cultural resources and outlines priorities for how arts, culture and heritage can be elevated in Mississauga and beyond our borders. The Master Plan is reviewed every five years with a comprehensive refresh every 10 years to ensure continued relevancy.

The trend to deliver virtual programs increased significantly in 2020 and 2021. Moving forward, in-person experiences with virtual options will continue to be offered. Museums used a variety of platforms to deliver 60 virtual experiences that included tours, author talks, webinars and meet-ups with the New Youth Council. The exhibition WAR Flowers: A Touring Art Exhibition was installed in the Living Arts Centre and attracted close to 1,000 people before having to switch to a virtual platform. Providing alternative access events and programs will allow a variety of visitors to experience and engage in the City's cultural offerings.

In 2020 and 2021, organizations saw the cancellation of many in-person initiatives and events due to pandemic measures. While some organizations were able to pivot to virtual programming, other groups were unable to offer virtual events. The situation in 2021 has remained similar. Culture continues to provide grant support to organizations. The Culture Grant Program supports 43 organizations with three grant programs: Arts and Culture, Cultural Festivals and Celebrations and Culture Projects. In 2021, \$2.8 million in funding was provided to the arts and culture community as well as \$75,000 in Heritage Grants (for maintenance and improvement to heritage-designated properties). Funding was also made available to community groups through the Stabilization Grant to assist with covering costs of providing programs and services during the COVID-19 pandemic (for rental, insurance, utilities or communication costs). Culture staff also partner with Recreation staff to administer \$1.2 million in Community Grants which provide funds to environmental, parks and forestry and recreation-based organizations for operating budgets or projects.

INTERESTING FACTS ABOUT THIS SERVICE:

- More than 6 million people have visited Celebration Square since its opening in 2011
- Creative programs and camps saw 1,821 participants in over 829 registered programs and virtual activities in 2021
- Small Arms Inspection Building hosted 43 events and activities over 203 days in 2021
- There were more than 6,200 people engaged in Museums events, tours and programming in 2021
- The Film Office issued 159 permits and saw 1,307 filming days in 2021
- There are currently 63 pieces of public art in Mississauga, with 22 of these being permanent pieces

- The Living Arts Centre and Paramount Fine Foods Centre welcomed over 80,000 visitors in 2021

CREATIVE INDUSTRIES METRICS	2021 (COVID-19)	2020 (COVID-19)	2019
# of film studios	7	6	6
# of annual filming days	1307	664	1463
\$ of film revenue	973,000	260,000	727,000
# of film permits issued	159	203	267

CREATIVE INDUSTRIES METRICS	2021 (COVID-19)	2020 (COVID-19)	2019
# of virtual engagements held	152	96	163
# of attendees at in-person or virtual	12,235	10,090	11,036

BALANCED SCORECARD

MEASURES FOR CULTURE	2018 (ACTUAL)	2019 (ACTUAL)	2020 (ACTUAL)	2021 (ACTUAL)	2022 (PLAN)	2023 (PLAN)	2024 (PLAN)	2025 (PLAN)
Customer:								
Citizen satisfaction with Arts, Culture & Heritage	N/A	91%	91%	91%	91%	91%	91%	91%
Attendees at City-funded festivals & events	1,022,406	1,049,880	173,076	277,495	1,080,000	1,120,000	1,170,000	1,230,000
Participants in registered Culture Programs	4,656	5,755	1,300	1,821	8,000	10,000	12,000	15,000
Financial:								
Per Capita Grant Funding	\$3.50	\$3.75	\$4.00	\$4.25	\$4.25	\$4.50	\$4.50	\$4.50
ROI from Grant Funding	\$7.67	\$4.80	\$2.04	\$3.44	N/A	N/A	N/A	N/A
Workforce:								
Volunteer hours provided at City-funded cultural organizations	537,845	251,149	109,996	192,380	200,000	300,000	325,000	350,000
Business Process:								
Heritage permits issued per year	42	50	52	57	60	62	64	68
Number of filming days	1,205	1,463	664	1,307	1,400	1,600	1,800	2,000
Number of publicly-owned Public Art pieces	42	52	59	63	65	72	76	80

Natural Capital

Natural capital refers to the planet's stocks of water, land, air, and renewable and non-renewable resources (such as plant and animal species, forests, and minerals). The term natural capital implies an extension of the economic notion of capital. Just as all forms of capital are capable of providing a flow of goods and services, components of natural capital interact to provide humans and other species with goods and services that are wide-ranging and diverse. The collective benefits provided by the resources and processes supplied by natural capital are known as ecosystem goods and services, or simply ecosystem services. These services are imperative for survival and well-being. They are also the basis for all economic activity. The services that nature provides for free are often not accounted for and, therefore, not properly valued by decision-makers. (Source: David Suzuki Foundation website)

The City of Mississauga is working to change that reality by demonstrating its commitment to natural capital through natural asset identification, quantification, valuation and correlation to ecosystem services. As the financial reporting of natural assets and their service contributions becomes more widely accepted by standards boards and regulators, the City plans to transition detailed natural capital disclosures to its financial statements. The City's most significant natural capital accomplishment in 2021 was to begin its journey with identification, quantification and valuation of some of Mississauga's trees.

TRENDS, RISKS AND CHALLENGES

- Intensification in high-demand areas and competing land use priorities. Intensification is occurring throughout the city in established neighbourhood corridors, along transit corridors, the downtown, aging shopping malls and brownfield sites along the waterfront
- Future development and intensification add pressure to properly plan for and deliver upgrades to the stormwater drainage system

- Infill Development is occurring in established neighbourhoods including low-density residential developments such as single detached and semi-detached dwellings, in concert with provincial policy directions
- Sustainable and Accessible Development are public priorities that drive a need to meet new accessibility and sustainability standards in construction and design
- Aging stormwater infrastructure and asset management regulation compliance increase the need to develop and implement an integrated Asset Management Plan
- Frequent extreme weather events that add pressure to improve stormwater conveyance, quality and flow control

OPPORTUNITIES FOR THE FUTURE

- Identifying land acquisitions to support population shifts and natural areas
- Protecting and growing existing parkland, trees and natural areas
- Designing connected, vibrant outdoor public spaces and amenities
- Linking our communities through the creation of new trails
- Maintaining safe, clean and accessible parks and open spaces
- Increasing public awareness to promote stewardship, foster environmental awareness and engage community groups
- Continuing Waterfront development activities including the City's West Village and Lakeview projects to create complete communities that support a live, work and play environment
- Continuing affordable housing implementation activities including the City's Making Room for the Middle housing strategy

Made-in-Mississauga Sustainability Reporting Framework

Not all global reporting standards apply to municipal government operations. Therefore, the City has aligned either directly or indirectly to certain standards to help support sustainability. The following sustainability standards apply to the City's natural capital and climate-related initiatives:



CITY'S STRATEGIC PLAN PILLARS

Natural Capital supports all five strategic pillars:

MOVE *Developing a transit-oriented city*

BELONG *Ensuring youth, older adults and new immigrants thrive*

CONNECT *Completing our neighborhoods*

PROSPER *Cultivating creative and innovative businesses*

GREEN *Living green*



SUSTAINABLE DEVELOPMENT GOALS (SDG)

SDG 3: GOOD HEALTH AND WELL-BEING

- **Target 3.4.** Promote mental health and well-being.
- Target 3.9. Reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.

SDG 6: CLEAN WATER AND SANITATION

- **Target 6.6.** Protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes.

SDG 7: AFFORDABLE AND CLEAN ENERGY

- **Target 7.2.** Increase substantially the share of renewable energy in the (global) energy mix.

SDG 11: SUSTAINABLE CITIES & COMMUNITIES

- **Target 11.7.** Provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.

SDG 12: RESPONSIBLE CONSUMPTION & PRODUCTION

- **Target 12.2.** Achieve the sustainable management and efficient use of natural resources.
- **Target 12.8.** Ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.



SDG 13: CLIMATE ACTION

- **Target 13.3.** Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

SDG 14: LIFE BELOW WATER

- **Target 14.1.** Prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution.

SDG 15: LIFE ON LAND

- **Target 15.2.** Promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally.

SDG 17: PARTNERSHIPS FOR THE GOALS

- **Target 17.17.** Encourage and promote effective public, private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

GLOBAL REPORTING INITIATIVE (GRI)

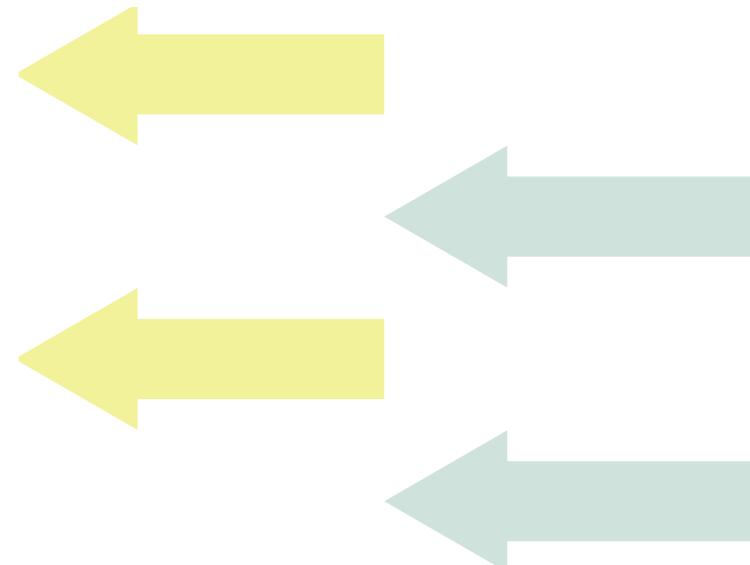
GRI 303: WATER

GRI 304: BIODIVERSITY

GRI 305: EMISSIONS

GRI 306: WASTE

GRI 307: ENVIRONMENTAL



OUR JOURNEY TO NATURAL CAPITAL REPORTING

The City has developed the following plans and strategies that contribute to Natural Capital sustainability and advance the Strategic Plan. Listed below are some of the major initiatives:

Natural Capital Sustainability Initiatives		
GREEN ENVIRONMENT		
Archaeology Master Plan	Living Green Master Plan (LGMP)	Climate Change Action Plan
Green Infrastructure	Tree Planting Programs	Green Fleet Policy
Invasive Species Management Plan	Tree Canopy Assessment/Street & Park Tree Inventory Update	Green Development Strategy
Mississauga Seed Library	Natural Heritage & Urban Forest Strategy	Stewardship/Naturalization Programs
Urban Forest Management Plan	Stormwater Master Plan	
ENERGY		
Quarterly Cost Centre Utility Performance Report	Energy Star Certification	Solar Pathway Lighting
GHG Emissions Inventory	Energy Design Guidelines	Mayor's Megawatt Challenge
Electricity Flat Billing Load Management	Energy Awareness Program	Energy Analytics and Fault Detection
District Energy (DE) Initiatives - Lakeview, Downtown	Pool Energy and Water Task Force	ISO 50001 Certification
WASTE		
Corporate Zero Waste Strategy (CZWS)	Green Leaders	Community Environmental Outreach

City Trees

Within the City's boundary, trees can be:

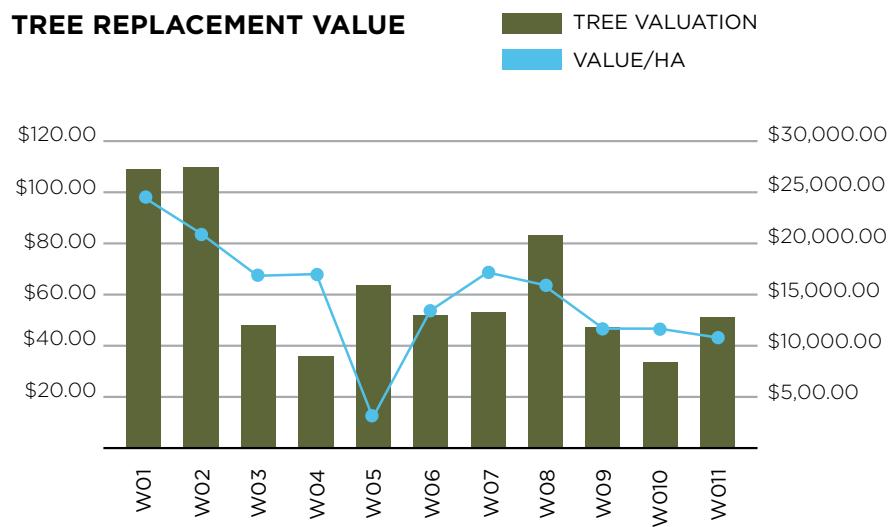
- privately-owned,
- City-owned but naturally occurring in woodlots,
- planted and maintained by the City on public lands such as boulevards and parks,
- planted and maintained by other organizations such as Ontario Hydro, Metrolinx or Region of Peel.

City Trees are trees that are planted and maintained by the City. In 2021, the City's Forestry Division completed an initiative to identify, quantify and value its inventory of City Trees. Additionally, using external data, the City was able to quantify and value the ecosystem services provided by its City Trees.

WARD	TREE VALUATION	VALUE/HA
W01	\$109,102,472.66	\$24,524.41
W02	\$109,896,522.47	\$20,227.41
W03	\$48,009,914.72	\$15,190.32
W04	\$36,173,800.78	\$15,650.32
W05	\$63,542,130.10	\$3,878.69
W06	\$52,074,396.30	\$13,128.22
W07	\$52,903,894.86	\$17,161.99
W08	\$83,416,263.69	\$15,884.52
W09	\$47,325,310.32	\$11,761.23
W10	\$33,376,450.09	\$11,745.65
W11	\$51,295,346.64	\$10,585.75

With a City Tree inventory of 299,352 trees, and using the ISA Guide for Plant Appraisal (10th edition), the City calculated a replacement value for these trees of \$687,116,503 in December 2021.

TREE REPLACEMENT VALUE



Trees provide important ecosystem services that benefit humans as well as all other living things. Specifically, trees:

- Mitigate rainfall or stormwater run-off and flooding
- Provide energy savings
- Improve air quality by removing pollutants
- Reduce carbon through removal from the atmosphere (sequestration), storage, and avoidance

Additionally, trees moderate urban temperatures and noise levels, while increasing homeowner property values. Using industry data, the City calculated the combined overall annual monetary value of its City Trees' ecosystem services to be \$30,645,166.

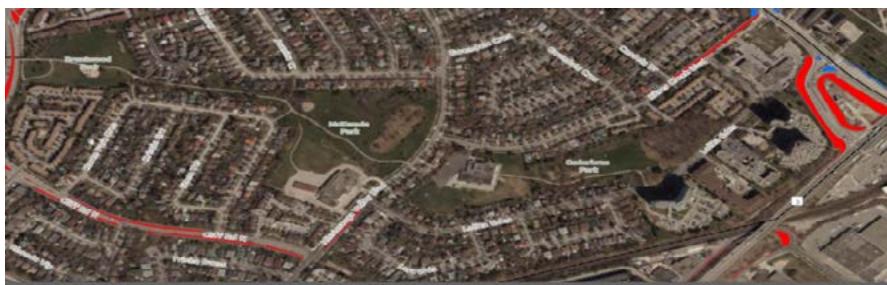


STORMWATER MONETARY BENEFITS	PROPERTY VALUE TOTAL	ENERGY SAVINGS	AIR QUALITY MONETARY BENEFIT	CARBON MONETARY BENEFIT
\$2,618,062.65	\$16,184,295.52	\$2,181,570.90	\$1,704,441.53	\$356,245.06
RUNOFF PREVENTION	ENERGY SAVED (kWh)	POLLUTANTS REMOVED (kg)	CARBON STORED (kg)	
\$907,051,684.80	14,659,574.43	\$137,559.55	28,944,818.62	
	NATURAL GAS SAVINGS	CARBON SEQUESTERED (kg)		
	\$7,600,550.71	13,884,958.14		
HEAT PREVENTION (Therms)	CARBON AVOIDED (kg)			
	\$4,456,955.56	18,452,023.18		

Forestry

Digitization of Non-core Assets: Boulevards & Horticulture Map Initiative

Forestry has developed a user-friendly interactive map of boulevards and related horticulture that will assist Mississauga residents, businesses and City employees with the identification of City-managed areas. This web-based application allows users to visualize data and identify locations more efficiently when requesting or providing service such as grass cutting and maintenance inspections.



Invasive Species Management and Remediation: Emerald Ash Borer (EAB) & Lymantria Dispar Dispar (LDD)



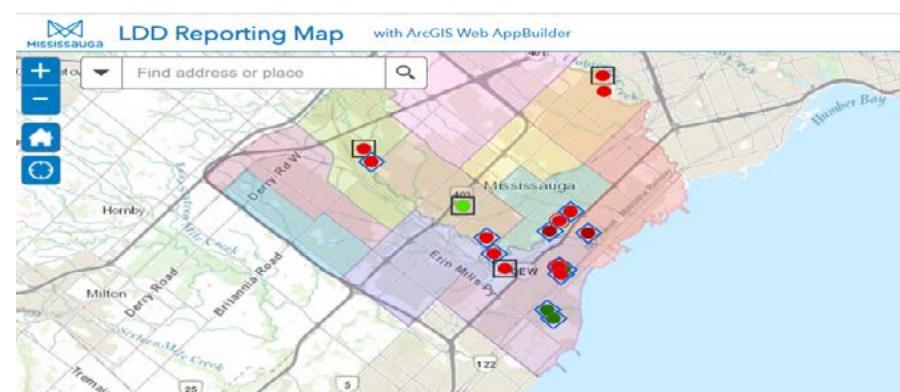
Emerald Ash Borer on tree trunk



Lymantria dispar dispar (formerly referred to as Gypsy Moth) on a leaf

Through the efforts of an inter-organizational team, Forestry published the [Invasive Species Management Plan & Implementation Strategy](#). Additionally in 2021, Forestry continued its remediation activities associated with the invasive species known as Emerald Ash Borer (EAB). The City worked with specialized contractors to protect selected specimen Ash trees from the impacts of EAB, and actively managed natural areas dominated by declining Ash trees, through enhanced plantings, toward a natural, native forest community.

In 2021, Forestry, along with Geospatial Solutions team members, developed an online LDD Reporting Form and LDD Interactive Reporting Map to allow residents to report observations of the non-native invasive insect pest *Lymantria dispar* (LDD). With over 1,500 submitted reports from the public, the City was able to better understand the distribution of LDD across the municipality and establish targeted monitoring and develop treatment plans for 2022. The City also developed new instructional videos to help residents control LDD on private property and better protect the City's urban forest.



LDD Reporting Map illustrating areas with reported observations of invasive insect species



Instructional video to mitigate LDD infestations using burlap on tree trunks

Environment

Natural Asset Management

In 2021, the City of Mississauga, with support of the Municipal Natural Assets Initiative, developed a preliminary natural asset inventory, which shows the location, size, and type of natural assets within the city, who they are owned by, and their overall condition. The inventory covers eight natural assets types: agriculture, beaches, built-up-pervious areas, forests, grasslands, shrublands, water, and wetlands. In total, the inventory project defined 8,634 individual assets, covering 5,399 hectares. This inventory will provide important background information that will assist in the development of asset management plans for our Parks, Forestry & Environment Division, and will provide guidance to other divisions in the City that own and manage natural assets. It is also expected that the inventory will be updated as new information becomes available, such as natural asset valuation, setting levels of service, and assessing risks to natural assets now and in the future.

Vulnerability of Natural Assets

In 2022, the City is looking to conduct a climate change vulnerability assessment on municipally-owned and managed assets. The purpose of the assessment will be to:

- Review historical climate information and project the nature, severity, and probability of future climate changes and events
- Establish the adaptive capacity of different asset classes
- Estimate the severity of climate impacts on the asset (e.g., deterioration, damage, or destruction) to enable the identification of higher-risk assets

It is intended that municipally-owned natural assets will be included in the assessment. This information will assist the City in identifying which natural assets are at greatest risk, as well as potential interventions for protection now and in the future.

Community Gardens Program

The City's Community Gardens Program connects residents in Mississauga neighbourhoods with gardening spaces that encourage active and healthy living, and help green the city. As of 2021, there are 10 public community gardens in Mississauga parks.

Established in 2010, the Malton Community Garden was renovated and re-opened in May 2021 to better position it as a resource for local food security and community engagement. The garden currently contains 25 resident plots, one raised accessible bed, a new shed featuring a community mural, a pollinator garden, potted berry bushes, and six communal plots that produce food for the local community.

Additionally, the City is finalizing its Urban Agriculture Study to continue to support healthier lifestyles, community empowerment to learn new skills about growing and harvesting produce, and success of local businesses with ties to urban agriculture.



Malton Community Garden

Planning and Building Department

Official Plan Review

The City's Official Plan policies address important parts of city-building that affect everyone who lives and works in Mississauga, including transportation, housing, culture and heritage, the environment, and the economy. The Official Plan is being revised through extensive stakeholder engagement as part of a multi-year review. With input from the City's residents, businesses and other stakeholders in 2021, the Planning and Building Department was able to confirm the Official Plan vision, priorities and policy direction. In 2022, the City is working with community stakeholders to revise the Official Plan and:

- strengthen the overall policies,
- remove barriers to renewable energy and low impact development (LID), and
- encourage stormwater best management practices and additional green infrastructure, to respond to extreme weather events and direct growth to Strategic Growth Areas within Mississauga. This growth will include the development of mixed-use communities with accessible transit, additional walking and cycling opportunities to reduce greenhouse gas (GHG) emissions and enhanced natural capital. Once finalized in 2023, the revised Official Plan will provide specific direction to support climate change action and enrich natural capital as part of the City's commitment to sustainability.

Green Development Standards Version 2

The City's objective for Green Development Standards Version 2 (GDSv2) is to provide stronger standards and include provisions for low-carbon, energy-efficient and resilient buildings and sustainable site design. Where GDSv1 focused on site-specific materials usage, GDSv2 will be a performance-based standard with recommendations on GHG emissions reduction, resilient buildings, sustainable site targets and related methodology considerations such as geothermal energy. The updated Green Development

Standards will embed environmental protection into the design and development process in Mississauga to ensure that future buildings are resilient, sustainable and more livable. Mississauga residents and business owners will also benefit from cost savings in energy efficiency and infrastructure maintenance. The City's goal is to set the bar for future green development that can be adopted across municipalities. With \$175,000 in funding from the Green Municipal Fund in 2021, standards development will begin in 2022, with anticipated finalization in 2023.



Task Force on Climate-Related Financial Disclosures (TCFD)

The City adopted the Taskforce on Climate-related Financial Disclosures (TCFD) framework in 2020 to communicate climate-related financial disclosures on an annual basis.

TCFD RECOMMENDATION THEME	TCFD RECOMMENDATION	2021 DISCLOSURE
Governance	G1: Describe mayor and council's oversight of climate-related risks and opportunities.	In June 2019, the City of Mississauga (CoM) joined cities across the world in declaring a climate emergency, signalling the severity of the climate crisis. Later that year, CoM Council approved the City's first comprehensive Climate Change Action Plan (CCAP). The CCAP includes 89 mitigation and adaptation actions, grouped into five main categories (Buildings & Clean Energy, Resilient & Green Infrastructure, Accelerating Discovery & Innovation, Low Emissions Mobility, Engagement & Partnerships). The actions include both community and corporate actions. In March 2021, CoM Council endorsed a motion calling on the province to phase out its gas-fired power plants to reduce GHGs, and commit to replacing gas-fired power plants with clean energy and low carbon solutions. The City is committed to reporting on its progress on the CCAP annually. In December 2021, the City released its first progress report, which was presented to the Mayor and Council. It was also made publicly available. The City has also been a member of the Global Covenant of Mayors since 2017 and, as such, reports progress on climate action annually through the Carbon Disclosure Project (CDP).

TCFD RECOMMENDATION THEME	TCFD RECOMMENDATION	2021 DISCLOSURE
Governance	G2: Describe management's role in assessing and managing climate-related risks and opportunities.	Each action within the CCAP has been assigned to a Division within the City that is responsible for leading its implementation. Management within each Division is responsible for determining the best approach for implementation, and for reporting progress on implementation annually through the CCAP progress report.

TCFD RECOMMENDATION THEME	TCFD RECOMMENDATION	2021 DISCLOSURE
Strategy	S1: Describe the climate-related risks and opportunities the city has identified over the short-, medium-, and long-term.	<p>As part of developing the CCAP, the City completed a Climate Change Risk Assessment (CCRA), in order to identify and prioritize the climate-related hazards that pose the greatest risk to the city. The CCRA identified the ten highest-priority risks for the community as follows:</p> <ul style="list-style-type: none"> • Changes in precipitation will cause more frequent and severe rainfall, leading to community level flooding • Increased quantity of rain may cause flooding of electrical infrastructure leading to blackouts • Increased intensity of rainfall in the summer may damage personal property • Decreased overall summer precipitation will increase the probability of summer drought, leading to increasingly higher tree mortality, affecting urban forest cover • Increased winter precipitation leads to ice storms that cause power failures • High winds (tornadoes, microbursts, etc.), ice storms, and lightning, leading to infrastructure and property damage • More extreme heat days leading to stress on urban flora and fauna • Increased extreme weather leading to urban forestry damages • Changes in river/creek temperature, affecting water quality • Changes in seasonal temperature will lead to shifting eco-regions for flora and fauna communities and can lead to increased spread of invasive species, as well as local extinctions <p>These were taken into account as the CCAP was developed in 2019.</p> <p>In 2021, the City completed its Corporate Asset Management Plan for Roads & Structures and Stormwater. The Plan recognizes climate change as a threat to sustainable service delivery as it amplifies the risk of asset failure, reduces asset service life, and can increase the cost of managing risk and delivering levels of service. The following climate-related risks were identified within the Plan:</p> <p>Roads & Structures</p> <ul style="list-style-type: none"> • More frequent and extreme rainfall events leading to flooding of roads and the overtopping of bridges and culverts spanning creeks and rivers • Increased risk of long duration freezing rain events leading to ice storms • Changing winter temperatures leading to increasing number of freeze-thaw cycles per winter season • Increased frequency of high winds (i.e., gusts of 70 km/h or greater) including tornadoes, microbursts, etc. • More frequent extreme-heat days (over 30°C) <p>Stormwater</p> <ul style="list-style-type: none"> • Potential for more frequent and extreme rainfall events leading to flooding • Increased risk of long duration freezing rain events leading to ice storms • Increased frequency of high winds • More frequent extreme-heat days (>30°C) <p>In 2022, the City is looking to conduct a climate change vulnerability assessment on municipally-owned and managed assets. The purpose of the assessment will be to:</p> <ul style="list-style-type: none"> • Review historical climate information and project the nature, severity, and probability of future climate changes and events; • Establish the adaptive capacity of different asset classes as determined by - for example - design, operation, and maintenance practices; • Estimate the severity of climate impacts on the asset (e.g., deterioration, damage, or destruction) to enable the identification of higher-risk assets and the nature of the threat from the climate change impact.

TCFD RECOMMENDATION THEME	TCFD RECOMMENDATION	2021 DISCLOSURE
Strategy	S2: Describe the climate-related risks and opportunities the city has identified over the short-, medium-, and long-term.	<p>Many City divisions take into account climate risks in their day-to-day operations and planning.</p> <p>From an asset management perspective, divisions that operate and manage core assets have integrated climate-related risks into their Future Demand plans in order to deliver effective and timely services to the community</p> <p>in the short-, medium-, and long-term. The City's Corporate Asset Management Plan (p.38 of Roads & Structures & p.47 of Stormwater) identifies climate-related risks, the City's current position as it relates to the management of these risks, the projection of how this risk may change over time, and how this risk could impact services.</p>

TCFD RECOMMENDATION THEME	TCFD RECOMMENDATION	2021 DISCLOSURE
Strategy	S3: Describe the impact of climate-related risks and opportunities on the strategy and financial planning of the city's businesses.	<p>The Region of Peel undertook climate change projection modelling of local weather changes out to the year 2080, which included the City of Mississauga. The projections included two Representative Concentration Pathways (RCP), which represent projected, future releases of greenhouse gases, aerosols, and other pollutants into the atmosphere – namely, a moderate emissions scenario (RCP4.5) and a high emissions scenario (RCP8.5). This information informed the results of the CCAP's corporate risk assessment process.</p> <p>Using TCFD's Third Status Report (October 2020), and accompanying guidance documents:</p> <ol style="list-style-type: none"> 1. Conducting climate-related scenario analysis, and 2. Integrating climate-related risks into existing risk management processes, and disclosing those processes, the City has been planning to use existing Office of Emergency Management risk management expertise and processes to conduct the organization's first climate-related scenario analysis exercise in 2022.

TCFD RECOMMENDATION THEME	TCFD RECOMMENDATION	2021 DISCLOSURE
Risk Management	R1: Describe the city's processes for identifying and assessing climate-related risks.	<p>A detailed methodology for the Climate Change Risk Assessment was set out in Appendix B of the CCAP. Both a corporate and a community risk assessment have been completed.</p> <p>In regard to the corporation, a risk assessment was completed for each division within the City, beginning with an identification of applicable climate drivers and the impacts to divisional assets and services, followed by a series of workshops with staff from each division to identify potential consequences. Risk calculations were based on the formula: Risk = Likelihood x Consequence.</p> <p>In regard to the community risk assessment, there were three main steps: (1) identifying climate change impacts and generating impact statements; (2) a risk assessment workshop, to assign likelihood and consequence levels for each impact, and generating an initial risk level; and (3) validating the workshop output and risk calculation with technical experts.</p> <p>Note that the City plans to update these risk assessments (CCAP Action 9-2 provides that</p> <p>the City will update and expand climate-related risk and vulnerability assessments for the community and the corporation, with a specific focus on vulnerable populations).</p> <p>In 2022, the City is looking to conduct a climate change vulnerability assessment on municipally-owned and managed assets. The purpose of the assessment will be to:</p> <ul style="list-style-type: none"> • Review historical climate information and project the nature, severity, and probability of future climate changes and events; • Establish the adaptive capacity of different asset classes as determined by – for example – design, operation, and maintenance practices; and • Estimate the severity of climate impacts on the asset (e.g., deterioration, damage, or destruction) to enable the identification of higher-risk assets and the nature of the threat from the climate change impact.

TCFD RECOMMENDATION THEME	TCFD RECOMMENDATION	2021 DISCLOSURE
Risk Management	R2: Describe the City's processes for managing climate-related risks.	<p>The CCAP identifies 89 actions that are being led and supported by divisions across the City. These actions support the CCAP goals to reduce greenhouse gas emissions and to make our city more resilient.</p> <p>With regards to climate-related risks and asset management, the City accounted for climate change risks to core assets through the lens of 'demand drivers' – recognizing that climate change may impact future service delivery and,</p> <p>as such, require a demand management plan for various assets. This information currently exists for core assets, but will be completed for non-core assets by 2024.</p> <p>It is intended that the City will align climate action planning with corporate risk management assessments, practices, and policies, once an enterprise risk management framework is established.</p>

TCFD RECOMMENDATION THEME	TCFD RECOMMENDATION	2021 DISCLOSURE
Metrics & Targets	M & T1: Disclose the metrics used by the city to assess climate-related risks and opportunities in line with its strategy and risk-management process.	Currently, divisions identify their own metrics for assessing climate-related risks and opportunities, where appropriate.

TCFD RECOMMENDATION THEME	TCFD RECOMMENDATION	2021 DISCLOSURE
Metrics & Targets	M & T2: Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions and the related risks.	<p>The City generally completes a GHG inventory for both the corporation and the community annually. The latest corporate inventory is from 2019, where the Scope 1, 2, and 3 emissions were as follows (note that only some Scope 3 emissions are tracked):</p> <p>Scope 1 (Total: 77,483 tCO2e)*:</p> <ul style="list-style-type: none"> Natural gas from municipal buildings: 18,140 tCO2e Gasoline (corporate, transit, fire fleets): 2,677 tCO2e Diesel, Biodiesel (corporate, transit, fire fleets): 56,666 tCO2e <p>Scope 2 (Total: 2680 tCO2e):</p> <ul style="list-style-type: none"> Electricity (municipal buildings, street lights): 2,680 tCO2e <p>Scope 3 (Total: 1321 tCO2e):</p> <ul style="list-style-type: none"> Solid waste disposal: 1,142 tCO2e Incineration: 162 tCO2e Biological Treatment: 17 tCO2e <p>Future emissions will depend on a number of factors, including demand, carbon intensity of the electricity grid, change in provincial policy or funding, and success of the City's climate initiatives.</p> <p><i>*Note that wastewater calculations for municipal buildings are not available. These are captured within the community inventory.</i></p> <p>The City recently worked with a consultant to develop a GHG Inventory Tool, which will help the City calculate corporate and community GHG emissions using best practices.</p>

TCFD RECOMMENDATION THEME	TCFD RECOMMENDATION	2021 DISCLOSURE
Metrics & Targets	M & T3: Describe the metrics used by the city to manage climate-related risks and opportunities as well as performance against targets.	<p>The City of Mississauga's greenhouse gas reduction targets, based on 1990 levels, are as follows:</p> <ul style="list-style-type: none"> 40% reduction by 2030 80% reduction by 2050 <p>The City also has an adaptation target to "increase resilience and the capacity of the city to withstand and respond to current and future climate events."</p> <p>In 2019, corporate GHG emissions were approximately 20% higher than 1990 baseline levels. Based on preliminary data, corporate GHG emissions decreased by almost 15% in 2020 (compared to 2019). This decrease can be attributed in large part to COVID-19, as there were partial building shutdowns and City services were significantly reduced (e.g., decreased bus service and City programs).</p>

In accordance with TCFD's Third Status Report, the following details provide further insight into the City's existing enterprise risk management processes, 2021 accomplishments and continuing services that exceed provincial service requirements.

EMERGENCY OPERATIONS MANAGEMENT

The Office of Emergency Management (OEM) monitors continuously for potential situations that may require an emergency response in Mississauga. When a situation could potentially impact Mississauga, an Enhanced Monitoring Operation is activated.

Regular and Enhanced Monitoring

In 2021, the OEM had 18 Enhanced Monitoring Operations to ensure appropriate situational awareness was maintained during emerging events that had the potential to escalate. These events included: potential flooding, protests, the ongoing COVID-19 pandemic, and other technological and environmental hazards such as gas leaks and severe winter weather. In addition to the Enhanced Monitoring Operations, the OEM consistently engaged in routine monitoring.

Site Deployments

During several emergency events in 2021, OEM staff were deployed to provide direct assistance to residents. These events included:

- June Gas Leak: staff prepared and distributed follow-up and emergency preparedness information to residents who were required to evacuate from their homes due to a large-scale gas leak
- June Apartment Fire: staff facilitated consultations between residents and the Canadian Red Cross to assist residents who were required to evacuate their apartment units due to a fire
- August Apartment Flood: staff activated a reception centre where approximately 100 residents were able to temporarily stay

overnight after evacuating their apartment units due to flooding

- October Apartment Fire: staff attended a large-scale apartment fire as a precaution to facilitate emergency social services with



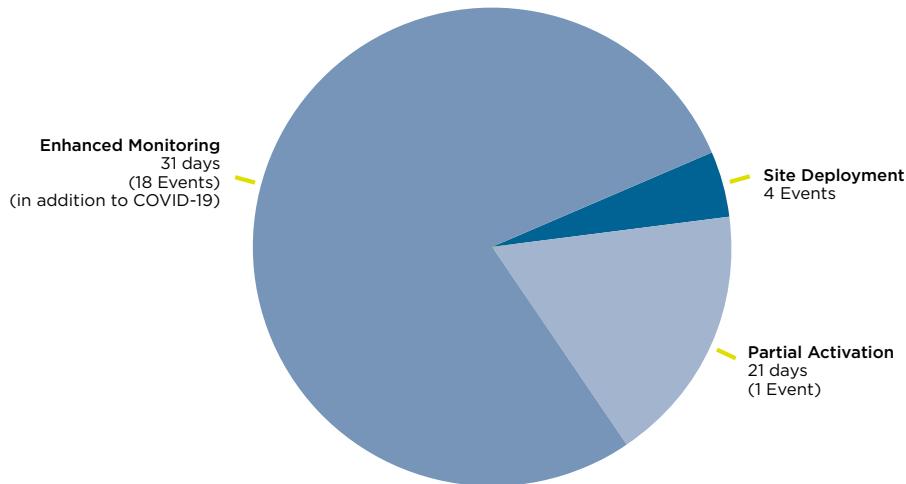
Apartment fire at Queensway and Hurontario in October 2021

residents, where required.

Partial EOC Activation - Cat Lake First Nation Evacuation Support

Throughout July and August of 2021, the OEM partially activated an Incident Management Team to provide support for 351 residents of Cat Lake First Nation, who were evacuated to the City of Mississauga due to the wildfires impacting their community in Northwestern Ontario. For several weeks, members of the Incident Management Team met through the City's virtual Emergency Operations Centre (EOC) to co-ordinate support for evacuees within the City. To ensure a co-ordinated effort, members of the City's Incident Management Team worked with Regional and Provincial Emergency Operation Centres to support members of Cat Lake First Nation during their stay in Mississauga.

OFFICE OF EMERGENCY MANAGEMENT ACTIVATIONS



HAZARD IDENTIFICATION & RISK ASSESSMENT (HIRA)

The foundation of the City's Emergency Management Program is the Hazard Identification & Risk Assessment (HIRA). Each year, the OEM assesses the top hazards and risks that have the potential to impact the City, by consulting with internal and external partners, reviewing current research and analyzing current data and statistics. Assessing the City's top hazards allows the OEM to prioritize program goals and objectives, including plan development, training, exercises, and public education programming. This ensures that the City and its residents are prepared for the most likely hazards with most significant potential impacts.

CRITICAL INFRASTRUCTURE ASSURANCE PROGRAM (CIAP)

The Critical Infrastructure Assurance Program (CIAP), launched in fall 2017, helps the OEM team assess City-owned Critical Infrastructure (CI) and identify opportunities to reduce or eliminate risks to strengthen the resilience of City-owned CI. The program aligns with programs in place at both the federal and provincial government levels.

The program focuses on reviewing City-owned infrastructure to prioritize CI by risk and criticality (i.e., most at risk and/or most critical to operations). This is achieved through detailed risk assessments, over several years, completed by staff, with input from stakeholders. In future, the program may be expanded to include external partners who wish to participate.



EMERGENCY PLANS

The City of Mississauga maintains an all-hazards Disaster Management Plan, ensuring the City is prepared to respond to any type of disaster. The City's Disaster Management Plan is reviewed annually, and is updated regularly to reflect emerging industry best practices, organizational changes, and lessons learned from emergencies and emergency exercises.

Additionally, the OEM develops and maintains various Risk-Based Plans, Emergency Support Functions, and other documents such as standard operating procedures that can assist the City in preparation for, or response to, an emergency. These plans and documents are developed in consultation with internal and external partners, and are based on needs and gaps identified through the City's HIRA, as well as lessons learned from past emergencies and exercises. Several Risk-Based Plans are climate-related, and updated annually (as appropriate), including the City's:

- Flood Response Plan
- Severe Winter Weather Response Plan

For alignment purposes, the OEM also engages external emergency operations partners operating within the municipality to review the City's emergency plans, and provide feedback, where required.

TRAINING

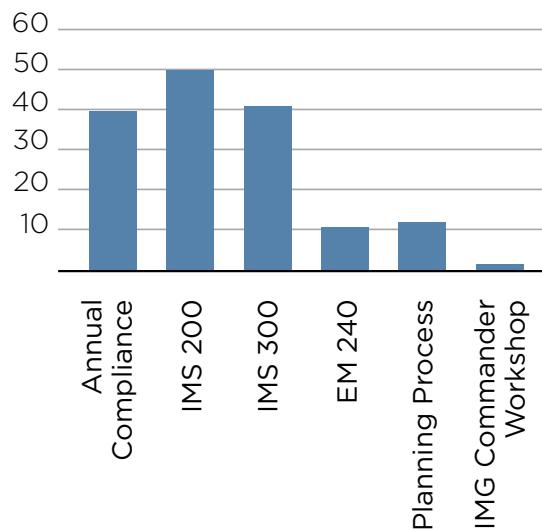
In 2021, OEM offered a mix of both virtual and in-person emergency management training opportunities for both City employees, and our community partners. This hybrid training approach was convenient for participants, and ensured that lesson outcomes and training goals were achieved.

Annual compliance training which is required by the provincial Emergency Management and Civil Protection Act and Ontario Regulation 380/04 was completed online through insight Learning to allow participants maximum flexibility.

OEM's training exceeds that which is provincially legislated. In 2021, the OEM delivered Incident Management System Training (IMS 200 and IMS 300), along with two City-developed courses, the Planning Process course, and the IMT Commander Workshop.

In total, the OEM delivered 14 different training sessions to 160 City employees and community partners.

TRAINING



EXERCISES

The City of Mississauga is required by legislation to conduct a simulated emergency exercise every year. After receiving special exemption from this requirement in 2020 due to the COVID-19 pandemic response, a tabletop exercise was held in 2021 to analyze and validate the response to an off-airport aircraft accident. This exercise included members of the City's Emergency Management Control Group, Fire & Emergency Services Incident Management Team, as well as representatives from our partner agencies including the Greater Toronto Airports Authority, Peel Regional Police, Peel Regional Paramedic Services, Peel Regional Emergency Management, Enbridge Gas, and the Office of the Chief Coroner.



2021 annual compliance exercise at the Garry W. Morden Centre. OEM members with emergency preparedness material for residents.

In addition to the City's annual emergency exercise, smaller scale virtual exercises are conducted to ensure employees from other areas of the City were able to review and practice their emergency roles. In November 2021, a virtual exercise was conducted by the City's Information Technology Incident Management Team, where participants worked remotely to create an Incident Action Plan in response to a simulated cybersecurity incident. Emergency exercises conducted in 2021 generated valuable feedback.

IMPROVEMENT PLAN

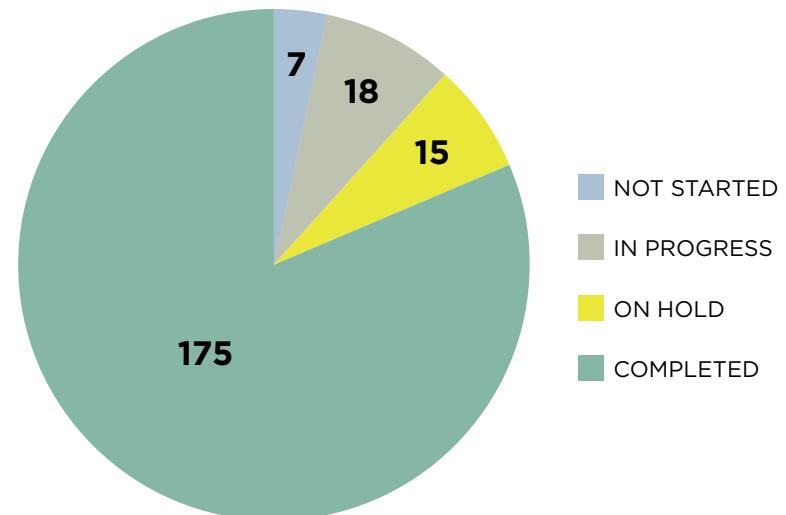
Following EOC activations and exercises, an After Action Report is created that includes action items to address identified areas of improvement. The OEM maintains the Improvement Plan by liaising with responsible business units to obtain quarterly status updates. The Improvement Plan enables the City to continuously improve its ability to prepare for, and respond, to emergencies and disasters.

Of the 215 action items, the status is broken down as follows:

- **175 have been completed (82%)**
- **18 are in progress (8%)**
- **15 are on hold (7%)**
- **7 have not been started (3%)**

Here is the above information displayed graphically:

IMPROVEMENT PLAN ACTION ITEMS



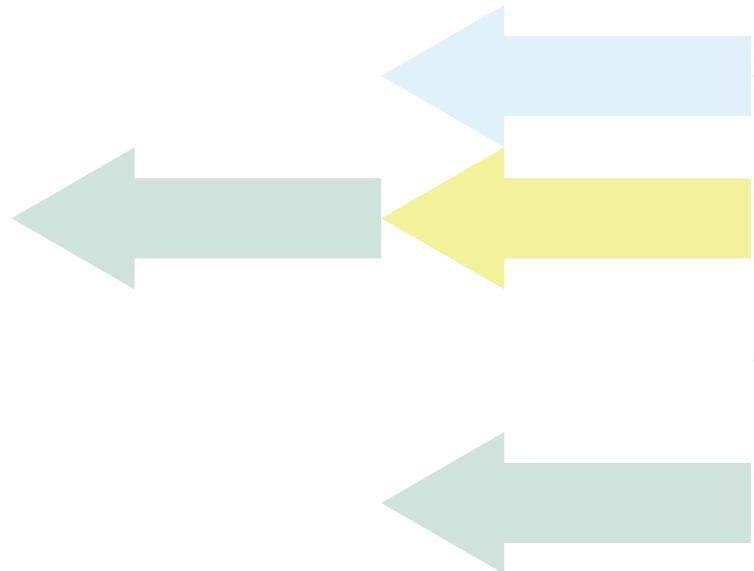
PUBLIC EDUCATION

Due to the ongoing COVID-19 pandemic, there were limited opportunities for in-person engagement in 2021. The OEM engaged in virtual public engagement to provide residents, business owners, and City staff with emergency preparedness and business continuity information. During Emergency Preparedness Week in May, the OEM conducted a Personal Emergency Preparedness Webinar for City employees. In August, the OEM staff attended the Region of Peel Community Partnership Event in Malton, in-person, alongside the Mississauga Fire & Emergency Services Public Education team and various other community partners.

The OEM also engaged in several “post-incident” blitzes, where members of the office distributed emergency preparedness material to residents living in communities that had been recently affected by disasters such as gas leaks, floods, and fires.

The OEM also continued to develop new public education literature for residents that can be accessed through the OEM’s website. In 2021, the OEM published the “Emergency Preparedness for Older Adults and Persons with Disabilities” guide. This guide provides information and tips that older adults and persons with disabilities living in Mississauga can use to ensure they are prepared for emergencies. The OEM also continued to distribute the City’s main Emergency Preparedness Guide to various community partners, with over 5,000 copies of the Guide being delivered to The Mississauga Food Bank alone for further distribution throughout the City to some of our most vulnerable residents.

The OEM also delivered several virtual emergency preparedness presentations to different schools throughout the City. These presentations allowed the OEM to connect with students directly and answer any questions they had on how to stay safe during an emergency. In 2021, the OEM was able to deliver 28 virtual presentations to over 800 students.



City of Mississauga Members of Council

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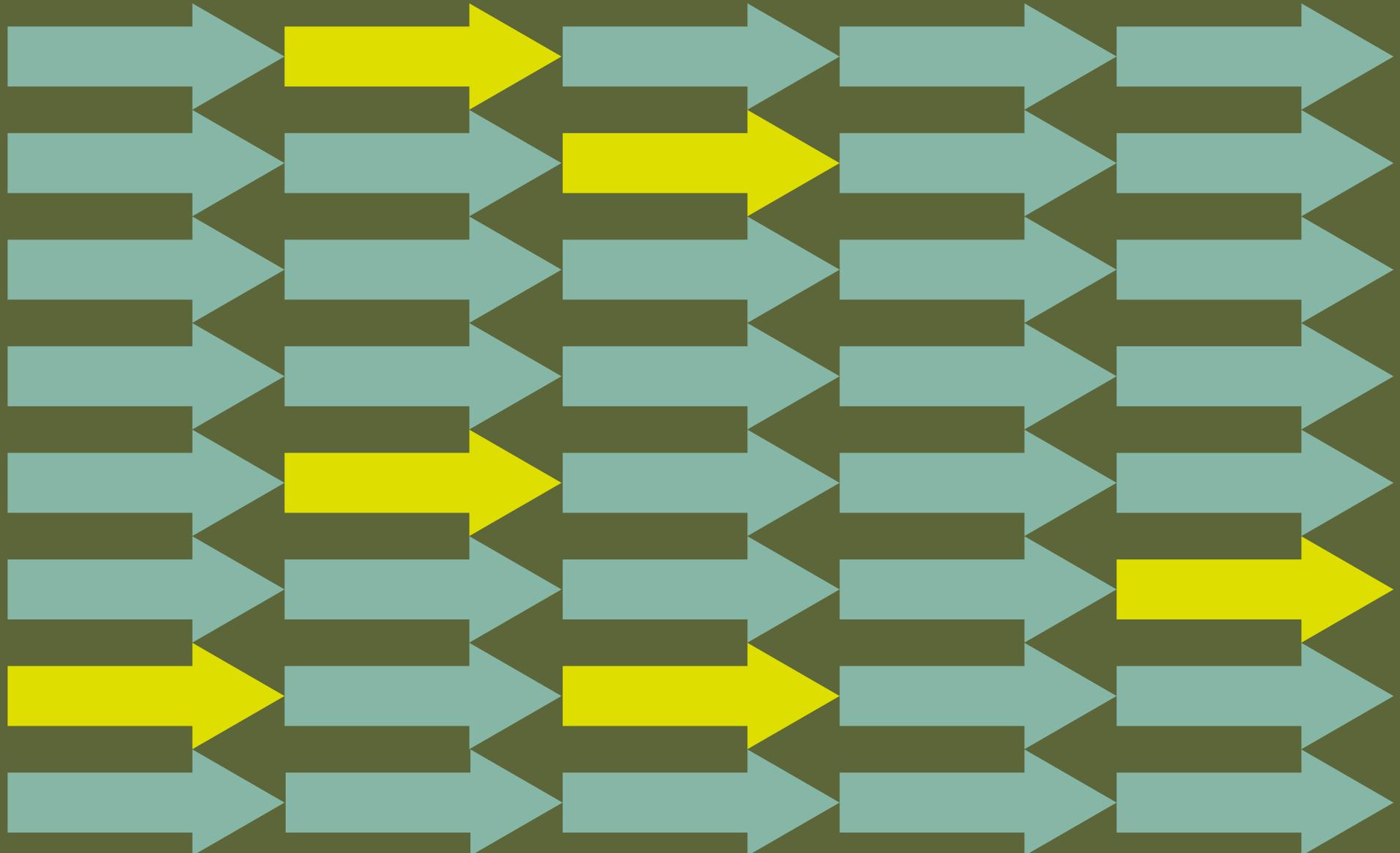
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Financial and Sustainability Report



MISSISSAUGA