

The City of Mississauga,
Ontario, Canada, for the fiscal
year ended December 31, 2020

Financial and Sustainability Report



2020 Financial and Sustainability Report

The 2020 Financial and Sustainability Report has been prepared in an electronic format and is available on the City's website at **mississauga.ca/finance**.

The City of Mississauga
Financial and Sustainability Report 2020

For the fiscal year ended December 31, 2020

Mississauga, Ontario, Canada

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

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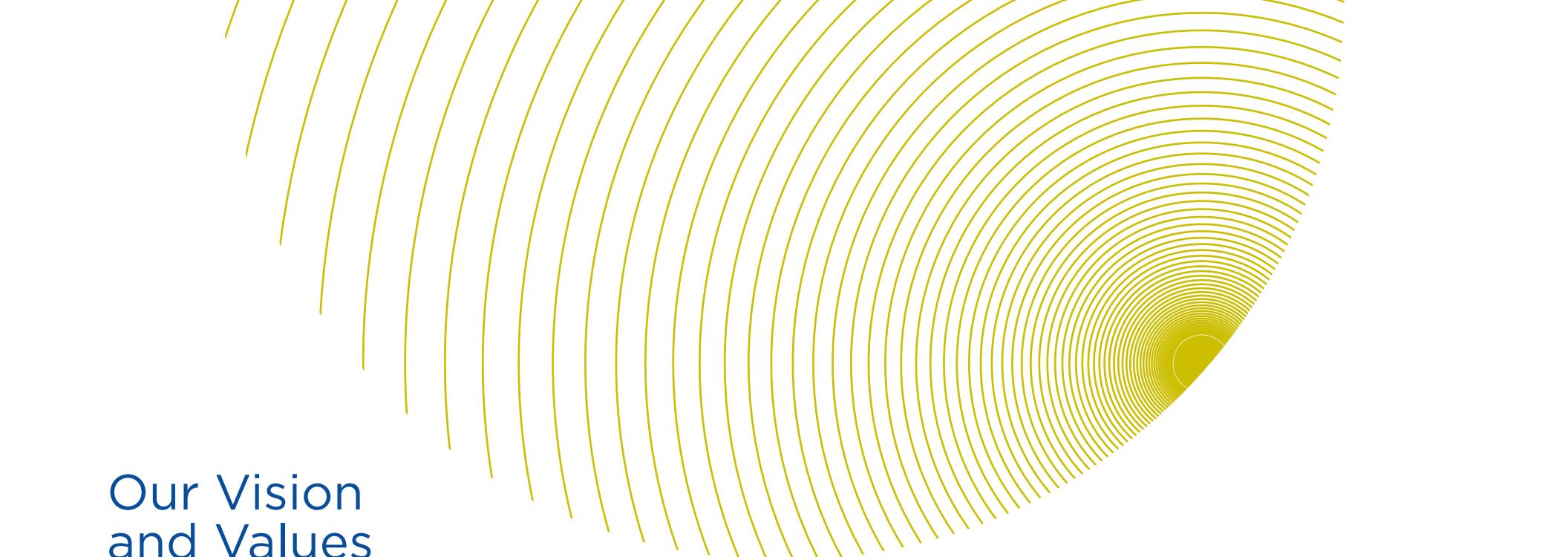
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Our Vision and Values

VISION

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

VALUES

TRUST

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

QUALITY

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

EXCELLENCE

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

Government Finance Officers Association Award



Government Finance Officers Association

Canadian Award for Financial Reporting

CANADIAN AWARD FOR FINANCIAL REPORTING

For the 23rd consecutive year, the Government Finance Officers Association (GFOA) of the United States and Canada presented the City of Mississauga with the Canadian Award for Financial Reporting for its 2019 Annual Financial Report, in recognition of the City's ability to present financial information in a clear, concise and informative manner. This award program encourages innovative financial reporting and maintains a high-quality standard that is recognized among peers.

The City continues to commit to high-quality reporting and will submit this report to the GFOA for the 2020 evaluation.

Presented to
**City of Mississauga
Ontario**

For its Annual
Financial Report
for the Year Ended

December 31, 2019

Christopher P. Monell

Executive Director/CEO



Message from the Mayor

On behalf of Members of Council, I'm pleased to present the City of Mississauga's 2020 Financial and Sustainability Report. This annual report provides an overview of Mississauga's financial health during an unprecedented time for our city.

While Mississauga was hit hard by the pandemic, this report highlights the decisive actions and measures our Council took to mitigate the financial impacts of COVID-19 while balancing our commitment to delivering critical programs and services to taxpayers.

2020 was an unprecedented, challenging year for Mississauga, as it was for all municipalities in Canada and around the world. As we navigated the many challenges associated with COVID-19, our main priority was protecting the health and safety of our community and supporting our residents and businesses. This was the City's main focus at a time when so many residents in Mississauga faced significant emotional and financial hardships.

The financial support received from our federal and provincial partners in 2020, including \$67.1 million from the Safe Restart Agreement, was critical in helping the City lessen the financial impact of the pandemic on our services and operating budgets. This year more than ever, we have seen the importance of all levels of government working together. We will continue to do our part in working together to ensure we keep moving forward and advancing our key priorities.

Throughout 2020, we advocated, pivoted and modified service delivery models and by-laws to help ease the impacts of the pandemic in our community. We introduced new programs and listened to our residents and businesses. We did all we could, within our power and means, to provide relief for those who needed it most.

As we responded to the urgent needs of COVID-19, we never lost sight of our future. To ensure a safe, efficient and inclusive path forward, staff developed the COVID-19 Recovery Framework, outlining the City's

recovery operations across four key pillars: Community, Economic, Financial and Corporate. This Framework continues to guide our plans and actions as we work to build back better over the coming months and years.

Our Smart City Plan, endorsed by Council in 2019, was also critical to our COVID-19 response and recovery efforts in 2020. From leveraging existing technology to quickly delivering short- and long-term solutions for both residents and City employees, Mississauga has been innovative in our response to COVID-19. As we continue to bring our Smart City Plan to life, technology will continue to enhance the quality of life in Mississauga.

While our focus on COVID-19 dominated much of 2020, we continued to move forward with our other priorities.

We know, for example, that climate change cannot be ignored. It has been a growing challenge over the past decade. Our Climate Change Action Plan is already having a meaningful impact in our community. We have built more efficient facilities, reduced our use of single-use plastics, initiated our One Million Trees Program and introduced a stormwater levy to help us develop more resilient infrastructure city-wide. To support a green recovery in 2021, MiWay will participate in a hydrogen fuel-cell electric bus pilot project – the only one of its kind in Canada. These initiatives, along with many others, contribute to the City's sustainability, progress and success.

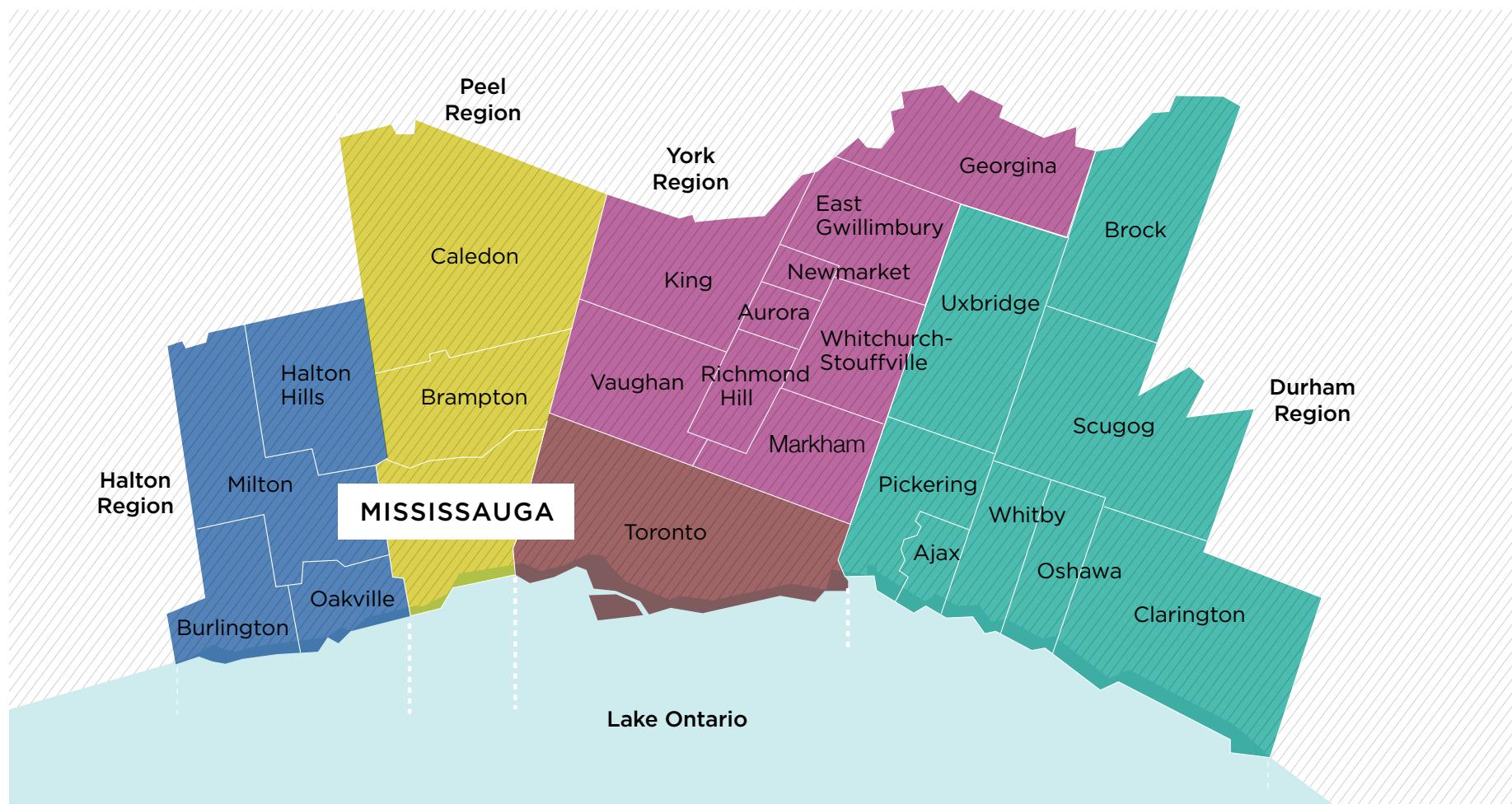
Mississauga remains a location of choice for business and innovation. In 2020, we were pleased to announce a number of major investments and new businesses in Mississauga, including a \$500-million investment by Hoffman-La Roche Limited (Roche Canada), a second William F. White International Inc. studio location in Mississauga and Bora Pharmaceuticals' selection of Mississauga as the location for its first manufacturing facility and corporate headquarters in North America. In addition, the National Research Council of Canada (NRC) opened a new advanced materials research facility in Mississauga. As we navigate our way through the pandemic, business retention and expansion will be an important contributor to our City's COVID-19 recovery.

In a constantly shifting landscape, the City has remained strong and steadfast in responding to the immediate needs of our community while continuing to plan for a bright future. I am proud of our response to this pandemic and am more confident than ever in our ability to move into a positive future together as a dynamic, creative and innovative global city.

A handwritten signature in black ink that reads "Bonnie Crombie".

Bonnie Crombie, MBA, ICD.D
Mayor

Mississauga and GTA Municipalities





Message from the City Manager and Chief Administrative Officer

Our 2020 Financial and Sustainability Report shares the City's progress toward achieving our strategic goals and highlights our fiscal responsibility. The report provides a snapshot of the key financial activities we undertook during a challenging and unprecedented year.

Approximately 97 per cent of our City's operating budget is invested in delivering the programs and services our residents rely on. 2020 required us to focus our efforts on addressing the impacts of COVID-19, the longest and most impactful emergency our City has ever faced. We worked closely with our partners, community agencies and other levels of government to address the significant financial impacts of the pandemic.

In an effort to provide relief and support to the community, property tax payments and stormwater fees were deferred. Residents were offered free transit, while parking enforcement and fines were temporarily suspended. We introduced deferred rent payments for tenants of City facilities and deferred the collection of the Municipal Accommodation Tax. There were also some difficult yet necessary decisions made to keep us moving forward through the pandemic. To mitigate the revenue losses in service areas such as MiWay and Recreation, we implemented temporary layoffs and hiring freezes, deferred capital costs and, as always, looked for efficiencies.

Through our Corporate Lean program, we remained committed to finding efficiencies in the way we operate. Since 2009, we have seen \$68.4 million in cumulative savings and have already identified \$10 million in savings for 2021.

As a City, we're also facing another crisis – climate change.

As a leader in local government, the City has a responsibility to ensure our decisions consider financial, social and environmental sustainability. In 2019, we launched our first comprehensive Climate Change Action Plan in which a key element is sustainability. Sustainability is an important consideration in everything we do. This allows for our organization's strategy, operations, accounting and reporting to be transparent and accountable as we work to meet the needs of our community today and in the future.

The COVID-19 pandemic also presented a number of challenges for City employees and I am proud to see that their commitment to excellence never waivered. As an organization, we continued to receive many achievements and successes due to the ongoing hard work and dedication of City employees.

Among these achievements is our 'AAA - Stable' credit rating from Standard & Poor's Global Ratings Services and receiving the Distinguished Budget Presentation Award for the 2020-2023 Business Plan and 2020 Budget Book from the Government Finance Officers Association (GFOA). In addition, our Transportation Master Plan received an Ontario Traffic Council Project of the Year Award. Employees from across the City were also recognized with a Gold Quill Award by the International Association for Business Communicators for their work on the Bianca Andreescu She the North rally. Our Economic Development Office was also ranked one of the top 20 local and regional groups representing Canada's Best Locations. In addition, the City was recognized by Forbes as one of Canada's Best Employers in 2020. These awards and accolades speak to our commitment to financial and operational excellence and our dedication to creating a high quality of life for our residents and businesses.

As a City, we've managed many challenges throughout the years – disastrous weather events, a train derailment, major emergencies and now a global pandemic. What stands out to me the most is how we have risen above these obstacles, remaining resilient and focused on being a City that delivers for its residents. Through the most challenging of times, including the unexpected events we saw in 2020, we remained committed to excellence, strong financial planning, informed decision-making and investing wisely. These valuable lessons will influence our decisions and actions as we continue building a 21st century city where people choose to be and can truly thrive.



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

Mississauga Quick Facts (2020)

Location

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

Population

- Canada's sixth-largest city: 777,000 (2020)
- Projected population: 878,000 (2041)

Employment

- Employees in Mississauga: 471,702 (2020)
- Employees in Toronto Census Metropolitan Area: 3.49 million (Labour Force Survey, 2019, Total Employment)
- Labour Pool in Toronto Census Metropolitan Area: 5.56 million (Labour Force Survey, 2019, persons 15 years and above)
- 76 Fortune 500 companies have their Canadian head offices or major divisional offices located in Mississauga
- 53 Financial Post Top 500 companies have their Canadian head offices or major divisional offices located in Mississauga

Transportation

Airport

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

Railways

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

Public Transit

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

Higher Education

IN MISSISSAUGA

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

WITHIN COMMUTING DISTANCE

- 15 major universities and 17 technical colleges

Property Tax Rates (2020 Rates)

- Industrial: 2.088279 per cent
- Commercial: 1.904916 per cent
- Residential: 0.785962 per cent
- Multi-Residential: 0.954080 per cent

Creating Sustainable Value Through Our Strategic Plan



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



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



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



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



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

Corporate Organizational Structure



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

RESPONSIBILITIES:

- Economic Development Office
- Internal Audit
- Legal Services
- Strategic Initiatives



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

RESPONSIBILITIES:

- Facilities & Property Management
- Finance
- Human Resources
- Information Technology
- Legislative Services & Office of the City Clerk
- Revenue & Materiel Management
- Strategic Communications



Jodi Robillos
Acting Commissioner, Community Services

RESPONSIBILITIES:

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



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

RESPONSIBILITIES:

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



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

RESPONSIBILITIES:

- Enforcement
- Infrastructure Planning & Engineering
- LRT Project Office
- MiWay
- Traffic Management & Municipal Parking
- Works Operations & Maintenance

A large, abstract graphic in the background consists of numerous thin, yellow, wavy lines that curve from the left side towards the right, creating a sense of motion and depth.

20
20

Accomplishments
and Successes

Delivering Existing Services

Corporate Services

- Issued 2,168 marriage licenses, along with 131 civil ceremonies
- Responded to 236,079 calls; received 72,355 Pingstreet app and online service requests through 311 Citizen Contact Centre
- Received more than 12 million page views on the City of Mississauga website
- Streamed 77 Committee meetings
- Conducted 922 procurements for goods and services
- Completed 9,541 preventative maintenance tasks and 6,591 demand work orders to City buildings and facilities

Planning and Building

- Issued 3,709 construction permits with a value of \$1.44 billion
- Completed more than 70,000 building, plumbing, heating and sign inspections
- Processed 3,709 ePlans online building permit applications
- Since the 2016 implementation of the Registration By-law, registered more than 1,300 second units – 339 in 2020

Community Services

- Hosted Mississauga's first virtual Canada Day celebration on digital platforms where more than 17,000 web visitors joined the virtual programming
- 2020 was the first full year of service for new Fire Station 120 (Eglinton/Fairwind), which saw improved response time in the area by approximately 11 seconds
- Fire & Emergency Services responded to more than 700 fire-related calls and more than 12,000 medical emergencies
- Introduced virtual fitness and other recreational programming to support active living throughout the pandemic
- Issued 114 filming permits over 664 filming days in 2020
- Introduced electric grass cutting equipment to support Park operations

Transportation and Works

- Provided 1.6 million transit service hours through MiWay Transit
- Processed more than 500 Public Utilities Co-ordinating Committee (PUCC) applications, 250 access modification permits and 1,700 road occupancy permits
- Installed Passive Traffic Calming on 30 roadways
- Installed Physical Traffic Calming on eight roadways
- Lowered speed limits in 24 neighbourhoods, which included more than 800 roadways

City Manager's Office

- Developed COVID-19 business resource webpage and business relief portal, a central one-stop shop web resource to help businesses access more than 200 business resources, programs and funding to support business recovery, drawing in more than 21,500 users and 35,900 page views
- Hosted 55 COVID-19 business-related information and training webinars covering various topics aimed at supporting businesses with more than 4,300 attendees
- Provided 64 Internal Audit recommendations, that promote a system of governance, risk management and controls – of which 29 were completed within the year and the remaining are in progress

Implementing Cost Containment Strategies

Corporate Services

- Developed an interim plan to relocate staff from 201 City Centre Drive to achieve cost savings of approximately \$600,000 effective March 2022 and an additional cost avoidance of \$1.2 million effective March 2023
- Awarded 17th straight 'AAA – Stable' credit rating from Standard & Poor's Global Ratings Services

Planning & Building

- Implemented a Mobile Data Collector for the City's Land Use survey
- Reduced re-work for the Planning & Development Committee report production process by 83 per cent decrease in re-work and achieving \$10,662 in cost avoidance
- Increased automation in the newspaper ads for Public Meetings process, reducing staff effort by 28 per cent

Community Services

- Parks, Forestry and Environment, and Recreation received approximately \$83,000 in operating and capital grants that contributed to delivering tree planting, invasive species workshops, community restoration projects and multiple basketball net installations
- Improved the Fire Safety Inspection Process by reducing the number of trips required to complete an inspection which resulted in savings of 172 hours of staff time
- Led project to capture, separate and divert dog waste to prevent recycling containers contamination in parks, with 16 metric tons of dog waste collected in 2020

Transportation and Works

- Renegotiated a new, five-year salt contract for the City, saving approximately \$12.5 million over five years, including \$2.4 million in 2020
- Completed the Public Utilities Co-ordinating Committee (PUCC) review as a Lean Black Belt project and launched the corresponding online application system
- Installed new PRESTO devices on buses and new self-serve reload machines at various terminals to enhance customer experience

City Manager's Office

- Achieved \$6.1 million in cost savings and cost avoidance through the Corporate Lean Program
- Performed Internal Audit engagements that safeguards assets, reduced potential fraud, improved efficiency in operations, increased financial reliability and integrity and provided assurance of compliance with laws and regulations

Maintaining Our Infrastructure

Corporate Services

- Installed LED lighting improvements at Meadowvale Four Rinks, Paramount Fine Foods Centre, Erin Mills Twin Arena and new exterior yard parking lot lighting at Clarkson, Malton Yard and Meadowvale Depot
- Received the Outstanding Agency Accreditation Achievement Award (OA4) from the National Institute of Governmental Purchasing (NIGP)
- Responded to 221 after hours calls for facility building emergencies
- The Civic Centre received the “2020 Leadership Award” for high performance presented as part of the Mayor’s Megawatt Challenge Town Hall competition
- Received ENERGY STAR® certification for Erin Mills Twin Arena for the second year in a row
- Completed a city-wide Building Automation System (BAS) standardization project

Community Services

- Received the Tree Cities of the World designation from the Food and Agriculture Organization of the United Nations (FAO) and the Arbor Day Foundation for the second year in a row by demonstrating leadership in urban forest management
- Replaced more than 60 per cent of front-line fire trucks to ensure service reliability
- Performed approximately 309,000 hours of maintenance for the care of the City's parkland and open space, including approximately 505 parks, 373 sports fields, 171 sport courts, 266 playgrounds and 12 publically owned cemeteries

- Planted 34,958 trees and shrubs through the One Million Trees Program
- Maintained 32,412 City-owned trees including pruning, rejuvenation, watering and staking
- Reconstructed 3.2 kilometres of trails
- Rehabilitated six bridges, 15 playgrounds and two sports fields and courts

Transportation and Works

- Rehabilitation of three of the City's stormwater management ponds to ensure proper operation of the facilities and to maintain treatment capacity
- Implemented a new transit asset management system for all vehicles
- Completed 3.8 kilometres of sidewalk improvements
- Resurfaced 56 kilometres of roads and replaced 0.4 kilometres of noise walls
- Constructed 8.9 kilometres of multi-use trails and 2.1 kilometres of trails
- Completed the Torbram Road Double Grade separations at the Metrolinx and CN rail crossings
- Continued the development of a comprehensive Asset Management Plan for our roads, bridges and culverts
- Completed four intersection improvements
- Rehabilitated two bridge structures
- Rebuilt three traffic signals

Advancing Our Strategic Vision

Corporate Services

- Expedited work related to the Office Space Strategy and developed recommendations for the Corporate Pillar Recovery Plan supporting the *Building Back Better* COVID-19 recovery plan
- Received 488 Committee of Adjustment applications in 2020
- Implemented 2020 Tax deferrals in response to the COVID-19 pandemic

Planning and Building

- Implemented an online electronic plan submission and review through ePlans for a range of development applications including Official Plan Amendments, Rezoning and Condominiums
- Completed the Mississauga Urban Design People's Choice Award, which featured 70 previous Award of Excellence winners from the last 35 years that had residents vote online for their favourite places

Community Services

- Developed and delivered virtual targeted fire safety education programming based on identified community risk
- Establishment of the City's Indigenous Relations within the Culture division to co-ordinate engagement requirements for all City projects with our Indigenous partners
- Continued Culture Grants support to 50 organizations, festivals and events (with more than \$2.6 million provided)
- Acquired approximately 38 acres of new park property through dedication and purchase

Transportation & Works

- Initiated the Mississauga Stormwater Master Plan, *Build Beautiful*
- Launched the Active Transportation COVID-19 Recovery Strategy

City Manager's Office

- Maintained the City's International Organization for Standardization 37120 (ISO 37120) platinum-level certification from the World Council on City Data (WCCD)
- Developed Small Business and Broader Industry Economic Recovery Plans as part of the Economic Recovery Framework. The plans identified 42 unique actions to help small businesses and broader industries through economic recovery. Both Economic Recovery Plans have provided a structure to support Mississauga's business community throughout recovery
- Launched and implemented the Economic Development Strategy (2020-2025) that supports the following City economic priorities: Support Globally Minded Businesses, Develop Distinctive Places and Deliver Durable Infrastructure
- Reinforced the importance of the City's waterfront as a strategic priority through the introduction of a program management approach for strategic waterfront projects and development issues, particularly with the proposed Lakeview Village Community



Message from the Director of Finance and Treasurer

The City of Mississauga is pleased to present its Financial and Sustainability Report for the year ended December 31, 2020. This report has been prepared in accordance with the Municipal Act and based on the reporting standards set by the Chartered Professional Accountants (CPA) Canada Public Sector Accounting Board.

This report communicates to residents, businesses and all stakeholders the details of the City's 2020 financial performance and related information about significant financial policies and processes. This year, it also includes some information about the City's performance relating to social, environmental and economic sustainability. As the City further formalizes incorporating sustainability into its policies and programs, our reporting on it will evolve.

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

The City began and ended 2020 in good financial shape. This is remarkable given the formidable challenges we faced together with the rest of the world. You will find some descriptions of the extraordinary events and achievements of this pandemic year elsewhere in this report. For now, I will focus on the financial overview.

COVID-19 had a devastating effect on people, activity and finances in Mississauga and worldwide in 2020. The City averted a looming deficit and the depletion of its reserves in part through preparedness, nimble action and resilience and in part thanks to the substantial funding received from the federal and provincial governments through the Safe Restart Agreement.

Working to conserve resources and tax dollars is standard operating procedure for the City in normal years. As the year began, the 2020 budget (prepared pre-COVID-19) already included \$2.4 million in cost savings. This careful cost management allowed Council to minimize the 2020 property tax increase while planning to maintain existing services. The 2020 increase to Mississauga property owners on their total tax bill was confirmed in January 2020, before the onset of the pandemic, at 3.24 per cent, with 1.60 per cent being the City's portion and 1.64 per cent going to the Region of Peel.

As COVID-19 dealt its blows to Mississauga families, workers, businesses and institutions, the City took action. Staff promptly innovated ways to deliver essential services safely and leaders developed a comprehensive four-pillar framework to guide recovery. Expenses were further reduced against budget. Some expense reductions occurred as a natural consequence of closures (e.g., operational costs associated with closed or reduced programs or services) and some had to be initiated out of necessity (e.g., project deferrals or eliminations, a line-by-line expenditure review and staff layoffs). In-year expenses were reduced by a further \$51.6 million from the 2020 budgeted amount.

The majority of City expenses continued since most City services (e.g., transit, fire and emergency services and roads) are essential. COVID-19 brought unplanned expenses for things like personal protective equipment, new cleaning regimes and required safe delivery. These new expenses added approximately \$3.3 million to the 2020 expense total.

In-year expense reductions were urgently needed in 2020 because of the staggering pandemic-driven revenue losses. Transit-fare revenue and recreation-fee revenue both dropped sharply, ending the year at 48 per cent and 40 per cent of budgeted revenue. As hotels were empty, revenue from the Municipal Accommodation Tax came in at only 38 per cent of budget. These fare, fee and tax revenues normally help to offset expenses while minimizing the amount of new revenue required from property taxes.

Funding from other levels of government also helps minimize property tax increases. The Federal Gas Tax is an ongoing source of revenue that is critical to the City's ability to fund the transit and transportation infrastructure needed to support current users and expected future growth.

The federal and provincial governments created the Safe Restart Agreement in the fall in order to work together to combat the effects of the pandemic. Mississauga would have had to address a year-end deficit for the first time in its history had it not been for the \$67.1 million in federal and provincial funds that flowed to the City as a result of this Agreement – funding we are most grateful to have received.

The City's need for overall financial resilience has been brought into clear focus by the pandemic. Contributing to that resilience was the inclusion again in 2020 of a dedicated capital infrastructure and debt repayment levy as part of the overall tax levy. This prudent step helps the City maintain its substantial infrastructure assets, valued at \$8.36 billion (net book value) in 2020. City infrastructure supports the overall social, environmental and economic sustainability of the community.

The City's Stormwater Charge is another example of a prudent practice that contributes to the City's financial resilience and community sustainability. The revenue from the charge (\$42.8 million in 2020) funds operating and capital expenses within the City's stormwater management program. The program exists to protect property, infrastructure and the environment from erosion, flooding and enhances water quality. It supports the City's extensive stormwater management system and keeps it in good working order, now and in the future. The charge to all property owners appears on the Region of Peel water bill.

With or without COVID-19, every Ontario municipality faces a major challenge to manage its infrastructure gap: that is, the difference between the current replacement value of infrastructure and the value of capital reserves, including current contributions. While Mississauga's infrastructure levy and other judicious financial practices help to narrow its infrastructure gap, the City needs additional revenue sources that are predictable and sustainable, now and in the longer term.

Long-range financial planning confirms this need. The Long-Range Financial Plan shows the City is in a strong financial position to maintain normal service levels over the next 10 years, but it also underlines the need to secure additional sources of revenue to address unknown challenges and opportunities. Our 2020 experience has reminded us of how important this is.

The City issued no new debt in 2020 – a cost-saving measure made feasible by the short-term deferral of capital projects. The total debt balance at year-end was \$176.4 million. This amount of debt remains considerably below the debt capacity that provincial regulation allows for Ontario municipalities.

The City's excellent debt management practices helped it to earn an 'AAA - Stable' credit rating from Standard & Poor's Global Ratings Services in 2020 for the 17th consecutive year. Achieving this highest-possible rating again has tangible benefits: it means that Mississauga is able to borrow at a lower cost and invest in financial instruments that will earn a higher rate of return.

The City owns 90 per cent of the Enersource Corporation. Enersource co-owns the electricity provider known as Alelectra. In 2020, this ownership had a value of \$498.5 million (2019 \$498.8 million), a decrease of \$0.3 million from the 2019 value. This change is largely due to the impact of the 2020 pandemic on Alelectra revenues and operations that flowed to the City through Enersource investment, income and dividend receipts.

In summary, the City confronted the exceptional COVID-19 pandemic along with the challenging financial pressures associated with service delivery, inflation and infrastructure maintenance and delivered value for money in 2020. We are well into 2021 now and these same challenges all persist. The City's financial resilience – grounded in its conservative debt management practices, solid strategic plan, disciplined Lean culture, competent service delivery, responsive change management capacity and comprehensive plans and budgets – is strong and will continue to serve taxpayers well.



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

The Impact of COVID-19 on the City

The COVID-19 pandemic has presented the greatest social and economic challenges the City and its residents have seen in generations. Sound planning and prudent financial management has allowed the City of Mississauga to confront the pandemic with a good amount of built-in resilience.

The following actions highlight the City's response to the COVID-19 pandemic, and the impact COVID-19 has had on the City's operations and finances.

Health and Safety: Core Requirements for Ongoing Service

In mid-March 2020, the Government of Ontario, the Region of Peel and the City declared states of emergency and instituted measures to control the spread of COVID-19. All City facilities closed, including community centres, libraries, museums, theatres, the Provincial Offences Courthouse, and Civic Centre. Playgrounds were closed. Ridership on MiWay plummeted and service was reduced.

The City's first priority was to ensure the continuation of all essential services. New health and safety protocols and related training were put into place immediately. A large number of City staff were able to transition to working remotely without disruption thanks to the preparedness and innovation of staff across the corporation.

Staff acted immediately to ensure that Council meetings were able to continue during the closure of City facilities. Council was able to safely continue to make decisions about COVID-19 and other City business by meeting online.



Plexiglass shields installed at MiWay Information and Revenue counters

Supporting the Community

Council acted early to provide financial assistance to residents and businesses: property tax, the Stormwater Charge, pet licence and mobile licence payment due dates were deferred by 90 days. Parking enforcement was suspended; fines, penalties and late fees were temporarily suspended; and rent payments from tenants in City facilities were deferred, as was the collection of the Municipal Accommodation Tax. Fare collection on MiWay was temporarily suspended.

City communications staff mobilized and shifted their focus to ensure that employees and the public received updates as soon as they became available. 311 added weekend hours to respond to the high level of inquiries and to support by-law enforcement efforts.

Mississauga Fire & Emergency Services (MFES) and MiWay quickly updated protocols to ensure the safety of residents. Road maintenance continued and additional active transportation lanes were installed to accommodate increased bicycle and pedestrian traffic.

Frontline operations staff continued to provide other essential services, including cemetery operations, sanitation, parking lot closures, new signage installation and securing all playgrounds and outdoor fitness areas. Staff had to deal with contentious issues including illegal dumping, which increased by more than 200 per cent from 2019 as well as vandalism to park amenities and signage.

Service Innovations

With the closure of City facilities and physical distancing measures in place, City staff innovated many new ways to deliver services. Highlights included:

- Recreation launched the “Stay Home Stay Active” initiative which offered virtual fitness classes with qualified instructors from the fitness centres. The team also offered online programming through the Seniors Centre to keep users engaged.
- Virtual Canada Day saw Mississauga musicians, artists and personalities offer a digital experience for residents and audiences around the world.
- The library’s Open Window Hub, in partnership with the Salvation Army, launched a shower program at Celebration Square for community members needing access to hygiene facilities. Bus tickets, socks, underwear and hygiene kits were also provided through the Open Window Hub.

Supporting Businesses

The City recognizes that small businesses are the foundation of Mississauga’s economy. The economic vitality of these establishments directly affects the well-being of the local economy. The City has prioritized supporting the small business community by focusing on outreach activities, supporting local small businesses to adopt digital technologies and encouraging people to buy local.

Outreach activities included offering free advisory services from legal, accounting, business operations, sales and marketing professionals to support business owners struggling with the closures and restrictions. A self-serve COVID-19 Relief Portal was also created. It contains a library of more than 135 resources, relief programs and incentives that can support businesses.

Digital technology adoption by local small- and medium-sized businesses has been supported by the City in different ways. One example is the addition of a new stream to the Starter Company Plus program. Starter Company Plus is a provincially funded program that provides free training, business skills development, mentorship and guidance with the opportunity to apply for a program grant of up to \$5,000. This program is for new start-ups. In 2020, the City added a stream for existing businesses in COVID-19 recovery mode as well as musicians who have been significantly affected by the COVID-19 pandemic.

Small businesses are important in connecting communities. Buy Local programs support these businesses and enhance the City’s vibrancy. For example, the City’s #MississaugaMade campaign supports and promotes Mississauga products, businesses, stories, activities and experiences.

The City issuing more permits for outdoor patios and waiving the related fees supported local restaurants as they complied with new physical distancing requirements.

In 2020, two industry-specific plans to guide the City’s economic recovery were approved by Council in October – Small Business and Broader Industry. Three additional recovery plans were also approved – Creative Industry, Tourism Industry, and Land Development and Real Estate. The City is also developing a Downtown Innovation Hub that will drive start-up and scale-up support for the local economy post-COVID-19.

Additional details about the City’s response to COVID-19 can be found in the Service Area sections of the 2021-2024 Business Plan & 2021 Budget, which can be visited by going to mississauga.ca/budget.

The Road to Recovery

On May 13, 2020, Council received the COVID-19 Recovery Framework, which outlined the plan for recovery operations for the City. The Framework outlined four pillars of recovery: Community, Economic, Financial and Corporate. Each pillar report was presented to Council in July.

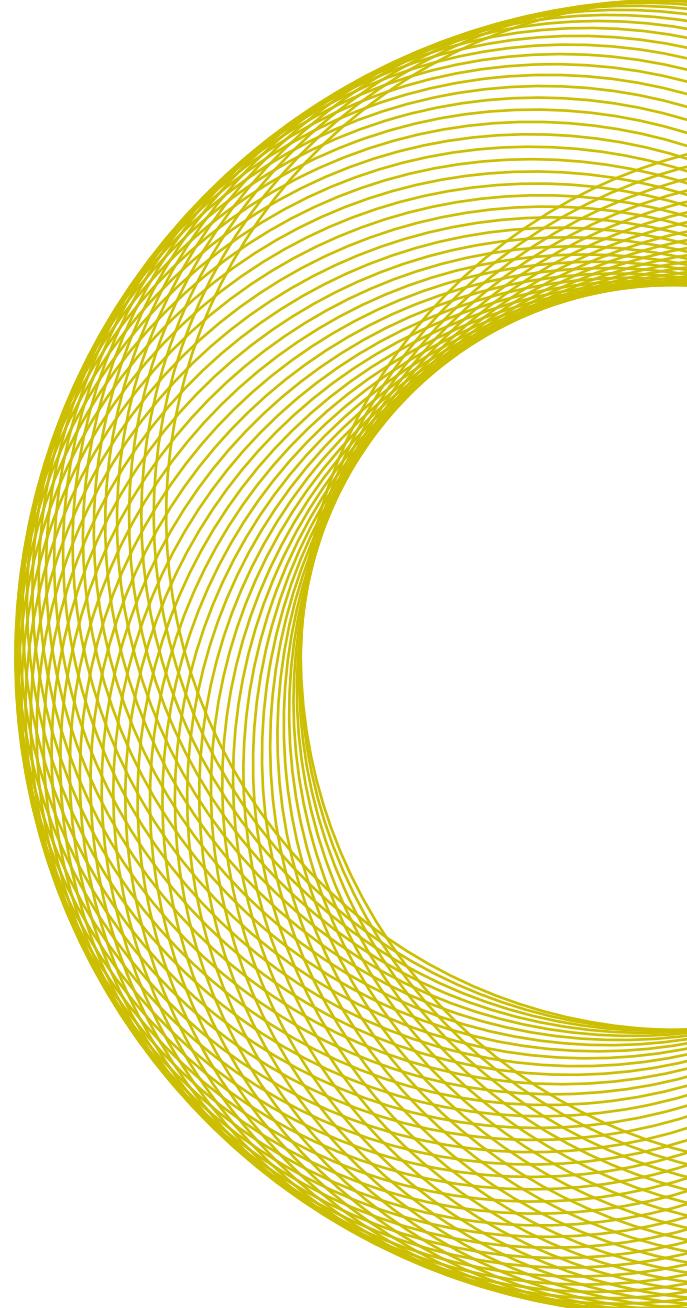
The City worked closely with Peel Public Health to develop the framework to support reopening and recovery. There are short- and long-term actions outlined in each report with the goal of returning to normal or near-normal operations.

Financial Impact

The social and economic impact of this health emergency on Mississauga families and businesses has been devastating. The City budget is also not immune to the effects of the pandemic. Lost revenues combined with ongoing and new costs very nearly resulted in the City's first deficit in 2020. A deficit was avoided by funding allocated to the City through the federal and provincial governments' Safe Restart Program.

The closure of City facilities, cancellation of recreation programming and reduction in transit ridership all resulted in significant revenue losses, which had the greatest negative financial impact on the year. The pandemic also created new cost pressures such as the requirement to spend on personal protective equipment and specialized cleaning of various areas including additional cleaning and disinfecting costs and equipment rentals.

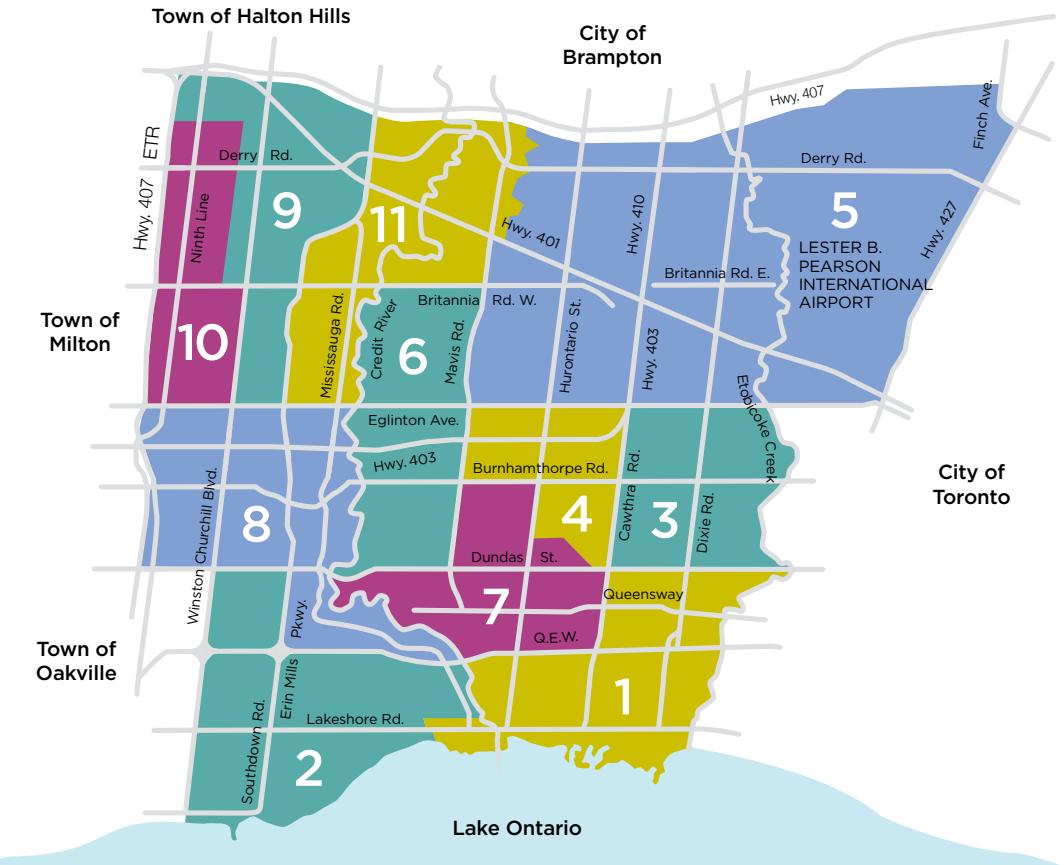
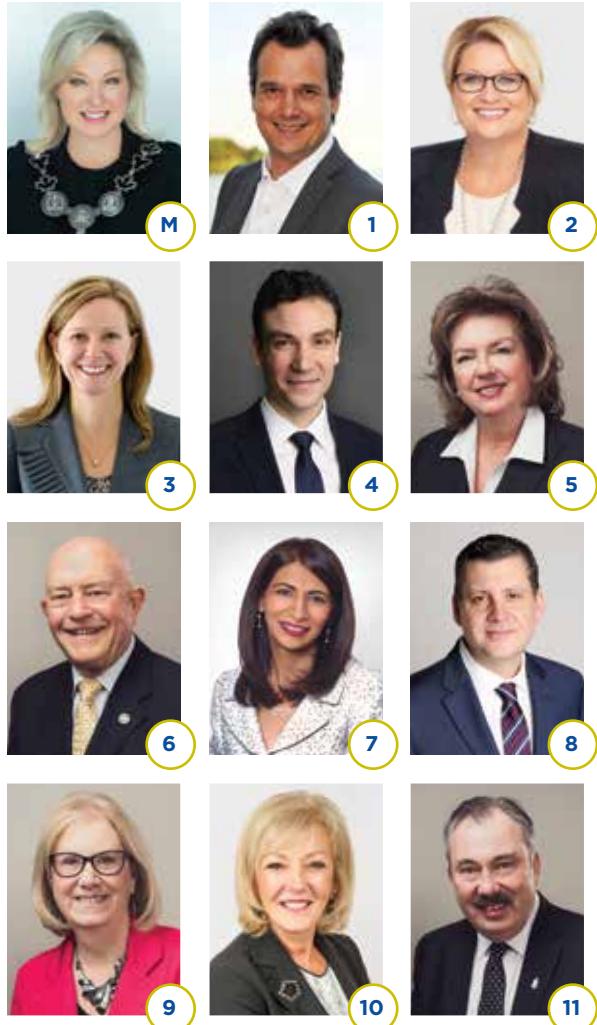
Staff implemented measures to mitigate the financial impact of the COVID-19 pandemic where possible. This included temporary staff layoffs, a hiring freeze and cuts to discretionary spending. Other proactive measures such as deferral of some 2020-capital projects have ensured that the City's cash position remains strong.





Governance at the City of Mississauga

City Council



M Bonnie Crombie
Mayor

1 Stephen Dasko
Ward 1 Councillor

2 Karen Ras
Ward 2 Councillor

3 Chris Fonseca
Ward 3 Councillor

4 John Kovac
Ward 4 Councillor

5 Carolyn Parrish
Ward 5 Councillor

6 Ron Starr
Ward 6 Councillor

7 Dipika Damerla
Ward 7 Councillor

8 Matt Mahoney
Ward 8 Councillor

9 Pat Saito
Ward 9 Councillor

10 Sue McFadden
Ward 10 Councillor

11 George Carlson
Ward 11 Councillor

Programs by Service Area

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

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

Financial Management Processes

Internal Control Management

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

Internal Audit

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

External Audit

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

City Business Planning

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

Financial Statement Preparation

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

Audit Committee

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

The City's Budget Process

The Planning Horizon

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

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

The City's Approach to Planning and Budgeting

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

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

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

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

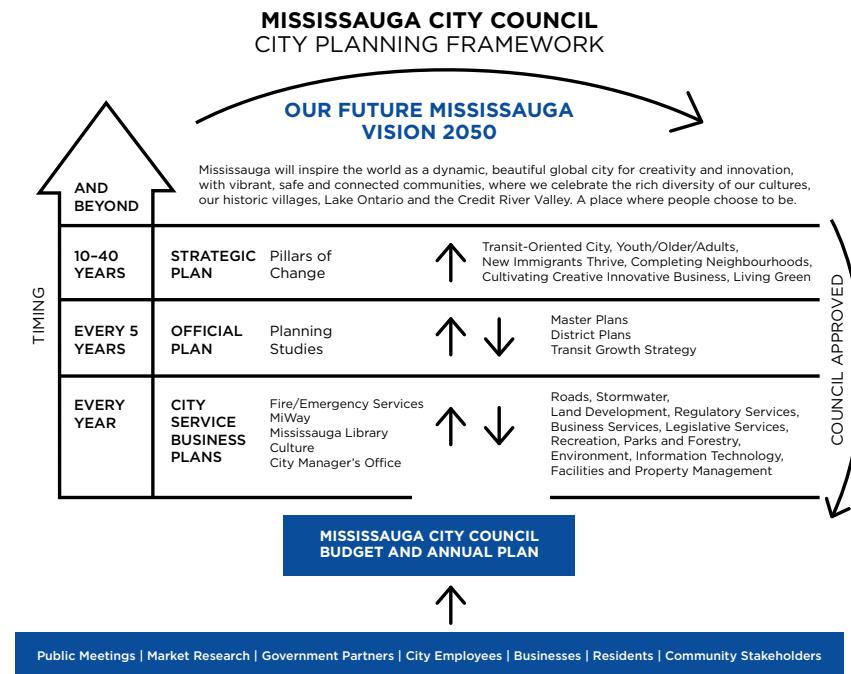
Priorities for Business Planning

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

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

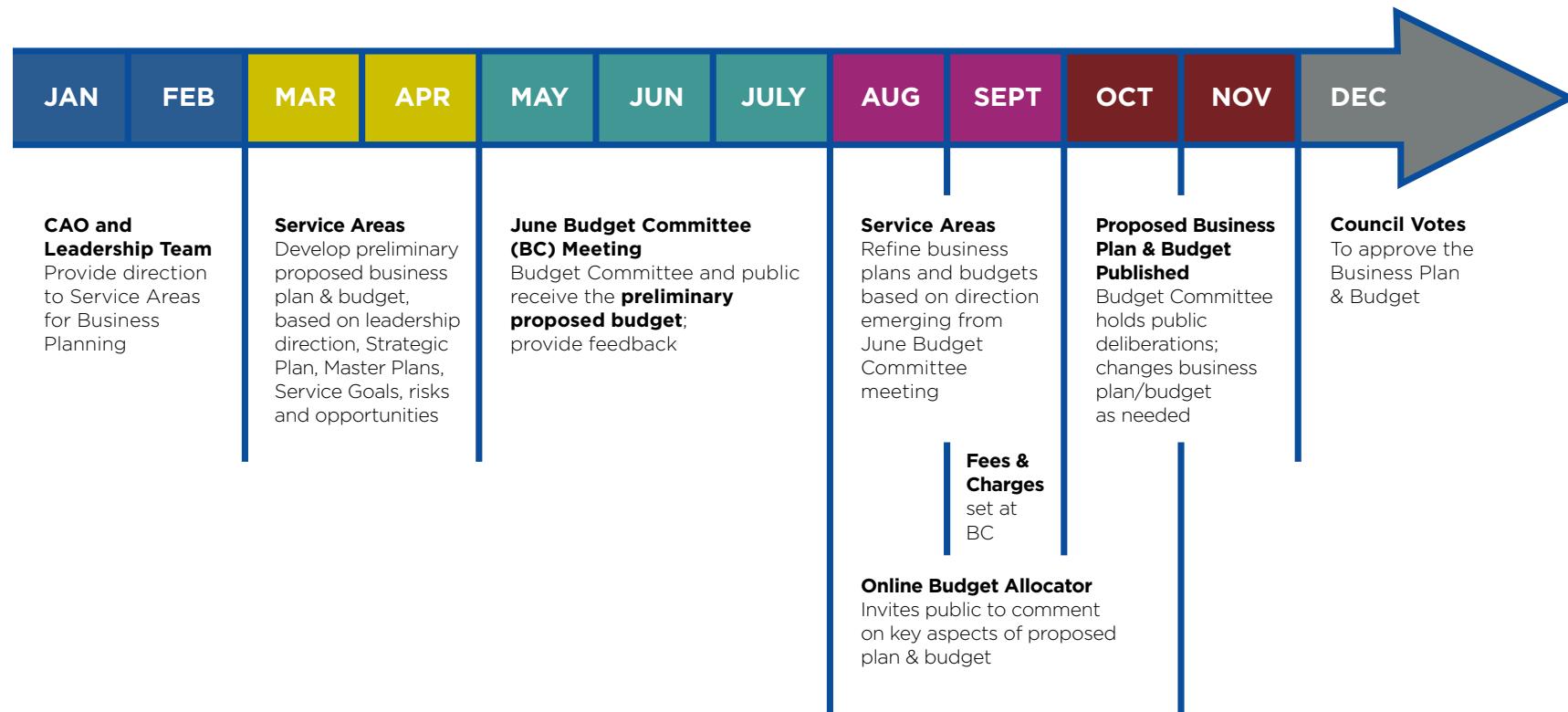
The Planning Process

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



Preparing Mississauga's Business Plan And Budget

Timeline for non-election years*



*In election years, the steps in the cycle remain the same, but the dates may shift.

Reconciliation of the City's Budget to Audited Financial Statements

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

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

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

Revenues by Service Area

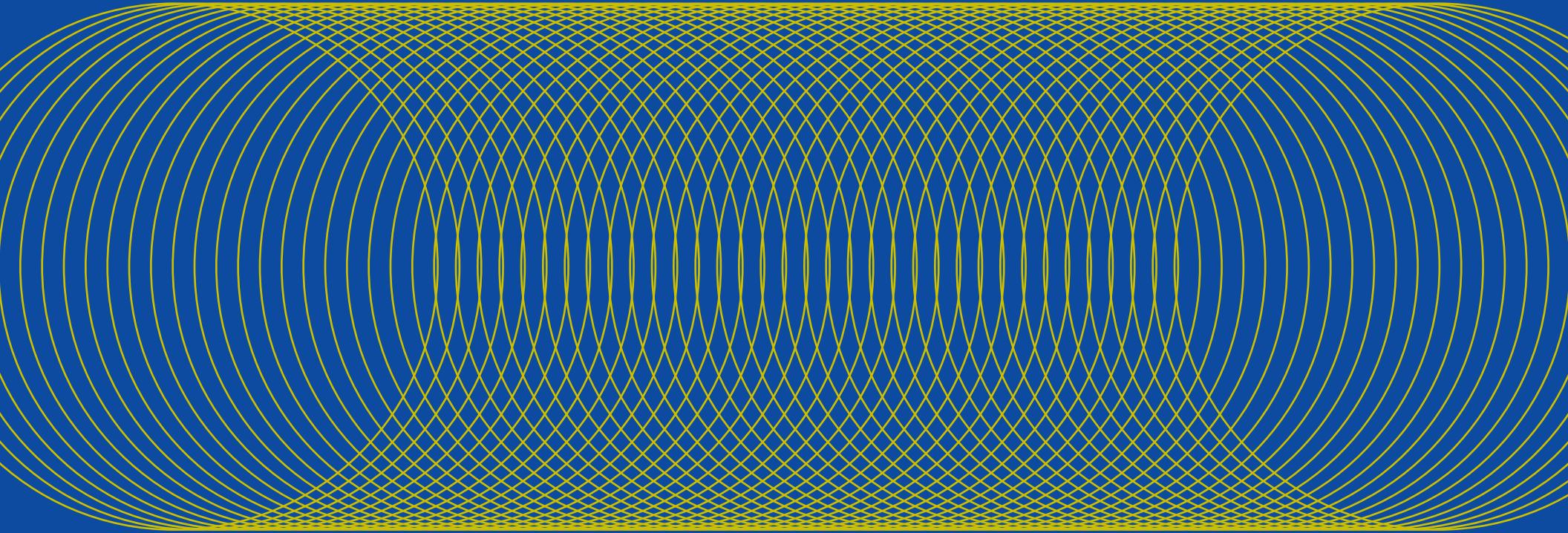
SERVICE AREA	2020 OPERATING REVENUE BUDGET	2020 BUDGET IN YEAR ADJUSTMENTS	2020 BUDGET RESOLUTION BC-0047-2019	TAX LEVY AND RESERVE FUND INTEREST	ELIMINATION OF OPERATING TRANSFERS & DIVIDENDS	ADJUSTED CAPITAL BUDGET	BUSINESS IMPROVEMENT AREAS (BIAs)	2020 ADJUSTED FINANCIAL STATEMENT BUDGET
	\$	\$		\$	\$	\$	\$	\$
Business Services	3,061	49			(75)	(369)		2,666
City Manager's Office	800	230			(1,007)	369		393
Culture	4,505	4,000			(2,153)			6,352
Facilities & Property Management	556	68			(175)			499
Financial Transactions	139,890		(2,138)	539,072	(65,504)	(9)	615	611,926
Fire & Emergency Services	6,100	(68)			(3,826)			2,206
Information Technology	1,109							1,109
Land Development Services	13,676				(26)			13,650
Legislative Services	12,129				(146)			11,983
Mayor & Members of Council	0	56			(56)			0
Mississauga Library	2,102							2,102
MiWay	112,055				(18,500)			93,555
Parks, Forestry & Environment	5,202							5,202
Recreation	51,509	1,968	(606)		(1,452)			51,419
Regulatory Services	18,079							18,079
Roads	16,602	55			(2,405)			14,252
Stormwater	41,606	0						41,606
Non-budgeted			606	20,774		1,926		23,306
Total Revenues	428,982	6,358	(2,138)	559,846	(95,324)	1,917	615	900,256

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

Expenses by Service Area

Service Area	2020 Operating Expense Budget and Allocations	2020 Budget in Year Adjustments	2020 Budget Resolution BC-0047-2019	Amortization	Elimination of Operating Transfers	Elimination of Operating Allocations	Debt Principal Repayments	Business Improvement Areas (BIAs)	2020 Adjusted Financial Statement Budget
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Business Services	36,790.4	(20.5)	78.9		(73.4)	(60.0)			36,715.4
City Manager's Office	13,296.6	345.1			(40.0)				13,601.6
Culture	11,713.1	4,004.7			(225.0)	(114.0)			15,378.7
Facilities & Property Management	25,624.8	137.6			(3.0)	1,802.1			27,561.4
Financial Transactions	180,912.1	217.9	(65.0)		(113,795.9)		(29,715.8)	690.0	38,243.3
Fire & Emergency Services	127,171.8	(490.6)	(1,277.3)		(8,733.6)	(1,020.0)			115,650.3
Information Technology	32,509.5	331.6				1,802.4			34,643.6
Land Development Services	23,331.0	(58.8)			(600.0)				22,672.2
Legislative Services	9,853.3	(22.7)							9,830.6
Mayor & Members of Council	5,009.7	55.7			(179.2)				4,886.2
Mississauga Library	31,282.4	(252.4)			(63.0)	(515.0)			30,452.0
MiWay	202,748.1	826.3	1.2		(125.0)	(1,566.8)			201,883.8
Parks, Forestry & Environment	42,920.3	(174.8)			(671.2)	200.7			42,275.0
Recreation	81,217.2	1,593.2	(939.2)		(372.7)	(88.4)			81,410.0
Regulatory Services	19,111.7	42.7	63.7		0.0	(199.4)			19,018.7
Roads	82,596.4	182.5			(1,160.3)	(241.7)			81,377.0
Stormwater	43,835.0	1,367.0		8,626.9	(30,895.6)		(878.5)		22,054.7
Non-budgeted				135,941.3					135,941.3
Total Expenses	969,923.2	8,084.5	(2,137.7)	144,568.1	(156,938.0)	0.0	(30,594.3)	690.0	933,595.9

Refer to Notes 14 and 15 in the Audited Financial Statements for more detail.

A large, abstract graphic element consisting of a grid of thin yellow lines forming a series of concentric, undulating circles that curve upwards from left to right.

2020

Financial Year
in Review

2020 Financial Year in Review

INTRODUCTION

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

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

The following is a high-level overview of the 2020 financial results of the City.

Consolidated Statement of Financial Position

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

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

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

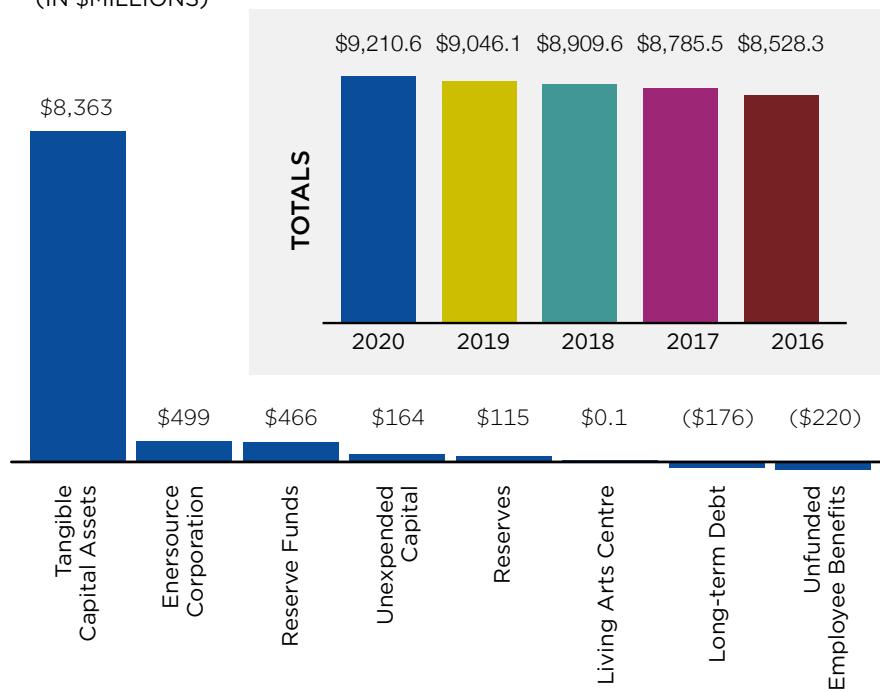
Although the City manages its financial operations through various funds such as the operating fund, capital fund, reserves and reserve funds, in accordance with Public Sector Accounting Board (PSAB) standards, these funds are no longer individually reported in the consolidated financial statements and have been replaced by an accumulated surplus. The accumulated surplus summarizes the City's consolidated equity, which identifies its net financial positions, including all tangible capital assets and financial resources of the City.

Accumulated Surplus

The City's accumulated surplus for the fiscal year 2020 is \$9.21 billion (2019 \$9.05 billion). The City's 2020 accumulated surplus (Note 10) is comprised of the following balances:

ITEM	2020 ACTUAL	2019 ACTUAL
Tangible Capital Assets	8,363,128	8,245,855
Enersource Corporation	498,520	498,783
Reserve Funds	466,013	418,527
Unexpended Capital	164,357	204,257
Reserves	115,321	90,750
Living Arts Centre	119	120
Long-term Debit	(176,434)	(205,193)
Unfunded Employee Benefits	(220,439)	(207,034)
Total Accumulated Surplus	9,210,585	9,046,065

ACCUMULATED SURPLUS
(IN \$MILLIONS)



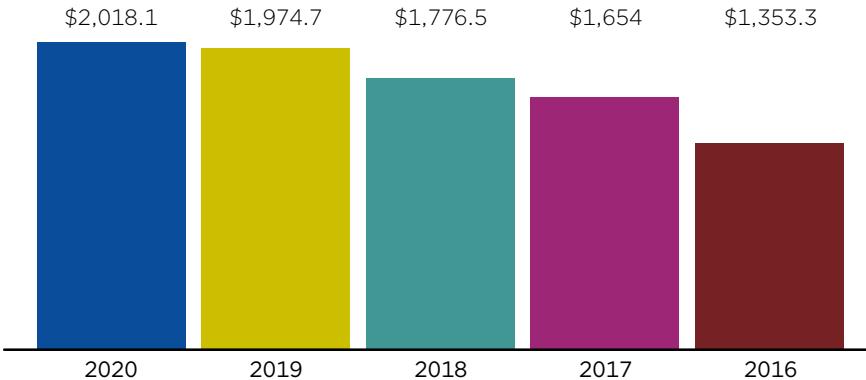
Financial Assets

Financial assets in 2020 were \$2.0 billion (2019 \$1.97 billion), an increase of \$43 million from the prior year.

(^{\$000s})	^{REF.}	[#]	^{2020 ACTUAL}	^{2019 ACTUAL}	^{\$ CHANGE VS. PRIOR YEAR}	^{% CHANGE}
Cash	1	219,313	139,017	80,296	58%	
Taxes Receivable	2	83,979	47,597	36,382	76%	
Accounts Receivable	3	116,841	108,819	8,022	7%	
Loans and Other Receivables	4	400	450	(50)	(11%)	
Inventories for Resale	5	97	107	(10)	(9%)	
Investments	6	1,098,945	1,179,887	(80,942)	(7%)	
Investment in Enersource Corporation	7	498,520	498,783	(263)	(0%)	
Total Financial Assets		2,018,095	1,974,660	43,435	2.2%	

FINANCIAL ASSETS

(IN \$MILLIONS)



REFERENCES:

1. Cash

- What it is:** Cash is the money available on demand to pay for operating and capital expenses.
- Why it is important:** Cash is used to fund the disbursements needed for daily operations such as payments for operating and capital purchases. The City manages to keep just enough cash on hand for daily needs. The rest goes into investments to earn a higher return.
- Difference between 2020 and 2019 (\$80.2 million increase):**
The City maintained excess cash balances in 2020 versus 2019 to manage any major cash flow restraints from property tax and Stormwater Charge deferrals, reduced Municipal Accommodation Tax revenues and a reduction in other revenue receipts.

2. Taxes Receivable

- What it is:** Taxes receivable are any uncollected property taxes as of December 31. The tax levy is applied in June with due dates in July, August and September.
- Why it is important:** Property tax is the single largest source of revenue for the municipality. When collected, City property tax becomes the cash to fund daily disbursements. The City has diligent collection practices. It has historically achieved a high rate of collection success (97 to 98 per cent).
- Difference between 2020 and 2019 (\$36.4 million increase):**
The City implemented property tax deferrals in 2020 in response to the impacts of COVID-19, changing the last due date from September to December. The increase in taxes receivable is a result of additional collections usually seen before the end of the year being collected after December 31, 2020.

3. Accounts Receivable

- **What it is:** This category represents various types of receivables from across all City operations, excluding the City portion of property taxes.
- **Why it is important:** In addition to property taxes, the City recovers funds from operations fees and charges such as recreation and facility bookings and from third parties to recover items like damage expenses and HST rebates.
- **Difference between 2020 and 2019 (\$8.0 million increase):**
This number varies year-to-year based on the timing of collections from departmental receivables. Penalty and interest charges are applied on all overdue accounts.

4. Loans and Other Receivables

- **What it is:** From time to time, the City enters into special contractual arrangements approved by Council that may include loans. The City currently has one special purpose loan (20 year), made for the Vic Johnston Community Centre development project. This loan is scheduled to be paid off in 2028.
- **Why it is important:** These receivables are categorized separately from other receivables because they have been created by special arrangement.
- **Difference between 2020 and 2019 (\$50 thousand decrease):**
Each December, a payment of \$50,000 is applied against the Vic Johnston Community Centre loan.

5. Inventories for Resale

- **What it is:** The value of owned items on hand intended for resale by various City service areas (e.g., snack bar items, beer and liquor, pro shop items) as of December 31.
- **Why it is important:** These items have value: their eventual sale yields cash for City operations.
- **Difference between 2020 and 2019 (\$10 thousand decrease):**
This net decrease is due to general increases and decreases in inventory across all categories.

6. Investments

- **What it is:** Cash that is not being used immediately for disbursements is invested to earn a higher rate of return. Investments can be short-term or long-term.
- **Why it is important:** Investment yields a higher rate of interest than bank deposits. Investment income is the City's fourth-highest source of revenue and a critical component of the City's revenue base.
- **Difference between 2020 and 2019 (\$80.9 million decrease):**
Investment balances fluctuate with cash flow requirements and the timing of receipts and disbursements. The City maintained excess cash reserves at the end of 2020 to manage the impacts of COVID-19, which resulted in a reduction in investments.

7. Investment in Enersource Corporation

- **What it is:** The City is a 90 per cent shareholder in Enersource Corporation. Accordingly, this number represents 90 per cent of Enersource's bottom line at December 31 (this calculation is called a modified equity consolidation). Enersource, in turn, is a 29.6 per cent owner of Alectra. Enersource Corporation carries on no other business.
- **Why it is important:** This investment elevates the City's financial position. It also generates dividend income, which helps support City operations and helps moderate the property tax rate.
- **Difference between 2020 and 2019 (\$263 thousand decrease):**
A higher dividend paid to the City (\$17.7 million) than the City's share of net income (\$17.5 million) contributed to the decrease in the City's investment position in Enersource Corporation.

Financial Liabilities

Financial liabilities in 2020 were \$1.183 billion (2019 \$1.186 billion), a decrease of \$2.7 million from the prior year.

ITEM	REF. #	2020 ACTUAL	2019 ACTUAL	\$ CHANGE VS. PRIOR YEAR	% CHANGE
Accounts Payable and Accrued Liabilities	1	228,222	204,908	23,314	11%
Deferred Revenue -General	2	6,391	12,277	(5,886)	(48%)
Deferred Revenue - Obligatory Reserve Funds	3	552,274	557,057	(4,783)	(1%)
Employee Benefits and Other Liabilities	4	220,439	207,034	13,405	6%
Long-Term Debt	5	176,434	205,193	(28,759)	(14%)
Total Financial Liabilities		1,183,760	1,186,469	(2,709)	(0.2%)

**FINANCIAL LIABILITIES
(IN \$MILLIONS)**



REFERENCES:

1. Accounts Payable and Accrued Liabilities

- What it is:** These are monies the City owes for goods, services, payroll and/or third-party transfers as of December 31.
- Why it is important:** These payables represent outstanding obligations as of December 31. As payables are drawn down, the City's cash position is also drawn down.
- Difference between 2020 and 2019 (\$23 million increase):** The timing of payments and year-end accruals affect these liabilities and the City's cash position.

2. Deferred Revenue - General

- What it is:** Deferred revenues are payments received today that are to be recognized as revenue when the related activity takes place in the future. Examples include recreation registrations, facility bookings and transit advertising.

- Why it is important:** Deferred revenues allow payments to be received today for future operations.

- Difference between 2020 and 2019 (\$5.9 million decrease):** A number of programs where payments are received as deferred revenues before they are recognized (e.g., recreation programs and facility bookings) have been cancelled due to the impacts of COVID-19, resulting in a significant decline in deferred revenues versus 2019.

3. Deferred Revenue - Obligatory Reserve Funds

- What it is:** This liability is for deferred revenues initially collected through special restrictive agreements to be used for purposes specified through agreement or legislation. Examples of these types of funds include Development Charge funds, Cash in Lieu of Parkland and Parking, Bonus Zoning, provincial and federal public transit funds and provincial and federal gas tax funds.

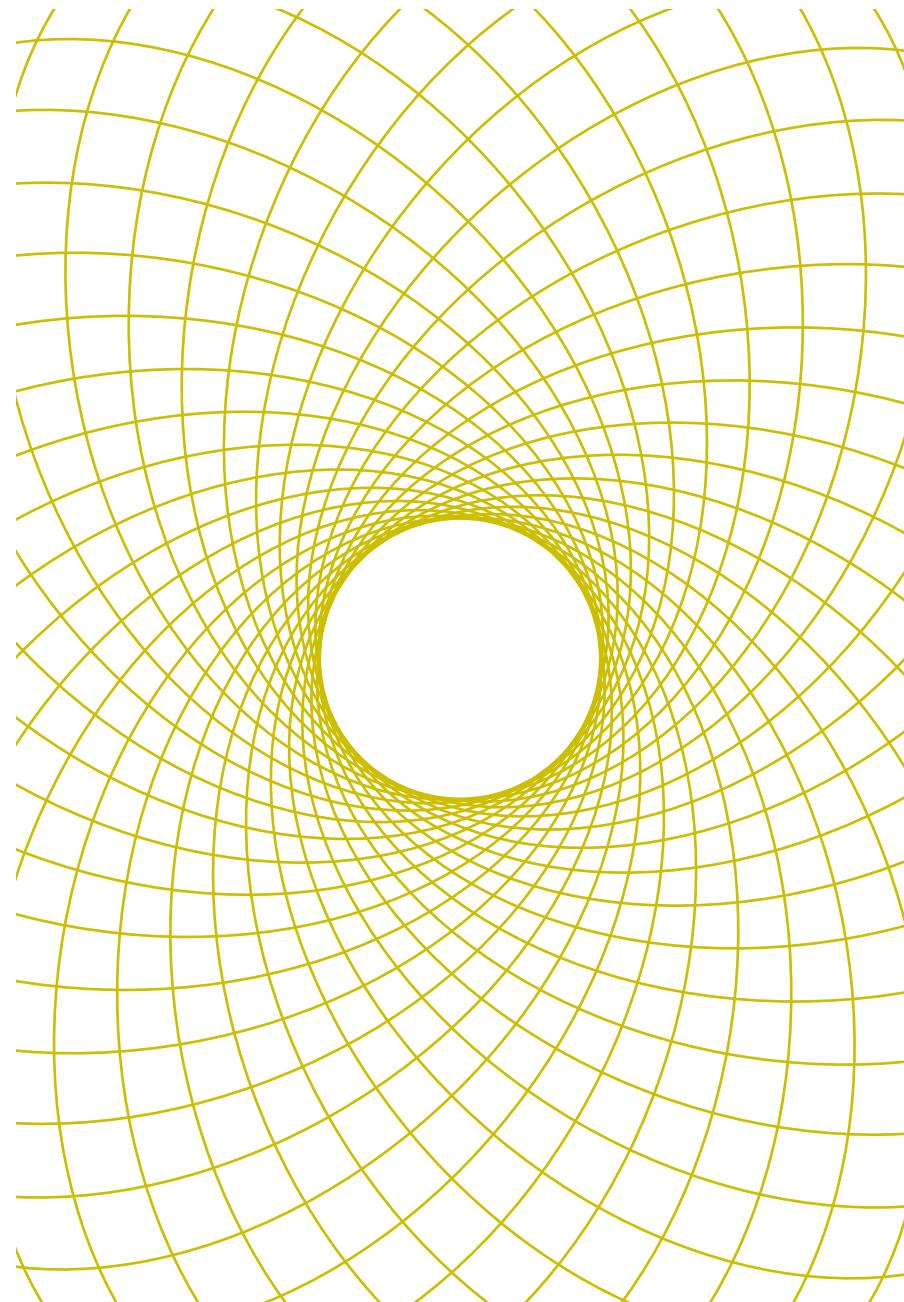
- **Why it is important:** Generally, these types of revenues are initially collected in dedicated Reserve Funds. They reclassified to deferred revenue – obligatory reserve funds at year-end for financial statement reporting requirements. These deferred revenues are converted into revenues when related capital and operating expenses have been incurred.
- **Difference between 2020 and 2019 (\$4.8 million decrease):** Deferred revenue balances decreased in 2020 due to additional capital project spending. As the deferred revenue account reduces, corresponding revenue will show on the Statement of Operations under development contributions applied.

4. Employee Benefits and Other Liabilities

- **What it is:** These are actuarial liability assessments for workers compensation, sick leave benefits, disability benefits, vacation pay and legal and insurance related items. They represent future obligations but are reported in present value terms.
- **Why it is important:** This category represents future liabilities. Expenses for these liabilities will be incurred in the future; however, they must be reported in the statement of financial position to provide an accurate financial position for the City at a point in time. The City engages an external actuarial valuation every three years to review these liabilities. The amount may be refreshed annually if there are any significant changes to the membership program or legislation.
- **Difference between 2020 and 2019 (\$13.4 million increase):** Increases in actuarial assessments for WSIB, vacation, sick leave and other liabilities resulted in an increase in this category.

5. Long-Term Debt

- **What it is:** This is the amount of long-term debt being issued to help fund the City's investments in capital infrastructure.
- **Why it is important:** Debt is one key way the City funds capital infrastructure requirements. The City uses debt conservatively. Property tax alone is not enough to support future capital infrastructure demands.
- **Difference between 2020 and 2019 (\$28.8 million decrease):** The City paid down \$28.8 million in debt in 2020 and did not issue any new debt for the year.

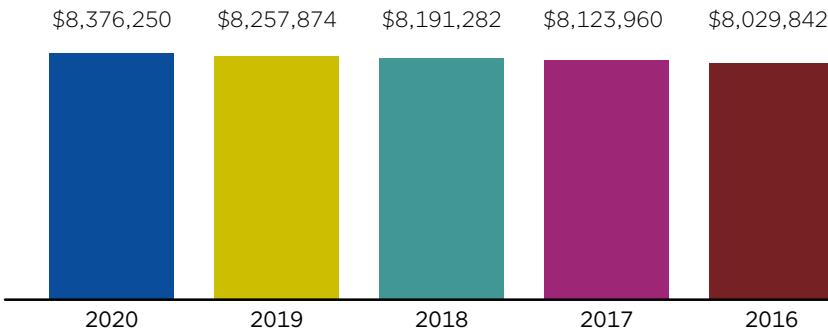


Non-Financial Assets

Non-financial assets in 2020 were \$8.38 billion (2019 \$8.26 billion), an increase of \$118.4 million. Non-financial assets are comprised primarily of tangible capital assets, as well as inventories of supplies and prepaid expenses.

ITEM	REF.	#	2020 ACTUAL	2019 ACTUAL	\$ CHANGE VS. PRIOR YEAR	% CHANGE
Tangible Capital Assets	1	8,363,128	8,245,855	117,273	1%	
Inventory of Supplies	2	8,338	8,859	(521)	(6%)	
Prepaid Expenses	3	4,784	3,160	1,624	51%	
Total Non-Financial Assets		8,376,250	8,257,874	118,376	1.4%	

NON-FINANCIAL ASSETS
(IN \$MILLIONS)



REFERENCES:

1. Tangible Capital Assets

- What it is:** This is the City's investment in capital infrastructure such as buildings, roads, stormwater infrastructure, vehicles and equipment. Every year, the City prepares a capital budget to address new capital projects and renovations to existing capital assets. Capital projects become assets when the project is operational or is completed. The City also has an operating budget to address ongoing maintenance requirements for capital assets.
- Why it is important:** The City's tangible capital assets are the result of its investment in capital infrastructure and support all the services and programs the City provides.
- Difference between 2020 and 2019 (\$117.3 million increase):** The increase in tangible capital assets is attributable to new capital projects being completed and going into service. Once the asset is in service, amortization begins.

2. Inventory of Supplies

- What it is:** Inventory of supplies are the various City-wide inventories used to supply on-demand operating needs. Examples of these inventories include salt and sand inventories, fire equipment inventories, traffic signal inventories and central store inventories.

- Why it is important:** These inventories are required for various types of City operations.

- Difference between 2020 and 2019 (\$521 thousand decrease):** Decreases in salt inventories as of December 31 accounted for the majority of this decrease.

3. Prepaid Expenses

- What it is:** Prepaid expenses are payments made in the current year that pertain to future year expenses. Some examples of prepaid expenses include memberships, investment interest, debt fees and prepaid postage.
- Why it is important:** Prepaid expenses allow for the matching of expenses with when the expense takes place.
- Difference between 2020 and 2019 (\$1.6 million increase):** The increase in prepaid expenses in 2020 primarily relates to one day of salaries paid in 2020 for January 2021.

Consolidated Statement of Operations

The consolidated statement of operations reports the annual surplus/(deficit) from operations during the accounting period. The statement shows the cost of providing the City's services, the revenues recognized in the period and the difference between them. The City's annual budget is prepared on a cash basis to calculate the Property Tax Levy. The audited financial statements are prepared differently and are prepared on an accrual accounting basis under the Public Sector Accounting and Reporting Guidelines.

To achieve accordance with generally accepted accounting principles (GAAP), there are certain budgeted revenues and expenses within the financial statements that need to be eliminated for financial reporting purposes. To do this, a number of elimination entries such as transfers between funds, debt principal repayments and dividend receipts are made. In addition to these eliminations, there are a few other non-budgeted adjustments included to help align with actual numbers. Some of these non-budgeted adjustments include BIA consolidations, amortization of capital assets and Reserve Fund interest. Please refer to the Budget Overview section for a reconciliation between the annual budget and audited financial statements.

Revenues

Total revenues in 2020 were \$1.073 billion (2019 1.091 billion), a decrease of \$18.0 million.

ITEM (\$000S)	REF.#	2020 BUDGET	2020 ACTUAL	2019 ACTUAL	\$ CHANGE VS. BUDGET		\$ CHANGE VS. PRIOR YEAR	
					% CHANGE	PRIOR YEAR	% CHANGE	
Taxation	1	578,894	572,824	545,728	(6,070)	(1%)	27,096	5%
Municipal Accommodation Tax	2	9,800	3,799	12,152	(6,001)	(61%)	(8,353)	(69%)
User Charges	3	252,678	168,587	263,215	(84,091)	(33%)	(94,628)	(36%)
Recoveries From Third Parties	4	6,199	19,415	29,117	13,216	213%	(9,702)	(33%)
Funding Transfers From Other Governments	5	1,957	65,597	14,086	63,640	3,252%	51,511	366%
Development and Other Contributions Applied	6	—	138,854	90,407	138,854	0%	48,447	54%
Investment Income	7	35,254	44,125	43,607	8,871	25%	518	1%
Penalties and Interest on Taxes	8	8,610	5,334	10,806	(3,276)	(38%)	(5,472)	(51%)
Contributed and Assumed Assets	9	—	27,197	62,392	27,197	0%	(35,195)	(56%)
Other Revenues	10	6,864	10,128	5,604	3,264	48%	4,524	81%
City's Share of Net Income in Enersource Corporation	11	—	17,467	10,758	17,467	0%	6,709	62%
Gain on Acquisition of Living Arts Centre	12	—	—	1,455	—	0%	(1,455)	(100%)
City's Share of Dilution Gain on Alectra's Amalgamation with GHESI	13	—	—	1,324	—	0%	(1,324)	(100%)
Total Revenues		900,256	1,073,327	1,090,651	173,071	21%	(17,324)	(2%)

REFERENCES:

1. Taxation

- **What it is:** Taxation refers to the City's property taxation revenues. It includes property taxes and payments in lieu of taxes.
- **Why it is important:** Property tax is the City's single largest source of revenue.
- **Difference between 2020 and 2019 (\$27.1 million increase):** There are two components to taxation revenue, assessment growth and the annual business plan and budget. In 2020, assessment growth was 0.53 per cent (0.811 per cent in 2019). For the 2020 Business Plan and Budget, Council approved a 1.6 per cent increase on the total residential tax bill. The remaining changes are due to payments in lieu of taxes.
- **Difference between Actual and Budget (\$6.1 million deficit):** The City implemented property tax deferrals in 2020 in response to the impacts of COVID-19, changing the last due date from September to December. The increase in taxes receivable is a result of additional collections usually seen before the end of the year being collected after December 31, 2020.

2. Municipal Accommodation Tax

- **What it is:** A mandatory 4 per cent Municipal Accommodation Tax that applies to the purchase of accommodations provided for a continuous period of 30 days or less in a motel, hotel, lodge, inn, bed and breakfast, dwelling unit or any place that provides accommodation. Online private short-term rentals through Airbnb are also subject to the Municipal Accommodation Tax.
- **Why it is important:** Municipal Accommodation Tax is a revenue tool that provides the City with an opportunity to generate funds that will be used for future tourism-related initiatives.
- **Difference between 2020 and 2019 (\$8.4 million decrease):** The impacts of COVID-19 have dramatically reduced occupancy rates and subsequently the Municipal Accommodation Tax collected in 2020 versus 2019.
- **Difference between Actual and Budget (\$6.0 million deficit):** The impacts of COVID-19 resulted in lower actual occupancy rates in the year than what was planned through the annual budget.

3. User Charges

- **What it is:** User fees are associated with many City programs and services. Transit fares, recreation program fees and the stormwater program charge are three examples. Council establishes fees via by-law annually. Revenue from enforcement activities (fines) are also accounted for here.

- **Why it is important:** User fees contribute significantly to covering service costs. User fees are the second largest source of City revenue in 2019.
 - **Difference between 2020 and 2019 (\$94.6 million decrease):** User fees across all service areas were affected by the COVID-19 pandemic, including transit fares (\$46 million), recreation programs (\$31.8 million), facility rentals (dollar amount) and Provincial Offences Act fines (\$4.9 million).
 - **Difference between Actual and Budget (\$84.1 million deficit):** Similar to the difference between 2020 and 2019 actuals, user fees across all service areas were affected by the COVID-19 pandemic.
- ### 4. Recoveries from Third Parties
- **What it is:** Occasionally, there is City work a third party will pay for. For example, if the City and Region were involved together in a capital project (e.g., road construction) and the City were handling payments on the project, the Region would repay the City for the Region's share of the project's capital costs.
 - **Why it is important:** From time to time, the City performs additional work on behalf of third parties such as the Region of Peel, Metrolinx or an insurance company. Any work performed on behalf of third parties is recoverable by the City.
 - **Difference between 2020 and 2019 (\$9.7 million decrease):** Capital project recoveries for projects such as the Torbram Road grade separation project were lower in 2020 versus 2019, accounting for the annual decrease.
 - **Difference between Actual and Budget (\$13.2 million surplus):** Higher than expected capital project donations and recoveries account for the surplus against budget.
- ### 5. Funding Transfers from Other Governments
- **What it is:** The City receives grants and funding from other levels of government for many types of services and initiatives.
 - **Why it is important:** While these transfers represent a small portion of the overall City revenue, it is valuable revenue that helps pay for City programs and services.
 - **Difference between 2020 and 2019 (\$51.5 million increase):** Provincial funding from the Safe Restart agreement to support municipalities in addressing the financial impacts of COVID-19 contributed to the increase, offset by other revenue reductions recognized during the year.
 - **Difference between Actual and Budget (\$63.6 million surplus):** Safe Restart funding received from the Government of Ontario helped offset revenue losses from COVID-19 and non-budgeted capital government funding such as the Public Transit Investment Fund (PTIF).

6. Development and Other Contributions Applied

- **What it is:** In the year, if capital-related expenses are incurred that correspond to deferred revenue (obligatory reserve funds that the City holds), dollars are brought into the revenue stream from those funds to offset those capital expenses.
- **Why it is important:** Development and other contributions help to fund capital projects.
- **Difference between 2020 and 2019 (\$48.4 million increase):**
An increase in capital spending during the year versus 2019 in Development Charges and Cash in Lieu of Parkland funding have contributed to this increase.
- **Difference between Actual and Budget (\$138.9 million surplus):**
The entire amount in this category shows as surplus because this category is not included in the budget.

7. Investment Income:

- **What it is:** This is the investment income earned during the year from the City's investments.
- **Why it is important:** Investment income helps grow City funds.
- **Difference between 2020 and 2019 (\$518 thousand increase):**
The increase in investment income reflects an increase in interest rates on available investment products.
- **Difference between Actual and Budget (\$8.9 million surplus):**
The \$8.9 million surplus relates to a higher rate of interest and higher Reserve Fund balances than projected.

8. Penalties and Interest on Taxes

- **What it is:** This revenue results from penalties and interest charged on overdue property tax accounts.
- **Why it is important:** Penalties and interest on taxes help to offset any costs associated with untimely property tax payment.
- **Difference between 2020 and 2019 (\$5.5 million decrease):**
Property tax deferrals implemented in 2020 to support residents through the impacts of COVID-19 resulted in a significant drop in penalties and interest on taxes.
- **Difference between Actual and Budget (\$3.3 million deficit):**
The decision to defer property tax collection due dates resulted in a deficit to budget on penalties and interest revenues.

9. Contributed and Assumed Assets

- **What it is:** This revenue category includes assets assumed by the City (such as land under roads, land under infrastructure and general infrastructure) through development agreements.
- **Why it is important:** Contributed assets are important because they form part of the City's capital infrastructure but the City does not pay for them. Developers have paid for these assets through their development agreements.
- **Difference between 2020 and 2019 (\$35.2 million decrease):**
Contributed assets vary from year-to-year depending on the agreements reached and when the developer transfers the asset to the City through development agreements.
- **Difference between Actual and Budget (\$27.2 million surplus):**
The entire amount in this category shows as surplus because this category is not included in the budget.

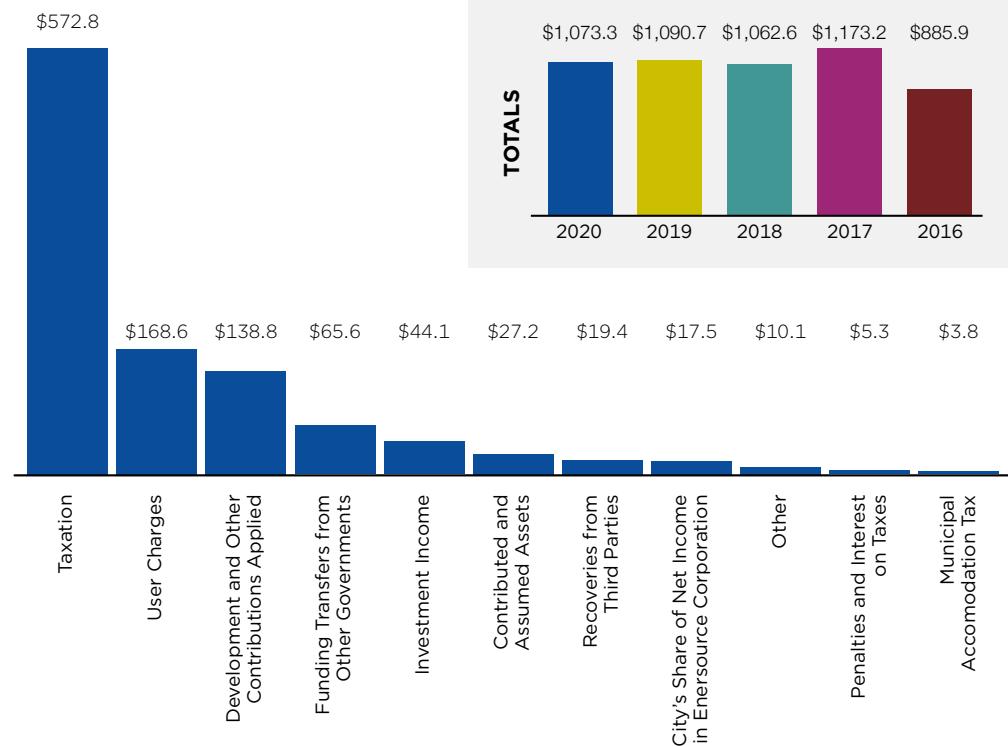
10. Other Revenues

- **What it is:** These are miscellaneous and one-time revenues received by the City.
- **Why it is important:** Other revenues help support and fund City programs and services.
- **Difference between 2020 and 2019 (\$4.5 million increase):**
This number routinely fluctuates due to its miscellaneous nature. Generally these revenues are one-time revenues and not sustainable.
- **Difference between Actual and Budget (\$3.3 million surplus):**
This number routinely fluctuates due to its miscellaneous nature. Generally these revenues are one-time revenues and not sustainable.

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

- What it is:** The City is a 90 per cent shareholder in Enersource Corporation. This number represents 90 per cent of Enersource's bottom line at December 31 (this calculation is called a modified equity consolidation). Enersource, in turn, is a 29.57 per cent owner of Alectra and Enersource Corporation carries on no other business.
- Why it is important:** Enersource income elevates the City's financial position and thereby moderates the property tax rate.
- Difference between 2020 and 2019 (\$6.7 million increase):** The City has 90 per cent ownership in Enersource Corporation and therefore applies 90 per cent to Enersource's Shareholders Equity. The change in year over year shareholders equity is in the Investment in Enersource balance.
- Difference between Actual and Budget (\$17.5 million surplus):** The entire amount shows as a variance because the City's share of net income in Enersource Corporation is not a budgeted item.

CONSOLIDATED REVENUES BY TYPE
(IN \$MILLIONS)



Expenses

Expenses are broken down into major expense categories: labour and benefits, materials and supplies, contracted services, rents and financial expenses, transfer payments and amortization.

Total expenses in 2020 were \$908.8 million (2019 \$959.4 million), a decrease of \$50.6 million.

ITEM (\$000S)	REF.#	2020 BUDGET	2020 ACTUAL	2019 ACTUAL	CHANGE VS. ADJUSTED BUDGET \$	CHANGE %	CHANGE VS. PRIOR YEAR \$	CHANGE %
Salaries, Wages, and Employee Benefits	1	559,519	529,475	533,044	(30,044)	-5%	(3,569)	-1%
Long-term Debt Interest	2	5,680	4,821	4,507	(859)	-15%	314	7%
Materials and Supplies	3	60,913	61,737	65,049	824	1%	(3,312)	-5%
Contracted Services	4	58,611	86,812	138,702	28,201	48%	(51,890)	-37%
Rents and Financial Expenses	5	84,318	71,844	68,770	(12,474)	-15%	3,074	4%
External Transfers to Others	6	16,392	7,091	6,741	(9,301)	-57%	350	5%
Loss on Disposal of Tangible Capital Assets	7	—	2,372	2,504	2,372	0%	(132)	-5%
Amortization	8	144,568	144,655	140,098	87	0%	4,557	3%
Total Expenses		930,001	908,807	959,415	(21,194)	3%	(50,608)	-5%

REFERENCES:

1. Salaries, Wages, and Employee benefits

- What it is:** This figure represents salary, wage and benefit costs for all full-time, part-time and contract employees, plus the current year impacts for actuarial benefit assessment of WSIB, sick leave, disability benefits and post-retirement benefits.
- Why it is important:** People are the number one resource required to deliver City services, so this category has a corresponding size.
- Difference between 2020 and 2019 (\$3.6 million decrease):** The City implemented a hiring freeze in 2020 to manage the financial impacts of COVID-19. These savings were offset due to labour contract settlements, pay adjustments, increased benefits and WSIB costs.

• Difference between Actual and Budget (\$30 million surplus):

The City implemented a hiring freeze in 2020 to manage the financial impacts of COVID-19, resulting in a surplus due to vacant positions and delays in re-hiring, along with temporary layoffs implemented through the year.

2. Long-Term Debt Interest and Fees

- What it is:** This figure represents all debt management and interest fees associated with the City's debt.
- Why it is important:** Debt is a source of funding for capital projects. Provincial legislation allows municipalities to carry debt equivalent to 25 per cent of own-source revenue. The City's debt policy limits debt repayment to 15 per cent of own-source revenues. The City is currently well within that range at 4 per cent of own-source revenues.

- **Difference between 2020 and 2019 (\$314 thousand increase):**

Additional interest and fees on debt issued in 2019 paid in 2020 contributed to this increase.

- **Difference between Actual and Budget (\$859 thousand surplus):**

A surplus was generated due to the City deferring its 2020 debt issuance into 2021.

3. Materials and Supplies

- **What it is:** Materials and supplies include vehicle fuel and all other general operation materials and supplies needed for service and program delivery.
- **Why it is important:** These materials are necessary to keep day-to-day operations running without interruption.
- **Difference between 2020 and 2019 (\$3.3 million decrease):** There is a minor year-over-year increase in costs related to general operating materials across all departments.
- **Difference between Actual and Budget (\$824 thousand deficit):** The deficit is a result of capital expenses that are not eligible to be capitalized as part of the City's tangible capital asset inventory.

4. Contracted Services

- **What it is:** The City sets contracts with third parties for some professional and capital project management services.
- **Why it is important:** Contracted services can bring a level of expertise to the City that the City may not have, or augment resources to support a specific initiative. The City can also sometimes achieve economies of scale (i.e., lower prices) through contracts and professional agreements.
- **Difference between 2020 and 2019 (\$51.9 million decrease):** This decrease is mainly due to non-budgeted, ineligible contracted services for tangible capital assets that were expensed in 2019. The 2020 actuals are more aligned with historical spending.
- **Difference between Actual and Budget (\$28.2 million deficit):** The deficit against budget is mainly due to the non-budgeted ineligible contracted services for tangible capital assets.

5. Rents and Financial Expenses

- **What it is:** This category includes many different types of financially-related expenses, including staff development, communications costs, occupancy-related costs, property tax adjustments, insurance costs, banking costs and equipment and maintenance costs.

- **Why it is important:** These expenses represent the overhead-type costs that help support City services and programs.

- **Difference between 2020 and 2019 (\$3.1 million increase):**

The main contributors to this increase were higher equipment and maintenance costs. These were offset by a reduction in utility costs due to facility closures because of the COVID-19 pandemic.

- **Difference between Actual and Budget (\$12.5 million surplus):**

The main surplus variances related to this category are for transportation and equipment maintenance costs (\$7 million), staff development costs (\$1 million) and reduced transit fare payment commissions (\$2.5 million).

6. External Transfers to Others

- **What it is:** Mississauga provides defined grants and funding to third parties who contribute to the accomplishment of the City's vision and objectives.
- **Why it is important:** These dollars support many organizations that contribute to the well-being and success of our thriving city.
- **Difference between 2020 and 2019 (\$350 thousand increase):** This minor increase is attributed to various small increases in grant program funding allocated by the City in 2020.
- **Difference between Actual and Budget (\$9.3 million surplus):** The surplus showing in this category is attributable to budgeted expenses for the Living Arts Centre spent in other categories, along with less spending in Culture, Tourism and other community grants versus what was planned in 2020.

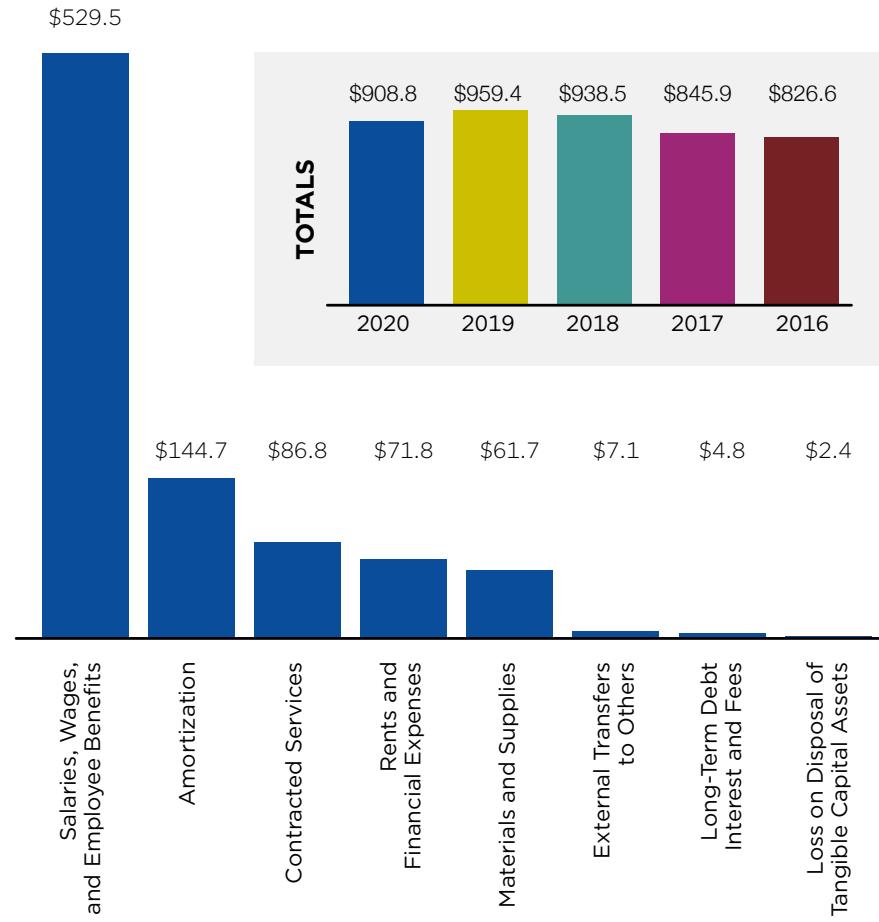
7. Loss on Disposal of Tangible Capital Assets

- **What it is:** From time to time, the City sells assets or disposes of assets no longer in use. When the asset net book value exceeds the sale price, a loss occurs.
- **Why it is important:** If a loss results from the disposal of an asset, the City records it.
- **Difference between 2020 and 2019 (\$132 thousand decrease):** Loss on disposal of assets varies from year to year depending on the identification and disposal of assets.
- **Difference between Actual and Budget (\$2.4 million deficit):** The full amount shows as a deficit against budget because loss on disposal of assets is not a budgeted item.

8. Amortization

- **What it is:** Capital assets lose value over time. The expense of this loss is amortized over the life of the asset. Different amortization percentages apply to different asset categories, as their useful lives differ in length.
- **Why it is important:** Amortization allows the net value of assets (vs. their cost value) to be represented on the financial statements.
- **Difference between 2020 and 2019 (\$4.5 million increase):** The total amortization amount increases as the City's capital assets grow.
- **Difference between Actual and Budget (\$87 thousand deficit):** Amortization is not included in the annual operating budget; however, for the purpose of the financial statements, an estimate is included to match up against the expense. In this instance, the expenditure was higher than the estimate due to the timing of capitalization of expenses and unplanned disposals.

CONSOLIDATED EXPENSES BY TYPE
(IN \$MILLIONS)



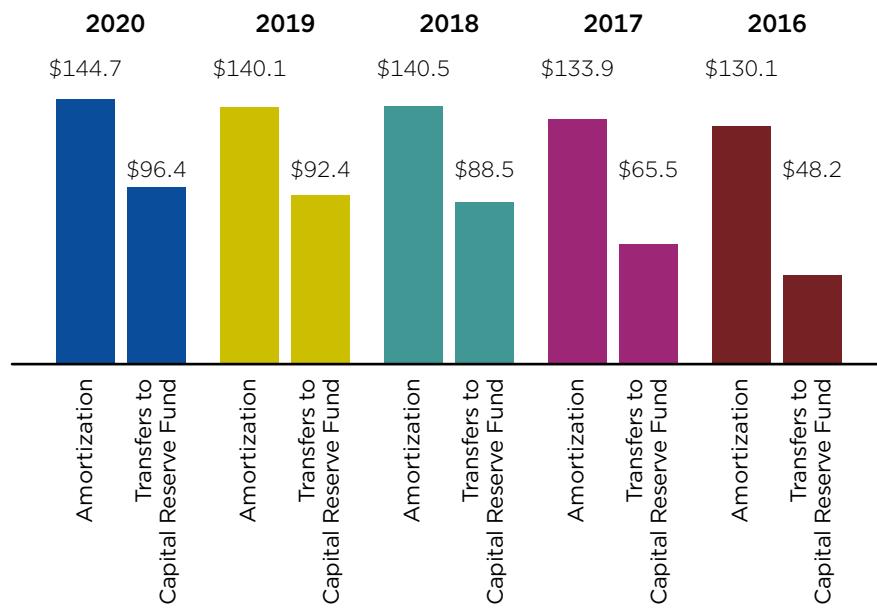
Consolidated Statement of Change in Net Financial Assets

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

Consolidated Statement of Cash Flows

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

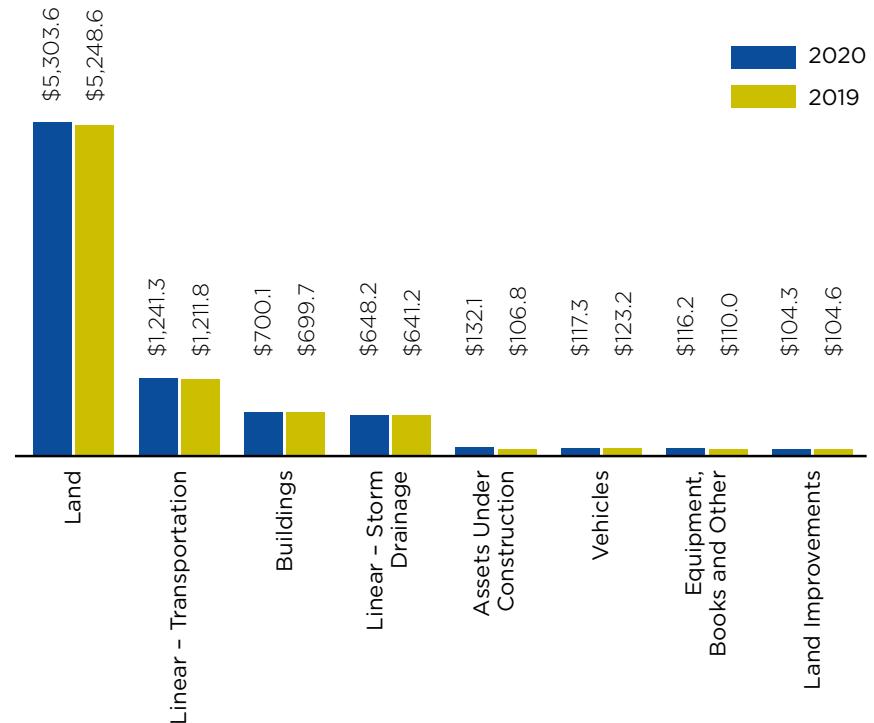
AMORTIZATION VERSUS TRANSFERS TO CAPITAL RESERVE FUND (IN \$MILLIONS)



Tangible Capital Assets Overview

All City assets at the end of 2020 have been inventoried, valued and recorded in an Asset Registry for accounting and reporting purposes. The City's net book value of tangible capital assets at the end of 2020 was \$8.363 billion (2019 \$8.246 billion). Refer to Note #9 in the financial statements for a detailed breakdown of tangible capital asset activity. The annual amortization expense in 2020 was \$144.7 million (2019 \$140.1 million).

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



RESERVES AND RESERVE FUNDS OVERVIEW

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

Reserves and Reserve Funds are established by Council. These funds are set aside to help offset future capital needs, obligations, pressures and costs. They are drawn upon to finance specific-purpose capital and operating expenditures as designated by Council to minimize tax rate fluctuations due to unanticipated expenditure and revenue shortfalls and to fund ongoing programs (i.e., insurance and employee benefits). Reserves and Reserve Fund balances at the end of 2020 totalled \$581.3 million (2019 \$509.3 million), an increase of \$72 million from the prior year. The Reserves and Reserve Fund totals do not include development charges, senior government grants and other reserve funds that are reported as deferred revenue-obligatory reserve funds on the Statement of Financial Position.

Reserves

Reserves, which are discretionary in nature, are used to offset major fluctuations in operating costs/revenues or to fund future contingent liabilities. Total Reserves in 2020 were \$115.3 million (2019 \$90.8 million), an increase of \$24.5 million.



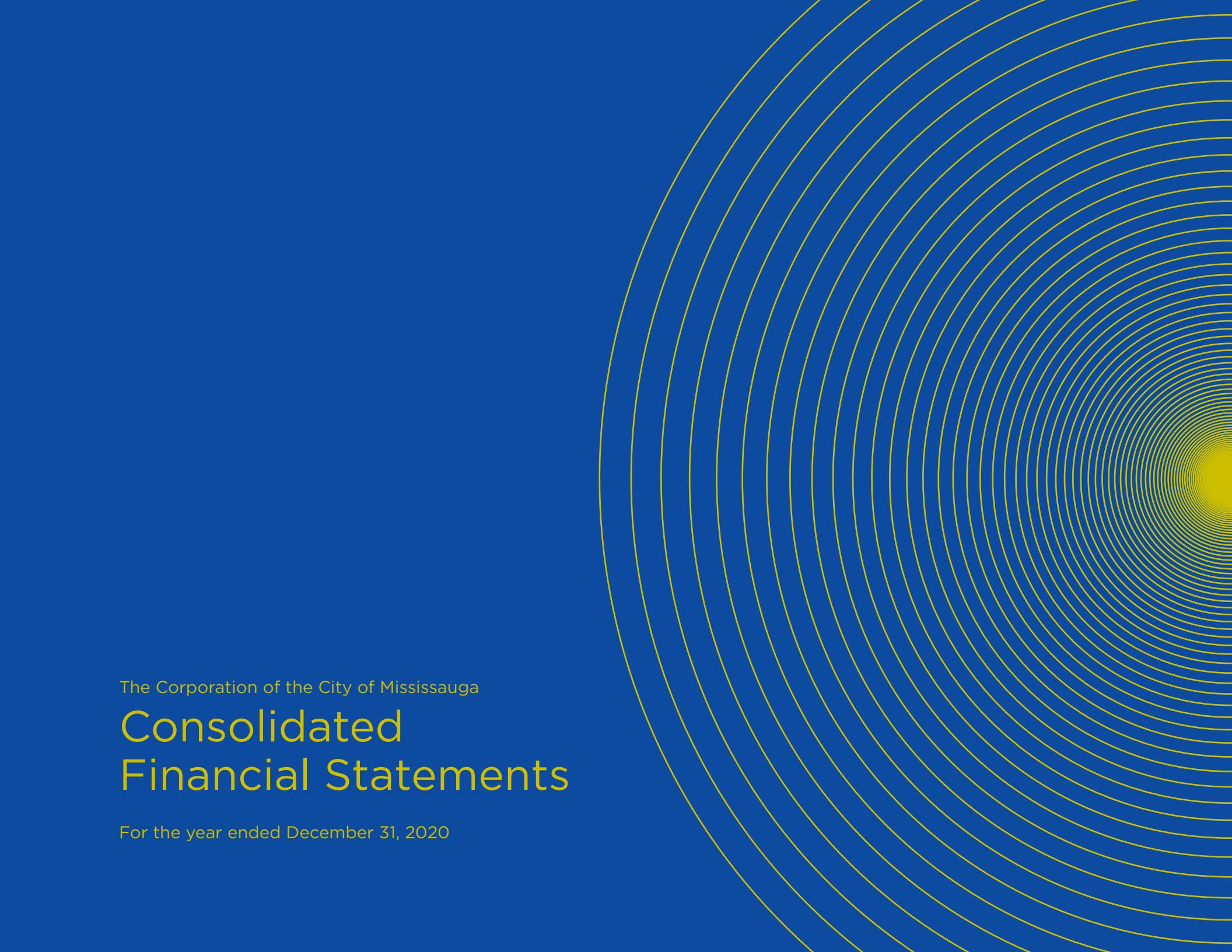
Reserve Funds

Reserve Funds are non-discretionary, segregated and restricted to meet specific purposes for the municipality. Total Reserve Funds in 2020 were \$466.0 million (2019 \$418.5 million), an increase of \$47.5 million from the prior year. The Reserve and Reserve Funds will help the City meet projected expenditure needs in the upcoming years. However, draws on Reserve and Reserve Funds in future years to support our growing capital infrastructure and maintenance needs will reduce these balances and reduce the total accumulated surplus.

This future surplus reduction has been anticipated for many years, recognizing that as the City matured, infrastructure renewal would require increased funding. Additional funding support is needed from senior levels of government, as well as ongoing increased annual contributions from the operating funds. This will help the City sustain and invest in new and replacement infrastructure.

RESERVE FUNDS
(IN \$MILLIONS)





The Corporation of the City of Mississauga

Consolidated Financial Statements

For the year ended December 31, 2020

Introduction to the Financial Statements

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

The Director of Finance and Treasurer is responsible for submitting audited financial statements annually to the Audit Committee and Council. These financial statements include the consolidated results of the City for the fiscal year ended December 31, 2020. Finance staff are responsible for the co-ordination and completion of the annual financial statements in a timely, accurate and efficient manner, as well as providing support and related financial information to external auditors during the year-end audit.

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

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

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



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

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

OPINION

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

- the consolidated statement of financial position as at December 31, 2020
- the consolidated statement of operations for the year then ended
- the consolidated statement of change in net financial assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

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

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the Entity as at December 31, 2020, and its consolidated results of operations, its consolidated change in net financial assets and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

BASIS FOR OPINION

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

Independent Auditors' Report

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

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

RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE FINANCIAL STATEMENTS

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

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

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

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

We also:

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

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

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

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

The logo for KPMG LLP, featuring the letters "KPMG" in a bold, italicized serif font, followed by "LLP" in a smaller, regular serif font, all contained within a horizontal swoosh.

Chartered Professional
Accountants, Licensed
Public Accountants
Vaughan, Canada
April 30, 2021

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CITY OF MISSISSAUGA

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

as at December 31, 2020 with comparatives for 2019. (All dollar amounts are in \$000)

FINANCIAL ASSETS	2020 \$	2019 \$
Cash	219,313	139,017
Taxes receivable (Note 2)	83,979	47,597
Accounts receivable (Note 2)	116,841	108,819
Loans and other receivables	400	450
Inventories for resale	97	107
Investments (Note 3)	1,098,945	1,179,887
Investment in Enersource Corporation (Note 4)	498,520	498,783
Total Financial Assets	2,018,095	1,974,660
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities	228,222	204,908
Deferred revenue - general (Note 5)	6,391	12,277
Deferred revenue - obligatory reserve funds (Note 6)	552,274	557,057
Employee benefits and other liabilities (Note 7)	220,439	207,034
Long-term debt (Note 8)	176,434	205,193
Total Financial Liabilities	1,183,760	1,186,469
Net Financial Assets	834,335	788,191
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 9)	8,363,128	8,245,855
Inventories of supplies	8,338	8,859
Prepaid expenses	4,784	3,160
Total Non-Financial Assets	8,376,250	8,257,874
Accumulated Surplus (Note 10)	9,210,585	9,046,065

Contractual Rights (Note 20)
Commitments (Note 21)

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

CITY OF MISSISSAUGA

CONSOLIDATED STATEMENT OF OPERATIONS

for the year ended December 31, 2020 with comparatives for 2019. (All dollar amounts are in \$000)

	(NOTE 16) BUDGET 2020 \$	ACTUAL 2020 \$	ACTUAL 2019 \$
REVENUES (NOTES 14 AND 15)			
Taxation (Note 11)	578,894	572,824	545,728
Municipal Accommodation Tax	9,800	3,799	12,152
User charges	252,678	168,587	263,215
Recoveries from third parties	6,199	19,415	29,117
Funding transfers from other governments (Note 19)	1,957	65,597	14,086
Development and other contributions applied	—	138,854	90,407
Investment income	35,254	44,125	43,607
Penalties and interest on taxes	8,610	5,334	10,806
Contributed and assumed assets (Note 9)	—	27,197	62,392
Other	6,864	10,128	5,604
Gain on Acquisition of Living Arts Centre	—	—	1,455
City's Share of Net Income in Enersource Corporation (Note 4)	—	17,467	10,758
City's Share of dilution gain recognized on Alectra's amalgamation with Guelph Hydro Electric Systems Inc. (GHESI) (Note 4)	—	—	1,324
Total Revenues	900,256	1,073,327	1,090,651
 EXPENSES (NOTE 14)			
General government services	191,146	219,367	253,459
Protection services	145,816	140,545	135,446
Transportation services	362,156	345,802	345,613
Environmental services	18,827	19,650	18,121
Health services	605	566	560
Social and family services	755	487	638
Recreation and cultural services	185,496	157,353	174,978
Planning and development services	25,200	22,665	22,841
Loss on disposal of tangible capital assets (Note 9)	—	2,372	2,504
Total Expenses (Note 15 & 17)	930,001	908,807	954,160
Annual Surplus/(Deficit)	(29,745)	164,520	136,491
Accumulated surplus, beginning of year	9,046,065	9,046,065	8,909,574
Accumulated Surplus, end of year (Note 10)	9,016,320	9,210,585	9,046,065

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

CITY OF MISSISSAUGA
CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS

for the year ended December 31, 2020 with comparatives for 2019. (All dollar amounts are in \$000)

	(NOTE 16) BUDGET 2020 \$	ACTUAL 2020 \$	ACTUAL 2019 \$
Annual Surplus/(Deficit)	(29,745)	164,520	136,491
Acquisition of tangible capital assets (Note 9)	—	(264,288)	(207,551)
Amortization of tangible capital assets (Note 9)	144,568	144,655	140,098
Loss on disposal of tangible capital assets (Note 9)	—	2,372	2,504
	114,823	47,259	71,542
Acquisition of inventory of supplies	—	(8,338)	(8,859)
Acquisition of prepaid expenses	—	(4,784)	(3,160)
Consumption of inventory of supplies	—	8,847	7,616
Use of prepaid expenses	—	3,160	2,760
Change in Net Financial Assets	114,823	46,144	69,899
Net Financial Assets, beginning of year	788,191	788,191	718,292
Net Financial Assets, end of year	903,014	834,335	788,191

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

CITY OF MISSISSAUGA
CONSOLIDATED STATEMENT OF CASH FLOWS

for the year ended December 31, 2020 with comparatives for 2019. (All dollar amounts are in \$000)

	2020 \$	2019 \$
Cash Provided By (Used In): Operating Activities		
Annual surplus	164,520	136,491
Items Not Involving Cash		
Amortization of tangible capital assets	144,655	140,098
Loss on disposal of tangible capital assets	2,372	2,504
Contributed and assumed assets	(27,197)	(62,392)
Change in employee benefits and other liabilities	13,405	(2,616)
Equity in income of Enersource Corporation	(17,467)	(10,758)
City's Share of dilution gain recognized on Alectra's amalgamation with GHESI	—	(1,324)
Change in Non-Cash Assets and Liabilities		
Taxes receivable	(36,382)	(2,030)
Accounts receivable	(8,022)	(12,024)
Inventories for resale	10	66
Accounts payable and accrued liabilities	23,302	20,966
Deferred revenue – general	(5,886)	2,256
Deferred revenue – obligatory reserve funds	(4,783)	83,991
Inventories of supplies	521	(1,243)
Prepaid expenses	(1,624)	(400)
Net Change in Cash from Operating Activities	247,424	293,585
CAPITAL ACTIVITIES		
Tangible capital asset additions	(237,091)	(145,159)
Net Change in Cash from Capital Activities	(237,091)	(145,159)
INVESTING ACTIVITIES		
Decrease/(Increase) in investments	80,942	(159,746)
Decrease in loans and other receivables	50	50
Dividends from Enersource Corporation	17,730	15,660
Net Change in Cash from Investing Activities	98,722	(144,036)
FINANCING ACTIVITIES		
Proceeds from issuance of long-term debt	—	48,150
Repayment of long-term debt	(28,759)	(24,448)
Net Change in Cash from Financing Activities	(28,759)	23,702
Net Change in Cash	80,296	28,092
Cash, beginning of year	139,017	110,925
Cash, end of year	219,313	139,017

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

CITY OF MISSISSAUGA NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2020
(All dollar amounts are in \$000)

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

On March 11, 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. Since the first quarter of 2020, the COVID-19 pandemic has impacted the global economic environment due to government-imposed lockdowns and social distancing requirements. The economic conditions and City’s response to the COVID-19 pandemic had an operational and financial impact on the City. The full extent of the financial impact is currently indeterminable due to the evolving nature of the COVID-19 pandemic.

1. SIGNIFICANT ACCOUNTING POLICIES

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

a) Basis of Consolidation

(i) Consolidated entities

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

These entities and organizations included in the reporting entity are:

1. City of Mississauga Public Library Board
2. Clarkson Village Business Improvement Association
3. Malton Business Improvement Area
4. Port Credit Business Improvement Area
5. Streetsville Business Improvement District Association
6. Cooksville Business Improvement Area
7. Tourism Mississauga

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

(ii) Investment in a Government Business Enterprise

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

(iii) Accounting for Region and School Board transactions

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

(iv) Trust funds

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

b) Basis of accounting

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

c) Government transfers

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

d) Taxation and user charges revenue

Taxation revenues and taxes receivable are recognized when they meet the definition of an asset, the tax is authorized and the taxable event has occurred. Additional property taxation revenue can be added throughout the year, related to new properties that become occupied, or that become subject to property taxation, after the return of the annual assessment roll used for billing purposes. The City may receive supplementary assessment rolls

over the course of the year from MPAC, identifying new or omitted assessments. Property taxes for these supplementary and/or omitted amounts are then billed according to the approved tax rate for the property class. User charges are recognized when earned and measurable.

e) Municipal accommodation tax revenue

Municipal accommodation tax revenue is recognized as revenue in the period that the tax is levied on accommodation charges by accommodation providers.

f) Deferred revenue

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

g) Development charges

Development charges are charges imposed on land development or redevelopment projects. Fees are set out in a City by-law, which conforms to the requirements of the Development Charges Act, 1997. Development charges are collected when an above grade building permit is issued and are deferred and recognized in revenues when used to fund the growth-related portion of qualifying capital projects, as required by the Act.

h) Investment income

Investment income is reported as revenue in the period earned. When required by the funding government or related Act, investment income earned on deferred revenue is added to the investment and forms part of the deferred revenue balance.

i) Cash and cash equivalents

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

j) Loans and Other Receivables

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

k) Inventories for resale

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

l) Land held for resale

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

m) Investments

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

n) Employee future benefits

(i) The City provides certain employee benefits which will require funding in future periods. These benefits include sick leave, benefits under the Workplace Safety and Insurance Board (“WSIB”) Act, and life insurance, extended health and dental benefits for early retirees.

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

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

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

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

o) Loan guarantees

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

p) Contaminated sites

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

- (i) an environmental standard exists
- (ii) contamination exceeds the environmental standard
- (iii) the organization is directly responsible or accepts responsibility for the liability

- (iv) future economic benefits will be given up, and
- (v) a reasonable estimate of the liability can be made.

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

q) Non-financial assets

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

(i) Tangible Capital Assets

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

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

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

(ii) Contributions of tangible capital assets

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

(iii) Works of art and cultural and historic assets

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

(iv) Leased tangible capital assets

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

(v) Inventories of supplies

Inventories of supplies held for consumption are recorded at the lower of cost and replacement cost.

r) Contingent Assets

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

As at December 31, 2020, there are no such contingent assets to disclose.

s) Contractual Rights

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

t) Related Party Disclosures

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

For the year ended December 31, 2020, there are no such related party transactions to disclose.

u) Inter-Entity Transactions

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

For the year ended December 31, 2020, there were no material inter-entity transactions to disclose.

v) Use of estimates

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

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

w) Assets

The assets standard provides additional guidance on the definition of assets and what is meant by economic resources, control, past transactions and events and from which future economic benefits are to be obtained. For the year ended December 31, 2020, all material assets have been disclosed and reported within this definition.

x) Adoption of budgets

The 2020 operating and capital budgets, as approved by Council, were adopted by the City at the January 22, 2020 meeting.

y) Future accounting pronouncements

These standards and amendments were not yet effective for the year ended December 31, 2020, and have therefore not been applied in preparing these consolidated financial statements. Management is currently assessing the impact of the following accounting standards updates on the future consolidated financial statements.

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

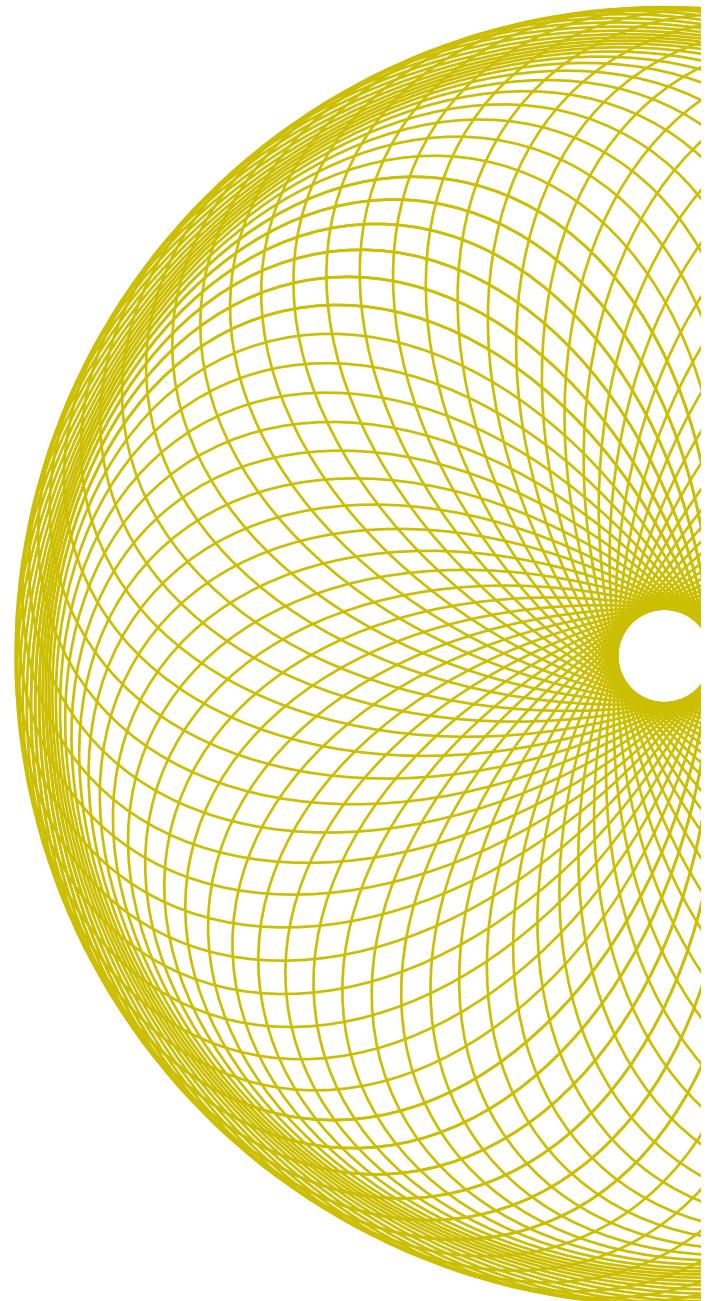
(ii) PS 3450, Financial Instruments, establishes the standards on accounting for and reporting all types of financial instruments including derivatives. The effective date of this standard has been deferred and is now effective for fiscal periods beginning on or after April 1, 2022 (the City's December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

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

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

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

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



2. TAXES RECEIVABLE AND ACCOUNTS RECEIVABLE

Taxes receivable are reported net of valuation allowances of \$102 (2019 \$182).

Accounts receivable are reported net of a valuation allowance of \$933 (2019 \$546) and comprises the following:

	2020 \$	2019 \$
Accounts Receivable		
Government of Canada	18,835	25,635
Government of Ontario	39,071	24,399
Other Municipalities	24,485	24,026
School Boards	10,773	7,311
Others	24,610	27,994
Sub-Total	117,774	109,365
Less: Valuation Allowance	933	546
Total Accounts Receivable	116,841	108,819

3. INVESTMENTS

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

	2020		2019	
	COST \$	MARKET VALUE \$	COST \$	MARKET VALUE \$
Bank deposit notes and finance paper	39,800	41,006	204,073	205,307
Government and government guaranteed bonds	874,165	949,379	772,784	802,939
Municipal bonds	184,980	202,190	203,030	207,863
Total	1,098,945	1,192,575	1,179,887	1,216,109

4. INVESTMENT IN ENERSOURCE CORPORATION

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

Enersource acts as a holding company whereby the Corporation’s principal business activity is represented by its equity interest in Alectra Inc. (“Alectra”). Dividends are received from Alectra. The Corporation also distributes dividends to its shareholders. Alectra’s primary businesses are to distribute electricity to customers in the greater golden horseshoe area, as well as provide non-regulated energy services. As at December 31, 2019, Enersource’s interest in Alectra was 29.57 per cent (2018- 31 per cent).

On January 1, 2019, Alectra amalgamated with Guelph Hydro Electric Systems Inc. (“GHESI”). As a result of this amalgamation, Enersource’s interest in Alectra was reduced to 29.57 per cent.

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

The following table provides condensed financial information for Enersource Corporation for its 2020 fiscal year, together with comparative figures for 2019:

FINANCIAL POSITION	2020 \$	2019 \$
Assets:		
Current	7,320	6,967
Investment in Alectra Inc.	597,800	600,243
Other	—	148
Total Assets	605,120	607,358
Liabilities:		
Current	27	30
Non-current liabilities	51,182	53,125
Total Liabilities	51,209	53,155
Shareholders' Equity:		
Share capital	175,691	175,691
Accumulated other comprehensive income/(loss)	(7,291)	(6,108)
Retained earnings	385,511	384,620
Total Shareholders' Equity	553,911	554,203
Total Liabilities and Shareholders' Equity	605,120	607,358
Results of Operations and Non-Operations:		
Revenues	22,445	18,195
Expenses (including income tax provision)	3,037	6,242
Net Income	19,408	11,953
City's Share of Net Income in Enersource Corporation	17,467	10,758
City's Share of dilution gain recognized on Alectra's amalgamation with GHESI	—	1,324

During the year, the City received a dividend of \$17,730 (2019 \$15,660) declared by Enersource Corporation.

The City's investment in Enersource Corporation is reflected in the following table for its 2020 fiscal year together with comparative figures for 2019.

INVESTMENT IN ENERSOURCE CORPORATION	2020 \$	2019 \$
Opening Balance, Beginning of Year	498,783	502,361
City's Share of Net Income in Enersource Corporation	17,467	10,758
City's Share of dilution gain recognized on Alectra's amalgamation with GHESI	—	1,324
City's Share of Dividend	(17,730)	(15,660)
Closing Balance, End of Year	498,520	498,783

5. DEFERRED REVENUE – GENERAL

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

Deferred revenue general is comprised of the following:

DEFERRED REVENUE - GENERAL	2020 \$	2019 \$
Advance sales of goods and services	5,670	12,028
Government grants	176	4
Other contributions	545	245
Total Deferred Revenue General	6,391	12,277

6. DEFERRED REVENUE – OBLIGATORY RESERVE FUNDS

Revenues received that have been set aside for specific purposes by Provincial legislation, certain City by-laws, or agreements are included in deferred revenue and reported on the consolidated statement of financial position. Details of these deferred revenues are as follows:

DEFERRED REVENUE - OBLIGATORY RESERVE FUNDS	2020 \$	2019 \$
Development charges	206,079	182,735
CIL Parkland	117,746	132,956
CIL Parking	10,898	10,069
Bonus Zoning	3,952	2,346
Provincial Public Transit Funds and Gas Tax	52,991	44,616
Federal Public Transit Funds and Gas Tax	160,608	184,335
Total Deferred Revenue – Obligatory Reserve Funds	552,274	557,057

Deferred Revenue – Obligatory Reserve Funds Continuity Schedule

SOURCE	RECEIPTS AND OPENING BALANCE \$	INTEREST APPLIED \$	RECOGNIZED AS REVENUE \$	CLOSING BALANCE \$
Development charges	182,735	58,391	35,047	206,079
CIL Parkland	132,956	21,533	36,245	118,244
CIL Parking	10,069	331	—	10,400
Bonus Zoning	2,346	1,910	304	3,952
Provincial Public Transit Funds and Gas Tax	44,616	19,862	11,487	52,991
Federal Public Transit Funds and Gas Tax	184,335	43,113	66,840	160,608
Total	557,057	145,140	149,923	552,274

7. EMPLOYEE BENEFITS AND OTHER LIABILITIES

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

	2020 \$	2019 \$
WSIB	36,074	32,380
Sick leave benefits	17,010	15,166
Early retirement benefits	41,426	40,333
Post-employment benefits	9,635	8,226
Vacation pay	28,647	25,912
Developer charge credits	47,261	44,984
Contaminated sites liability	410	365
Other liabilities	39,976	39,668
Total	220,439	207,034

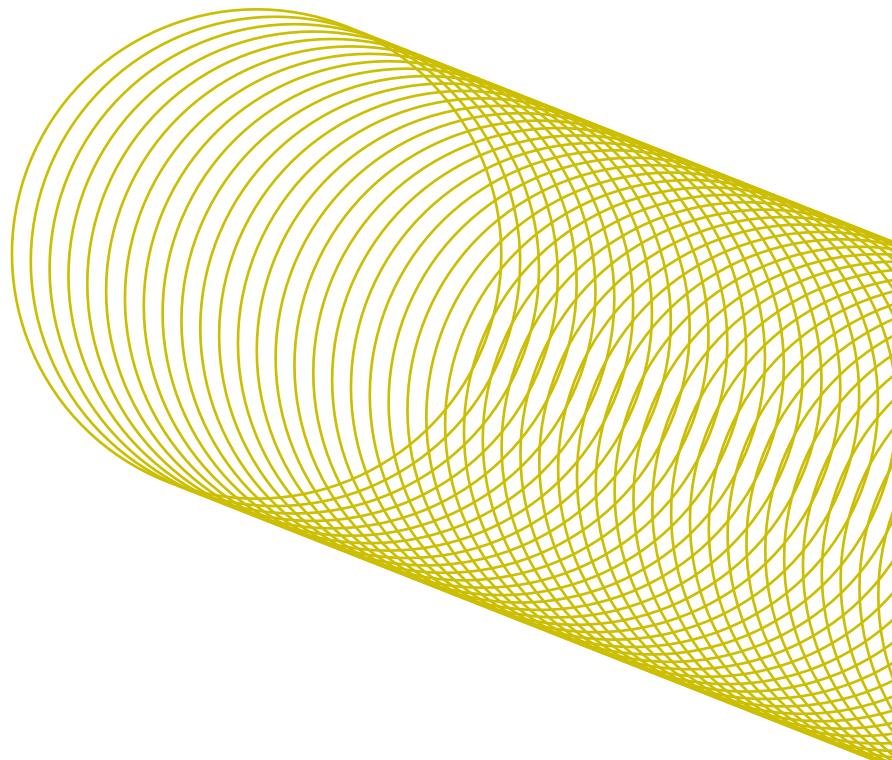
The City has established reserve funds of \$145,840 (2019 \$144,353) to mitigate the future impact of these obligations.

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

b) Sick leave benefits accrue to certain employees of the City and are paid out either on approved retirement, or upon termination or death. The accrued benefit obligation and the net periodic benefit cost were determined by an actuarial valuation completed in December 2019 in accordance with the financial reporting guidelines established by PSAB.

c) Early retirement benefits 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 valuation completed in December 2019 in accordance with the financial reporting guidelines established by PSAB.

d) Post-employment benefits are paid on behalf of any employee on long-term disability. The accrued benefit obligation and the net periodic cost were determined by an actuarial valuation completed in December 2020, in accordance with the financial reporting guidelines established by PSAB.



Information about liabilities for defined benefit plans is as follows:

	WSIB \$	SICK LEAVE \$	EARLY RETIREMENT \$	POST EMPLOYMENT \$	2020 TOTAL \$	2019 TOTAL \$
Accrued Benefit Liability, Beginning of Year	32,380	15,166	40,333	8,226	96,105	91,811
Service cost	5,365	1,789	1,946	2,350	11,450	7,084
Interest cost	1,555	844	1,452	267	4,118	3,861
Amortization of actuarial (gain)/loss	1,519	1,388	(60)	(263)	2,584	1,305
Benefit payments	(4,745)	(2,177)	(2,245)	(945)	(10,112)	(9,455)
Increase due to plan amendment	—	—	—	—	—	1,499
Accrued Benefit Liability, End of Year	36,074	17,010	41,426	9,635	104,145	96,105
Unamortized actuarial (gain)/loss	10,228	7,760	1,350	(444)	18,894	21,480
Actuarial valuation update, end of year	46,302	24,770	42,776	9,191	123,039	117,585
Expected average remaining service life	11 yrs	13 yrs	13 yrs	8 yrs	n/a	n/a

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

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

e) Pension plans: The City makes contributions to OMERS, a multi-employer plan, on behalf of 5,229 employees. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay.

Contributions for employees with a normal retirement age of 65 are being made at a rate of 9.0 per cent for earnings up to the annual maximum pensionable earnings of \$168,317 and at a rate of 14.6 per cent for earnings greater than the annual maximum pensionable earnings. Contributions for employees with a normal retirement age of 60 (firefighters) are being made at a rate of 9.2 per cent up to the annual maximum pensionable earnings of \$168,317 at a rate of 15.8 per cent for earnings greater than the annual maximum pensionable earnings.

The amount contributed to OMERS for 2020 was \$44,375 (2019 \$41,035) for current service and is included as an expense on the consolidated statement of operations. Employees' contributions to OMERS in 2020 totalled \$44,631 (2019 \$41,039).

The City is current with all payments to OMERS; therefore, there is neither a surplus nor deficit with the pension plan contributions. However, at OMERS, the pension plan's funding deficit in 2020 dropped to \$3.2 billion (2019 \$3.4 billion).

OMERS has held contributions for both employees and employers in 2020 at the 2016 rates for employees with a normal retirement age of 65 and for employees and employers with a normal retirement age of 60 (firefighters). If actuarial surpluses are not available to offset the existing deficit and subsidize future contributions, additional increases in the contributions may be required.

f) Developer charge credits are liabilities and obligations that arise through the Development Charges Act. For the year ended December 31, 2020, the developer charge credit liability is \$47,261 (2019 \$44,984).

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

The liability for contaminated sites includes sites associated with former industrial operations. The nature of contamination includes polycyclic aromatic hydrocarbons, heavy metals and road salts. The sources of the contamination include, but are not limited to, activities related to historical operations and non-sanctioned activities on City land. Sites often have multiple sources of contamination.

From time to time, there may be uncertainty as to whether the City has a legal responsibility or accepts responsibility for a contaminated site or whether economic benefits will be foregone for a contaminated site. It is not expected that the impact of any such sites would have a material impact on the consolidated financial statements. When the City is able to determine that all inclusion criteria have been met, the City will accrue a liability for these future remediation costs. As at December 31, 2020, the amount of estimated recoveries is nil (2019 – nil).

8. LONG-TERM DEBT

The long-term debt reported on the consolidated statement of financial position of \$176,434 was issued by the Region of Peel. Principal payment dates, payment amounts and the outstanding amounts for debt issued each year are as follows:

DEBT ISSUANCE YEAR	ANNUAL PAYMENT DATE	2020 PRINCIPAL PAYMENT \$	OUTSTANDING PRINCIPAL \$
2013	June 20th	4,700	12,900
2014	June 10th	3,500	13,000
2015	August 20th	4,000	20,000
2016	June 1st	3,500	23,000
2017	September 28th	3,500	27,500
2018	March 27th	4,909	36,534
2019	October 15th	4,650	43,500
Total		28,759	176,434

No debt was issued in 2020.

Debt from the issuance of serial debentures has been approved by Council by-law. The annual principal and interest payments required to service this liability are within the annual debt repayment limit prescribed by the Ministry of Municipal Affairs and Housing and the City's Debt Management Policy. Interest rates range from 1.60 to 3.30 per cent.

Principal payments are repayable annually, as follows:

	PRINCIPAL CONTRIBUTIONS \$	INTEREST \$	TOTAL \$
2021	29,112	4,133	33,245
2022	29,927	3,475	33,402
2023	27,755	2,754	30,509
2024	22,995	2,030	25,025
2025	20,105	1,601	21,706
Thereafter	46,540	2,163	48,703
Total	176,434	16,156	192,590

Interest expense and fees of \$4,821 (2019 \$4,507) are reported in the consolidated statement of operations.

9. TANGIBLE CAPITAL ASSETS

a) Assets under construction:

Assets under construction having a value of \$132,134 (2019 \$106,841) have not been amortized. Amortization of these assets will commence when the asset is put into service.

b) Contributed and assumed assets:

Contributed and assumed assets have been recognized at fair market value at the date of contribution. The value of contributed and assumed assets received during the year is \$27,197 (2019 \$62,392) comprising infrastructure in the amount of \$9,038 (2019 nil) and land in the amount of \$18,159 (2019 \$62,392).

c) Works of art and historical treasures:

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

d) Write-down of tangible capital assets:

The write-down of tangible capital assets during the year was \$220 (2019 nil).

e) Disposal of tangible capital assets:

The costs of assets under construction are excluded in calculating the loss on disposal of tangible capital assets. Asset purchase costs of \$12,254 (2019 \$46,452) include land \$599; buildings \$32; land improvements \$1,112; linear transportation \$1,340 and vehicles \$9,171, less the accumulated amortization of \$9,882 (2019 \$38,870) resulted in a loss on disposal of \$2,372 (2019 \$2,504).

f) Interest capitalization:

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

2020 TANGIBLE CAPITAL ASSETS

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

COST	DECEMBER 31, 2019 \$	ADDITIONS \$	DISPOSALS \$	DECEMBER 31, 2020 \$
Land	5,248,591	55,636	599	5,303,628
Land improvements	219,253	8,371	1,112	226,512
Buildings	1,137,543	31,565	32	1,169,076
Equipment, books and other	298,105	33,518	—	331,623
Linear - storm drainage	898,037	15,167	—	913,204
Linear - transportation	2,248,162	82,579	1,340	2,329,401
Vehicles	322,523	12,171	9,171	325,523
Assets under construction	106,841	74,304	49,011	132,134
Total	10,479,055	313,311	61,265	10,731,101

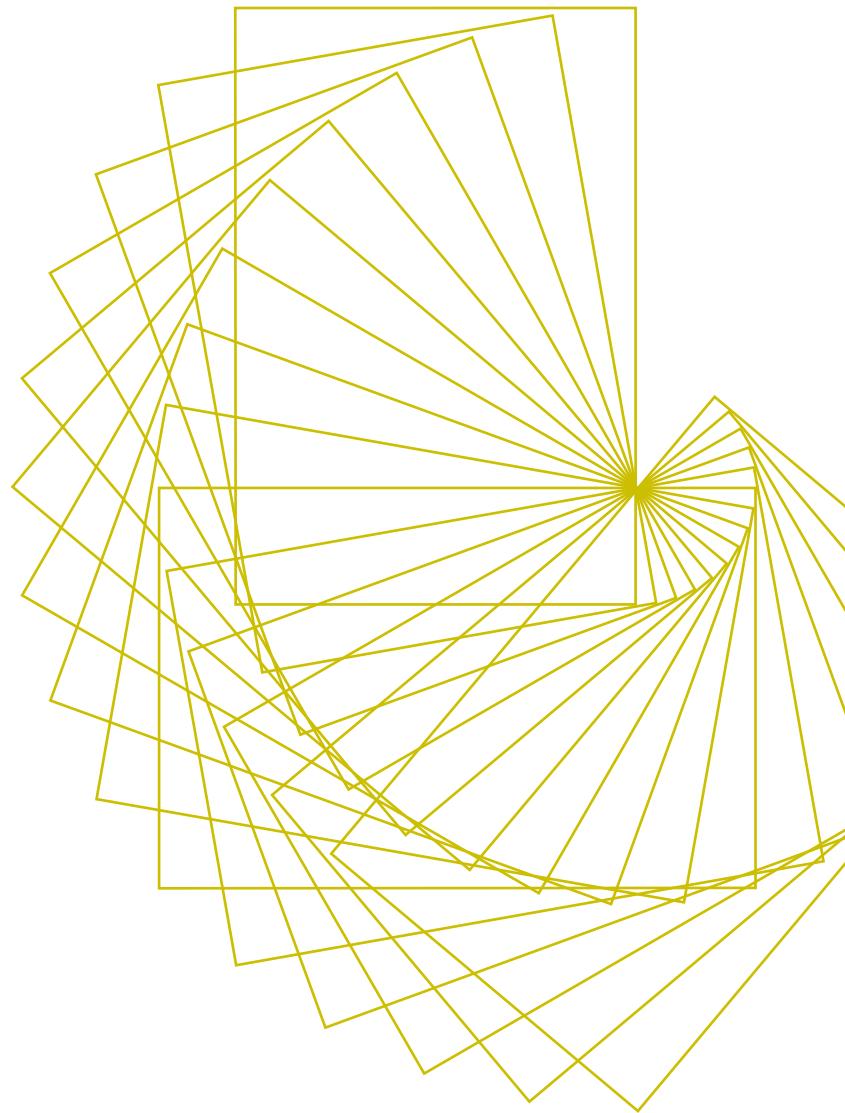
ACCUMULATED AMORTIZATION	DECEMBER 31, 2019 \$	AMORTIZATION EXPENSE \$	DISPOSALS \$	DECEMBER 31, 2020 \$
Land	—	—	—	—
Land improvements	114,624	8,404	835	122,193
Buildings	437,861	31,125	—	468,986
Equipment, books and other	188,136	27,290	—	215,426
Linear - storm drainage	256,862	8,126	—	264,988
Linear - transportation	1,036,402	52,849	1,119	1,088,132
Vehicles	199,315	16,861	7,928	208,248
Assets under construction	—	—	—	—
Total	2,233,200	144,655	9,882	2,367,973

NET BOOK VALUE	DECEMBER 31, 2019 \$	DECEMBER 31, 2020 \$
Land	5,248,591	5,303,628
Land improvements	104,629	104,319
Buildings	699,682	700,090
Equipment, books and other	109,969	116,197
Linear - storm drainage	641,175	648,216
Linear - transportation	1,211,760	1,241,269
Vehicles	123,208	117,275
Assets under construction	106,841	132,134
Total	8,245,855	8,363,128

10. ACCUMULATED SURPLUS

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

SURPLUS	2020 \$	2019 \$
Invested in tangible capital assets	8,362,653	8,245,561
Business Improvement Area tangible capital assets	475	294
Total Invested in Tangible Capital Assets	8,363,128	8,245,855
Operating surplus	119	—
Unexpended capital	164,357	204,257
Long-term debt	(176,434)	(205,193)
Enersource Corporation	498,520	498,783
Living Arts Centre	—	120
Unfunded employee benefits	(220,439)	(207,034)
Total Surplus	8,629,251	8,536,788
RESERVES SET ASIDE BY COUNCIL	2020 \$	2019 \$
Fiscal Stability Reserve	55,752	51,253
Operating Reserves	52,946	33,644
Stormwater Reserve	5,952	5,442
BIA Reserves	671	411
Total Reserves	115,321	90,750
RESERVE FUNDS SET ASIDE FOR SPECIFIC PURPOSES BY COUNCIL		
Tax Reserve Funds	220,498	190,846
Stormwater Reserve Funds	64,450	40,756
Lot Levy Reserve Funds	65,305	62,868
Insurance Reserve Funds	46,052	45,891
Employee Benefits Reserve Funds	34,484	35,594
Development Contributions	23,157	21,444
Other Reserve Funds	12,067	21,128
Total Reserve Funds	466,013	418,527
Total Accumulated Surplus	9,210,585	9,046,065



11. TAXATION

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

	2020 \$	2019 \$
Municipal, region and school property taxes	1,778,229	1,718,457
Payments in lieu of property taxes	37,405	35,385
Total Property Taxes Collected	1,815,634	1,753,842
Payments to Region and school boards	(1,242,810)	(1,208,114)
Net Property Taxes and Payments in Lieu Available for Municipal Purposes	572,824	545,728

12. TRUST FUNDS

Trust funds administered by the City amounting to \$986 (2019 \$919) have not been included in the consolidated statement of financial position nor have their operations been included in the consolidated statement of operations. Trust funds comprise cemetery perpetual care of \$986 (2019 \$919) and election trust funds of nil (2019 \$221).

13. CONTINGENT LIABILITIES & GUARANTEE

a) As at December 31, 2020, the City has been named as defendant or co-defendant in a number of outstanding legal actions. No provision has been made for any claims that are expected to be covered by insurance or where the consequences are undeterminable. Where the claims are not expected to be covered by insurance and where management has assessed the likelihood of exposure as being likely and is able to reasonably assess the

exposure, an amount is provided for in these consolidated financial statements.

b) On February 1, 2017, Enersource Corporation became a shareholder of Alectra, an entity created through the merger of certain hydro holding companies. The transactions included Enersource Corporation exchanging all of its ownership in its operating companies for this ownership in the newly created merged entity of Alectra. Included in these transactions and as of the same date, the City entered into an arrangement to provide \$70M of loan guarantees to Enersource Corporation. The secured bank loan balance as at December 31, 2020 is \$50,625 (2019 \$53,125).

14. SEGMENTED INFORMATION

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

a) General Government Services

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

b) Protection Services

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

c) Transportation Services

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

d) Environmental Services

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

e) Health Services

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

f) Social and Family Services

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

g) Recreation and Cultural Services

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

h) Planning and Development Services.

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

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

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

Taxation revenues are reflected under General Government Services and not segmented based upon functional lines of service provided by the City. Municipal Taxes are allocated to the City's services based on the 2020 Operating Budget as approved by Council. The approved budget outlines how and where public resources will be spent, including the established framework for services, the way they will be provided, and how they will be funded.

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

14. SEGMENTED INFORMATION

REVENUES	2020									2020 Total \$	2019 Total \$
	General Government Services \$	Protection Services \$	Transportation Services \$	Environmental Services \$	Health Services \$	Social and Family Services \$	Recreation and Cultural Services \$	Planning and Development Services \$	Other \$		
Taxation	571,110	—	—	—	—	—	—	1,714	—	572,824	550,983
Municipal Accommodation Tax	3,799	—	—	—	—	—	—	—	—	3,799	12,152
User charges	5,077	28,087	63,893	43,010	131	43	22,516	5,830	—	168,587	263,215
Recoveries from third parties	1,304	207	16,957	130	—	—	784	33	—	19,415	29,117
Funding transfers from other governments	21,081	—	40,509	1,948	—	43	1,691	325	—	65,597	14,086
Development and other contributions applied	—	—	—	—	—	—	—	—	138,854	138,854	90,407
Investment income	14,441	—	—	—	26	—	15	—	29,643	44,125	43,607
Penalties and interest on taxes	5,334	—	—	—	—	—	—	—	—	5,334	10,806
Contributed and assumed assets	—	—	—	—	—	—	—	—	27,197	27,197	62,392
Other	1,603	39	1,576	136	42	7	1,733	—	4,992	10,128	5,604
Equity in Enersource Corporation	—	—	—	—	—	—	—	—	17,467	17,467	12,082
Gain on Acquisition of Living Arts Centre	—	—	—	—	—	—	—	—	—	—	1,455
Total Revenues	623,749	28,333	122,935	45,224	199	93	26,739	7,902	218,153	1,073,327	1,095,906
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EXPENSES											
Salaries, wages and employee benefits	115,038	126,784	179,742	5,673	497	160	85,142	16,439	—	529,475	533,044
Long-term debt interest	4,721	—	—	100	—	—	—	—	—	4,821	4,507
Materials and supplies	11,127	3,205	34,105	400	40	3	12,123	734	—	61,737	65,049
Contracted services	35,367	862	40,192	3,346	20	1	3,994	3,030	—	86,812	138,702
Rents and financial expenses	29,548	4,297	17,521	1,504	9	8	18,268	689	—	71,844	68,770
External transfers to others	1,272	—	—	—	—	31	4,312	1,476	—	7,091	6,741
Loss on disposal of tangible capital assets	—	—	—	—	—	—	—	—	2,372	2,372	2,504
Amortization	22,294	5,397	74,242	8,627	—	284	33,514	297	—	144,655	140,098
Total Expenses	219,367	140,545	345,802	19,650	566	487	157,353	22,665	2,372	908,807	959,415
Annual Surplus (Deficit)	404,382	(112,212)	(222,867)	25,574	(367)	(394)	(130,614)	(14,763)	215,781	164,520	136,491

15. SEGMENTED BY SERVICE AREA

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

a) Business Services

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

b) Culture Services

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

c) City Manager's Office

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

d) Environmental Services

The Environment division drives environmental sustainability in Mississauga by providing environmental strategic planning to develop plans, policies and programs that advance the City's environmental priorities; providing a framework for the City of Mississauga and the community to take action on climate change; providing an efficient waste program for City facilities; and, providing awareness and education for residents and City staff to take environmental action.

e) Facilities & Property Management

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

f) Financial Transactions

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

g) Fire & Emergency Services

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

h) Information Technology Services

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

i) Land Development Services

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

j) Legislative Services

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

k) Library Services

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

l) Mayor and Members of Council

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

m) Parks, Forestry & Environment

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

n) Recreation Services

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

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

o) Regulatory Services

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

p) Road Services

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

q) Stormwater Service

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

r) Transit Services

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

s) Other

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

t) Revenues by Service Area

Service Area	Property Tax and MAT*	User charges	Recoveries from third parties	Funding transfers from other governments	Development and other contributions applied	Investment income	Penalties and interest on taxes	Contributed and assumed assets	Other	Equity in Enersource Corporation	2020 Total	2020 Budget**	2019 Total
Business Services	—	1,770	71	—	—	—	163	—	5	—	2,009	2,666	2,429
City Manager's Office	—	210	1	315	—	—	—	—	8	—	534	393	1,508
Culture	—	1,656	427	283	—	13	—	—	456	—	2,835	6,352	6,739
Facilities & Property Management	—	352	—	—	—	—	—	—	227	—	579	449	907
Financial Transactions	574,755	258	66	20,473	—	14,433	5,171	27,197	5,826	—	648,179	611,926	652,132
Fire & Emergency Services	—	1,639	182	—	—	—	—	—	—	—	1,821	2,206	2,556
Information Technology	—	968	—	—	—	—	—	—	1	—	969	1,109	1,073
Legislative Services	—	6,671	—	—	—	—	—	—	—	—	6,671	11,983	9,642
Mississauga Library	—	658	—	768	—	2	—	—	112	—	1,540	2,102	2,037
Land Development Services	—	22,002	—	—	—	—	—	—	—	—	22,002	13,650	22,292
MiWay	—	44,993	1,980	35,060	—	—	—	—	196	—	82,229	93,555	95,019
Parks, Forestry & Environment	—	3,863	113	33	—	26	—	—	38	—	4,073	5,202	5,355
Recreation	1,868	18,004	—	607	—	8	—	—	403	—	20,890	51,419	49,021
Regulatory Services	—	11,137	—	—	—	—	—	—	39	—	11,176	18,079	17,351
Roads	—	11,035	5,849	—	—	—	—	—	(94)	—	16,790	14,252	17,385
Stormwater	—	42,938	—	—	—	—	—	—	136	—	43,074	41,606	40,185
Other	—	433	10,726	8,058	138,854	29,643	—	—	2,775	17,467	207,956	23,307	170,275
Total Revenues	576,623	168,587	19,415	65,597	138,854	44,125	5,334	27,197	10,128	17,467	1,073,327	900,256	1,095,906

*Municipal Accommodation Tax (MAT).

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

u) Expenses by Service Area

Service Area	Salaries, wages and employee benefits \$	Long-term debt interest \$	Materials and supplies \$	Contracted services \$	Rents and financial expenses \$	External transfers to others \$	Loss on disposal of tangible capital assets \$	Amortization \$	2020 Total \$	2020 Budget* \$	2019 Total \$
Business Services	32,190	—	462	1,912	1,314	—	—	—	35,878	37,065	33,633
City Manager's Office	9,830	—	104	2,601	421	134	—	—	13,090	13,252	14,390
Mayor & Members Of Council	4,315	—	309	2	161	—	—	—	4,787	4,886	4,892
Culture	7,643	—	587	504	1,154	3,432	—	—	13,320	15,379	13,558
Facilities & Property Management	15,153	—	451	3,252	6,872	—	—	—	25,728	27,561	25,030
Financial Transactions	16,327	4,721	124	986	10,897	2,035	2,372	144,568	182,030	182,812	168,579
Fire & Emergency Services	106,874	—	2,393	120	2,767	—	—	—	112,154	115,650	108,802
Information Technology	24,363	—	101	101	9,716	—	—	—	34,281	34,644	32,589
Legislative Services	7,460	—	636	673	(408)	—	—	—	8,361	9,831	7,683
Mississauga Library	20,285	—	4,096	52	2,151	—	—	—	26,584	30,452	29,239
Land Development Services	19,626	—	240	83	660	—	—	—	20,609	22,672	20,879
MiWay	144,507	—	28,169	1,733	9,560	—	—	—	183,969	201,884	189,065
Parks, Forestry & Environment	25,457	—	5,737	5,168	4,119	—	—	—	40,481	42,275	40,640
Recreation	42,713	—	2,532	1,021	11,911	897	—	—	59,074	81,410	75,147
Regulatory Services	15,500	—	782	638	537	—	—	—	17,457	19,019	16,564
Roads	32,665	—	5,630	37,839	8,347	—	—	—	84,481	81,377	78,325
Stormwater	4,535	100	434	3,656	1,454	—	—	—	10,179	9,832	9,274
Other	32	—	8,950	26,471	211	593	—	87	36,344	—	91,126
Total Expenses	529,475	4,821	61,737	86,812	71,844	7,091	2,372	144,655	908,807	930,001	959,415

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

16. BUDGET DATA

Budget data presented in these consolidated financial statements are based upon the 2020 operating and capital budgets as approved by Council and adopted by the City on January 22, 2020. Adjustments to budgeted values were required to provide comparative budget values based on the full accrual basis of accounting. The chart below reconciles the approved budget with the budget figures as presented in these consolidated financial statements.

REVENUE	BUDGET AMOUNT \$	EXPENSES	BUDGET AMOUNT \$
Approved Operating Budget	965,916	Approved Operating Budget	965,557
Adjustments:		Adjustments:	
Budget adjustments	6,358	Budget adjustments	6,718
Contributions from reserve funds	(77,747)	Transfers to own	(156,938)
BIAs	2,205	BIA budgeted expenses	2,205
BIAs contributions from reserve funds	(90)	BIA transfers to own	(15)
City budgeted levy for BIAs	(1,500)	BIA budget on City's books	(1,500)
Enersource dividend	(17,577)	Amortization – City	144,568
Adjusted Operating Budget	877,565	Debt principal repayments, net of debt issuance	(30,594)
Approved Capital Budget	268,987	Adjusted Operating Budget	930,001
Adjustments for transfers from reserve funds	(224,070)	Approved Capital Budget	268,987
Adjustments for debt proceeds	(43,000)	Adjustments:	
Adjusted Capital Budget	1,917	Eliminate capital expense budget	(268,987)
Reserve funds interest and other revenue	20,774	Adjusted Capital Budget	—
Total Revenue	900,256	Total Expenses	930,001
		Annual Deficit	(29,745)

17. EXPENSES BY OBJECT

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

	BUDGET 2020 \$	ACTUAL 2020 \$	ACTUAL 2019 \$
Salaries, wages and employee benefits	559,519	529,475	533,044
Long-term debt interest	5,680	4,821	4,507
Materials and supplies	60,913	61,737	65,049
Contracted services	58,611	86,812	138,702
Rents and financial expenses	84,318	71,844	68,770
External transfers to others	16,392	7,091	6,741
Loss on disposal of tangible capital assets	—	2,372	2,504
Amortization	144,568	144,655	140,098
Total	930,001	908,807	959,415

18. PROVINCIAL OFFENCES ADMINISTRATION

The Ministry of the Attorney General in the Province of Ontario requires all municipal partners administering Provincial Offences Administration to disclose in the year-end audited financial statements the gross and net provincial offence revenues earned.

The following table provides condensed financial information required by the terms in the Memorandum of Understanding for the City's 2020 fiscal year with comparative figures for 2019:

REVENUES	2020 \$	2019 \$
Gross revenues	5,508	9,527
Less refunds	53	91
Net Revenues	5,455	9,436
EXPENSES		
Provincial charges	385	843
City's operating expenses	3,632	3,555
Total Expenses	4,017	4,398
Net Contribution	1,438	5,038

19. FUNDING TRANSFERS FROM OTHER GOVERNMENTS

	2020 \$	2019 \$
General government services	21,081	430
Protection services	—	—
Transportation services	40,509	10,605
Environmental services	1,948	678
Health services	—	4
Social and family services	43	—
Recreation and cultural services	1,691	2,109
Planning and development services	325	260
Total	65,597	14,086

During the current year, the City received total funding of \$46,083 from the Provincial government as part of the Safe Restart Agreement. The Safe Restart Agreement is a federal investment to help provinces and territories safely restart their economies. The province also announced \$110,507 in funding to be received in 2021. The City recognized \$9,450 as government transfers reported for the current year, as per the funding allocation from the Province of Ontario. The remaining \$101,057,300, or a portion thereof, will be recognized as revenue in 2021.

20. CONTRACTUAL RIGHTS

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

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

CONTRACTUAL RIGHTS	2021 \$	2022 \$	2023 \$	2024 \$	2025 \$	TOTAL \$
Provincial Agreements	123,051	2,193	2,221	—	—	127,465
Federal Agreements	50,870	41,881	43,702	—	—	136,453
Incoming Lease Payments	2,767	2,362	1,615	1,298	8,041	16,083
Third Party Contracts	456	337	347	357	—	1,497
Total	177,144	46,773	47,885	1,655	8,041	281,498

21. LEASE AND OTHER CONTRACTUAL COMMITMENTS

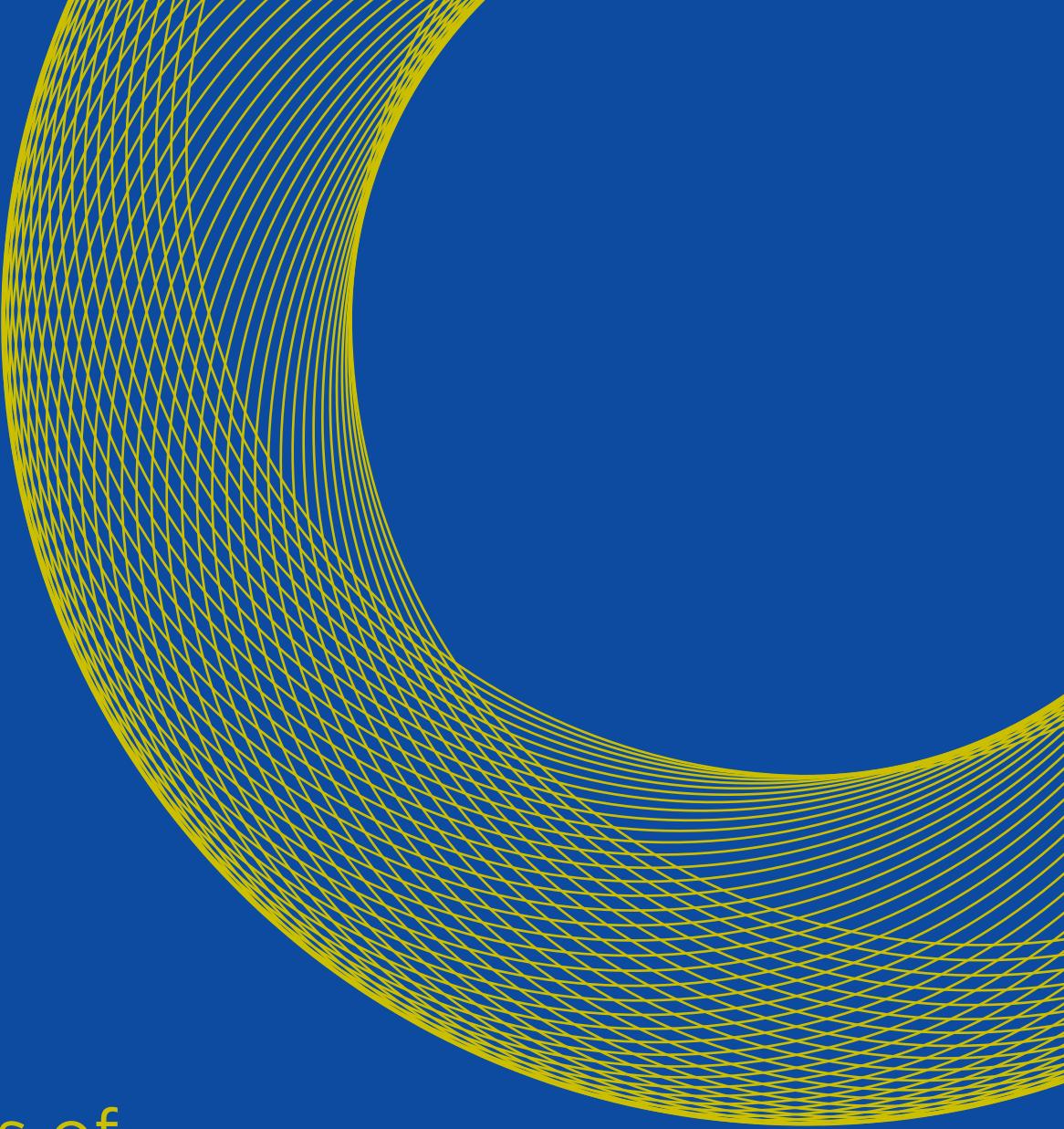
The City of Mississauga has entered into various operating leases for premises. Anticipated payments under such leases during the next five years are approximately as follows:

	\$
2021	2,977
2022	2,623
2023	1,098
2024	426
2025	349
Total	7,473

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

22. COMPARATIVE FIGURES

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



Financial Statements of City of Mississauga (Trust Funds)

For the year ended December 31, 2020



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

Independent Auditors' Report

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

OPINION

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

- the statement of financial position as at December 31, 2020
- the statement of operations for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

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

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the trust funds of the Entity as at December 31, 2020, and its results of operations for the year then ended in accordance with Canadian public sector accounting standards.

BASIS FOR OPINION

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

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

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

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

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

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

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

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

We also:

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

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

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

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

The logo consists of the letters "KPMG" in a bold, italicized, serif font, followed by "LLP" in a smaller, regular, sans-serif font. A thin black horizontal line extends from the right side of the "G" towards the bottom right corner of the page.

Chartered Professional
Accountants, Licensed
Public Accountants
Vaughan, Canada
April 30, 2021

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CITY OF MISSISSAUGA TRUST FUNDS STATEMENT OF FINANCIAL POSITION

as at December 31, 2020 with comparatives for 2019. (All dollar amounts are in \$000)

FINANCIAL ASSETS	2020			2019
	Perpetual Care \$	Election Surplus \$	Total \$	Total \$
Cash	55	—	55	256
Accounts Receivable	4	—	4	4
Due (to)/from City of Mississauga (Note 2)	41	—	41	(13)
Investments (Note 3)	886	—	886	893
Net Financial Assets and Accumulated Surplus	986	—	986	1,140

CITY OF MISSISSAUGA TRUST FUNDS STATEMENT OF OPERATIONS

for the year ended December 31, 2020 with comparatives for 2019. (All dollar amounts are in \$000)

REVENUES	2020			2019
	Perpetual Care \$	Election Surplus \$	Total \$	Total \$
Interest	26	1	27	36
Receipts	67	—	67	19
Surplus Proceeds	—	—	—	217
Total Revenues	93	1	94	272
EXPENSES				
Surplus forfeited to City (Note 5)	—	222	222	—
Cemetery maintenance	26	—	26	32
Total Expenses	26	222	248	32
Annual surplus/(deficit)	67	(221)	(154)	240
Accumulated surplus, beginning of year	919	221	1,140	900
Accumulated surplus, end of year	986	—	986	1,140

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

City of Mississauga – Trust Funds Notes to the Financial Statements

for the year ended December 31, 2020

(All dollar amounts are in \$000)

1. SIGNIFICANT ACCOUNTING POLICIES

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

a) Basis of Accounting

Perpetual Care revenue is reported on receipt and interest income is reported on the accrual basis of accounting. Expenditures are reported on the 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. DUE (TO)/FROM THE CITY OF MISSISSAUGA

This represents the net effect of the perpetual care receipts collected during the year offset by the interest earned resulting in an amount due to the City of Mississauga as at December 31, 2020 and transferred from the Trust Funds on March 1, 2021.

The balance due (to)/from the City of Mississauga is non-interest bearing and due on demand.

3. INVESTMENTS

The total investments by the Trust Funds of \$886 (2019 – \$893) reported on the statement of financial position at cost, have a market value of \$973 (2019 – \$936) at the end of the year.

4. PERPETUAL CARE FUND

The Perpetual Care Fund administered by the City is funded by the sale of cemetery 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 Funds are undertaken by the City in accordance with the regulations of the Funeral, Burial and Cremations Services Act.

5. ELECTION TRUST FUND

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

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

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

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

1. The campaign period has ended under paragraph 2 or 3 of section 88.28.
2. It is no longer possible to recommence the campaign period under paragraph 4 of section 88.28.
3. No compliance audit has been commenced.
4. The period for commencing a compliance audit has expired. 2016, c. 15, s. 62.

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

6. FINANCIAL RISK MANAGEMENT

It is management's opinion that the Trust Funds are not exposed to significant liquidity, interest rate, credit, market, or cash flow risk. There has been no change to the risk exposure from 2019, except as noted below.

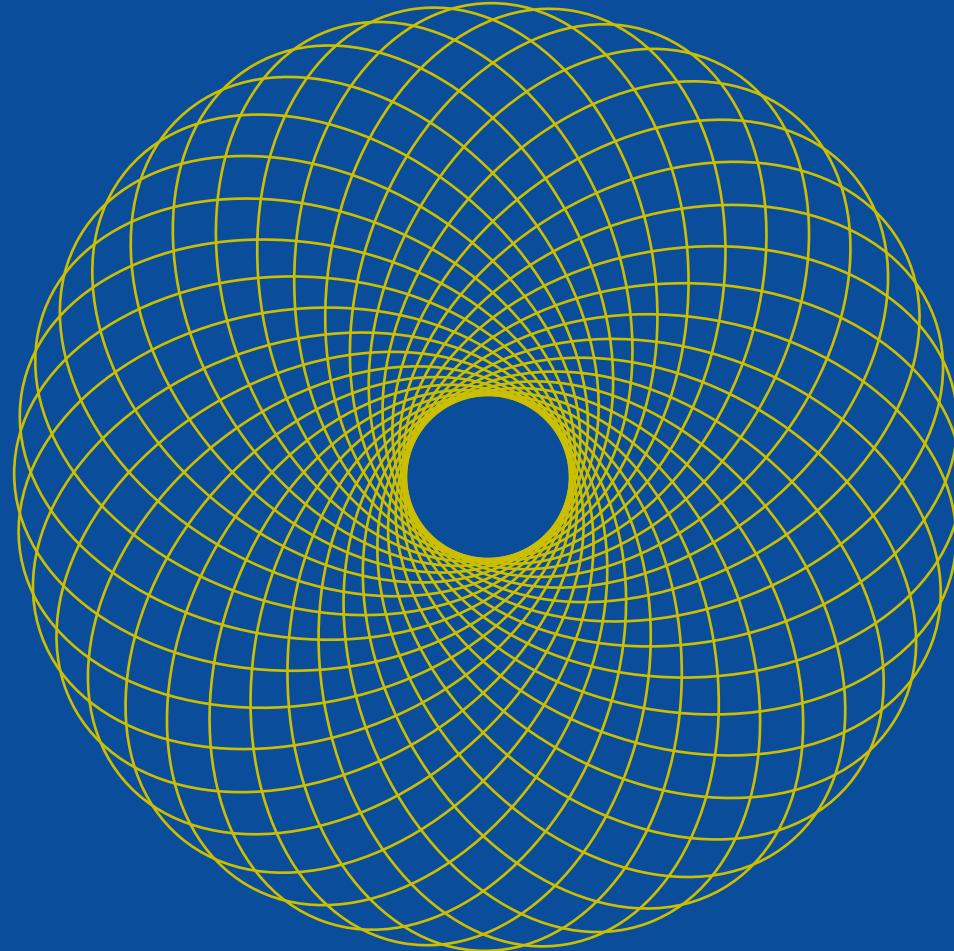
General economic risk:

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

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

2020

Statistics



FIVE-YEAR FINANCIAL REVIEW

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

UNAUDITED

FISCAL YEAR	2020	2019	2018	2017	2016
Municipality Statistics					
Population (Note 1)	783,000	779,100	775,000	772,000	768,000
Area in acres	72,200	72,200	72,200	72,200	72,200
Households (Note 1)	254,000	251,900	250,000	248,000	246,000
Employees (Note 2 & 3): Full time	5,083	5,008	4,299	4,206	4,165
Per 1000 people	6.5	6.4	5.5	5.4	5.4
Part time and seasonal	2,375	2,574	2,725	2,611	2,828
Construction Activity	1,448,143	1,792,546	1,850,388	1,262,657	1,316,524
 ASSESSMENT VALUATION YEAR					
Tax Assessment Information					
Taxable Assessment upon which the year's rates of taxation were set:		2016	2016	2016	2012
Residential, farm, multi-residential	131,212,505	123,260,608	115,124,305	107,373,242	99,923,106
Commercial, industrial and other	38,235,907	36,390,271	34,989,192	33,381,211	32,162,701
Total Taxable Assessment	169,448,412	159,950,879	150,113,497	140,754,453	132,085,807
Commercial, industrial, and business as a percentage of taxable assessment	22.6%	22.9%	23.3%	23.3%	23.3%

Notes:

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

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

RESIDENTIAL AND FARM	2020	2019	2018	2017	2016
For City purposes	0.281356%	0.283393%	0.286885%	0.291654%	0.293370%
For Region purposes	0.351606%	0.357050%	0.366591%	0.378718%	0.392978%
For School purposes	0.153000%	0.161000%	0.170000%	0.179000%	0.188000%
Total Tax Rate - Residential and farm	0.785962%	0.801443%	0.823476%	0.849372%	0.874348%
COMMERCIAL					
For City purposes	0.426811%	0.425301%	0.423786%	0.423403%	0.413597%
For Region purposes	0.533379%	0.535841%	0.541529%	0.549796%	0.554027%
For School purposes	0.944727%	0.981594%	1.018727%	1.042947%	1.057399%
Total Tax Rate - Commercial	1.904916%	1.942736%	1.984042%	2.016146%	2.025023%
INDUSTRIAL					
For City purposes	0.454396%	0.460970%	0.462102%	0.464730%	0.460814%
For Region purposes	0.567851%	0.580781%	0.590490%	0.603461%	0.617276%
For School purposes	1.066032%	1.117296%	1.171562%	1.231495%	1.292875%
Total Tax Rate - Industrial	2.088279%	2.159047%	2.224154%	2.299686%	2.370965%

Notes:

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

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

FISCAL YEAR PROPERTY TAX INFORMATION	2020	2019	2018	2017	2016
Tax Levies: City portion	539,535	512,768	486,875	464,168	435,331
Region portion	671,755	643,697	619,985	600,566	583,140
School Board portion	565,192	560,207	552,368	542,496	533,942
Total Tax Levies	1,776,482	1,716,672	1,659,228	1,607,230	1,552,413
Taxes collected: City collection	503,153	510,738	475,286	466,801	440,252
Taxes Transferred to the Region	671,755	643,697	619,985	600,566	583,140
Taxes Transferred to the School Boards	565,192	560,207	552,368	542,496	532,344
Total Taxes collected	1,740,100	1,714,642	1,647,639	1,609,863	1,555,736
Tax arrears: Taxes Receivable	83,979	47,597	45,567	33,978	36,611
Taxes Receivable per capita	107	61	59	44	48
Percentage of current levy	4.7%	2.8%	2.7%	2.1%	2.4%
CONSOLIDATED REVENUES					
Property Taxation	537,830	520,504	494,118	470,189	440,719
Taxation from other governments	34,994	30,479	31,664	29,960	29,922
Municipal Accommodation Tax (Note 4)	3,799	12,152	8,990	—	—
User charges	168,587	263,215	258,215	249,043	239,900
Recoveries from third parties	19,415	29,117	12,991	48,874	11,157
Funding transfers from other governments	65,597	14,086	34,964	3,043	3,887
Development and other contributions applied	138,854	90,407	76,548	90,547	69,217
Investment income	44,125	43,607	35,305	37,628	34,903
Penalties and interest on taxes	5,334	10,806	9,805	9,133	8,444
Contributed and assumed assets	27,197	62,392	49,581	11,732	18,595
Other	10,128	5,604	20,158	6,099	2,292
City's Share of Net Income in Enersource Corporation	17,467	10,758	30,268	14,194	26,855
Gain on acquisition of Living Arts Centre	0	1,455	—	—	—
City's Share of equity in gain on exchange of Investment in Enersource Holdings	0	—	—	202,734	—
City's Share of dilution gain recognized on Alectra's amalgamation with Guelph Hydro Electric Systems Inc. (GHESI)	0	1,324	—	—	—
Total Revenues	1,073,327	1,095,906	1,062,607	1,173,176	885,891
Revenue per capita	1,371	1,407	1,371	1,520	1,154

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

FISCAL YEAR		2020	2019	2018	2017	2016
CONSOLIDATED EXPENSES BY FUNCTION						
General government services		219,367	258,714	196,251	189,336	184,821
Protection services		140,545	135,446	133,209	125,689	128,120
Transportation services		345,802	345,613	341,197	322,439	310,975
Environmental services		19,650	18,121	22,998	19,647	18,523
Health services		566	560	557	616	587
Social and family services		487	638	648	484	479
Recreation and cultural services		157,353	174,978	170,252	162,217	160,458
Planning and development services		22,665	22,841	23,406	22,901	21,561
Loss on disposal of tangible capital assets		2,372	2,504	49,994	2,544	1,074
Total Consolidated Expenses by Function		908,807	959,415	938,512	845,873	826,598
Annual Surplus/(Deficit)		164,520	136,491	124,095	327,303	59,293
Net Financial Assets		834,335	788,191	718,292	731,644	498,459
CAPITAL FUND INFORMATION						
Capital Financing: Development and other contributions applied		138,854	90,407	76,548	90,547	69,138
Current Year Unexpended Capital Financing		164,357	204,257	145,032	228,092	177,975

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

FISCAL YEAR CONSOLIDATED EXPENSES BY OBJECT	2020	2019	2018	2017	2016
Salary, wages and employee benefits	529,475	533,044	513,720	491,101	485,697
Long-term debt interest	4,821	4,507	4,467	3,015	2,751
Materials and supplies	61,737	65,049	64,613	60,231	55,230
Contracted services	86,812	138,702	85,157	78,141	76,384
Rents and financial expenses	71,844	68,770	72,899	70,085	68,728
External transfers to others	7,091	6,741	7,194	6,814	6,621
Loss on disposal of tangible capital assets	2,372	2,504	49,994	2,544	1,074
Amortization	144,655	140,098	140,468	133,942	130,113
Total Consolidated Expenses	908,807	959,415	938,512	845,873	826,598
MUNICIPAL DEBT INFORMATION					
Long-Term Liabilities: General municipal activities	176,434	205,193	181,491	155,895	134,447
Per capita	225	263	234	202	175
Charges for Long-Term Liabilities: General municipal activities	4,821	4,507	4,467	3,015	2,751
Per capita	6.16	5.78	5.76	3.91	3.58
Debt Repayment Limit (as determined by the Province of Ontario)	184,064	176,282	172,748	161,612	160,623
TANGIBLE CAPITAL ASSETS					
Net Book Value	8,363,128	8,245,855	8,180,906	8,113,738	8,020,550
Amortization	144,655	140,098	140,468	133,942	130,113
Operating Fund Transfers to Capital Reserve Fund	102,364	92,405	88,545	65,508	48,247

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

UNAUDITED

FISCAL YEAR ACCUMULATED SURPLUS	2020	2019	2018	2017	2016
Invested in tangible capital assets	8,363,128	8,245,855	8,180,906	8,113,738	8,020,550
Operating surplus	119	—	—	—	—
Unexpended capital	164,357	204,257	145,032	228,092	177,975
Long-term debt	(176,434)	(205,193)	(181,491)	(155,895)	(134,447)
Enersource Corporation	498,520	498,783	502,361	485,034	281,012
Living Arts Centre	—	120	—	—	—
Unfunded Employee benefits	(220,439)	(207,034)	(209,650)	(209,231)	(210,256)
Reserves	115,321	90,750	80,870	71,317	66,157
Reserve Funds	466,013	418,527	391,546	322,549	327,310
Total Accumulated Surplus	9,210,585	9,046,065	8,909,574	8,855,604	8,528,301
Trust Funds	986	919	900	820	731
UNEMPLOYMENT RATE	2020	2019	2018	2017	2016
Percentage of unemployment	10.8%	6.0%	6.0%	6.4%	7.0%

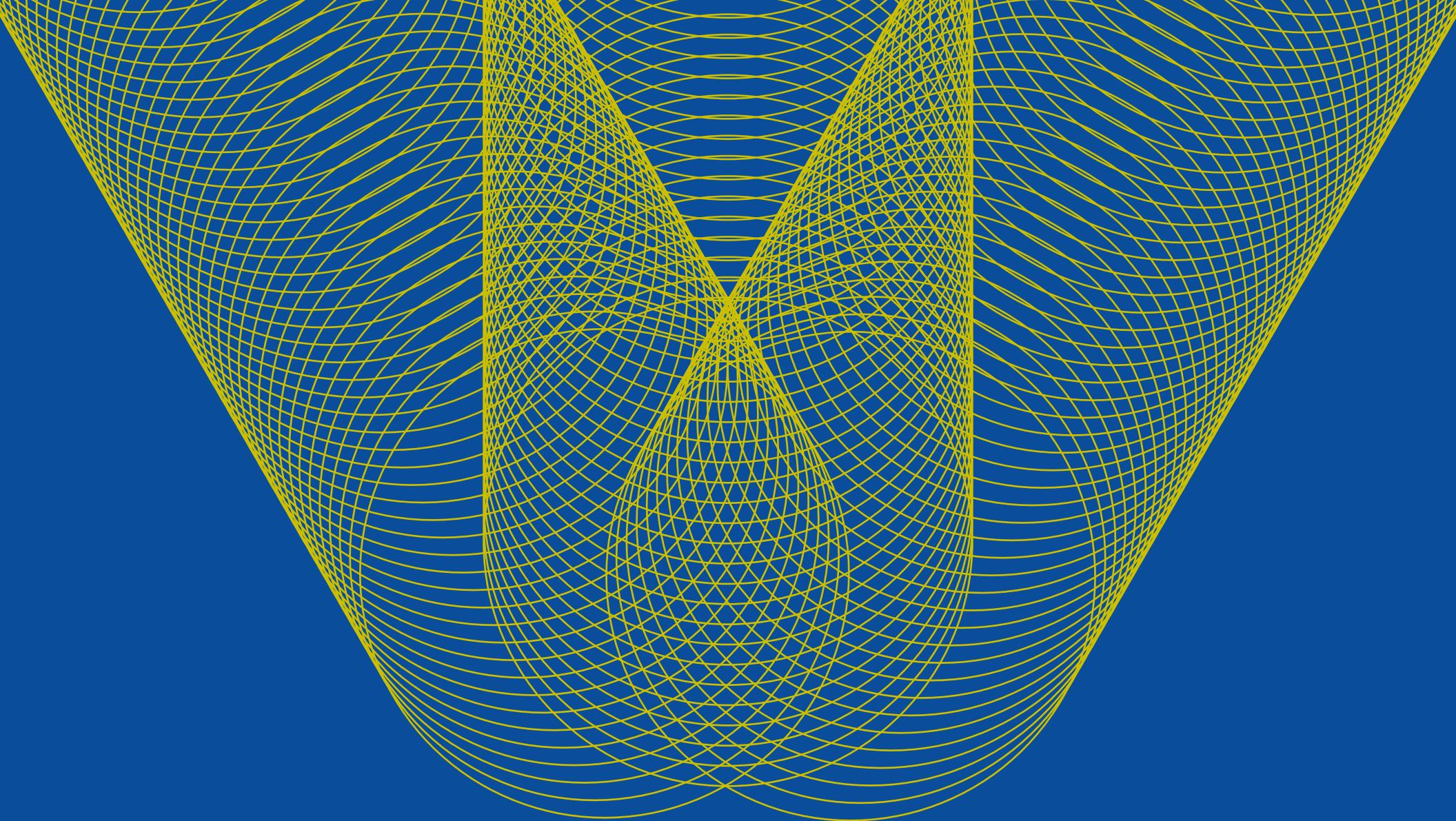
Statistics from 2019 are presented in accordance with the adoption of Public Sector Accounting Board (PSAB) section 3430 Restructuring Transactions. Statistics from 2018 onward are presented in accordance with the adoption of Public Sector Accounting Board (PSAB) sections 3210 Assets; 3320 Contingent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

TOP EMPLOYERS 1,000+ Employees

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

10 LARGEST CORPORATE PROPERTY TAXPAYERS

OWNER	ASSESSMENT VALUE \$
1 Orlando Corporation	\$2,660,857,100
2 OMERS Realty Management Corp.	\$1,627,961,200
3 The Canada Life Assurance Co.	\$662,887,000
4 OPB (EMTC) Inc.	\$469,408,000
5 2725312 Canada Inc.	\$371,592,000
6 Chiefton Investments Limited	\$349,423,000
7 Airway Centre Inc.	\$305,030,000
8 Canadian Property Holdings	\$272,662,000
9 Select Properties Limited	\$231,275,000
10 Meadowvale Holdings Limited	\$214,458,000
Top Ten - Assessment Total	\$7,165,553,300

A large, abstract graphic element occupies the upper two-thirds of the slide. It consists of a dense, yellow wireframe mesh that forms a complex, three-dimensional shape resembling a twisted ribbon or a series of nested, warped planes. The mesh is set against a solid blue background.

Sustainability

The City's Journey to Sustainability Reporting

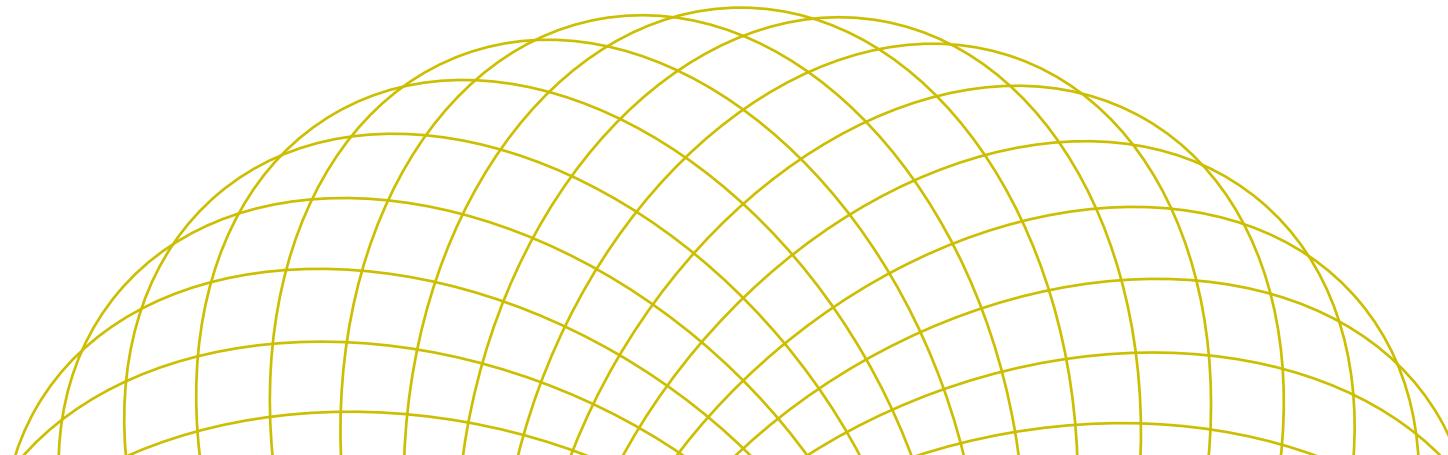
Social, environmental and economic well-being are vital elements of a thriving community. The City of Mississauga has intentionally built components of sustainability into its overarching plans and objectives. The City is in the process of exploring ways to formally and explicitly incorporate sustainability and help fulfil the vision to be “a place where people choose to be.”

This journey started in 2020 by an enterprise-wide project to help the City embrace sustainability and identify ways to embed sustainability in the City’s planning, accounting and reporting activities. The City’s Sustainability Planning, Accounting and Reporting project team adapted the United Nations Brundtland Commission Report’s definition of sustainability to make it specific to Mississauga as follows:

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

The project found that the City has a strong history of incorporating sustainability into its planning processes, including its Strategic Plan, several Master Plans and that sustainability-related initiatives are currently underway in every City Department. Global research, consultations, analysis and benchmarking found that there is tremendous variability in how organizations report on their performance relating to sustainability. How the City will formally build sustainability into its vision, values, strategic planning and business planning is underway, using project output including 10 actionable recommendations.

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



Integrated Reporting: A “Made in Mississauga” Approach

There are many frameworks, standards and practices being used worldwide to report on sustainability. The team’s work resulted in 10 recommendations, including two recommendations for the adoption of frameworks to assist with sustainability reporting. The first of these two was that the City adopts the international TCFD framework for communicating risk associated with climate change and the City’s progress on climate change action as articulated in its Climate Change Action Plan.

The second adoption recommendation, for non-climate-change-related sustainability reporting, was to adopt a made-in-Mississauga framework created by the project team that blends the following three components:

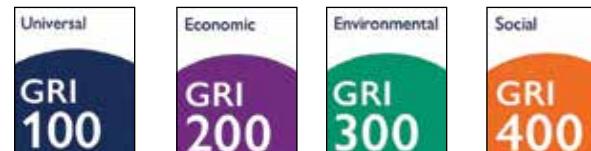
- Integrated Reporting (IR)
- The United Nations Sustainable Development Goals (SDGs)
- Standards set by the Global Reporting Initiative (GRI) that represent global best practices in sustainability reporting, but without the strict adherence that formal adoption of GRI standards requires

Developed by the International Integrated Reporting Council (IIRC) in 2012, an Integrated Report is intended “to explain to providers of financial capital how an organization creates value over time.” Integrated Reporting uses the concept of “capitals” which are defined by the IIRC as “stocks of value that are increased, decreased or transformed through the activities and outputs of the organization.” These capitals include human, financial, manufactured, intellectual, social and relationship, and natural capitals. While not specific to sustainability reporting, the IR framework provides suggested content elements and guiding principles that can be used to enhance sustainability reporting. As a voluntary disclosure framework, it allows the City to share information in a meaningful and flexible way with its stakeholders.

SUSTAINABLE DEVELOPMENT GOALS (SDG)



GLOBAL REPORTING INITIATIVE (GRI)



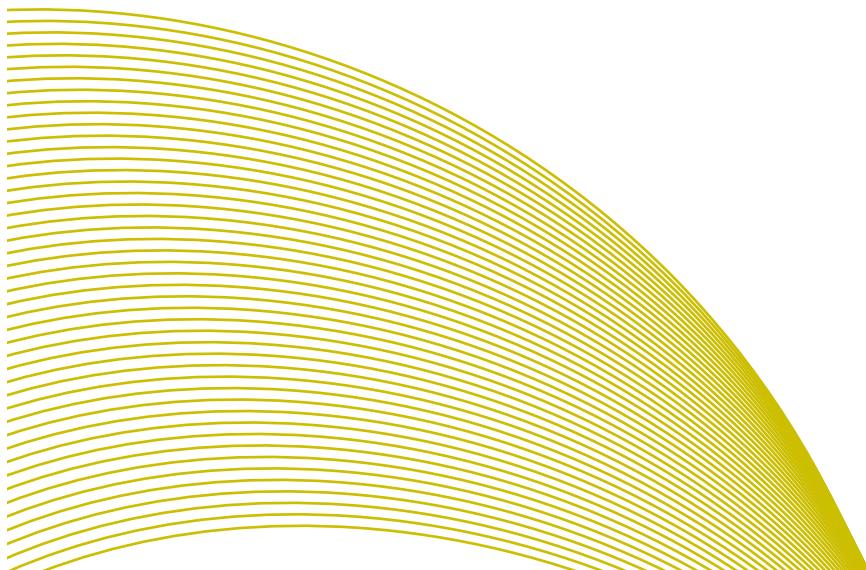
The following section provides information on the City’s six capitals, including examples of projects that can be reported on using this made-in-Mississauga blended framework. It is followed by a section that uses the TCFD framework to discuss elements of the City’s progress relating to climate change action.

Follow these hyperlinks to learn more about the [UN SDGs](#), [GRI standards](#) and [IR elements](#) of the Mississauga team’s blended framework.

Human Capital

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

Employees play a key role in the City's performance and future success. An experienced and trained workforce makes it possible for an organization to operate. Damaging human capital by poor work standards has many detrimental impacts on the ability of an organization to create value. Human capital is considered a core asset for the City. Labour and benefits represented approximately 58 per cent of the operating budget in 2020. The skills and experience of our people are the foundation for our success. Employees are equipped with the knowledge, skills and motivation that give the City a leading advantage and make it a place where employees want to work.



TRENDS, RISKS AND CHALLENGES

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

- Labour market shortages particularly in niche and technical jobs
- A shift from traditional talent acquisition methods to a new focus on social media and professional networks
- Other municipalities and the broader public sector pursuing the same pool of talent
- Diversity and inclusion
- Remote working
- COVID-19 impact on workforce
- Rise in importance of mental health and providing flexibility for employees while balancing work and personal life

OPPORTUNITIES FOR THE FUTURE

The City is always looking forward to new, efficient and sustainable strategies to support human capital in the future. Listed below are some of these future opportunities:

- Implementing the 2019-2023 People Strategy
- Continuing to focus on equity, diversity and inclusion, including implementing recommendations from the Workforce Diversity & Inclusion Strategy
- Increased remote work: an increase in virtual collaboration, job interviews, training and technology
- Continuing to enhance the new HR Service Delivery model and HR Service Hub
- Utilizing new talent acquisition methods to address labour market skills shortages in niche and technical jobs

ALIGNMENT TO THE CITY'S STRATEGIC PLAN PILLARS



strategicplan

Our Future Mississauga



MOVE - Developing a transit-oriented city

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



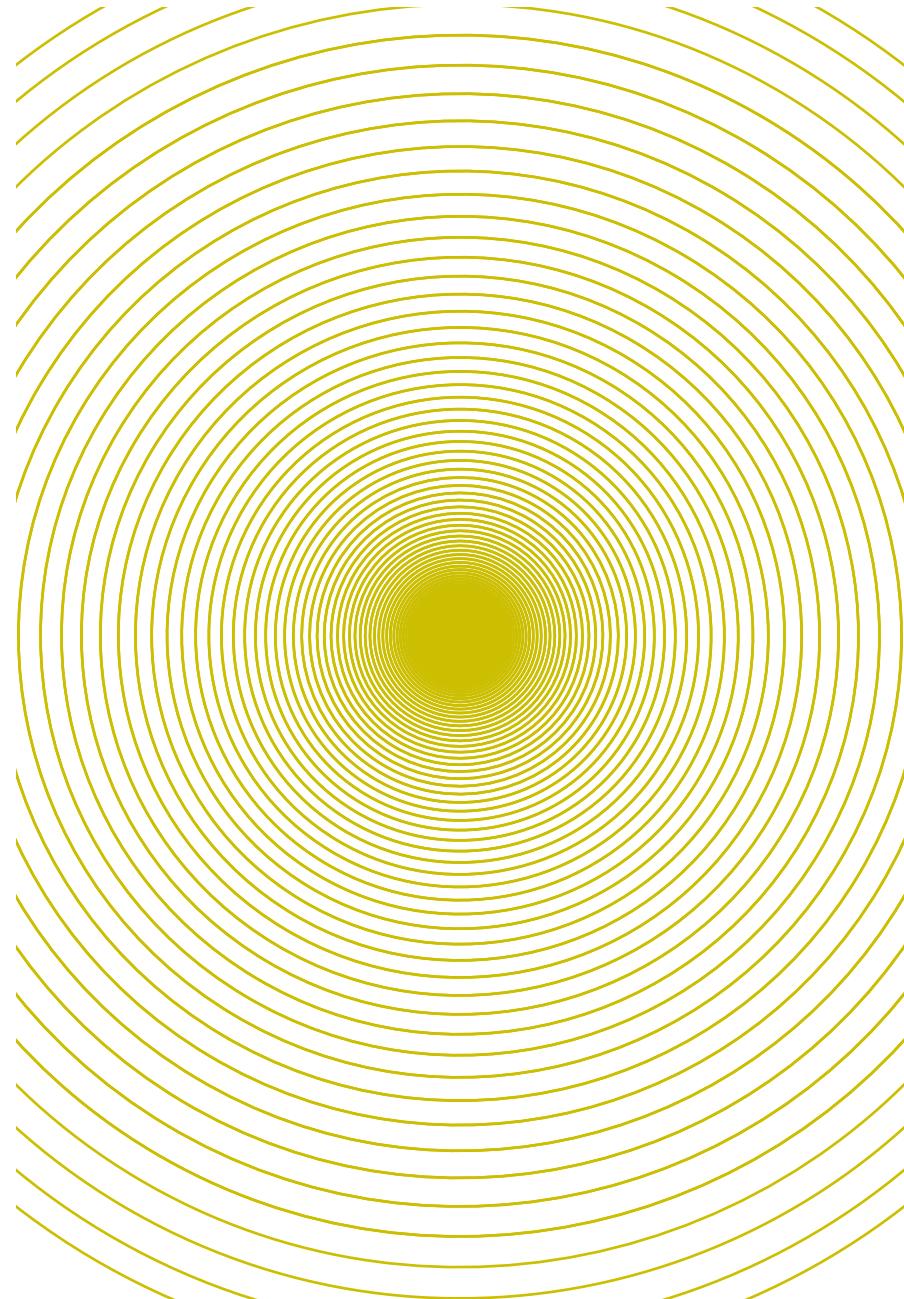
BELONG - Ensuring youth, older adults and new immigrants thrive

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



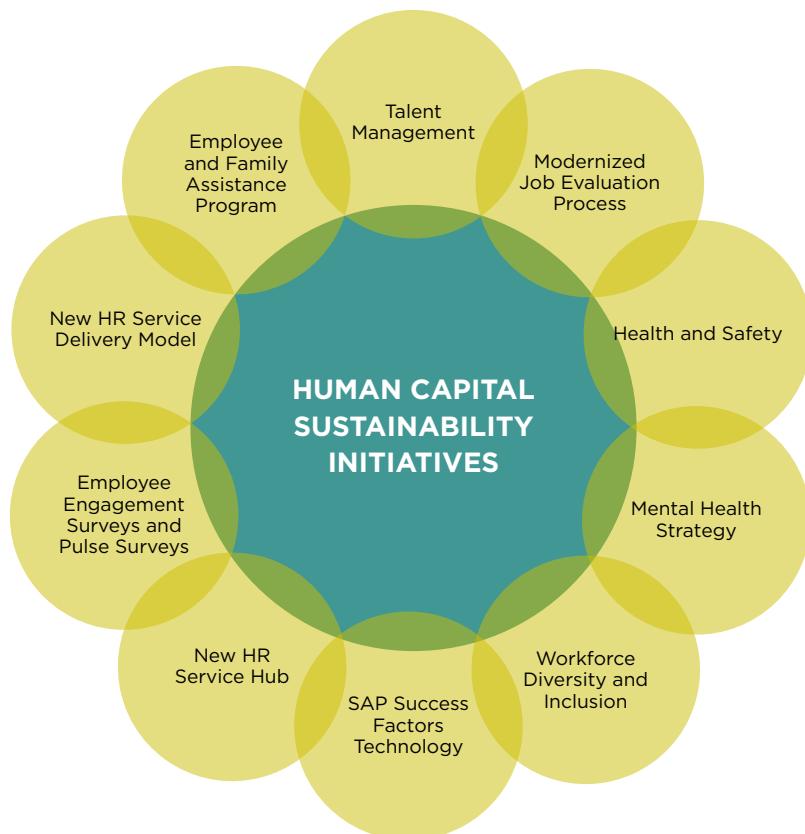
GREEN - Living green

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



OUR JOURNEY TO HUMAN CAPITAL SUSTAINABILITY

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



A few initiatives are mentioned below.

Employee Engagement Survey



CITY PILLAR: BELONG

Ensuring youth, older adults and new immigrants thrive



SDG 17: PARTNERSHIPS FOR THE GOALS

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



GRI 401: EMPLOYMENT

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

Future opportunities for this program include integrating more frequent, "pulse"-style employee surveys. Pulse surveys give organizations the freedom to measure what they think is important to measure regularly.

EMPLOYEE SURVEY RESULTS YEAR OVER YEAR COMPARISON	2018 SURVEY	2015 SURVEY
Employee Participation %	76.0%	74.1%
Respectful and Supportive Team	73.5%	71.3%
Department Leadership	67.3%	65.1%
Divisional Leadership	65.1%	63.2%
Divisional Quality Improvement Practices	60.8%	58.9%
Team Support for Improved Practices	72.7%	70.9%

Workplace Diversity and Inclusion Strategy



CITY PILLAR: BELONG

Ensuring youth, older adults and new immigrants thrive



SDG 5: GENDER EQUALITY

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



GRI 403: OCCUPATIONAL HEALTH AND SAFETY

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

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

Workforce Diversity and Inclusion Strategies help employees become more engaged which can result in reduced absenteeism and turnover, leading to higher organizational performance.

Health and Safety Program



CITY PILLAR: PROSPER

Cultivating creative and innovative businesses where talent and business survive



SDG 8: DECENT WORK AND ECONOMIC GROWTH

Target 8.8. Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment



GRI 403: OCCUPATIONAL HEALTH AND SAFETY

This program assists all City divisions and provides corporate direction to them on the management of occupational safety risk for employees, contractors and other workplace parties. This program ensures legal compliance with the Occupational Health and Safety Act and applicable safety regulations throughout all lines of business. Benefits of the program include compliance with legislation, ongoing evaluation of occupational risk (staff and business units), minimization of WSIB claim costs, and most importantly, a safer workplace/reduction in employee injuries. A well-defined and high-performing safety program can attract and retain employees. It also creates and fosters an excellent working environment.

Employee and Family Assistance Program



CITY PILLAR: PROSPER

Cultivating creative and innovative businesses where talent and business survive



SDG 8: DECENT WORK AND ECONOMIC GROWTH

Target 8.8. Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment



GRI 403: OCCUPATIONAL HEALTH AND SAFETY

Our employees are our most important asset and we recognize that their and their family's health and well-being are key to our success. As a critical component of our health and wellness program, we provide our employees and their family members with our Employee and Family Assistance Program (EFAP). The EFAP offers immediate, confidential and complimentary access to support. Having an EFAP ensures our employees have a trusted place to turn to for expert help and support when health or life issues arise.

ACCOMPLISHMENTS



Organizational Wellness Program



CITY PILLAR: BELONG

Ensuring youth, older adults and new immigrants thrive



SDG 8: DECENT WORK AND ECONOMIC GROWTH

Target 8.8. Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment



GRI 403: OCCUPATIONAL HEALTH AND SAFETY

The Organizational Wellness Strategy enables leaders and employees to model healthy choices and behaviours and actively contribute to a healthy workplace environment and culture. The following priorities are being addressed: Healthy Lifestyle, Physical Environment, Mental Health and Workplace Culture, and Corporate Social Responsibility. A happy, healthy and productive workforce supports the realization of the City's Strategic Plan and sustainability goals.

METRICS AND STATISTICS

WORKFORCE STATISTICS	2020	2019
Number of Employees as of December 31, 2020	7,069	7,582
Full-Time	4,925	5,008
Part-Time and Seasonal	2,144	2,574
# of New Hires	657	1,323
% of Retirement Rate	2.61%	3.29%
# of Jobs Posted	384	709
# of High Potential Leaders (HiPos)	260	299
% of Employee Turnover	4.64%	4.45%

Financial Capital

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

The City's financial capital includes its monetary resources, which are obtained through taxation, business activities and from other levels of government. Funding mechanisms such as reserves and reserve funds, debt, cash and investments are the main sources of our financial capital. Financial capital supports the programs and services that residents, businesses and visitors use and enjoy.

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

- Credit Rating – demonstrates the financial strength and viability of the municipality and affects the ability to secure lower borrowing costs. “AAA” is the highest rating an organization can receive from a bond rating agency. The City received its first credit rating (AAA) in 2004. It has continued to maintain the AAA credit rating for the period 2004 to 2020, 17 years inclusive, through prudent financial and investment practices.
- Investment Yield in Excess of Benchmark – a true picture of investment success is achieved by comparing the City’s return on investments to industry-standard benchmark returns. The City has a goal to exceed the benchmark by at least one-half of one per cent.
- City Reserves Against Target – the City strives to maintain adequate funds to assist with long-term financial stability and financial planning. Reserves also affect the City’s credit rating. This measure shows the extent to which targeted reserve levels are achieved across the six different reserves benchmarked, with a goal of achieving a target average of at least 100 per cent.

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

TRENDS, RISKS AND CHALLENGES

There are some challenges, risks and trends related to supporting and developing financial capital within Mississauga. Some of these challenges are similar to those faced by other municipalities across Canada and some are specific to the City due to demographics, residential and commercial make-up, and geographic location. Some challenges include:

- Financial impact of COVID-19
- Financial impact of climate-related events
 - In 2020, the Emergency Operations Centre (EOC) was engaged in an “Enhanced Monitoring Mode” 16 times during the year for extraordinary weather patterns. The EOC was activated three times during the year; two partial activations (severe winter weather and flooding) and one full activation (COVID-19). The extraordinary costs to the City related to these activations were absorbed within the City’s operational budgets.
- Financial impact of the City’s invasive species control
- Reducing the City’s infrastructure gap
- Managing and maximizing investments and investment earnings in an unstable economy
- Identifying opportunities for efficiency and improvement that can lead to financial savings or cost avoidance within the organization
- Transforming the financial side of the business with better technology
- Not sustained government funding
- New and changing legislative requirements such as Development Charges Act legislation, Asset Management requirements for government funding, etc.
- Prioritization of City services, programs and capital investments based on available funding

OPPORTUNITIES FOR THE FUTURE

The City is always looking forward to new, efficient and sustainable financial strategies to support City programs, services and infrastructure. Listed below are some of these future opportunities:

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

ALIGNMENT TO THE CITY'S STRATEGIC PLAN PILLARS

The City Financial Capital supports all five Strategic Plan pillars.



MOVE



BELONG



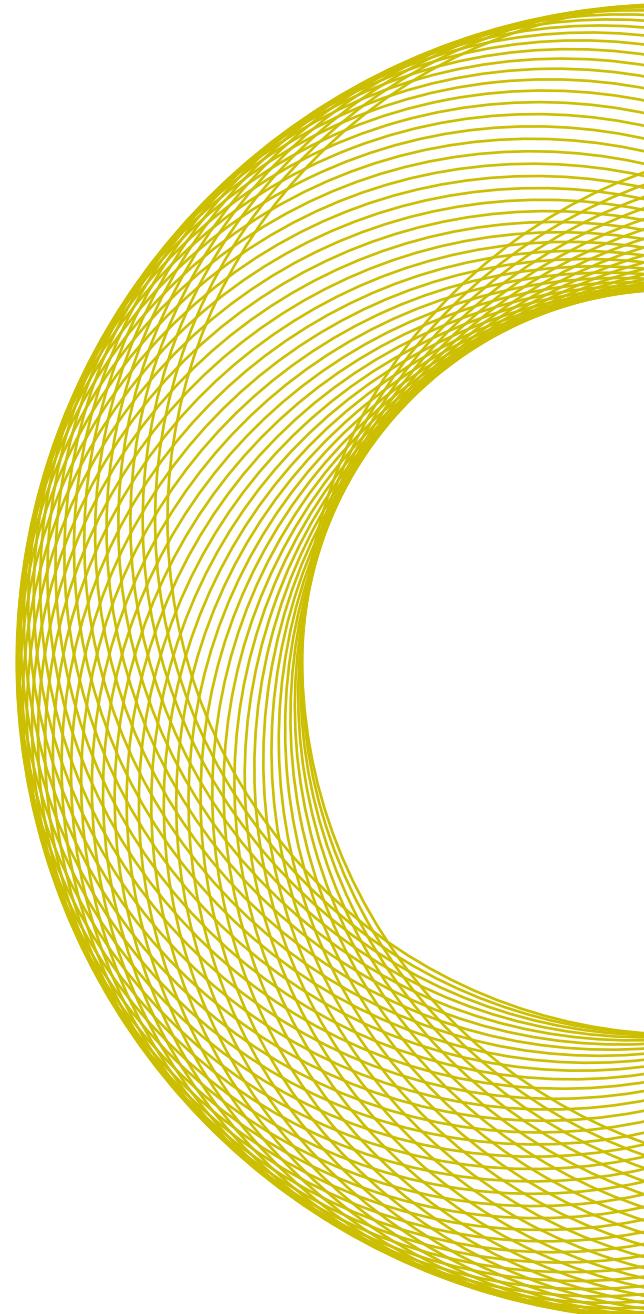
CONNECT



PROSPER



MOVE



OUR JOURNEY TO FINANCIAL CAPITAL REPORTING

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



A few initiatives are highlighted below.

Reserves and Reserve Fund Management Program

CITY PILLARS: MOVE, BELONG, CONNECT, PROSPER, GREEN



Council establishes Reserves and Reserve Funds. Council also approves reserve and Reserve Fund targets and annual reporting. 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 (e.g., insurance and employee benefits). The Financial Strategies Section within the Finance division ensures that Reserve and Reserve Funds are used in accordance with the policies and principles approved by Council in a transparent and accountable manner. Reserves and Reserve Funds are monitored regularly. They are analyzed within the context of the Long-Range Financial Plan and the policies approved by Council. Going forward, the program will continue to improve the related policies and financial management rules around Reserves and Reserve Funds.

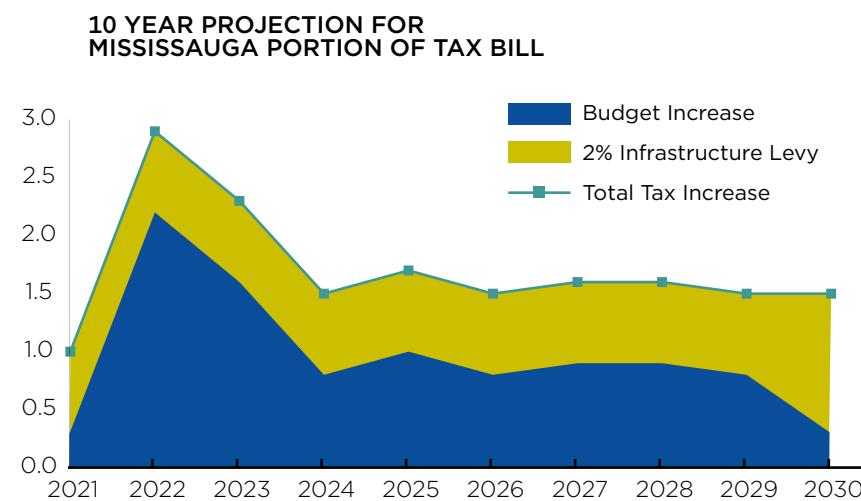
METRICS	2020 \$	2019 \$
Reserves	115.3	90.8M
Reserve Funds	466.0	418.5
Deferred Revenue - Obligatory Reserve Funds	552.3	557.1M

Long Range Financial Planning Strategy (LRFP)

CITY PILLARS: MOVE, BELONG, CONNECT, PROSPER, GREEN



The Long Range Financial Plan (LRFP) strategy ensures the City is appropriately funded over the long term. Annually, Council indirectly approves the LRFP through reporting in the Business Plan and Budget document. The Financial Strategies section ensures all capital and operating pressures are included in the strategy, including any new initiatives relating to sustainability or climate change. Risks to this program include unknown information. The LRFP also provides an opportunity to identify in which years funding opportunities might be available. Future opportunities with this strategy include enhancing policies, guidelines and standard operating procedures to ensure sound and consistent management and planning.



Lean Program

CITY PILLARS: MOVE, BELONG, CONNECT, PROSPER, GREEN



The Lean Program looks to maximize value and minimize waste, simplify processes, reduce costs and complexity and improve customer satisfaction. Its principles align with the City's priority to implement cost containment strategies, and provide a framework for staff to identify customer issues, engaging the staff who are performing the work and measuring the outcomes of a process. The Lean Program focuses on improving work processes, promoting teamwork, shared responsibility, ownership and reinforces that those who do the work are the experts at improving a process. Lean improvements bring staff at all levels together to ensure that the customer receives what they want, when they want it and with the correct amount of resources. The City's Lean Program improves quality (including safety and environment), delivery, cost and staff morale.

LEAN METRICS	2020 (COVID-19) \$	2019 \$
Major Lean Savings	1.1M	3.0M
Small Improvement Savings	4.9M	5.4M
# of Projects Each Year	58.0	54.0

Capital Infrastructure and Debt Repayment Levy

CITY PILLARS: MOVE, BELONG, CONNECT, PROSPER, GREEN



SDG 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE



Target 9.4. By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies

The City owns infrastructure assets with an estimated replacement cost of **\$12.4** billion (excluding any land and including stormwater assets). The City has maintained a two per cent infrastructure levy to ensure there is sufficient funding to maintain and replace its infrastructure.

The levy is allocated about evenly between funding capital infrastructure directly and funding debt repayment. This levy is planned to continue for at least the next 10 years. Repairing and rehabilitating aging infrastructure requires an increased focus on the funding of the City's asset renewal needs. Enhanced infrastructure funding strategies and mechanisms like this levy assist Mississauga in addressing its infrastructure funding challenges.

METRICS	2020 (COVID-19)	2019
% of Capital Infrastructure and Debt Repayment Levy	2%	2%
\$ Capital Infrastructure and Debt Repayment Levy	\$10.2M	\$9.7M

Emerald Ash Borer Management Plan and Levy

CITY PILLAR: GREEN



SDG 15: DG 15: LIFE ON LAND

Target 15.8. By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive species on land and water ecosystems and control or eradicate the priority species

The Emerald Ash Borer (EAB) is a highly destructive pest found exclusively in Ash trees. They have the potential to infest and kill City-owned Ash trees. If not dealt with, there will be a significant decline in the tree canopy in southern Ontario. In 2014, Council approved to increase the Emerald Ash Borer program levy from \$2.8 million to \$5.6 million per year to protect, preserve and when necessary, replace City-owned ash trees along with the revised capital plan to end the program in 2025. This one per cent levy will fund the Emerald Ash Borer program to maintain the tree canopy of Mississauga until 2025.

LEAN METRICS	2020 (COVID-19)	2019 \$
% Emerald Ash Borer Management Plan and Levy	1%	1%
\$ Emerald Ash Borer Management Plan and Levy	\$5.6M	\$5.6M

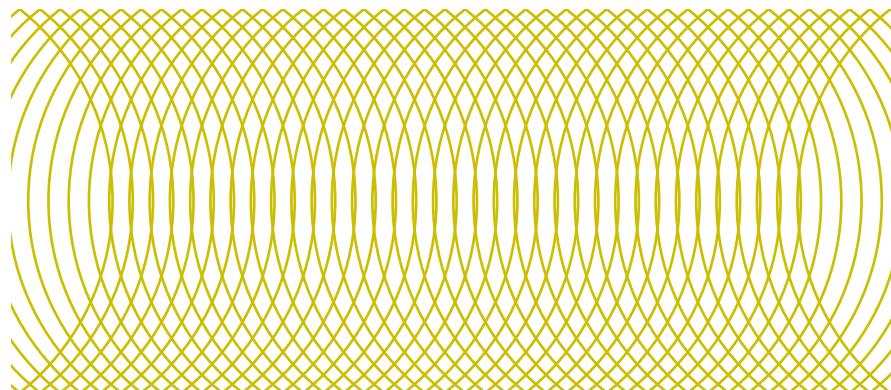
Manufactured Capital

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

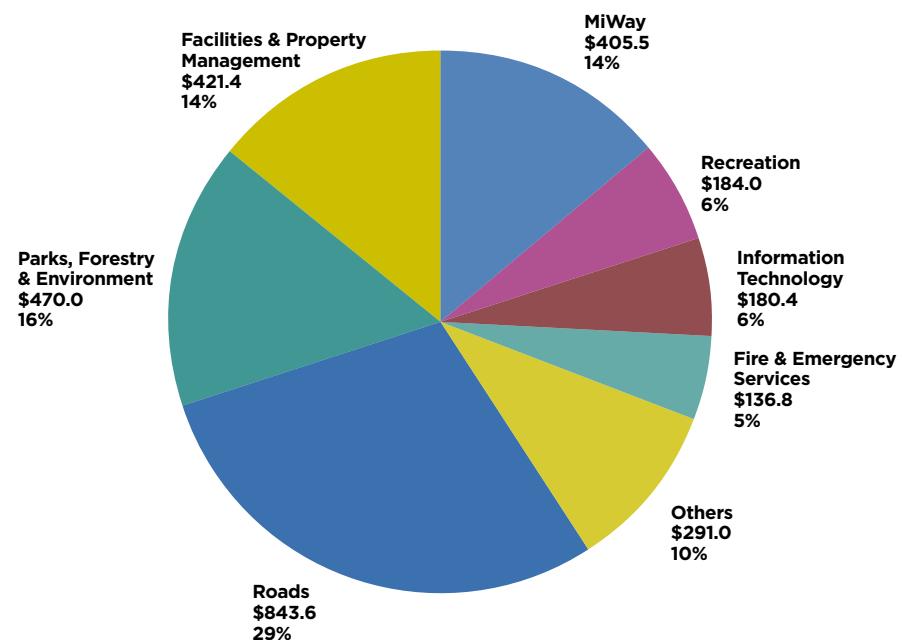
Manufactured capital should be flexible, innovative, efficient and sustainable and be used to decrease resource usage and increase efficiency within the organization. The City's manufactured capital includes brick and mortar City facilities, IT infrastructure such as servers and computer equipment, and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

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

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



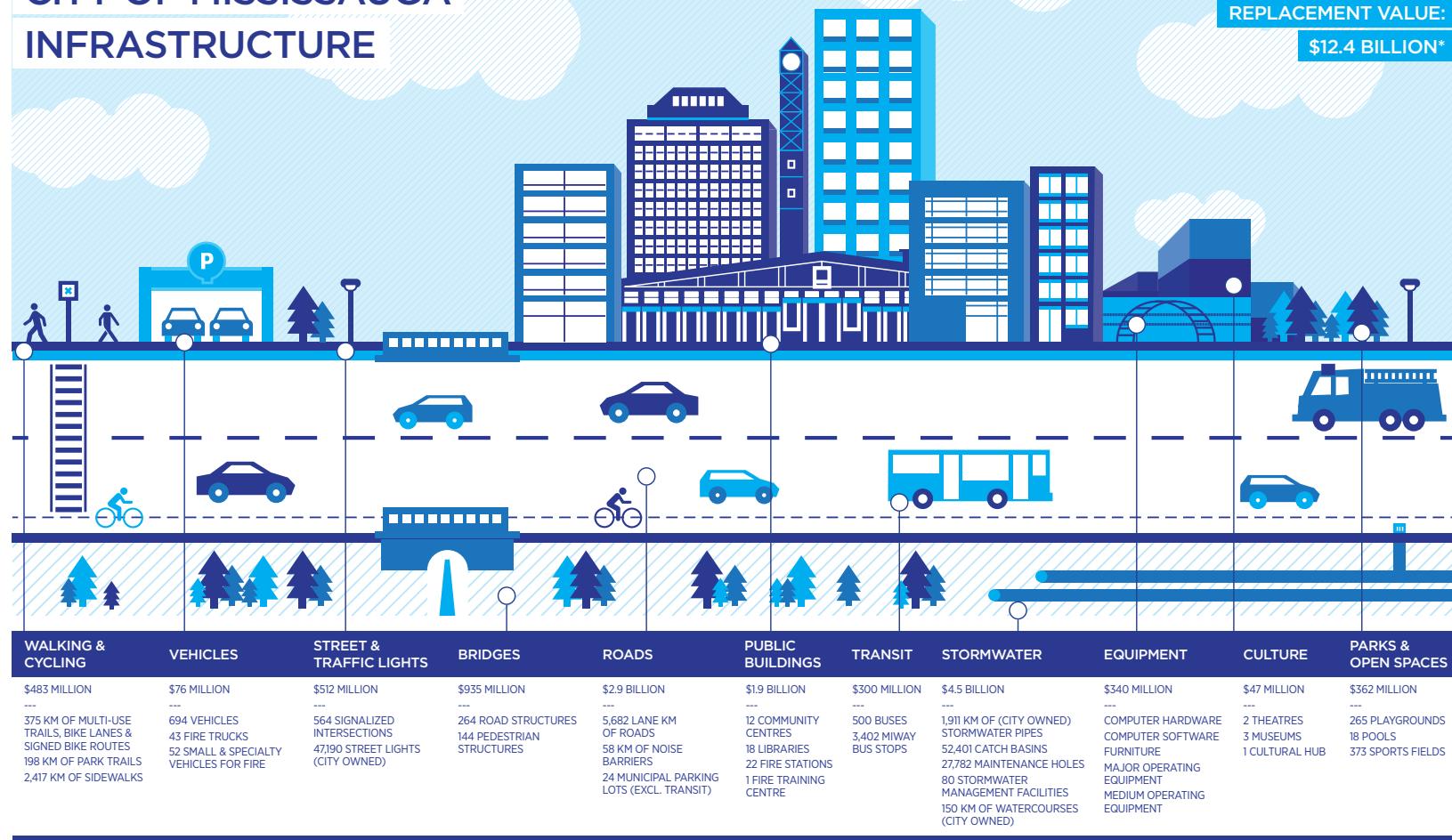
**2020-2029 CAPITAL BUDGET FORECAST
BY SERVICE AREA**
(\$2.9 BILLION)



The value of Mississauga's infrastructure is approximately \$12.4 billion (replacement cost). This includes the current replacement cost of our roads, bridges, trails, sidewalks, stormwater system, all City buildings, the transit system, street and traffic lights and other equipment. The City maintains these manufactured assets in accordance with industry standards, legislative requirements and resident expectations.

CITY OF MISSISSAUGA INFRASTRUCTURE

2019 INFRASTRUCTURE
REPLACEMENT VALUE:
\$12.4 BILLION*



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

Facilities

The City owns and operates a portfolio of 366 buildings of various sizes, ages, complexity and uses that contain approximately 5.6 million square feet of space. Along with the buildings, Facilities & Property Management is also responsible for the site services (e.g., parking lots, sewer, water, hydro, sports fields lighting and pathway lighting) for 320 parks and 320 parking lots. These assets are considered essential infrastructure, necessary for City departments to deliver the programs and services to residents that significantly affect their quality of life, prosperity and sustainability within the community.

The City's diverse buildings also include community centres, pools, arenas, libraries, fire stations, corporate administration offices, theatres, museums, transit and works buildings, park comfort stations, depots, and heritage sites and buildings.

A building typically begins to require higher investments in capital lifecycle renewals at approximately 20 years of age. This is typically due to services and building equipment that start undergoing failures and reach the end of their lifecycle at that age. The age profile of the City facility portfolio (including the buildings within the Realty Services property portfolio) indicates that approximately 52 per cent of the inventory area is more than 30 years old.

Transit

MiWay is Ontario's third-largest municipal transit service provider, operating conventional and fixed-route transit service. Mississauga's transit system is changing to enhance serve customers. MiWay strives to earn the business of new customers and enhances the value it delivers to existing customers. MiWay operates 79 transit routes. There are more than 3,300 MiWay bus stops and more than 1,000 bus shelters across Mississauga (June 2020). MiWay plans for 384 buses during peak periods and 217 buses during off-peak periods to deliver the required service to meet customer demand (March 2020).

New community planning projects such as Hurontario Light Rail Transit and Dundas Connects are paving the way for higher-order transit. These new transportation corridors will be heavily serviced by transit, providing residents with a viable option for their daily commute.

Roads

Transportation infrastructure is the largest asset owned and operated by the City, with a replacement value of \$5 billion. It is made up of bridges, culverts, roads, noise walls, the active transportation network, public parking lots, streetlights and traffic signal systems. The City has 5,682 kilometres of road network along with a cycling network that includes approximately 594 kilometres of multi-use trails, park paths, bicycle lanes and signed bike routes. The Roads Service Area continues to invest in infrastructure enhancements to support Vision Zero, including Automated Speed Enforcement (ASE), Automated School Bus Cameras and pursuing a future technology in the form of Red Light Cameras.

TRENDS, RISKS AND CHALLENGES

There are some challenges, risks and trends related to supporting and developing infrastructure within Mississauga. The City is not alone with these challenges. Municipalities across Canada continue to face and deal with these challenges on an ongoing basis, as each municipality has to maintain and support a large investment in infrastructure inventory. Listed below are some of these challenges:

- **Financial Costs and Funding:** Infrastructure continues to be one of the most expensive costs for municipalities. The physical infrastructure is necessary for employees to provide and support services for the community. While these physical assets have economic value within the City, the development and maintenance of manufactured capital relies on the availability of financial capital of the City.
- **Aging Infrastructure:** Mississauga continues to mature as a city. The City's infrastructure is aging and maintenance costs are increasing – especially lifecycle costs like roof replacements, boilers, heating and cooling systems, elevators and parking lots. Aging infrastructure and the need to balance service levels

with affordability pose significant pressures and challenges. Traffic congestion and the safety of all road users remain high on the public agenda. Growth within our city and surrounding municipalities continues to put additional pressure on Mississauga's road infrastructure.

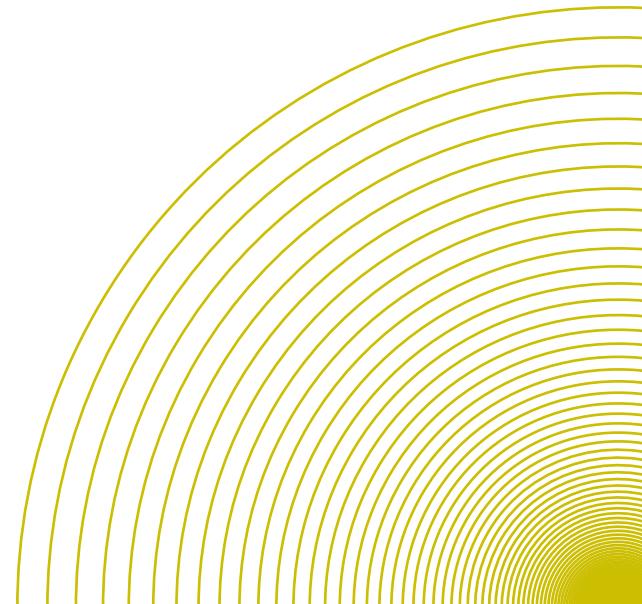
- City's Infrastructure Gap: The City owns infrastructure assets with an estimated replacement cost of \$12.4 billion (excluding any land and including stormwater assets). The City is focused on opportunities to help reduce the infrastructure gap. The 2020 infrastructure gap was approximately \$274 million. The infrastructure gap is defined as the difference between the annual depreciation amount based on current replacement costs and the funding allocated in the current year for infrastructure projects. The City has maintained a two per cent infrastructure levy to ensure there is sufficient funding to maintain and replace its infrastructure.
- Changes in Standards and Legislation: In 2017, the Government of Ontario introduced and enacted the Asset Management Planning for Municipal Infrastructure Regulation. The Regulation required all municipalities to prepare and publish a Strategic Asset Management Policy by July 1, 2019 as well as develop enhanced Asset Management Plans for core infrastructure (which includes roads, bridges and culverts) by July 1, 2021. Council approved the City's first Strategic Asset Management Policy in June 2019.

OPPORTUNITIES FOR THE FUTURE

The City is always looking forward at new, efficient and sustainable technologies and development for its manufactured capital. Listed below are some of the future opportunities:

- The City employs a capital prioritization model to assist in the decision-making process for allocating limited capital funds. The prioritization ensures that a balance of lifecycle projects, enhancements and high-priority new services are included in the capital program.

- The City continues to advocate for continuing sustained infrastructure funding from other levels of government and acknowledges those commitments made by the provincial and federal governments to date to help sustain the City's infrastructure.
- The City continues to enhance the City's Asset Management Strategies and reporting to align with the province's Asset Management Planning for Municipal Infrastructure Regulation.
- A key component of mobility within Mississauga is ensuring that appropriate investments are made in higher-order transit initiatives. The City is carrying out Transit Project Assessment Processes (TPAPs) and Environmental Assessments (EAs) for key transit projects – Dundas Bus Rapid Transit (BRT), the Lakeshore Higher-order Transit (HOT) Corridor, Downtown Mississauga Terminal and the Transitway Connection. The completion of these studies positions these projects to obtain funding from senior levels of government.



ALIGNMENT TO THE CITY'S STRATEGIC PLAN PILLARS



strategicplan

Our Future Mississauga

Manufactured capital is a significant factor within each of the five Strategic Plan pillars, ensuring Mississauga continues to be a global urban city recognized for its municipal leadership. Both ongoing capital work and new initiatives advance our City toward its Vision. The section that follows shows highlights from the 2020 Business Plan according to the Strategic Plan pillar they support. Full details for all Service Area Business Plans are available in their respective sections in the 2020 Business Plan & Budget.



MOVE – Developing a transit-oriented city

- Five hundred buses service the city on a daily basis. Ongoing investment in MiExpress and MiLocal service continue to meet the needs of our customers.
- Assessments will be continued or initiated for the Dundas BRT, Lakeshore HOT Corridor and the Downtown Mississauga Terminal and the Transitway Connection.
- The City will continue to partner with Metrolinx to plan and construct the Hurontario Light Rail Transit.



BELONG – Ensuring youth, older adults and new immigrants thrive

- The installation of tactile warning strips and audible pedestrian signals continues, helping us to meet and exceed *Accessibility for Ontarians with Disabilities Act* requirements.
- The City continues to implement accessibility upgrades to improve universal “visit-ability” of City facilities and build awareness of accessibility through the Accessibility Plan.



CONNECT – Completing our neighbourhoods

- The Cycling Master Plan continues to provide a framework for increasing the amount of safe, connected, convenient and comfortable cycling infrastructure that contributes to safer cycling within Mississauga. The plan will help the City achieve the vision of increasing the number of residents who choose to cycle.
- The Library works to establish library facilities and services as the hub of neighbourhood and community activity through the delivery of neighbourhood-specific services.



GREEN – Living green

- The Sustainable Procurement Policy allows for sustainable consideration in procurement, including environment, social and ethical factors.
- Staff will continue to actively review and implement ways to reduce energy usage and greenhouse gas (GHG) emissions City-wide, as well as championing the implementation of sustainable technologies in our new and redeveloped facilities.

OUR JOURNEY TO MANUFACTURED CAPITAL REPORTING

The City has implemented many policies, plans and processes to help support manufactured capital for the community. Below are descriptions of some of the initiatives:

Sustainable Purchasing Policy



CITY PILLAR: PROSPER

Cultivating creative and innovative businesses

SDG 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE

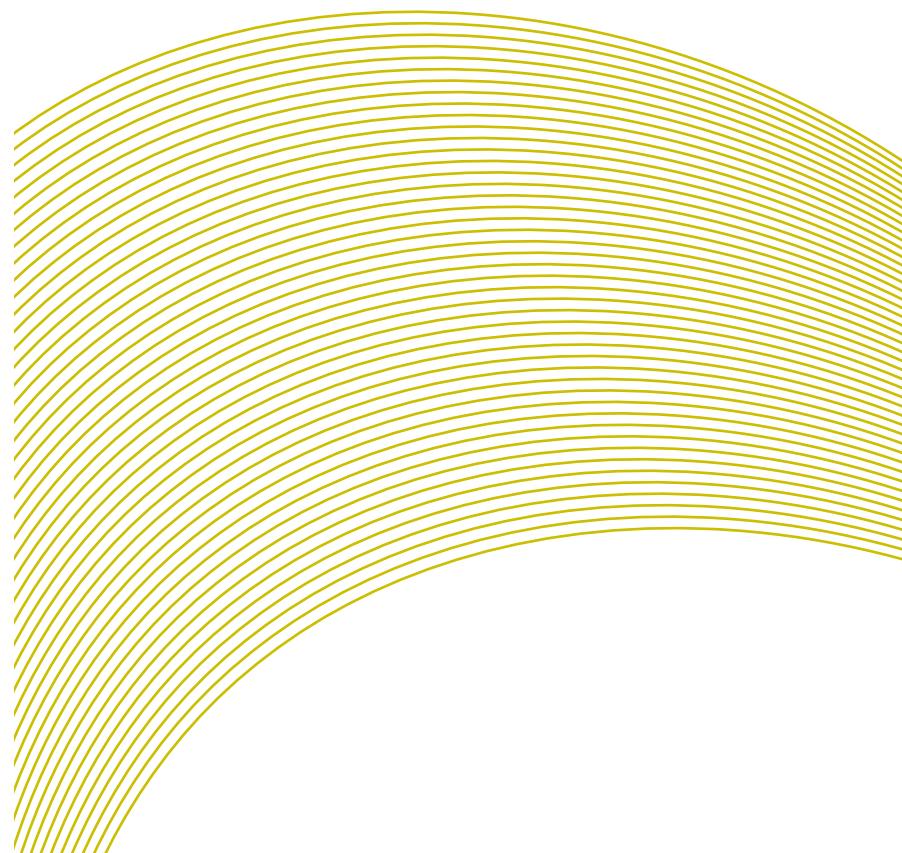
Target 9.4. By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies

GRI 204: PROCUREMENT

The Sustainable Purchasing Policy balances social equity, fiscal responsibility and environmental stewardship within City procurements. It focuses on:

- reducing GHGs and waste
- supporting diversity/equity
- reducing the risk of environmental harm and hazardous materials
- ensuring ethical purchasing and cost avoidance through reuse
- supporting the goals of the Climate Change Action Plan and Living Green Master Plan

METRICS	2020 (COVID-19)	2019
% of Procurements (HVA or MVA) that included sustainable evaluation and/or mandatory specs: 14%	14%	17%
% of Value of Procurements that Included Sustainable Evaluation and/or Mandatory Specs: 34%	34%	13%
Number of Businesses that Participated in Public Events where Mississauga Featured Sustainable Procurement	230	186



Procurement of Lower-Emission Hybrid-Electric Transit Buses



CITY PILLAR: MOVE

Developing a Transit-Oriented City

SDG 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE

Target 9.4. By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies

GRI 305: EMISSIONS

The purpose of this program is to transition from conventional clean diesel buses to more fuel-efficient alternatives such as hybrid-electric and zero-emission vehicles like hydrogen fuel cells and battery-electric buses. The main benefits of transitioning to lower emission hybrid-electric buses are better population health for the residents of Mississauga and the reduction of GHGs, which contribute to global climate change. To meet the GHG reduction targets set out in the Climate Change Action Plan, MiWay will need to purchase hybrid-electric buses going forward. Hybrid buses emit 25 per cent less GHG emissions than diesel buses.

TARGET IS TO REDUCE GHG EMISSIONS
BY 40% BY 2030 AND 80% BY 2050

METRICS	2020 (COVID-19)	2019
# of Hybrid-Electric Buses Purchased	11	10
% Fleet-Hybrid Buses	7.2%	5.0%
Overall Litres/Kilometres	0.50	0.54

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



CITY PILLAR: MOVE

Developing a Transit-Oriented City

SDG 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE

Target 9.4. By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies

Staff completed the preliminary phase of the micro-mobility project in 2020. This project is helping to establish the City's vision for micro-mobility systems in the future. It received Council support for an interim e-scooter regulation to permit individually owned devices to be legally operated in Mississauga. The e-scooter pilot aligns the City with the Provincial five-year pilot program. Public engagement will also allow the City to understand how e-scooters function and interact with other road users. It will inform recommendations for future micro-mobility shared systems.

Prioritize active transportation improvements in roadway development and re-development



CITY PILLAR: MOVE

Developing a Transit-Oriented City



SDG 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE

Target 9.4. By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies

Staff continue to advance active transportation improvements in a variety of ways. New sidewalks are being constructed through the annual Sidewalk Infill Program, with locations split between standalone sidewalk additions and additions co-ordinated with road resurfacing. New cycling infrastructure is being constructed through the standalone Cycling program and is planned through Integrated Projects that take a Complete Streets approach to provide for all road users in roadway development and reconstruction.

2020 HIGHLIGHTS INCLUDED:

3.7 kilometres of sidewalks City-wide through the Infill program, and new multi-use trails on Mavis Road and Derry Road West (co-ordinated with the Region).

Expand the City's bicycle parking supply, including short-term and long-term facilities on commercial, residential and City-owned properties



CITY PILLAR: MOVE

Developing a Transit-Oriented City



SDG 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE

Target 9.4. By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies

In early 2020, staff initiated a process to update the existing Zoning By-Law to include bicycle-parking rates. A consultant reviewed best practices for bicycle-parking rates, examined the recommended rates from the City's Transportation Demand Management Plan & Implementation Strategy, and compared rates with surrounding municipalities. The consultant was tasked with determining the most appropriate rates for both the City's downtown and the rest of Mississauga. In fall 2020, staff initiated the development of a bicycle parking management and improvement program, focused on municipally owned infrastructure.

Intellectual Capital

Intellectual capital represents the stock of organizational knowledge and competence that is used to create value. It includes such areas as City brand and reputation, organizational and information assets, technology systems, policies, procedures and communication. The City relies upon these internal business processes and systems to achieve goals and provide systems of control and security over the organization. Human, intellectual and social capital are related concepts.

Intellectual capital gives the City a key competitive advantage that supports our growth. It provides clarity by explaining issues such as value chain positioning and the business model for value creation. We continually assess the extent to which our proprietary and licensed technologies, in combination with our expertise, provide sufficient advantage to generate the returns on investment we seek on all City initiatives.

Employee expertise, technology and strategic communications work in tandem to build the foundation for the City's intellectual capital. All of them contribute to increased efficiency, increased production, carrying capacity, security and control and help the organization get through challenging times such as the pandemic. The City will continue to invest in intellectual capital to build a stronger, more efficient, more informed and a more secure City for the future.

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

828 kilometres of high-speed fibre connect 968 partners and 17 subscriber facilities.

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

TRENDS, RISKS AND CHALLENGES

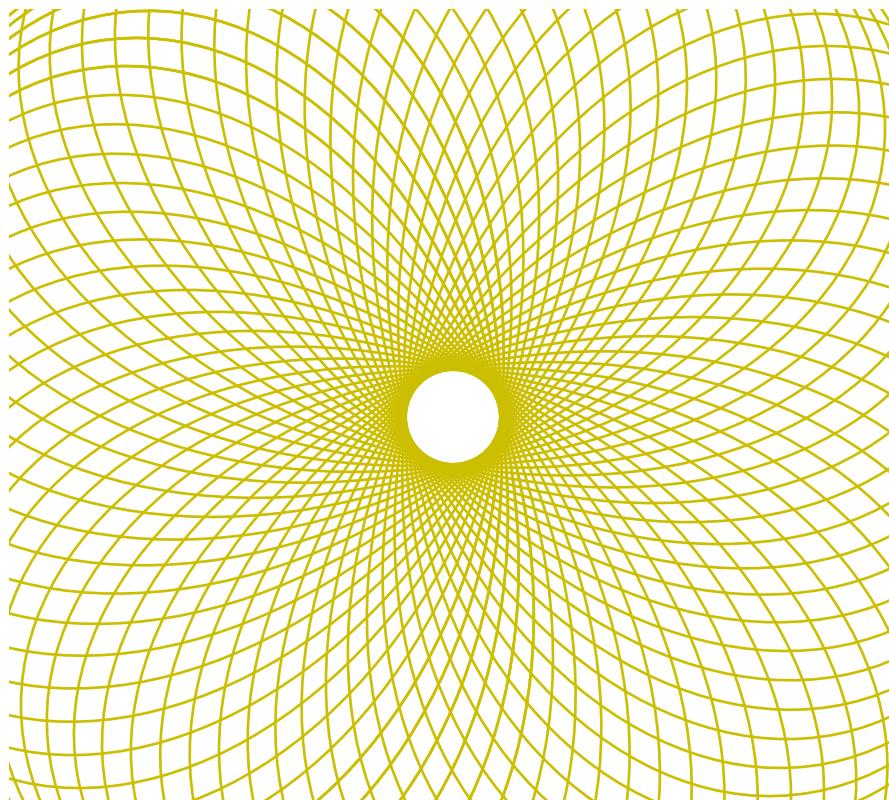
There are several challenges, risks and trends related to supporting and developing intellectual capital within Mississauga. The digital world has opened up many opportunities, but it also brings along some new challenges and risks that could have a detrimental impact on the organization and/or community. Most of these challenges are similar to those faced by other municipalities across Canada. Listed below are some of these challenges and risks:

INFORMATION TECHNOLOGY

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

STRATEGIC COMMUNICATIONS

- Increased demand (volume and complexity) for integrated communications activities
- Higher resident expectation for more online self-service options
- Greater focus on enhancing engagement with residents
- Greater need to embed research-based insights into our communications
- Pivoting to respond to unplanned situations/crises
- Responding to new initiatives in addition to current priorities
- Having the right data and systems in place to manage our business
- Managing competing priorities and resident expectations



OPPORTUNITIES FOR THE FUTURE

The City is always looking forward to new, efficient and sustainable strategies to support and secure intellectual capital in the future. Listed below are some of these future opportunities:

INFORMATION TECHNOLOGY

- Further expansion of the external client base of the in-house-developed municipal tax system (TXM Tax Manager)
- Reprioritization of work to ensure business continuity and disaster preparedness
- Continued investment in cybersecurity
- Maintaining IT infrastructure in a state of good repair
- Supporting mobile workforce/work anywhere
- Enhancing open data

STRATEGIC COMMUNICATIONS

- Creating better interactions between the City and its customers in the most effective way possible
- Implementing a new enterprise-wide customer relationship management (CRM) solution and knowledge base
- Enhancing the City's telephone menu and Interactive Voice Response (IVR)
- Developing and implementing the City-wide BRAVO customer service training program
- Defining main customer types and their service experience characteristics

ALIGNMENT TO THE CITY'S STRATEGIC PLAN PILLARS



strategicplan

Our Future Mississauga

Intellectual Capital is an important capital similar to Financial Capital. It supports all five Strategic Plan pillars, ensuring Mississauga continues to be a global urban city recognized for its municipal leadership. Both ongoing operational work and new initiatives advance our City toward its Vision.



MOVE – Developing a transit-oriented city

- The Strategic Communications division supports the City's efforts to develop a transit-oriented city by promoting and communicating key transit initiatives such as the Burnhamthorpe Water Project, Collegeway Protected Bicycle lanes and MiWay Route 100 Airport Express.
- IT division provides the technology services for the Hurontario Light Rail Transit and Advanced Traffic Management services.
- IT division supports transit with MiWay technology, real-time bus tracking and advanced analytics.



BELONG – Ensuring youth, older adults and new immigrants thrive

- Elections processes continue to be evaluated to look for ways to engage voters and leverage technology to make voting easier while protecting the integrity of the vote. Our goal is to provide electors with an easier way to engage in the democratic process.
- Virtual Campus allows locally registered students and students registered at institutions in 70 countries around the world to access their post-secondary school's resources from City Hall, Celebration Square, libraries, community centres, transit terminals and parks. Mississauga was the first city in Canada to have a "virtual campus."
- The Strategic Communications division plays a critical role in ensuring all residents, including youth, older adults, and new immigrants, have access to the information they need, and an opportunity to engage with the City.



CONNECT – Completing our neighbourhoods

- The Strategic Communications division supports the celebration and promotion of the rich diversity of Mississauga, as well as reflecting and responding to that diversity, through all communications-owned channels and content used to communicate information to residents. Examples of the work include the City's new website and the Social Media audit.
- The IT division is working to modernize mississauga.ca to meet the needs of users by redesigning existing services to meet people-centred digital standards, starting with the website's informational and transactional services.



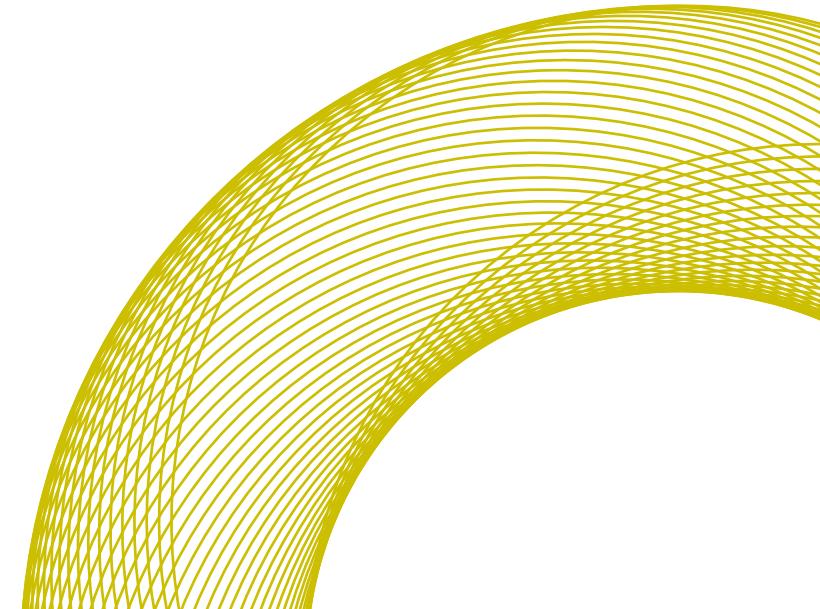
PROSPER – Cultivating creative and innovative businesses

- The Library helps cultivate creative and innovative businesses by offering more than 37 business and finance courses every year.
- Implementation of the Creative Industries (CI) Strategy advances the cultivation of creative and innovative businesses, promotes the three CI sectors (Film and TV, Live Music, Interactive Digital), develops a strategy to grow Mississauga's Music Sector and works towards the removal of barriers to filming.
- Smart City Wi-Fi provides:
 - Free access to Wi-Fi and Smart City sensor technology tailored to meet the needs of each local community.
 - Opportunity for local business and individual innovation and learning while ensuring free access to broadband for those that may not have reliable access elsewhere.
- Providing individuals and local businesses with easy, accessible information and the ability to communicate with the City when it is convenient for them. The Strategic Communications division in collaboration with the Economic Development Office supports a strong and entrepreneurial business environment.



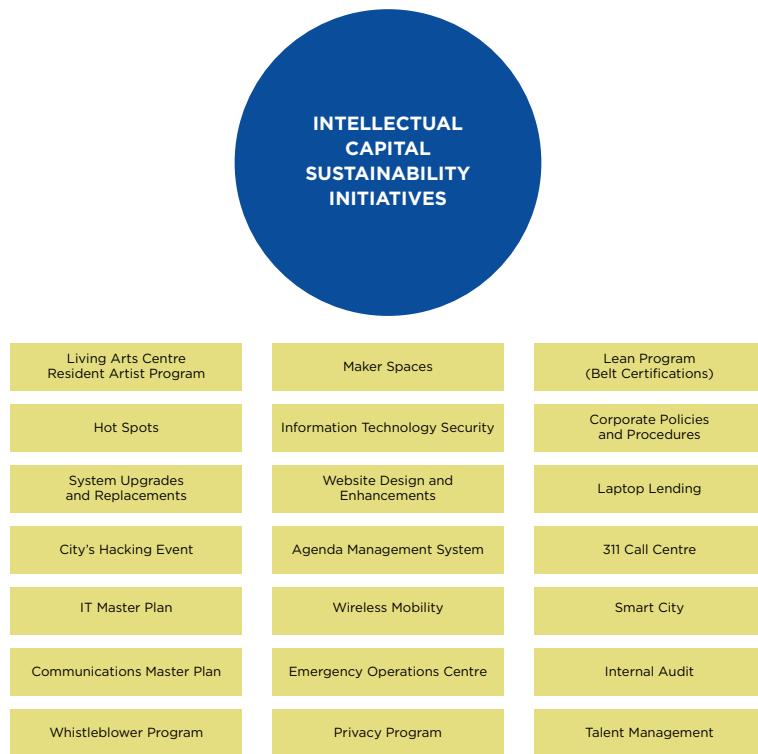
GREEN – Living green

- Legal Services has launched a paperless office project and is in the process of implementing legal document management software to replace traditional paper files.
- Maximizing the use of technology is a key objective of the Strategic Communications division in its efforts to support a green, environmentally sustainable communications approach for the City.
- IT's data centre has reduced energy consumption and expenses by leveraging modern technology, environmental sensors and using cloud-based services to grow the City's capacity for its data and computing requirements in a smart way.



OUR JOURNEY TO INTELLECTUAL CAPITAL REPORTING

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



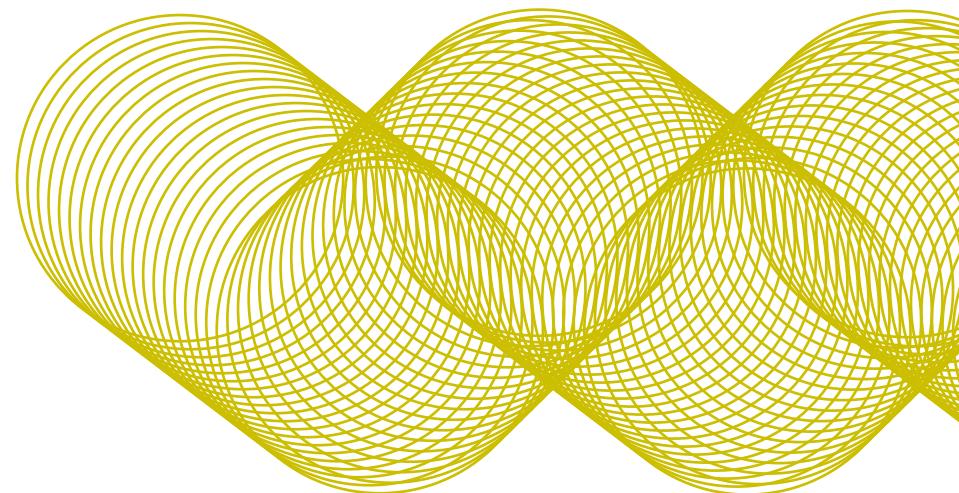
Information Technology Security



CITY PILLAR: PROSPER

Cultivating creative and innovative businesses

The purpose of the program is to align the City's IT divisional practices with the National Institute of Standards and Technology (NIST) Cybersecurity Framework. The program offers clearly defined standards and methodology to identify, protect and detect risks to systems, people, assets, data and other intellectual property. The City's program promotes excellence in cybersecurity and industry best practices, building confidence and trust in the City's ability to conduct operations through the use of technology. Continuous improvement of the City's cybersecurity posture is planned, increasing its resilience and lowering cybersecurity risks to intellectual capitals.



Smart City



CITY PILLAR: PROSPER

Cultivating creative and innovative businesses



SDG 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE

Target 9.4. By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies

The Smart City Program harnesses the creative power of technologies and innovative ideas to enhance the quality of life in Mississauga. This initiative effectively integrates physical, digital and human systems in the built environment to deliver a sustainable, prosperous and inclusive future – a Smart City for everybody. Smart City promotes environmental initiatives, digital inclusion and digital literacy with scientific sensors, measurements and tools. Residents can connect via public Wi-Fi, laptop lending and more.

Digital Inclusion refers to the activities necessary to ensure that all individuals and communities, including the most disadvantaged, have the access, knowledge and skill to use digital technologies. The City will be developing a model for innovation challenges that will both help to solve local issues and provide opportunities for local entrepreneurs to test out new ideas and connect with the City. Residents have access to open and transparent government through the co-creation of Smart City policies and open data. A 10-year operating strategy was developed in 2020 that outlines the program and initiatives. The City also received ISO 37122 certification for reporting year 2020.

Smart City - Open Data Challenge Event



CITY PILLAR: PROSPER

Cultivating creative and innovative businesses



SDG 17: PARTNERSHIPS FOR THE GOALS

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

The goal of the Smart City - Open Data Challenge Event is to engage with students, the community and industry leaders interested in open data and analytics. In a hackathon-style event, students are tasked with developing an analysis using only open data. They are asked about the City's social and economic resilience and must highlight the potential of open data. Benefits of the Open Data Challenge Event include being able to engage with the community (especially during a pandemic), providing opportunities for students to network with industry leaders, enabling City staff to engage with students interested in data and enabling students to engage with each other. All of these contribute to students increasing their data literacy and gaining experience using different tools for analytics, while also providing the City with more understanding about Mississauga. This Open Data Challenge Event is part of the Centre for Civic Curiosity, Mississauga's roving engagement hub. Events similar to this will be hosted each year.

METRICS	2020 (COVID-19)
Participants	29
# of Event Partners	11
# of Hours of Industry Presentations	20
Total Social Media Impressions from the Event	410,000

311 Citizen Contact Centre



CITY PILLAR: CONNECT

311 connects residents to City information and services from Monday to Friday: 7 a.m. to 7 p.m. via phone, web and app. It also offers over-the-phone interpretation in more than 240 languages and dialects through a third-party vendor. Residents have a single point of contact with the City to receive fast, reliable and consistent customer service on a wide range of programs, services and topics. Other business units work with 311 to configure new information and services into 311 systems. 311 is in the midst of a significant modernization effort as part of the Customer Service Strategy. With advances in technology, the new Customer Relationship Management (CRM) system will enhance real-time customer service. Expanding, enhancing online, and self-service will transform how residents interact with 311 and the City.

METRICS	2020 (COVID-19)	2019
# of 311 Enquiries	28,547**	330,579
% of 311-First Contact Resolution	91%	92.5%
80% of 311 Calls Answered Within 30 Seconds	40%***	67.3%

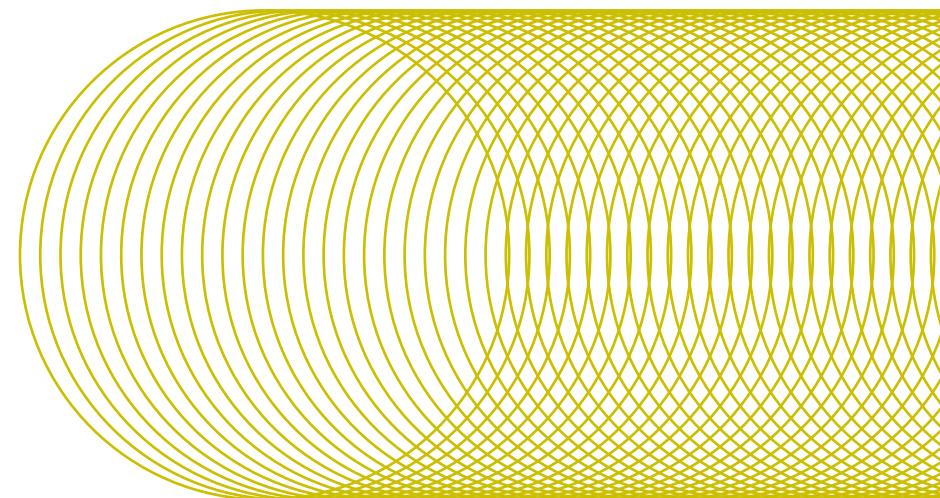
** The average length of each call grew by anywhere between 50 per cent to 75 per cent. This meant that 311 staff were not able to respond to as many calls that were made to 311 as usual. Due to resource limitations and the length of calls 311 staff handled fewer calls.

*** 40 per cent due to COVID-19 impact – changed in Q1 2021 to 80 per cent of calls answered within 60 seconds.

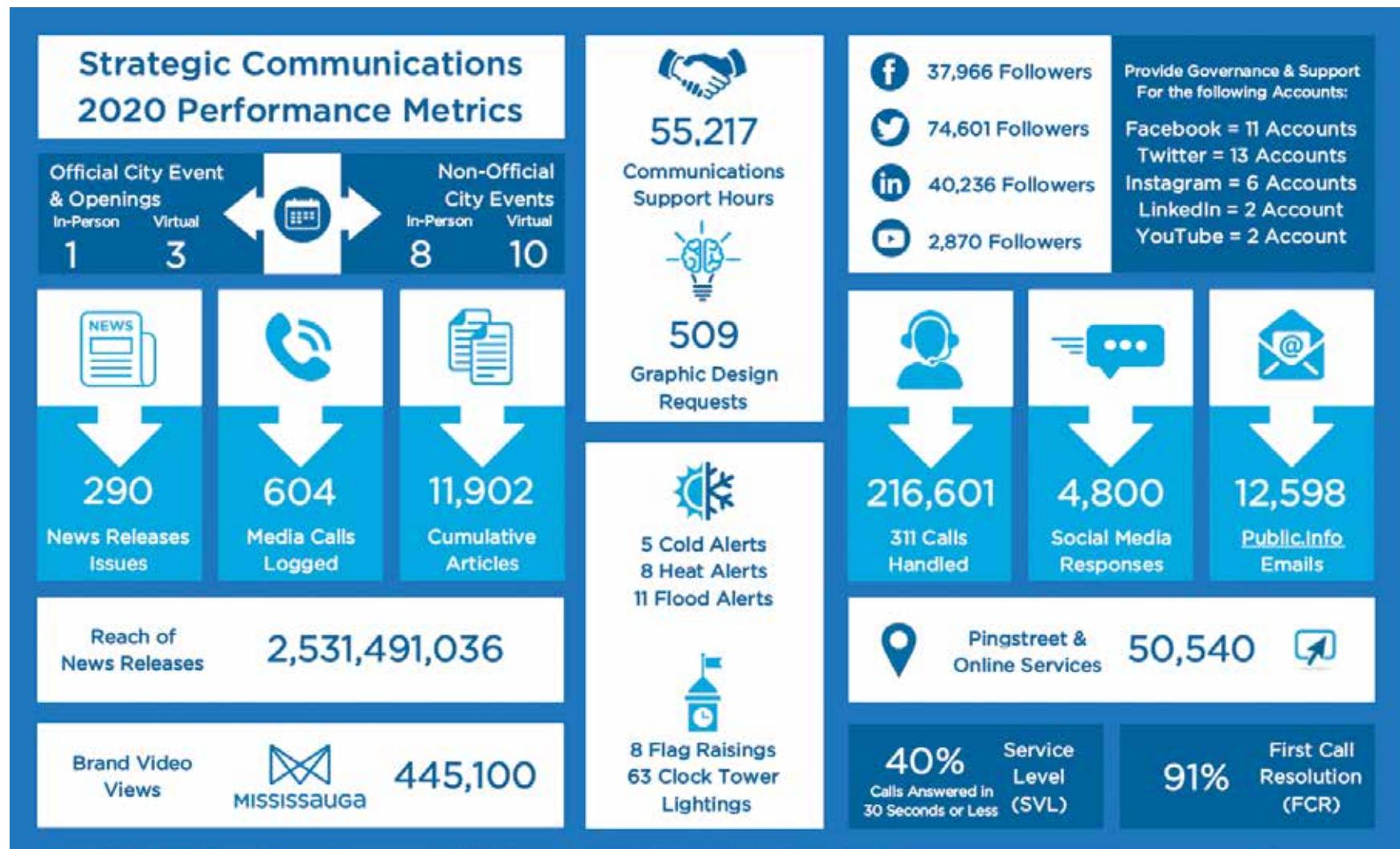
METRICS AND STATISTICS

Information Technology

MEASURES FOR INFORMATION TECHNOLOGY	2020 (ACTUAL)	2019 (ACTUAL)
Financial:		
Capital Spend Rate (Spending Efficiency)	43.0%	54.3%
Operating Maintenance Budget Growth	6.0%	25.2%
Optimization of Voice & Data Communications	51.0%	12.0%
Customer:		
Wi-Fi Service Hours per Access Point	3,156	8,180
# of Open Datasets	230	182
# of Self-Service Web Applications	130	75
Employee:		
Percentage of Mobile Workers	55.0%	41.0%
# of Connected Things	15,626	14,478
# of Real-Time Dashboard Measures	161	150
Business Process:		
City Website Unique Visits (Millions)	14.6	15.9
IT Help Desk First Call Resolution Rate	94.3%	94.2%



Strategic Communications



Social and Relationship Capital

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

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

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

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

TRENDS, RISKS AND CHALLENGES

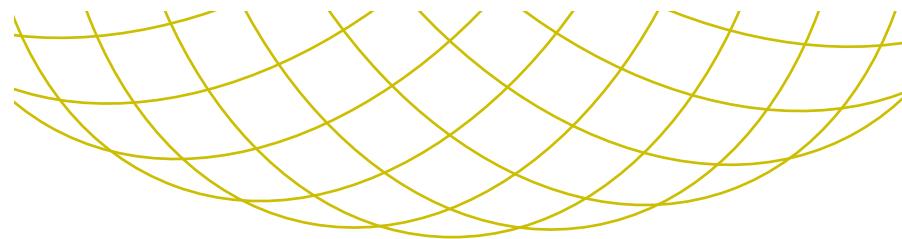
There are some challenges, risks and trends related to supporting and developing social and relationship capital within Mississauga. Some of these challenges are similar to those faced by other municipalities across Canada and some are specific to the city due to demographics, residential and commercial make-up. Listed below are some of these challenges:

- Keeping pace with demographic shifts: the aging population remains a priority and continues to shape our programs and service delivery

- Maintaining sufficient spaces for youth to promote healthy and active lifestyles
- Promoting access and inclusion to ensure marginalized populations are engaged
- Increasing support for the creative economy through film and television permits, and growing the music industry
- Increasing attendance and participation in City-funded festivals, events and initiatives
- Addressing the need for more dedicated cultural spaces – increasing and improving spaces at Meadowvale Theatre, Living Arts Centre and Cultural Hubs
- Providing more digital resources as well as mobile devices to bridge the digital divide
- Creating multi-use spaces including digital hubs and makerspaces, quiet spaces and physical collections access for personal use or social gatherings

IMPACT OF COVID-19 ON SOCIAL AND RELATIONSHIP CAPITAL

In 2020, all City-wide programs and services were significantly affected by the COVID-19 pandemic because of facility closures and the Stay-at-Home Order. During this time, City staff in all services areas found creative ways to stay connected to the community. Below are some of the service areas affected and examples of the unique ways they stayed connected to the community.



Recreation

To comply with the Provincial Orders, the City had no option but to close all recreational community centres and halt all in-person programs. This resulted in shutting down all lines of business including Aquatics, Fitness, Arenas, Events and Sports Fields. Many full-time Recreation & Culture staff were redeployed to other divisions to support ongoing operations and increased needs resulting from COVID-19 (e.g., in Enforcement, Parks, Economic Development, etc.). Inevitably, the Service Area had to make the difficult decision to lay off all frontline – part-time staff working in these lines of business to minimize the negative financial impacts. The Service Area also launched the “Stay Home Stay Active” initiative and a YouTube channel, which offered virtual and on-demand fitness classes with qualified instructors from the fitness centres. The team also began offering online programming through the Seniors Centre to keep the program users there as engaged as possible.

Library

With library facilities closed, staff used innovative and creative thinking to reimagine service delivery and provide public access to resources. The Library launched a Virtual Call Centre to provide customer support and services such as Older Adult Connect, which provides the opportunity for isolated older adults to connect with a friendly staff member. Following the Province’s announcement for Phase Two reopening, the Library launched a new curbside pick-up service utilizing a new digital system for customer appointment booking called FrontDesk. In addition, the City’s Open Window Hub provided support to the community. In partnership with the Salvation Army, a shower program was launched at Celebration Square in early May for community members needing access to hygiene facilities. Bus tickets, socks, underwear and hygiene kits were also provided through the Hub. In mid-May, a meal-box program was launched to provide a hot lunch to those in need. Donations were received from four community agencies and five local business establishments provided discounts to support this initiative. In conjunction with the Region of Peel, a medical van, housing worker, Peel intake worker and Peel’s Harm Reduction Team provided support to the community on Celebration Square.

Culture

In response to the declared state of emergency in March 2020, Culture commenced with cancelling more than 370 programs and camps, 34 large-scale events at Celebration Square and several community events such as Doors Open. All Culture facilities were closed, film permits were cancelled, part-time staff were temporarily laid off and efforts were refocused on essential services to provide support as needed. To continue arts engagement and education for participants, the #ArtsAtHome campaign was launched in April. Staff focused on finding creative ways to offer alternative programming and events. Virtual Canada Day saw Mississauga musicians, artists and personalities come together to offer a digital celebration experience for residents and audiences around the world. Museums of Mississauga innovatively connected with audiences using only digital tools. Initiatives included digital tours of the heritage house museums, redeveloping the Blooms and Berries exhibit into an engaging online experience, virtual tree lighting, and virtual New Year’s Eve.

Economic Development

The COVID-19 pandemic has had a significant affect on all businesses in Mississauga, especially the small business community. To support these businesses, the Economic Development Office established the COVID-19 Resource Centre, a webpage providing links to all the key resources needed by business owners looking for supports during the pandemic. This page provided access to the Business Relief Portal, and regular updates. This portal included all the funding programs provided by the various levels of government. The Mississauga Business Enterprise Centre (MBEC) team transformed their in-person events and seminars to an online format and began recording the sessions, and have now developed a full library of supports for business owners. MBEC also received funding to hire five squad members to run the Digital Mainstreet program, providing much-needed supports to help small businesses in our local BIAs enhance their online presence during the numerous business closures. The Economic Development Office also worked closely with Tourism to promote the #MississaugaMade program, highlighting and promoting local businesses.

OPPORTUNITIES FOR THE FUTURE

The City is always looking forward at new, efficient and sustainable strategies to support social and relationship capital in the future. Listed below are some of these future opportunities:

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

ALIGNMENT TO THE CITY'S STRATEGIC PLAN PILLARS



strategicplan

Our Future Mississauga

Social and relationship capital is a significant factor within each of the five Strategic Plan pillars, ensuring Mississauga continues to be a global urban city recognized for its municipal leadership. Both ongoing work and new initiatives advance our City toward its Vision. The section that follows shows highlights from the 2020 Business Plan grouped according to the Strategic Plan pillar they support. Full details for all Service Area Business Plans are available in their respective sections of the 2020 Business Plan & Budget.



MOVE – Developing a transit-oriented city

- MiWay is a key connector to neighbouring communities such as Brampton, Oakville and Toronto. MiLocal and MiExpress services connects with GO bus and train services across the city, providing customers even more transit options that meet their daily needs.
- Fire safety education programming will be developed and targeted to specific audiences based on risk.



BELONG – Ensuring youth, older adults and new immigrants thrive

- Elections processes continue to be evaluated for ways to engage voters and leverage technology to make voting easier while protecting the integrity of the vote. The goal is to provide electors with an easier way to engage in the democratic process.
- The City supports more than 135 citizen members that serve on Advisory Committees and quasi-judicial bodies and administers the citizen appointment process.
- The Low-Income Seniors and Persons with Disabilities Property Tax Program and the Outdoor Maintenance Subsidy Program are administered to provide financial assistance to those who are eligible.
- Annual reviews of the transit fare strategy are conducted to ensure continued value for money for both customers and taxpayers. Programs include the U-Pass for University of Toronto Mississauga students; \$1 Senior fare; Freedom Pass for 12 to 14 year-olds and the Affordable Transportation program with the Region of Peel for low-income riders.
- Actions from Making Room for the Middle – A Housing Strategy for Mississauga will continue to be implemented.



CONNECT – Completing our neighbourhoods

- The Cycling Master Plan continues to provide a framework for increasing the amount of safe, connected, convenient and comfortable cycling infrastructure that will contribute to safer cycling in our city and ultimately achieve our vision of increasing the number of residents who choose to cycle.

- Recreation provides an essential community service that is part of the spectrum of services that creates strong neighbourhoods and connects our residents.
- Recreation is making targeted and focused efforts to include marginalized populations by promoting opportunities, understanding barriers and removing them as much as possible.
- The Library works to establish library facilities and services as the hub of neighbourhood and community activity through the delivery of neighbourhood-specific services.
- The Library's planning team keeps an eye on neighbourhoods that are expanding to ensure there are sufficient library services in those areas.



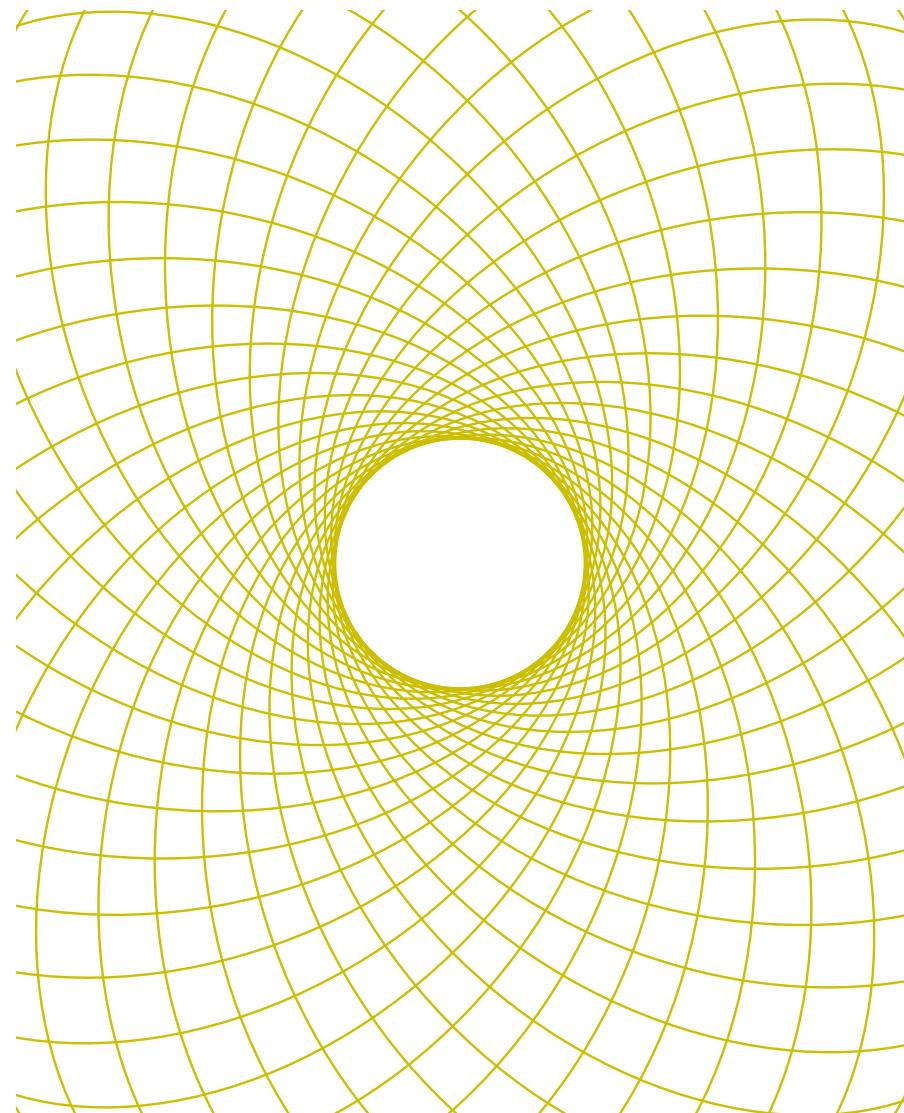
PROSPER – Cultivating creative and innovative businesses

- Economic development activities will be promoted across the city through the implementation of the Tourism Master Plan, the Economic Development Office's new five-year Master Plan and the Innovation Program.
- The Library helps cultivate creative and innovative businesses by offering more than 37 business and finance courses every year.
- Implementation of the Creative Industries (CI) Strategy will advance the cultivation of creative and innovative businesses, promote the three CI sectors (Film and TV, Live Music, Interactive Digital), develop a strategy to grow Mississauga's Music Sector and continue to work towards the removal of barriers to filming.
- The Library's planning team keeps an eye on neighbourhoods that are expanding to ensure there are sufficient library services in those areas.



GREEN – Living green

- A green culture will be promoted through community outreach and the Green Leaders employee engagement program.



OUR JOURNEY TO SOCIAL AND RELATIONSHIP REPORTING

The City has implemented many policies, plans and processes to cultivate social and relationship capital. Listed below are some examples:

SOCIAL AND RELATIONSHIP CAPITAL SUSTAINABILITY INITIATIVES

Economic Development Strategy	Festivals/Events – Culture	Various Committees of Council
Public Arts Program	Health By Design Checklist	Virtual Branch/ e-Resources – Library
Culture Policy	Indigenous Reading Circle – Library	Small Project Matching Grants – Recreation
Charging Stations – Library	Freedom Pass for Transit – Recreation	Older Adult Program
Youth Drop-in Program	Community Festivals/Events – Recreation	Corporate Grant Program and Policy
High Five Program – Recreation	Registered Programs – Culture	Culture Master Plan
Economic Recovery Plans (COVID-19)	Indigenous Relations – Culture	Open Hub – Library
Cultural District Projects	Community Engagement Program	Play in Park Program – Recreation
Accessibility Plan	Accessibility Computer – Library	Active Assist Subsidy Program
Virtual Cards – Library	Community Group Registry Program	Downtown Major Office Improvement Plan
Volunteer Program	Registered and Drop-in Programs – Recreation	Affordable Housing Strategy
Tourism Master Plan	Growing our Creative Industries	Community Improvement Plan for Affordable Rental Housing
Small Business/ MBEC Centre	Heritage Planning – Culture	Housing Action Plan

A few initiatives are highlighted below.

Indigenous Relations



CITY PILLAR: BELONG

Ensuring youth, older adults and new immigrants thrive

SDG 10: REDUCED INEQUALITIES

Target 10.2. By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

The Indigenous Relations Program ensures proper procedure and compliance with all federal and provincial legislation as well as regulation as it pertains to Indigenous Peoples and communities. It also provides support for engagement with Indigenous communities and stakeholders on various City projects as required. By ensuring the proper engagement and discussion with appropriate Indigenous communities, Mississauga can execute projects and initiatives that affect Indigenous stakeholders with respect. It also ensures Indigenous communities have input, which is captured and executed and all legal requirements are fulfilled. Future opportunities with this program include creating policies and standard operating procedures for projects that impact Indigenous stakeholders and building education for City staff and stakeholders on Indigenous engagement and how it impacts City initiatives and projects.



Growing our Creative Industries



CITY PILLAR: PROSPER

Cultivating creative and innovative businesses



SDG 8: DECENT WORK AND ECONOMIC GROWTH

Target 8.1. Sustain per capita economic growth in accordance with national circumstances

The Growing our Creative Industries Program helps build the film, TV and music industries in Mississauga. This program focuses on increasing Mississauga's reputation as a film- and music-friendly city by working with industry investors to find suitable locations and venues and breaking down barriers to film and music production. This initiative attracts investment, facilitates job creation, sparks economic growth and enhances City brand building and tourism for the future. The program invests in marketing and industry recognition opportunities and film studio expansion. It also increases the number of live music festivals and events in the city and supports the overall growth and sustainability of the sector as a whole, including artists, music venues, recording studios and more.

CREATIVE INDUSTRIES METRICS	2020 (COVID-19)	2019
# of Film Studios	6	6
# of Annual Filming Days	664	1463
\$ of Film Revenue	\$260K	\$727K
# of Film Permits Issued	203	267

Community Engagement Program



CITY PILLAR: CONNECT

Completing our neighbourhoods



SDG 17: PARTNERSHIPS FOR THE GOALS

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

The Community Engagement Program helps ensure meaningful engagement with each City community to guide the City's decision-making process. For community engagement to occur, there needs to be a decision made, a process for the engagement and an agreement to share the influence with the public on the decision. The City's decision-making process is enhanced by input from the community, and it builds trust with the community through an open, transparent and inclusive process. Community engagement helps build a connected and informed community. Mississauga is stronger for engagement in sharing decision-making with the community, creating a place where public input is valued.

ENGAGEMENT METRICS	2020 (COVID-19)	2019
# of Virtual Engagements Held	96	163
# of Attendees at In-Person or Virtual	10,090	11,036
# of Projects Represented	39	28
# of Participants for Online Engagements	17,000	52,280

Affordable Housing Strategy



CITY PILLAR: CONNECT

Completing our neighbourhoods



SDG 11: SUSTAINABLE CITIES AND COMMUNITIES

Target 11.1. By 2030, ensure access for all to have adequate, safe and affordable housing and basic services

The Affordable Housing Strategy aims at increasing the supply of affordable housing for all. In particular, housing that is suitable and affordable to middle-income households. The program seeks to expand affordable housing options for a broad range of the population and Mississauga's workforce. Affordable housing is an important component of complete and healthy communities.

AFFORDABLE RENTAL OR OWNERSHIP HOUSING UNITS APPROVED OR SECURED 2019–2020

ADDRESS	UNITS/FINANCIAL CONTRIBUTION	STATUS	APPROVAL YEAR
425 Lakeshore Road	68 supportive rental housing units	Under construction*	Broke ground 2020
70 Mississauga Road South and 181 Lakeshore Road West	Land dedication for Region of Peel to build 150 affordable rental units + developer to construct up to 150 market rental units	Approved but not yet built	OMB Approved Section July 31, 2019
360 City Centre Drive	174 affordable rental units to be owned and operated by Peel Region	Broke ground in 2018*	Occupancy commenced 2020
78 Park Street E and 22 Ann Street	8 affordable ownership units in new 22 storey condo building in Port Credit	Approved but not yet built	H Condition Approved March 4, 2020
0 and 5044 Hurontario Street	20 affordable units to be provided on site or a cash alternative of \$2.5M	Approved but not yet built	H Condition and Section 37 Approved Sept 16, 2020
91 Eglinton Ave East and 5055 Hurontario Street	125 affordable units to be provided on site or a cash alternative of \$15M	Approved but not yet built	H Condition and Section 37 Approved Nov 25, 2020

PURPOSE-BUILT MARKET RENTAL UNITS APPROVED

ADDRESS	UNITS	APPLICATION TYPE	APPROVAL YEAR
6550 Glen Erin Drive	174	Site Plan	2021
2475 Hurontario Street	80	Building Permit	2019
3610 Dixie Road	128	Building Permit	2019

OTHER METRICS AND STATISTICS

METRICS	2020 (COVID-19)	2019
Economic Development:		
# of Jobs Created (with the assistance of Economic Development)	3,777 to 3,805	2,856 to 4,389
# of New and Retained Business Investments (with the assistance of Economic Development)	10	12
Small Business Training Webinars	3,560 (New)	n/a
COVID-19 Business Support Page Users	1,900 (New)	n/a
Council and Committees:		
# of City Council and Committees meetings	120	158
# of Hours of Council and Committees	254	321
Older Adult Groups:		
# of registered older adult groups	35	35
# of registered members of Older Adult groups	7,159	6,826
# of activities/events offered by Older Adult provider groups	2,454	9,396
Attendance in Older Adult programs	37,591	159,634
Open Window Hub:		
# of Clients Served - Lunch	1,442	—
# of Clients Using the Shower	193	—
# of Clients Connected to Shelters	222	—
# of Clients Housed	16	—
# of Clients Actively Being Case Managed	923	—
# of Clients Referred or Connected to Street Outreach	70	—

Natural Capital

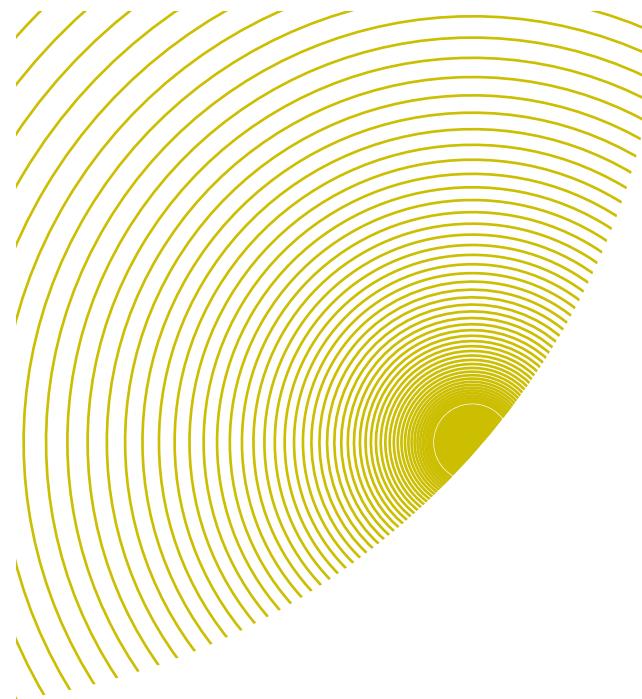
Natural Capital is the stock of natural assets, which includes geology, soil, air, water and all living things. Natural Assets and other types of assets are beneficial because they provide services, often called ecosystem services, which make human life possible and can influence the quality of life.

The terms Natural Capital and Natural Assets are used interchangeably. Although similar, the term Natural Capital includes Natural Assets as well as the understanding that:

1. The amount of these assets is limited
2. Some of these assets may be non-renewable

Green Infrastructure Assets can be categorized as biological, mixed biological and engineered, and engineered.

Green Infrastructure Assets include Natural Capital. Green Infrastructure Assets provide Ecosystem Services, and are significant contributors to sustainability.

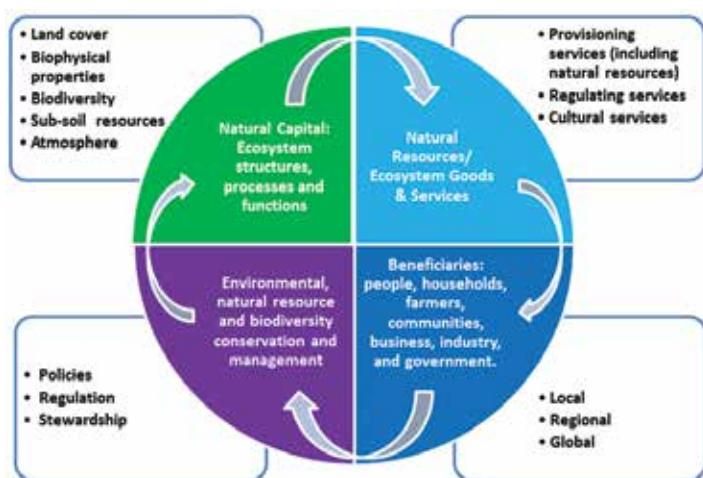


GREEN INFRASTRUCTURE FOCUS AREAS

ASSET CATEGORY	URBAN FOREST	LID/STORMWATER	PARKS & OPEN SPACES	AGRICULTURE & URBAN AGRICULTURE	GREEN ROOFS/WALLS
Biological	<ul style="list-style-type: none">• Forest/woodlot• Park tree• Street tree• Soil	<ul style="list-style-type: none">• Natural wetland• Natural watercourses• Lake	<ul style="list-style-type: none">• Meadow• Soil• Natural open spaces• Valley land	<ul style="list-style-type: none">• Agricultural land• Community garden• Soil	n/a
Mixed biological & engineered	<ul style="list-style-type: none">• Soil cell• Engineered soil	<ul style="list-style-type: none">• Bioswale• Rain garden• Constructed wetland• Dry/wet pond	<ul style="list-style-type: none">• Park land• Trails	n/a	<ul style="list-style-type: none">• Green roof• Green wall• Green roof garden
Engineered	n/a	<ul style="list-style-type: none">• Permeable paving• Rain Barrel• Infiltration trenches and chambers	<ul style="list-style-type: none">• Sports field• Playground	n/a	n/a

Specific examples of Ecosystem Services provided by Natural Capital and other forms of Green Infrastructure include:

1. Climate Change Adaptation and Mitigation: air quality improvement, carbon sequestration for reduced CO₂ (largest GHG contributor)
2. Stormwater Management: water runoff quantity reduction and water quality improvement
3. Urban Heat Moderation: urban heat reduction through shade and air cooling
4. Enhanced Well-Being: social interaction, cohesion and engagement increases and reduction in stress and mental illness risk factors



Source: Ontario.ca

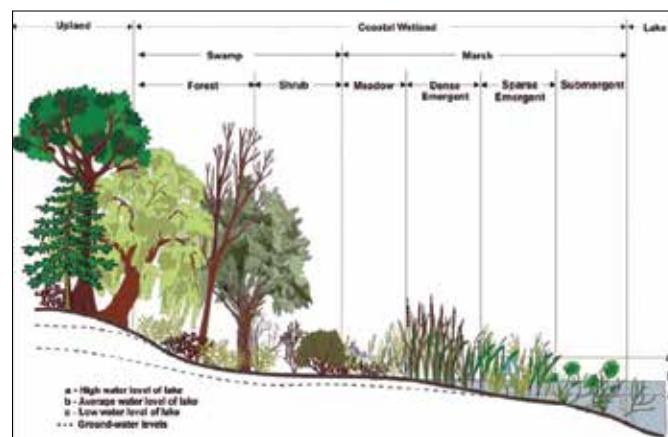
Increasingly, organizations are acknowledging the monetary value of Natural Capital by valuing it at replacement cost. This valuation technique for natural assets and other forms of Green Infrastructure facilitates comparisons in asset categories and service areas, asset management planning, investment, reporting and stewardship.

Natural Capital valuation is not prescribed under Generally Accepted Accounting Principles (GAAP). Natural Capital is understood to provide a variety of ecosystem services at significantly lower cost than other Green Infrastructure and engineered asset alternatives.

For financial statement reporting purposes, the City adheres to the guidelines provided by the Public Sector Accounting Board (PSAB). PSAB 3150 restricts the inclusion of assets in an organization's financial statements to Tangible Capital Assets. This PSAB guideline limits the forms of Green Infrastructure that can be included in financial statements. Natural Capital is not currently included in the City's financial statements. However, the City recognizes the need to identify, categorize and inventory Natural Capital for reporting purposes. Through a multi-stakeholder partnership, the City will embark on a Municipal Natural Asset Initiative in 2021 to provide additional insight into Mississauga's Natural Capital.

HIGHLIGHTS OF MISSISSAUGA'S NATURAL CAPITAL AND ECOSYSTEM

Mississauga's diverse landscape includes the following Natural Capital and Bioengineered Assets: urban forests, street trees, grasslands and meadows, parklands and open spaces, trails, water and waterways, wetlands and marshes and stormwater management facilities. These land cover types are important because they provide ecosystem services mentioned above at low or no cost.



Source: Wikipedia

The City is proud to be part of the Peel Climate Change Partnership (PCCP or Partnership) that is designed to build and accelerate innovative climate solutions in the geographic region of Peel.

By leveraging resources and expertise from the six member organizations (the Region of Peel, Town of Caledon, City of Brampton, City of Mississauga, City of Toronto and the Toronto and Region Conservation Authority and Credit Valley Conservation), the Partnership embraces the opportunity to align with, and accelerate the outcomes of, member organizations' climate change plans and initiatives. It also pursues strategic actions that transcend political boundaries and collectively produce greater results.

The City actively partners with Credit Valley Conservation, Toronto and Region Conservation Authority and other conservation authorities, the Region of Peel, neighbouring municipalities, other government organizations, agencies and groups to address climate change, green infrastructure and other natural capital considerations.

TRENDS, RISKS AND CHALLENGES

There are some challenges, risks and trends related to supporting and developing natural capital within Mississauga. Some of these challenges are similar to those faced by other municipalities across Canada. Listed below are some of these challenges:

- Intensification in high-demand areas and competing land use priorities. Intensification is occurring throughout the city in established neighbourhood corridors, along transit corridors, the downtown, aging shopping malls and brownfield sites along the waterfront
- Future development and intensification add pressure to properly plan for and deliver upgrades to the stormwater drainage system
- Infill Development is occurring in established neighbourhoods including low-density residential developments such as single detached and semi-detached dwellings, in concert with provincial policy directions

- Sustainable and Accessible Development are public priorities that drive a need to meet new accessibility and sustainability standards in construction and design
- Aging stormwater infrastructure and asset management regulation compliance increase the need to develop and implement an integrated Asset Management Plan
- Frequent extreme weather events that add pressure to improve stormwater conveyance, quality and flow control

OPPORTUNITIES FOR THE FUTURE

The City is always looking forward to new, efficient and sustainable strategies to support natural capital in the future. Listed below are some of these future opportunities:

- Identifying land acquisitions to support population shifts and natural areas
- Protecting and growing existing parkland, trees and natural areas
- Designing connected, vibrant outdoor public spaces and amenities
- Linking our communities through the creation of new trails
- Maintaining safe, clean and accessible parks and open spaces
- Increasing public awareness to promote stewardship, foster environmental awareness and engage community groups
- Continuing Waterfront development activities including the City's West Village and Lakeview projects to create complete communities that support a live, work and play environment
- Continuing affordable housing implementation activities including the City's Making Room for the Middle housing strategy

ALIGNMENT TO THE CITY'S STRATEGIC PLAN PILLARS



strategicplan

Our Future Mississauga

Natural Capital supports the City's Strategic Plan. The City is committed to including Natural Capital in its asset management planning and reporting, as part of continuing stewardship and exemplary service-provision activities.

Each of the City's Strategic Pillars for Change identifies what can make Mississauga a place where people choose to be and actions and initiatives for achievement. Each pillar has a relationship to Natural Capital. The Green and Connect pillars are closely related to Natural Capital.



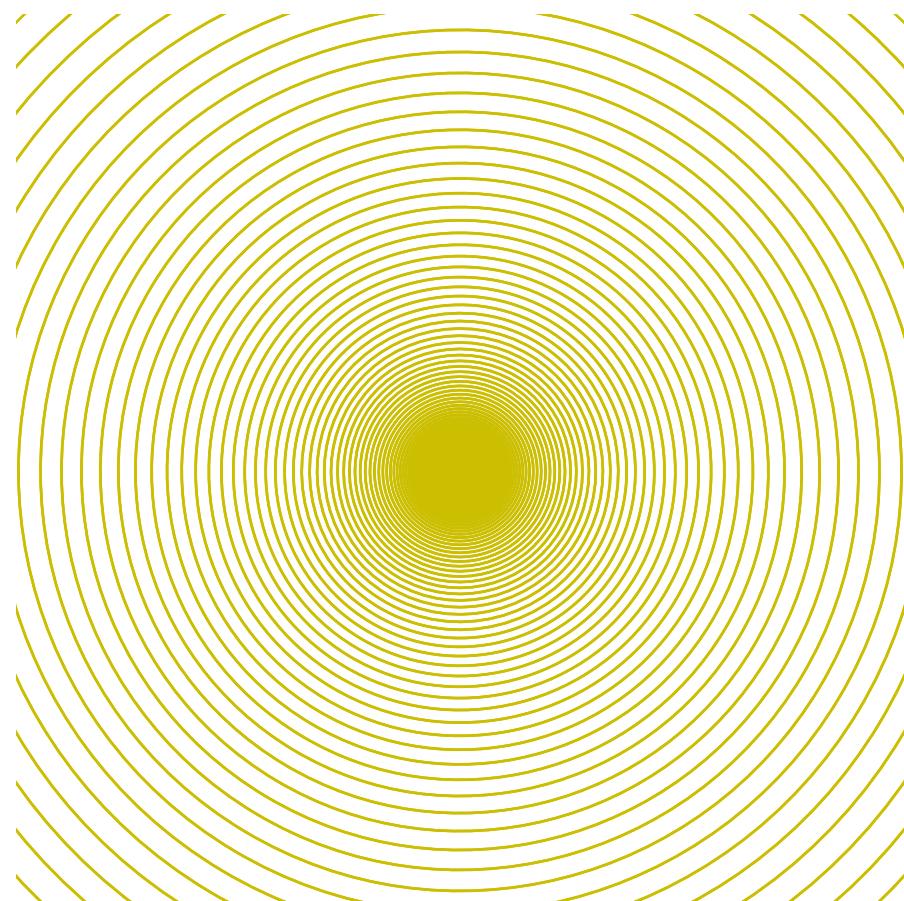
GREEN - Living green

Our Future Mississauga is a city that co-exists in harmony with its ecosystems, where natural areas are enhanced, forests and valleys are protected and the waterfront connects people to Lake Ontario. Where communities are nurtured so future generations enjoy a clean and healthy lifestyle. One of the strategic goals is to lead and encourage environmentally responsible approaches – to lead and promote the use of technologies and tactics to conserve energy and water, reduce emissions and waste, improve our air quality and protect our natural environment.



CONNECT - Completing our neighbourhoods

Our Future Mississauga is a beautiful, sustainable city with safe neighbourhoods that support a strong, connected and vibrant community – a place where all can live, work and prosper. People can play as a child, walk to meet a friend, fall in love, raise a family and grow old. Related strategic goals include the creation of great public spaces, providing opportunities for everyone to enjoy great parks, plazas and unique natural environments.



OUR JOURNEY TO NATURAL CAPITAL REPORTING

The City has developed the following plans and strategies that contribute to Natural Capital sustainability and advance the Strategic Plan. Listed below are some of the major initiatives:



A few initiatives are highlighted below.

Tree Planting Programs



CITY PILLAR: GREEN

Living Green

SDG 15: LIFE ON LAND



Target 15.2. Promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally

Trees provide a variety of ecosystem services. Trees provide food and habitat for birds, insects and animals, while providing shade which cools our air, reduces urban heat islands and reduces energy usage. Trees also contribute to better air quality by releasing oxygen and absorbing carbon dioxide and potentially harmful gases such as sulfur dioxide and carbon monoxide. One large tree can provide a day's supply of oxygen for four people. Trees contribute to better water quality by helping to prevent erosion, reducing stormwater runoff and filtering stormwater. The City continues to work with its partners to manage the impacts of invasive species and climate change, while encouraging the growth and preservation of the City's trees.

One Million Trees Mississauga Program

The City plans to increase its urban forest by planting one million trees by 2032. This program enhances and expands the City's Natural Heritage System. This is achieved through many partnerships and volunteers.

Residential Tree Giveaway Initiative

In October 2020, the City held a residential tree giveaway event to encourage residents to contribute to Mississauga's urban tree canopy by planting a tree on their private property. Residents of Mississauga were able to register for the event and then select and safely pick up a three-to five-foot species of tree of their choice, free of charge. The event was so successful that the City plans to hold similar events multiple times each year beginning in 2021.

Stormwater Management



CITY PILLAR: GREEN

Living green

SDG 6: CLEAN WATER AND SANITATION



Target 6.6. By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes

The City has ongoing Capital Works and Maintenance programs to manage the three asset types below and increase ecosystem services to provide value.

1. Watercourses:

The City maintains both bioengineered and natural asset watercourses that reach more than 150 kilometres and provide ecosystem services such as protection from erosion and flood conveyance. The replacement value of these watercourses are estimated at \$424 million.



Condition Assessment of Mississauga's Watercourses

2. Stormwater Management Ponds

The City has both bioengineered and natural asset ponds. By definition, stormwater management ponds provide the primary ecosystem service of overland water flow regulation. However, these ponds and their surrounding land provide secondary ecosystem services as well.

3. Low Impact Development (LID) Features

The City has developed several LID features including bio-swales, rain gardens and permeable pavement that reflect a combination of engineered and bioengineered Green Infrastructure assets. The 2020 Fowler Court LID initiative mentioned in the TCFD section is an example of using innovative pavement designs to reduce the adverse impact of stormwater.

Stormwater management ponds and LIDs are included in the City's inventory of 80 stormwater management facilities (SWMF), which have an estimated replacement value of \$160 million.



Condition Assessment of Mississauga's Stormwater Management Facilities

Park and Public Space Development



CITY PILLAR: GREEN

Living Green

SDG 11: SUSTAINABLE CITIES AND COMMUNITIES – 133



Target 11.7. By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities

The City recognizes that urban parks provide residents with convenient access to nature and benefits, including enhanced health and well-being. Over the last several years, the City, along with its partners, including Region of Peel, Hydro One Network Inc., and Credit Valley Conservation, have constructed several parks that have increased Natural Capital and Ecosystem Services.

1. Nine Creeks Trail – in progress

This project was previously known as the Lakeshore Royal Windsor Hydro One Corridor Multi-Use Trail. This project will provide a new off-road trail within the Hydro One Corridor. The trail is approximately nine kilometres long and will extend from Winston Churchill Boulevard East to Westfield Drive, with some on-road connections. The City designed the trail to meet the Accessibility Standards for the Design of Public Spaces.

2. Erin Centre Trail

Improvements to the Erin Centre Trail (Ninth Line to Winston Churchill Transitway Station) were completed in Spring 2020. This trail is supported and identified in the updated 2018 Cycling Master Plan. The City is undertaking improvements on this trail to meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA), making it safe and inclusive for all.

3. Lakeside Park – constructed 2012

Lakeside Park, an award-winning 25-acre park, was redeveloped in 2010 and officially opened in June 2012, with a goal of balancing natural features with an active recreational program. In addition to the recreational features, the site incorporates several LID features that filter, infiltrate and reuse stormwater. Green infrastructure at Lakeside Park includes a pervious concrete overflow parking area, bio-swale, green roof and a reclaimed water irrigation system that uses recycled water from the site runoff and spray pad to provide a visually attractive pond and irrigates the park grounds.

4. O'Connor Park – constructed 2011

O'Connor Park features many innovative green features including a parking lot with permeable pavement and bio-swale (rain garden). In the bio-swale, the interaction of plants, soil and natural microbes removes pollutants to improve the quality of water flowing back into Sawmill Creek. The City maintains the bio-swale and, in partnership with Credit Valley Conservation, has been able to monitor its condition and ecosystem service provision capabilities.



Nine Creeks Trail, Mississauga

Community Gardens



CITY PILLAR: GREEN

Living Green

SDG 11: SUSTAINABLE CITIES AND COMMUNITIES – 133

SUSTAINABLE
DEVELOPMENT
GOALS

Target 11.7. By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities

Mississauga is home to nine community gardens that were operated with additional safety protocols in place throughout 2020. The City is proud to have partnered with community groups and residents to develop community gardens on public lands since 2006.

Small Arms Community Garden

In partnership with Ecosource and the Small Arms Society, the City opened a new community garden in 2018 on the public lands surrounding the Small Arms Inspection Agency to provide Mississauga residents with an opportunity to socialize outdoors and grow plants for food and enjoyment. This newest garden is one of nine community gardens that were operated with additional safety protocols in place throughout 2020.



Small Arms Community Garden, Mississauga

AWARDS AND RECOGNITION

**TREE CITIES
OF THE WORLD™**

A programme of:

FAO Food and Agriculture Organization of the United Nations

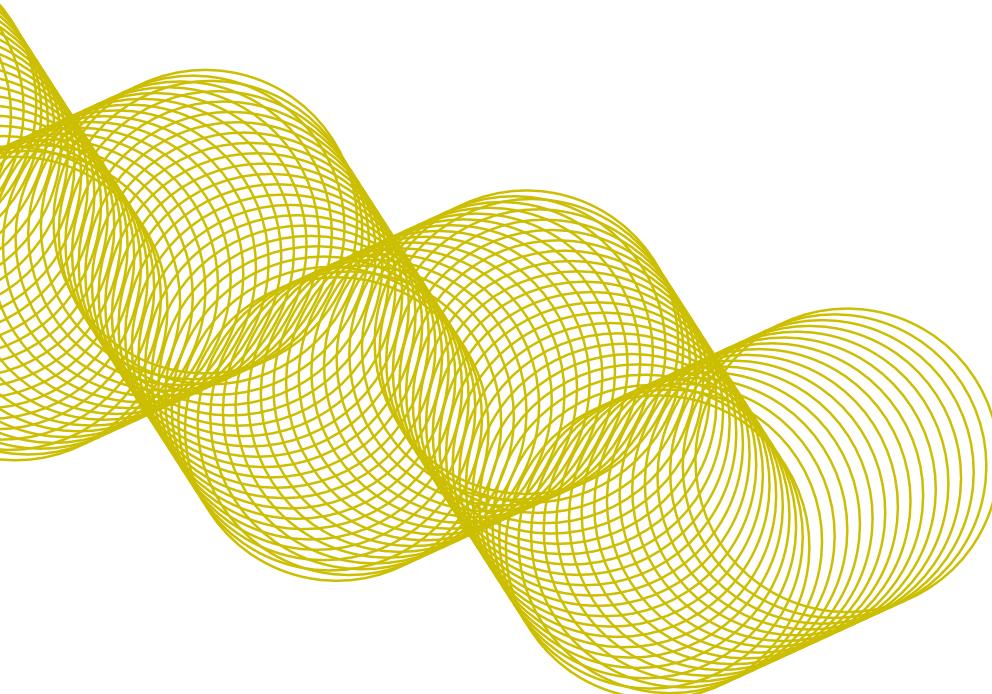
Arbor Day Foundation®



GTAA
**PARTNERS IN
PROJECT GREEN**
A PEARSON ECO-BUSINESS ZONE

METRICS AND STATISTICS

Tree Canopy Assessment (2014) indicated a 19 per cent canopy cover and a projection of 22 per cent cover by 2024. A 19 per cent canopy cover generates annual ecosystem services savings worth \$3,583,123.



Natural Heritage & Urban Forest Strategy, Urban Forest Management Plan

Target



1 MILLION TREES
planted by 2032

2020

19,272
native trees and
shrubs planted

92
unique parks/City-owned
property received
naturalization plantings

92
unique maintenance
activities in 60 parks

2
demonstration parks
received focused invasive
plant management

517
Giant Hogweed
plants removed
(invasive toxic plant)

2019

26,848
native trees and
shrubs planted

82
unique parks/City-owned
property received
naturalization plantings

Task Force on Climate-Related Financial Disclosures (TCFD)

The international Financial Stability Board established the Taskforce for Climate-related Financial Disclosures, or TCFD, in 2015. It developed a set of voluntary, consistent disclosure recommendations, for use by organizations to share progress on climate-related risks and opportunities with their leaders and stakeholders. Although this was a private-sector-led initiative that was supported by the G20, the framework applies to cities.

TCFD FRAMEWORK'S RECOMMENDED DISCLOSURES FOR CITIES (REFERENCE: CPA CANADA)

THEME	GOVERNANCE	STRATEGY	RISK MANAGEMENT	METRICS AND TARGETS
Recommended Disclosures	G1: Describe Mayor and Council's oversight of climate-related risks and opportunities.	S1: Describe the climate-related risks and opportunities the City has identified over the short-, medium-, and long-term.	RM1: Describe the City's processes for identifying and assessing climate-related risks.	M & T1: Disclose the metrics used by the City to assess climate-related risks and opportunities in line with its strategy and risk-management process.
	G2: Describe management's role in assessing and managing climate-related risks and opportunities.	S2: Describe the impact of climate-related risks and opportunities on the strategy and financial planning of the City's businesses.	RM2: Describe the City's processes for managing climate-related risks.	M & T2: Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions and the related risks.
		S3: Describe the resilience of the City's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	RM3: Describe how processes for identifying, assessing and managing climate-related risks are integrated into the City's overall risk management.	M & T3: Describe the metrics used by the City to manage climate-related risks and opportunities as well as performance against targets.

The following disclosures are guided by the TCFD framework.

GOVERNANCE

G1: Describe Mayor and Council's oversight of climate-related risks and opportunities.

In June 2019, Council passed a motion declaring a climate emergency in Mississauga. The motion outlined the City's commitment to taking action on climate change and directed staff to develop and bring forward a Climate Change Action Plan to Council for approval by the end of 2019. In December 2019, Council approved the City's first comprehensive Climate Change Action Plan. The Climate Change Action Plan includes five main pathways (Buildings & Clean Energy, Resilient & Green Infrastructure, Accelerating Discovery & Innovation, Low Emissions Mobility and Engagement & Partnerships) and 21 key actions. The actions include both community and corporate actions. The Climate Change Action Plan provides a comprehensive path with actions over a multi-year implementation timeframe with suggested progress metrics.

G2: Describe management's role in assessing and managing climate-related risks and opportunities.

Management supports the two main goals in the City's Climate Change Action Plan:

1. Reduce GHG emissions 80 per cent (as compared to 1990 levels) by 2050
2. Increase resilience and the capacity of the city to withstand and respond to current and future climate events

There are Climate Change Action Plan sub-actions that specifically address climate-related risks, including:

- Update and expand climate-related risk and vulnerability assessments for the community and the Corporation, with a specific focus on vulnerable populations (9-2)

- Develop neighbourhood-based flood mitigation plans to identify opportunities to decrease flood risk (12-4)

The City's Leadership and Management teams have committed to reporting on the Climate Change Action Plan's progress annually. These reports will be presented to the Mayor and Council and be shared publicly, to demonstrate the City's commitment to, and accountability for, climate change action.

STRATEGY

S1: Describe the climate-related risks and opportunities the city has identified over the short, medium and long-term.

As part of developing the Climate Change Action Plan, the City completed a Climate Change Risk Assessment (CCRA), to identify and prioritize the climate-related hazards that pose the greatest risk to the city. The CCRA identified the 10 highest-priority risks for the community as follows:

- Changes in precipitation will cause more frequent and severe rainfall, leading to community level flooding
- Increased quantity of rain may cause flooding of electrical infrastructure leading to blackouts
- Increased intensity of rainfall in the summer may damage personal property
- Increased winter precipitation leads to ice storms that cause power failures
- High winds (tornadoes, microbursts, etc.), ice storms, and lightning, leading to infrastructure and property damage
- More extreme heat days lead to stress on urban flora and fauna
- Increased extreme weather leads to urban forestry damages
- Changes in river/creek temperature, affecting water quality

- Decreased summer precipitation increase the probability of summer drought, leading to increasingly higher tree mortality, affecting urban forest cover
- Changes in seasonal temperature will lead to shifting eco-regions for flora and fauna communities and can lead to increased spread of invasive species, as well as local extinctions

In developing the actions and sub-actions of the Climate Change Action Plan these 10 risks were considered. Each sub-action has been developed by the City's management and includes assignment to a responsible team within the City and categorization by cost and short- (1 to 3 years), medium- (4 to 6 years) or long-term (7 to 10 years) implementation timeline.

S2: Describe the impact of climate-related risks and opportunities on the strategy and financial planning of the City's businesses.

- The City's Strategic Plan contains a vision statement that concludes with a desire to make Mississauga a place where people choose to be. The Strategic Plan contains five Strategic Pillars for Change, which guide the City's plans and actions: Move, Belong, Connect, Prosper and Green.
- Each Pillar has its own unique direction statement and principle, along with specific strategic goals to ensure the vision is achieved.
- The Climate Change Action Plan and its actions are aligned with the City's Strategic Plan and its pillars for change. Similarly, the City delivers on its climate change action commitments by incorporating these initiatives into annual Business Planning and Budgeting processes associated with good financial stewardship.

S3: Describe the resilience of the City's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

The City's Strategic Plan, Climate Change Action Plan and preceding master plans recognize the uncertainty of climate change impacts and provide a path toward resilience. Specific climate-related scenario analysis involving temperature changes has yet to be completed. The City plans to use best practices and insights from recent climate-related scenario analysis by partner organizations, including local conservation authorities, to inform future resilience considerations.

RISK MANAGEMENT

R1: Describe the City's processes for identifying and assessing climate-related risks.

A detailed methodology for the CCRA is set out in Appendix B of the Climate Change Action Plan. Both a corporate and a community risk assessment have been completed.

For corporate, a risk assessment was completed for each division within the City, beginning with an identification of applicable climate drivers and the impacts to divisional assets and services, followed by a series of workshops with staff from each division to identify potential consequences. Risk calculations were based on the formula: Risk = Likelihood x Consequence.



For community risk assessment, there were three main steps: (1) identifying climate change impacts and generating impact statements; (2) a risk assessment workshop, to assign likelihood and consequence levels for each impact, and generating an initial risk level; and (3) validating the workshop output and risk calculation with technical experts.

As set out in the Climate Change Action Plan, the City plans to update these risk assessments within the next five years to align with the five-year update to the Climate Change Action Plan (Action 9-2 provides that the City will update and expand climate-related risk and vulnerability assessments for the community and the Corporation, with a specific focus on vulnerable populations).

The following examples illustrate the processes used by select City service areas to identify and assess climate-related risks.

1. Office of Emergency Management

The City's Office of Emergency Management continuously analyzes the frequency and severity of various hazards (i.e., Extreme Wind). As a result of these ongoing risk identification and assessment activities, the Office of Emergency Management has developed and continues to develop Risk Response Plans, including those associated with climate-related risks.

Office of Emergency Management has developed several climate related risk-based response plans over the last several years, including the City's Flood Response Plan and Severe Winter Weather Response Plan.

2. Environmental Services

The City's Stormwater Service Area plans for the future by identifying and assessing the pressures and challenges ahead resulting from extreme storm events and aging stormwater infrastructure.

Stormwater services strives to build a resilient stormwater system and establish a sustainable service level. There is an increasing need to plan and deliver effective and timely stormwater services. Stormwater services has addressed several identified climate-related risks by completing studies and plans that align with the City's Climate Change Action Plan:

- a) Stormwater Master Plan (aligns with Climate Change Action Plan Action #12-4)
- b) Asset Management Plan (aligns with Climate Change Action Plan Action #12-1)
- c) Flood Evaluation Studies (aligns with Climate Change Action Plan Action #12-3)
- d) Implementation of Low Impact Development features in the road right-of-way (Climate Change Action Plan Action #12-2)

3. Transportation Infrastructure Management

The City's Transportation Infrastructure Management team has used its Asset Management Plan development activities to identify, assess and document climate-related risks including:

- a) More frequent and extreme rainfall events leading to flooding of roads and the overtopping of bridges and culverts spanning creeks and rivers
- b) Increased risk of long-duration freezing rain events leading to ice storms
- c) Changing winter temperatures leading to increasing number of freeze-thaw cycles per winter season
- d) Increased frequency of high winds (i.e., gusts of 70 km/h or greater) including tornadoes and microbursts
- e) More frequent extreme heat days (more than 30 degrees Celsius)

R2: Describe the City's processes for managing climate-related risks.

The City continues to align climate action planning with corporate risk management assessments, practices, and policies. In 2020, the City's service areas managed climate-related risks as part of their decision-making processes associated with various capital initiatives.

The following examples illustrate the processes used by select City service areas to manage climate-related risks.

1. Office of Emergency Management

The Office of Emergency Management manages climate-related risks by:

- Developing and updating response plans as part of preparedness
- Monitoring climate, weather and other events that impact the Mississauga community
- Activating Response Plans as appropriate
- Partnering externally with conservation authorities and other government organizations to share situational information
- Partnering internally to make sure that the City's response actions are aligned with those of our partners
- Sharing situational information and updating response plans based upon lessons learned from activations and evolving best practices

The difference between partial and full Response Plan activation is the amount of resources used to prepare for, respond to, or recover from an emergency or disaster. Most activations over the last five years have been partial activations where only key members of the Incident Management Team (IMT) are called upon to support an incident. The Incident Management Team is like a toolbox where the City only uses what is required at the time and can scale up or down as required throughout a response. A full activation means staffing all sections of the Incident Management Team (Command,

Operations, Planning, Logistics and Finance/Administration) and calling in support staff to fill out various roles within each section.

The following climate-related activations took place in 2019 and 2020:

2019 ACTIVATIONS

High Lake Levels/Flooding

In 2019, Lake Ontario reached its highest level in recorded history. In 2017, the Lake Ontario high-water record was the highest it had been in 100 years. This was the second time in three years that the high-water record set 100 years ago had been broken. For 115 days, the City worked with various external partners such as Credit Valley Conservation and Toronto and Region Conservation Authority to collect situational awareness and co-ordinate response actions being carried out by the City's Works Operations and Maintenance, Parks, Forestry, and Environment and Strategic Communications divisions.

Credit River Ice Jams

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

2020 ACTIVATIONS

January Severe Winter Weather

The City partially activated the Office of Emergency Management in January 2020 when forecasts called for heavy precipitation, freezing rain, strong winds, potential flooding and ice jams. To mitigate the impacts of these hazardous conditions, the IMT worked together with partners to activate the City's Severe Winter Weather Plan. Resources were co-ordinated to respond to reports of flooding in Mississauga. City crews monitored and worked to mitigate potential damage to buildings and infrastructure.

Spring Flooding

The IMT was partially activated in spring 2020 to respond to forecasts calling for heavy rainfall, strong winds and flooding conditions. Due to the physical distancing restrictions, the IMT met virtually to co-ordinate response activities. The IMT was able to mobilize all the resources required to ensure an effective response. Fortunately, the weather system dissipated before reaching, or adversely affecting, the City.

2. Environmental Services

Stormwater services uses the following processes for managing climate-related risks:

- a) Increasing contributions to the City's Pipe Reserve Fund
- b) Delivering an increasing number of capital projects effectively
- c) Managing the associated increase in construction costs

The following Low Impact Development (LID) project was completed in 2020 on Mississauga's Fowler Ct to manage risks associated with stormwater:

Traditional road surfaces direct all stormwater into ditches or catchbasins along the curb. The rainwater and melted snow flow directly into the City's stormwater management system and from there into local creeks.

For this project, the asphalt mix was especially designed/prepared with small open spaces in the pavement to allow water to flow through into a porous granular layer below. As water passes through the pavement layers, it provides filtration and storage. Below the granular layer are perforated pipes, which capture excess stormwater and direct it to the City's storm sewer.

The result is cleaner and reduced stormwater to Mississauga's creeks and lake.

3. Transportation Infrastructure Management

The City's Asset Management Plan includes the following management plans and processes to manage climate-related risks identified earlier:

- Working with the Stormwater Service Area to identify flood-prone areas and road segments that do not meet minimum stormwater design requirements and align storm sewer upgrade projects with road renewal activities.
 - a) Needing to advance road renewal projects to align with critical drainage improvement projects
 - b) Identifying bridges and culverts in need of increased hydraulic capacity and creek erosion protection that can be addressed during structure rehabilitation and replacement
 - c) Adjusting maintenance and operating budgets accordingly for road and bridge repairs
- Monitoring freezing rain activities and adjusting maintenance and operating plans and budget accordingly for road repairs and to allow for service to be restored.
 - a) Adjusting the incident response plan as needed
- Continuing to employ best practices for pavement drainage design and timely sealing of surface cracks, potholes and other defects that can promote water seepage into the pavement or concrete.
 - a) Monitoring changes to freeze/thaw events and adjust maintenance and operating programs and budget accordingly

- Investigating opportunities to improve designs for more wind resistant fences, noise barriers and sign mounting systems.
 - a) Continuing to use biennial inspection of bridge and culvert structures to monitor the effects of high wind events and adjust maintenance programs accordingly
- Investigating opportunities to improve designs and materials used for pavement and reinforced concrete. Monitor changes on extreme heat day events and adjust maintenance and operating programs and budget accordingly.

R3: Describe how processes for identifying, assessing and managing climate-related risks are integrated into the City's overall risk management.

This process has yet to be undertaken. However, the City plans to incorporate climate-related risks within an enterprise-level risk management framework that involves:

- Process development for risk identification across the city
- Asset condition assessments
- Risk and related scenario analysis (including climate change)
- Development of a risk register
- Risk Management Plan development for each of the City's service areas

METRICS & TARGETS

M & T1: Disclose the metrics used by the City to assess climate-related risks and opportunities in line with its strategy and risk-management process.

In our community risk assessment, the consequence of impact was based on five different metrics:

- 1) Public Health & Safety
- 2) Local Economy & Growth

3) Community & Lifestyle

4) Environment & Sustainability

5) Public Administration

Each metric was evaluated based on a scale of 1 (negligible) to 5 (catastrophic), with the score for each metric added to the others for a final value.

Within the context of this risk assessment, the values for likelihood spanned a scale from 1 to 7 with 1 considered negligible and 7 considered highly probable. Historic, future 2030 and future 2050 likelihood values were assigned to each impact. Risk scores were generated by multiplying historic, future 2030 and future 2050 likelihood values by both average and maximum consequence for each impact – based on feedback received in stakeholder workshops. A risk score greater than 100 for both average and maximum risk was considered high.

The City continues to develop alignment between its risk management and planning processes including climate change planning, Hazard Impact Risk Assessment (HIRA) work by the Office of Emergency Management that includes climate-related risks, annual business planning and budgeting processes and planned enterprise-level risk management activities. Similarly, the City is working to establish metrics associated with climate-related risks and opportunities.

M & T2: Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions and the related risks.

The latest corporate inventory is from 2018, where the Scope 1, 2 and 3 emissions were as follows:

Scope 1 (Total: 76,127 tCO2e):

- Natural gas from municipal buildings: 17,091 tCO2e
- Gasoline (corporate, transit, fire fleets): 2732 tCO2e
- Diesel, Biodiesel (corporate, transit, fire fleets): 56,304 tCO2e

- Wastewater (note, within Mississauga's borders but not separated for City buildings; includes entire Peel Region)

Scope 2 (Total: 2636 tCO2e):

- Electricity (buildings, street lights): 2636 tCO2e

Scope 3 (Total: 904 tCO2e):

- Solid waste disposal: 825 tCO2e
- Incineration: 63 tCO2e
- Biological Treatment: 16 tCO2e

The City is committed to reducing emissions and recognizing dependencies such as demand for services, carbon intensity of the electricity grid and upper tier government policy, funding, and partnership opportunities. Most importantly, the City is confident that it can achieve emission reduction through successful progress on climate change-related actions and initiatives as identified in its Climate Change Action Plan.

M & T3: Describe the metrics used by the City to manage climate-related risks and opportunities as well as performance against targets.

The City has a framework for the measurement of climate-related risks and opportunities. It is beginning the process of creating a strategy to align climate action planning with corporate risk management assessments, practices and policies to establish attainable performance targets.

City of Mississauga Members of Council

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Financial and Sustainability Report

