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The City of Mississauga,  
Ontario, Canada  
**financial  
report2008**

for the fiscal year ended December 31, 2008

## Mayor Hazel McCallion & Members of Council



### City of Mississauga Mayor & Councillors

Mayor - **Hazel McCallion, C.M.** 

Ward 1 Councillor - **Carmen Corbasson** 

Ward 2 Councillor - **Patricia Mullin** 

Ward 3 Councillor - **Maja L.A. Prentice** 

Ward 4 Councillor - **Frank Dale** 

Ward 5 Councillor - **Eve Adams** 

Ward 6 Councillor - **Carolyn Parrish** 

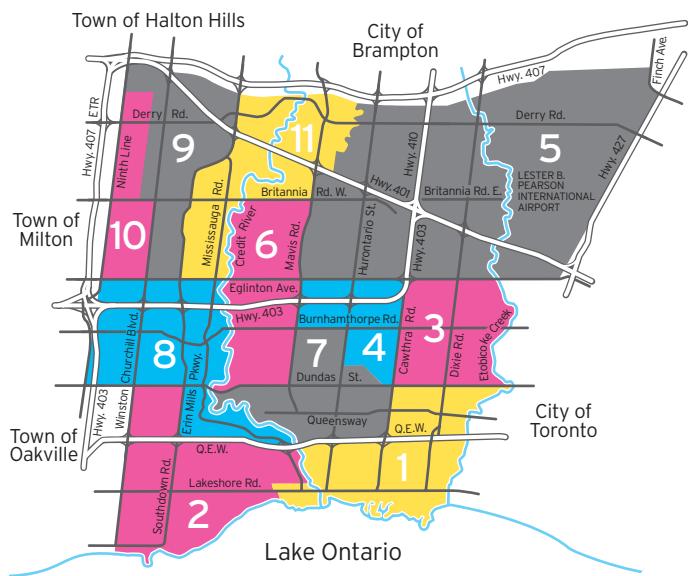
Ward 7 Councillor - **Nando Iannicca** 

Ward 8 Councillor - **Katie Mahoney** 

Ward 9 Councillor - **Patricia Saito** 

Ward 10 Councillor - **Sue McFadden** 

Ward 11 Councillor - **George Carlson** 





**The City of Mississauga, Ontario, Canada  
Financial Report 2008**

for the fiscal year ended December 31, 2008

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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## Vision Statement

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

## Our Values

**Trust** - We commit to upholding public trust and to promoting a climate of trust between employees, management, Council and residents. We strive to be open and responsive in managing the City.

**Quality** - We deliver services and programs which enhance the quality of life of residents and employees.

**Excellence** - We serve as a model of excellent public administration and deliver the right services in a superior way, at a reasonable cost.



## Canadian Award for Financial Reporting

Presented to

**City of Mississauga  
Ontario**

For its Annual  
Financial Report  
for the Year Ended

December 31, 2007

A Canadian Award for Financial Reporting  
is presented by the Government of Finance Officers  
Association of the United States and Canada  
to municipalities whose annual financial reports  
achieve the high program standards for Canadian  
Government accounting and financial reporting.



*Tim L. Reit*  
President  
*Jeffrey L. Easer*  
Executive Director

## GFOA Award

### Canadian Award for Financial Reporting

For the 11th consecutive year, the Government Finance Officers Association of the United States and Canada presented the City of Mississauga with the Canadian Award for Financial Reporting for its 2007 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 amongst peers. The City of Mississauga is continuing this standard of high quality reporting for the submission and evaluation for the 2008 award program.



Hazel McCallion, C.M.  
Mayor  
City of Mississauga



## Message from the Mayor

This is an exciting time for the City of Mississauga - a time when our long-term vision of creating a vibrant urban city is taking shape. With 35 years of work invested in this great city, I am proud of the successes we have achieved through the years and the next step the City of Mississauga is about to embark upon.

Incorporated in 1974, the City of Mississauga is now the sixth largest city in Canada. Three decades of successful growth has transformed the City's landscape from rural farmland to distinct residential, commercial, civic and industrial districts. Mississauga has a thriving business sector with almost 56,000 businesses and a growing population of more than 700,000.

Continuing in our tradition of strong financial management, City Council works tirelessly to ensure those living and working in Mississauga receive the best value for their tax dollars. Building upon input received from residents and businesses, and priorities established through comprehensive planning processes, we are placing priority on enhancing transit, ensuring our infrastructure remains in a state of good repair, easing traffic congestion and looking for ways to help protect and preserve our environment.

We are making progress. We are working in partnership with other levels of government to build the Bus Rapid Transit (BRT) along the 403 corridor and are undertaking a land use study for the development of a Light Rapid Transit (LRT) along Hurontario Street. We saw the completion of a new bridge along Confederation Parkway which allows greater access across the 403 highway. Ongoing investments are being made to green our vehicle fleets with biodiesel fuel-efficient buses and hybrid cars. We are also investing in the expansion of our transit service and developing links across the city to connect a variety of sustainable transportation options such as walking, cycling and transit.

Historically, municipal government was organized to support the services needed by business and residential property owners; services that included planning communities, park and road construction, fighting fires and building community centres and libraries. Citizen surveys have confirmed that Mississauga residents value and have a high degree of satisfaction with the quality of services being provided in these areas.

As the City of Mississauga works towards achieving its vision of becoming a dynamic, beautiful and global city, we will continue to ensure we maintain our strong balance of meeting the challenges of today, while always looking forward and planning and building our future.

Hazel McCallion, C.M.  
Mayor  
City of Mississauga



## About Mississauga Quick Facts

### Location

- Located within the Greater Toronto Area
- Adjoining City of Toronto on the east side and on the north shores of Lake Ontario
- Area: 111 square miles (288 km<sup>2</sup>); 71,040 acres (28,750 ha)

- 89 routes throughout the city connect with the Toronto Transit Commission, 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

### Population

- 717,250; Canada's 6th largest city
- Ultimate Population: 800,000

### Higher Education

In Mississauga

- The University of Toronto Mississauga

Within Commuting Distance

- 10 major universities and 11 technical colleges

### Employment

- Employees in Mississauga: 416,300 (2007)
- Employees in GTA: 3.1 million

### Businesses

- More than 56,000 in total (June 2008)
- Top employers include Accenture Inc., Atomic Energy of Canada Limited/AECL, Air Canada, AstraZeneca Canada Inc., Bell Canada, Bell Mobility Inc., Cara Operations, Citi, Federal Express, G 4 S Security Services (Canada) Ltd., GlaxoSmithKline, Greater Toronto Airports Authority, Hewlett-Packard (Canada), Honeywell, Ingram Micro, Maple Leaf Consumer Foods, Minacs Inc., Patheon, Pratt & Whitney Canada, Oracle Corp., RBC Financial Group, RBC Insurance Services, Resolve Corp., Royal & Sun Alliance, Servisair/Globe Ground North America, TD Bank Financial Group, Wal-Mart Canada, Symcor, Loblaw Companies Ltd., and Winners Merchants Inc.
- Major Head Offices: 40 of Canada's top 500 companies and 59 Fortune 500 corporations

### Transportation

#### Airport

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

#### Highways

- The only city in the GTA serviced by 7 major highways
- Excellent highway connections, less than 2 hours from the U.S.A. border

#### 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

- 3rd largest municipal transit system in Ontario servicing approximately 44 million riders annually

### Tax Rates (2008)

- Industrial: 2.988179 per cent
- Commercial: 2.640570 per cent
- Residential: 1.034762 per cent



Janice M. Baker, CA  
City Manager and Chief Administrative Officer



## Message from the City Manager

Mississauga has always enjoyed a reputation for strong leadership and fiscal prudence. We are planning for the future, while carefully balancing the needs of today. In these tumultuous economic times, it is more important than ever to ensure we are strategically planning our future.

Our bold vision to create a vibrant, exciting, world-class city of the 21st century is being balanced against our current needs around aging infrastructure, traffic congestion, the environment and maintaining service levels and programs that meet the high standard of excellence residents have come to expect.

Last year, the City of Mississauga engaged more than 100,000 citizens in the "Our Future Mississauga - Be Part of the Conversation" initiative - a dialogue to find out what kind of city we want to be in the next 40 years. The ideas, suggestions and comments we received from residents, were used to help update the City's Strategic Plan. The Plan, finalized in April of this year, focuses around:

- **developing a transit-oriented city • ensuring youth, older adults and new immigrants thrive**
- **completing our neighbourhoods • cultivating creative and innovative businesses, and • living green**

We have also been working on developing a sustainable business plan that focuses our efforts around the City's strategic priorities and links into annual work plans and budgets, ensuring our services continue to deliver the best value for residents. The new business plan links directly into the strategic plan and clearly outlines how and where the City's resources will be used. It provides the citizens of Mississauga with accountability - demonstrating what the City is doing, why we need to do it, how much it costs and how well the City is performing.

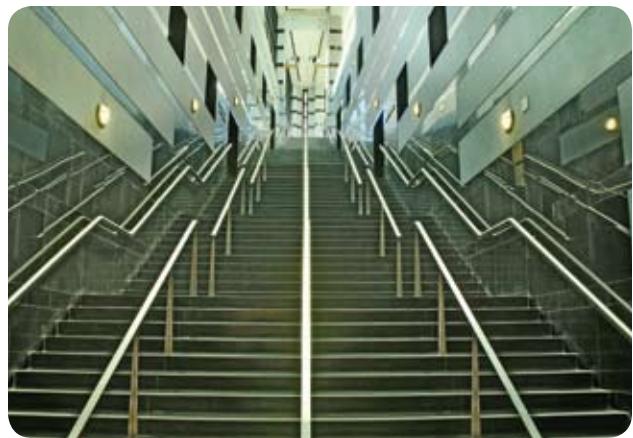
The creation of a strategic plan and a sustainable business plan is not enough in itself - they must be acted upon, and we are committed to putting our plans into action by ensuring they are reflected in our annual budgets and work plans.

The City is facing some very difficult decisions for the future and strategies to deal with these pressures are limited by legislation to increases in property taxes, user fees, modifying our service standards, lowering costs, and aggressively identifying cost containment methods or some combination of these measures. Mississauga is actively working with, and lobbying, other levels of government to help manage funding shortfalls, specifically around infrastructure and transit. Some preliminary but welcome steps have been taken by the provincial and federal governments but there are still large and costly gaps. Not only is additional, reliable funding needed from other levels of government, but also a greater flexibility needs to be offered in the use of the funds.

Using our Strategic Plan as our road map, the Business Plan as our compass, and the input of our Council and residents, we will continue to make Mississauga a vibrant, sustainable city of the 21st century.

Janice M. Baker, CA  
City Manager and Chief Administrative Officer

# Corporate Organizational Structure



**Janice M. Baker**  
CA  
City Manager and  
Chief Administrative  
Officer

- Economic Development
- Internal Audit
- Strategic Initiatives
- Office of Arts and Culture

**Paul A. Mitcham**  
P. Eng., MBA  
Commissioner  
Community  
Services



- Planning, Development & Business Services
- Recreation & Parks
- Fire & Emergency Services
- Library Services

**Brenda R. Breault**  
CMA, MBA  
Commissioner  
Corporate Services  
and Treasurer



- Customer Service
- Organizational Wellness & Business Services
- Corporate Finance
- Communications
- Office of the City Clerk
- Facilities & Property Management
- Legal Services
- Corporate Human Resources
- Information Technology
- Revenue & Materiel Management

**Edward R. Sajecki**  
P. Eng., M.C.I.P.  
Commissioner  
Planning and  
Building



- Strategic Planning & Business Services
- Development & Design
- Policy Planning
- Building Services

**Martin Powell**  
P. Eng.  
Commissioner  
Transportation  
and Works



- Business Services
- Transportation & Infrastructure Planning
- Engineering & Works
- Mississauga Transit
- Enforcement
- Bus Rapid Transit (BRT) Project Office

## 2008 In Review: A Reflection of Highlights and Milestones



Now is a very exciting time for the City of Mississauga. Reflecting the City's motto of "Leading Today for Tomorrow," we are actively planning our city's long-term vitality and sustainability.

### Strategic Plan

Throughout 2008, the City of Mississauga actively continued its development of a new strategic plan. Our Future Mississauga - Be Part of the Conversation was an innovative and exciting public engagement process that connected with over 100,000 people through workshops, a visioning symposium, open houses and Council presentations. Through the process, thousands of ideas were collected.

Since 1992, the City of Mississauga has had a Strategic Plan. Council approved the most recent update in 1999, and since then this Plan has been the foundation for City policies and decisions. Through the years, the City has been shaped by a clear strategy of suburban growth, strong service delivery and prudent fiscal management. We've grown from a collection of towns and villages to Ontario's third largest city and the sixth largest city in Canada. With a population of more than 700,000, the City of Mississauga has reached a new stage in its development. Updating the Strategic Plan will help us to build upon our existing strengths and achieve our vision for the future.

Through the Our Future Mississauga public engagement process, a new vision statement for the City's Strategic Plan was created:

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

Supporting the vision are five Strategic Pillars for Change:



Having a new strategic plan is the first step. Delivering on its actions and measuring our results are the essential next steps.

### Business Plan and Budget

"Planning today, for tomorrow" is a slight twist on the City's vision of "Leading Today for Tomorrow." This is what the City did when developing the 2009-2010 Business Plan & Budget. 2008 was the first year the City undertook the task of developing an overall business plan and a two-year budget.

The process was a challenging and lengthy one and took into consideration all current planning activities, some of which include operational plans, the budget, service area plans and individual work plans. The intent was to develop an overall document that links all the current planning efforts into the City's overall strategic direction.

The 2009-2010 Business Plan & Budget positions Mississauga to continue its legacy of strong leadership and excellence in financial planning and fiscal prudence. It clearly outlines how and where our resources will be used. Representing an integrated approach to business planning, the plan focuses around five key areas:

- **Environment**
- **Transit and Relieving Congestion**
- **Implementing Strategic Projects**
- **Infrastructure**
- **Managing the Tax Rate**

It provides information on the City's 11 major service areas, budget, major initiatives and performance measures.

The Business Plan & Budget will serve as a guide for City Council and staff to make informed choices and sound judgements with limited resources. It is important for the City to continue to place emphasis on efficiency reviews, internal financial control audits and internal programs that harness employee ideas regarding business efficiencies. The Plan will act as a bridge between the City's Strategic Plan and operational plans to ensure priorities and actions are aligned and resources are put to their best use.

## Environment

As an environmentally responsible community, the City of Mississauga is committed to environmental protection, conducting its corporate operations in an environmentally responsible manner and promoting awareness of environmental policies, issues and initiatives.

"Living Green" was established as the City's new environmental slogan. Under this banner, a new environment website was launched showcasing the City's current and future efforts in land, air, energy and water stewardship.



Moving forward, the City of Mississauga will be facing increasing funding challenges. The Business Plan will provide the foundation to ensure we stay focused on continuing to provide the right services to taxpayers today, while actively planning for the future. Each service area worked hard to deliver business plans that are sustainable and build upon Council's leadership. The new Business Plan will be the City's primary means of being accountable to the citizens of Mississauga. More importantly, the plan demonstrates the commitment of City Council and staff in listening to taxpayers and ensuring their priorities are incorporated.

An Environmental Advisory Committee (EAC), comprised of citizen members and Councillors, was established to review environmental initiatives and priorities for the City. The committee reviews and provides input and direction on environmental initiatives relating to Mississauga's infrastructure and land, conservation programs, energy use and new corporate initiatives.

Additional 2008 environmental achievements include:

- Purchasing green power for the Civic Centre which reduced greenhouse gas emissions by approximately 3,300 tonnes from April to December.

- Additions to the City's Green Fleet program which now includes 57 owned and 15 leased hybrid-electric and fuel-efficient vehicles to help reduce greenhouse gas emissions and air contaminants.
- Completion of energy efficient lighting improvements and water saving retrofits in several City facilities resulting in a reduction of 240 tonnes of greenhouse gases and 51,000 cubic metres of natural gas fossil fuel that would otherwise be required to heat water.
- Continued updates to the Mississauga Storm Water Quality Control Strategy and to the Erosion and Sediment Control By-law.
- Completion of the Natural Areas Survey for Wards 1 and 2.
- Approval of approximately 30 developments that implement green techniques or are eligible for LEED (Leadership in Energy and Environmental Design) certification.
- Completion of the Growth Management Strategy in preparation for the Mississauga Plan Review and visionary actions.



- Ongoing clean-up efforts with local environmental groups, businesses and schools, joining other municipalities and organizations on national environmental initiatives.
- Expansion of the parks recycling program to be city-wide.
- Planting of 16,370 trees and shrubs through 115 community planting events.

Throughout 2008, the City of Mississauga participated in a number of environmental events including Earth Hour, Earth Days, Arbor Day, 20-Minute Makeover and International Car-Free Day. The City also received numerous environmental-related awards including the Mississauga Board of Trade Environmental Excellence Award.

## Transit

One of Mississauga's top priorities is to focus on creating an integrated transit system that links a variety of transit forms in an easy, accessible manner across the city.

Mississauga Transit continued to move forward with the implementation of year two of the five-year Ridership Growth Strategy plan. In 2008, there was specific emphasis on:

- launching the pre-BRT backbone (Route 109)
- strengthening service on main corridors
- introducing more limited-stop service
- rationalizing neighbourhood coverage

The addition of 87,700 service hours for these improvements increased the system-wide total service hours to 1.26 million per calendar year. Combined with the 2007 improvements, the total service hours have increased about 14 per cent over the 2006 baseline of 1.11 million service hours.

Ridership also continued to grow in 2008, reaching almost 31.4 million revenue trips, with more than 45.2 million passenger trips. Compared to the adjusted 2006 year-end baseline, the number of revenue trips has grown by 6.4 per cent, or 1.9 million revenue trips, over the last two years.

The City, along with GO Transit and the Ontario Ministries of Finance, Transport, Infrastructure & Communities, and Transportation, signed contribution agreements for the Mississauga Bus Rapid Transit (BRT) Project, to allow the BRT Project to move ahead. The preliminary design phase of the BRT Project was completed to advance the development of a high-efficiency transit corridor that will run east-west across Mississauga and provide express bus service to thousands of passengers per day. The detailed design process began in the fall. At a cost of more than \$300 million, the BRT represents Mississauga's largest investment in transit.

In addition to the BRT, the City of Mississauga is partnering with the City of Brampton to initiate the Hurontario/Main Street Study. The study will assess the feasibility for higher-order transit, the supporting urban form requirements and growth potential for this corridor.

The City of Mississauga had \$25 million earmarked out of an additional \$1.1 billion in municipal infrastructure funds from the Province of Ontario to address long-term infrastructure needs. Additionally, through Metrolinx, \$65.5 million in provincial funding was received for key transit projects, including the purchase of 22 buses for the Hurontario Street and Dundas Street Corridors; completing the Cooksville GO Station pedestrian overpass; building a Bus Rapid Transit (BRT) Station on Renforth Drive and carrying out higher-order transit studies on the Hurontario Street and Dundas Street corridors - projects that are all identified in the Metrolinx Regional Transportation Plan. Metrolinx also provided the City with \$733,470 of funding through the BikeLinx Program to purchase and install bicycle racks on Mississauga Transit buses, and for secure bicycle parking.

Additionally, zebra-striped crosswalks were installed in 41 locations bringing the total number throughout the city to 84. Pedestrian-countdown timers were also installed at 28 intersections and audible pedestrian signals are now installed at eight intersections to promote pedestrian safety.

## Accessibility

The City's Accessibility Plan has been in place since 2003. The City's accessibility objectives include a communication campaign; implementation of accessibility design guidelines; integrating accessibility into the City's Strategic and Departmental Plans; improving accessibility of Mississauga Transit; and evaluation of information technology services with respect to improved accessibility.

Some accomplishments in 2008 include accessibility improvements to Vic Johnston Community Centre and Streetsville Arena, Mississauga Valley Gym Club, Erindale Little League Clubhouse, the Transit Campus Expansion project, and the office accommodation/counter consolidation project. A staff project team has been formed and is working on the implementation of the Provincial Accessibility Standards for Customer Service which will include a new policy about the provision of services to persons with disabilities and training for staff, volunteers and contractors in 2009.

An internal audit of the City's website has been conducted which resulted in accessibility improvements to the site. Mississauga Transit added seven accessible routes and by the end of 2008, approximately 92 per cent of the fleet consisted of accessible low-floor buses.

## Customer Service Strategy

### Call Centre Consolidation

Phase II of the Call Centre Consolidation was completed improving customer service and call handling for all City general inquiries, Office of the City Clerk, Animal Services, Revenue (Tax), snow calls, Recreation and Parks cemeteries and booking and registration information calls. These are now answered in the new call centre which operates extended hours from 7 a.m. to 7 p.m. providing better access to services and information.

In 2008, the Customer Service Call Centre handled over 220,000 telephone calls and just over 4,000 public e-mails. All calls were tracked in the Customer



Relationship Management (CRM) system with about 95 per cent of all calls completed in the Call Centre and approximately 5 per cent resulting in a service request to a specific unit within the City for follow-up.

### Consolidation of Counters

In 2007, the City approved a plan to improve counter services as part of the Space Planning and Accommodation initiative for the City. The counter service review was initiated to improve the following: public access to counter services, delivery of counter services, way-finding in the Civic Centre, accessibility at public counters and synergies of interrelated services.

The Transportation and Works Customer Service Counter was opened in September 2008 as part of a review of public access to services at counters for the City of Mississauga. The plan, when complete, will result in the realignment of services at City Hall into three key service-oriented counters providing easily accessible customer service.

## Arts and Culture

Conserving the old and blending it with the new in a way that captures the progression of time is a story told throughout Mississauga's communities. Cobblestone lanes, Victorian-era brick buildings, a wetland sanctuary, preserved historically rich cemeteries, protected heritage properties mixed with high-density development, infill intensification, headquarters for 57 Fortune 500 companies - these varying cultural landscapes help to enrich people's lives by telling a story of their city.



The recommendation of the Mississauga Arts Review Taskforce (2005) resulted in the creation of the Office of the Arts and Culture. The Office is responsible for the policy and program development and delivery of services in art and culture and positions itself on the cusp of arts, culture, technology, architecture and urban design. In 2008, the Office of the Arts and Culture embarked on the development of a Culture Master Plan to guide decisions and investments in arts, culture and heritage for the next five years, with input from residents, businesses, community groups and stakeholders.

Arts, culture and heritage organizations received \$870,869 from the City's Arts and Culture Grants Program, plus \$36,130 from the Capacity-Building Grant Program. In addition, Council approved a series of recommendations for increased funding to help build financial stability among arts and culture organizations in Mississauga and to grow the arts, culture and heritage sector in the city.

## Economic Development

The City of Mississauga has earned a worldwide reputation for its economic strength and is acknowledged as a leading place to start and grow a business.

In 2008, Mississauga's Economic Development Office (EDO) launched a new study focusing on Mississauga's expanding life sciences sector, highlighting the continual increase in the level of employment in this sector, which added more than 5,000 knowledge workers from 2003-2007.



The office was also involved with a number of local and international initiatives aimed at promoting the Greater Toronto Area (GTA) as a preferred location to invest. These initiatives include becoming a partner, and helping launch the Research Innovation Commercialization (RIC) Centre designed to assist businesses in the commercialization of research initiatives and gain access to the Ontario commercialization network; partnering to launch the Partners in Green initiative to help businesses "green" their bottom lines by creating an internationally recognized "eco-business zone" around the Toronto Pearson business district; and participating in the Greater Toronto Marketing Alliance's (GTMA) Business Mission to Taiwan, South Korea and Japan to encourage investment in the GTA.

## Recreation and Parks

With 11 community centres and more than 520 parks, Mississauga offers a variety of opportunities for those who live, work and visit to enjoy a healthy and active lifestyle. This was evident during Ontario's first Family Day holiday when more than 7,000 residents visited Recreation and Parks facilities. Additional encouragement to develop a healthy lifestyle came in June with the launch of "Recreation and Parks Month" and the chosen theme of "Live it every day" intended to encourage people to participate in recreation and parks programs, services and facilities and incorporate physical activity into their daily routines.

Staff from the City's Community Services Department engaged the Boys and Girls Club of Peel to plant the city's first garden at the base of the CN Tower as part of the national Communities in Bloom program. Parks staff worked alongside Mississauga youths who had never had the opportunity to plant a garden. The City of Mississauga also received a five bloom rating and the national award in the Large City category (population

Following the adoption of the plan, eight new park development projects were started, including Lakeside Park.

City Council also endorsed the Older Adult Plan developed to guide the City over the next ten years in becoming an "age-friendly" city, so that services, facilities and programs will be more accessible and responsive to the specific needs of older adults.

Other Recreation and Parks highlights include:

- Residents participated in a record 1,613,700 hours of active, healthy and community-building recreation programming in 2008, 70,000 more hours than 2007.
- The My Mississauga program attracted more than 220,000 residents and visitors to Mississauga's Civic Square and downtown core for a variety of concerts, festivals and events.
- Mississauga was the host city for the 13th annual Junior Lifeguard Championships.
- Mississauga Valley Community Centre and Library celebrated its 30th anniversary.



300,000 plus) for its participation in the Communities in Bloom Program, which promotes people, places and pride. In addition, the City also received a special mention for community involvement.

In March 2008, City Council adopted the Waterfront Parks Strategy intended to help in managing the future development of the City's waterfront parks. The strategy sets park development priorities, guides park design, recommends programming for each park and identifies criteria for park expansion. Key strategic goals of the strategy include better integration and connectivity of waterfront parks, improved connections to the city at large, the introduction of more sustainable elements into the parks and promotion of a stronger relationship between the parks and the existing natural systems.

- 47 per cent of Recreation and Parks program registrations were processed via the Internet.
- Free wireless Internet service was made available in 19 local libraries, 14 major community centres, 6 stand-alone recreation facilities, the Central Library, as well as the Civic Square and Great Hall.
- Improvements were made to 25 existing playgrounds, spray pads, tennis courts, 25 sites through the Pathway Reconstruction Program and the design and planning of six new and/or existing trails with improved lighting, safety and convenience.

## Planning and Building

The City of Mississauga is seeing a changing face to its growth and development. The focus is more on infill and intensification development and strategic planning for sustainable neighbourhoods. Initiatives in this regard include:

- Completion of the first phase in the District Policies Review for Port Credit and Lakeview. The public engagement process and visioning exercises brought together community and stakeholder ideas to develop a community vision and concepts for the basis for Official Plan policies to guide further development.
- Confederation Parkway Bridge opened as a new landmark for the city and one of the final pieces completing a network of road infrastructure into the City Centre as per the 1981 Official Plan.
- Growth Management Strategy outlined a long-term strategic approach to growth management, building on Mississauga's existing context and established built form, to ensure a sustainable living and working



- Employment Lands Review provided employment land policy directions to maintain Mississauga as a major employment concentration within the Greater Golden Horseshoe and confirmed that Mississauga has a large and competitive employment land supply - one of the largest in the GTA and Hamilton.
- The Ontario Municipal Board (OMB) handed down a landmark decision in the City's favour by supporting its intensification policies and refusing a redevelopment application requesting high-rise apartments and townhouses for the northeast corner of Lakeshore Road and Deta Road.
- The OMB dealt with a number of appeals to the new zoning bylaw, all in the City's favour, with only three appeals.
- 51 conditional building permits were issued to allow the start of building construction at an earlier stage.
- The City assumed 16 new subdivisions and approximately 31 kilometres of road.
- 27th annual Mississauga Urban Design Awards (MUDA) is the longest running program of its kind in Ontario. Four outstanding projects achieved Mississauga's high standards in building design excellence.
- Municipal Urban Designers roundtable was initiated and included 12 other municipalities from Ottawa to Windsor to share experiences, achievements and the challenges in administering municipal urban design programs.

environment as the city evolves. It identified where further growth is encouraged and directs growth away from areas where it is not desired such as stable residential neighbourhoods and environmentally-sensitive areas.

- Parking Strategy developed new principles to guide the provision of parking in the city with a focus on the downtown core, which promotes efficient land use and good urban design, supports transportation and transportation demand management (TDM) goals and contributes to economic development objectives.



Brenda R. Breault, CMA, MBA  
Commissioner of Corporate Services and Treasurer



## Message from the Commissioner of Corporate Services and Treasurer

The City of Mississauga is proud to present its Financial Report for the year ended December 31, 2008. This report has been prepared in accordance with the Municipal Act and based on the reporting standards set by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants.

The Annual Financial Report serves as an opportunity to communicate to stakeholders, residents and local businesses regarding the City's 2008 financial performance, and to provide related information regarding significant financial policies and processes.

The City of Mississauga has a long-standing reputation for being a leader in prudent financial management. Residents have told us that they do not want us to reduce service levels and they value the services the City provides. The City's budget preparation begins with identifying resources needed to maintain current levels of service to respond to the needs of our community. During 2008, we implemented a new Business Planning and Budget process which links to the City's Strategic Plan and helps Council and City staff ensure that scarce resources are being used to deliver Mississauga's top priorities.

The City is working hard to limit property tax increases, while continuing to keep our buses, buildings and roads in good condition and operating efficiently. As the City is faced with increasing funding challenges we continue to need to make wise choices and exercise sound judgement in utilizing our limited resources.

The City's Business Plan incorporates the business plans developed by the service areas across the Corporation. It benefits decision-making by clarifying priorities and ensuring corporate alignment. Our Business Plan enables us to measure and report on our progress in achieving our objectives. Business planning sets the parameters and building blocks for a two-year budget process. The new business planning and budgeting process will be a two-year cycle. Business plans were developed in 2008 for 2009 and 2010. Business plans for the upcoming year will be revisited and refreshed prior to the annual budget cycle.

As part of preparing and approving the 2008 budget, Council and staff carefully reviewed every service for efficiency and value for our taxpayers. The results of the review enabled the City to limit its property tax rate increase to 1.3 per cent of the total tax bill for 2008 without compromising services or service levels today or in the future. This included a 0.3 per cent tax increase to provide funding for the Capital Program.



The 2008 financial results demonstrate Mississauga's commitment to careful financial planning and management. With an "AAA" credit rating, no debt, combined with adequate reserve balances and a new strategic and business planning process that aligns service and funding decisions, the City of Mississauga is positioning itself to address future service and infrastructure requirements. Mississauga has maintained its debt-free status and its "AAA" credit rating, which affords us some flexibility in addressing our financial challenges going forward.

In June 2006, the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants approved a new accounting and reporting standard for Tangible Capital Assets. Beginning in 2009, municipalities must begin reporting Tangible Capital Assets in their financial statements. The new requirements are a significant change in financial reporting for municipal governments. The City will be required to develop an inventory of all assets to be capitalized, determine the historical costs, and calculate the accumulated depreciation for each asset from the time of acquisition. The City has been inventorying and valuing all City assets in preparation for the 2009 reporting deadline.

Mississauga is facing slowing and changing patterns of growth and development within the city. We are shifting from a suburban to an urbanized city with growth occurring mainly through intensification and redevelopment. Supporting this transition, while at the same time continuing to maintain our existing infrastructure and service standards, creates financial challenges and requires difficult decisions.

Amidst these pressures and challenges, Council and staff will continue to focus on service priorities and efficiency improvements in order to keep tax increases to a minimum in the future, while providing residents and businesses with the excellent services and programs they have come to expect. As a starting point, the Business Plan and Budget sets the groundwork to start addressing operational and infrastructure challenges. However, Mississauga cannot do it alone - assistance from other levels of government will continue to be vital.

Mississauga's long-term approach to service and financial planning is key to our vision of "Leading Today for Tomorrow." We look forward to another successful year in 2009.

*Brenda R. Breault*

Brenda R. Breault, CMA, MBA  
Commissioner of Corporate Services and Treasurer

March 6, 2009

# Financial Management Processes

## **City Business Planning and E3 Program:**

To address significant budget, economic and political pressures in recent years, the City of Mississauga introduced a new, corporate-wide business planning process which builds on the lessons learned through the City Services Review project. The end result will be better integration of Mississauga's strategic priorities and programs, services, budgets, and annual workplans.

The City has also implemented a new program called E3 - Efficiency, Economy, and Effectiveness. Under this new initiative, the City will review in a systematic and regular way, all major City services and programs on a 4 to 6 year cycle.

## **Financial Statement Preparation:**

City of Mississauga management is responsible for all information contained in the Annual Financial Report. These financial statements and accompanying notes have been prepared using reasonable limits of materiality and within the framework of the accounting principles and disclosure requirements of the Canadian Institute of Chartered Accountants' guidelines included in the Public Sector Accounting and Auditing Standards Manual.

## **Internal Control Management:**

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

## **External Audit:**

The role of the external auditor, KPMG LLP, 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, confirming that the statements are free from material misstatements. It is the responsibility of the auditor to advise management and the Audit Committee of any control or operational issues that may be identified during their audit procedures.

## **Audit Committee:**

The Audit Committee is comprised of three members of Council, who are appointed annually by Council with the Mayor also being 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 impartial, objective and independent review of management practices through the internal and external audit functions.

## **User Pay Philosophy:**

With the City's only major funding source being property taxation, Mississauga continues to implement its "User Pay" philosophy where appropriate to do so to fund service costs. Development is slowing down and as a result development charge revenues are declining while tax base growth is slowing. The City will continually need to review user fees to balance service and tax pressures.



## Year 2008 **Financial Year in Review**

### **2008 Consolidated Financial Performance:**

- Operating Fund Overview
- Capital Fund Overview
- Reserves and Reserve Funds Overview
- Financial Graphs

### **Introduction to the Financial Statements:**

- City Financial Statements and Notes
- Trust Fund Financial Statement and Notes

## Financial Year in Review



### 2008 Consolidated Financial Performance

The major Funds utilized by the City of Mississauga are the Operating Fund, the Capital Fund, and the Reserves and Reserve Funds. The year-end balances for these Funds have been consolidated to provide the overall financial position and financial resources of the City.

The consolidated 2008 year-end balance for these three funds is \$639.9 million, compared to \$698.5 million in 2007, a decrease of \$58.6 million. An overview of each of the funds is provided below.

The City is a 90 per cent shareholder in Enersource Corporation. The City's share of net assets has increased from \$191.8 million in 2007 to \$201.0 million in 2008, representing a \$9.2 million increase. This increase is attributed to the City's \$17.3 million share of Enersource net income less an \$8.1 million dividend payment received from Enersource in 2008.

### Consolidated Statement of Financial Position (Balance Sheet)

In 2008, the City's Net Financial Resources balance (i.e. financial assets minus liabilities) closed at \$679.3 million as compared to \$743.6 million in 2007, a decrease of \$64.3 million.

Although there was a decrease in 2008, the City's Net Financial Resources position remains financially healthy and strong for the future.

- The decrease in Net Financial Resources is attributed to a number of financial areas.
  - Total Financial Assets of \$1,403.7 million increased by \$72.4 million from the prior year mainly due to an increase in cash and investments of \$60.7 million.
  - Total Liabilities of \$724.4 million increased by \$136.7 million from the prior year primarily because of an increase of \$48.9 million in accounts payable and accrued liabilities due to the timing of payments and distribution at year-end and a \$74.8 million increase in deferred revenue-obligatory reserve funds (i.e. development charges, parkland, Provincial and Federal Gas Taxes, Provincial and Federal Public Transit Funds).
- Combined cash and investments total \$1.1 billion at the end of 2008, an increase of \$34.5 million from the prior year. Cash and short-term investments accounted for \$524.9 million and long-term investments accounted for the remaining \$564.4 million. The majority of this increase in cash and investments relates to the cash inflow of Federal and Provincial funds (i.e. Gas Taxes, Public Transit Funds, Bus Rapid Transit grants) and development charges during the year which remain unspent at year-end and have been set up as deferred revenue (approximately \$424.8 million). These funds will be applied/earned as revenue when applicable transit, road, and other infrastructure related expenditures occur in the future.

### Consolidated Statement of Financial Activities (Income Statement)

Total revenues for 2008 were \$673.0 million, an increase of \$81.4 million or 13.7 per cent from the prior year.

- Property tax revenues for 2008 were \$277.9 million, an increase of \$18.7 million from the prior year. Assessment growth of 0.87 per cent and a 1.37 per cent City property tax increase on the total tax bill for 2008 contributed to this increase. This increase also included a 0.27 per cent increase on tax bills to provide additional capital infrastructure funding.



- Payments in lieu of taxes (i.e. taxation from other governments) for 2008 were \$23.0 million, an increase of \$0.9 million from the prior year.
- User charges for 2008 were \$151.0 million, an increase of \$7.3 million from the prior year.
  - Transit fares represent 37 per cent of total user charges. Transit Fares for 2008 were \$56.9 million, an increase of \$2.6 million from the prior year. The increase in transit revenue was primarily due to transit fare increases and increased transit ridership (revenue ridership in 2008 totalled 31,379,132 versus 30,128,696 in 2007 - an increase of 4.2 per cent).
  - Rents and concession fees represent 13 per cent of total user charges. Rents and concession fees for 2008 were \$20.3 million, an increase of \$2.1 million from the prior year.
  - Licence and permit revenues represent 12 per cent of total user charges. Licence and permit revenues for 2008 were \$17.7 million, an increase of \$0.3 million from the prior year.
  - Provincial offence revenues for 2008 were \$6.7 million, an increase of \$31,000 from the prior year.
- Government grants for 2008 were \$60.2 million, an increase of \$49.2 million from the prior year. In 2008, the increase was primarily due to one-time grants from the Investing in Ontario Act program (\$24.9 million), Provincial Road and Infrastructure Grant (\$9.5 million), and the Ontario Transit Grant (\$10.2 million).
- Development and other government contributions applied in 2008 were \$48.2 million, a decrease of \$14.7 million from the prior year. Lower expenditures on development-related projects in 2008 resulted in lower development contributions being applied from deferred revenue-obligatory reserve funds in 2008.
- Penalties and interest earnings from over due tax accounts for 2008 were \$8.8 million, an increase of \$1.2 million from the prior year.
- Other revenues for 2008 were \$28.4 million, an increase of \$14.0 million from the prior year. This increase reflects approximately \$12.0 million from third party capital cost recoveries and other miscellaneous one-time revenues.
- The City's share of Enersource Corporation net income for 2008 was \$17.3 million, an increase of \$4.7 million or 38.0 per cent from the prior year. From this net income amount, the City was paid a dividend of \$8.1 million in 2008 (versus \$9.3 million in 2007).

## Current Fund (Operating) Overview:

The Current Fund provides for the normal operating revenues and expenditures associated with the day-to-day provision of services. The main categories of revenue include: taxation, investment income, development-related income, transit fares, recreation fees, payments in lieu of taxes (PILTs)/ supplementary taxes, and fines and tax penalties.

The Current Fund had net revenue (i.e. revenues minus expenses) of \$32.6 million on operations before transfers. After transfers and adjustments, the Operating Fund (i.e. the City's operating revenues and expenditures) generated a surplus of \$2.6 million. This surplus is carried forward to the next year to help offset some of the 2009 budget pressures.

## **Revenues:**

In 2008, Operating Fund revenues totalled \$533.4 million as compared to \$457.3 million in 2007, an increase of \$76.1 million. The Operating Fund revenues (i.e. Property Taxes, Payments in Lieu of Taxes, User Charges, etc.) account for the majority of the Consolidated Statement of Financial Activities revenues and variance explanations for these revenues can be found in the Consolidated Statement of Financial Activities overview section on page 20.

## **Expenditures:**

Expenditures are broken down into major expense categories: labour and benefits, materials and supplies, contracted services, rents and financial expenses, and transfer payments. Total operating expenditures for 2008 were \$500.8 million compared to \$466.5 million in 2007, an increase of \$34.3 million. Please refer to the Five Year Financial Review in the Statistical Section of this report for details.

Salary, wage and benefits for 2008 were \$358.4 million, an increase of \$16.4 million from the prior year. Growth in the City's labour force (new and expanded services), labour contract settlements and pay adjustments, and increased benefit costs contributed to this increase. Also recognition for increased WSIB, and other post-employment liabilities resulted in an additional \$11.9 million in labour-related expenses as compared to \$17.9 million in 2007.

Materials and supplies for 2008 were \$50.6 million, an increase of \$8.2 million from the prior year. Diesel fuel costs of \$16.5 million increased by \$4.7 million from the prior year due to an expanding bus fleet and higher diesel fuel prices. Regular vehicle fuel of \$2.3 million increased by \$0.6 million from the prior year due to higher fuel prices. Winter salt requirements of \$4.8 million in 2008 increased by \$1.3 million over the prior year due to increased snowfall.

Contracted services for 2008 were \$42.1 million, an increase of \$5.4 million from the prior year. Winter maintenance contract services increased by approximately \$3.7 million due to increased snowfall in 2008. Contracted service increases in all other service areas, including road and asphalt repair contracts accounted for the balance.

Rent and financial expenses for 2008 were \$47.8 million, an increase of \$4.2 million from the prior year. Occupancy related costs increased by \$2.5 million primarily due to hydro cost increases (\$1.0 million), rental expense increases (\$0.7 million), and maintenance expense increases (\$0.3 million). Insurance-related expenditures also increased by \$1.5 million over 2007.

## **Capital Fund Overview:**

The Capital Fund reports the sources of funding and expenditures incurred in relation to the acquisition, construction and improvement of land, buildings, roads, bridges, sewers, and machinery and equipment used in providing municipal services.

Mississauga's capital program is funded from two primary sources. Taxes are used to fund major maintenance or enhancements/changes to existing infrastructure. Development charges and other development-related financing are used to fund growth-related projects.

Mississauga has a policy of "pay-as-you-go" which means that the City builds capital infrastructure without the use of debt financing. However, by 2013, debt financing is expected to assist in funding our increasing asset rehabilitation and replacement needs.

The capital budget is established in a different format from the operating budget. The capital budget is based on an approved project basis (i.e. commitment) rather than an annualized cash flow basis.

## **Fund Balance:**

The Capital Fund balance (i.e. unexpended capital financing) has decreased from \$137.2 million in 2007 to \$91.6 million in 2008, representing a \$45.6 million decrease. This decrease reflects the funding set aside in 2008 for new capital projects and the timing of spending on previously approved capital projects. The City is spending funds allocated to the capital program more quickly (refer to the "Expenditures" on page 23).

All projects have been pre-approved with project funding set aside in the Capital Fund. Due to the size and scope of capital projects, the timing and rate of capital expenditures can vary over many years. As a result, Capital Fund balances may fluctuate from year to year.

In 2008, the City received \$14.2 million in one-time government grants for capital infrastructure, an increase of \$11.6 million from the prior year. Included in this amount was \$12.0 million from the Ontario Government (Municipal Infrastructure Investment Initiative) for the construction of the new fire training facility. One-time grants with no specific contractual requirements must be reported as revenue in the Consolidated Financial Statements.

On the other hand, most grants received by the City today are considered conditional grants (i.e. Gas Taxes, Federal Public Transit Funds, etc.) and therefore must be reported as deferred revenue-obligatory reserve funds and must be shown as revenue when the capital expenditures related to the funding occur unlike one-time unconditional operating and capital grants.

In 2008, \$109.7 million (\$91.8 million in 2007) was transferred from Reserve Funds to the capital program to help meet increasing capital demands associated with a growing and maturing City.

## **Expenditures:**

For fiscal year 2008, total capital expenditures were \$236.5 million, an increase of \$101.6 million over the prior year. This increase reflects the timing of capital payments and stages of development for certain capital projects. It also reflects a significantly larger capital program which results in more spending on an annual basis. Over the last few years, the City has approved a number of major capital projects, and 2008 represented a very high level of capital spending. For example, in the last five years (2003 to 2007), Mississauga's capital spending on average was \$125 million per year, but in 2008, the City spent almost \$237 million.

## **Capital Project Highlights:**

Some of the major capital projects undertaken in 2008 include:

- The City spent approximately \$45.5 million on new roads, road resurfacing and road rehabilitation capital projects, including Confederation Parkway (\$8.1 million), McLaughlin Road (\$11.0 million), and Mavis Road (\$3.2 million).
  - A new four-lane McLaughlin Road Bridge over Highway 401 featuring bicycle lanes and pedestrian sidewalks was constructed, replacing the former two-lane bridge and improving north/south area traffic flow.
  - Thomas Street, between 10th Line West and Winston Churchill Boulevard, opened to improve area traffic.
  - The Confederation Parkway Bridge over Highway 403 was completed and opened to traffic, providing a major link between communities north and south of Highway 403, and easing traffic congestion on Hurontario Street and Mavis Road.
- The preliminary design phase of the Bus Rapid Transit (BRT) Project was completed to advance the development of a high-efficiency transit corridor that will run east-west across Mississauga and provide express bus service to thousands of passengers per day. The total cost of the BRT system is expected to be about \$300 million.
- The City's Green Fleet program now includes 36 hybrid-electric and fuel-efficient vehicles to help reduce greenhouse gas emissions and air contaminants.
- Pedestrian Countdown Timers are now installed at 28 intersections and Audible Pedestrian Signals are now installed at eight intersections to promote pedestrian safety.
- Fifteen more buses were added to the City's transit fleet for a milestone total of more than 400 buses of various types which supported an additional 87,000 hours of annual service.
- The first phase of the \$83.9 million expansion of Mississauga Transit's Central Parkway facility was completed with the opening of the new transit body shop to support the City's growing transit fleet.
- Completed a \$1.4 million renewal of the Westwood Mall Transit Terminal in Malton to provide new shelters, security cameras and passenger assistance alarms.
- 92 per cent of the City's transit fleet is accessible after more than 100 low-floor, ramp-equipped accessible buses replaced others in the fleet, and 31 routes in total are fully accessible after seven routes were made accessible in 2008.
- A new Bocce facility, including 4 courts, has been constructed at the Mississauga Valley Park.

- The former Gymnastics Mississauga facility at Mississauga Valley has been renovated to include a double gymnasium and program rooms.
- Erindale Lions Little League Club House, located at Springfield Park, has been renovated to include a larger storage area, accessible washrooms and stair renovations.
- Vic Johnston Arena has been redeveloped to include a larger main lobby area, office and meeting room space, redesigned banquet hall, as well as the replacement of the rink boards and glass.
- The Mississauga Majors Club House at A. E. Crookes Park has been expanded, including a larger storage and meeting area, as well as improving the overall accessibility for the building.
- The wading pool at A.E. Crookes has been replaced by a spray pad to meet the needs of the surrounding residential neighbourhood.
- Design and construction of a concrete Multi-Purpose Pad in Forestview Park was completed.
- Parking lot improvements and surfacing at Erindale Park was completed.
- Streetsville Cemetery memorial garden construction was completed.
- Dunn Park basic development has been completed.
- The trail network was expanded with the completion of the Waterfront Trail through Rhododendron Gardens, as well as the Applewood Trail extension.

## **Reserves and Reserve Funds Overview:**

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 Funds balances at the end of 2008 totalled \$545.6 million, a decrease of \$13.0 million from 2007. The Reserves and Reserve Fund total does not include development charges and senior government grants that are reported as deferred revenue-obligatory reserve funds.

### **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 increased to \$54.8 million, an increase of \$0.3 million from the prior year. This increase is the result of various transfers from the Operating Fund to help fund future operational pressures.

### **Reserve Funds:**

Reserve Funds are non-discretionary, segregated and restricted to meet a specific purpose for the municipality. Total Reserve Funds decreased to \$490.9 million, a decline of \$13.2 million from the prior year. This decrease is the result of more funds from Reserve Funds being spent on capital projects than funds being transferred into the Reserve Funds from the Operating Fund. In 2008, \$109.7 million was transferred from the Reserve Fund to capital budget projects, an increase of \$17.9 million in transfer payments from the prior year. Transfers into the Reserve Funds from the Operating Fund totalled \$55.6 million, an increase of \$36.6 million from the prior year.

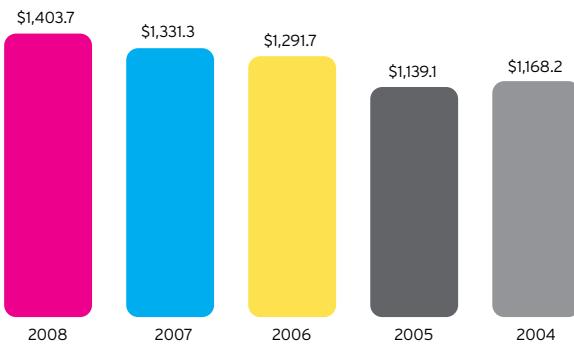
The increase in transfers to the Reserve Fund from the Operating Fund were primarily due to various Ontario one-time grants received in 2008 and recognized as revenue. These grants/funds were subsequently transferred to various Reserve Funds (i.e. Provincial Transit Grant: \$10.2 million, Provincial Road and Infrastructure Grant: \$9.4 million, and Investing in Ontario Act Grant: \$24.9 million) for related future capital initiatives.

The Reserve and Reserve Funds will help the City meet the 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 deplete these balances quickly unless additional funding support is provided from other senior levels of government to help sustain and invest in new and replacement infrastructure. It will also be important for Mississauga to continue to increase the contributions to Capital Reserve Funds through its annual infrastructure levy.

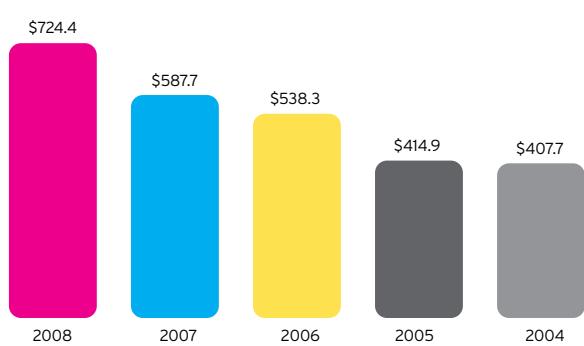
## Financial Graphs

## Consolidated Statement of Financial Position

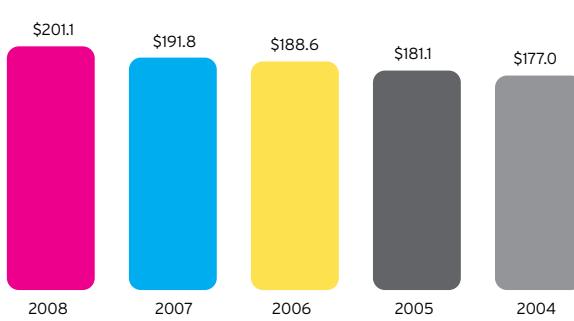
### FINANCIAL ASSETS SUMMARY (in \$millions)



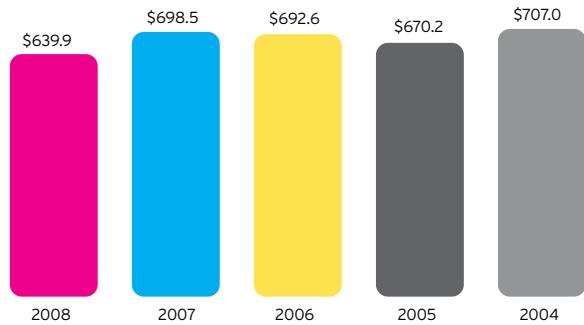
### FINANCIAL LIABILITIES SUMMARY (in \$millions)



### INVESTMENT IN ENERSOURCE CORPORATION (in \$millions)



### FUND BALANCES (in \$millions)

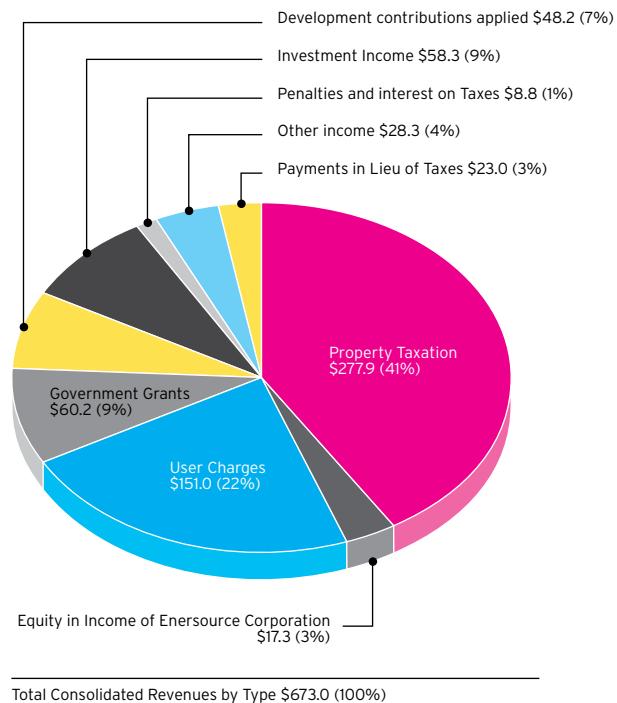


# Financial Graphs

## Consolidated Statement of Financial Activities

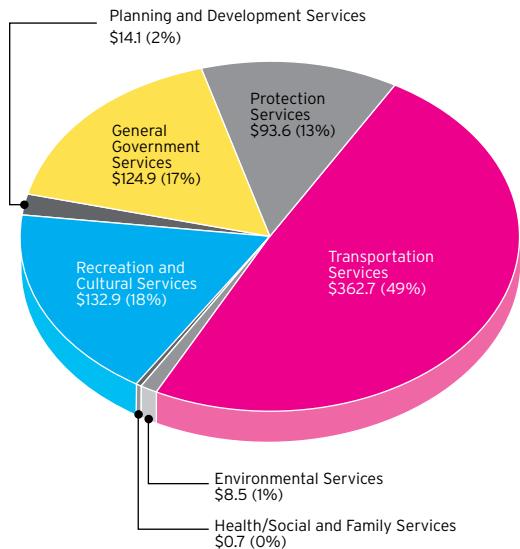
### CONSOLIDATED REVENUES BY TYPE

(in \$Millions)



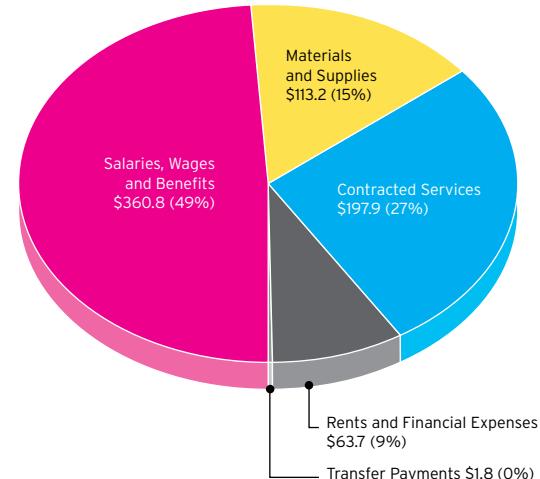
### CONSOLIDATED EXPENDITURES BY SERVICE

(in \$Millions)

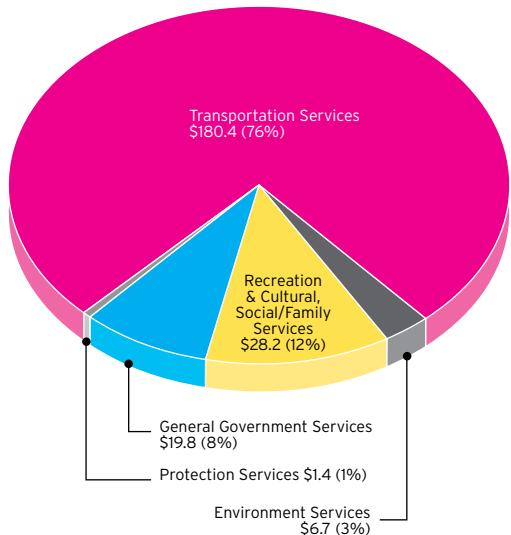


### CONSOLIDATED EXPENDITURES BY TYPE

(in \$Millions)

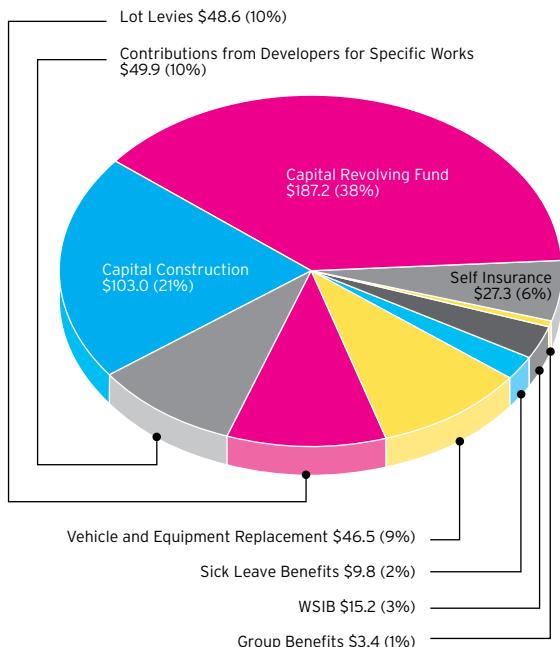


**CAPITAL FUND EXPENDITURES BY SERVICE**  
(in \$Millions)



Total Capital Expenditures by Service \$236.5 (100%)

**RESERVE FUNDS**  
(in \$millions)

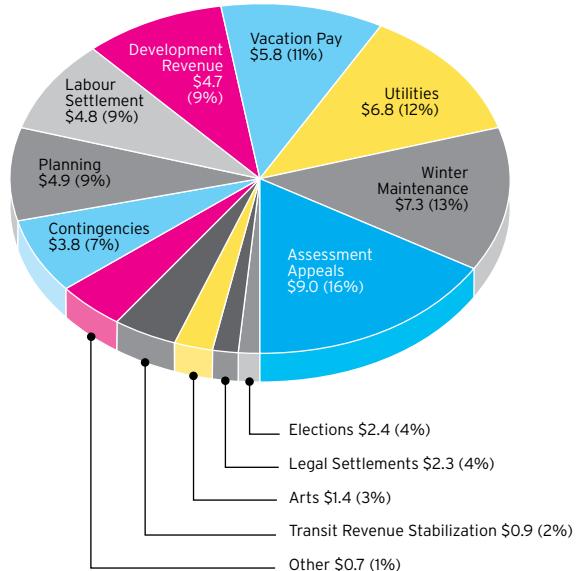


Total Reserve Funds \$490.9 (100%)

## Financial Graphs

### Capital Fund, Reserves and Reserve Funds

**RESERVES**  
(in \$Millions)



Total Reserves \$54.8 (100%)



## Introduction to the Financial Statements

The accompanying Consolidated Financial Statements and all other financial information included within this financial report are the responsibility of the management of the City of Mississauga. The City's Financial Statements contained in this report have been prepared in accordance with the accounting principles and disclosure requirements of the Canadian Institute of Chartered Accountants guidelines contained in the Public Sector Accounting Handbook.

The Commissioner of Corporate Services and Treasurer is responsible for submitting annually to the Audit Committee and Council audited financial statements. These financial statements include the consolidated results of the City of Mississauga for the fiscal year ending December 31, 2008.

Finance staff are responsible for the coordination 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 of Mississauga 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 audited Consolidated Financial Statements for City operations and the audited Trust Fund Financial Statements include:

### **City Financial Statements:**

- Auditors' Report
- Consolidated Statement of Financial Position
- Consolidated Statement of Financial Activities
- Consolidated Statement of Changes in Financial Position
- Notes to the Consolidated Financial Statements
- Consolidated Schedule of Current Fund Operations
- Consolidated Schedule of Capital Fund Operations
- Consolidated Schedule of Reserves and Reserve Funds
- Consolidated Schedule of Segment Disclosure - Service

### **Trust Fund Financial Statements:**

- Auditors' Report
- Statement of Financial Activities and Changes in Fund Balance
- Statement of Financial Position
- Notes to the Financial Statements



## Auditors' Report



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

We have examined the Consolidated Statement of Financial Position of The Corporation of the City of Mississauga as at December 31, 2008 and the Consolidated Statements of Financial Activities and changes in financial position for the year then ended. These financial statements are the responsibility of the Corporation's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these Consolidated Financial Statements present fairly, in all material respects, the financial position of The Corporation of the City of Mississauga as at December 31, 2008 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Our audit was conducted for the purpose of forming an opinion on the basic Consolidated Financial Statements taken as a whole. The supplementary information included in the schedules is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such supplementary information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated, in all material respects, in relation to the basic financial statements taken as a whole.

**KPMG LLP**

KPMG LLP  
Chartered Accountants, Licensed Public Accountants

Toronto, Canada  
March 6, 2009

# Consolidated Statement of Financial Position

as at December 31, 2008 (All dollar amounts are in \$000)	2008 \$	2007 \$
<b>Assets</b>		
<b>Financial Assets</b>		
Cash and short-term investments	\$524,926	\$464,210
Taxes receivable (Note 3)	64,480	51,639
Accounts receivable	47,737	32,899
Investments (Note 4)	564,429	590,618
Loans receivable	1,072	108
Investment in Enersource Corporation (Note 5)	201,066	191,848
Total Financial Assets	<b>\$1,403,710</b>	<b>\$1,331,322</b>
<b>Liabilities</b>		
Accounts payable and accrued liabilities	141,767	92,883
Deferred revenue - general	6,339	5,149
Deferred revenue - obligatory reserve funds (Note 6)	424,813	350,031
Employee benefits and other liabilities (Note 7)	151,518	139,657
Total Liabilities	<b>\$724,437</b>	<b>\$587,720</b>
<b>Net Financial Resources</b>	<b>\$679,273</b>	<b>\$743,602</b>
<b>Other Non-Financial Assets</b>		
Inventory and prepaids	10,180	7,061
<b>Total Net Assets</b>	<b>\$689,453</b>	<b>\$750,663</b>
<b>Municipal Position</b>		
<b>Amounts to be recovered</b> (Note 7)		
From reserves and reserve funds on hand	(102,871)	(94,797)
From future revenues	(48,647)	(44,860)
Total	(\$151,518)	(\$139,657)
<b>Fund Balances</b> (Note 8)		
Current Fund (See Schedule)	2,643	2,623
Capital Fund (See Schedule)	91,613	137,221
Reserves (See Schedule)	54,775	54,488
Reserve Fund (See Schedule)	490,874	504,140
Enersource Corporation net equity (Note 5)	201,066	191,848
Total Fund Balances	<b>\$840,971</b>	<b>\$890,320</b>
Contingencies (Note 9)	-	-
<b>Total Municipal Position</b>	<b>\$689,453</b>	<b>\$750,663</b>

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

# Consolidated Statement of Financial Activities

<b>for the year ended December 31, 2008 (All dollar amounts are in \$000)</b>	<b>Budget 2008</b> <small>Unaudited Note 1(m)</small> <b>\$</b>	<b>Actual 2008</b> <b>\$</b>	<b>Actual 2007</b> <b>\$</b>
<b>Revenues</b>			
Property taxation	276,742	277,899	259,239
Taxation from other governments	22,746	22,971	22,086
User charges	153,798	151,029	143,699
Government grants	17,801	60,195	11,038
Development and other contributions applied	71,084	48,159	62,913
Investment income	40,483	58,337	58,142
Penalties and interest on taxes	5,690	8,755	7,563
Other	38,157	28,376	14,355
Equity in income of Enersource Corporation (Note 5)	-	17,300	12,573
<b>Total Revenues</b>	<b>\$626,501</b>	<b>\$673,021</b>	<b>\$591,608</b>
<b>Expenditures</b>			
General government services	131,610	124,885	115,332
Protection services	102,638	93,580	94,992
Transportation services	333,576	362,726	226,341
Environmental services	14,977	8,469	9,301
Health services	74	79	70
Social and family services	406	615	453
Recreation and cultural services	145,999	132,856	141,533
Planning and development services	15,767	14,140	13,364
<b>Total Expenditures</b>	<b>\$745,047</b>	<b>\$737,350</b>	<b>\$601,386</b>
<b>Decrease in Net Financial Resources</b>	<b>(\$118,546)</b>	<b>(\$64,329)</b>	<b>(\$9,778)</b>
Increase in amounts to be recovered	11,861	17,927	
Increase in non-financial assets	3,119	1,036	
<b>Increase/(Decrease) in Fund Balances</b>	<b>(\$49,349)</b>	<b>\$9,185</b>	

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

# Consolidated Statement of Changes in Financial Position

for the year ended December 31, 2008 (All dollar amounts are in \$000)	2008 \$	2007 \$
<b>Operations</b>		
<b>Decrease in Net Financial Resources</b>	<b>(64,329)</b>	<b>(9,778)</b>
Equity in income of Enersource Corporation which does not involve cash	(17,300)	(12,573)
	<b>(\$81,629)</b>	<b>(\$22,351)</b>
<b>Changes in Non-Cash Working Capital:</b>		
(Increase)/decrease in taxes receivable	(12,841)	8,033
(Increase)/decrease in accounts receivable	(14,838)	16,380
Decrease in loans receivable	(964)	(1)
Increase/(decrease) in accounts payable and accrued liabilities	48,884	(12,052)
Increase/(decrease) in deferred revenue - general	1,190	(519)
Increase in deferred revenue - obligatory reserve funds	74,782	44,086
Increase in employee benefits and other liabilities	11,861	17,927
<b>Total Changes in Non-Cash Working Capital</b>	<b>\$108,074</b>	<b>\$73,854</b>
<b>Net change in cash from operations</b>	<b>\$26,445</b>	<b>\$51,503</b>
<b>Investing</b>		
(Increase)/decrease in investments	26,189	(84,647)
Dividends received from Enersource Corporation	8,082	9,303
<b>Net change in cash from investing</b>	<b>\$34,271</b>	<b>(\$75,344)</b>
<b>Net change in cash and short-term investments</b>	<b>\$60,716</b>	<b>(\$23,841)</b>
Opening cash and short-term investments	464,210	488,051
<b>Closing cash and short-term investments</b>	<b>\$524,926</b>	<b>\$464,210</b>

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

# Notes to the Consolidated Financial Statements

**for the year ended December 31, 2008  
(All dollar amounts are in \$000)**

The City of Mississauga 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.

## 1. Significant Accounting Policies

The consolidated financial statements of The Corporation of the City of Mississauga (the "City") are prepared by management in accordance with generally accepted accounting principles for local governments as recommended by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants (CICA). Significant aspects of the accounting policies adopted by the City are as follows:

### a) Reporting Entity

The consolidated financial statements reflect the assets, liabilities, revenues, expenditures and fund balances of the reporting entity. The reporting entity is comprised of 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. These financial statements include:

- City of Mississauga Public Library Board
- Clarkson Business Improvement Area
- Port Credit Business Improvement Area
- Streetsville Business Improvement Area

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

Enersource Corporation is accounted for on a modified equity basis, consistent with the generally accepted accounting treatment for government business enterprises. Under the modified equity basis, the business enterprise's accounting principles are not adjusted to conform with those of the City, and inter-organizational transactions and balances are not eliminated.

### b) Fund Accounting

Funds within the consolidated financial statements consist of current, capital and reserve funds. Transfers between funds are recorded as adjustments to the appropriate municipal fund balance.

Trust funds and their related operations administered by the City are not included in these financial statements but are reported on separately on the Trust Funds Financial Statements.

### c) Basis of Accounting

Sources of financing and expenditures are reported on the accrual basis of accounting.

The accrual basis of accounting recognizes revenues as they become measurable; expenditures are the cost of goods and services acquired in the period whether or not payment has been made or invoices received.

### d) Capital Assets

Expenditures on capital assets are reported as expenditures on the statement of financial activities in the period incurred.

### e) Reserves and Reserve Funds

Certain amounts, as approved by City Council, are set aside in reserves and reserve funds for future operating and capital purposes. Transfers to and/or from reserves and reserve funds are an adjustment to the respective fund when approved.

## **f) Government Transfers**

Government transfers are recognized in the financial statements in the period in which the 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.

## **g) Deferred Revenue - General**

The City defers recognition of user charges and 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.

## **h) Deferred Revenue - Obligatory Reserve Funds**

The City receives funding from various agreements under the authority of provincial legislation, federal legislation and City by-laws. These funds include: development charge contributions, payments in lieu of parkland, public transit funds, and gasoline tax. By their very nature, these funds are restricted in their use, and until applied to qualifying capital projects are recorded as deferred revenue.

## **i) Taxation and related revenues**

Property tax billings are prepared by the City based on assessment rolls issued by the Municipal Property Assessment Corporation (MPAC) based upon Current Value Assessment (CVA). Tax rates are established annually by City Council, incorporating amounts to be raised for local services and the requisition made by the Region of Peel in respect of regional services. The City is required to collect education taxes on behalf of the Province of Ontario. A mandatory property tax mitigation process exists in Ontario whereby Commercial, Industrial and Multi-Residential property tax increases are capped at the greater of 10% of the previous year's actual taxes and 5% of the previous year's actual CVA taxes. The cap is funded through a clawback of reassessment related tax decreases in these property classes. A normal part of the assessment process is the issue of supplementary assessment rolls which provide updated information with respect to changes in property assessment. Once a supplementary assessment roll is received, the City determines the taxes applicable and renders supplementary tax billings. Taxation revenues are recorded at the time tax billings are issued. Assessments and the related property taxes are subject to appeal. Tax adjustments as a result of appeals are recorded when the result of the appeal process is known.

The City is entitled to collect interest and penalties on overdue taxes. These revenues are recorded in the period the interest and penalties are levied.

## **j) Investments**

Investments are reported at the lesser of cost or market value. Any premium or discount at purchase of an investment is amortized over the life of the investment.

## **k) Investment Income**

Investment income earned on surplus current funds, capital funds, reserves and reserve funds (other than obligatory reserve funds) are reported as revenue in the period earned. Investment income earned on obligatory reserve funds is added to the fund balance and forms part of respective deferred revenue balances.

## **l) Pensions and Employee Benefits**

The City accounts for its participation in the Ontario Municipal Employee Retirement System (OMERS), a multi-employer public sector pension fund, as a defined benefit plan. Vacation entitlements are accrued for as entitlements are earned. Sick leave benefits are accrued where they are vested and subject to pay out when an employee leaves the City's employment. Other post-employment benefits and compensated absences are accrued in accordance with the projected benefit method prorated on service and management's best estimate of salary escalation and retirement ages of employees. Actuarial valuations, where necessary for accounting purposes, are performed triennially. The discount rate used to determine the accrued benefit obligation was determined by reference to market interest rates at the measurement date on high-quality debt instruments with cash flows that match the timing and amount of expected benefit payments. Unamortized actuarial gains or losses are amortized on a straight line basis over the expected average remaining service

life of the related employee groups. Unamortized actuarial gains / losses for event-triggered liabilities, such as those determined as claims related to Workplace Safety and Insurance Board (WSIB) are amortized over the average expected period during which the benefits will be paid.

Costs related to prior period employee services arising out of plan amendments are recognized in the period in which the plan is amended.

Where applicable, the City has set aside Reserve Funds intended to fund these obligations, either in full or in part. These Reserve Funds were created under municipal by-law and do not meet the definition of a plan asset under CICA PS 3250 Retirement Benefits. Therefore, for the purposes of these financial statements, the plans are considered unfunded.

## **m) Budget Figures**

Mississauga City Council reviews and approves its capital and operating budgets each year. Both budgets are reflected in the Consolidated Statement of Financial Activities.

The operating budget is based on projected operating expenditures to be incurred during the current year.

The capital budget is established in a different format from the operating budget. The capital budget is based on an annualized capital cash flow.

The Reserves and Reserve Fund budget is not formally prepared and approved by Council. To comply with financial reporting requirements for consolidation purposes, a budget is based on an annualized reserve cash flow.

## **n) Segment Disclosure**

A new requirement for Municipal Governments, Public Sector Accounting Board Standard 2700 on Segment Disclosures, is effective for fiscal years beginning on or after April 1, 2007. A segment is defined as a distinguishable activity or group of activities of a government for which it is appropriate to separately report financial information to achieve the objectives of the standard. The City of Mississauga has adopted this Public Sector Accounting Board standard section for the fiscal year ended December 31, 2008 and has provided definitions of segments used by the City as well as presented financial information in segmented format in Note 15.

## **o) Use of Estimates**

The preparation of financial statements in conformity with generally accepted accounting principles 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 financial statements, and the reported amounts of revenues and expenditures during the period. Actual results could differ from these estimates.

## **2. Operations of the Region of Peel and School Boards**

During 2008, the City has made property tax transfers to the Region of Peel and school boards. The amounts collected and remitted are summarized below:

	<b>School Boards</b>	<b>Region</b>
	\$	\$
Property taxes	495,425	458,481
Taxation from other governments	108	8,245
 <b>Amounts transferred</b>	 \$495,533	 \$466,726

## **3. Taxes Receivable**

Taxes receivable of \$64,480 (2007 \$51,639) reported on the Consolidated Statement of Financial Position includes \$12,801 (2007 \$4,105) of supplementary taxes recorded in 2008 but not collectable until 2009.

## **4. Investments**

The investments have a market value of \$591,732 (2007 \$622,684) at the end of the year.

## 5. Investment in Enersource Corporation

The City has a 90 per cent interest in Enersource Corporation. The following table provides condensed financial information in respect of Enersource Corporation for its 2008 fiscal year together with comparative figures for year 2007.

	2008	2007
	\$	\$
<b>Financial Position:</b>		
Current assets	198,321	183,419
Capital assets	419,244	409,952
Deferred charges and other assets	36,341	34,721
<b>Total assets</b>	<b>\$653,906</b>	<b>\$628,092</b>
Current liabilities	116,512	100,944
Long-term liabilities	312,852	313,508
<b>Total liabilities</b>	<b>\$429,364</b>	<b>\$414,452</b>
Non-controlling interest	1,135	475
<b>Shareholders' Equity</b>	<b>\$223,407</b>	<b>\$213,165</b>
<b>City share of net assets (90 per cent ownership)</b>	<b>\$201,066</b>	<b>\$191,848</b>
<b>Results of operations:</b>		
Revenues	675,254	700,825
Expenses	644,660	676,386
<b>Income before the undernoted</b>	<b>\$30,594</b>	<b>\$24,439</b>
Amounts in lieu of income taxes	(10,711)	(10,188)
Non-controlling interest	(661)	(281)
<b>Net income</b>	<b>\$19,222</b>	<b>\$13,970</b>
<b>City share of net income (90 per cent ownership)</b>	<b>\$17,300</b>	<b>\$12,573</b>

During the year, the City of Mississauga received a dividend of \$8,082 (2007 \$9,303) issued by Enersource Corporation.

The City's investment in Enersource Corporation is reflected in the following table for its 2008 fiscal year together with comparative figures for 2007.

	2008	2007
	\$	\$
<b>Investment in Enersource Corporation</b>		
Opening balance, beginning of year	191,848	188,578
City's share of net income	17,300	12,573
City's share of dividend issued	(8,082)	(9,303)
<b>Closing balance, end of year</b>	<b>\$201,066</b>	<b>\$191,848</b>

## 6. Deferred Revenue - Obligatory Reserve Funds

A requirement of the public sector accounting principles of the CICA is that obligatory reserve funds be reported as deferred revenue. This requirement is in place as provincial legislation restricts how these funds may be used. The balances in the obligatory reserve funds of the City are summarized below:

	2008 \$	2007 \$
Development charges	199,978	162,496
Parkland	73,331	48,946
<b>Sub-total</b>	<b>\$273,309</b>	<b>\$211,442</b>
Provincial public transit funds	103,049	71,506
Federal public transit funds	21,534	20,967
Provincial gasoline tax	26,921	18,608
Federal gasoline tax	-	27,508
<b>Sub-total</b>	<b>\$151,504</b>	<b>\$138,589</b>
<b>Total Obligatory Reserve Funds</b>	<b>\$424,813</b>	<b>\$350,031</b>

## 7. Employee Benefits and Other Liabilities

The City provides certain employee benefits and other liabilities which will require funding in future periods. Please refer to the summary below:

	2008 \$	2007 \$
Future payments required to WSIB	15,151	12,971
Accumulated Sick Leave Benefit Plan entitlements	9,453	9,450
Early retirement benefits	29,510	27,208
Post employment benefits	5,002	4,864
Vacation pay	16,805	16,120
Developer contribution credits	42,897	41,187
Other liabilities	32,700	27,857
<b>Total Employee Benefits and Other Liabilities</b>	<b>\$151,518</b>	<b>\$139,657</b>
Less: Recoverable from Reserves and Reserve Funds on hand	102,871	94,797
<b>Amount to be funded from future revenues</b>	<b>\$48,647</b>	<b>\$44,860</b>

(i) WSIB: The City has elected to be a Schedule 2 employer under the provisions of the Workplace Safety and Insurance Board Act, and as such remits payments to the WSIB only as required to fund disability payments. An actuarial update of this obligation was completed in January 2009, in accordance with the financial reporting guidelines established by the Public Sector Accounting Board of the CICA.

(ii) Accumulated 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 update completed in January 2009, in accordance with the financial reporting guidelines established by the Public Sector Accounting Board of the CICA.

(iii) Early retirement benefits are 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 update completed in January 2009, in accordance with the financial reporting guidelines established by the Public Sector Accounting Board of the CICA.

(iv) Post employment benefits are paid on behalf on any employee on long-term disability. The accrued benefit obligation and the net periodic cost were determined by an actuarial update completed in January 2009, in accordance with the financial reporting guidelines established by the Public Sector Accounting Board of the CICA. Information about liabilities for defined benefit plans is as follows:

	<b>2008</b>	<b>2007</b>				
	<b>WSIB \$</b>	<b>Sick Leave \$</b>	<b>Early Retirement \$</b>	<b>Post Employment \$</b>	<b>Total \$</b>	<b>Total \$</b>
<b>Accrued benefit obligation, beginning of year</b>	<b>\$12,971</b>	<b>\$9,450</b>	<b>\$27,208</b>	<b>\$4,864</b>	<b>\$54,493</b>	<b>\$44,002</b>
Increase due to plan amendment	-	-	-	-	-	<b>7,464</b>
Service cost	3,043	786	1,619	667	<b>6,115</b>	<b>4,685</b>
Interest cost	706	638	1,579	241	<b>3,164</b>	<b>3,037</b>
Amortization of actuarial (gain)/loss	79	239	203	-	<b>521</b>	<b>71</b>
Benefit payments	(1,648)	(1,660)	(1,099)	(770)	<b>(5,177)</b>	<b>(4,766)</b>
<b>Accrued benefit obligation, end of year</b>	<b>\$15,151</b>	<b>\$9,453</b>	<b>\$29,510</b>	<b>\$5,002</b>	<b>\$59,116</b>	<b>\$54,493</b>
Unamortized actuarial (gain)/loss	(219)	3,329	3,098	-	6,208	7,095
Actuarial valuation update, end of year	\$14,932	\$12,782	\$32,608	\$5,002	\$65,324	\$61,588
Expected average remaining service life	7 yrs	13 yrs	10 yrs	n/a	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:

	<b>WSIB</b>	<b>Sick Leave</b>	<b>Post Employment</b>	<b>Early Retirement</b>
Expected inflation rate	2.50%	2.50%	2.50%	2.50%
Expected level of salary increases	n/a	3.50%	3.50%	3.50%
Interest discount rate	5.00%	5.00%	5.00%	5.00%

(v) Developer charge credits are liabilities and obligations that arise through the Development Charges Act. The year 2008 developer charge credit liability is \$42,897 (2007 \$41,187).

## 8. Municipal Fund Balances at the End of the Year

The City's fund balances are comprised of the following:

	<b>2008</b>	<b>2007</b>
	<b>\$</b>	<b>\$</b>
<b>For general reduction of taxation:</b>		
City	2,399	2,557
Library Board	116	(15)
Sub-total	\$2,515	\$2,542
<b>For specific reduction of taxation:</b>		
Business Improvement Areas	128	81
<b>Total</b>	<b>\$2,643</b>	<b>\$2,623</b>
<b>Other Fund Balances:</b>		
Capital Fund	91,613	137,221
Reserves	54,775	54,488
Reserve Funds	490,874	504,140
Enersource Corporation net equity	201,066	191,848
<b>Total</b>	<b>\$840,971</b>	<b>\$890,320</b>

## 9. Contingencies

As at December 31, 2008, 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 more likely than not and is able to reasonably assess the exposure, an amount is provided for in these financial statements.

## 10. Expenditures by Object

The following is a summary of the expenditures reported on the Consolidated Statement of Financial Activities by object:

	Budget 2008 Unaudited	Actual 2008	Actual 2007
	\$	\$	\$
Salaries, wages and fringe benefits	367,001	360,758	344,480
Materials and supplies	79,272	113,176	65,558
Contracted services	221,546	197,927	133,830
Rents and financial expenses	75,211	63,694	55,761
Transfer payments	2,017	1,795	1,757
<b>Total Expenditures</b>	<b>\$745,047</b>	<b>\$737,350</b>	<b>\$601,386</b>

## 11. Pension Agreements

The City makes contributions to the Ontario Municipal Employees Retirement System (OMERS), which is a multi-employer plan, on behalf of all permanent, full-time members of its staff. 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. In 2008, City contributions totalled \$21,166 (2007 \$18,011) and employee contributions totalled \$21,168 (2007 \$18,012).

## 12. Trust Funds

Trust funds administered by the City amounting to \$569 (2007 \$555) are presented in a separate financial statement of trust fund balances and operations. As such balances are held in trust by the City for the benefit of others, they are not presented as part of the City's financial position or financial activities.

## 13. Provincial Offences Administration

The Ministry of the Attorney General requires all municipal partners administering Provincial Offences Administration to disclose in the year-end audited financial statements a note on the gross and net provincial offence revenues earned. The following table provides condensed financial information required by the terms in the Memorandum of Understanding for its 2008 fiscal year with comparative figures for the year 2007:

	2008	2007
	\$	\$
<b>Revenues</b>		
Gross revenues	6,818	6,807
Less refunds	63	83
Net Revenues	\$6,755	\$6,724
<b>Expenditures</b>		
Provincial charges	625	523
City operating expenses	3,141	3,044
Total Expenditures	\$3,766	\$3,567
<b>Net Revenue</b>	<b>2,989</b>	<b>3,157</b>
Repayment to Capital Revolving Fund	412	478
<b>Net Contribution</b>	<b>\$2,577</b>	<b>\$2,679</b>

## **14. Tangible Capital Assets**

Tangible Capital Assets are non-financial (i.e. real) assets that are generally not available to the City for use in discharging its existing liabilities and are held for use in the provision of services. These assets are significant economic resources that are not intended for sale in the ordinary course of business and have an estimated useful life that extends beyond the current year. Examples include roads, sidewalks, sewers, buildings, libraries, parks, land, etc.

### **Transitional Provisions**

Effective January 1, 2007, the City of Mississauga adopted Public Sector Guideline 7 (PSG-7) of the Public Sector Accounting Handbook of the Canadian Institute of Chartered Accountants with respect to the disclosure of tangible capital assets of local governments. PSG-7 provides transitional guidance on presenting information related to tangible capital assets by way of a note to the financial statements until Section 3150 - Tangible Capital Assets comes into effect on January 1, 2009. These provisions require local governments to report and capitalize tangible capital assets at historical cost and amortize these assets over their estimated useful life.

During 2008, the City of Mississauga has worked towards compliance with the new legislation. As at December 31, 2008, the municipality has obtained a complete listing of all 2007 asset inventories except for Roads, Sidewalks, and Storm Sewers which are expected to be completed early 2009. Policies relating to Tangible Capital Asset reporting, continue to be developed as inventories are established. These policies address asset classifications, thresholds, useful life and amortization method. The asset categories and useful life are as follows:

<b>Asset Classification</b>	<b>Useful Life (Years)</b>
Land	Infinite
Land Improvements	15
Buildings	40
Vehicles	10 - 20
Equipment	5 - 40
Roads, Bridges and Sidewalks	15 - 100
Storm Drainage	25 - 100

### **Amortization**

Tangible Capital Assets are recorded at historic cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. Where historic cost is not available, the City has developed estimation techniques to determine cost. The cost, less residual value, of the Tangible Capital Assets is amortized on a straight-line basis over the above noted useful lives. The only exception, per the above, is for Land, which is considered to have an infinite life. Assets under construction are not amortized until the asset is available for productive use. Gains and/or losses on the disposal of an asset will be recorded on the Statement of Operations as "Gain/Loss on Disposal of Assets."

### **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 revenue.

### **Leased Assets**

Leases are classified as either operating or capital leases. Lease agreements which substantially transfer all the risks and rewards of ownership to the City are accounted for as a capital lease. All other leases are considered operating leases and the related payments are charged to operating expenses as incurred.

### **Works of Art and Historical Treasures**

The City of Mississauga owns both works of art and historical treasures at various Mississauga-owned facilities such as Benares/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. The historic cost of the art and treasures is neither determinable nor relevant in its significance; hence, a valuation is neither assigned to these assets nor disclosed in the consolidated financial statements.

## **15. Segmented Information**

The City of Mississauga provides a wide range of services and capital infrastructure for its citizens, including fire, public transit, and recreation and cultural. For financial reporting purposes, the City's operations and activities are organized and reported by Fund and service segments.

The major Funds utilized by the City of Mississauga are the Current Fund (operating), the Capital Fund, and the Reserves and Reserve Funds. The year-end balances for these Funds have been consolidated to provide the overall financial position and financial resources of the City.

The service segments have been set up under the guidelines of the Ministry of Municipal Affairs and Housing Financial Information Return (FIR) reporting. The City's service segments have been summarized below:

### **General Government Services:**

The General Government Services segment is comprised of the following service areas: Mayor and Council, City Manager's Office, Internal Audit, Economic Development, Strategic Initiatives, Arts & Culture; Office of the City Clerk; Finance, Information Technology, Facilities and Property Management, Revenue, Materiel Management, Organizational Wellness & Business Services, Legal, Customer Service, and Communications. These divisions are responsible for bylaws and administrative policies, levying taxes, acquiring, 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.

### **Protection Services:**

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

### **Transportation Services:**

The Transportation Services segment is comprised of the following service areas: Roadway Services including road maintenance, public works, street cleaning, traffic operations, planning, engineering and development; Winter Control; Transit; Parking; and Street lighting.

### **Environmental Services:**

The Environmental Services segment is comprised primarily of Storm Sewer Services. The City provides storm water management to ensure 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.

### **Health Services:**

The Health Services segment is comprised primarily of cemetery maintenance and management.

### **Social and Family Services:**

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

### **Recreation and Cultural Services:**

The Recreation and Cultural Services segment is comprised of the following service areas: Parks services; Recreation Programs; Recreation Facilities; Marinas and Golf Courses; Libraries; Museums and other Cultural Services and Activities.

### **Planning and Development Services:**

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

The segmented information was provided in accordance with the financial reporting guidelines established by the Public Sector Accounting Board of the CICA (section PS2700). For additional information see the Consolidated Schedule of Segment Disclosure - Service.

## Consolidated Schedule of Current Fund Operations

for the year ended December 31, 2008 (All dollar amounts are in \$000)	2008 Budget <small>Unaudited</small>	2008 Actual	2007 Actual
<b>Revenues</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Property taxation	276,742	277,899	259,239
Taxation from other governments	22,746	22,971	22,086
User charges	153,798	151,029	143,699
Government grants	3,628	46,022	2,481
Investment income	14,203	17,768	14,806
Penalties and interest on taxes	5,690	8,755	7,563
Other	15,068	8,926	7,432
<b>Total Revenues</b>	<b>\$491,875</b>	<b>\$533,370</b>	<b>\$457,306</b>
<b>Expenditures</b>			
General government services	109,375	105,108	105,516
Protection services	94,410	92,214	88,423
Transportation services	176,204	182,300	158,393
Environmental services	1,719	1,814	1,823
Health services	74	79	70
Social and family services	406	489	401
Recreation and cultural services	107,020	104,672	98,489
Planning and development services	15,767	14,140	13,364
<b>Total Expenditures</b>	<b>\$504,975</b>	<b>\$500,816</b>	<b>\$466,479</b>
<b>Net Revenue/(Expenditures)</b>	<b>(\$13,100)</b>	<b>\$32,554</b>	<b>(\$9,173)</b>
<b>Financing and Transfers</b>			
Dividends received from Enersource	8,000	8,082	9,303
Transfers to reserves and reserve funds	(12,380)	(55,596)	(19,015)
Net Financing and Transfers	(\$4,380)	(\$47,514)	(\$9,712)
Increase in amounts to be recovered	11,861	11,861	17,927
Increase in inventory/prepays	3,119	3,119	1,036
<b>Change in Current Fund Balance</b>	<b>(\$2,500)</b>	<b>\$20</b>	<b>\$78</b>
Opening Current Fund Balance	2,500	2,623	2,545
<b>Closing Current Fund Balance</b>	<b>-</b>	<b>\$2,643</b>	<b>\$2,623</b>

## Consolidated Schedule of Capital Fund Operations

for the year ended December 31, 2008 (All dollar amounts are in \$000)	2008 Budget <small>Unaudited</small>	2008 Actual	2007 Actual
<b>Revenues</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Development and other contributions applied	71,084	48,159	62,913
Other	23,089	18,914	6,985
Government grants	14,173	14,173	2,625
<b>Total Revenues</b>	<b>\$108,346</b>	<b>\$81,246</b>	<b>\$72,523</b>
<b>Expenditures</b>			
General government services	22,235	19,777	9,816
Protection services	8,228	1,366	6,569
Transportation services	157,372	180,426	67,948
Environmental services	13,258	6,655	7,478
Social and family services	-	126	52
Recreation and cultural services	38,979	28,184	43,044
<b>Total Expenditures</b>	<b>\$240,072</b>	<b>\$236,534</b>	<b>\$134,907</b>
<b>Net Expenditures</b>	<b>(\$131,726)</b>	<b>(\$155,288)</b>	<b>(\$62,384)</b>
<b>Financing and Transfers</b>			
Transfers from reserve funds	118,968	109,680	91,820
<b>Change in Capital Fund Balance</b>	<b>(\$12,758)</b>	<b>(\$45,608)</b>	<b>\$29,436</b>
Opening Capital Fund Balance	137,221	137,221	107,785
<b>Closing Capital Fund Balance</b>	<b>\$124,463</b>	<b>\$91,613</b>	<b>\$137,221</b>

## Consolidated Schedule of Reserves and Reserve Funds

for the year ended December 31, 2008 (All dollar amounts are in \$000)	2008 Budget <small>Unaudited</small>	2008 Actual	2007 Actual
<b>Net Revenues</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Government grants	-	-	5,932
Investment income	26,280	40,569	43,336
Other revenues/(expenditures)	-	536	(62)
<b>Total Net Revenues</b>	<b>\$26,280</b>	<b>\$41,105</b>	<b>\$49,206</b>
<b>Net Transfers from/(to) other funds</b>			
Transfers from Current Fund	12,380	55,596	19,015
Transfers to Capital Fund	(118,678)	(109,680)	(91,820)
<b>Total Net Transfers</b>	<b>(\$106,298)</b>	<b>(\$54,084)</b>	<b>(\$72,805)</b>
<b>Change in Reserves and Reserve Fund Balances</b>	<b>(\$80,018)</b>	<b>(\$12,979)</b>	<b>(\$23,599)</b>
Opening Balance	558,628	558,628	582,227
<b>Ending Balance</b>	<b>\$478,610</b>	<b>\$545,649</b>	<b>\$558,628</b>
<b>Analyzed as follows:</b>			
<b>Reserves set aside for specific purposes:</b>			
Development revenue	4,691	4,781	
Assessment appeals	8,968	8,968	
Vacation pay	5,820	5,820	
Contingencies	3,755	3,869	
Labour settlements	4,812	5,956	
Planning process update	4,876	4,048	
Transit revenue stabilization	908	1,078	
Legal settlements	2,336	2,304	
Winter maintenance	7,313	7,313	
Elections	2,364	1,914	
Commitments	274	327	
Early retirement benefits	500	500	
Arts	1,355	807	
Other	25	25	
Utilities	6,778	6,778	
<b>Total Reserves</b>	<b>\$54,775</b>	<b>\$54,488</b>	
<b>Reserve Funds set aside for specific purposes by Council:</b>			
Lot levies	48,591	46,816	
Contributions from developers for specific works	49,941	44,348	
Vehicle and equipment replacement	46,533	54,123	
Capital construction	103,043	129,776	
Capital revolving fund	187,185	176,599	
Self insurance	27,250	23,194	
Group benefits	3,385	3,111	
WSIB	15,153	16,166	
Sick-leave benefits	9,793	10,007	
<b>Total Reserve Funds</b>	<b>\$490,874</b>	<b>\$504,140</b>	
<b>Total Reserves and Reserve Funds</b>	<b>\$545,649</b>	<b>\$558,628</b>	

# Consolidated Schedule of Segment Disclosure - Service

For the year ended December 31, 2008  
 (All dollar amounts are in \$000)

Financial Activities	Current Fund								Other Funds		
	General government services	Protection services	Transportation services	Environmental services	Health services	Social and family services	Recreation and cultural services	Planning and development services	Other Funds and Corporations	2008 Consolidated Revenue and Expenditures	2007 Consolidated Revenue and Expenditures
<b>Revenues</b>											
Property Taxation	\$277,899	-	-	-	-	-	-	-	-	\$277,899	\$259,239
Taxation from other governments	22,971	-	-	-	-	-	-	-	-	22,971	22,086
User Charges	3,431	25,621	74,211	197	56	206	44,172	2,938	197	151,029	143,699
Government grants	44,646	-	-	-	-	42	1,228	106	14,173	60,195	11,038
Development and other contributions applied	-	-	-	-	-	-	-	-	48,159	48,159	62,913
Investment income	17,711	-	-	-	16	-	41	-	40,569	58,337	58,142
Penalties and interest on taxes	8,755	-	-	-	-	-	-	-	-	8,755	7,563
Other	2,374	245	5,522	-	-	32	686	67	19,450	28,376	14,355
Equity in income of Enersource Corporation	-	-	-	-	-	-	-	-	17,300	17,300	12,573
	<b>377,787</b>	<b>25,866</b>	<b>79,733</b>	<b>197</b>	<b>72</b>	<b>280</b>	<b>46,127</b>	<b>3,111</b>	<b>122,548</b>	<b>673,021</b>	<b>591,608</b>
<b>Expenditures</b>											
Salaries and benefits*	78,676	86,842	111,569	403	6	354	69,936	10,645	2,327	360,758	344,480
Materials and supplies*	6,105	2,542	30,937	121	11	104	10,382	445	62,529	113,176	65,558
Contracted services	3,589	791	26,134	1,290	62	5	8,723	1,544	155,789	197,927	133,830
Rents and Financial expenses	19,526	2,039	10,541	-	-	8	14,184	1,506	15,890	63,694	55,761
Transfer payments	330	-	-	-	-	18	1,447	-	-	1,795	1,757
	<b>108,226</b>	<b>92,214</b>	<b>179,181</b>	<b>1,814</b>	<b>79</b>	<b>489</b>	<b>104,672</b>	<b>14,140</b>	<b>236,535</b>	<b>737,350</b>	<b>601,386</b>
Increase/(Decrease) in Net Financial Resources	<b>\$269,561</b>	<b>(\$66,348)</b>	<b>(\$99,448)</b>	<b>(\$1,617)</b>	<b>(\$7)</b>	<b>(\$209)</b>	<b>(\$58,545)</b>	<b>(\$11,029)</b>	<b>(\$113,987)</b>	<b>(\$64,329)</b>	<b>(\$9,778)</b>

\*Includes PSAB adjustments under General government services



## Auditors' Report



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

We have audited the Statement of Financial Position of the Trust Funds of The Corporation of the City of Mississauga as at December 31, 2008 and the Statement of Financial Activities for the year then ended. These financial statements are the responsibility of the City's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the funds held in trust by The Corporation of the City of Mississauga as at December 31, 2008 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

*KPMG LLP*

KPMG LLP  
Chartered Accountants, Licensed Public Accountants

Toronto, Canada  
March 6, 2009

## Trust Funds

### Statement of Financial Activities and Changes in Fund Balances

for the year ended December 31, 2008  
 (All dollar amounts are in \$000)

	Perpetual Care \$	Election Surplus \$	Total \$	2008	2007
<b>Revenues</b>					
Interest	16	4	20	22	
Perpetual Care receipts	10	-	10	9	
Surplus election proceeds (Note 4)	-	-	-	127	
<b>Total Revenues</b>	<b>\$26</b>	<b>\$4</b>	<b>\$30</b>	<b>\$158</b>	
<b>Expenditures</b>					
Cemetery maintenance	16	-	16	17	
<b>Total Expenditures</b>	<b>\$16</b>	<b>-</b>	<b>\$16</b>	<b>\$17</b>	
<b>Increase in financial assets</b>	<b>\$10</b>	<b>\$4</b>	<b>\$14</b>	<b>\$141</b>	
Opening Fund Balance	422	133	555	414	
<b>Closing Fund Balance</b>	<b>\$432</b>	<b>\$137</b>	<b>\$569</b>	<b>\$555</b>	

## Trust Funds

### Statement of Financial Position

for the year ended December 31, 2008  
 (All dollar amounts are in \$000)

	Perpetual Care \$	Election Surplus \$	Total \$	2008	2007
<b>Financial Assets</b>					
Cash	25	137	162	230	
Investments (Note 2)	407	-	407	325	
<b>Fund Balance</b>	<b>\$432</b>	<b>\$137</b>	<b>\$569</b>	<b>\$555</b>	

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

# **Trust Funds**

## **Notes to the Financial Statements**

**for the year ended December 31, 2008**  
**(All dollar amounts are in \$000)**

### **1. Significant Accounting Policies**

#### **Basis of Accounting**

Perpetual Care receipts are reported on the cash basis of accounting and interest income is reported on the accrual basis of accounting.

Expenditures are reported on the cash basis of accounting with the exception of administrative expenses which 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.

### **2. Investments**

The total investments by the Trust Fund of \$407 (2007 \$325) reported on the Statement of Financial Position at cost, have a market value of \$413 (2007 \$325) at the end of the year.

### **3. Perpetual Care Fund**

The Perpetual Care Fund administered by the City is funded by the sale of cemetery plots. 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 Fund are undertaken by the City in accordance with the regulations of the Cemeteries Act.

### **4. Election Surplus Fund**

The Election Surplus Fund, as per S.79(8) of the 1996 Municipal Elections Act, states that if in the next regular election or in an earlier by-election, the candidate is nominated for an office on the same council, the Clerk shall pay the amount held in trust to the candidate, with interest. In 2008, nil (2007 \$127) was added to the fund. As per S.79(9), if subsection (8) does not apply, the amount becomes the property of the municipality.



## Year 2008 **Statistics**

- Five-Year Financial Review
- 10 Largest Corporate Property Taxpayers

## Five-Year Financial Review

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

Fiscal Year	2008	2007	2006	2005	2004
<b>Municipality Statistics</b>					
Population	717,250	709,250	704,000	697,000	689,000
Area in acres	70,500	70,500	70,500	70,500	70,500
Households	227,500	224,700	220,000	218,000	214,000
<b>Employees:</b>					
full time	4,031	3,872	3,763	3,452	3,380
per 1000 people	5.6	5.5	5.3	5.0	4.9
part time	2,955	2,783	3,168	3,180	2,971
Construction Activity	\$1,127,194	\$1,199,184	\$1,052,760	\$1,104,789	\$1,385,657
<b>Tax Assessment Information</b>					
<b>Assessment Valuation Year</b>	2005	2005	2005	2003	2003
<b>Taxable Assessment upon which the year's rates of taxation were set:</b>					
Residential, farm, multi-residential	\$62,123,065	\$61,568,791	\$60,579,487	\$53,557,080	\$52,048,099
Commercial, industrial and other	20,279,690	20,099,979	19,759,296	17,246,701	16,977,633
<b>Total Taxable Assessment</b>	<b>\$82,402,755</b>	<b>\$81,668,770</b>	<b>\$80,338,783</b>	<b>\$70,803,781</b>	<b>\$69,025,732</b>
<i>Commercial, industrial, and business as a percentage of taxable assessment</i>	24.6%	24.6%	24.6%	24.4%	24.6%
<b>Tax Rate Information:</b> (per \$ of assessed value)					
<b>Residential and farm</b>					
for City purposes	0.289828%	0.276312%	0.263908%	0.277827%	0.262596%
for Region purposes	0.480934%	0.462209%	0.444471%	0.479680%	0.466669%
for School purposes	0.264000%	0.264000%	0.264000%	0.296000%	0.296000%
<b>Total Tax Rate - Residential and farm</b>	<b>1.034762%</b>	<b>1.002521%</b>	<b>0.972379%</b>	<b>1.053507%</b>	<b>1.025265%</b>
<b>Commercial</b>					
for City purposes	0.408604%	0.389549%	0.372062%	0.391327%	0.369875%
for Region purposes	0.678028%	0.651630%	0.626623%	0.675644%	0.657318%
for School purposes	1.553938%	1.553938%	1.553938%	1.737545%	1.737545%
<b>Total Tax Rate - Commercial</b>	<b>2.640570%</b>	<b>2.595117%</b>	<b>2.552623%</b>	<b>2.804516%</b>	<b>2.764738%</b>
<b>Industrial</b>					
for City purposes	0.455251%	0.434021%	0.414537%	0.432778%	0.409053%
for Region purposes	0.755432%	0.726020%	0.698159%	0.747210%	0.726943%
for School purposes	1.777496%	1.781118%	1.781118%	1.984482%	1.984482%
<b>Total Tax Rate - Industrial</b>	<b>2.988179%</b>	<b>2.941159%</b>	<b>2.893814%</b>	<b>3.164470%</b>	<b>3.120478%</b>

# Five-Year Financial Review

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

Fiscal Year	2008	2007	2006	2005	2004
<b>Property Tax Information:</b>					
<b>Tax Levies:</b>					
City portion	\$277,899	\$259,239	\$249,087	\$229,195	\$211,760
Region portion	458,481	431,037	417,213	392,090	372,992
School Board portion	495,425	481,326	492,348	471,702	455,888
<b>Total Tax Levies</b>	<b>\$1,231,805</b>	<b>\$1,171,602</b>	<b>\$1,158,648</b>	<b>\$1,092,987</b>	<b>\$1,040,640</b>
<b>Taxes collected:</b>					
City collection	\$257,586	\$255,320	\$218,248	\$189,955	\$209,110
Taxes Transferred to the Region	458,481	431,037	417,213	392,090	372,992
Taxes Transferred to the School Boards	495,425	481,326	492,348	471,702	455,888
<b>Total Taxes collected</b>	<b>\$1,211,492</b>	<b>\$1,167,683</b>	<b>\$1,127,809</b>	<b>\$1,053,747</b>	<b>\$1,037,990</b>
<b>Tax arrears:</b>					
Taxes Receivable	\$64,480	\$51,639	\$59,672	\$51,036	\$60,191
Taxes Receivable per capita	\$90	\$73	\$84	\$73	\$87
Percentage of current levy	5.2%	4.4%	5.1%	4.7%	5.8%
<b>Consolidated Revenues:</b>					
Property Taxation	\$277,899	\$259,239	\$249,087	\$229,195	\$211,760
Taxation from other governments	22,971	22,086	21,922	23,068	24,097
User charges	151,029	143,699	135,750	128,569	124,002
Government grants	60,195	11,038	19,824	6,795	10,561
Development contributions applied	48,159	62,913	61,226	31,979	24,345
Investment income	58,337	58,142	51,694	43,875	42,229
Penalties and interest on taxes	8,755	7,563	5,841	3,701	8,169
Other	28,376	14,355	9,551	15,856	13,087
Equity in Income of Enersource Corporation	17,300	12,573	15,504	12,078	10,486
<b>Total Revenues</b>	<b>\$673,021</b>	<b>\$591,608</b>	<b>\$570,399</b>	<b>\$495,116</b>	<b>\$468,736</b>
<b>Revenue per capita</b>	<b>\$938</b>	<b>\$834</b>	<b>\$810</b>	<b>\$710</b>	<b>\$680</b>
<b>Consolidated Expenditures By Function:</b>					
<b>Current Fund</b>					
General government services	\$105,108	\$105,516	\$81,195	\$89,078	\$91,288
Protection services	92,214	88,423	85,106	76,857	72,864
Transportation services	182,300	158,393	139,239	136,622	126,803
Environmental services	1,814	1,823	2,347	1,998	2,233
Health services	79	70	30	38	53
Social and family services	489	401	357	349	310
Recreation and cultural services	104,672	98,489	92,787	79,196	73,504
Planning and development services	14,140	13,364	11,552	10,603	10,895
<b>Total Current Fund Expenditures</b>	<b>\$500,816</b>	<b>\$466,479</b>	<b>\$412,613</b>	<b>\$394,741</b>	<b>\$377,950</b>
<b>Capital Fund</b>					
General government services	19,777	9,816	10,290	6,824	16,539
Protection services	1,366	6,569	2,548	14,198	1,232
Transportation services	180,426	67,948	73,090	82,045	36,576
Environmental services	6,655	7,478	6,971	2,934	1,725
Social and family services	126	52	62	1	13
Recreation and cultural services	28,184	43,044	35,653	30,719	37,560
<b>Total Capital Fund Expenditures</b>	<b>\$236,534</b>	<b>\$134,907</b>	<b>\$128,614</b>	<b>\$136,721</b>	<b>\$93,645</b>
<b>Total Consolidated Expenditures</b>	<b>\$737,350</b>	<b>\$601,386</b>	<b>\$541,227</b>	<b>\$531,462</b>	<b>\$471,595</b>

# Five-Year Financial Review

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

Fiscal Year	2008	2007	2006	2005	2004
<b>Capital Fund Information:</b>					
<b>Capital Financing</b>					
Development contributions applied	\$48,159	\$62,913	\$61,226	\$31,979	\$24,345
Government grants	14,173	2,625	17,473	4,460	6,300
Other	18,914	6,985	4,970	4,705	4,551
<b>Total Capital Financing</b>	<b>\$81,246</b>	<b>\$72,523</b>	<b>\$83,669</b>	<b>\$41,144</b>	<b>\$35,196</b>
<b>Capital Fund Expenditures</b>	<b>236,534</b>	<b>134,907</b>	<b>128,614</b>	<b>136,721</b>	<b>93,645</b>
<b>Net Capital Financing/(Expenditures)</b>	<b>(\$155,288)</b>	<b>(\$62,384)</b>	<b>(\$44,945)</b>	<b>(\$95,577)</b>	<b>(\$58,449)</b>
Transfers from Reserve Funds	109,680	91,820	80,904	72,649	85,528
Previous Year Unexpended Capital Financing	137,221	107,785	71,826	94,754	67,675
<b>Current Year Unexpended Capital Financing</b>	<b>\$91,613</b>	<b>\$137,221</b>	<b>\$107,785</b>	<b>\$71,826</b>	<b>\$94,754</b>
<b>Expenditures by Object:</b>					
<b>Consolidated Current Fund</b>					
Salary, wages and fringe benefits	\$358,431	\$342,023	\$301,853	\$281,543	\$265,999
Net long term debt charges (interest)	-	-	-	-	-
Net long term debt charges (principal)	-	-	-	-	-
Materials and supplies	50,647	42,438	37,276	36,491	33,163
Contracted services	42,138	36,670	28,691	32,318	30,415
Rents and financial expenses	47,805	43,591	42,683	41,232	45,281
Transfer payments	1,795	1,757	2,110	3,157	3,092
<b>Total Current Fund Expenditures</b>	<b>\$500,816</b>	<b>\$466,479</b>	<b>\$412,613</b>	<b>\$394,741</b>	<b>\$377,950</b>
<b>Capital Fund</b>					
Salary, wages and fringe benefits	2,327	\$2,457	\$2,199	\$2,381	\$2,188
Materials and supplies	62,529	23,120	34,987	33,356	8,512
Contracted services	155,789	97,160	79,684	85,174	60,488
Rents and financial expenses	15,889	12,170	11,744	15,810	22,457
Transfer payments	-	-	-	-	-
<b>Total Capital Fund Expenditures</b>	<b>\$236,534</b>	<b>\$134,907</b>	<b>\$128,614</b>	<b>\$136,721</b>	<b>\$93,645</b>
<b>Total Consolidated Expenditures</b>	<b>\$737,350</b>	<b>\$601,386</b>	<b>\$541,227</b>	<b>\$531,462</b>	<b>\$471,595</b>
<b>Municipal Debt Information:</b>					
<b>Long-Term Liabilities</b>					
General municipal activities	-	-	-	-	-
Per capita	-	-	-	-	-
<b>Charges for Long-Term Liabilities</b>					
General municipal activities	-	-	-	-	-
Per capita	-	-	-	-	-
<b>Debt Repayment Limit</b>	<b>\$109,314</b>	<b>\$101,615</b>	<b>\$97,089</b>	<b>\$88,911</b>	<b>\$81,808</b>
(as determined by the Province of Ontario)					
<b>Fund Balances:</b>					
Operating Fund	\$2,643	\$2,623	\$2,545	\$2,579	\$2,621
Reserves	54,775	54,488	53,898	47,933	46,470
Reserve Funds	490,874	504,140	528,329	547,390	562,749
Capital Fund	91,613	137,221	107,785	71,826	94,754
Trust Funds	569	555	414	477	443
Investment in Enersource Corporation	201,066	191,848	188,578	181,084	177,016

## 10 Largest Corporate Property Taxpayers

<b>Owner</b>	<b>Assessment Value \$</b>
1 OMERS Realty Management	\$519,150,000
2 The Erin Mills Town Centre	\$178,318,000
3 3536785 Canada Inc.	\$160,650,000
4 Mississauga Complex	\$118,239,000
5 Nuance Group (Canada) Inc.	\$94,085,000
6 Ivanhoe Cambridge Inc.	\$79,823,000
7 Metrus Central Properties	\$79,703,000
8 Orlando Corporation	\$72,401,000
9 Glaxosmithkline Inc.	\$70,382,000
10 First Capital (Meadowvale)	\$69,108,000
<b>Top Ten - Assessment Total</b>	<b>\$1,441,859,000</b>
<i>% of Total Industrial and Commercial Assessment</i>	7.1%
<i>% of Total Taxable Assessment</i>	1.7%
Total Residential Assessment	\$62,123,064,639
Total Industrial and Commercial Assessment	\$20,279,690,594
<b>Total Taxable Assessment</b>	<b>\$82,402,755,233</b>





## Contact Information

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**L5B 3C1**

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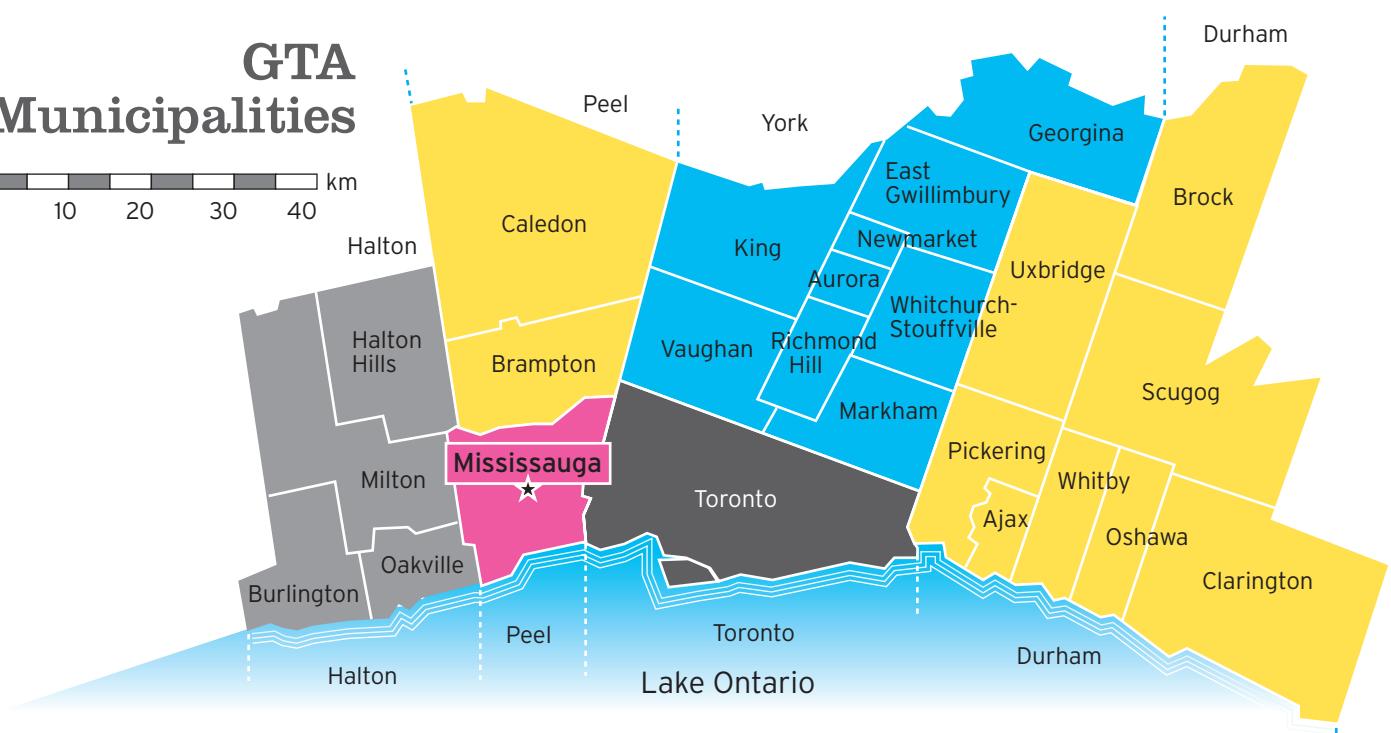


### **City of Mississauga Members of Council**

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<b>George Carlson</b>	Ward 11	905-896-5011	george.carlson@mississauga.ca



## GTA Municipalities





The City of Mississauga,  
Ontario, Canada

## **financial report**2008

