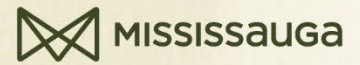
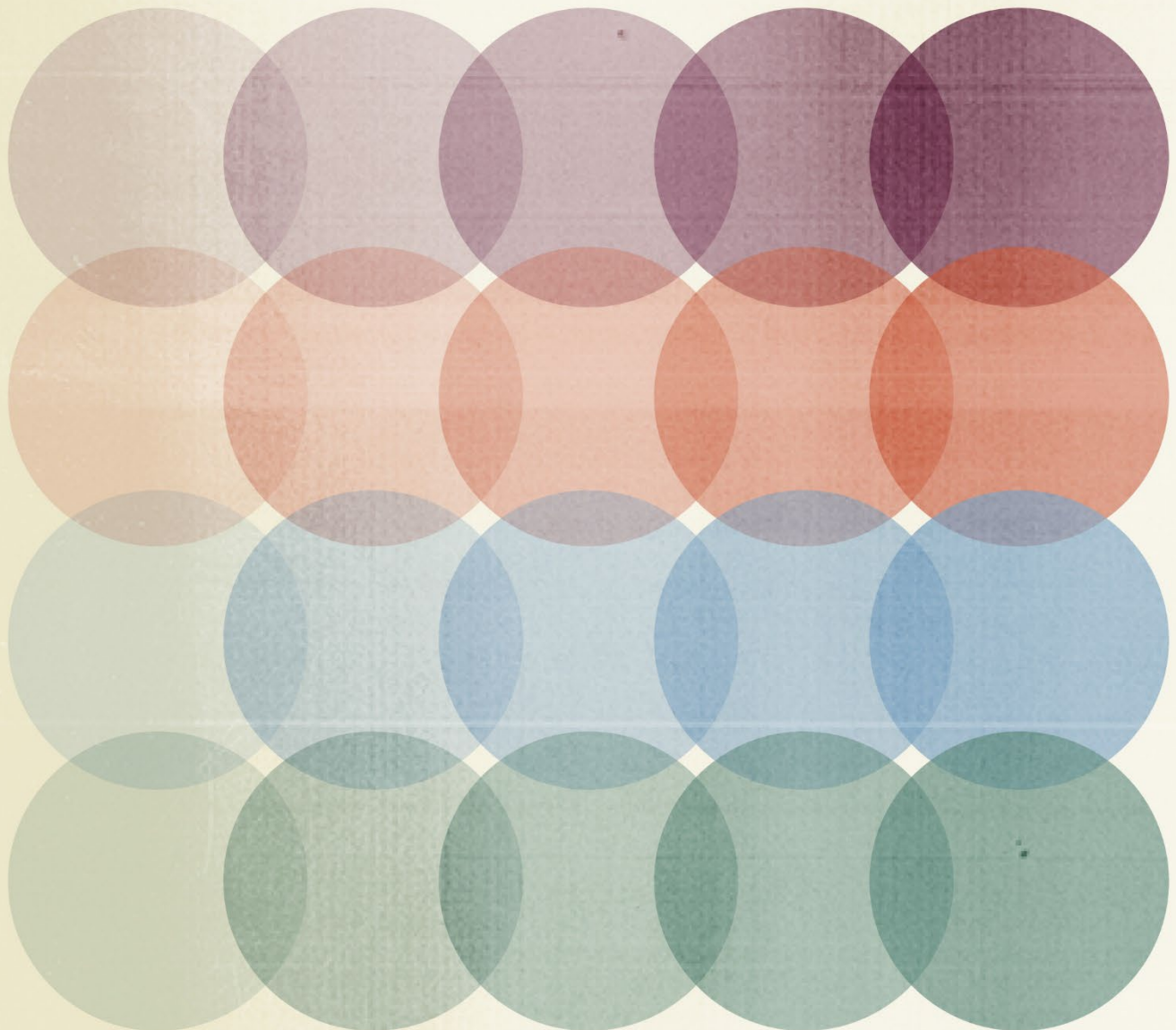


Financial and Sustainability Report



The City of Mississauga, Ontario, Canada
For the year ended December 31, 2023



2023 Financial and Sustainability Report

The City of Mississauga
2023 Financial and Sustainability Report

For the fiscal year ended December 31, 2023

Mississauga, Ontario, Canada

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

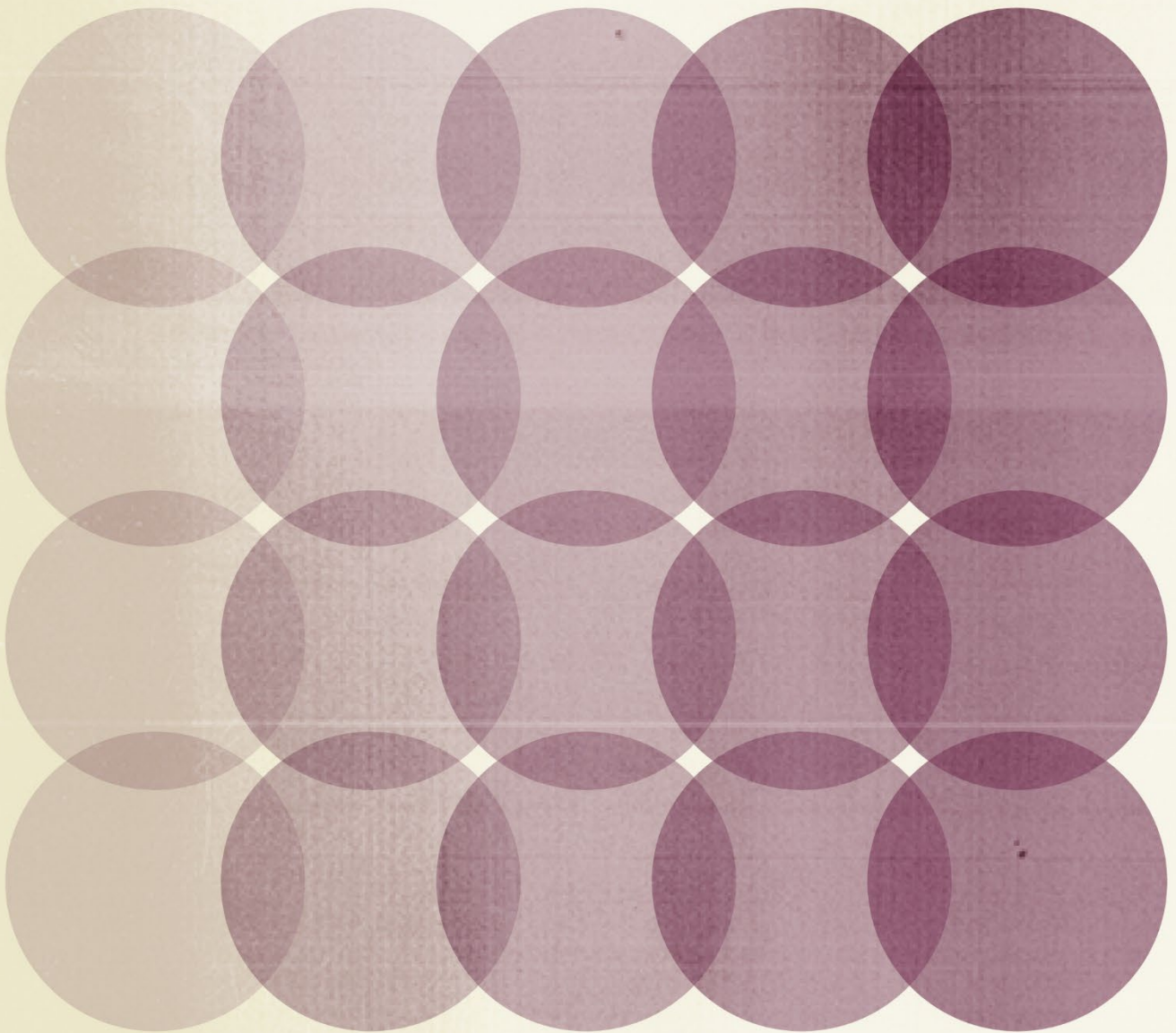
We acknowledge the lands which constitute the present-day City of Mississauga as being part of the Treaty and Traditional Territory of the Mississaugas of the Credit First Nation, the Haudenosaunee Confederacy, the Huron-Wendat and Wyandot Nations. We recognize these peoples and their ancestors as peoples who inhabited these lands since time immemorial. The City of Mississauga is home to many global Indigenous Peoples.

As a municipality, the City of Mississauga is actively working towards Reconciliation by confronting our past and our present, providing space for Indigenous Peoples within their territory, to recognize and uphold their Treaty Rights and to support Indigenous Peoples. We formally recognize the Anishinaabe origins of our name and continue to make Mississauga a safe space for all Indigenous Peoples.

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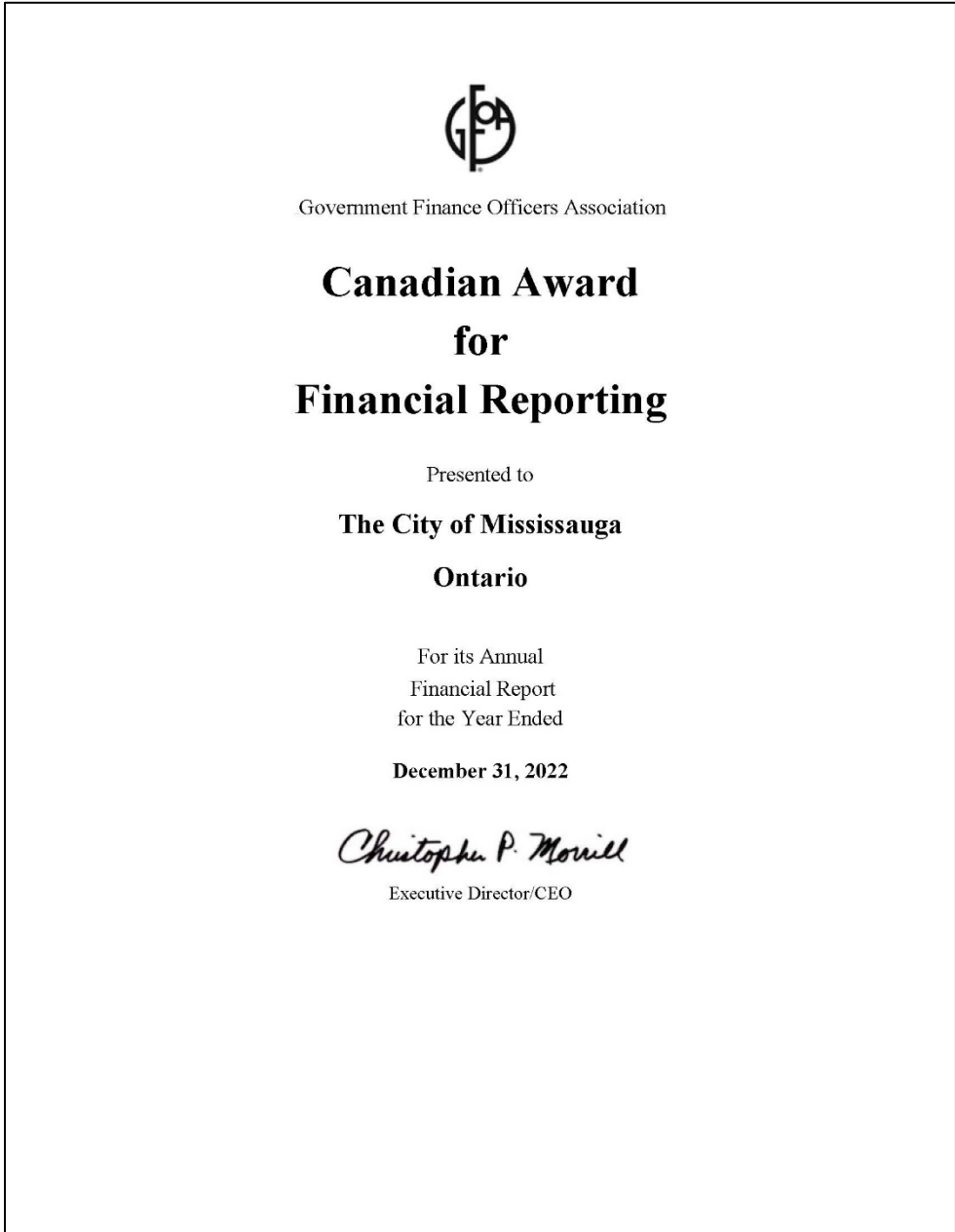
Introductory Section



Government Finance Officers Association Award

CANADIAN AWARD FOR FINANCIAL REPORTING

For the 26th 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 2022 Financial and Sustainability 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 2023 evaluation.



Message from the CAO

Mississauga has a lot to be proud of in 2023. Despite inflation challenges, legislative changes and political shifts, the City continued to build a vibrant community while demonstrating a commitment to strong financial management and quality service delivery.



Our efforts were acknowledged by Standard & Poor's Global Ratings agency, who reaffirmed our 'AAA-Stable' credit rating for the 20th year in a row. Through careful planning and budgeting guided by Council, City staff identified efficiencies, minimized costs, and strategically directed resources toward critical infrastructure and growth initiatives. The 2023 Budget included \$3.5 million in efficiencies and cost savings, bringing the total to \$77.1 million since 2009 — all without compromising the quality of our services to our residents and businesses.

We took a big step forward on addressing housing affordability by signing a \$112.9 million agreement with the federal government to fast-track new home building under the City's *Growing Mississauga* housing action plan. Progress continues on Lakeview Village, where 16,000 proposed housing units are in the development pipeline. Revitalizing Mississauga's waterfront remains a priority as we continue to add amenities, expand trails, and enhance access along Lake Ontario.

Substantial investments were made throughout Mississauga in 2023, including the opening of the new Malton Youth Hub - Jonathan Davis Centre, the reopening of the Burnhamthorpe Community Centre and the Hazel McCallion Central Library.

The City remains committed to safe, reliable, affordable, and sustainable transit. In 2023, we invested in our transit fleet to purchase new hybrid-electric buses, added transit service hours, and reduced wait times. The Hazel McCallion Light Rail Transit line promises to reshape our city's transit landscape as an efficient alternative for residents and visitors. The Dundas Bus Rapid Transit corridor is also in development and will enhance transit connectivity across Mississauga. These initiatives are part of the broader vision to create a fully integrated transportation and trail network that supports growth and promotes a more connected, vibrant, and sustainable city.

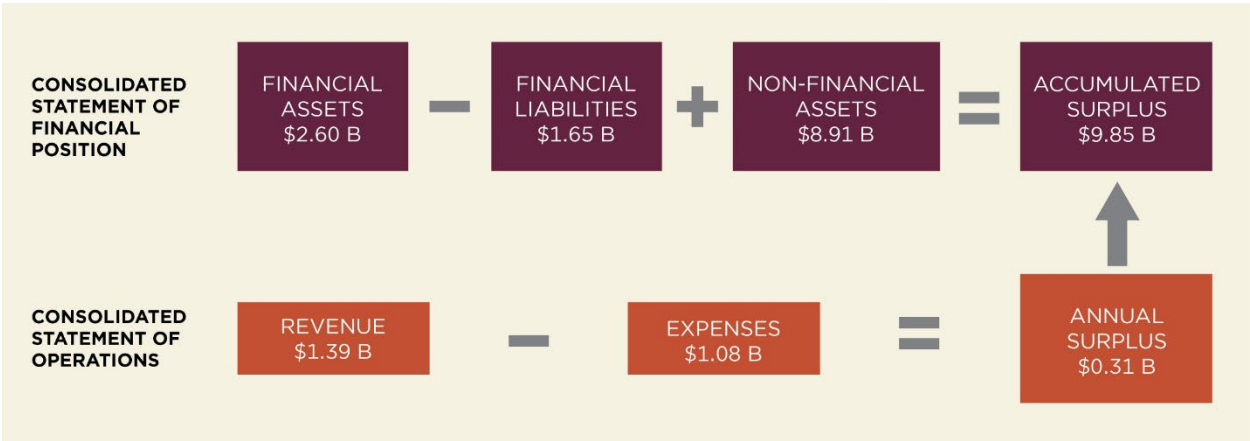
As Mississauga marks its 50th anniversary, we look forward to continuing to develop a city for all. We remain steadfast in our commitment to keep Mississauga a place where diversity is celebrated, opportunities are abundant, and everyone can find their place - a great place to live, work and play, with an unrivaled quality of life.

A handwritten signature in black ink that reads "Geoff Wright". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

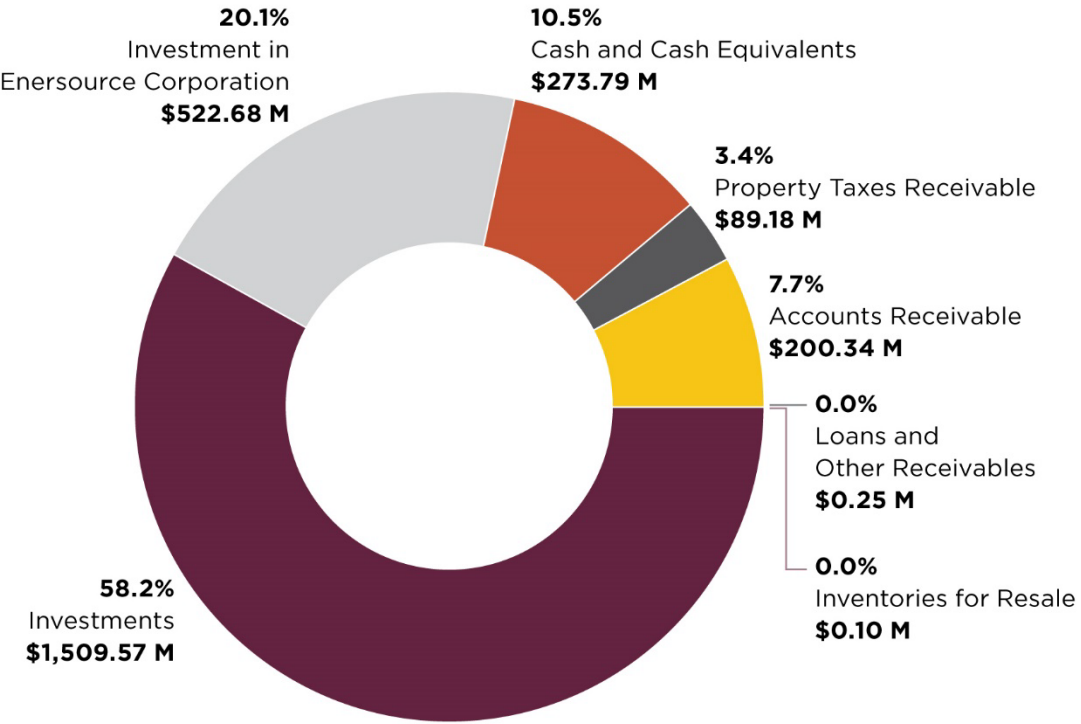
Geoff Wright
Chief Administrative Officer and City Manager
June 27, 2024

2023 Financial Summary

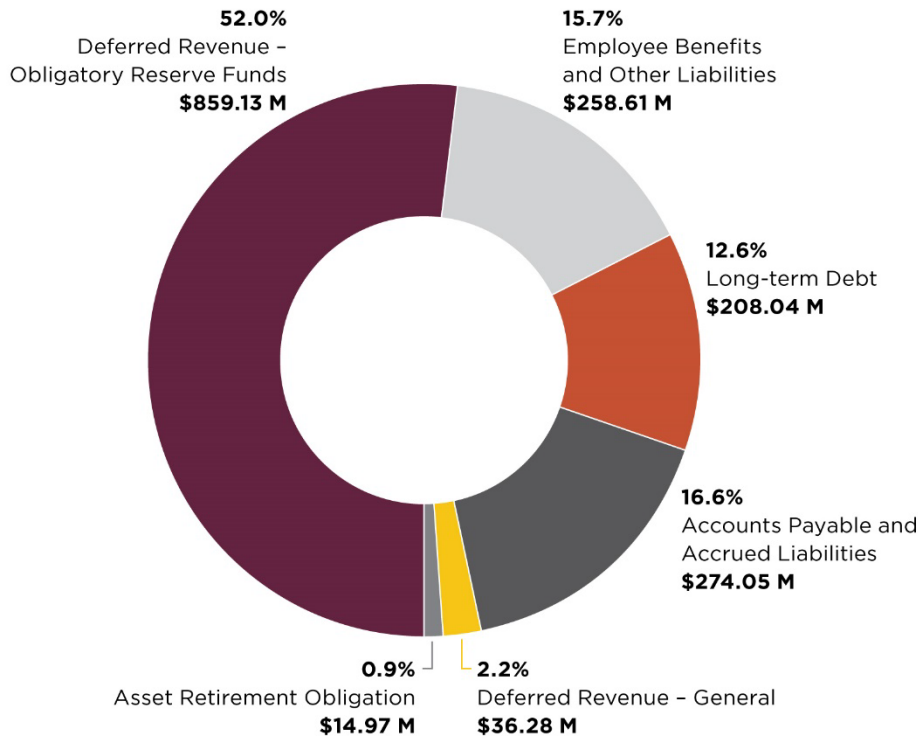
2023 Financial Overview



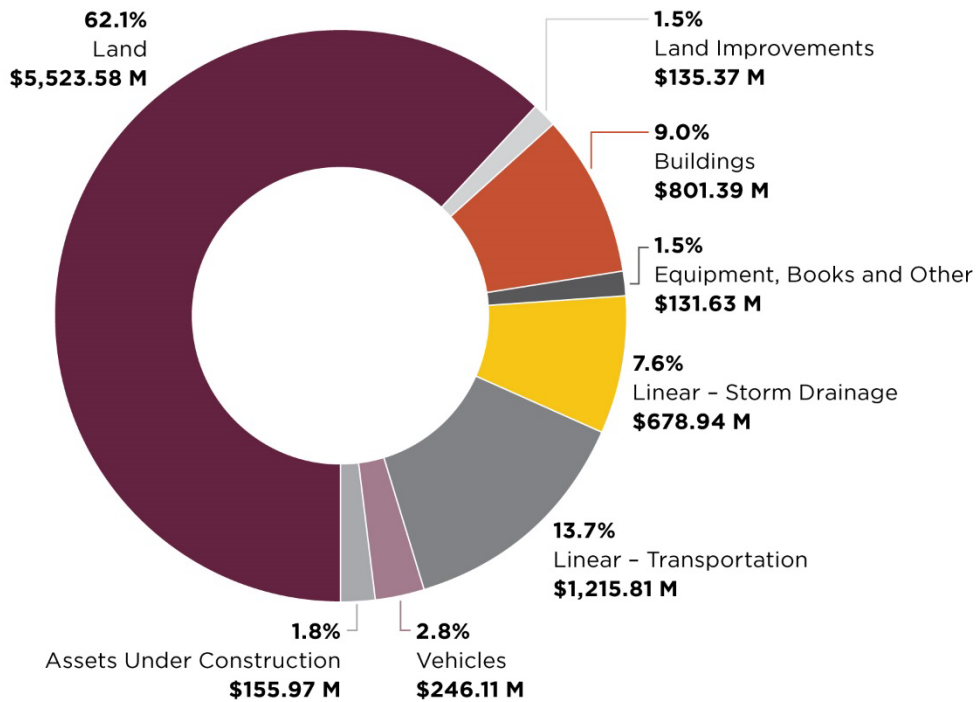
Financial Assets



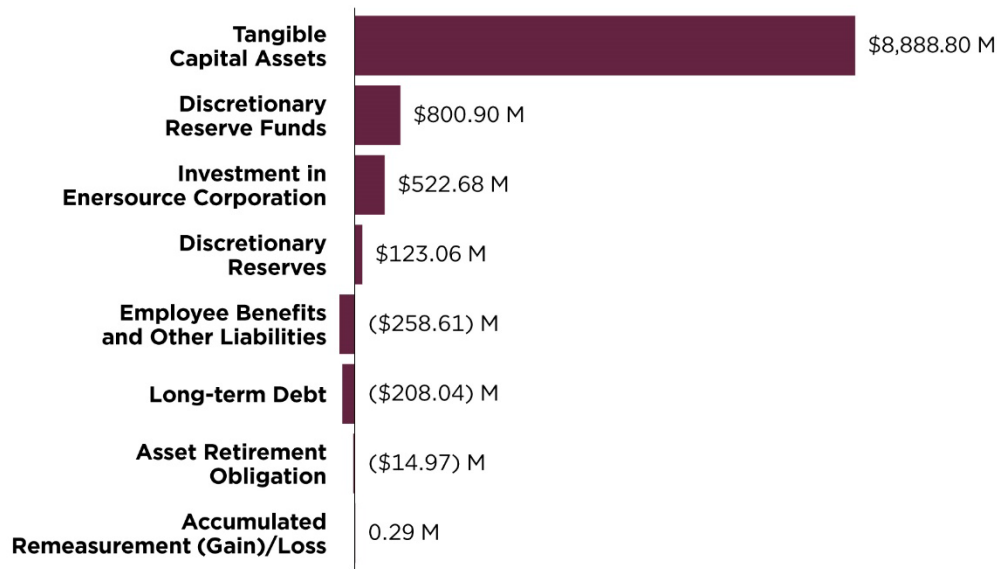
Financial Liabilities



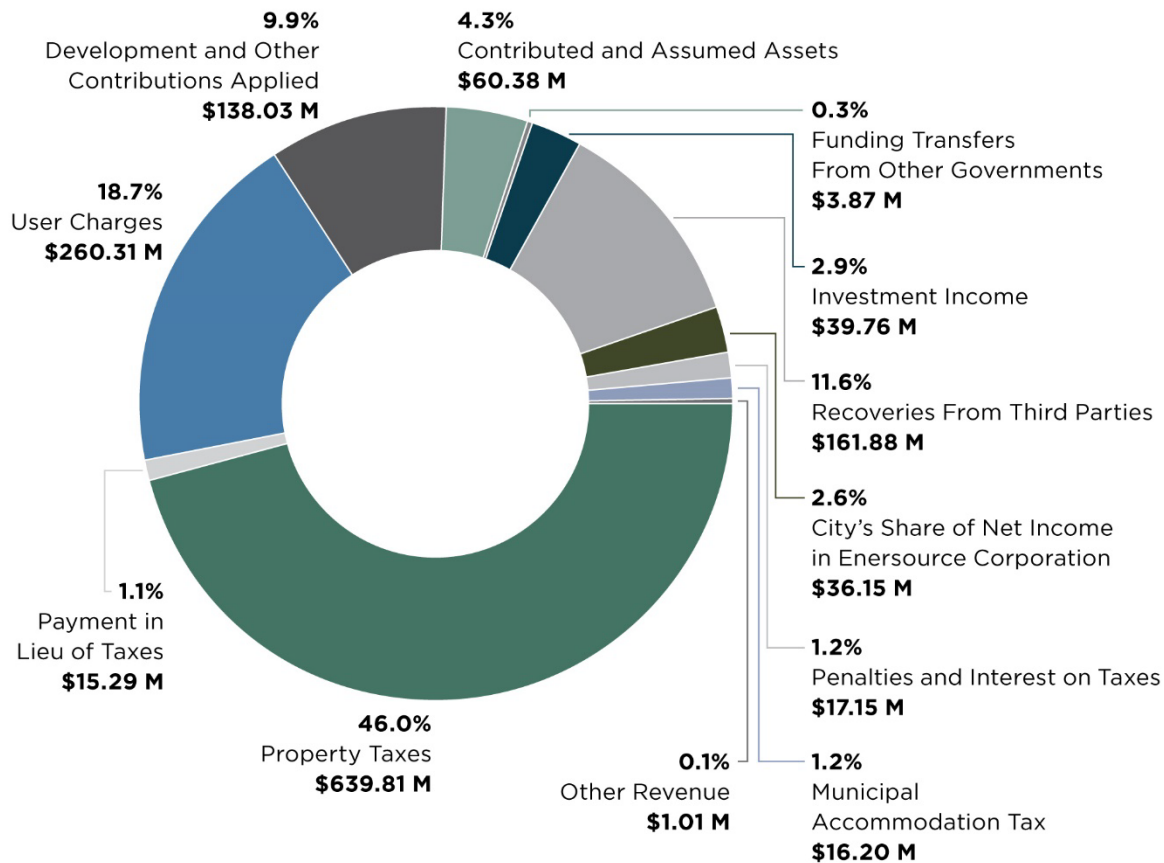
Tangible Capital Assets



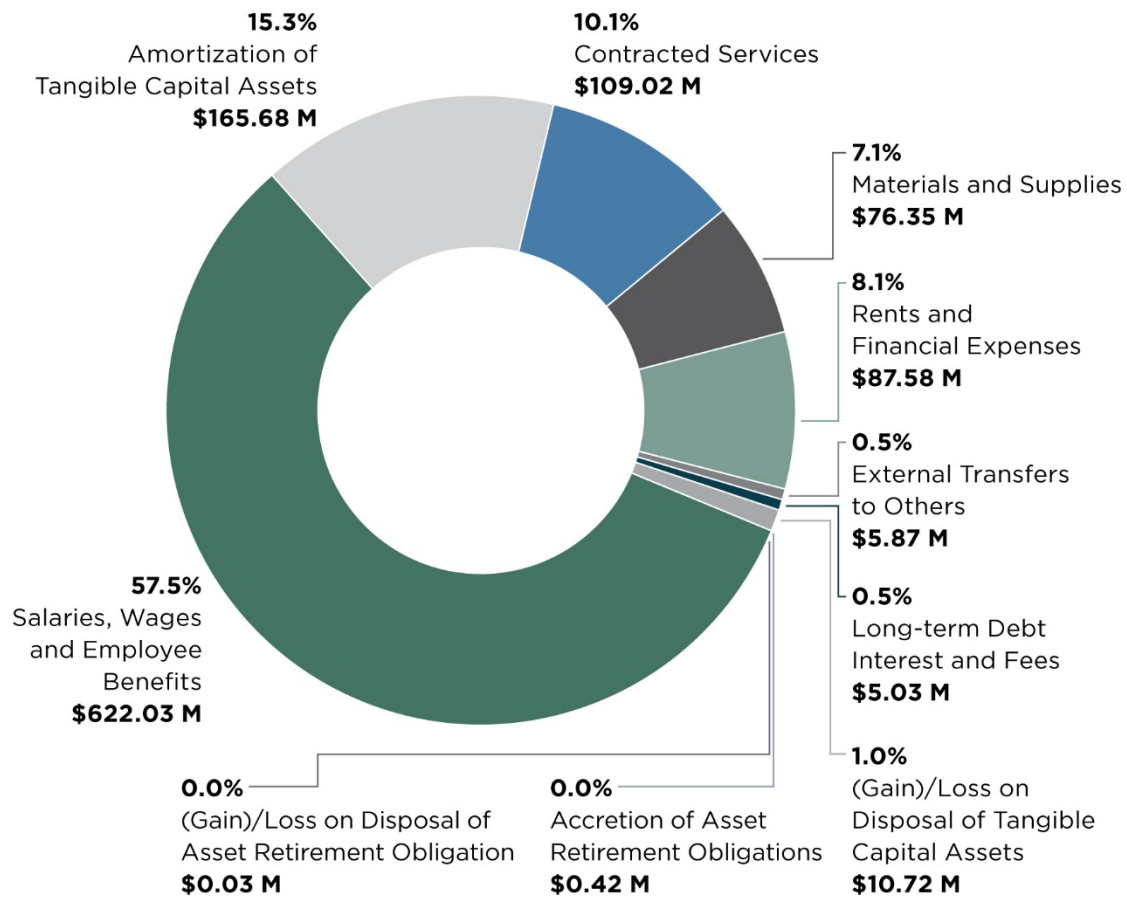
Accumulated Surplus



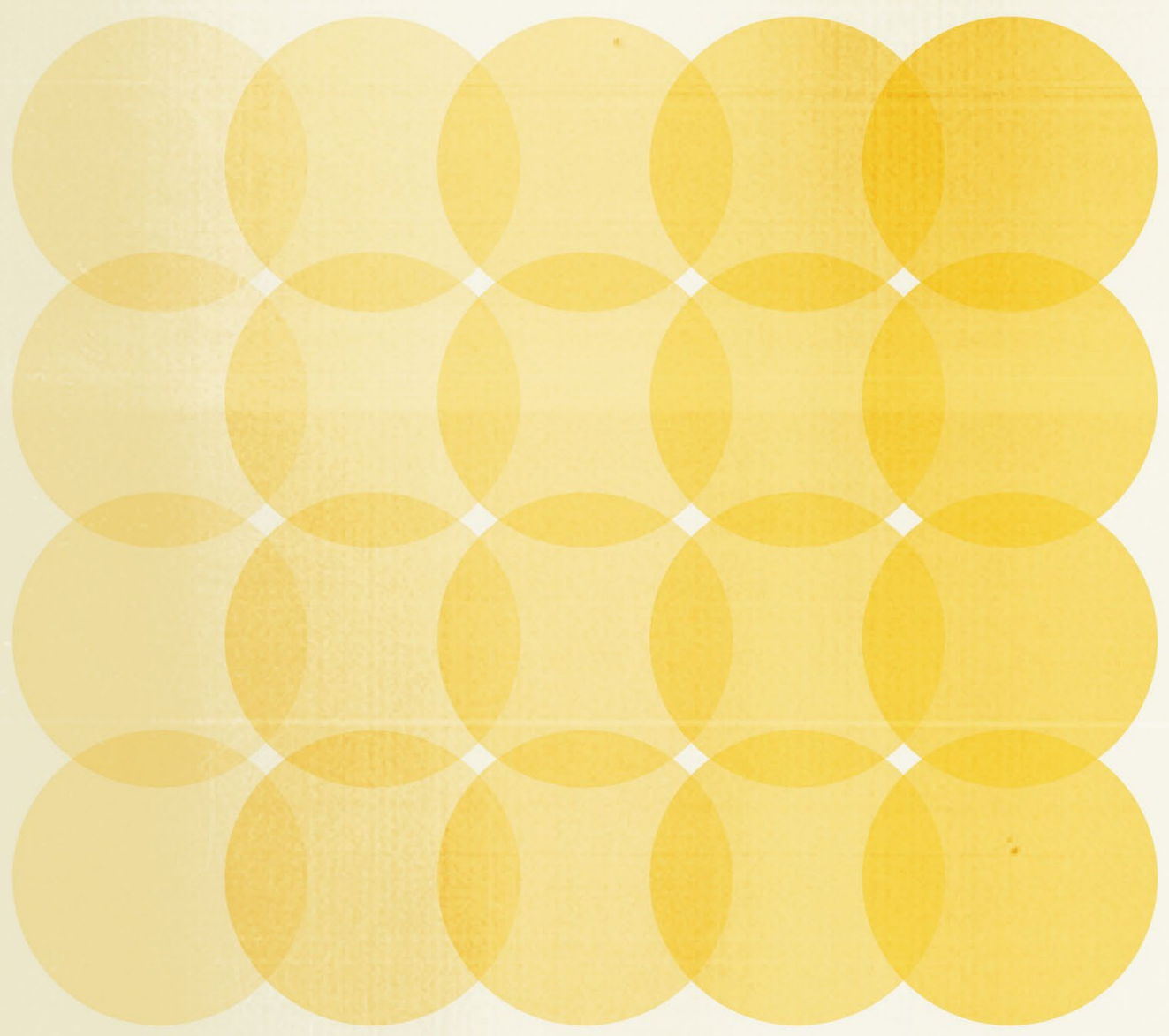
Revenue



Expenses



About Mississauga



Mississauga Quick Facts

LOCATION, SIZE & POPULATION



Located on the shores of Lake Ontario in the Greater Toronto Area (GTA)

29,217 hectares (72,196 acres)

804,000 (2022 Regional Growth Forecast)

995,000+ (2051 forecast)

GETTING AROUND



612 km total cycling network

MiWay is the third-largest municipal transit system in Ontario

MiWay connects with transit systems in Toronto, Oakville, Brampton, and all GO Transit stations

5,681 lane km of roadway

RESIDENTS



Speak over 145 languages

55% of Mississauga residents are born outside of Canada

89% of Mississauga residents rate quality of life as excellent or good

ECONOMY



75+ Fortune 500 companies

100,000+ registered businesses

TRANSPORTATION & ACCESS TO MARKETS



Home to Canada's busiest airport - Pearson International Airport (YYZ)

3 major railway lines offering both passenger and intermodal services

Serviced by 7 major highways

Mississauga is situated between two of the largest ports on the Great Lakes: the Port of Toronto and the Port of Hamilton

NATURAL FEATURES



1,703 hectares (4,208 acres) of publicly owned woodlands and natural areas

501 parks, 266 playgrounds, and 369 sports fields

Mississauga's waterfront spans 22 kilometres along the shores of Lake Ontario

3 beaches, 2 marinas

EDUCATIONAL INSTITUTIONS



3 post-secondary schools

15 universities, 17 colleges within a one-hour commute with more than 400,000 students enrolled, accounting for 75% of Ontario's overall post-secondary enrolment

Location



Governance

City Council (as of June 2024)



Mayor Carolyn Parrish
905-896-5555
mayor@mississauga.ca



Councillor Joe Horneck
Ward 6
905-896-5600
joe.horneck@mississauga.ca



Councillor Stephen Dasko
Ward 1
905-896-5100
stephen.dasko@mississauga.ca



Councillor Dipika Damerla
Ward 7
905-896-5700
dipika.damerla@mississauga.ca



Councillor Alvin Tedjo
Ward 2
905-896-5200
alvin.tedjo@mississauga.ca



Councillor Matt Mahoney
Ward 8 and Deputy Mayor
905-896-5800
matt.mahoney@mississauga.ca



Councillor Chris Fonseca
Ward 3
905-896-5300
chris.fonseca@mississauga.ca



Councillor Martin Reid
Ward 9
905-896-5900
martin.reid@mississauga.ca



Councillor John Kovac
Ward 4
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john.kovac@mississauga.ca



Councillor Sue McFadden
Ward 10
905-896-5010
sue.mcfadden@mississauga.ca

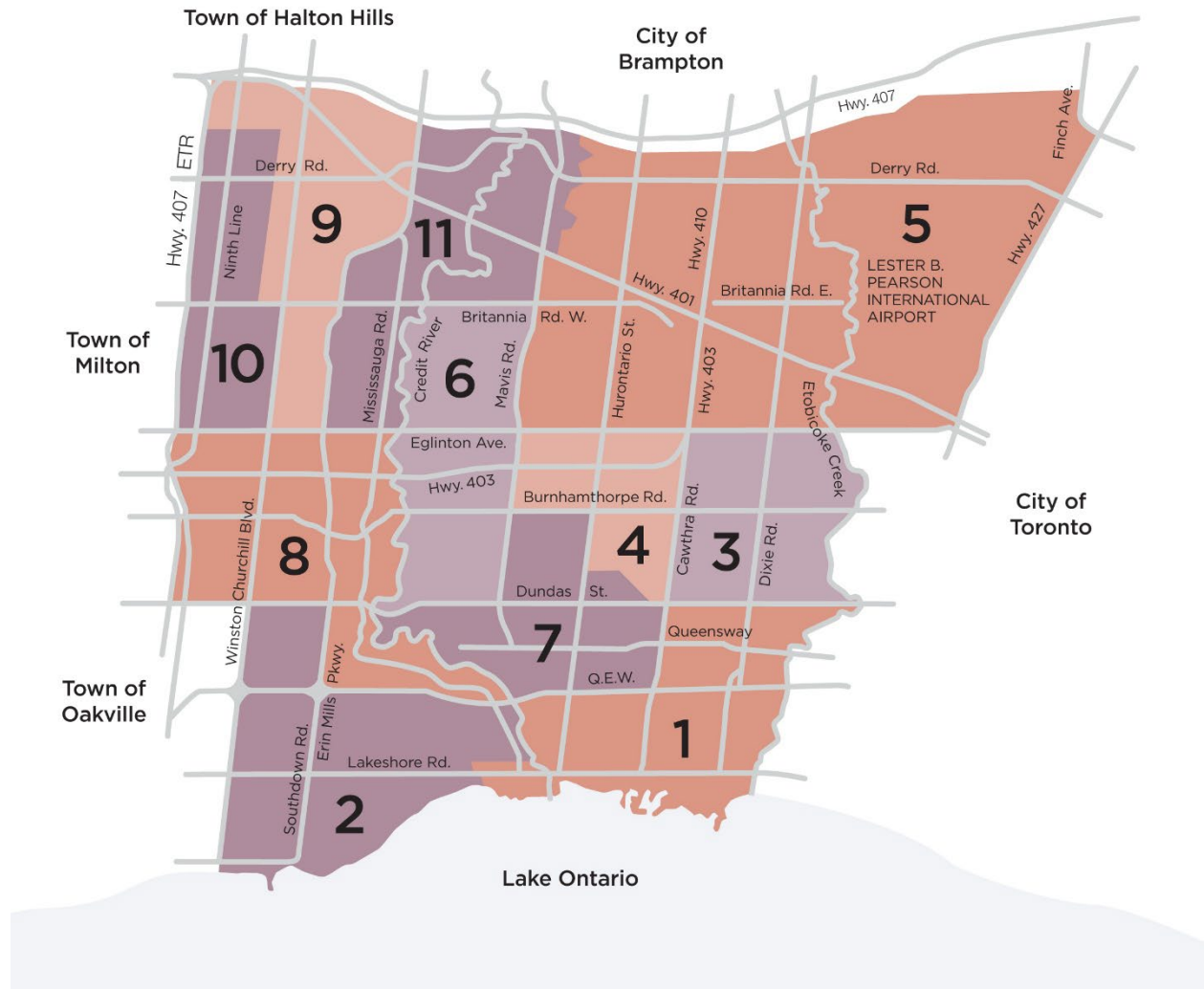


Councillor Natalie Hart
Ward 5
905-896-5500
natalie.hart@mississauga.ca



Councillor Brad Butt
Ward 11
905-896-5011
brad.butt@mississauga.ca

City of Mississauga Ward Map



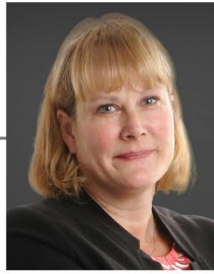
Corporate Organizational Structure (as of June 2024)



Geoff Wright, P. Eng., MBA
City Manager and
Chief Administrative Officer

RESPONSIBILITIES:

- Finance
- Fire & Emergency Services
- Human Resources
- Internal Audit
- Legal Services
- Strategic Communications & Initiatives



Jodi Robillos

Commissioner, Community Services

RESPONSIBILITIES:

- Mississauga Library
- Parks, Forestry & Environment
- Recreation & Culture
- Tourism



Raj Sheth, P. Eng.

Commissioner, Corporate Services

RESPONSIBILITIES:

- Corporate Business Services
- Enforcement
- Facilities & Property Management
- Information Technology
- Legislative Services



Andrew Whittlemore, M.U.R.P.

Commissioner, Planning & Building

RESPONSIBILITIES:

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



Sam Rogers, MBA

Acting Commissioner, Transportation & Works

RESPONSIBILITIES:

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

Foundational Guidance

Mississauga's Vision and Values

Vision

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

Values

Trust

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

Quality

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

Excellence

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



strategicplan

Our Future Mississauga

The [Strategic Plan](#) is Mississauga's highest-level policy document, created to shape and direct strategic decision-making for the City. It is built upon the following five pillars:



MOVE

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



BELONG

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



CONNECT

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



PROSPER

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



GREEN

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

Financial Management Processes

The City employs a number of policies, procedures and principles to establish the framework required to achieve sound financial management.

Internal Controls

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. Examples of these controls are the principle of segregation of duties and appropriate authorization levels to release payments.

Monitoring Reports

In accordance with the City's operating and capital budget policies, the Finance Division provides Council with a review of the City's financial position at minimum twice per year. The operating monitoring report identifies major variances and action plans to mitigate them. The capital works-in-progress review includes the ongoing monitoring and evaluation of all capital projects, and identifies projects to be closed, projects returning funding to reserves and reserve funds, and projects requiring additional funding. The City's reserve and reserve fund balances are also reported annually to Council.

Financial Statement Preparation

The City's Finance Division is responsible for all information contained in the Financial and Sustainability Report. Financial statements and accompanying notes have been prepared using the accounting principles and disclosure requirements of the Chartered Professional Accountants of Canada Public Sector Accounting Standards.

Internal Audit

The City's Internal Audit Division is an independent and objective team established to improve City operations. Internal Audit assists the City in accomplishing its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control, and governance processes. Internal Audit has a responsibility to liaise with the City's external auditors as appropriate for the purpose of providing adequate audit coverage to the City.

Audit Committee

The Audit Committee is comprised of the Mayor and four members of Council who are appointed by Council for the term of Council. The Audit Committee assists Council in the provision of effective municipal government by overseeing the administrative systems regarding financial accounting, reporting, internal controls, safeguarding of corporate assets, compliance with legal, ethical and regulatory requirements and the efficient and effective use of resources. 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.

External Audit

KPMG LLP is the City's external auditor. The role of the external auditor is to present an independent opinion on the fairness of the presentation of the City's financial position and operating results as contained in the financial statements. 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 uses a corporation-wide business planning and budgeting process. The annual Business Plan & Budget lays out how staff proposes to fund and deliver services while addressing the financial, economic and political pressures the City faces. City Council deliberates the plan and budget, makes any necessary changes, and then votes to approve it. The result is integration of Mississauga's strategic priorities into its programs, services, budgets and annual work plans. Beginning with the 2024 Budget, Mississauga is now following a business planning and budget process that falls under provincially legislated strong mayor powers. Please see page 23 of this document for further information.

The City's Approach to Business Planning and Budgeting

Mississauga plans activities and programs through three planning horizons: the current budget year, the four-year plan, and the 10-year capital 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 future to enhance the high quality of life that residents enjoy today

Management of the City's services is organized into administrative service areas. These service areas produce the individual plans that make up the overall Business Plan & Budget document.

Business Planning Priorities

The City works hard to achieve value for money and sound financial stewardship in the development of the annual Business Plan & Budget. Each service area prepares an individual Business Plan & Budget in line with the following four corporate priorities, established and communicated by the City's Leadership Team which consists of the City Manager and four commissioners:

1. **Deliver the right services** – To set service levels that balance citizen service expectations and fiscal responsibility
2. **Maintain City infrastructure** – To ensure City assets are maintained at the level required to sustain the identified level of service and ensure economic success
3. **Advance on the City's strategic vision** – To ensure Mississauga is a global urban city recognized for its municipal leadership
4. **Implement cost containment strategies** – To deliver value for money

The following timeline depicts the 2023 business planning cycle:

<p>JAN</p> <hr/>	<p>The City’s Leadership Team provides direction to service areas for business planning and budgeting</p>
<p>FEB</p>	
<p>MAR</p> <hr/>	<p>Service areas develop preliminary operating budgets based on leadership direction, Strategic Plan, master plans, service/business goals, risks and opportunities</p>
<p>APR</p>	<p>Budget education is provided to stakeholders</p>
<p>MAY</p> <hr/>	<p>Budget Committee provides feedback and direction on the preliminary forecasted budget increase at its June meeting</p>
<p>JUN</p>	<p>Staff begin preparing capital budgets</p>
<p>JULY</p> <hr/>	<p>Staff refine business plans and budgets based on direction emerging from the June Budget Committee meeting</p>
<p>AUG</p>	
<p>SEPT</p> <hr/>	<p>Budget Committee sets Fees & Charges for the coming year at its October meeting</p>
<p>OCT</p>	
<p>NOV</p> <hr/>	<p>Budget Committee publicly deliberates the proposed Business Plan & Budget and directs changes if it so decides</p>
<p>DEC</p>	<p>Council votes to approve the final Business Plan & Budget</p>

Future Budget Process

In June 2023, the Ontario government announced the expansion of strong mayor powers to 26 municipalities, including Mississauga. Strong mayor powers came into effect in the City as of July 1, 2023. Under this legislation, it is the Mayor's responsibility to propose the budget.

Once the mayor delivers their budget, council has 30 days to pass resolutions proposing amendments to the budget which the mayor can veto during a subsequent 10-day period. A veto can then be overridden by a two-thirds majority vote of council, which would be eight votes for Mississauga, during a further 15-day period. It is also important to note that there are mechanisms in place to shorten the review, veto and override periods. At the end of this process, the resulting budget is considered to be adopted.

All future budgets will follow this new process.

Year in Review – Accomplishments and Successes

The following highlights are grouped by the four corporate business planning priorities.

Deliver the Right Services

- Issued 4,686 building permit applications with a construction value of over \$2 billion, and completed 95,000 building, plumbing, heating and sign inspections
- Hosted the City’s first Diabetes Healthy City Expo to educate, engage and promote City actions to explore steps to a healthier city. An estimated 1,100 participants were engaged through community meetings, a community survey, and focus groups. The City is currently working with partners, experts and communities to develop the [Mississauga Diabetes Strategy](#)
- Issued over 165,000 hours of booking permits for parks and sports fields
- Opened the new IDEA Square One Innovation Hub – providing a 4,300 square-foot facility and access to supports and resources for start-ups, scale-ups, corporate leaders, and investors to collaborate and grow together. The IDEA Square One team helped 57 companies launch through programming and direct consultations, which created 349 local jobs
- Implemented accessible pedestrian signals at 26 signalized intersections, leading pedestrian signals/pedestrian head start signals at 175 signalized intersections, and leading bike signals/bike head start signals at seven signalized intersections
- Animal Services facilitated the adoption of 508 cats, 122 dogs and 66 other pets
- Completed 1,224 investigations into short-term accommodation rentals and reported an 85 per cent compliance rate
- 661,655 people attended Museum events, programs, and exhibitions, both on-site at Bradley and Benares Museums, and off-site at community centres, libraries, the Small Arms Inspection Building, and virtually
- Completed inspections resulting from 69 incidents reported under the Storm Sewer Use By-law relating to compliance issues or spills; 63 incidents (91 per cent) were resolved within the same year
- The Library created a new Makerspace team to support enhanced Makerspace offerings at the Hazel McCallion Central Library, and across all library makerspaces
- Clarke Memorial Hall celebrated its 100th anniversary
- Legislative Services oversaw 320 meetings of Council and Committees in 2023, resulting in the passage of 224 new by-laws and 286 Council Resolutions, ensuring the business of the City runs efficiently with open and transparent decision-making
- Completed proactive monitoring of 209 stormwater outfalls regarding water quality; water samples were collected at 77 locations (37 per cent) where sufficient base flow was available for sampling (post rain-events)

- Expanded the application for new business licences and renewal of existing licences via the City’s website, which now includes five categories of licenses: food truck, ice cream truck, refreshment vehicle, limousine and taxicab. System improvements also included automated email notifications for applicants and license holders at crucial milestones, ensuring timely updates
- Installed a Wind Phone at Streetsville Public Cemetery to provide mourners with a tool to feel connected with deceased loved ones



- The Office of Emergency Management actively oversaw and addressed 39 critical situations encompassing environmental, technological, and human-triggered emergencies. This directly translates into safeguarding the well-being of our community members, ensuring their safety and security during times of crisis
- Issued over 11,000 charity gaming, mobile and business licences

- Launched the Peel Regional Police Request Access to City of Mississauga Cameras During Active Emergency Events. The program allows Peel Regional Police to gain remote access to City of Mississauga security cameras in an emergency. Mississauga is one of the first cities in Canada to participate in this type of program
- MiWay serviced over 45 million customers in 2023, providing riders with access to employment, school, medical appointments, and more



- Constructed four new, leash-free dog parks across the City, and 11 additional Sutera dog-waste units were installed. The Sutera units diverted 13.907 metric tonnes of dog waste from landfills and turned it into energy
- Security Services launched a new internal electric bike training and implementation program and two of the electric bikes are currently in use by staff
- Improved processes and expanded coverage hours to enforce noise and nuisance lighting complaints
- The [Sauga Summer Pass](#) achieved its highest participation total to date, reaching full capacity of 10,000 passes. This program serves Mississauga youth 12 to 16 years old, providing access to MiWay, pools and fitness centres at no cost for the summer
- Installed new device-lending kiosks at Hazel McCallion Central Library, allowing those with library cards to borrow a laptop or iPad for same-day, in-library usage
- Added street light standards at eight locations across the city, including Tenth Line at Millers Grove and Cristina Court, and at five pedestrian crossovers
- MiWay launched PRESTO in Google Wallet, providing customers with more convenience and options to pay their fare in 2023

- Implemented an enhanced GPS solution, enabling a safer and more efficient fleet. Enhanced data informs key performance indicators and decision-making on fleet maintenance, asset efficiency, and fleet right-sizing
- Completed 17,145 preventative maintenance tasks and 6,732 demand work orders to City buildings and facilities
- Fire & Emergency Services purchased two state-of-the-art heavy rescue vehicles. As the City continues to grow and evolve, MFES continues to prioritize its commitment to a high level of service including specialized response. These vehicles are designed to carry highly specialized equipment used for heavy vehicle collisions, trench, rope, and confined space rescues



- Improved service-response times by providing Technical Services inspectors with instant access to database information in the field and the ability to update, assign and resolve service requests and work orders on the spot while inspecting the City’s roadway assets
- Offered free public swimming at City pools during National Drowning Prevention Week to help reduce barriers to participation and increase water-safety awareness
- Provided business guidance and issues resolution to 65 companies, from small businesses to large industrials, with an 85 per cent satisfaction rating

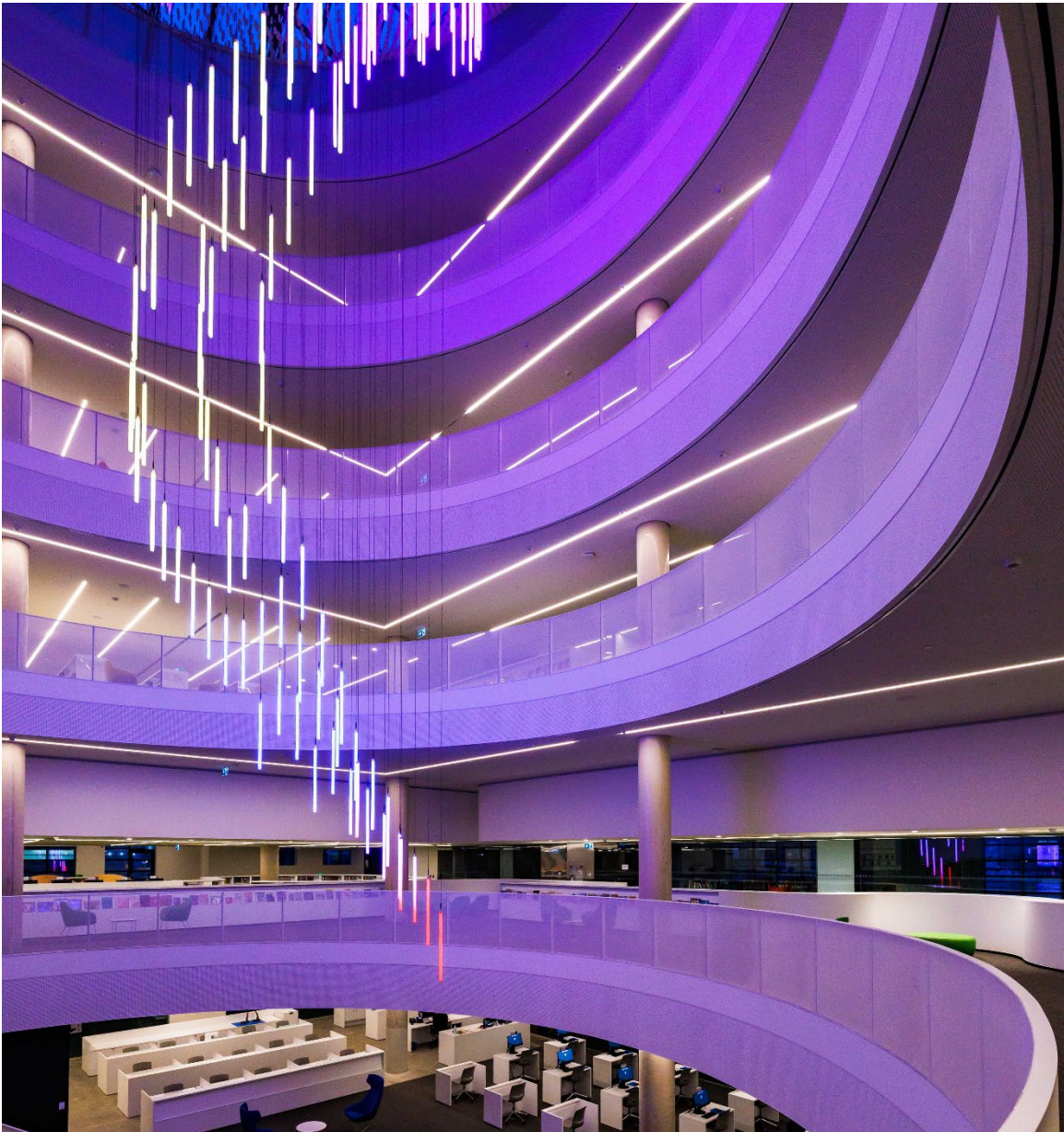
- Influenced the attraction, expansion and retention of business investment in Mississauga, representing 1,815 jobs and \$863,490 in annual, commercial property taxes
- The Library developed support videos with closed captioning for accessing and using electronic resources to ensure customers understand how to use the resources available to them
- Provided public fire safety education to 35,945 people in Mississauga. Over 1,200 apartments and 66 schools were visited in an effort to share fire safety tips. Videos were also created to demonstrate cooking safety in several languages, including [English](#), [Arabic](#), [Mandarin](#), [Hindi-Urdu](#) and [Polish](#)
- Constructed six pedestrian crossovers
- Reviewed 155 pre-applications for development and received 54 planning applications
- Responded to 6,615 service requests for building maintenance, repairs and operations
- Fire & Emergency Services joined communities across Ontario to create awareness about the importance of testing smoke alarms on the first-annual Test Your Smoke Alarm Day
- Regulatory Services staff responded to over 75,000 requests for investigation into possible by-law infractions
- Installed or upgraded five new traffic control and/or midblock pedestrian signals, and modernized three traffic control signals
- Introduced a new custom, virtual reading recommendation service for customers through the Mississauga Library website to meet the growing demand for virtual services that match in-person service
- Reviewed and updated the City's [Fireworks By-law](#) with input from the public via community meetings and surveys
- Launched a [dashboard](#) to make it easier for the public to access and monitor Mississauga housing data and development, which is in support of one of the 23 actions in the City's Housing Action Plan and an important part of the City's overall goal to educate, engage and report back. In addition, the dashboard will help the City track housing supply progress
- Automated sortation machines were implemented at Hazel McCallion Central Library to improve inventory management and delivery of materials across library locations
- Introduced a winter afternoon shift, which now provides Works Operations with coverage from 7:30am to 12:00am from Monday to Friday, enabling staff to deal with winter events proactively and mobilize at a moments notice
- Animal Services participated in or ran 68 community events educating residents and students on responsible pet ownership and maintaining balance with urban wildlife

- Constructed and opened three new spray pads: Garnetwood Park, Lisgar Green Park, and Mississauga Meadowvale Rotary Park
- City Council endorsed Growing Mississauga: An Action Plan for New Housing on March 1, 2023 to help get more homes built, streamline building approvals and make homes more affordable
- Parking Enforcement successfully implemented a new enforcement system, which integrates licence plate recognition and an online portal that provides residents access to view photo evidence
- Restored 10 woodlands that had been impacted by Emerald Ash Borer through the Emerald Ash Borer Woodland Restoration Project
- Added seven pieces of art to the City's collection in 2023, bringing the total to 83 temporary and permanent public art pieces
- For the seventh year in a row, Site Selection Magazine has ranked the City's Economic Development Office in the top 20 local and regional groups who excel at positioning their municipality as one of Canada's Best Locations. The ranking is based on corporate, end-user facility investment, job creation data and the magazine's own research
- The Library expanded on enhanced technology services to meet the modern needs of residents through digital conversion services, and an upgraded print management system that allows customers to print from their own devices

Maintain City Infrastructure

- Rehabilitated three bridge and culvert structures: Burnhamthorpe Road West Bridges over Sawmill Valley Trail; Eglinton Avenue Bridge over Little Etobicoke Creek; and Glen Erin Drive Bridge over Hunter's Green Park Trail
- Increased LED lighting to current illumination standards at 20 locations across the city, including Tomken Rd. & Rathburn Rd. and Queen St. & Matlock Ave.
- Reopened Burnhamthorpe Community Centre after undergoing a redevelopment project to improve the quality of recreation services provided to residents, including a new aquatic facility and fitness centre
- Resurfaced 15 residential streets and eight major/industrial streets for a total of 18 kilometres
- Removed and replaced approximately 8,000 deficient sidewalk bays
- Completed the replacement, installation, and modernization of audio-visual systems across more than 50 recreational centres, meeting rooms, and training facilities. Notable locations benefiting from this upgrade include the Hazel McCallion Central Library, Burnhamthorpe and Clarkson Community Centers, and the IDEA Square One Innovation Hub
- Completed construction of the Mississauga Valley Stormwater Management Facility, located within Mississauga Valley Park
- Installed eight hoists at MiWay's Malton garage to service MiWay buses in order to improve maintenance capacity in an effort to minimize disruptions to service

- Reopened the Hazel McCallion Central Library to the public in December 2023, after undergoing a major renovation to meet the growing and changing needs of its customers and business priorities. The renovated 155,000 sq. ft. facility includes a public art lighting installation, over 180,000 physical materials spread across five floors, updated technology throughout, as well as new spaces such as a gaming room, sky reading lounge, multi-faith prayer room, and teaching kitchen. Hazel McCallion Central Library was redesigned to inspire literacy, creativity and lifelong learning, and will play a key role in the urban community. The new facility meets *Accessibility for Ontarians with Disabilities Act, 2005* requirements and the City's Green Building Standards



- Completed reconstruction of Municipal Parking lot #7 in Port Credit. The work included repaving the municipal parking lot, drainage adjustments, new accessible parking requirements and line painting
- Completed four new multi-use trails and cycle tracks, for a total of 6.4 kilometres along: Argentia Road from Tenth Line West to east of Winston Churchill Boulevard; Winston Churchill Boulevard from Crosscurrent Drive to Argentia Road; Kennedy Road; and Matheson Boulevard East from Creekbank Road to east City Limit
- Refreshed the Tomken Twin Pad Arena in 2023, including lifecycle replacements and general facility improvements, including the replacement of refrigeration equipment and building envelope repairs



- Opened the Malton Youth Hub - Jonathan Davis Centre in 2023. This ambitious project, supported by the Peel District School Board and the Region of Peel, converted the former Lincoln M. Alexander Secondary School Pool into a hub serving youth with programs and services that reflect the local community's needs
- Completed the City Hall bollard project, enhancing safety at City Hall and Celebration Square

- Performed approximately 353,000 hours of maintenance for the care of the City's parkland and open space at 369 sports fields, 266 playgrounds, 227 sports courts, two marinas, and 11 publicly owned cemeteries; over 20,000 trees received pruning maintenance
- Reconstructed 11.3 kilometers of park trail across the city
- Restored nine park and trail bridges in the following locations: Adamson Estate, Derry Greenway, Dr. Martin L. Dobkin Community Park, Huron Park, Sawmill Valley Trail, Kariya Park, Woodland Chase, and Lake Aquitaine Park



- Constructed six new noise walls, for a total of 1.8 kilometres, on: Ponytrail Drive from Rathburn Road East to Burnhamthorpe Road; Rathburn Road near Ideal Court; Rathburn Road near Kelvedon Mews; The Collegeway east and west of Erin Mills Parkway; and Southdown Road south of the QEW
- Completed two in-creek, erosion control projects: Loyalist Creek behind Thorn Lodge Drive and Cooksville Creek from the Canadian Pacific Railway to Kirwin Avenue
- Rebuilt street light infrastructure, relocated light standards and improved lighting to meet and exceed minimum standards at six locations across the city, including along a multi-use trail project on Argentia Rd. from Tenth Line to east of Winston Churchill Boulevard

- Constructed five kilometres of new sidewalks with road resurfacing; maintained the City's 5,681 kilometres of existing roads including filling potholes, sidewalks and curbs; and completed citywide condition inspections of noise walls, bridges and culverts
- Deployed approximately 350 state-of-the-art wireless access points across various City locations, representing a significant advancement in technology that now offers Wi-Fi clients enhanced performance and bandwidth
- Re-opened the Port Credit Library following completion of critical foundation repairs to 24 caissons supporting the library foundation, allowing the building to remain at its existing location and extend the building life by another 50 years. The repairs involved the installation of helical piles and steel beams to stabilize existing caisson and foundation structure. Lifecycle replacement of the roof, building envelope repairs and landscape improvements were also completed as part of the project
- Improved 116 MiWay bus stops, ensuring the stops are fully accessible and providing a more enjoyable experience for all riders waiting to board MiWay buses
- Completed the Vimy Park redevelopment; improvements were made to the site to maintain its heritage significance, providing improved accessibility, larger gathering areas for memorial services, and space for reflection (for both the local community & those who wish to visit the site throughout the year)

Advance on the City's Strategic Vision

- MiWay replaced 24 fossil fuel vehicles with electric vehicles, including vehicles used for bus operator shift change-offs, vehicles used to oversee transit services, and vehicles used to monitor and maintain bus stops and terminals, all of which will reduce emissions from the transit support fleet
- As a result of the City's innovative housing plan, [Growing Mississauga](#), the Government of Canada announced on December 18, 2023 a \$112.9 million agreement through the Housing Accelerator Fund to help support eight initiatives including the delivery of more homes and improved affordability
- Launched a new, [Multi-year Accessibility Plan](#) which outlines the City's strategy to go beyond its legislated obligations to create a barrier-free environment for all residents, visitors and employees
- The City's first [Stormwater Master Plan, Build Beautiful](#), was approved by Council. The plan provides a framework of actions to collectively address issues associated with stormwater and will guide stormwater management in the City for the immediate and long-term future
- Installed 36 new garden beds and 12,582 lbs of food was grown by residents (for themselves, their families, and donated to food banks) as part of the Urban Agriculture Strategy's Community Garden Program
- Mississauga was named the 2023 Music City of the Year by the Live Music Association and Canadian Music Week

- Included a total of 132 roadways in the Slow Streets Program in 2023. A further 72 roadways received traffic bollards, totalling 204 roadways and 401 traffic bollard deployments. While traffic bollards are deployed as an advisory and awareness tool, modest operating speed decreases averaging 3 km/h have been observed at these locations
- Mississauga Library hosted its first Human Library event in November 2023. This event (initially conceived in Denmark) allowed attendees to 'borrow' human books (volunteers) to learn about their lived experiences and unique perspectives and ultimately have participants "unjudge someone" The event provided an opportunity to break down barriers, build empathy, promote inclusion, challenge biases, and encourage understanding of people with different cultural or lifestyle backgrounds
- Completed the [2023 Citizen Satisfaction Survey](#) to better understand overall citizen perceptions and attitudes on a range of issues and topics related to the City, including overall quality of life in Mississauga. Overall, 79 per cent rated the overall quality of life in Mississauga as excellent or good
- MiWay introduced a one-year pilot program that allows children ages 6 to 12 to ride MiWay for free with a valid PRESTO card and a \$1 all-day fare for seniors 65 and older. This pilot program will help inform future transit options while encouraging ridership, which has surpassed pre-pandemic levels
- Planted 45,180 trees as part of the [One Million Trees](#) program in 2023, bringing the total to more than 500,000 trees since the program's inception
- MiWay placed an order for 82 40-ft, second-generation hybrid buses for delivery in 2024 and 2025 which will reduce fuel costs and emissions from transit operations
- Introduced the first Workplace Psychological Health and Safety Strategy to create and sustain a work environment that promotes employees' psychological well-being; actively works to prevent harm to employee psychological health, and effectively resolves incidents and concerns as they arise. The recommendations align with the Canadian Standard on Psychological Health and Safety in the Workplace and provide an action plan to promote, protect and support the psychological health and safety of all employees as well as develop knowledge and skills for leaders managing people and work processes
- Celebrated Women's History Month in partnership with Mississauga Library and the Ontario Provincial Police by hosting an Inspire! International Women's Day Event to inspire future leaders in the community. The event showcased local heroes, community groups, advocates, and entrepreneurs in fields that are not traditionally female dominated
- A total of 19 roadways received physical traffic calming measures. An average operating speed decrease of 10 km/h has been observed, as well as an increase in speed limit compliance of 35 per cent at these locations during deployment
- The City completed an Employment Site Review and identified two sites for potential conversion to allow for additional housing

- Installed an additional six electric vehicle (EV) chargers at Lakefront Marina, Garry Morden Centre and Fire Station 101 to support the City’s transition to electric fleet vehicles
- City staff led six “tree tours” through local natural areas to provide nature interpretation services to the public
- The City of Mississauga was once again recognized by Forbes as one of Canada’s Best Employers for 2023 for the fourth consecutive year
- The City is successfully maintaining the International Organization for Standardization (ISO) 50001:2018 certification from ABS Quality Evaluations, Inc. (ABS QE) for its Energy Management Systems at Frank McKechnie Community Centre. Mississauga is the first municipal facility in Canada to achieve this certification
- Approved over \$4.6 million in grant funding for 88 community and culture groups in Mississauga through the following programs: the Community Grant Program, the Arts and Culture Grant Program, the Cultural Festivals and Celebrations Grant Program, the Culture Projects Grant Program, and the Live Music Grant Pilot Program
- Preserved, protected and enhanced wildlife habitats through restoration and monitoring, including three turtle nesting areas at Streetsville Memorial Park that were protected with nest covers to increase the chance of survival
- Established five Employee Resource Groups (ERGs) to foster a sense of community and belonging within the workplace for Black, Indigenous, 2SLGBTQ+, Racialized and employees with disabilities. ERGs bring together employees who share a common identity, lived experience and have been designed to foster a sense of community within the workplace. All five ERGs are actively meeting through a self-governance model supported by leadership allies
- The City’s Economic Development Office, as part of the Equity and Diversity Collaborative and in partnership with the Healthcare Businesswomen’s Association Canada, received a 2023 International Economic Development Council (IEDC) Excellence in Economic Development Gold Award. The award is presented to organizations dedicated to improving a community’s quality of life through focused, innovative and inclusive initiatives
- Advanced the Transportation Master Plan through the implementation of the Vision Zero Action Plan while carrying out multi-modal transportation studies including the Transit and Road Infrastructure Plan, Complete Street Guide and the Downtown Movement Plan
- Mississauga was the first Canadian city to host the World Rowing Indoor Championships from February 25 to 26 at the Paramount Fine Foods Centre. The two-day event welcomed more than 2,000 athletes from more than 40 countries
- Received ENERGY STAR® certification for Erin Mills Twin Arena for the fourth year in a row. The arena was also awarded with the ENERGY STAR Canada Award for Building of the Year – Ice and Curling Rink by Natural Resources Canada

- Lakeview Golf Course was recognized as the Best Municipal Golf Course in Canada and ranked as one of the [Best Public Golf Courses in Canada](#) by SCOREGolf
- Earned a ‘AAA’ credit rating from Standard & Poor’s Global Ratings agency for the 20th consecutive year
- Completed studies and preliminary designs for integrated roadway infrastructure improvements and renewal on Bloor Street (Central Parkway East to Etobicoke Creek) and Glen Erin Drive (Britannia Road West to Derry Road West) to improve roadway safety, comfort and access for all users
- Supported pollinator habitat through the creation of a pollinator garden bed at Victory Park, the creation of meadow habitat at Jack Darling Park, and the continued stewardship of two rare prairie ecosystems at Jack Darling Park and Lorne Park



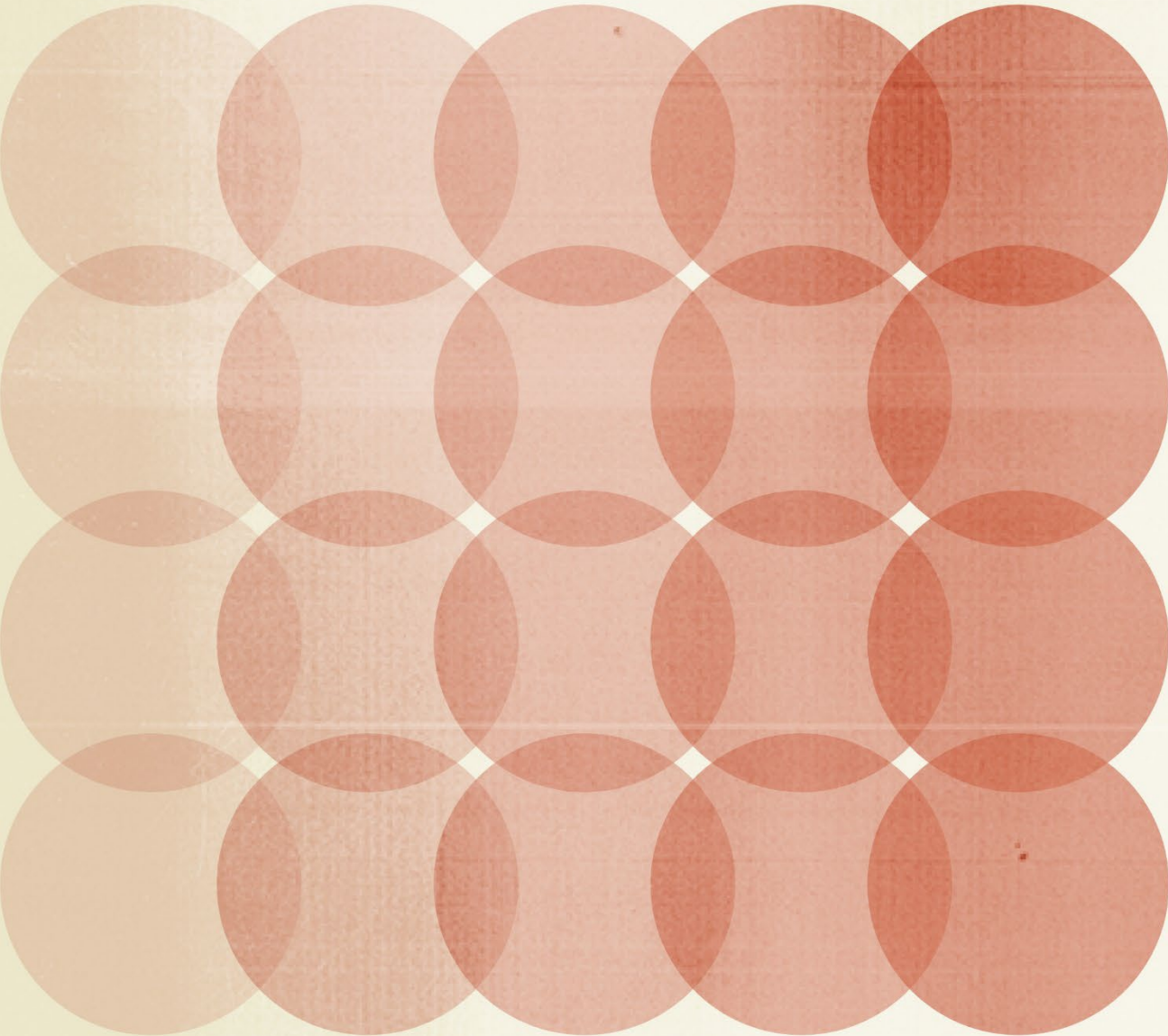
- The Office of Emergency Management collaborated with community partners in eight emergency simulations, tackling diverse hazard scenarios. These exercises bolstered the city’s collective preparedness and resilience, ensuring effective responses to potential threats
- Recognized 136 deserving residents during the 2023 Civic Awards of Recognition for their contributions to the Mississauga community

- Monitored and controlled invasive plant species within the City’s natural areas, including all known Giant Hogweed populations (over 5,100 plants). Seventy volunteers were engaged in the Natural Areas Stewardship Volunteer Program to assist with controlling invasive plants in our parks and green spaces
- The Security Services team (including management) completed Indigenous sensitivity and awareness training in 2023 to promote inclusiveness and combat racism in the community
- Launched the Mississauga Climate Leaders Program (MCLP), a pilot program, in June 2023. The MCLP, created in response to a June 2022 Council Motion, provides a range of supports aimed at encouraging and advancing local business sustainability and competitiveness. Programming includes a specialized Greenhouse Gas (GHG) Reduction Training Program (12 participants from seven businesses), a GHG Reduction Site Assessment Program (included facility walk-throughs for 10 businesses), as well as workshops open to the entire Mississauga business community (25 to 30 participants per workshop)
- Implemented as-of-right zoning permissions to enable a broader range of housing forms and residential rental units in neighbourhoods. These include additional residential units through garage conversions and new detached on-site garden suites. In addition, the new regulations permit purpose-built fourplexes or the conversion of an existing property to accommodate four units. A variety of fourplex configurations, up to three storeys in height, are now permitted. Council has also authorized staff to develop financial incentives, pre-approved plans, educational material, and other resources to support the creation of rental units in neighbourhoods
- Signed memorandums of understanding with both Sheridan College and the University of Toronto Mississauga to cooperate in areas of economic development, city-building, student achievement, equity, diversity and inclusion (EDI), and Truth and Reconciliation
- Completed consultations with community residents and leaders in relation to the City Asset Naming Review. We are committed to building a strong, more inclusive and accessible city and plan to ensure community stories are authentically documented and shared by:
 - Adopting a community-centred method to gather information about asset naming and commemorative processes
 - Implementing an equitable, diverse and inclusive approach
 - Completing focused and community-wide consultations to include community leader feedback in the structure of our new guiding principles
- Released a draft of new Official Plan policies to the public and Council that will make more housing available across the City. Greater mixed-use development permissions on retail sites over 1 hectare are proposed, as are permitting a wider range of housing (including multiplexes and townhomes) in all low-rise neighbourhoods

Implement Cost Containment Strategies

- The Signs and Pavement Marking Unit successfully deployed new software to eliminate the use of hard-copy orders. This allows supervisors to assign work orders digitally, enabling staff to input data in real-time, thus improving the efficiency of field operations
- Overhauled the development application process to meet the requirements of Bill 109, the *More Homes for Everyone Act, 2022*
- Received \$230,000 from the federal government for the Canada Summer Jobs program which helped to offset the cost of summer camp and aquatic staff
- Moved to a 24/7 Minimum Maintenance Standards (MMS) operation and away from an on-call supervisor duty set-up, which ensures that the City is meeting legislative requirements for MMS inspection, and achieving savings with the removal of overtime pay requirements and providing a better work-life balance for the team of supervisors
- Received funding of \$30,000 for trail rehabilitation in J.C. Saddington Park as part of the Trans Canada Trail Funding Program
- Implemented strategic measures in procurement and contract management by consolidating similar design and constructions projects, such as citywide playgrounds, outdoor fitness areas, sport courts, and spray pads. This bundling approach provided benefits through volume-of-scale purchasing
- Funding of \$17 million was announced from the federal government's [Active Transportation Fund](#) that will support the extension of the Trans Canada Trail through Lakeview Village Waterfront Park
- The City's internal Lean Program supported 467 small improvements, 20 rapid improvements, and five projects in 2023, resulting in \$1.1 million in cost avoidance, \$193,000 in cost savings, and 21,500 hours in freed employee capacity

Financial Statement Section



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, 2023. This report has been prepared in accordance with the *Municipal Act, 2001* and complies with Public Sector Accounting Standards (PSAS) for local governments as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada (CPA Canada).



This report communicates to residents, businesses and all stakeholders the details of the City's 2023 financial performance and related information about significant financial policies and processes, along with the City's progress on sustainability related initiatives that are reported within a number of globally recognized frameworks.

Mississauga taxpayers receive services from both the City and the Region of Peel. The Region is responsible for services including police, paramedic, public health and social services. The City's financial statements do not include Regional services. In 2023, the provincially appointed Peel Region Transition Board was established to provide recommendations on the transfer of several regional services to Mississauga, Brampton, and Caledon. The services under review are water and wastewater, waste management, land-use planning and regional roads. Any financial impacts resulting from the Peel Region Transition Board's recommendations will be included in the City's 2025 Financial and Sustainability Report.

Although the City is facing increasing pressures from inflation and a growing demand to expand service, improve public safety and maintain our capital infrastructure investments, our property tax rates and services are delivering considerable value for money. As is standard for the City's annual budget cycle, Council and staff carefully reviewed every service area for efficiency and value for our taxpayers. As a result of this ongoing review, the City was able to limit its residential property tax rate increase to three per cent without compromising services or quality. The increase in the Region's portion is also three per cent, for a total of six per cent in 2023.

At the end of 2023, The City was in an operating budget deficit position of \$10.5 million primarily due to the impact of the GTAA Payment in Lieu of Taxes (PILT) revenue shortfall. Funding of \$10.5 million through reserves has enabled the City to reduce the deficit to zero.

Strong reserve and reserve fund management is a key component of the City's long-term planning strategy and helps the City sustain a solid financial foundation, while safeguarding against unexpected financial downturns. Planning for future liabilities and providing for a contingency ensures the City can address risks as they arise.

The continuation of a dedicated capital infrastructure and debt repayment levy as part of the overall tax levy in 2023 contributed to further financial resilience. This prudent step helps the City maintain its substantial infrastructure assets, valued at \$15.3 billion in 2023.

Ongoing funding from other levels of government also helps minimize property tax increases. The Canada Community-Building Fund is an ongoing source of revenue that is critical to support the City's transit and road infrastructure. The provincial Gas Tax Fund is essential for day-to-day operational funding to deliver transit services. In 2023, the City signed off on the federal Active Transportation Fund Agreement with Infrastructure Canada for \$17.1 million. This new initiative will help construct 2.5 km of new cycling and pedestrian trails to expand active transportation along Mississauga's emerging waterfront. The federal Housing Accelerator Fund awarded Mississauga \$113 million with the aim to encourage new municipal initiatives to increase affordable and inclusive housing.

Debt plays a vital role in renewing and developing needed infrastructure. Under the *Municipal Act, 2001*, the City must pay annual debt service charges (principal and interest) on outstanding debt. The provincial government limits a municipality's annual debt repayment service charges to 25 per cent of own-source revenue, to protect the financial integrity of the municipality. At 15 per cent, Mississauga's debt policy is even more conservative than the requirements of the provincial regulation. The City's debt service charges in 2023 was \$46.1 million, or just five per cent of own-source revenue. This is well below both the City's policy and provincial requirements.

The Stormwater Charge is another example of a pragmatic practice that contributes to the City's financial resilience and the community's sustainability. The revenue from the charge (\$47.1 million in 2023) funds operating and capital expenses within the City's stormwater management program and helps keep the City's extensive stormwater management system in good working order, now and in the future. The charge to all property owners appears on the Region of Peel water bill.

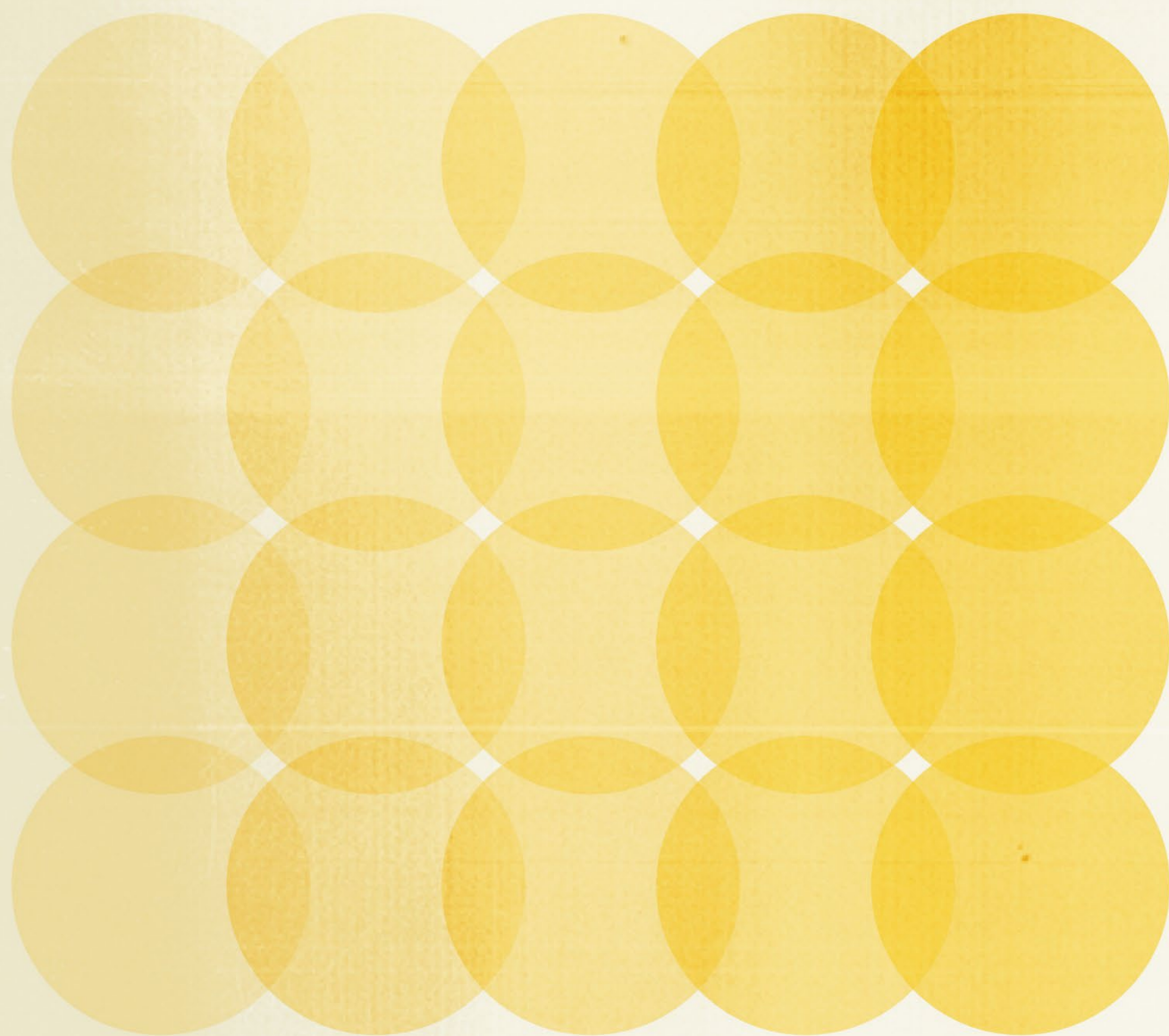
The City owns 90 per cent of Enersource Corporation. Enersource is a 29.57 per cent owner of Alectra, an electricity provider. The investment in Enersource generates an annual dividend that helps fund City operations and moderate the property tax rate.

In summary, the City successfully addressed financial pressures associated with continued impacts of inflation and the rising costs of goods and services through continuous improvement practices, aggressive management of costs, diligent use of reserves, monitoring of revenue and continued governmental advocacy. Guided by Council's direction, a progressive strategic plan and a measured financial plan and budget, we look forward to another year of operational and financial success in 2024.



Marisa Chiu, CPA, CA
Director of Finance and Treasurer
April 19, 2024

2023 Financial Year in Review



2023 Financial Year in Review

Introduction

The City of Mississauga's Consolidated Financial Statements have been prepared in accordance with the *Municipal Act, 2001* and comply with the reporting standards set by the [Public Sector Accounting Board](#) (PSAB).

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
- the Consolidated Statement of Cash Flows

The consolidated financial statements include the City, the Mississauga Public Library Board, Tourism Mississauga, Enersource Corporation, and the five Business Improvement Areas/Associations (BIAs). 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 following section provides a high-level overview of the City's 2023 financial results.

Consolidated Statement of Financial Position

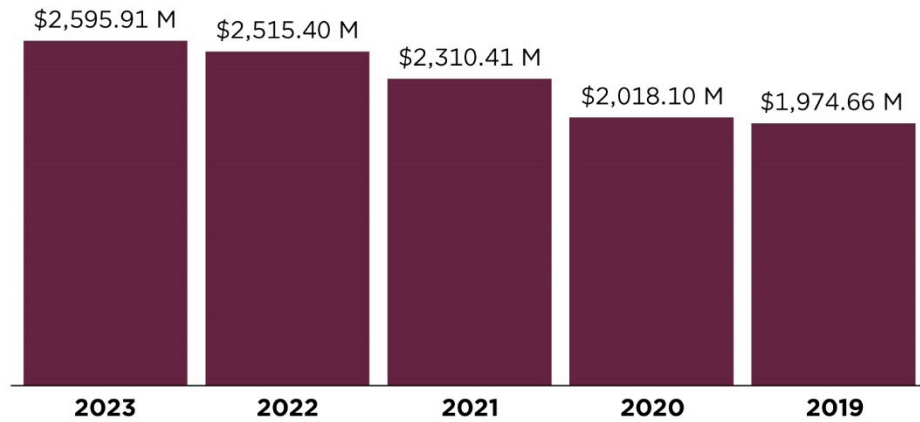
The Consolidated Statement of Financial Position presents four key figures that together describe the financial position of a public entity:

- Total financial assets, including cash and investments
- Total financial liabilities, including long-term debt
- Total non-financial assets, including tangible capital assets
- The accumulated surplus/(deficit) which identifies the net financial position

The City manages its financial operations through various funds such as the operating fund, capital fund, reserves and reserve funds. In accordance with PSAB standards, these funds are not individually reported in the Consolidated Financial Statements and show instead as accumulated surplus. The accumulated surplus summarizes the City's consolidated equity, which identifies its net financial position, including all tangible capital assets and financial resources of the City.

Financial Assets

Financial assets were \$2.6 billion in 2023 (\$2.52 billion in 2022), which is an increase of \$80.5 million over the 2022 value.



ITEM (\$000s)	REF. #	2023 ACTUAL	2022 ACTUAL	\$ CHANGE	% CHANGE
Cash	1	273,785	303,166	(29,381)	(9.7%)
Taxes Receivable	2	89,186	66,237	22,949	34.6%
Accounts Receivable	3	200,339	121,857	78,482	64.4%
Loans and Other Receivables	4	250	300	(50)	(16.7%)
Inventories for Resale	5	97	97	0	0.0%
Investments	6	1,509,569	1,518,329	(8,760)	(0.6%)
Investment in Enersource Corporation	7	522,683	505,416	17,267	3.4%
Total Financial Assets		2,595,909	2,515,402	80,507	3.2%

COMMENTARY:

1. Cash

2023 ACTUAL	2022 ACTUAL	\$ CHANGE	% CHANGE
273,785	303,166	(29,381)	(9.7%)

What it is: Cash is the money available on demand to pay for operating and capital expenses.

Why it is important: Cash is used to fund the disbursements needed for daily operations such as payments for staff, materials and supplies, contractors, and more. The City keeps enough cash on hand to conduct its day-to-day work. Excess cash is invested to earn a higher financial return.

Change between 2023 and 2022: Cash balances fluctuate throughout the year based on the timing of incoming receipts and outgoing payments. The change in cash balances is primarily due to increases in taxes and accounts receivable balances at year end where payment has not yet been received.

2. Taxes Receivable

2023 ACTUAL	2022 ACTUAL	\$ CHANGE	% CHANGE
89,186	66,237	22,949	34.6%

What it is: Taxes receivable are any uncollected property taxes as at December 31. The tax levy is applied in June with due dates in July, August and September.

Why it is important: Property tax is the single largest source of revenue for the City. When collected, property tax becomes the cash to fund daily operations. The City has strong collection practices and has historically achieved a high rate of collection success (97 to 98 per cent).

Change between 2023 and 2022: The increased taxes receivable reflect some property owners’ inability to pay either in full or on time. The City uses all of its legislated collection tools and abilities to collect the outstanding taxes in a fair manner that is helpful to the resident.

3. Accounts Receivable

2023 ACTUAL	2022 ACTUAL	\$ CHANGE	% CHANGE
200,339	121,857	78,482	64.4%

What it is: Accounts receivable represents various types of amounts owed to the City across all types of operations, excluding property tax.

Why it is important: The City collects various funds including third-party recoveries for work performed by the City and HST rebates.

Change between 2023 and 2022: This number varies from year to year based on the timing of collections of departmental receivables and capital works recoveries where shared funding agreements are in place. When applicable, penalty and interest charges are applied on overdue accounts.

Recoveries from federal government agencies increased by \$60.2 million from 2022. Recovery from the Investing in Canada Infrastructure Program (ICIP) – Public Transit Resilience Stream was the primary driver (federal/provincial split). Recoveries from the Province of Ontario increased by \$33.7 million from 2022. Recoveries from the Region of Peel and other municipalities decreased by \$4.8 million from 2022. Recoveries from the school boards decreased by \$6.7 million from 2022. Other general receivables decreased by \$3.8 million from 2022.

4. Loans and Other Receivables

2023 ACTUAL	2022 ACTUAL	\$ CHANGE	% CHANGE
250	300	(50)	(16.7%)

What it is: From time to time, the City enters into special contractual arrangements approved by Council that may include loans to third parties. The City currently has one 20-year special purpose loan made for the Vic Johnston Community Centre development project. The loan is scheduled to be paid off in 2028.

Why it is important: These receivables are categorized separately from other receivables because they have been created by a special arrangement.

Change between 2023 and 2022: Each December, a payment of \$50,000 is applied against the Vic Johnston Community Centre loan.

5. Inventories for Resale

2023 ACTUAL	2022 ACTUAL	\$ CHANGE	% CHANGE
97	97	0	0.0%

What it is: Inventories for resale represents the value of owned items on hand intended for resale for various City services (e.g., snack bar items, beer and liquor, golf balls).

Why it is important: These inventories have value and their eventual sale delivers revenue to the City.

Change between 2023 and 2022: This number varies from year to year based on the timing of sales and the replenishment of inventory prior to December 31. There were fluctuations across all inventory categories, resulting in the nil change.

6. Investments

2023 ACTUAL	2022 ACTUAL	\$ CHANGE	% CHANGE
1,509,569	1,518,329	(8,760)	(0.6%)

What it is: Cash that is not being used to manage the day-to-day operation of the City is invested in securities to earn a higher rate of return. Investments can be short-term (one year or less) or long-term (longer than one year).

Why it is important: Investment income is a critical component of the City's revenue base. The City's investment portfolios yield a higher rate of return than bank deposits.

Change between 2023 and 2022: Investment balances fluctuate with cash flow requirements and the timing of receipts and disbursements.

7. Investment in Enersource Corporation

2023 ACTUAL	2022 ACTUAL	\$ CHANGE	% CHANGE
522,683	505,416	17,267	3.4%

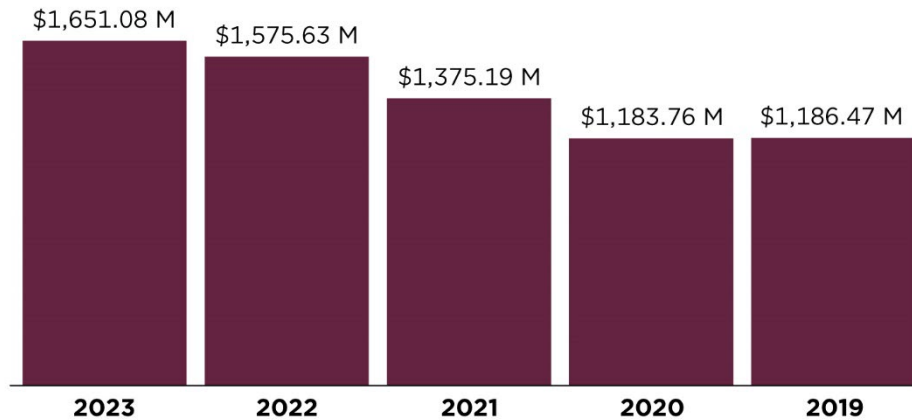
What it is: The City is a 90 per cent shareholder in Enersource Corporation. This number represents 90 per cent of Enersource's equity as at December 31 (using the modified equity basis of accounting). Enersource, in turn, is a 29.57 per cent owner of Alectra Inc.

Why it is important: The investment in Enersource generates an annual dividend that helps to fund City operations and moderate the property tax rate.

Change between 2023 and 2022: The City's share of Enersource's net income of \$36.1 million (2022 \$15.9 million), offset by the City's share of other comprehensive income of \$292,000 and dividend payments to the City of \$18.6 million (2022 \$21.0 million), comprises the increase in the Enersource investment position.

Financial Liabilities

Financial liabilities were \$1.65 billion in 2023 (\$1.58 billion in 2022), which is an increase of \$75.4 million over the 2022 value.



ITEM (\$000s)	REF. #	2023 ACTUAL	2022 ACTUAL	\$ CHANGE	% CHANGE
Accounts Payable and Accrued Liabilities	1	274,046	265,955	8,091	3.0%
Deferred Revenue - General	2	36,280	21,813	14,467	66.3%
Deferred Revenue - Obligatory Reserve Funds	3	859,129	784,686	74,443	9.5%
Employee Benefits and Other Liabilities	4	258,608	240,740	17,868	7.4%
Asset Retirement Obligation	5	14,975	13,344	1,631	12.2%
Long-term Debt	6	208,040	249,095	(41,055)	(16.5%)
Total Financial Liabilities		1,651,078	1,575,633	75,445	4.8%

COMMENTARY:

1. Accounts Payable and Accrued Liabilities

2023 ACTUAL	2022 ACTUAL	\$ CHANGE	% CHANGE
274,046	265,955	8,091	3.0%

What it is: Accounts payable and accrued liabilities are the monies owed for goods, services, payroll, deposits held by the City and third-party remittances due as at December 31.

Why it is important: These payables represent the outstanding obligations by the City as at December 31. As accounts payables are drawn down, the City's cash position is also drawn down.

Change between 2023 and 2022: The timing of payments and year-end accruals affect these liabilities and the City's cash position. The main contributors to this variance are the increase in the City's payables (\$3.7 million) and an increase in held security deposits (\$4.5 million), reduced by overall minor decreases in other liabilities (\$0.3 million).

2. Deferred Revenue – General

2023 ACTUAL	2022 ACTUAL	\$ CHANGE	% CHANGE
36,280	21,813	14,467	66.3%

What it is: Deferred revenue is payments received during the year that are to be recognized when the related activity takes place in the future. Some examples include recreation registrations, facility bookings, purchases of memorial trees and benches, and bus advertising.

Why it is important: Deferred revenue represents future revenue once the corresponding activities have been performed.

Change between 2023 and 2022: Increases in advanced sale of goods and services (\$5.7 million) and long-term disability contributions (\$10.3 million) were reduced by a decrease in government grants and other contributions.

3. Deferred Revenue – Obligatory Reserve Funds

2023 ACTUAL	2022 ACTUAL	\$ CHANGE	% CHANGE
859,129	784,686	74,443	9.5%

What it is: This liability is for deferred revenue payments initially received for restricted or conditional agreements that can only be used for the purposes specified in those agreements or legislation. Some examples include development charges, cash in lieu (CIL) of parkland and parking, community benefit charges, provincial and federal public transit funds, provincial gas tax funds, and the Canada Community-Building Fund (CCBF).

Why it is important: This deferred revenue is initially collected and accounted for in dedicated reserve funds. The funds become revenue when the related capital and operating expenses have been incurred.

Change between 2023 and 2022: The increases in obligatory reserve fund balances in 2023 were primarily attributed to a \$55.9 million increase in development charges collected, \$4.0 million in CIL parking, \$7.3 million in community benefit charges, \$28.4 million in the federal Housing Accelerator Fund, and \$4.6 million in provincial gas tax. These are reduced by decreases of \$1.9 million in CIL parkland, \$23.3 million in the Canada Community-Building Fund, and \$0.6 million in provincial and federal transit funds.

4. Employee Benefits and Other Liabilities

2023 ACTUAL	2022 ACTUAL	\$ CHANGE	% CHANGE
258,608	240,740	17,868	7.4%

What it is: These liabilities include actuarial assessments for the City’s obligations for Workplace Safety and Insurance Board (WSIB) costs, sick leave and disability benefits, vacation pay entitlements, developer charge credits, contaminated sites, and legal and insurance liability provisions. They represent future obligations but are reported in present value terms in accordance with PSAS.

Why it is important: These liabilities represent expenses that will be incurred in the future that must be reported on the Consolidated Statement of Financial Position to provide an accurate assessment of the City’s obligations at a point in time. The City has an external actuarial valuation performed every three years to review these liabilities. Updates can be made annually if there are any significant changes to benefits entitlements, legislation, or the assumptions made in the analysis.

Change between 2023 and 2022: A full actuarial benefit evaluation was completed in 2023 and revised based on benefit program changes and recent claims activity. In 2023, long-term disability was moved from an insured program to a City self-insured program which resulted in a new liability and expense of \$8.4 million. WSIB increased by \$5.6 million, sick leave by \$1.7 million, early retirement by \$2.2 million, post-employment by \$1.6 million, vacation pay by \$1.5 million and, and contaminated sites by \$3.0 million. These increases are partially offset by a decrease in developer charges of \$6.2 million.

5. Asset Retirement Obligation

2023 ACTUAL	2022 ACTUAL	\$ CHANGE	% CHANGE
14,975	13,344	1,631	12.2%

What it is: The City has legal obligations associated with the retirement from service of buildings, equipment, and lease agreements. The City recognizes obligations to retiring tangible capital assets from service in the period in which the obligation arises, which is typically upon acquisition or development of the asset, or when a reasonable estimate of the obligation can be made. ARO became a new accounting and reporting standard in 2023 under PSAB guidelines.

Why it is important: Asset retirement obligations (ARO) are reviewed at each financial reporting date and adjusted based on the facts and circumstances available at that time. Changes to the estimated timing or amount of future asset retirement obligation costs are recognized in the Statement of Financial Position. Once the related tangible capital asset is no longer in productive use or remediated, the estimate of the liability for ARO is removed from the Statement of Financial Position and any additional cost that arises in respect of the asset’s disposal or remediation is recognized as an expense.

Change between 2023 and 2022: The increase in ARO from 2022 to 2023 is primarily due to new obligations recorded, and the annual accretion expense to increase the liability.

6. Long-Term Debt

2023 ACTUAL	2022 ACTUAL	\$ CHANGE	% CHANGE
208,040	249,095	(41,055)	(16.5%)

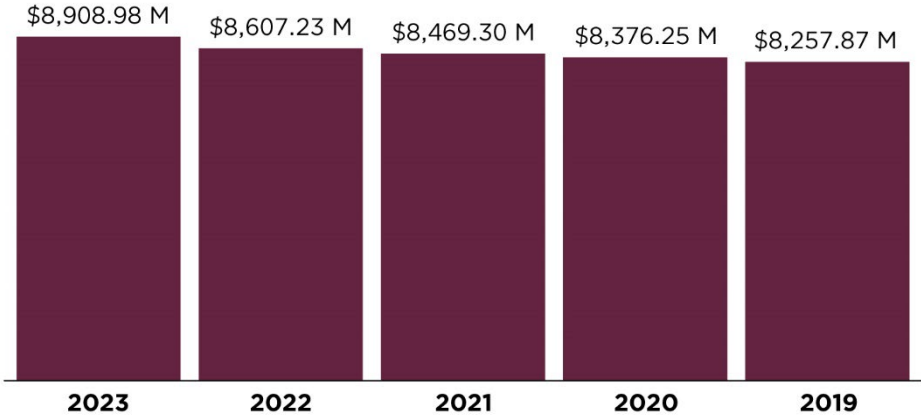
What it is: Long-term debt is the amount of debt outstanding as at December 31 each year. Debt is issued to help fund the City’s investments in its capital infrastructure.

Why it is important: Debt is a key tool used by the City to fund its infrastructure requirements. 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 revenue. The City is currently well within that range at five per cent of own-source revenue.

Change between 2023 and 2022: There were no debt issuances in 2023, and \$41 million in outstanding debt principal payments were made.

Non-Financial Assets

Non-financial assets were \$8.91 billion in 2023 (\$8.61 billion in 2022), which is an increase of \$301.5 million over the 2022 value.



ITEM (\$000s)	REF. #	2023 ACTUAL	2022 ACTUAL	\$ CHANGE	% CHANGE
Tangible Capital Assets	1	8,888,802	8,587,543	301,259	3.5%
Inventory of Supplies	2	12,280	10,929	1,351	12.4%
Prepaid Expenses	3	7,902	8,758	(856)	(9.8%)
Total Non-Financial Assets		8,908,984	8,607,230	301,754	3.5%

COMMENTARY:

1. Tangible Capital Assets

2023 ACTUAL	2022 ACTUAL	\$ CHANGE	% CHANGE
8,888,802	8,587,543	301,259	3.5%

What it is: Tangible capital assets (TCA) represent the City’s investment in capital infrastructure such as buildings, roads, stormwater management facilities, vehicles, and equipment. Each year, the City prepares a capital budget for new capital projects and renovations to existing assets. These capital projects become assets when the project goes into service or is completed. The City maintains capital assets through its operating budget.

Why it is important: The City’s tangible capital assets support all of the services and programs it provides and represents the results of its investment in capital infrastructure.

Change between 2023 and 2022: Assets valued at \$577.2 million were added to the City’s tangible capital asset inventory in 2023. These additions were reduced by \$230.2 million in asset disposals and amortization of \$165.7 million.

2. Inventory of Supplies

2023 ACTUAL	2022 ACTUAL	\$ CHANGE	% CHANGE
12,280	10,929	1,351	12.4%

What it is: This category is for goods that support front-line services. Examples of these inventories include traffic signals and equipment; fuel; salt and sand inventories; fire equipment; transit fleet supplies; and lighting equipment.

Why it is important: These inventories are necessary to help the City deliver its services to residents, visitors and businesses.

Change between 2023 and 2022: General fluctuations up and down in all inventory categories accounted for the slight overall increase. A mild December also resulted in higher salt and sand inventories.

3. Prepaid Expenses

2023 ACTUAL	2022 ACTUAL	\$ CHANGE	% CHANGE
7,902	8,758	(856)	(9.8%)

What it is: Prepaid expenses are payments made in the current year for things that are intended to be consumed or used in future years and recognized as an expense at that point. Some examples include memberships, subscriptions, debt fees, and prepaid postage.

Why it is important: Prepaid expenses allow expenses to be recorded when the good or service is consumed, regardless of when payment was made.

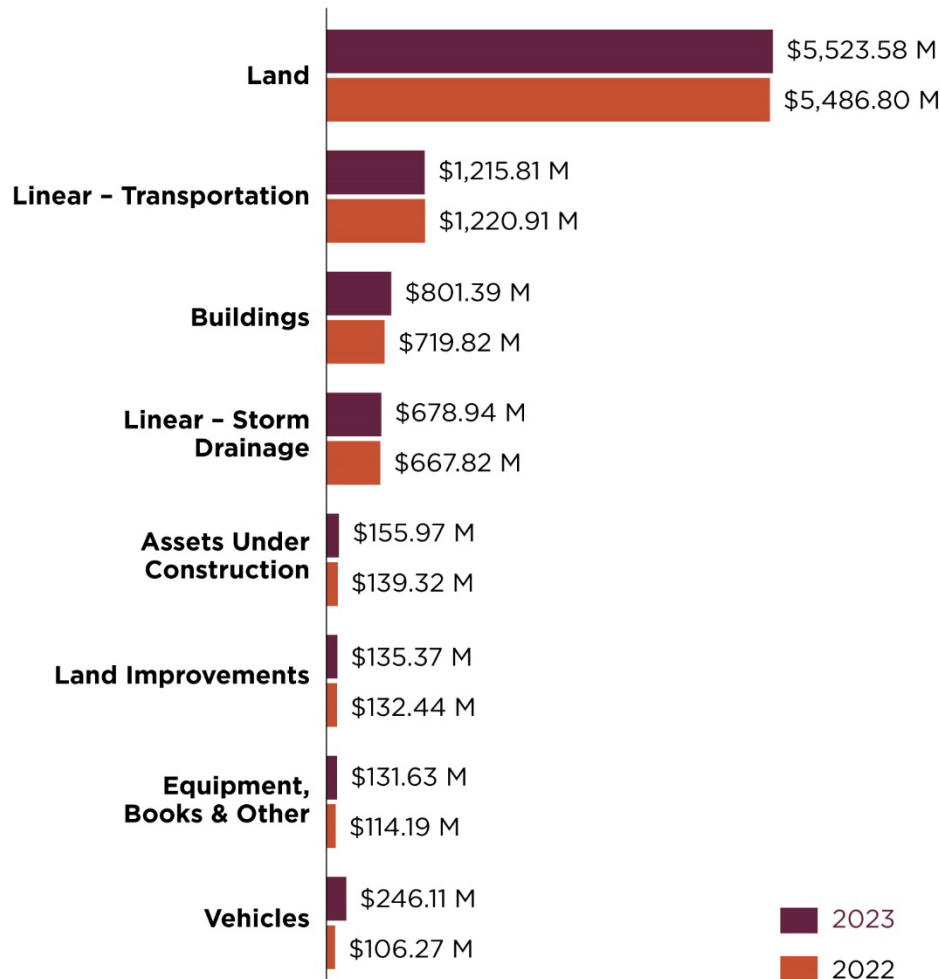
Change between 2023 and 2022: Timing on payments at year end accounted for the overall decrease from 2022 to 2023.

Tangible Capital Assets Overview

All City assets at the end of 2023 have been inventoried, assessed at cost and recorded in an asset registry for accounting, reporting, and asset management purposes. The City’s net book value of tangible capital assets at the end of 2023 was \$8.89 billion (\$8.59 billion in 2022). Refer to Note 13 in the Consolidated Financial Statements for a detailed breakdown of tangible capital asset activity. The annual amortization expense in 2023 was \$165.68 million (\$150.17 million in 2022).

In 2023, the City invested in a variety of projects to build, maintain, rehabilitate and remodel infrastructure. The City’s 10-year Capital Plan is \$4.6 billion (gross). Fifty-six per cent of the 2023 Capital Budget is for state-of-good-repair projects. These projects support the maintenance of, and protect taxpayers’ investments in, these valuable public infrastructure assets.

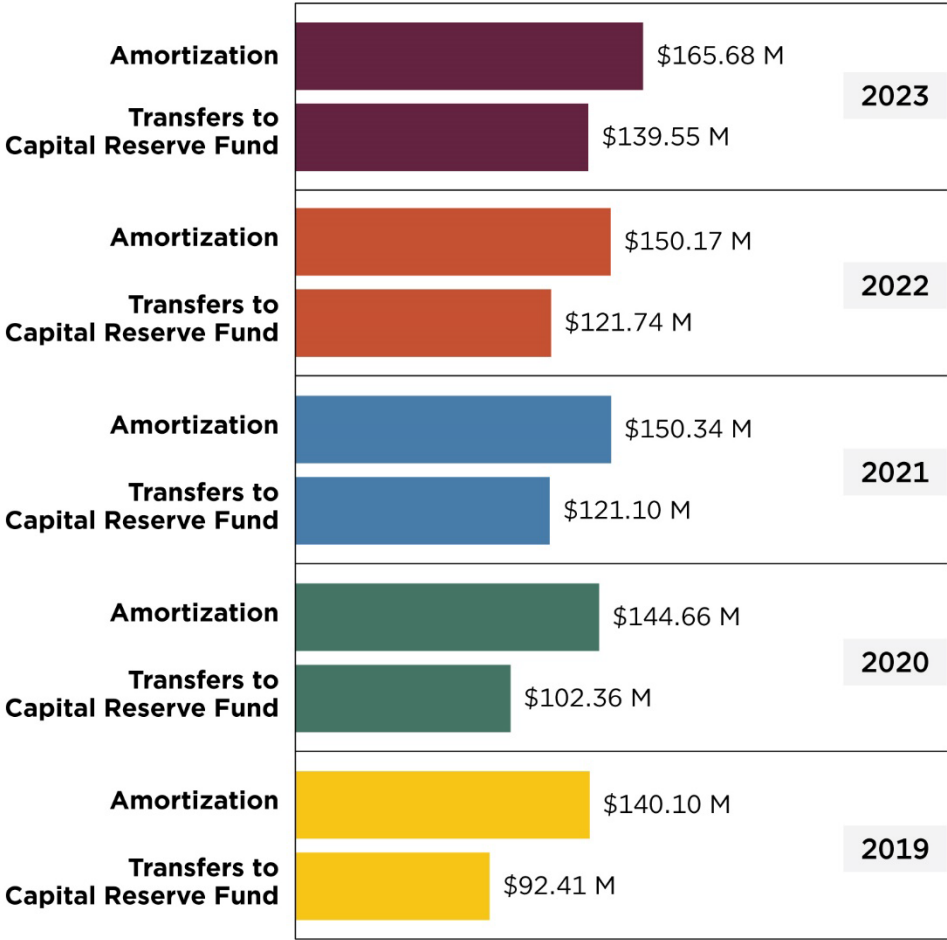
Net Book Value by Category



Amortization versus Transfers to Capital Reserve Fund

The City owns infrastructure assets with an estimated replacement cost of \$15.3 billion. The majority of capital spending is to ensure the City maintains or replaces its current infrastructure. Several financing strategies are used to ensure assets remain in a state of good repair, including an annual infrastructure levy and sustained funding from federal and provincial government partners (e.g., Canada Community-Building Fund).

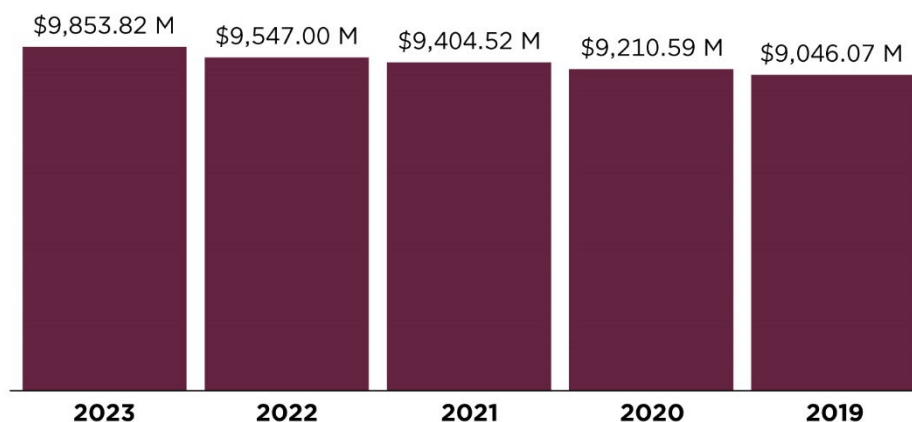
There continues to be an infrastructure gap, where the City’s funding from all currently available sources does not fully meet its state-of-good-repair needs. The chart below highlights the annual amortization of the City’s tangible capital assets, along with the funding transferred to the capital reserve fund to ultimately repair and replace those assets. Implementation of asset management best practices, as well as assistance from senior levels of government through continued infrastructure funding programs, will provide opportunities to address some elements of the infrastructure funding gap.



Accumulated Surplus

Accumulated surplus represents the accumulated excess of revenue over expenses from prior years, and is essentially, the overall net worth of the City.

The accumulated surplus was \$9.85 billion in 2023 (\$9.55 billion in 2022), which is an increase of \$307.11 million over the 2022 value. Additional information can be found in Note 14 in the Consolidated Financial Statements.



ITEM (\$000s)	2023 ACTUAL	2022 ACTUAL	\$ CHANGE	% CHANGE
Tangible Capital Assets	8,888,802	8,587,544	301,258	3.5%
Employee Benefits and Other Liabilities	(258,608)	(240,740)	(17,868)	7.4%
Long-term Debt	(208,040)	(249,095)	41,055	(16.5%)
Investment in Enersource Corporation	522,683	505,416	17,267	3.4%
Asset Retirement Obligation	(14,975)	(13,344)	(1,631)	12.2%
Reserves	123,057	129,503	(6,446)	(5.0%)
Reserve Funds	800,896	827,715	(26,819)	(3.2%)
Total	9,853,815	9,546,999	306,816	3.2%

Accumulated Remeasurement Gain/(Loss)

The accumulated remeasurement gain/(loss) is unrealized revenue or expenses of the City that is reported separately on the Consolidated Statement of Financial Position and is excluded from the accumulated surplus calculation. At the time it becomes realized, the gain/(loss) is recognized on the Consolidated Statement of Operations and becomes part of the accumulated surplus.

Accumulated Surplus	9,854,107	9,546,999
Accumulated Remeasurement Gain/(Loss)	(292)	0
Total	9,853,815	9,546,999

Reserves and Reserve Funds Overview

Reserves and reserve fund balances are consolidated within the accumulated surplus position on the Consolidated Statement of Operations. Refer to Note 14 in the Consolidated 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).

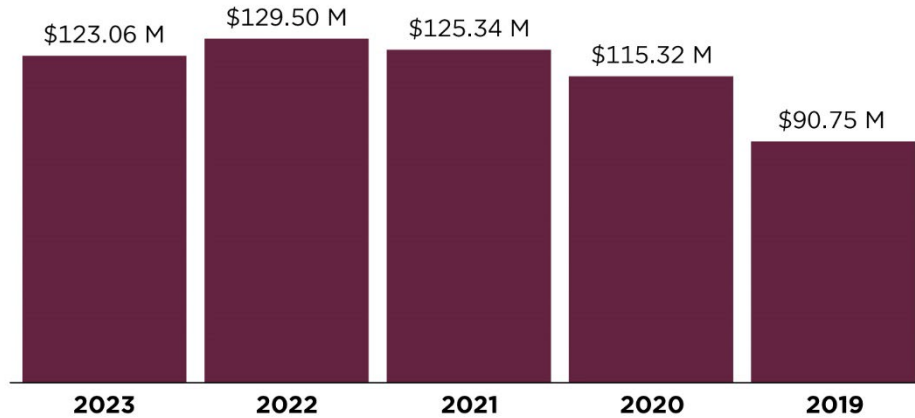
Reserves and reserve funds help the City meet projected expenditure needs in future years. Draws on reserves and reserve funds in future years to support our growing capital infrastructure and maintenance needs will reduce these balances and therefore reduce the total accumulated surplus.

The reserve and reserve fund totals do not include development charges, senior government restricted funding, and other reserve funds that are reported as Deferred Revenue - Obligatory Reserve Funds on the Consolidated Statement of Financial Position.

Reserve and reserve fund balances at the end of 2023 totalled \$923.95 million (\$957.22 million in 2022), which is a decrease of \$33.27 million over the 2022 value.

Reserves

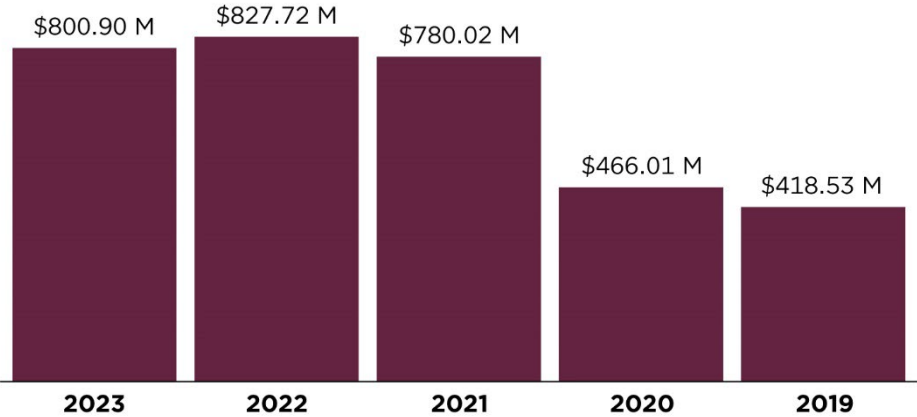
Reserves, which are discretionary in nature, are generally used to offset major fluctuations in operating costs/revenues or to fund future contingent liabilities. Total reserves were \$123.06 million in 2023 (\$129.5 million in 2022), which is a decrease of \$6.45 million over the 2022 value. The majority of the decrease is due to the use of the Fiscal Stability Reserve to eliminate the City's \$10.5 million deficit at the end of 2023.



ITEM (\$000s)	2023 ACTUAL	2022 ACTUAL	\$ CHANGE	% CHANGE
Fiscal Stability Reserve	45,570	53,307	(7,737)	(14.5%)
Operating Reserves	70,909	70,101	808	1.2%
Stormwater Fiscal Stability Reserve	6,007	5,546	461	8.3%
BIA Reserves	571	549	22	4.0%
Total Reserves	123,057	129,503	(6,446)	(5.0%)

Reserve Funds

Reserve funds are segregated and restricted to meet specific, identified purposes for the City. Total reserve funds were \$800.9 million in 2023 (\$827.72 million in 2022), which is a decrease of \$26.82 million over the 2022 value.

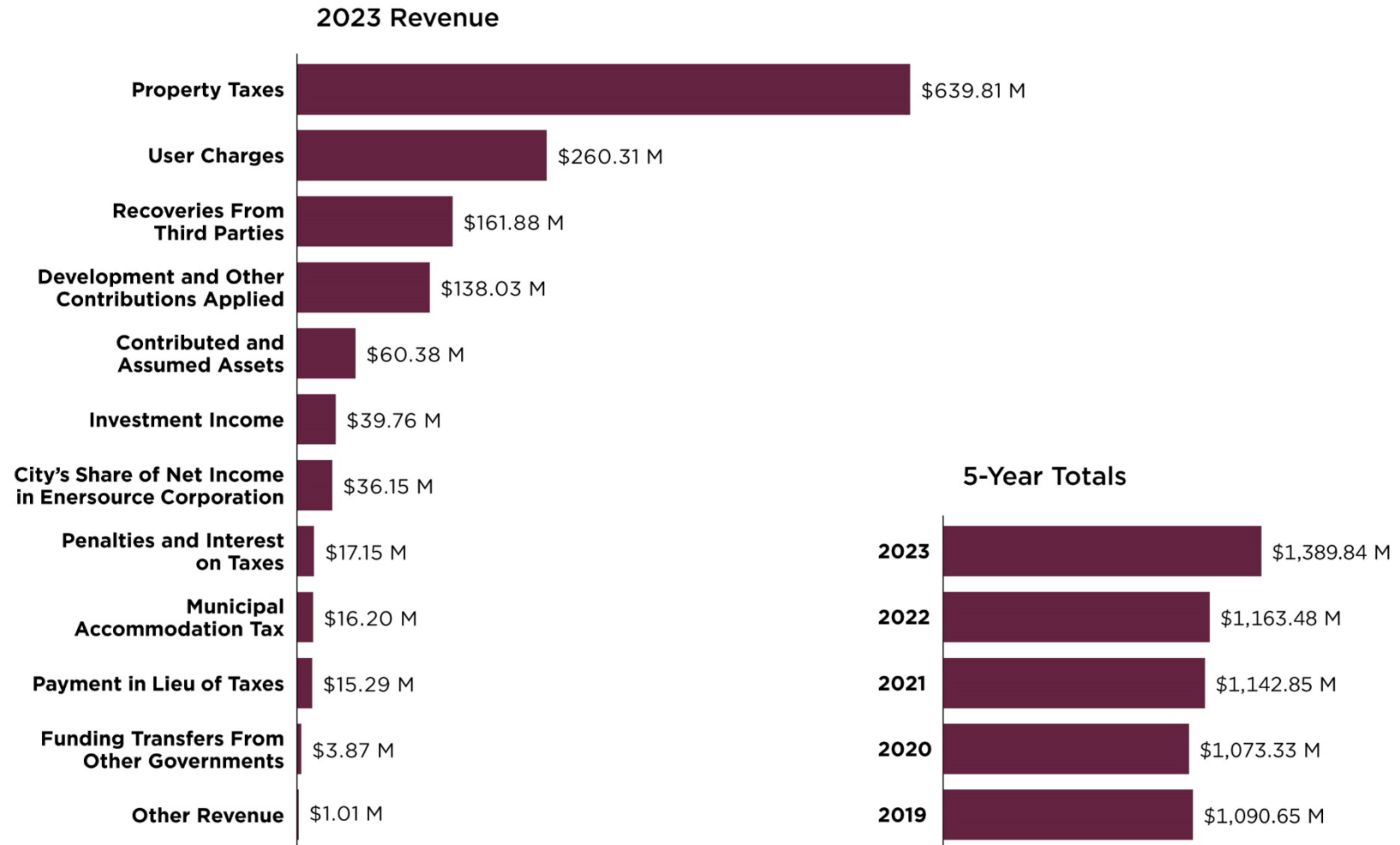


ITEM (\$000s)	2023 ACTUAL	2022 ACTUAL	\$ CHANGE	% CHANGE
Tax Reserve Funds	427,976	466,485	(38,509)	(8.3%)
Stormwater Reserve Funds	170,047	144,764	25,283	17.5%
Lot Levy Reserve Funds	52,907	71,557	(18,650)	(26.1%)
Insurance Reserve Funds	39,610	40,998	(1,388)	(3.4%)
Employee Benefits Reserve Funds	26,189	30,405	(4,216)	(13.9%)
Developer Contributions Reserve Funds	36,946	35,937	1,009	2.8%
Other Reserve Funds	47,221	37,569	9,652	25.7%
Total Reserve Funds	800,896	827,715	(26,819)	(3.2%)

Consolidated Statement of Operations

Revenue

Total revenue was \$1.39 billion in 2023 (\$1.16 billion in 2022), which is an increase of \$226.4 million over the 2022 value.



Revenue

ITEM (\$000s)	REF. #	2023 BUDGET	2023 ACTUAL	2022 ACTUAL	\$ VARIANCE VS. BUDGET	% VARIANCE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
Property Taxes	1	638,400	639,813	584,150	1,413	0.2%	55,663	9.5%
Payment in Lieu of Taxes	2	37,061	15,295	15,558	(21,766)	(58.7%)	(263)	(1.7%)
Municipal Accommodation Tax	3	9,800	16,195	12,279	6,395	65.3%	3,916	31.9%
User Charges	4	284,570	260,313	232,734	(24,257)	(8.5%)	27,579	11.9%
Recoveries from Third Parties	5	105,191	161,883	34,696	56,692	53.9%	127,187	366.6%
Funding Transfers from Other Governments	6	2,011	3,868	37,067	1,857	92.3%	(33,199)	(89.6%)
Development and Other Contributions Applied	7	201,958	138,026	100,368	(63,932)	(31.7%)	37,658	37.5%
Investment Income	8	26,587	39,755	36,374	13,168	49.5%	3,381	9.3%
Penalties and Interest on Taxes	9	10,110	17,152	14,825	7,042	69.7%	2,327	15.7%
Contributed and Assumed Assets	10	0	60,379	75,591	60,379	100.0%	(15,212)	(20.1%)
Other	11	(595)	1,011	3,949	1,606	(269.9%)	(2,938)	(74.4%)
City's Share of Net Income in Enersource Corporation	12	25,000	36,153	15,890	11,153	44.6%	20,263	127.5%
Total Revenue		1,340,093	1,389,843	1,163,481	49,750	3.7%	226,362	19.5%

COMMENTARY:

1. Property Taxes

2023 BUDGET	2023 ACTUAL	2022 ACTUAL	\$ VARIANCE VS. BUDGET	% VARIANCE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
638,400	639,813	584,150	1,413	0.2%	55,663	9.5%

What it is: Property taxes is the City’s property tax revenue.

Why it is important: Property taxes are the City’s single largest source of revenue.

Change between 2023 and 2022: In 2023, assessment growth was 0.81 per cent (0.81 per cent in 2022). For the 2023 Business Plan and Budget, Council approved a 3.0 per cent increase on the City’s portion of the total residential tax bill and a 2.0 per cent increase on the total commercial tax bill.

Variance between 2023 actuals and 2023 budget: The favourable variance between actuals and budget is mainly due to an increase in assessment appeal adjustments.

2. Payment in Lieu of Taxes

2023 BUDGET	2023 ACTUAL	2022 ACTUAL	\$ VARIANCE VS. BUDGET	% VARIANCE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
37,061	15,295	15,558	(21,766)	(58.7%)	(263)	(1.7%)

What it is: Payments in lieu of taxes (PILTs) are a source of revenue for the City for delivering services to federally, provincially and locally owned properties that would be subject to property tax if they were privately owned.

Why it is important: The City is responsible to deliver services to all properties. Federally, provincially and locally owned properties within a municipality pay a PILT to supplement property taxes as if the properties were privately owned.

Change between 2023 and 2022: The small change is a result of assessment appeal adjustments processed in 2023 and federal properties opting to pay only the lower education rate.

Variance between 2023 actuals and 2023 budget: The unfavourable variance between actuals and budget is mainly due to the GTAA PILT revenue loss of \$21.8 million. The lower PILT payment was based on the passenger counts in 2021 which were impacted by COVID-19.

3. Municipal Accommodation Tax

2023 BUDGET	2023 ACTUAL	2022 ACTUAL	\$ VARIANCE VS. BUDGET	% VARIANCE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
9,800	16,195	12,279	6,395	65.3%	3,916	31.9%

What it is: Municipal Accommodation Tax (MAT) revenue is 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, including private short-term rentals through Airbnb.

Why it is important: MAT is a revenue tool that provides the City with an opportunity to generate funds that will be used for tourism-related initiatives.

Change between 2023 and 2022: Occupancy rates in 2023 increased over those in 2022, resulting in an increase to Municipal Accommodation Tax revenue.

Variance between 2023 actuals and 2023 budget: The favourable variance between actuals and budget is due to a faster recovery of accommodation bookings than budgeted following the COVID-19 pandemic.

4. User Charges

2023 BUDGET	2023 ACTUAL	2022 ACTUAL	\$ VARIANCE VS. BUDGET	% VARIANCE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
284,570	260,313	232,734	(24,257)	(8.5%)	27,579	11.9%

What it is: User charges are associated with many City programs and services. Transit fares, recreation program fees and the stormwater 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 charges contribute significantly to covering service costs. User charges are the second-largest source of City revenue in 2023.

Change between 2023 and 2022: User charge revenue recovered from the impacts of COVID-19 in 2023, including transit fares (\$21.2 million), recreation program registrations (\$4.6 million), facility rentals and concessions (\$3.8 million), fines (\$2.5 million), stormwater charges (\$1.8 million), and golf green fees (\$1.4 million). These increases were offset by decreases in building fees (\$4.8 million) and site plan applications (\$2.9 million).

Variance between 2023 actuals and 2023 budget: While the change between 2022 and 2023 was positive, user charge revenue still fell short of budgeted amounts, highlighting the pandemic-related gaps that persist. The largest deficits are from recreation program fees (\$3.9 million), facility rentals and concessions (\$3.7 million), parking fines (\$16.3 million), Provincial Offences Administration fines (\$4.0 million), site plan applications (\$1.5 million), and various other user charges (\$0.9 million). These were partially offset by positive transit fares (\$5.9 million).

5. Recoveries from Third Parties

2023 BUDGET	2023 ACTUAL	2022 ACTUAL	\$ VARIANCE VS. BUDGET	% VARIANCE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
105,191	161,883	34,696	56,692	53.9%	127,187	366.6%

What it is: As part of regular operations, the City will pay for services or work that will be reimbursed by a third party. The City will then invoice the third party for any incurred costs. For example, if the City and the Region of Peel were working together on a capital project (e.g., road construction) and the City handled all of the payments for the project, the City would then invoice the Region for their portion of the costs.

Why it is important: The City performs work and provides services on behalf of third parties such as the Region of Peel, Metrolinx or an insurance company. Any work performed on behalf of third parties is recoverable by the City.

Change between 2023 and 2022: The increase over 2022 relates to the timing of recovery for capital projects, primarily for funding from the federal government of \$77.6 million for ICIP (2022 \$6.4 million), funding from the provincial government of \$52.4 million for ICIP (2022 \$6.2 million) and other external recoveries of \$24.4 million (2022 \$11.4 million). These increases were partially offset by a decrease in recoveries from other municipalities of \$7.6 million (2022 \$17.8 million).

Variance between 2023 actuals and 2023 budget: The variance versus budget relates to ICIP program expenses and corresponding recovery revenue that were incurred one year later than initially budgeted.

6. Funding Transfers from Other Governments

2023 BUDGET	2023 ACTUAL	2022 ACTUAL	\$ VARIANCE VS. BUDGET	% VARIANCE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
2,011	3,638	37,067	1,857	92.3%	(33,199)	(89.6%)

What it is: The City receives grants and funding from other levels of government for many types of services and initiatives.

Why it is important: While these transfers represent a small portion of the overall City revenue, it is valuable revenue that helps pay for City programs and services. During 2022, the provincial and federal governments provided funding to municipal governments through the Safe Restart and COVID-19 Recovery Funding for Municipalities funding programs. These programs have now concluded.

Change between 2023 and 2022: The year-over-year change primarily relates to the end of the Safe Restart and COVID-19 Recovery Funding for Municipalities funding programs, and the Ontario Summer Games funding that was received in 2022.

Variance between 2023 actuals and 2023 budget: The variance versus budget relates primarily to higher recreation grant funding that was received versus what was budgeted.

7. Development and Other Contributions Applied

2023 BUDGET	2023 ACTUAL	2022 ACTUAL	\$ VARIANCE VS. BUDGET	% VARIANCE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
201,958	138,026	100,368	(63,932)	(31.7%)	37,658	37.5%

What it is: When Development Charges and Other Contributions are initially received, they are held as deferred revenue in obligatory reserve funds. Then, when the corresponding capital or operating related expenses are incurred, the deferral ends and the reserved dollars are brought into the revenue stream.

Why it is important: Development and other contributions help fund capital projects that deliver front-line services to residents, visitors and businesses.

Change between 2023 and 2022: In 2023, \$148.5 million was applied from obligatory reserve funds to fund operating and capital expenses (2022 \$88.5 million). Discretionary reserve fund receipts in 2023 had a deficit of \$10.5 million, representing \$0.2 million in direct contributions which was offset by a transfer of \$12.0 million in development levies to Deferred Revenue – General (2022 \$13.4 million).

Variance between 2023 actuals and 2023 budget: Actual capital and operating expenses funded through obligatory reserve funds were lower than the budgeted amount due to the timing of capital project works and contracts.

8. Investment Income

2023 BUDGET	2023 ACTUAL	2022 ACTUAL	\$ VARIANCE VS. BUDGET	% VARIANCE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
26,587	39,755	36,374	13,168	49.5%	3,381	9.3%

What it is: Investment income represents the annual net return on investment for the City funds portfolio, and recognized in the City’s operating budget and discretionary reserve funds. Investment income earned on obligatory reserve fund balances is recognized as a receipt in those funds, and ultimately recognized as development and other contributions applied revenue when the income is applied against capital projects.

Why it is important: Investment income reduces the overall impact on the City’s tax levy, and increases the balances held in reserve funds to help fund capital projects.

Change between 2023 and 2022: The increase in investment income is due to higher average balances held through the year and higher interest rates.

Variance between 2023 actuals and 2023 budget: The variance versus budget relates to higher-than-expected investment returns due to higher interest rates.

9. Penalties and Interest on Taxes

2023 BUDGET	2023 ACTUAL	2022 ACTUAL	\$ VARIANCE VS. BUDGET	% VARIANCE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
10,110	17,152	14,825	7,042	69.7%	2,327	15.7%

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 payments.

Change between 2023 and 2022: Penalty and interest revenue is dependent on taxpayer payment activities and varies annually based on the amount of taxes outstanding and length of arrears. In 2023, penalty and interest charges trended higher due to an increase in overdue taxes in 2023 from 2022.

Variance between 2023 actuals and 2023 budget: The variance versus budget is mainly due to an increase in taxpayers’ inability to make property tax payments on time. Interest is added the day after the defaulted payment and then on the first of each month until paid in full.

10. Contributed and Assumed Assets

2023 BUDGET	2023 ACTUAL	2022 ACTUAL	\$ VARIANCE VS. BUDGET	% VARIANCE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
0	60,379	75,591	60,379	100.0%	(15,212)	(20.1%)

What it is: This revenue category includes assets assumed by the City through development agreements, including land under roads, land under infrastructure, stormwater, and road infrastructure.

Why it is important: Contributed assets are part of the City’s capital infrastructure, but developers have paid for these assets through their development agreements.

Change between 2023 and 2022: Contributed assets vary from year to year depending on the individual agreements reached and the timing of asset transfer to the City.

Variance between 2023 actuals and 2023 budget: The entire amount in this category shows as surplus because this category is not included in the budget.

11. Other

2023 BUDGET	2023 ACTUAL	2022 ACTUAL	\$ VARIANCE VS. BUDGET	% VARIANCE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
(595)	1,011	3,949	(1,606)	(269.9%)	(2,938)	(74.4%)

What it is: This is miscellaneous and one-time revenue received by the City.

Why it is important: Other revenue helps fund City programs and services.

Change between 2023 and 2022: This value routinely fluctuates due to the category's miscellaneous nature. This revenue is generally one-time revenue and is not expected to be sustained.

Variance between 2023 actuals and 2023 budget: A variance is always likely, due to the miscellaneous nature of the category.

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

2023 BUDGET	2023 ACTUAL	2022 ACTUAL	\$ VARIANCE VS. BUDGET	% VARIANCE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
25,000	36,153	15,890	11,153	44.6%	20,263	127.5%

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 as at December 31 (using the modified equity basis of accounting). Enersource, in turn, is a 29.57 per cent owner of Alectra Inc.

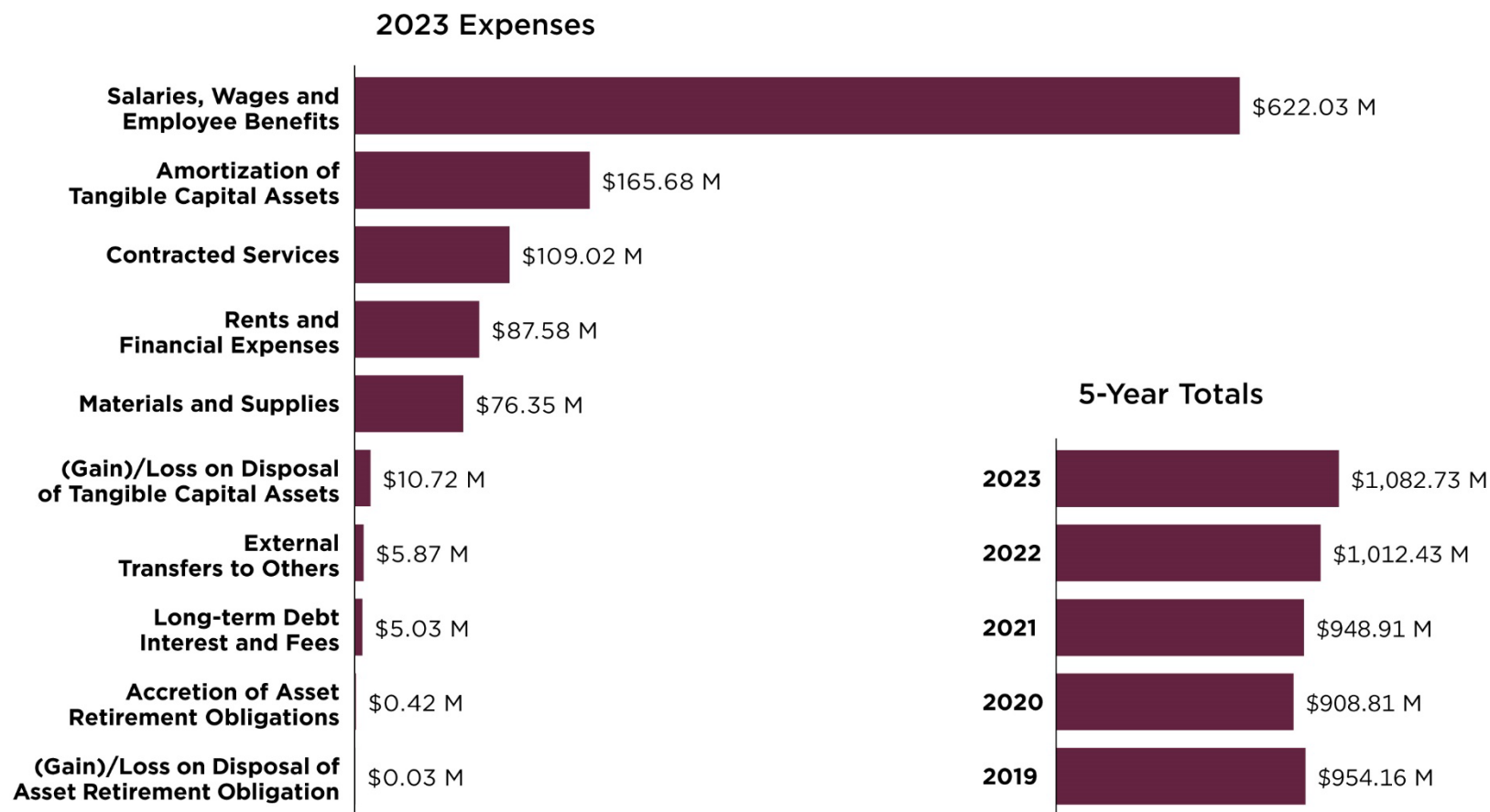
Why it is important: The investment in Enersource generates an annual dividend that helps to fund City operations and moderate the property tax rate.

Change between 2023 and 2022: Alectra Inc. earnings in 2023 improved, which translated into higher net income for Enersource Corporation and a higher share of net income for the City. An 'other comprehensive income' loss of \$292,000 was removed from net revenue and reported as a remeasurement gain/(loss) on the City's Consolidated Statement of Financial Position.

Variance between 2023 actuals and 2023 budget: The variance between actuals and budget relates to a lower forecasted budget versus actual earning in the year.

Expenses

Total expenses were \$1.08 billion in 2023 (\$1.01 billion in 2022), which is an increase of \$70.3 million over the 2022 value.



Expenses

ITEM (\$000s)	REF. #	2023 BUDGET	2023 ACTUAL	2022 ACTUAL	\$ VARIANCE VS. BUDGET	% VARIANCE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
Salaries, Wages and Employee Benefits	1	616,499	622,024	574,880	5,525	0.9%	47,144	8.2%
Long-term Debt Interest and Fees	2	7,316	5,034	5,676	(2,282)	(31.2%)	(642)	(11.3%)
Materials and Supplies	3	82,502	76,351	83,429	(6,151)	(7.5%)	(7,078)	(8.5%)
Contracted Services	4	75,158	109,017	104,659	33,859	45.1%	4,358	4.2%
Rents and Financial Expenses	5	82,280	87,584	78,151	5,304	6.4%	9,433	12.1%
External Transfers to Others	6	5,824	5,872	14,880	48	0.8%	(9,008)	(60.5%)
(Gain)/Loss on Disposal of Tangible Capital Assets	7	0	10,723	(40)	10,723	0.0%	10,763	(26,907.5%)
Amortization of Tangible Capital Assets	8	161,961	165,679	150,173	3,718	2.3%	15,506	10.3%
Accretion of Asset Retirement Obligations	9	0	417	366	417	0.0%	51	13.9%
(Gain)/Loss on Disposal of Asset Retirement Obligations	10	0	34	260	34	0.0%	(226)	(86.9%)
Total Expenses		1,031,540	1,082,735	1,012,434	51,195	5.0%	70,301	6.9%

COMMENTARY:

1. Salaries, Wages and Employee Benefits

2023 BUDGET	2023 ACTUAL	2022 ACTUAL	\$ VARIANCE VS. BUDGET	% VARIANCE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
616,499	622,024	574,880	5,525	0.9%	47,144	8.2%

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 benefits assessment of Workplace Safety and Insurance Board (WSIB), sick leave, disability benefits and post-retirement benefits.

Why it is important: Staff are the number one resource required to deliver City services, and correspondingly represent the largest category of expenses for the organization.

Change between 2023 and 2022: This increase was primarily due to labour contract range progressions, pay adjustments and increased benefit costs (\$32.7 million) and changes to PSAB-related actuarial benefit liabilities (\$13.0 million).

Variance between 2023 actuals and 2023 budget: Increases in PSAB-related actuarial benefit liabilities and non-tangible capital asset capital budget labour, partially offset by decreases in salary, wage and benefit costs due to labour gapping, were the primary reasons for the variance.

2. Long-Term Debt Interest and Fees

2023 BUDGET	2023 ACTUAL	2022 ACTUAL	\$ VARIANCE VS. BUDGET	% VARIANCE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
7,316	5,034	5,676	(2,282)	(31.2%)	(642)	(11.3%)

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 critical source of funding for capital projects. This category fully accounts for these financing costs.

Change between 2023 and 2022: Long-term debt interest and fees decreased due to the retirement of the 2013 serial debenture, resulting in a reduced debt balance on which interest was paid.

Variance between 2023 actuals and 2023 budget: The City’s 2023 Budget assumed there would be a debt issuance. However, the issuance did not occur due to stable cash balances.

3. Materials and Supplies

2023 BUDGET	2023 ACTUAL	2022 ACTUAL	\$ VARIANCE VS. BUDGET	% VARIANCE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
82,502	76,351	83,429	(6,151)	(7.5%)	(7,078)	(8.5%)

What it is: Materials and supplies include vehicle fuel and all other general operational materials and supplies needed for service and program delivery.

Why it is important: Materials and supplies keep day-to-day services running without interruption.

Change between 2023 and 2022: The decrease is primarily the result of decreased diesel fuel costs (\$5.4 million), vehicle supplies (\$2.4 million), and maintenance costs (\$3.6 million). Increases and decreases in other material and supplies accounted for the balance of the change.

Variance between 2023 actuals and 2023 budget: The variance is largely due to the decrease in the price of diesel fuel (\$5.9 million) and general operating supplies (\$4.0 million), partially offset by higher maintenance costs (\$1.9 million).

4. Contracted Services

2023 BUDGET	2023 ACTUAL	2022 ACTUAL	\$ VARIANCE VS. BUDGET	% VARIANCE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
75,158	109,017	104,659	33,859	45.1%	4,358	4.2%

What it is: The City sets contracts with third parties for professional services, maintenance contracts (e.g., snow removal), and project management services.

Why it is important: Contracted services can bring expertise to the City that staff alone may not have, or that the City needs only intermittently.

Change between 2023 and 2022: The increase is due to higher, non-tangible capital asset capital budget costs (\$4.9 million), reduced by ARO disposals (\$0.2 million).

Variance between 2023 actuals and 2023 budget: The large increase in actual costs versus budget relates to higher-than-budget contractor costs (\$1.2 million) and non-tangible capital assets capital costs which are not included in the budget (\$32.8 million), reduced by ARO disposals (\$0.2 million).

5. Rents and Financial Expenses

2023 BUDGET	2023 ACTUAL	2022 ACTUAL	\$ VARIANCE VS. BUDGET	% VARIANCE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
82,280	87,584	78,151	5,304	6.4%	9,433	12.1%

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

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

Change between 2023 and 2022: The increase is due to recovery costs (\$8.5 million), equipment and maintenance costs (\$2.1 million), capital budget costs expensed (\$1.2 million), partially offset by a decrease in PSAB-related liabilities (\$4.3 million).

Variance between 2023 actuals and 2023 budget: The variance is mainly due to increases in related capital budget costs that were expensed and not budgeted (\$8.7 million), finance/insurance charges (\$3.2 million) and occupancy costs (\$1.3 million). These increases were partially offset by decreases in equipment and maintenance costs (\$2.5 million); legal, insurance, and Section 37 liability charges (\$3.1 million); and other costs such as staff development and advertising and promotions (\$2.7 million).

6. External Transfers to Others

2023 BUDGET	2023 ACTUAL	2022 ACTUAL	\$ VARIANCE VS. BUDGET	% VARIANCE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
5,824	5,872	14,880	48	0.8%	(9,008)	(60.5%)

What it is: The City provides defined grants and funding to third parties who contribute to supporting the City’s vision and objectives.

Why it is important: These third-party organizations are able to leverage City grants, multiplying the money’s effectiveness with their organization, community and volunteer support.

Change between 2023 and 2022: The decrease is due to a one-time, \$9.9 million grant in 2022 towards the development of a new long-term care home in the City, partially offset by an increase of other grants of \$0.9 million.

Variance between 2023 actuals and 2023 budget: There was a minor difference between actual and budget.

7. (Gain)/Loss on Disposal of Tangible Capital Assets

2023 BUDGET	2023 ACTUAL	2022 ACTUAL	\$ VARIANCE VS. BUDGET	% VARIANCE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
0	10,723	(40)	10,723	100.0%	10,763	(26,907.5%)

What it is: From time to time, the City sells assets or disposes of assets no longer in use. When the asset’s net book value exceeds the sale price, a loss is incurred. When the sale price exceeds the asset’s net book value, a gain is realized.

Why it is important: Proceeds from the sale of capital assets can be used to fund new projects or asset purchases.

Change between 2023 and 2022: (Gain)/loss on disposal of assets varies from year to year depending on the identification and disposal of assets. In 2023, the majority of the loss on disposal of capital assets is due to the disposal of the original structure of the Hazel McCallion Central Library during renovations.

Variance between 2023 actuals and 2023 budget: The full amount shows as a deficit against budget because (gain)/loss on disposal of assets is not a budgeted item.

8. Amortization of Tangible Capital Assets

2023 BUDGET	2023 ACTUAL	2022 ACTUAL	\$ VARIANCE VS. BUDGET	% VARIANCE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
161,961	165,679	150,173	3,718	2.3%	15,506	10.3%

What it is: Capital assets decline in value over time as they are used. Each year, a portion of their cost is reflected in the financial statements as amortization expense. The amount of amortization expensed each year is determined by the estimated useful life of each asset class.

Why it is important: Amortization allows the net value of assets (vs. their cost value) to be represented on the financial statements.

Change between 2023 and 2022: The total amortization amount increases as the City continues its investment in capital projects. Offsets to this increase in amortization will occur as capital assets are disposed of at the end of their useful life.

Variance between 2023 actuals and 2023 budget: Actual amortization was slightly higher than budget. The amortization budget was based on projected tangible capital asset inventory balances.

9. Accretion of Asset Retirement Obligations

2023 BUDGET	2023 ACTUAL	2022 ACTUAL	\$ VARIANCE VS. BUDGET	% VARIANCE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
0	417	366	417	100.0%	51	13.9%

What it is: The City has legal obligations associated with the retirement from service of buildings, equipment, and lease agreements. The City recognizes obligations to retiring tangible capital assets from service in the period in which the obligation arises, which is typically upon acquisition or development of the asset, or when a reasonable estimate of the obligation can be made. Accretion represents the expense associated with the increase in asset retirement liability obligations.

Why it is important: There is a legal obligation to incur retirement costs in relation to a tangible capital asset. For example, when the past transaction or event gives rise to the liability that has occurred, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount can be made. Accretion expenses help build up the liability for future remediation of the impaired asset.

Change between 2023 and 2022: Asset retirement obligation accounting was first reported by the City in 2023, along with a prior-year restatement. There were immaterial changes in the liability from 2022 to 2023.

Variance between 2023 actuals and 2023 budget: Due to the new accounting standards and reporting obligation in 2023, a budget was not determined.

10. (Gain)/Loss on Disposal of Asset Retirement Obligations

2023 BUDGET	2023 ACTUAL	2022 ACTUAL	\$ VARIANCE VS. BUDGET	% VARIANCE VS. BUDGET	\$ CHANGE VS. PRIOR YEAR	% CHANGE VS. PRIOR YEAR
0	34	260	34	100.0%	(226)	0.0%

What it is: Asset retirement obligations (ARO) are recognized when a legal obligation exists to remediate an asset. When an asset is remediated, any costs that exceed the liability estimate flow through the Consolidated Statement of Operations.

Why it is important: This category reflects the financial impacts resulting from changes in the ARO liability from year to year.

Change between 2023 and 2022: The (gain)/loss on disposal of ARO will fluctuate based on the remediation activity undertaken by the City in a given year.

Variance between 2023 actuals and 2023 budget: Asset retirement obligations are a new reporting requirement for 2023, therefore no budget was recorded nor any variances therein.

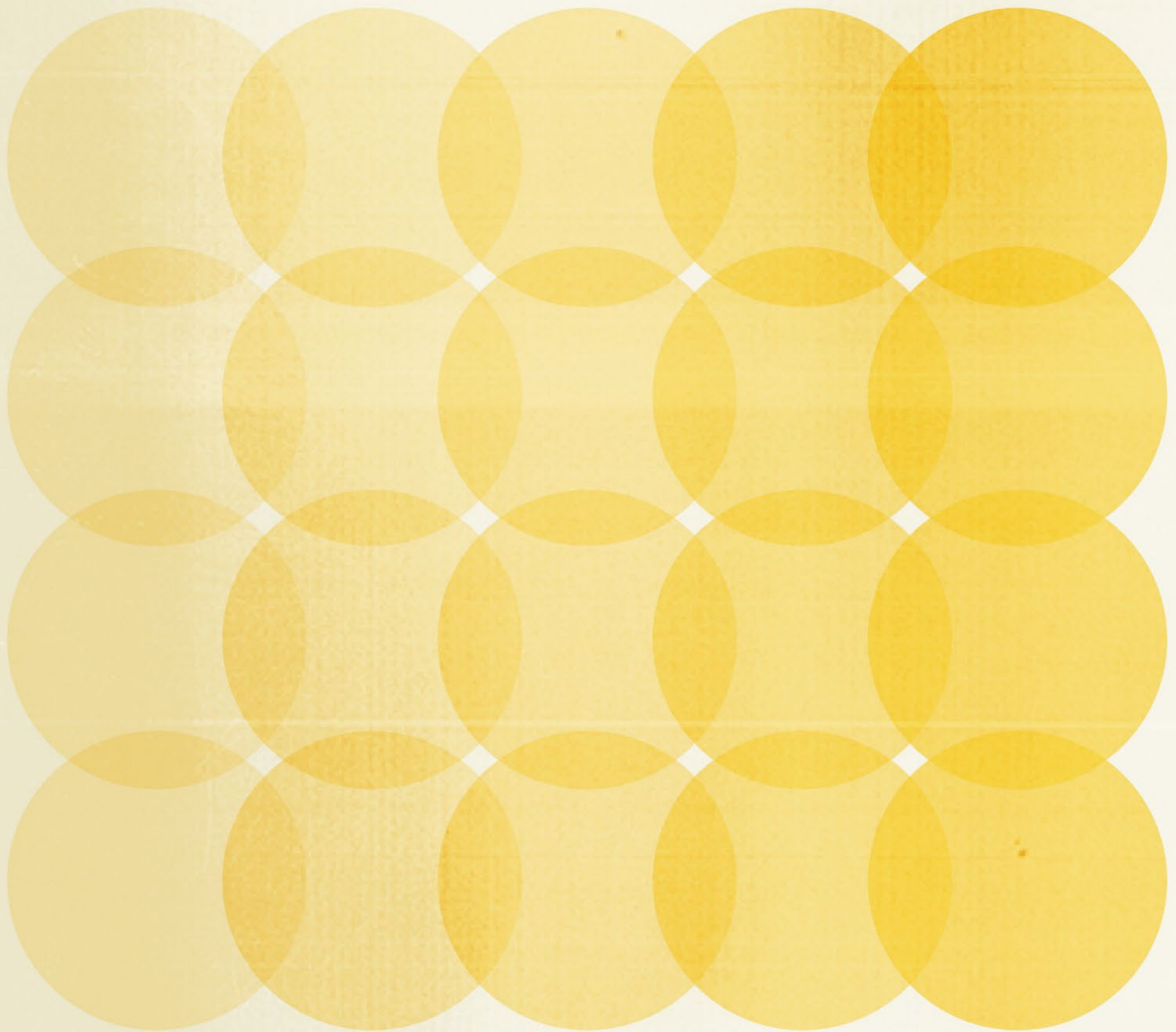
Consolidated Statement of Change in Net Financial Assets

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 use 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 resulting from operations. It shows how the City financed its activities during the year and met its cash requirements.

Reconciliation of Budget to Audited Financial Statements



Reconciliation of the City's Budget to Audited Financial Statements

The City prepares two main sets of financial documents annually: the annual financial statements, and the Business Plan & Budget.

The *Municipal Act, 2001* requires that municipalities prepare annual financial statements that use the accrual basis of accounting in accordance with PSAS for local governments as recommended by PSAB.

The Business Plan & Budget document is a spending control document, a revenue rate-setting document and the means to calculate a property tax levy, as specified in sections 290 and 312 of the *Municipal Act, 2001*. The Business Plan & Budget is prepared using the cash basis of accounting.

Ontario Regulation 284/09 was introduced to reconcile the major differences between the annual financial statements and the Business Plan & Budget that result from using the two different accounting bases. The main differences include:

- Certain revenues and expenses, such as contributed assets received through development, or changes in employment and other liabilities, are not included in the budget, but are in the financial statements
- In the Business Plan & Budget, transfers in or out of the Operating Fund or Capital Fund from reserves are recorded as either revenues or expenses; these transfers are not recorded as revenues or expenses in the financial statements
- Liabilities are fully recognized in the financial statements, but are not fully funded in the Business Plan & Budget, as these are an estimate of future possible expenditures. Levying an amount to fully fund liabilities would significantly increase the tax levy
- The Business Plan & Budget does not provide for amortization, although it does set aside funds in reserves to pay for the future renewal of City infrastructure

Ontario Regulation 284/09 requires the City to identify the impacts of not including amortization expenses, post-employment retirement benefits, and solid waste landfill closure and post-closure expenses in its budget. The City does not own and is not responsible for operating or maintaining landfills and does not have any closure or post-closure costs.

The two charts that follow report the reconciliation between the City's budget and the audited financial statements by service area. Refer to Notes 19 and 20 (page 124 and page 129, respectively) in the audited financial statements for actuals and budgets by service area.

Revenue Reconciliation by Service Area (\$000s)

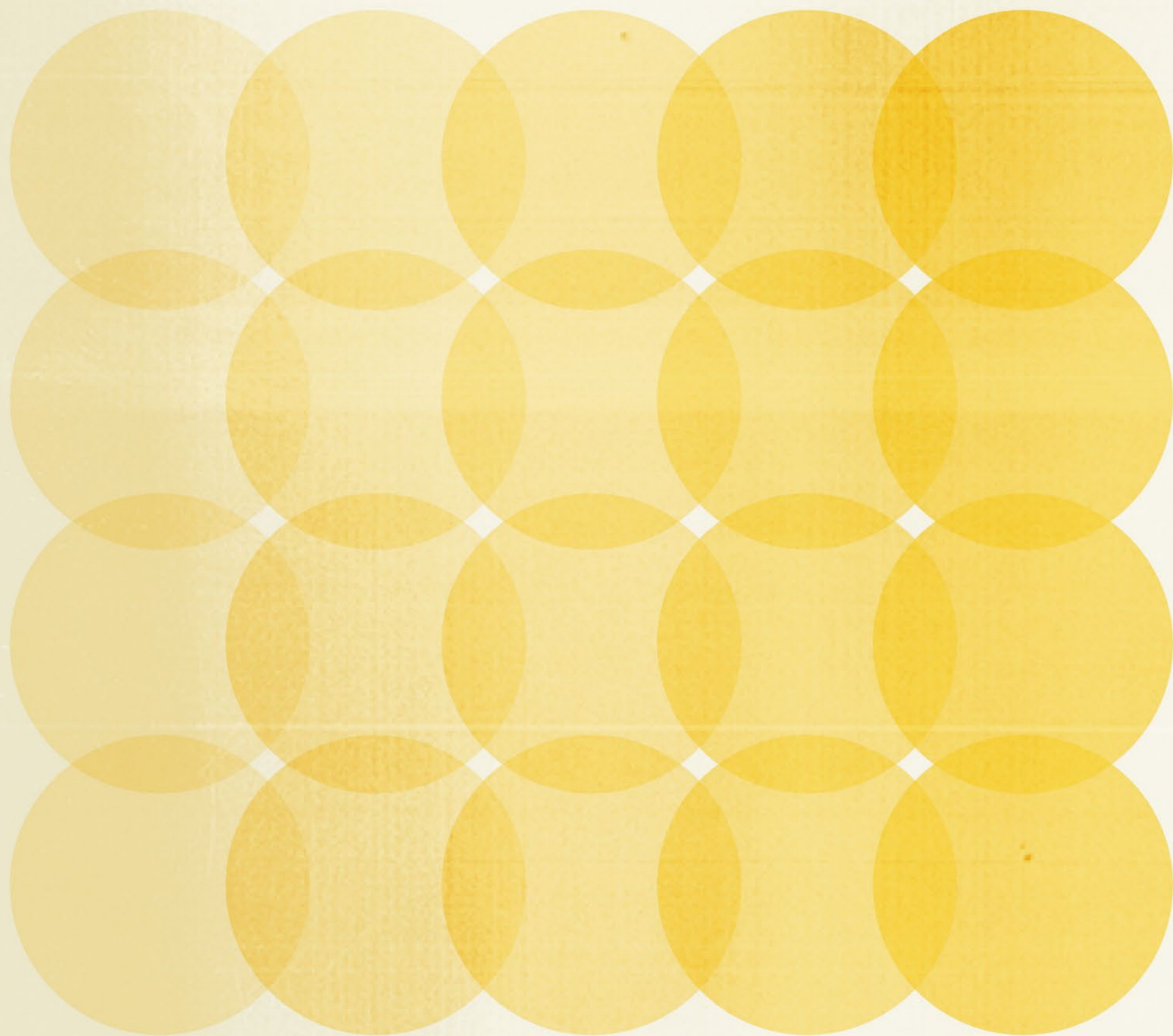
Service Area	Approved Operating Revenue Budget & Tax Levy	In-Year Budget Adjustments	Final Assessment Growth	Contributions from Reserves & Reserve Funds	Obligatory Reserve Fund Revenue Applied	Enersource Dividend	Enersource Net Income	Capital Project Revenue & Recoveries	Discretionary Reserve Fund Investment Income	Tax Adjustments Reclassified from Expense	BIA Budgeted Revenue	BIA Contributions from Reserves & Reserve Funds	Adjusted Budget
Corporate Transactions	235,198	(488)	1,189	(63,306)	2,235	(17,577)	25,000		12,100	(5,958)			188,393
Facilities & Property Management	26,585			(236)	7,509								33,858
Fire & Emergency Services	149,200	1,900		(7,999)	50								143,151
General Government	70,741	373		(706)	80								70,488
Information Technology	35,891												35,891
Mayor & Members of Council	5,286												5,286
Mississauga Library	33,091	500		(887)	7,224			376					40,304
Parks, Forestry & Environment	45,305	273		(51)	69,421			1,425					116,373
Planning & Building	29,216			(231)	504						2,394	(235)	31,648
Recreation & Culture	107,650	(702)		(3,716)	10,190			1,359					114,781
Regulatory Services	20,561												20,561
Roads	102,520	6		(1,206)	72,566			1,498					175,384
Stormwater	46,386	(66)			1,741								48,061
Transit	218,933	156		(156)	11,788			85,193					315,914
Total Revenue	1,126,563	1,952	1,189	(78,494)	183,308	(17,577)	25,000	89,851	12,100	(5,958)	2,394	(235)	1,340,093

Expense Reconciliation by Service Area (\$'000s)

Service Area	Approved Operating Expense Budget	In-Year Budget Adjustments	Amortization of Tangible Capital Assets	Contributions to Reserves & Reserve Funds	Debt Principal Repayments	Changes in Employee Benefits and Other Liabilities	BIA Budgeted Expenses	BIA Contributions to Reserves & Reserve Funds	BIA Amortization of Tangible Capital Assets	Tax Adjustments Reclassified from Expense	Adjusted Budget
Corporate Transactions	235,199	(189)		(155,579)	(43,761)	7,529				(5,958)	37,241
Facilities & Property Management	26,585	436									27,021
Fire & Emergency Services	149,199	1,900	8,116	(20,068)							139,147
General Government	70,741	1,076	24,194	(1,387)							94,624
Information Technology	35,891										35,891
Mayor & Members of Council	5,286			(45)							5,241
Mississauga Library	33,093	500	8,556	(1,000)		262					41,411
Parks, Forestry & Environment	45,305	2,632	13,538	(996)							60,479
Planning & Building	29,215			(629)			2,299	(15)	95		30,965
Recreation & Culture	107,649	(3,061)	20,677	(3,237)							122,028
Regulatory Services	19,872	440	153								20,465
Roads	102,520	6	52,102	(3,127)							151,501
Stormwater	46,386	(66)	8,387	(33,210)	(878)						20,619
Transit	218,933	156	26,143	(325)							244,907
Total Expenses	1,125,874	3,830	161,866	(219,603)	(44,639)	7,791	2,299	(15)	95	(5,958)	1,031,540

2023 Audited Consolidated Financial Statements

For the year ended December 31, 2023



Management's Responsibility for Financial Reporting

For the year ended December 31, 2023

The accompanying consolidated financial statements of the Corporation of the City of Mississauga (the "City") are the responsibility of the City's management and have been prepared in accordance with generally accepted accounting principles established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada.

The City's Finance Division is responsible for the preparation of the consolidated financial statements and accompanying notes. The statements and notes include certain amounts based on estimates and judgements. Such amounts have been determined on a reasonable basis to ensure that the consolidated financial statements are presented fairly in all material respects.

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 City activities, how they were financed, investing activities, assets, and liabilities. The consolidated financial statements are reviewed and approved by the Director of Finance and Treasurer.

The City maintains systems of internal and financial controls designed to ensure that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative requirements, and reliable financial information is available on a timely basis for preparation of the consolidated financial statements. These systems are monitored and evaluated by City management.

The consolidated financial statements have been audited by KPMG LLP, independent external auditors appointed by the City's Audit Committee. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the consolidated financial statements.

The City's Audit Committee meets with management and the external auditors to review the consolidated financial statements and discuss any significant financial reporting or internal control matters.



Shari Lichterman
City Manager and
Chief Administrative Officer



Marisa Chiu
Director of Finance and Treasurer

Mississauga, Ontario
April 19, 2024



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Canada
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Fax 905 265 6390

INDEPENDENT AUDITOR'S REPORT

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

Opinion

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

- the consolidated statement of financial position as at December 31, 2023
- the consolidated statement of operations and accumulated surplus 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 City as at December 31, 2023, 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 "**Auditor's Responsibilities for the Audit of the Financial Statements**" section of our auditor's 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.

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



Emphasis of Matter – Comparative Information

We draw attention to Note 2 to the financial statements, which explains that certain comparative information presented for the year ended December 31, 2022 has been restated as a result of the modified retroactive adoption of the asset retirement obligation standard.

Note 2 explains the reason for the restatement and also explains the adjustments that were applied to restate certain comparative information.

Our opinion is not modified in respect of this matter.

Other Matter – Comparative Information

As part of our audit of the financial statements for the year ended December 31, 2023, we also audited the adjustments that were applied to restate certain comparative information presented for the year ended December 31, 2022. In our opinion, such adjustments are appropriate and have been properly applied.

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.

Auditor's 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 auditor's 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 auditor's 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 auditor's 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.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

Vaughan, Canada

April 19, 2024

The Corporation of the City of Mississauga
Consolidated Statement of Financial Position
as at December 31, 2023 with comparatives for 2022
(All dollar amounts are in \$000s)

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

	2023	2022 Restated (Note 2)
Financial Assets		
Cash and cash equivalents	273,785	303,166
Property taxes receivable (Note 3)	89,186	66,237
Accounts receivable (Note 3)	200,339	121,857
Loans and other receivables	250	300
Inventories for resale	97	97
Investments (Note 4)	1,509,569	1,518,329
Investment in Enersource Corporation (Note 6)	522,683	505,416
Total Financial Assets	2,595,909	2,515,402
Financial Liabilities		
Accounts payable and accrued liabilities	274,046	265,955
Deferred revenue - general (Note 7)	36,280	21,813
Deferred revenue - obligatory reserve funds (Note 9)	859,129	784,686
Employee benefits and other liabilities (Note 9)	258,608	240,740
Asset retirement obligation (Notes 2 and 11)	14,975	13,344
Long-term debt (Note 12)	208,040	249,095
Total Financial Liabilities	1,651,078	1,575,633
Net Financial Assets	944,831	939,769
Non-Financial Assets		
Tangible capital assets (Note 13)	8,888,802	8,587,543
Inventories of supplies	12,280	10,929
Prepaid expenses	7,902	8,758
Total Non-Financial Assets	8,908,984	8,607,230
	9,853,815	9,546,999
Accumulated surplus (Note 14)	9,854,107	9,546,999
Accumulated remeasurement gain/(loss)	(292)	-
	9,853,815	9,546,999

Contingent liabilities and guarantee (Note 17)

Contractual rights (Note 25)

Commitments (Note 26)

Contingent assets (Note 27)

The Corporation of the City of Mississauga
Consolidated Statement of Operations
for the year ended December 31, 2023 with comparatives for 2022
(All dollar amounts are in \$000s)

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

	2023 Budget (Note 21)	2023 Actual	2022 Actual Restated (Note 2)
Revenue (Notes 18, 19 and 20)			
Property taxes (Note 15)	638,400	639,813	584,150
Payment in lieu of taxes	37,061	15,295	15,558
Municipal Accommodation Tax	9,800	16,195	12,279
User charges (Note 23)	284,570	260,313	232,734
Recoveries from third parties	105,191	161,883	34,696
Funding transfers from other governments (Note 24)	2,011	3,868	37,067
Development and other contributions applied	201,958	138,026	100,368
Investment income	26,587	39,755	36,374
Penalties and interest on taxes	10,110	17,152	14,825
Contributed and assumed assets (Note 13)	-	60,379	75,591
Other	(595)	1,011	3,949
City's share of net income in Enersource Corporation (Note 6)	25,000	36,153	15,890
Total Revenue	1,340,093	1,389,843	1,163,481
Expenses (Notes 18, 19 and 20)			
General government services	186,440	202,606	230,532
Protection services (Note 23)	165,450	164,383	156,187
Transportation services	406,020	421,694	376,517
Environmental services	22,500	24,983	20,995
Health services	863	833	791
Social and family services	986	359	645
Recreation and cultural services	205,598	219,601	198,051
Planning and development services	43,683	48,276	28,716
Total Expenses (Note 22)	1,031,540	1,082,735	1,012,434
Annual Surplus	308,553	307,108	151,047
Accumulated surplus, beginning of year	9,546,999	9,546,999	9,404,521
Adjustment on adoption of the asset retirement obligation standard (Note 2, b)	-	-	(8,569)
Accumulated surplus, beginning of year, as restated	9,546,999	9,546,999	9,395,952
Accumulated Surplus, end of year (Note 14)	9,855,552	9,854,107	9,546,999

The Corporation of the City of Mississauga
Consolidated Statement of Change in Net Financial Assets
for the year ended December 31, 2023 with comparatives for 2022
(All dollar amounts are in \$000s)

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

	2023 Budget (Note 21)	2023 Actual	2022 Actual Restated (Note 2)
Annual surplus	308,553	307,108	151,047
Acquisition of tangible capital assets	-	(481,185)	(277,920)
Amortization of tangible capital assets (Note 13)	161,961	165,679	150,173
(Gain)/loss on disposal of tangible capital assets (Note 13)	-	10,723	(40)
Proceeds of disposition of tangible capital assets (Note 13)	-	3,490	1,175
Loss on disposal of asset retirement obligation	-	34	260
	470,514	5,849	24,695
Acquisition of inventories of supplies	-	(12,280)	(10,929)
Prepaid expenses, current year	-	(7,902)	(8,758)
Inventories of supplies	-	10,929	8,191
Prepaid expenses, prior year	-	8,758	3,910
Change in net financial assets before the under-noted	470,514	5,354	17,109
Net financial assets, beginning of year	939,769	939,769	935,220
Adjustment on adoption of the asset retirement obligation standard (Note 2)	-	-	(12,560)
Accumulated remeasurement gain/(loss)	-	(292)	-
Net financial assets, beginning of year, as restated	939,769	939,477	922,660
Net Financial Assets, end of year	1,410,283	944,831	939,769

The Corporation of the City of Mississauga
Consolidated Statement of Cash Flows
for the year ended December 31, 2023 with comparatives for 2022
(All dollar amounts are in \$000s)

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

	2023	2022 Restated (Note 2)
Cash provided by (used in):		
Operating activities		
Annual surplus	307,108	151,047
Items not involving cash		
Amortization of tangible capital assets	165,679	150,173
(Gain)/loss on disposal of tangible capital assets	10,723	(40)
Contributed and assumed assets	(60,379)	(75,591)
Change in employee benefits and other liabilities	17,868	9,494
Accretion expense	417	366
Loss on disposal of asset retirement obligation	34	260
City's share of net income in Enersource Corporation	(36,153)	(15,890)
Change in non-cash assets and liabilities		
Property taxes receivable	(22,949)	(9,137)
Accounts receivable	(78,482)	4,101
Inventories for resale	-	(17)
Accounts payable and accrued liabilities	8,091	42,721
Deferred revenue - general	14,467	6,787
Deferred revenue - obligatory reserve funds	74,443	116,327
Inventories of supplies	(1,351)	(2,738)
Prepaid expenses	856	(4,848)
Asset retirement obligations	1,214	418
Net change in cash from operating activities	401,586	373,433
Capital activities		
Tangible capital asset additions	(420,806)	(202,329)
Proceeds of disposition of tangible capital assets	3,490	1,175
Net change in cash from capital activities	(417,316)	(201,154)
Investing activities		
Increase in investments	8,760	(186,643)
Decrease in loans and other receivables	50	50
Dividends from Enersource Corporation	18,594	21,005
Net change in cash from investing activities	27,404	(165,588)
Financing activities		
Proceeds from issuance of long-term debt	-	50,000
Repayment of long-term debt	(41,055)	(38,227)
Net change in cash from financing activities	(41,055)	11,773
Net change in cash and cash equivalents	(29,381)	18,464
Cash and cash equivalents, beginning of year	303,166	284,702
Cash and Cash Equivalents, end of year	273,785	303,166

The Corporation of the City of Mississauga Notes to the Consolidated Financial Statements

For the year ended December 31, 2023

(All dollar amounts are in \$000s)

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, 1992*, *Provincial Offences Act* and other related legislation.

Accounting standards specify how transactions and other events are to be recognized, measured, presented, and disclosed in a public sector entity's financial statements. These statements have been prepared in accordance with the accounting standards of the Public Sector Accounting Board (PSAB). These standards are numbered and are referenced throughout these notes beginning with the letters "PS".

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. 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, revenue, and expenses of the reporting entity (the City). The reporting entity comprises all organizations, committees, and local boards that are accountable to the City for the administration of their financial affairs and resources and that are owned or controlled by the City. Enersource Corporation (the City's government business enterprise) is accounted for on the modified equity basis of accounting.

The entities and organizations included in the reporting entity are:

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

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 to 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 are reflected as reductions in the investment asset account.

(iii) Accounting for Region and school board transactions

Revenues (including taxation), 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, 2002* and the *Municipal Elections Act, 1996*.

b) Basis of accounting

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

c) Government transfers

Government transfers are recognized in the Consolidated Financial Statements as revenue 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) Property taxes

Property taxes and property taxes receivable are recognized as revenue when they meet the definition of an asset, the tax is authorized, and the taxable event has occurred. Additional property tax 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 the Municipal Property Assessment Corporation (MPAC), identifying new or omitted assessments. Property taxes for these supplementary and/or omitted amounts are then billed according to the approved tax rate for the property class.

e) Payment in lieu of taxes

Payments in lieu of taxes (PILTs) are payments received from other government entities for properties owned within the city that are exempt from property taxes. The federal *Payments in Lieu of Taxes Act* stipulates payment may be made, therefore there is no guarantee that the City will receive the amount of PILTs billed. Payments are also specific to a calendar year.

The PILT for the majority of government entities is based on their assessment value, as determined by MPAC, and the applicable PILT rate established annually by City Council ("Council"). PILTs for airport authorities are based on a per-passenger rate as determined through Section 45.1 of O. Reg. 282/98. PILTs for hospitals, colleges, universities and penitentiaries are based on a prescribed rate of \$75 per full-time student, provincially rated bed, or resident place (commonly known as "heads and beds") as per O. Reg. 384/98. PILTs for railway rights-of-way and utility transmission corridors are based on a per-acreage rate as per O. Reg. 387/98 and the acreage as received from MPAC.

Similar to taxable properties, there can be in-year changes for PILTs through the issuance of supplementary assessment rolls and PILT adjustments resulting from assessment appeals.

The City does not collect penalty and interest for PILTs.

f) Municipal Accommodation Tax revenue

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

g) User charges

User charges are paid by anyone using fee-based programs and services offered by the City, regardless of their status as a taxpayer. User fees are generally charged when services offered by the City benefit specific individuals instead of the community as a whole. User fees include transit fares, attendance at recreation programs, dog licenses, and building permits. User charges are recognized when earned and measurable.

h) Deferred revenue – general

Deferred revenue - general is licence, permit and other fees which have been collected, but for which the related services have yet to be performed. These amounts will be recognized as revenue in the fiscal year the services are performed. Deferred revenue - general also includes the balance of the reserve funds used to fund the City's long-term disability benefit program. The balance comprises premiums paid by employees and the City, less claims paid during the year.

i) Deferred revenue – obligatory reserve funds

The City receives various types of payments that must be used for specific purposes. These include transfer payments from other levels of government for specific programs (e.g., Canada Community-Building Fund), as well as things like cash in lieu of parkland and community benefits charges. The City also receives development charge payments under the authority of provincial legislation and City by-laws. These funds, by their nature, are restricted in their use, and until applied to applicable operating or capital costs, are recorded as deferred revenue. Amounts applied to qualifying capital projects are recorded as revenue in the fiscal year they are expended.

j) Development and other contributions applied

There are two different components to development and other contributions applied.

The City receives funding from external parties or other levels of government with no contractual or legislated requirements. Funding is recognized as revenue once it is received by the City.

The City also receives funding from external parties or other levels of government with specific contractual or legislated requirements. These funds must be set aside as deferred revenue and applied as revenue against operating and capital expenditures as they occur.

k) Investment income

Investment income is reported as revenue in the year earned. Investment income earned on deferred revenue - obligatory reserve funds is not included in investment income but recognized as a receipt. Receipts are then recognized as obligatory reserve fund revenue when the actual operating or capital expenditures are incurred.

l) 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 amortized cost.

m) 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.

n) Inventories for resale

Inventories for resale are valued at the lower of cost and net realizable value.

o) 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.

p) 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 something other than a temporary decline in value, the respective investment is written down to recognize the loss in the Consolidated Statement of Operations.

q) Measurement of financial instruments

The City's financial assets and liabilities are measured as follows:

(i) Cash at amortized cost

(ii) Investments at amortized cost (with fair market value disclosed in the notes to the Consolidated Financial Statements)

(iii) Taxes receivable, accounts receivable, loans and other receivables at amortized cost

(iv) Accounts payable and accrued liabilities at amortized cost

(v) Long-term debt at amortized cost

At the end of 2023, there are no financial instruments recognized at fair value.

All financial assets are performing as expected and are tested annually for impairment. The nature of the City's investment policies and practices reduce the risk of asset impairment. If financial assets are impaired, these realized losses are recorded in the Consolidated Statement of Operations.

Financial instruments are measured using amortized cost, with the effective interest rate method used to determine interest revenue or expenses. Transaction costs incurred on the acquisition of financial instruments are expensed as incurred and amortized using the straight-line method over the life of the instrument.

The purchase and sale of cash equivalents and investments are accounted for using trade-date accounting. The City does not use foreign currency contracts or any other type of derivative financial instruments for trading or speculative purposes.

r) Employee future benefits

(i) The City provides certain employee benefits which will require funding in future years. These benefits include sick leave, benefits under the *Workplace Safety and Insurance Act, 1997*, long-term disability, life insurance, and extended health and dental benefits for early retirees.

These benefits are actuarially determined using management's best estimate of salary escalation, accumulated sick days at retirement, insurance and health care cost trends, long-term inflation rates and discounted rates.

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

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

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

s) Asset retirement obligation

The City has legal obligations associated with the retirement from service of buildings, equipment, and lease agreements. The City recognizes obligations to retiring tangible capital assets from service in the period in which the obligation arises, which is typically upon acquisition or development of the asset, or when a reasonable estimate of the obligation can be made.

Asset retirement obligations are measured based on the best estimate of directly attributable expenditures required to settle the obligation. The amount of the obligation is added to the carrying amount of the associated asset and amortized on a straight-line basis over the estimated remaining useful life of the asset. If an obligation exists and does not have a corresponding asset, the amount of the obligation is recognized as a liability and an expense in the year of acquisition.

Asset retirement obligations are reviewed at each statement of financial reporting date and adjusted based on the facts and circumstances available at that time. Changes to the estimated timing or amount of future asset retirement obligation costs are recognized in the Statement of Financial Position. Once the related tangible capital asset is no longer in productive use or remediated, the estimate of the liability for asset retirement obligations is removed from the Statement of Financial Position and any additional cost that arises in respect of the asset's disposal or remediation is recognized as an expense.

An asset retirement obligation is recognized when, as at the financial reporting date, all of the following criteria are met:

- (i) There is a legal obligation to incur retirement costs in relation to a tangible capital asset
- (ii) The past transaction or event giving rise to the liability that has occurred
- (iii) It is expected that future economic benefits will be given up, and
- (iv) A reasonable estimate of the amount can be made

Asset retirement obligation liabilities are recognized in the City's financial statements for the following:

- (i) Removal of asbestos in buildings owned by the City
- (ii) Remediation and/or restoration of leased real property and facility space
- (iii) Remediation of fuel tank and ammonia systems in City facilities

The liability is discounted using a present value calculation and adjusted annually for accretion expense. The recognition of a liability results in a corresponding increase to the respective tangible capital asset. The increase to the tangible capital assets is amortized in accordance with the depreciation accounting policies outlined in Note 1, v (i) (page 101).

t) 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.

u) 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
- (v) A reasonable estimate of the liability can be made

v) 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. The category includes amounts that are directly attributed to the 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	15-20
Buildings	5-50
Equipment, books and other	4-40
Linear - storm drainage	25-100
Linear - transportation	15-100
Vehicles	5-15

A full year of amortization is charged in the year of acquisition. Amortization is not charged in the year of disposition. Assets under construction are not amortized until the asset is available for productive use. Amortization expense is not recorded in land because it has an unlimited useful life.

(ii) Contribution and assumed assets

Tangible capital assets received as contributions are recorded at their fair market value on the date of receipt. The contributions are recorded as contributed and assumed assets in the Consolidated Statement of Operations.

(iii) Works of art and cultural and historic assets

The City owns 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. Typically, these assets are deemed worthy of preservation because of the social (rather than financial) benefits they provide to the community. The historic cost of art and treasures is not determinable and a reasonable estimate of their future benefits cannot be made: hence a valuation is not assigned to these assets and they are not recorded as assets in these Consolidated Financial Statements. These assets are non-operational and are not amortized.

(iv) Leased assets

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

(v) Inventories of supplies

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

w) Contingent assets

PS 3320 - Contingent Assets 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.

x) Contractual rights

PS 3380 - Contractual Rights 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 25 (page 133) provides disclosure regarding the nature, extent and timing of contractual rights.

y) Related party disclosures

PS 2200 - Related Party Disclosures 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.

There were no material related-party transactions to disclose for the year ended December 31, 2023.

z) Inter-entity transactions

PS 3420 - Inter-entity Transactions 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.

There were no material inter-entity transactions to disclose for the year ended December 31, 2023.

aa) 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, disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenue and expenses during the year. Significant estimates and assumptions include allowance for doubtful accounts for certain accounts receivable, estimated useful life of tangible capital assets, estimated costs, timing, and applicability of asset retirement obligations, provisions for accrued liabilities, and obligations related to employee benefits. Actual results could differ from estimates.

ab) Assets

PS 3210 – Assets 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, 2023, all material assets have been disclosed and reported within this definition.

ac) Adoption of budgets

The 2023 operating and capital budgets were approved by Council on Wednesday, February 1, 2023.

ad) Future accounting pronouncements

The following standards were not yet effective for the year ended December 31, 2023, and have therefore not been applied in preparing these Consolidated Financial Statements. The City is currently assessing the impact of the following accounting standards updates on the future Consolidated Financial Statements.

(i) PS 3400 – Revenue establishes a single framework to categorize revenue 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 first effective year for the City being the year ending December 31, 2024).

(ii) 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 first effective year for the City being the year ending December 31, 2024).

(iii) PS 1202 – Financial Statement Presentation was approved in March 2023. This standard supersedes PS 1201 and covers a new conceptual framework and reporting model. Prior period amounts would need to be restated to conform to the presentation requirements for comparative financial information. This standard is effective for fiscal years beginning on or after April 1, 2026 (the first effective year for the City being the year ending December 31, 2027).

(iv) PS 3160 – Public Private Partnerships ("P3s") identifies requirements on how to account for and disclose transactions in which public sector entities procure major infrastructure assets and/or services from private sector entities. Recognition of assets arising from P3 arrangements is ultimately dependent on whether public sector entities control the purpose and use of the assets, access to the future economic benefits and exposure to the risks associated with the assets, and significant residual interest in the asset, if any, at the end of the term of P3s. Measurement of the asset and related liability will also be dependent on the overall model used to compensate the private sector entity. This standard is effective for fiscal years beginning on or after April 1, 2023 (the first effective year for the City being the year ending December 31, 2024).

2. Change in Accounting Policies

a) PS 3450 – Financial Instruments, PS 2601 – Foreign Currency Translation, PS 1201 Financial Statement Presentation, and PS 3041 Portfolio Investments. On January 1, 2023, the City adopted PS 3450 – Financial Instruments, PS 2601 – Foreign Currency Translation, PS 1201 – Financial Statement Preparation, and PS 3041 – Portfolio Investments. These standards are effective for year ended December 31, 2023 and required to be implemented concurrently. These standards were adopted prospectively from the date of adoption with no significant impact. The new standards provide comprehensive requirements for the recognition, measurement, presentation and disclosure of financial instruments and foreign currency transactions.

Under PS 3450, all financial instruments, including derivatives, are included on the Statement of Financial Position and are measured either at fair value or amortized cost based on the characteristics of the instrument and the organization’s accounting policy choices (see Note 1, page 93). In accordance with the provisions of this new standard, all items have been recorded at amortized cost; therefore, no adjustments were recorded in 2023.

b) PS 3280 - Asset Retirement Obligations

On January 1, 2022, the City adopted Public Accounting Standard PS 3280 – Asset Retirement Obligations (ARO) using the modified retroactive method. As a result of applying the new accounting standard, adjustments were recorded to opening accumulated surplus of \$8,569 and asset retirement obligation of \$12,560 in the Consolidated Statement of Financial Position as of January 1, 2022. These obligations represent the estimated legal obligations associated with the retirement and remediation of City-owned buildings, fuel tank and ammonia systems, and leased real property and facility space.

		2022	
	Previously Reported	Adjustments	Restated
Consolidated Statement of Financial Position			
Asset retirement obligation	-	13,344	13,344
Tangible capital assets	8,584,033	3,510	8,587,543
Accumulated surplus	9,556,833	(9,834)	9,546,999
Accumulated surplus, beginning of year	9,404,521	(8,569)	9,395,952
Consolidated Statement of Operations			
General government services	229,838	694	230,532
Protection services	156,161	26	156,187
Transportation services	376,458	59	376,517
Social and family services	581	64	645
Recreation and cultural services	197,635	416	198,051
Planning and development services	28,710	6	28,716
Annual surplus	152,312	(1,265)	151,047
Accumulated surplus, beginning of year	9,404,521	(8,569)	9,395,952
Accumulated surplus, end of year	9,556,833	(9,834)	9,546,999
Consolidated Statement of Change in Net Financial Assets			
Annual surplus	152,312	(1,265)	151,047
Amortization of tangible capital assets	149,952	221	150,173
Consolidated Statement of Cash Flows			
Annual surplus	152,312	(1,265)	151,047
Amortization of tangible capital assets	149,952	221	150,173
Accretion of asset retirement obligations	-	366	366
Loss on disposal of asset retirement obligation	-	260	260
Asset retirement obligation	-	418	418

3. Property Taxes Receivable and Accounts Receivable

Property taxes receivable are reported net of valuation allowances of \$274 (2022 \$193). Accounts receivable are reported net of a valuation allowance of \$609 (2022 \$545) and comprises the following:

	2023	2022
Government of Canada	75,617	15,361
Government of Ontario	74,842	41,136
Other municipalities	22,796	27,595
School boards	4,139	10,840
Other	23,554	27,470
Less: valuation allowance	609	545
Total Accounts Receivable	200,339	121,857

4. Investments

Investments reported on the Consolidated Statement of Financial Position have cost and market values as follows:

	2023		2022	
	Cost	Market Value	Cost	Market Value
Government and government guaranteed bonds	1,246,175	1,096,491	1,250,901	1,057,054
Municipal bonds	263,394	231,445	267,428	224,747
Total	1,509,569	1,327,936	1,518,329	1,281,801

As at December 31, 2023, the City's investments measured at amortized cost, exceed market value, representing a temporary decline in market value but no decline in the amortized cost value reported. There is no impairment due to the low-risk nature of the investments, the high credit ratings of the issuers, and the City's intention to hold these investments to their maturities.

5. Financial Instruments

The City is exposed to some risks through financial instruments (both assets and liabilities), including credit risk, liquidity risk and market risk. The following provides insights into the various risk exposures:

a) Credit risk

Credit risk is the risk that one party to a financial instrument (asset or liability) will cause a financial loss to the other party through the failure to discharge the obligations under the covenants of the financial instrument.

The City is exposed to credit risk in the event of non-payment by external parties. The City's credit risk is primarily attributable to its receivables. The amounts disclosed in the Consolidated Statement of Financial Position are net of an allowance for doubtful accounts, estimated by City management based on collection expectation, and their assessment of the current economic environment. The City does not have any significant past due accounts that are not provided for.

b) Liquidity risk

Liquidity risk is the risk that the City will encounter difficulty in meeting its financial obligations associated with its financial liabilities. The City mitigates its exposure to liquidity risk through the monitoring of cash flows relative to operational needs. The City's levels of cash, expected cash, and short-term investments provide liquidity for its operations. The City further mitigates liquidity risk through access to an operational line of credit \$250,000 (2022 \$250,000).

c) Market risk

Market risk is risk the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises interest rate risk, currency risk and price risk.

(i) Interest rate risk

Interest rate risk is the risk that future cash flows of a financial instrument (asset or liability) will fluctuate because of changes in market interest rates. The City is exposed to interest rate risk on its short and long-term investments and long-term debt, all of which are regularly monitored. The City has only issued serial debt with fixed interest rate terms to help mitigate risk. The City does not have outstanding debt subject to variable interest rates. The City has access to an operational line of credit with a variable interest rate. The balance drawn from this line of credit is \$nil as of December 31, 2023 (2022 \$nil).

(ii) Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The City is exposed to currency risk through maintaining cash balances of foreign currency used in its operations. The City mitigates this risk through cash flow monitoring of operational needs, and purchasing foreign currency only as needed to settle financial liabilities. The City holds its foreign currency balances only as needed in chartered bank accounts and reflects the balances in Canadian dollars in the Consolidated Financial Statements.

(iii) Price risk

Price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk).

The City mitigates price risk through fixed pricing procurement contracts. The City also mitigates price risk by maintaining low-risk bearing investment portfolio holdings that are assigned high credit ratings by national credit rating agencies.

6. 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 is a company whose principal business activities are to hold the shareholders' equity interest in Alectra, receive dividends from Alectra, service its debt and distribute dividends to its shareholders annually. The City is a 90 per cent shareholder in Enersource. 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, 2023, Enersource's interest in Alectra was 29.57 per cent (2022 29.57 per cent).

Enersource's Consolidated Financial Statements are prepared in accordance with International Financial Reporting Standards.

The following table provides condensed financial information for Enersource Corporation for its 2023 fiscal year, together with comparative figures for 2022:

Financial Position	2023	2022
Assets		
Current	6,184	8,577
Investment in Alectra	617,397	598,113
Other	344	548
Total Assets	623,925	607,238
Liabilities		
Current	2,541	2,540
Non-current	40,625	43,125
Total Liabilities	43,166	45,665
Shareholders' Equity		
Share capital	175,691	175,691
Accumulated other comprehensive income/(loss)	1,847	2,172
Retained earnings	403,221	383,710
Total Shareholders' Equity	580,759	561,573
Total Liabilities and Shareholders' Equity	623,925	607,238
Results of Operations and Non-Operations		
Revenue	42,560	19,155
Expenses (including income tax provision)	2,389	1,500
Net Income	40,171	17,655
Other comprehensive income	(325)	-
Total comprehensive income	39,846	17,655
City's Share of Net Income in Enersource Corporation	36,153	15,890

During the year, the City received a dividend of \$18,594 (2022 21,005) declared by Enersource Corporation.

The City's investment in Enersource Corporation is reflected in the following table for its 2023 fiscal year, together with comparative figures for 2022:

	2023	2022
Opening balance, beginning of year	505,416	510,531
City's share of net income in Enersource Corporation	36,153	15,890
City's share of other comprehensive income	(292)	-
Dividend received	(18,594)	(21,005)
Closing Balance, end of year	522,683	505,416

In December 2021, the City purchased 3214 and 3240 Mavis Road from Alectra Utilities Corporation for a purchase price of \$28,433. The City subsequently entered into a lease-back agreement with Alectra Utilities Corporation for the period December 2021 to September 2023.

7. Deferred Revenue – General

Deferred revenue – general is licence, permit and other fees which have been collected, but for which the related services have yet to be performed. These amounts will be recognized as revenue in the fiscal year the services are performed. Deferred revenue – general also includes the balance of the reserve funds used to fund the City’s long-term disability benefit program. The balance comprises premiums paid by employees and the City, less claims paid during the year.

Deferred revenue – general is comprised of the following:

	2023	2022
Deferred advance sales	22,744	16,966
Deferred grants	2,019	4,153
Deferred other contributions	1,214	694
Long-term disability contributions	10,303	-
Total Deferred Revenue – General	36,280	21,813

8. Deferred Revenue – Obligatory Reserve Funds

Revenue received that has been set aside for specific purposes by provincial legislation, City by-laws, or third-party agreements and is included in Deferred Revenue – Obligatory Reserve Funds and reported on the Consolidated Statement of Financial Position. In the schedule below, \$23,065 of investment earnings (2022 \$16,203) are included in the interest applied balances.

Name	2023	2022
Development Charges	413,797	357,884
Cash-in-lieu (CIL) Parkland	170,073	171,977
CIL Parking	7,169	3,195
Community Benefit Charges	25,385	18,004
Provincial Gas Tax	40,159	35,515
Canada Community-Building Fund	160,577	183,9321
Provincial Public Transit Funds	8,040	8,069
Federal Public Transit Funds	5,503	6,110
Housing Accelerator Fund	28,426	-
Total Deferred Revenue – Obligatory Reserve Funds	859,129	784,686

Deferred Revenue - Obligatory Reserve Funds Continuity Schedule

Name	Opening Balance	Receipts Applied	Interest Applied	Recognized as Revenue	Closing Balance
Development Charges	357,884	80,065	8,860	33,012	413,797
CIL Parkland	171,977	17,464	6,928	26,296	170,073
CIL Parking	3,195	3,760	256	42	7,169
Community Benefit Charges	18,004	6,929	1,375	923	25,385
Provincial Gas Tax	35,515	19,658	3,486	18,500	40,159
Canada Community-Building Fund	183,932	43,749	1,962	69,066	160,577
Provincial Public Transit Funds	8,069	-	17	46	8,040
Federal Public Transit Funds	6,110	-	5	612	5,503
Housing Accelerator Fund	-	28,250	176	-	28,426
Total	784,686	199,875	23,065	148,497	859,129

Deferred Revenue - Obligatory Reserve Fund balances are broken down between committed and uncommitted funds to help identify available funds for future projects. The committed balances represent approved planned spending through the City's capital budget that will be recognized as revenue in the Statement of Operations and Accumulated Surplus as expenses are incurred.

Name	Committed Funds	Uncommitted Funds	Total
Development Charges	182,288	231,509	413,797
CIL Parkland	29,597	140,476	170,073
CIL Parking	2,723	4,446	7,169
Community Benefit Charges	3,685	21,700	25,385
Provincial Gas Tax	66	40,093	40,159
Canada Community-Building Fund	133,692	26,885	160,577
Provincial Public Transit Funds	7,697	343	8,040
Federal Public Transit Funds	5,438	65	5,503
Housing Accelerator Fund	-	28,426	28,426
Total	365,186	493,943	859,129

9. Employee Benefits and Other Liabilities

Employee benefits and other liabilities, reported on the Consolidated Statement of Financial Position, are made up of the following:

	2023	2022
Workplace Safety and Insurance Board (WSIB)	49,689	44,110
Sick leave benefits	22,363	20,696
Early retirement benefits	45,712	43,495
Post-employment benefits	14,294	12,665
Long-term disability benefits	8,440	-
Vacation pay	34,317	32,833
Developer charges credits	41,140	47,335
Contaminated sites	5,484	2,529
Other liabilities	37,169	37,077
Total	258,608	240,740

Information about liabilities for defined benefit plans is as follows:

	WSIB	Sick Leave	Early Retirement	Post- Employment	Long- Term Disability	2023 Total	2022 Total
Accrued Benefit Liability, beginning of year	44,110	20,696	43,495	12,665	-	120,966	113,190
Service cost	5,832	2,099	2,284	2,549	-	12,764	12,314
Interest cost	1,815	902	1,581	441	-	4,739	4,534
Amortization of actuarial (gain)/loss	1,355	1,015	(383)	(336)	-	1,651	1,801
Benefit payments	(5,367)	(2,349)	(2,496)	(1,025)	-	(11,237)	(10,873)
Increase due to survivor claims/plan amendments	1,944	-	1,231	-	8,440	11,615	-
Accrued Benefit Liability, end of year	49,689	22,363	45,712	14,294	8,440	140,498	120,966
Unamortized actuarial (gain)/loss	6,163	3,174	(1,376)	(4,930)	-	3,031	14,673
Actuarial valuation update, end of year	55,852	25,537	44,336	9,364	8,440	143,529	135,639
Expected average remaining service life	11 yrs	3 yrs	13 yrs	8 yrs	8 yrs		

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

	WSIB	Sick Leave	Early Retirement	Post-Employment - Health and Dental	Post-Employment - Life Insurance	Long-Term Disability
Expected inflation rate	2.00%	2.00%	2.00%	2.00%	1.75%	2.00%
Expected level of salary increases	N/A	3.00%	3.00%	3.00%	2.75%	3.00%
Interest discount rate	4.75%	4.75%	4.75%	4.75%	3.25%	5.00%
Expected health care increases	4.00%	N/A	5.67%	6.00%	N/A	N/A

a) The City has elected to be a Schedule 2 employer under the provisions of the WSIB, and remits payments to the WSIB only as required to fund disability payments. An independent actuarial valuation of this obligation was completed in December 2023, in accordance with the accounting standards established by PSAB.

b) Sick leave benefits accrue for certain employees of the City and are paid out either on approved retirement, termination or death. The accrued benefit obligation and the net periodic benefit cost were determined by an independent actuarial valuation completed in December 2023, in accordance with the accounting standards 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 independent actuarial valuation completed in December 2023, in accordance with the accounting standards 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 independent actuarial valuation completed in December 2023, in accordance with the accounting standards established by PSAB.

e) In January 2023, the City adopted a self-insured arrangement for its long-term disability benefit program. Under this arrangement, the City funds its own claims through segregated reserve funds and contracts with an insurance carrier to adjudicate and administer all claims on an administrative services only basis. An independent actuarial valuation dated December 2023 estimates the liability for the claims incurred to be \$8,440 (2022 \$nil) as at December 31, 2023 which is reported in the Consolidated Statement of Financial Position

f) Vacation pay entitlements are accrued for as earned by the employee. Values are derived by the employees’ current wage rate and vacation entitlement, unless specified otherwise in employment contracts or union agreements.

g) Developer charges credits are liabilities and obligations that arise through the *Development Charges Act, 1997*. For the year ended December 31, 2023, the developer charge credit liability is \$41,140 (2022 \$47,335).

h) 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 generally includes, but is not limited to, metals, petroleum hydrocarbons and polycyclic aromatic hydrocarbons. The sources of the contamination include, but are not limited to, activities related to historical operations (such as a former industrial or commercial operation) and non-sanctioned activities on City lands. Sites can often have multiple sources of contamination.

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, 2023, the amount of estimated recoveries is \$nil (2022 \$nil).

i) Other liabilities are comprised of legal and insurance liabilities and are accrued as the liability is determined.

10. OMERS

The City makes contributions to OMERS, a multi-employer plan, on behalf of 5,466 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 \$66,600 and at a rate of 14.6 per cent for earnings greater than the annual maximum pensionable earnings. Contributions for employees with a normal retirement age of 60 (firefighters) are being made at a rate of 9.2 per cent up to the annual maximum pensionable earnings of \$66,600 at a rate of 15.8 per cent for earnings greater than the annual maximum pensionable earnings.

The amount contributed to OMERS for 2023 was \$45,287 (2022 \$43,233) for current service and is included as an expense on the Consolidated Statement of Operations. Employees' contributions to OMERS in 2023 totalled \$45,445 (2022 \$43,241).

The City is current with all payments to OMERS; therefore, there is neither a surplus nor deficit with the pension plan contributions. The pension plan's funding deficit at OMERS in 2023 decreased to \$4.2 billion (2022 \$6.7 billion).

OMERS has held contributions for both employees and employers in 2023 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.

11. Asset Retirement Obligation

The City's asset retirement obligation consists of several obligations as follows:

a) Buildings

The City owns and operates several buildings that are known to have asbestos, which represents a health hazard upon demolition of the building and a legal obligation to remove it. Following the adoption of PS 3280 - Asset Retirement Obligations, the City recognized an obligation relating to the removal of the asbestos in these building as estimated at January 1, 2022. Estimated costs of \$7,362 have been discounted to the present value using a rate of 2.83 per cent per annum based on the assets' estimated useful life of 40 years.

b) Lease agreements

The City leases real property and facility space with requirements to return the property to the original condition, which represents a legal obligation to remediate or restore at the end of the lease term. Following the adoption of PS 3280 - Asset Retirement Obligations, the City recognized an obligation relating to the restoration and remediation of leased space as estimated at January 1, 2022. The remaining lease terms vary and estimated costs of \$3,045 have been discounted to the present value using a discount rate of 2.83 per cent per annum.

c) Fuel tank and ammonia systems

The City owns and operates fuel tanks and ammonia systems which have regulated lifecycle activities, including removal and replacement. The regulated activities represent an obligation to remove the fuel tanks and ammonia systems at the end of their useful life. Following the adoption of PS 3280 - Asset Retirement Obligations, the City recognized an obligation relating to the remediation of the fuel tank and ammonia systems as estimated at January 1, 2022. Estimated costs of \$2,680 have been discounted to the present value using a rate of 2.83 per cent per annum based on the in-service date of the assets.

Changes to the asset retirement obligation in 2023 are as follows:

Asset Retirement Obligation	Buildings	Lease agreements	Fuel tank and ammonia systems	Total
Opening balance, January 1, 2022 as previously reported	-	-	-	-
Adjustment on adoption of the standard PS 3280 - Asset Retirement Obligations (Note 2)	6,970	3,252	2,338	12,560
Obligation incurred in year	400	244	342	986
Obligation settled in year	(568)	-	-	(568)
Accretion of asset retirement obligation	192	98	76	366
Closing balance, December 31, 2022, as restated	6,994	3,594	2,756	13,344
Obligation incurred in year	1,417	-	-	1,417
Obligation settled in year	(64)	(139)	-	(203)
Accretion of asset retirement obligation	292	97	28	417
Closing balance, December 31, 2023	8,639	3,552	2,784	14,975

12. Long-Term Debt

All of the City's long-term debt is acquired through the Region of Peel. In 2023, the City acquired new debt of \$nil (2022 \$50,000), changing the debt balance to \$208,040 (2022 \$249,095) on the Consolidated Statement of Financial Position. The following table summarizes outstanding principal payments along with their respective interest rates and maturity dates:

Debt Series	Interest Rate	Maturity Date	Principal Amount	Outstanding Principal	
				2023	2022
2013	1.30%-3.30%	June 20, 2023	50,000	-	4,000
2014	1.20%-3.30%	June 10, 2024	36,607	3,000	6,000
2015	0.95%-2.40%	August 20, 2025	40,000	8,000	12,000
2016	1.15%-2.50%	June 1, 2026	37,584	12,000	15,500
2017	1.70%-3.00%	September 28, 2027	38,853	15,500	19,000
2018	1.80%-3.05%	March 27, 2028	46,270	21,140	26,395
2019	1.90%-2.25%	October 15, 2029	48,150	30,000	34,500
2021-1	0.25%-1.50%	February 17, 2031	43,000	34,400	38,700
2021-2	0.08%-2.30%	November 8, 2031	47,000	39,000	43,000
2022	1.45%-2.75%	March 7, 2032	50,000	45,000	50,000
Total				208,040	249,095

There was no debt issued in 2020 or 2023.

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

	2023	2023
Interest expense on debt	4,827	5,453
Debt issuance costs	207	223
Total	5,034	5,676

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

Principal and interest payments are repayable annually, as follows:

	Principal Contributions	Interest	Total
2024	37,295	4,219	41,514
2025	34,405	3,498	37,903
2026	32,022	2,760	34,782
2027	28,644	2,127	30,771
2028	23,774	1,480	25,254
Thereafter	51,900	2,054	53,954
Total	208,040	16,138	224,178

13. Tangible Capital Assets

a) Assets under construction:

Assets under construction having a value of \$155,970 (2022 \$139,315) 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 gross value of contributed and assumed assets received during the year is \$60,557 (2022 \$65,049) comprising infrastructure in the amount of \$15,368 (2022 \$3,469), equipment in the amount of \$453 (2022 \$nil), land in the amount of \$31,266 (2022 \$61,548), and buildings in the amount of \$13,470 (2022 \$32). Contributed assets of \$60,379 (2022 \$75,591) includes a net adjustment decrease of \$178 (2022 increase of \$10,542) resulting from changes to land ownership between the City and other entities.

c) Works of art and historical treasures:

The City owns both works of art and historical treasures at various City-owned facilities such as the 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 \$94 (2022 \$nil), mainly due to replacing tangible capital assets that were near the end of their useful lives. The value of write-down on tangible capital assets is recorded within disposal of tangible capital assets, which totals \$230,234.

e) Disposal of tangible capital assets:

The costs of assets under construction of \$112,643 (2022 \$51,403) are excluded in calculating the gain/loss on disposal of tangible capital assets. Write-down value of tangible capital assets \$94 (2022 \$nil) is included in the total disposal of tangible capital assets. Asset purchase costs of \$134,246 (2022 \$36,523) include land \$219; buildings \$41,446; land improvements \$1,287; equipment \$31,565; linear transportation \$1,228 and vehicles \$56,691, less the accumulated amortization of \$119,999 (2022 \$35,388) and proceeds of \$3,490 (2022 \$1,175) resulted in a loss on disposal of \$10,723 (2022 gain on disposal of \$40).

f) Interest capitalization:

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

Tangible Capital Assets Cost	December 31, 2022 previously reported	PS 3280 ARO adoption	December 31, 2022 restated	Additions	Disposals	December 31, 2023
Land	5,486,797	-	5,486,797	36,999	219	5,523,577
Land improvements	274,011	-	274,011	13,952	1,287	286,676
Buildings	1,243,976	4,908	1,248,884	132,064	41,446	1,339,502
Equipment, books and other	375,848	-	375,848	47,019	31,565	391,302
Linear - storm drainage	950,928	-	950,928	20,523	1,810	969,641
Linear - transportation	2,407,850	-	2,407,850	47,539	1,228	2,454,161
Vehicles	323,961	-	323,961	166,434	56,691	433,704
Assets under construction	139,315	-	139,315	112,643	95,988	155,970
Total	11,202,686	4,908	11,207,594	577,173	230,234	11,554,533

Included in the additions of \$577,173 (2022 \$354,835) are contributed assets of \$60,379 (2022 \$75,591).

Tangible Capital Assets Accumulated Amortization	December 31, 2022 previously reported	PS 3280 ARO adoption	December 31, 2022 restated	Amortization Expense	Disposals	December 31, 2023
Land improvements	141,575	-	141,575	10,927	1,196	151,306
Buildings	527,670	1,398	529,068	37,062	28,016	538,114
Equipment, books and other	261,661	-	261,661	29,571	31,565	259,667
Linear - storm drainage	283,108	-	283,108	9,401	1,810	290,699
Linear - transportation	1,186,944	-	1,186,944	52,306	895	1,238,355
Vehicles	217,695	-	217,695	26,412	56,517	187,590
Total	2,618,653	1,398	2,620,051	165,679	119,999	2,665,731

Tangible Capital Assets Net Book Value	December 31, 2022 previously reported	PS 3280 ARO adoption	December 31, 2022 restated	December 31, 2023
Land	5,486,797	-	5,486,797	5,523,577
Land improvements	132,436	-	132,436	135,370
Buildings	716,306	3,510	719,816	801,388
Equipment, books and other	114,187	-	114,187	131,635
Linear - storm drainage	667,820	-	667,820	678,942
Linear - transportation	1,220,906	-	1,220,906	1,215,806
Vehicles	106,266	-	106,266	246,114
Assets under construction	139,315	-	139,315	155,970
Total	8,584,033	3,510	8,587,543	8,888,802

14. Accumulated Surplus

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

	2023	2022 Restated (Note 2)
Surplus		
Tangible capital assets	8,888,802	8,587,544
Employee benefits and other liabilities	(258,608)	(240,740)
Long-term debt	(208,040)	(249,095)
Investment in Enersource	522,683	505,416
Asset retirement obligation	(14,975)	(13,344)
Total Surplus	8,929,862	8,589,781
Discretionary Reserves		
Fiscal Stability Reserve	45,570	53,307
Operating Reserves	70,909	70,101
Stormwater Fiscal Stability Reserve	6,007	5,546
BIA Reserves	571	549
Total Discretionary Reserves	123,057	129,503
Discretionary Reserve Funds		
Tax Reserve Funds	427,976	466,485
Stormwater Reserve Funds	170,047	144,764
Lot Levy Reserve Funds	52,907	71,557
Insurance Reserve Funds	39,610	40,998
Employee Benefits Reserve Funds	26,189	30,405
Developer Contributions Reserve Funds	36,946	35,937
Other Reserve Funds	47,221	37,569
Total Discretionary Reserve Funds	800,896	827,715
	9,853,815	9,546,999
Accumulated Surplus	9,854,107	9,546,999
Accumulated remeasurement gain/(loss)	(292)	-
	9,853,815	9,546,999

The following reserve and reserve fund balances are broken down between committed and uncommitted funds to help identify the funds available for future projects. The committed balances represent approved planned spending through the City's capital budget.

Discretionary Reserves	Committed Funds	Uncommitted Funds	Total
Fiscal Stability Reserve	2,343	43,227	45,570
Operating Reserves	1,507	69,402	70,909
Stormwater Fiscal Stability Reserve	-	6,007	6,007
BIA Reserves	-	571	571
Total	3,850	119,207	123,057

Discretionary Reserve Funds	Committed Funds	Uncommitted Funds	Total
Tax Reserve Funds	248,120	179,856	427,976
Stormwater Reserve Funds	105,526	64,521	170,047
Lot Levy Reserve Funds	-	52,907	52,907
Insurance Reserve Funds	-	39,610	39,610
Employee Benefits Reserve Funds	-	26,189	26,189
Developer Contributions Reserve Funds	3,966	32,980	36,946
Other Reserve Funds	1,783	45,438	47,221
Total	359,395	441,501	800,896

15. Property Taxes

Property tax revenue is recorded at the time tax billings are issued. Additional property tax revenue can be added throughout the year (that are 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 that identify 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. Property tax revenue, reported on the Consolidated Statement of Operations, is made up of the following:

	2023	2022
City, Region, and school boards taxation	1,969,876	1,853,470
Payments to the Region and school boards	(1,330,063)	(1,269,320)
Net Property Taxes Available for Municipal Purposes	639,813	584,150

16. Trust Funds

Trust funds administered by the City amounting to \$1,112 (2022 \$1,100) have not been included in the Consolidated Statement of Financial Position, nor have their operations been included in the Consolidated Statement of Operations. The 'Trust Funds' category comprises cemetery perpetual care of \$1,112 (2022 \$1,100) and election trust funds of \$nil (2022 \$nil).

17. Contingent Liabilities and Guarantee

As at December 31, 2023, 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 exposure as being likely, and is able to reasonably assess the exposure, an amount is provided for in these Consolidated Financial Statements.

On February 1, 2017, Enersource Corporation became a shareholder of Alectra, an entity created through the merger of certain hydro holding companies. The transactions included Enersource Corporation exchanging all of its ownership in its operating companies for this ownership in the newly created, merged entity of Alectra. Included in these transactions and as of the same date, the City entered into an arrangement to provide \$70,000 of loan guarantees to Enersource Corporation. The secured bank loan balance as at December 31, 2023 is \$43,125 (2022 \$45,625). Enersource Corporation's obligations are in good standing and no loss has been recognized by the City.

18. Segmented Information

Segmented information has been identified based on 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. Functional areas are determined by the Financial Information Return, a standardized reporting requirement of a municipality's financial activities in the previous fiscal year under the *Municipal Act, 2001*.

Certain allocation methodologies are employed in the preparation of segmented financial information. User charges and other revenue has been allocated to the segments based upon the segment that generated the revenue. Government transfers have been allocated to the segment based on the purpose for which the transfer was made.

Property taxes are reflected under General Government Services and not segmented based upon functional lines of service provided by the City. Property taxes are allocated to the City's services based on the 2023 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 (page 93).

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: administering by-laws and policies; levying taxes; keeping the organization safely, fairly, and inclusively staffed; acquiring, managing, and maintaining City assets; connecting and communicating with people; supporting technology; ensuring effective financial management, planning and budgeting; monitoring financial and operating performance; ensuring that high quality City service standards are met; and serving Mississauga residents and taxpayers.

b) Protection Services

The Protection Services segment comprises the following: fire and emergency services (including fire suppression), fire prevention programs, fire inspection, by-law enforcement, animal control, vehicle and business licensing, security services, and Provincial Offences Administration (POA).

c) Transportation Services

The Transportation Services segment comprises the following: road services including road maintenance, public works, street cleaning, traffic operations, planning, engineering and development, winter maintenance control, 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 consists of the maintenance and operation of City-owned cemeteries.

f) Social and Family Services

The Social and Family Services segment comprises primarily assistance to older adults. While Social and Family Services is handled directly by the Region of Peel, the City does offer some programs and services to support and aid seniors in Mississauga.

g) Recreation and Cultural Services

The Recreation and Cultural Services segment comprises the following: parks, forestry and environment, recreation programs and 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 areas: planning and zoning, commercial and industrial developments, and City planning strategies. Planning and Development Services manages urban development for business interests, environmental concerns, heritage matters, local neighbourhoods and the downtown area through City planning and community development.

i) Other

Revenue recognized from reserve funds, including direct contributions and interest income.

The segmented information is provided in accordance with the financial reporting guidelines established by PS 2700 – Segment Disclosures. For additional information, see the table below.

Segmented by Financial Information Return

	General Government Services	Protection Services	Transportation Services	Environmental Services	Health Services	Social and Family Services	Recreation and Cultural Services	Planning and Development Services	Other	2023 Total	2022 Total Restated (Note 2)
Revenue											
Property taxes	637,972	-	-	-	-	-	-	1,841	-	639,813	584,150
Payment in lieu of taxes	15,295	-	-	-	-	-	-	-	-	15,295	15,558
Municipal Accommodation Tax	8,146	-	-	-	-	-	8,049	-	-	16,195	12,279
User charges	5,430	28,528	121,787	47,184	116	103	53,790	3,375	-	260,313	232,734
Recoveries from third parties	3,963	812	144,696	3	39	-	12,067	303	-	161,883	34,696
Funding transfers from other governments	703	65	-	-	-	51	2,576	473	-	3,868	37,067
Development and other contributions applied	26,870	954	53,190	349	-	-	56,317	346	-	138,026	100,368
Investment income	14,472	-	-	-	-	-	7	50	25,226	39,755	36,374
Penalties and interest on taxes	17,152	-	-	-	-	-	-	-	-	17,152	14,825
Contributed and assumed assets	60,379	-	-	-	-	-	-	-	-	60,379	75,591
Other	486	48	51	-	-	23	383	20	-	1,011	3,949
City's share of net income in Enersource Corporation	36,153	-	-	-	-	-	-	-	-	36,153	15,890
Total Revenue	827,021	30,407	319,724	47,536	155	177	133,189	6,408	25,226	1,389,843	1,163,481
Expenses											
Salaries, wages and employee benefits	130,200	146,094	195,983	7,797	675	134	116,933	24,208	-	622,024	574,880
Long-term debt interest and fees	4,981	-	-	53	-	-	-	-	-	5,034	5,676
Materials and supplies	3,265	4,695	54,857	315	44	9	10,538	2,628	-	76,351	83,429
Contracted services	12,701	2,210	67,334	4,056	16	1	17,165	5,534	-	109,017	104,659
Rents and financial expenses	28,486	5,419	21,126	2,197	43	6	28,387	1,920	-	87,584	78,151
External transfers to others	-	-	-	1,157	-	32	4,613	70	-	5,872	14,880
(Gain)/loss on disposal of tangible capital assets	(872)	(75)	(1,326)	-	-	-	12,996	-	-	10,723	(40)
Amortization of tangible capital assets	23,806	6,039	83,660	9,408	55	128	28,752	13,831	-	165,679	150,173
Accretion on asset retirement obligations	6	1	60	-	-	49	216	85	-	417	366
Loss on disposal of asset retirement obligation	33	-	-	-	-	-	1	-	-	34	260
Total Expenses	202,606	164,383	421,694	24,983	833	359	219,601	48,276	-	1,082,735	1,012,434
Annual Surplus/(Deficit)	624,415	(133,976)	(101,970)	22,553	(678)	(182)	(86,412)	(41,868)	25,226	307,108	151,047

19. Segmented Information by Service Area

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

a) Corporate Transactions

Corporate Transactions accounts for certain operating budget revenue and expense transactions required for the general administration of City finances. These include ongoing operations support; reserves and reserve funds; payments in lieu of taxes and taxation; Citywide sources of revenue; and the Capital Infrastructure and Debt Repayment Levy.

b) Facilities & Property Management

Facilities & Property Management deals with the planning, design and construction of new and existing City facilities with consideration for accessibility, space planning and environmental sustainability, and manages the maintenance of existing buildings including operations, energy conservation, asset management, and the safety and security of the public and City staff.

c) Fire & Emergency Services

Fire & Emergency Services is an all-hazards fire department which operates 24 hours a day, 365 days a year. The programming and resource deployment model is designed to reduce, mitigate or eliminate community risk.

d) General Government

General Government comprises eight business areas: Corporate Business Services, Finance, Human Resources, Internal Audit, Legal Services, Legislative Services, the Office of Emergency Management, and Strategic Communications & Initiatives. Together, these areas support diligent business planning and reporting, and keep the City safely, fairly and inclusively staffed and supplied; properly financed and accounted for; legally compliant, transparent and accountable; connected and communicating with people; and innovating and performing at a high standard of efficiency.

e) Information Technology

Information Technology (IT) oversees the strategic planning, continuous development, maintenance, and comprehensive management of the City's technology infrastructure, business solutions and digital public services. IT ensures uninterrupted access to crucial systems, applications, computers, networks, data, internet connectivity supported by the security measures and policies essential for delivering City services, every day of the year, around the clock.

f) Mayor & Members of Council

Mississauga's elected governing Council consists of a mayor and 11 ward councillors. This service area budget includes the salaries and expenses of these elected officials and their support staff. In Ontario, municipal elections take place every four years.

g) Mississauga Library

Mississauga Library operates 18 libraries of various sizes that provide a physical space where people can gather, attend programs, and access the library's collections and services. The Library runs thousands of free programs a year for all demographics, operates four permanent makerspaces, has thousands of electronic resources available, and operates the Open Window Hub which supports at-risk residents from across the city.

h) Parks, Forestry & Environment

Parks, Forestry & Environment conserves and protects the natural environment and the City's heritage properties and artifact collection, and plans, develops and operates great outdoor public spaces to make healthy and happy communities. The service area is responsible for public art, leads the City's Indigenous relations, and aims to meet the open space and outdoor recreational needs of the community while also driving environmental sustainability and climate action.

i) Planning & Building

Planning & Building facilitates the City's physical and economic development to ensure the health, safety, and well-being of the public and business community. This includes strategic, long-term and community land use planning; creating urban design and built form policies and plans; conducting development and design studies; processing development applications and building permits; carrying out building inspections and site inspections; and supporting business start-up, growth and investment.

j) Recreation & Culture

The purpose of Recreation & Culture is to keep Mississauga residents healthy, active, creative and connected in partnership with the community. The service mix is balanced to be responsive to the diverse needs of residents within all Mississauga communities, and includes registration and drop-in programs; facility operations and facility space rentals; banquet and food services; golf course operations and programming; growing Mississauga's creative sector; community partnerships, grants and affiliations; major events; and local community event support.

k) Regulatory Services

Regulatory Services aims to 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. This includes education on by-laws, pets and wildlife; licensing of businesses, public vehicles and pets; animal investigations, care, adoption and fostering; by-law administration; and enforcement of over 35 by-laws including Zoning, Property Standards, Public Vehicle, Parking, and Animal Care and Control.

l) Roads

Roads plans, develops, constructs, operates, maintains and manages a multi-modal transportation system which efficiently and safely moves people and goods, respects the environment, supports the development of Mississauga as a 21st century city and serves the municipality's social, economic and physical needs.

m) Stormwater

Stormwater plans, develops, constructs, maintains and renews the City's stormwater system which protects property, infrastructure and the natural environment from flooding and erosion and helps to protect water quality.

n) Transit

The purpose of Transit is to plan and deliver a safe, reliable, and efficient travel choice that provides an excellent customer experience. MiWay is Mississauga's transit service and is Ontario's third-largest municipal transit service. MiWay routes create economical and efficient transportation connections between popular destinations throughout Mississauga and connect with neighbouring transit systems including GO Transit, Toronto Transit Commission (TTC), Brampton Transit, and Oakville Transit.

o) Revenue by Service Area

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.

	Property Tax, PILT and MAT	User charges	Recoveries from third parties	Funding transfers from other governments	Development and other contributions applied	Investment income	Penalties and interest on taxes	Contributed and assumed assets	Other	City's share of net income in Enersource Corporation	2023 Total	2023 Budget	2022 Total Restated (Note 2)
Revenue													
Corporate Transactions	661,413	3	2,102	-	(10,471)	39,698	17,025	60,379	465	36,153	806,767	188,393	761,523
Facilities & Property Management	-	155	360	-	18,809	-	-	-	-	-	19,324	33,858	6,467
Fire & Emergency Services	-	2,263	431	65	954	-	-	-	-	-	3,713	143,151	2,463
General Government	-	13,681	322	646	32	-	127	-	20	-	14,828	70,488	13,297
Information Technology	-	59	1,179	58	-	-	-	-	-	-	1,296	35,891	1,753
Mayor & Members of Council	-	-	-	-	-	-	-	-	-	-	-	5,286	-
Mississauga Library	-	767	299	783	13,480	-	-	-	32	-	15,361	40,304	10,648
Parks, Forestry & Environment	-	5,701	4,288	218	23,170	-	-	-	(119)	-	33,258	116,373	23,716
Planning & Building	1,842	15,709	11	472	346	50	-	-	19	-	18,449	31,648	29,204
Recreation & Culture	8,048	48,478	8,520	1,626	19,816	7	-	-	494	-	86,989	114,781	68,049
Regulatory Services	-	18,113	620	-	-	-	-	-	49	-	18,782	20,561	15,958
Roads	-	9,321	7,192	-	48,101	-	-	-	(6)	-	64,608	175,384	60,485
Stormwater	-	47,041	12	-	349	-	-	-	-	-	47,402	48,061	46,472
Transit	-	99,022	136,547	-	23,440	-	-	-	57	-	259,066	315,914	123,446
Total Revenue	671,303	260,313	161,883	3,868	138,026	39,755	17,152	60,379	1,011	36,153	1,389,843	1,340,093	1,163,481

p) Expenses by Service Area

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.

	Salaries, wages and employee benefits	Long-term debt interest and fees	Materials and supplies	Contracted services	Rents and financial expenses	External transfers to others	(Gain)/loss on disposal of tangible capital assets	Amortization of tangible capital assets	Accretion of asset retirement obligations	Loss on disposal of asset retirement obligation	2023 Total	2023 Budget	2022 Total Restated (Note 2)
Expenses													
Corporate Transactions	33,571	4,981	1,894	474	9,408	707	(871)	-	-	33	50,197	37,241	93,102
Facilities & Property Management	16,827	-	321	2,157	6,694	-	-	-	-	-	25,999	27,021	23,719
Fire & Emergency Services	122,945	-	3,919	707	4,338	-	(75)	5,931	1	-	137,766	139,147	131,357
General Government	57,947	-	771	10,871	3,953	32	(2)	23,805	6	-	97,383	94,624	87,605
Information Technology	25,809	-	79	40	9,033	-	-	-	-	-	34,961	35,891	32,469
Mayor & Members of Council	4,649	-	386	-	224	-	-	-	-	-	5,259	5,241	5,153
Mississauga Library	22,909	-	1,922	524	2,470	-	13,243	6,706	13	1	47,788	41,411	31,532
Parks, Forestry & Environment	35,094	-	5,275	13,041	7,047	33	-	13,826	78	-	74,394	60,479	61,379
Planning & Building	27,139	-	2,013	752	1,797	71	-	382	7	-	32,161	30,965	28,571
Recreation & Culture	61,941	-	4,075	8,336	19,050	4,580	(246)	21,852	252	-	119,840	122,028	111,441
Regulatory Services	17,878	-	1,018	748	1,420	-	-	109	-	-	21,173	20,465	18,278
Roads	38,263	-	13,782	59,242	(2,548)	-	(680)	50,177	27	-	158,263	151,501	148,047
Stormwater	5,631	53	347	4,990	2,173	449	-	9,408	-	-	23,051	20,619	13,935
Transit	151,421	-	40,549	7,135	22,525	-	(646)	33,483	33	-	254,500	244,907	225,846
Total Expenses	622,024	5,034	76,351	109,017	87,584	5,872	10,723	165,679	417	34	1,082,735	1,031,540	1,012,434

20. Segmented Information Summary

	General Government Services	Protection Services	Transportation Services	Environmental Services	Health Services	Social and Family Services	Recreation and Cultural Services	Planning and Development Services	Other	2023 Total	2023 Budget
Revenue											
Corporate Transactions	792,013	-	-	-	-	-	-	-	14,755	806,768	188,393
Facilities & Property Management	19,324	-	-	-	-	-	-	-	-	19,324	33,858
Fire & Emergency Services	3,713	-	-	-	-	-	-	-	-	3,713	143,151
General Government	6,318	7,536	-	-	-	-	-	973	-	14,827	70,488
Information Technology	1,296	-	-	-	-	-	-	-	-	1,296	35,891
Mayor & Members of Council	-	-	-	-	-	-	-	-	-	-	5,286
Mississauga Library	-	-	-	-	-	-	15,361	-	-	15,361	40,304
Parks, Forestry & Environment	-	-	291	-	155	-	32,082	730	-	33,258	116,373
Planning & Building	-	13,930	-	-	-	-	-	4,519	-	18,449	31,648
Recreation & Culture	43	273	567	-	-	178	85,743	185	-	86,989	114,781
Regulatory Services	-	4,956	13,826	-	-	-	-	-	-	18,782	20,561
Roads	-	-	64,464	144	-	-	-	-	-	64,608	175,384
Stormwater	-	-	10	47,392	-	-	-	-	-	47,402	48,061
Transit	18,500	-	240,566	-	-	-	-	-	-	259,066	315,914
Total Revenue	841,207	26,695	319,724	47,536	155	178	133,186	6,407	14,755	1,389,843	1,340,093

	General Government Services	Protection Services	Transportation Services	Environmental Services	Health Services	Social and Family Services	Recreation and Cultural Services	Planning and Development Services	Other	2023 Total	2023 Budget
Expenses											
Corporate Transactions	48,130	947	389	708	-	-	23	-	-	50,197	37,241
Facilities & Property Management	24,415	-	224	-	-	-	1,360	-	-	25,999	27,021
Fire & Emergency Services	1,113	136,653	-	-	-	-	-	-	-	137,766	139,147
General Government	90,953	3,576	-	-	-	32	2,287	535	-	97,383	94,624
Information Technology	32,280	-	1,439	-	-	-	1,242	-	-	34,961	35,891
Mayor & Members of Council	5,259	-	-	-	-	-	-	-	-	5,259	5,241
Mississauga Library	-	-	-	-	-	-	47,788	-	-	47,788	41,411
Parks, Forestry & Environment	-	-	-	-	833	-	48,141	25,420	-	74,394	60,479
Planning & Building	-	9,875	-	-	-	-	-	22,286	-	32,161	30,965
Recreation & Culture	456	262	-	-	-	327	118,760	35	-	119,840	122,028
Regulatory Services	-	13,070	8,103	-	-	-	-	-	-	21,173	20,465
Roads	-	-	155,946	2,317	-	-	-	-	-	158,263	151,501
Stormwater	-	-	1,093	21,958	-	-	-	-	-	23,051	20,619
Transit	-	-	254,500	-	-	-	-	-	-	254,500	244,907
Total Expenses	202,606	164,383	421,694	24,983	833	359	219,601	48,276	-	1,082,735	1,031,540
Annual Surplus/(Deficit)	638,601	(137,688)	(101,970)	22,553	(678)	(181)	(86,415)	(41,869)	14,755	307,108	308,553

21. Budget Data

Budget data presented in these Consolidated Financial Statements are based on the 2023 Operating and Capital Budgets as approved by Council on February 1, 2023. 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
Approved operating revenue and tax levy	1,126,563
Adjustments:	
In-year budget adjustments	1,952
Final assessment growth	1,189
Contributions from reserves & reserve funds	(78,494)
Obligatory reserve fund revenue applied	183,308
Business Improvement Areas (BIAs) budgeted revenue	2,394
BIA contributions from reserves and reserve funds	(235)
Enersource net income	25,000
Enersource dividend	(17,577)
Tax adjustments reclassified from expense	(5,958)
Adjusted Operating Budget	1,238,142
Approved Capital Budget	480,813
Transfers from reserves & reserve funds and debt proceeds	(480,813)
Capital project revenue and recoveries	89,851
Adjusted Capital Budget	89,851
Discretionary reserve fund investment income	12,100
Adjusted Budget	1,340,093
Expenses	
Approved operating expense budget	1,125,874
Adjustments:	
In-year budget adjustments	3,830
Contributions to reserves & reserve funds	(219,603)
BIA budgeted expenses	2,299
BIA contributions to reserves and reserve funds	(15)
BIA amortization of tangible capital assets	95
Amortization of tangible capital assets	161,866
Debt principal repayments	(44,639)
Changes in employee benefits and other liabilities	7,791
Tax adjustments reclassified from expense	(5,958)
Adjusted Operating Budget	1,031,540
Approved Capital Budget	480,813
Adjustments:	
Eliminate capital expense budget	(480,813)
Adjusted Budget	1,031,540
Annual Surplus	308,553

22. Expenses by Object

The Consolidated Statement of Operations presents the expenses by function; the following classifies those same expenses by object:

	2023 Budget	2023 Actual	2022 Actual Restated (Note 2)
Salaries, wages and employee benefits	616,499	622,024	574,880
Long-term debt interest and fees	7,316	5,034	5,676
Materials and supplies	82,502	76,351	83,429
Contracted services	75,158	109,017	104,659
Rents and financial expenses	82,280	87,584	78,151
External transfers to others	5,824	5,872	14,880
(Gain)/loss on disposal of tangible capital assets	-	10,723	(40)
Amortization of tangible capital assets	161,961	165,679	150,173
Accretion on asset retirement obligations	-	417	366
Loss on disposal of asset retirement obligation	-	34	260
Total	1,031,540	1,082,735	1,012,434

23. Provincial Offences Administration

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

	2023	2022
Revenue		
Gross revenue	9,875	7,607
Expenses		
Provincial charges	734	532
City's operating expenses	4,867	4,967
Total Expenses	5,601	5,499
Net Contribution	4,274	2,108

The POA financial summary is reported on a gross basis. Revenue is included within user charges in the Consolidated Statement of Operations and expenses are primarily included within the 'Protection Services' segment.

24. Funding Transfers from Other Governments

The City recognizes the transfer of government funding as revenue in the year that the events giving rise to the transfer occurred. The government transfers reported on the Consolidated Statement of Operations are:

	Federal Grants	Provincial Grants	Other Grants	BIA Grants	2023	2022
General government services	-	703	-	-	703	342
Protection services	-	65	-	-	65	-
Transportation services	-	-	-	-	-	31,459
Environmental services	-	-	-	-	-	12
Social and family services	-	51	-	-	51	59
Recreation and cultural services	637	1,672	266	-	2,575	4,347
Planning and development services	-	382	13	79	474	848
Total	637	2,873	279	79	3,868	37,067

25. Contractual Rights

The City is involved with various contracts and agreements arising during 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, revenue 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:

	2024	2025	2026	2027	2028	Thereafter	Total
Development Charge Agreements	2,513	4,076	4,398	4,397	1,884	7,860	25,128
Provincial Agreements	54,996	71,385	56,918	28,368	21,005	20,672	253,344
Federal Agreements	104,475	93,636	77,004	32,034	24,536	24,362	356,047
Incoming Lease Payments	2,684	2,239	2,230	2,049	1,492	-	10,694
Third Party Contracts	2,736	2,960	3,035	3,036	1,685	9,390	22,842
Total	167,404	174,296	143,585	69,884	50,602	62,284	668,055

A transfer payment agreement with the Ministry of Transportation to support public transit infrastructure was executed in April 2022. The City is expecting to receive \$386,577 from the initial agreement and an additional \$224,613, which has been approved but not included in the original agreement.

26. Commitments

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

Year	Lease Commitment
2024	1,705
2025	1,101
2026	1,131
2027	683
2028	439
Total	5,059

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. As of year end, the City has contributed \$754 (2022 \$534).

27. Contingent Assets

In the ordinary course of business, various claims and lawsuits are brought by the City. It is the opinion of management that the settlement of these actions will result in the City's favour and that the settlement amounts will be available for the City's use. These contingent assets are not recorded in these Consolidated Financial Statements.

28. Recognition of Natural Assets (Unaudited)

Canadian public sector accounting standards do not provide guidance for financial statement valuation and recording of natural assets or their related services; consequently, they are not reported in these Consolidated Financial Statements. The City must continue to maintain its existing natural assets in order to deliver an expected level of service to its taxpayers.

The City has a variety of natural assets that provide ecosystem benefits and services and reduce some needs for engineered infrastructure. These natural assets include approximately 302,000 trees that moderate urban temperature, lower atmospheric carbon dioxide (CO₂), reduce building energy use, mitigate rainfall run-off and flooding, moderate noise levels, and improve air quality. Trees owned by other entities including the Region of Peel, utility organizations and conservation authorities were not included in the City's tree inventory. In 2023, the City increased its investment in its natural assets by planting approximately 50,000 new trees with its partners. The City's 2023 tree inventory has increased by 1.12 per cent over the 2022 inventory.

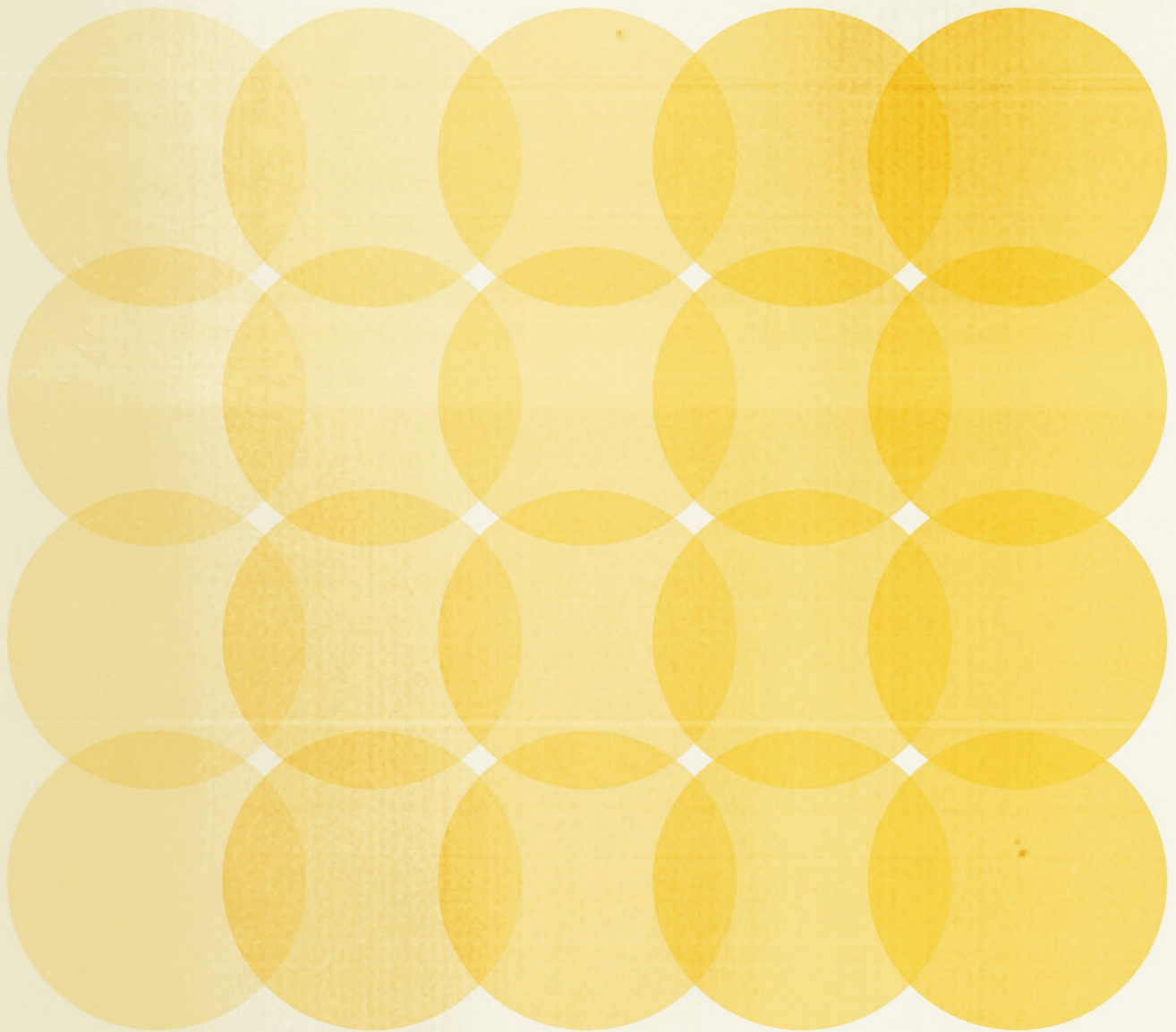
The City oversees the management and maintenance of approximately 244 hectares of boulevard grass areas, 309 horticultural features amounting to approximately four hectares of area, and 137 amended boulevard treatment areas, including enhanced boulevard conditions such as soil cells. Additionally, the City owns and manages approximately 1,700 hectares of natural areas including woodlands, wetlands, grasslands and more.

29. Comparative Figures

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

2023 Audited Trust Funds Financial Statements

For the year ended December 31, 2023



Management’s Responsibility for Financial Reporting

For the year ended December 31, 2023

The accompanying financial statements of the City of Mississauga Trust Funds (“Trust Funds”) are the responsibility of management at the City of Mississauga (the “City”) and have been prepared in accordance with generally accepted accounting principles as established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada.

The City’s Finance Division is responsible for the preparation of the Trust Funds’ financial statements and accompanying notes. The statements and notes include certain amounts based on estimates and judgements. Such amounts have been determined on a reasonable basis to ensure that the Trust Funds’ financial statements are presented fairly in all material respects.

There are two required financial statements: the Statement of Financial Position, and the Statement of Operations. These financial statements provide information on the cost of all Trust Funds activities, how they were financed, investing activities, assets, and liabilities. The financial statements are reviewed and approved by the Director of Finance and Treasurer.

The City maintains systems of internal and financial controls designed to ensure that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by City management.

The Trust Funds’ financial statements have been audited by KPMG LLP, independent external auditors appointed by the City’s Audit Committee. The accompanying Independent Auditor’s Report outlines their responsibilities, the scope of their examination and their opinion on the Trust Funds financial statements.

The City’s Audit Committee meets with management and the external auditors to review the financial statements and discuss any significant financial reporting or internal control matters.



Shari Lichterman
City Manager and
Chief Administrative Officer



Marisa Chiu
Director of Finance and Treasurer

Mississauga, Ontario
April 19, 2024



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

INDEPENDENT AUDITOR'S 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, 2023
- 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, 2023, 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 "**Auditor's Responsibilities for the Audit of the Financial Statements**" section of our auditor's 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.

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



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.

Auditor's 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 auditor's 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 auditor's 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 auditor's 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.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

Vaughan, Canada

April 19, 2024

City of Mississauga Trust Funds
Statement of Financial Position
as at December 31, 2023 with comparatives for 2022
(All dollar amounts are in \$000s)

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

	Perpetual Care Fund	Election Surplus Fund	2023 Total	2022 Total
Financial Assets				
Cash and cash equivalents	193	148	341	166
Accounts receivable	9	-	9	9
Investments (Note 4)	937	-	937	942
Total Financial Assets	1,139	148	1,287	1,117
Financial Liabilities				
Due to City of Mississauga (Note 3)	27	-	27	17
Deferred revenue - election proceeds	-	148	148	-
Total Financial Liabilities	27	148	175	17
Net Financial Assets and Accumulated Surplus	1,112	-	1,112	1,100

**City of Mississauga Trust Funds
Statement of Operations**

for the year ended December 31, 2023 with comparatives for 2022
(All dollar amounts are in \$000s)

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

	Perpetual Care Fund (Note 5)	Election Surplus Fund (Note 6)	2023 Total	2022 Total
Revenue				
Interest	39	-	39	33
Burial receipts	12	-	12	17
Total Revenue	51	-	51	50
Expenses				
Cemetery maintenance	39	-	39	33
Total Expenses	39	-	39	33
Annual Surplus	12	-	12	17
Accumulated surplus, beginning of year	1,100	-	1,100	1,083
Accumulated Surplus, end of year	1,112	-	1,112	1,100

City of Mississauga Trust Funds
Notes to the Financial Statements
for the year ended December 31, 2023
(All dollar amounts are in \$000s)

The City of Mississauga acts as a trustee, investing and administering these Trust Funds, in accordance with regulations of the *Funeral, Burial and Cremations Services Act, 2002* and the *Municipal Elections Act, 1996*.

Accounting standards specify how transactions and other events are to be recognized, measured, presented and disclosed in a public sector entity's financial statements. These statements have been prepared in accordance with the accounting standards of the Public Sector Accounting Board (PSAB). These standards are numbered and are referenced throughout these notes beginning with the letters "PS".

1. Significant Accounting Policies

The Trust Funds' financial statements are prepared by management in accordance with generally accepted accounting principles for local governments as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. Significant aspects of the accounting policies adopted by the Trust Funds are as follows:

a) Basis of accounting

The Trust Funds follows the accrual method of accounting for revenue and expenses. Revenue is normally recognized in the year in which it is earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

b) Future accounting pronouncements

These standards and amendments were not yet effective for the year ended December 31, 2023, and have therefore not been applied in preparing these financial statements. Management is currently assessing the impact of the following accounting standards updates on the future financial statements.

(i) PS 3400 - Revenue establishes a single framework to categorize revenue 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 first effective year for the Trust Funds being the year ending December 31, 2024).

(ii) 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 first effective year for the Trust Funds being the year ending December 31, 2024).

(iii) PS 1202 – Financial Statement Presentation was approved in March 2023. This standard supersedes PS 1201 – Financial Statement Presentation and covers a new conceptual framework and reporting model. Prior period amounts would need to be restated to conform to the presentation requirements for comparative financial information. This standard is effective for fiscal years beginning on or after April 1, 2026 (the first effective year for the Trust Funds being the year ending December 31, 2027).

(iv) PS 3160 – Public Private Partnerships (“P3s”), identifies requirements on how to account for and disclose transactions in which public sector entities procure major infrastructure assets and/or services from private sector entities. Recognition of assets arising from P3 arrangements is ultimately dependent on whether public sector entities control the purpose and use of the assets, access to the future economic benefits and exposure to the risks associated with the assets, and significant residual interest in the asset, if any, at the end of the term of P3s. Measurement of the asset and related liability will also be dependent on the overall model used to compensate the private sector entity. This standard is effective for fiscal years beginning on or after April 1, 2023 (the first effective year for the Trust Funds being the year ending December 31, 2024).

2. Change in Accounting Policies

a) PS 1201, PS 2601, PS 3450 and PS 3041

On January 1, 2023, the Trust Funds adopted PS 1201 – Financial Statement Presentation, PS 2601 – Foreign Currency Translation, PS 3450 – Financial Instruments, and PS 3041 – Portfolio Investments. These standards were adopted by the Trust Funds prospectively from the date of adoption of the new standards. The new standards provide comprehensive requirements for the recognition, measurement, presentation and disclosure of financial instruments and foreign currency transactions.

Under PS 3450, all financial instruments are included in the Statement of Financial Position and are measured either at fair value or amortized cost based on the characteristics of the instrument and the organization’s accounting policy choices. In accordance with the provisions of this new standard, all items have been recorded at amortized cost; therefore, no adjustments were recorded in 2023.

b) PS 3280

On January 1, 2023, the Trust Funds adopted PS 3280 – Asset Retirement Obligations using the modified retroactive method. The new accounting standard addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets, such as asbestos removal in retired buildings by public sector entities.

Under the modified retrospective method, the discount rate and assumptions used on initial recognition are those as of the date of adoption of the standard. In accordance with the provisions of this new standard, the Trust Funds assessed its exposure and concluded it is not liable for asset retirement obligations and therefore did not require adjustments as of January 1, 2023.

3. Due to/from the City of Mississauga

This category represents the net effect of the perpetual care receipts collected during the year offset by the interest earned resulting in an amount due to the Trust Funds as at December 31, 2023. The balance due to/from the City of Mississauga is non-interest bearing and due on demand.

4. Investments

The total investments by the Trust Funds of \$937 (2022 \$942) reported on the Statement of Financial Position at cost, have a market value of \$827 (2022 \$801) at the end of the year.

5. Perpetual Care Fund

The Perpetual Care Fund administered by the City is funded by the sale of cemetery burial rights. These funds are invested, and earnings derived there from are used to perform perpetual care maintenance to the municipality's cemeteries.

6. Election Trust Fund

The Election Trust Fund is established in accordance with the *Municipal Elections Act, 1996* (the "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:

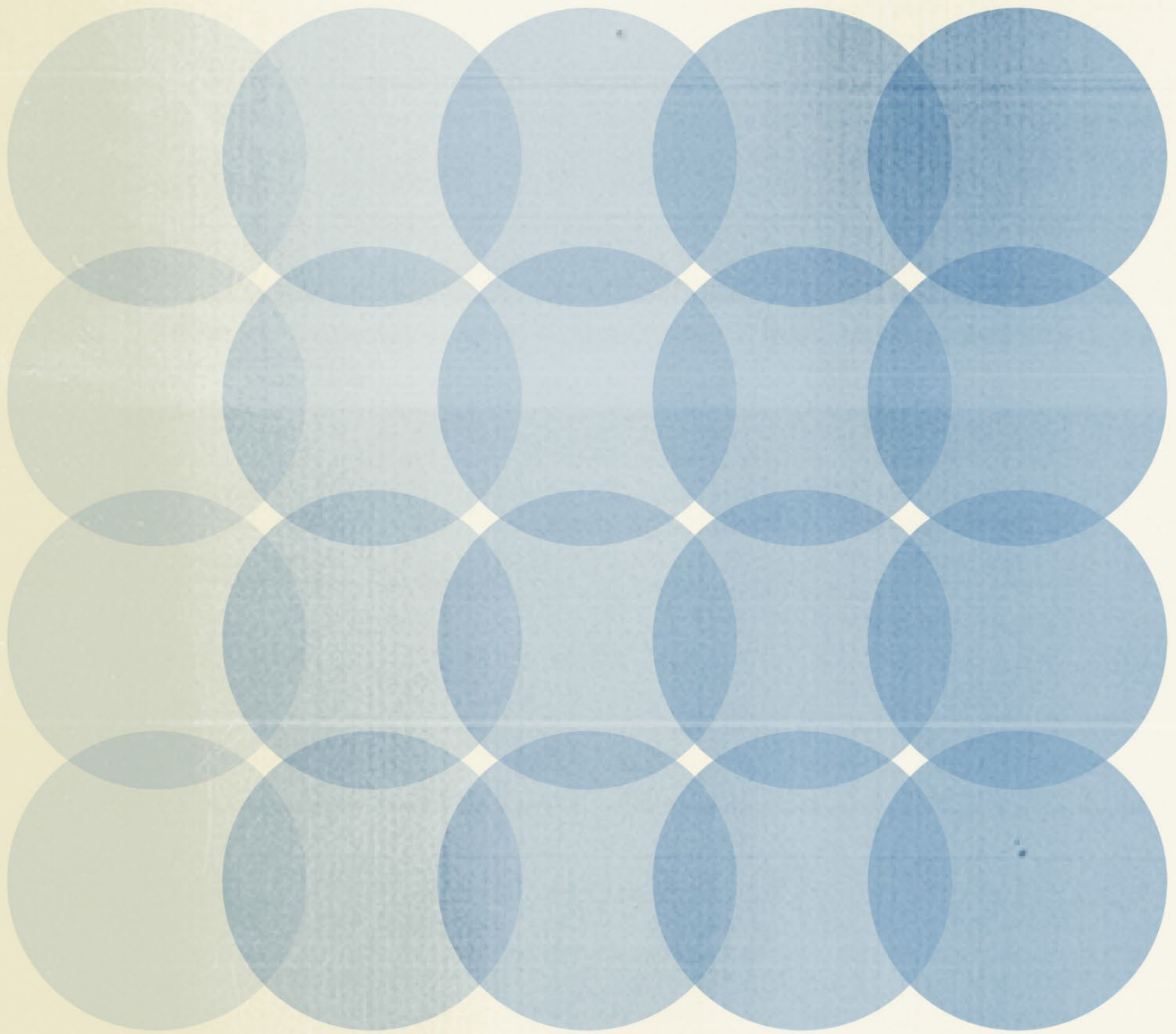
- a) The election campaign period has ended under paragraph 2, 3 or 4 of subsection 88.24 (1)
- b) It is no longer possible to recommence the campaign period under paragraph 5 of subsection 88.24 (1)
- c) No recount, proceeding under section 83 (controverted elections) or compliance audit has been commenced
- d) The period for commencing a recount, a proceeding under S.83, or a compliance audit has expired. 2016, c. 15, s. 62

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:

- a) The campaign period has ended under paragraph 2 or 3 of S.88.28
- b) It is no longer possible to recommence the campaign period under paragraph 4 of section 88.28
- c) No compliance audit has been commenced
- d) 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.

Statistical Section



Five-Year Statistics Review

The five-year statistics review section is unaudited.

Mississauga

	2023	2022	2021	2020	2019
Population*	810,000	804,000	798,000	783,000	779,100
Households	262,000	254,500	247,010	254,000	251,900
Area in acres	72,200	72,200	72,200	72,200	72,200
City employees					
Full-time	4,826	4,786	4,995	5,083	2,008
Full-time per 1,000 people	6.0	6.0	6.3	6.5	6.4
Part-time and seasonal	2,641	2,336	2,204	2,375	2,574

*Source: Regional Growth Forecast

Mississauga Economic Indicators

	2023	2022	2021	2020	2019
Value of Construction Activity (\$'000s)	1,976,897	2,541,917	2,093,849	1,448,143	1,792,546
Unemployment Rate	7.0%	7.0%	10.9%	12.4%	6.0%
Inflation estimate based on Annual Consumer Price Index, annual average, not seasonally adjusted	4.2%	6.5%	2.9%	0.3%	2.0%

Top Employers (1,000+ Employees)

Air Canada	Maple Leaf Consumer Foods
Bank of Montreal	McDonald's
Bell Canada	McKesson Canada
Blackberry	Microsoft Canada
Canada Post	Peel District School Board
Canada Revenue Agency	Point Click Care
Canadian Imperial Bank of Commerce	Purolator
Chartwell Retirement Residences	Region of Peel
Citi Canada	Royal Bank of Canada
City of Mississauga	Shopper's Drug Mart
Erie Meat Products	SNC Lavalin Nuclear
Federal Express Canada	Sobeys National
GlaxoSmithKline	TJX Canada
Golden Life Financial Solutions	TD Canada Trust
Greater Toronto Airports Authority	Tim Hortons
Hewlett-Packard Canada	Trillium Health Partners
Hoffman-Roche Canada	Tyco Integrated Fire & Security
Ingram Micro	University of Toronto Mississauga
Intact Insurance	Walmart Canada

Property Tax & Assessment

Tax Assessment Information

Taxable assessment on which the year's rates of taxation were set (\$000s)	2023	2022	2021	2020	2019
Residential, farm, multi-residential	134,357,424	133,300,602	132,033,516	131,212,505	123,260,608
Commercial, industrial, other	37,956,912	37,914,805	37,957,167	38,235,907	36,390,271
Total Taxable Assessment	172,314,336	171,215,407	169,990,683	169,448,412	159,650,879
Commercial, industrial and business as a percentage of taxable assessment	22.0%	22.1%	22.3%	22.6%	22.9%

Tax Rate Information

Residential and Farm	2023	2022	2021	2020	2019
For City purposes	0.327862%	0.302366%	0.289455%	0.281356%	0.283393%
For Region purposes	0.400677%	0.374372%	0.360608%	0.351606%	0.357050%
For School purposes	0.153000%	0.153000%	0.153000%	0.153000%	0.161000%
Total Tax Rate	0.881540%	0.829738%	0.803063%	0.785963%	0.801443%
Commercial	2023	2022	2021	2020	2019
For City purposes	0.497360%	0.458683%	0.439096%	0.426811%	0.425301%
For Region purposes	0.607818%	0.567914%	0.547034%	0.533379%	0.535841%
For School purposes	0.880000%	0.880000%	0.880000%	0.944727%	0.981594%
Total Tax Rate	1.985178%	1.906597%	1.866130%	1.904916%	1.942736%
Industrial	2023	2022	2021	2020	2019
For City purposes	0.529505%	0.488328%	0.467476%	0.454396%	0.460970%
For Region purposes	0.647102%	0.604619%	0.582389%	0.567851%	0.580781%
For School purposes	0.880000%	0.888000%	0.880000%	1.066032%	1.117296%
Total Tax Rate	2.056607%	1.980947%	1.929865%	2.088279%	2.159047%

Property Tax Information

	2023	2022	2021	2020	2019
Tax levies (\$000s):					
City portion	636,379	583,386	555,050	539,535	512,768
Region portion	777,711	722,314	691,491	671,755	643,697
School board portion	538,157	536,018	534,476	565,192	560,207
Total Tax Levies	1,952,247	1,841,718	1,781,017	1,776,482	1,716,672
Taxes collected (\$000s):					
City collection	651,878	574,249	581,929	503,153	510,738
Taxes transferred to the Region	777,711	722,314	691,491	671,755	673,697
Taxes transferred to the school boards	538,157	536,018	534,476	565,192	560,207
Total Taxes Collected	1,967,746	1,832,581	1,807,896	1,740,100	1,744,642
Tax arrears:					
Taxes receivable (\$000s)	89,181	66,237	57,100	83,979	47,597
Taxes receivable per capita (\$)	0	82	72	107	61
Percentage of current levy	0.9%	3.6%	3.2%	4.7%	2.8%

10 Largest Corporate Property Taxpayers

Owner	Assessment Value (\$)
Orlando Corporation	2,680,723,000
OMERS Realty Management Corporation	1,414,270,900
The Canada Life Assurance Company	571,601,000
OPB (EMTC) Inc.	435,304,000
Chiefton Investments Limited	405,307,000
Canadian Property Holdings	321,461,000
Airway Centre	304,640,000
Select Properties Ltd.	229,989,000
Meadowvale Holdings Limited	214,458,000
Hoopp Realty Inc.	142,284,900
Top Ten Assessment Total	6,720,038,800

Five-Year Financial Review

Consolidated Revenue (\$'000s)

	2023	2022	2021	2020	2019
Property taxes	639,813	584,150	552,436	537,830	520,504
Payment in lieu of taxes	15,295	15,558	38,762	34,994	30,479
Municipal Accommodation Tax	16,195	12,279	5,907	3,799	12,152
User charges	260,313	232,734	184,236	168,587	263,215
Recoveries from third parties	161,883	34,696	16,699	19,415	29,117
Funding transfers from other governments	3,868	37,067	80,860	65,597	14,086
Development and other contributions applied	138,026	100,368	154,415	150,930	90,407
Investment income	39,755	36,374	32,711	32,049	43,607
Penalties and interest on taxes	17,152	14,825	14,592	5,334	10,806
Contributed and assumed assets	60,379	75,591	35,899	27,197	62,392
Other	1,011	3,949	2,698	10,128	5,604
City's share of net income in Enersource Corporation	36,153	15,890	28,712	17,467	10,758
Gain on acquisition of Living Arts Centre	-	-	-	-	1,455
City's share of dilution gain recognized on Alectra's amalgamation with Guelph Hydro Electric Systems Inc. (GHESI)	-	-	-	-	1,324
Total Revenue	1,389,843	1,163,481	1,147,927	1,073,327	1,095,906
Revenue per capita	1,716	1,447	1,439	1,371	1,407

Consolidated Expenses by Function (\$'000s)

	2023	2022	2021	2020	2019
General government services	202,606	230,532	219,344	219,367	258,714
Protection services	164,383	156,187	151,117	140,545	35,446
Transportation services	421,694	376,517	354,347	345,802	345,613
Environmental services	24,983	20,995	21,082	19,650	18,121
Health services	833	791	740	566	560
Social and family services	359	645	481	487	638
Recreation and cultural services	219,601	198,051	174,762	157,353	174,978
Planning and development services	48,276	28,716	27,039	22,665	22,841
Loss/(gain) on disposal of tangible capital assets	-	-	849	2,372	2,504
Total Consolidated Expenses by Function	1,082,735	1,012,434	949,761	908,807	959,415
Annual Surplus/(Deficit)	307,108	151,047	198,166	164,520	136,491
Net Financial Assets	944,831	939,769	935,220	834,335	788,191

Consolidated Expenses by Object (\$000s)

	2023	2022	2021	2020	2019
Salary, wages and employee benefits	622,024	574,880	555,219	529,475	533,044
Long-term debt interest and fees	5,034	5,676	4,677	4,821	4,507
Materials and supplies	76,351	83,429	55,147	61,737	65,049
Contracted services	109,017	104,659	100,035	86,812	138,702
Rents and financial expenses	87,584	78,151	77,859	71,844	68,770
External transfers to others	5,872	14,880	4,783	7,091	6,741
Loss/(gain) on disposal of tangible capital assets	10,723	(40)	849	2,372	2,504
Amortization	165,679	150,173	150,343	144,655	140,098
Accretion of asset retirement obligation	417	366	-	-	-
Loss on disposal of asset retirement obligation	34	260	-	-	-
Total Consolidated Expenses by Object	1,082,735	1,012,434	948,912	908,807	959,415

Debt (\$000s)

	2023	2022	2021	2020	2019
Long-term liabilities:					
General municipal activities	208,040	249,095	237,322	176,434	205,193
Per capita	257	310	297	225	263
Interest charges for long-term liabilities:					
General municipal activities	5,034	5,676	4,677	4,821	4,507
Per capita	6.21	7.06	5.86	6.16	5.78
Debt repayment limit (as determined by the Province of Ontario)	197,657	165,320	190,048	184,064	176,282

Tangible Capital Assets (\$000s)

	2023	2022	2021	2020	2019
Net book value	8,888,802	8,587,543	8,457,200	8,363,128	8,245,855
Amortization	165,679	150,173	150,343	144,655	140,098
Operating fund transfers to capital reserve fund	139,555	121,710	121,098	102,364	92,405

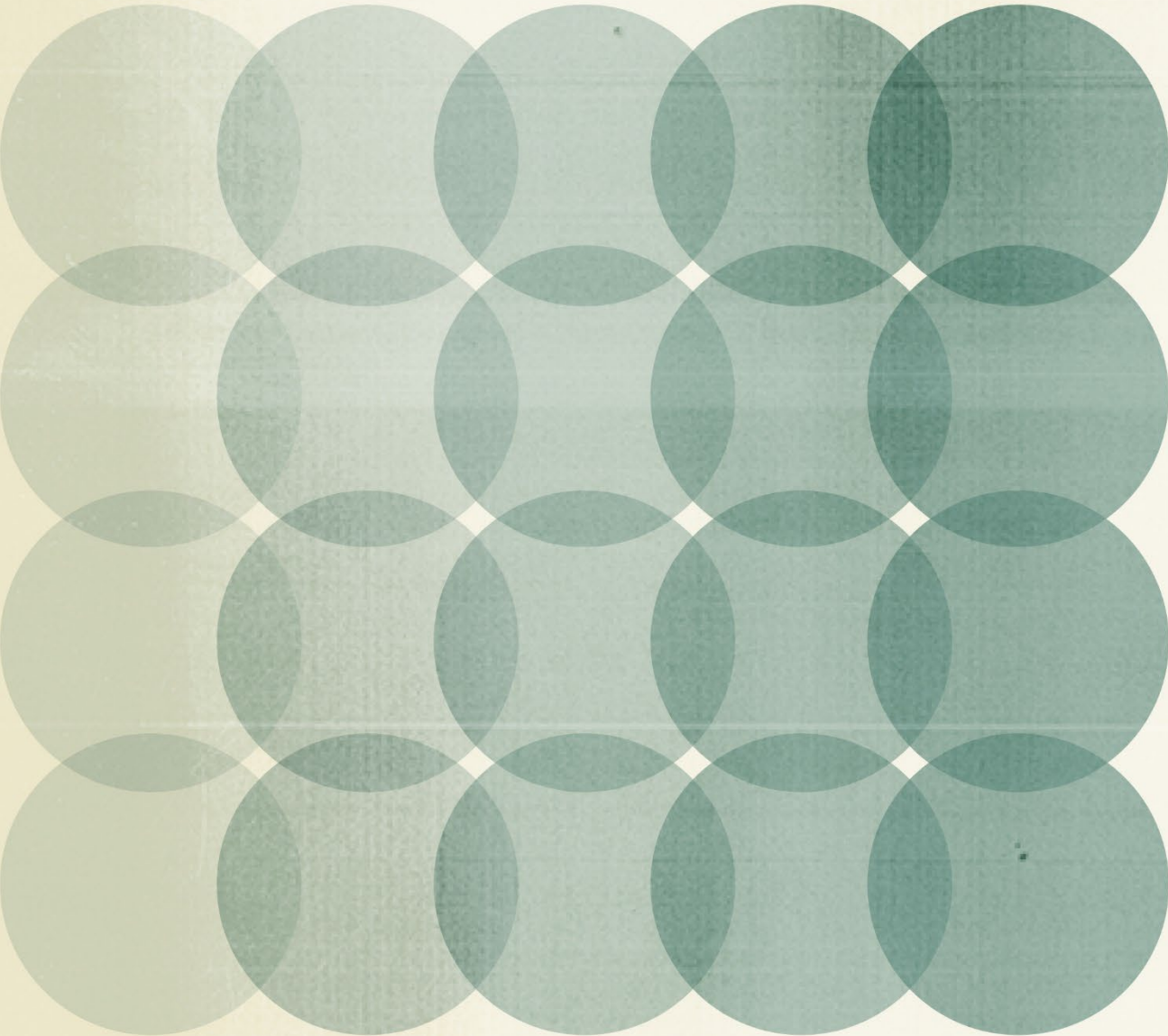
Accumulated Surplus (\$000s)

	2023	2022	2021	2020	2019
Investment in tangible capital assets	8,888,802	8,587,543	8,457,200	8,363,128	8,245,855
Operating surplus	-	-	-	119	-
Unexpended capital	-	-	-	164,357	204,257
Long-term debt	(208,040)	(249,095)	(237,322)	(176,434)	(205,193)
Enersource Corporation	522,683	505,416	510,531	498,520	498,783
Asset retirement obligation	(14,975)	(13,344)	-	-	-
Living Arts Centre	-	-	-	-	120
Unfunded employee benefits	(258,608)	(240,740)	(231,246)	(220,439)	(207,034)
Reserves	123,057	129,503	125,341	115,321	90,750
Reserve funds	800,896	827,715	780,017	466,013	418,527
Accumulated remeasurement loss/(gain)	292	-	-	-	-
Total Accumulated Surplus	9,854,107	9,546,998	9,404,521	9,210,585	9,046,065

Trust Funds (\$000s)

	2023	2022	2021	2020	2019
Total	1,112	1,100	1,083	986	919

Sustainability Section



Sustainability Reporting

There has been a growing demand for sustainability reporting and disclosures due to increased global awareness around broader sustainability issues that affect decision-making for both private and public sector organizations. Organizations have developed voluntary sustainability reporting standards in an effort to report on a consistent basis and allow entities to be assessed on a common ground. The major reporting frameworks have included:

- [Task Force on Climate-related Financial Disclosures \(TCFD\)](#): Created in 2017 to promote transparency leading to better climate-risk management and identify the information needed by investors, lenders, and others to appropriately assess climate-related risks and opportunities for organizations. TCFD has subsequently been adopted by several Canadian municipalities in their sustainability reporting, including Mississauga. Having fulfilled its mission, the TCFD has now disbanded and asked the International Financial Reporting Standards (IFRS) Foundation to take over the monitoring of the progress of companies' climate-related disclosures
- [United Nations Sustainable Development Goals](#): Adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030, all people enjoy peace and prosperity
- [Integrated Reporting](#): Developed by the International Financial Reporting Standards foundation, integrated reporting intends to communicate how value is created from various sources over time
- [Task Force on Nature-related Financial Disclosures \(TNFD\)](#): Designed to help organizations to report and act on evolving nature and natural resource-related issues

Financial statement disclosures and external auditing of sustainability measures will become mandatory for some private sector organizations in 2024, and will extend to public sector bodies, such as municipalities, soon after. The City of Mississauga implemented voluntary sustainability-related disclosures in its financial statements and reporting of sustainability accomplishments in its 2020 Annual Financial and Sustainability Report.

IFRS announced the formation of the International Sustainability Standards Board (ISSB) in November 2021. The ISSB was mandated to develop new financial reporting standards that will result in a high-quality, comprehensive global baseline of sustainability disclosures focussed on the needs of investors and the financial markets for publicly traded private companies.

In June 2023, the ISSB released the first two of its disclosure standards (IFRS S1 and S2), creating a framework for private sector entities to disclose material information on sustainability and exposure to sustainability related risks and opportunities. Understanding that private sector organizations would now need to report on sustainability related disclosures, public sector accounting standards (PSAS) would soon follow with mandatory disclosures.

In July 2023, the International Public Sector Accounting Standards Board (IPSASB) announced the development of a public sector-specific Climate-Related Disclosures standard, intending to address the public sector's need for sustainability reporting standards and responds to stakeholder calls to prioritize climate first. It is expected that IPSASB's standards will follow closely to the ISSB standards for private organizations, with additional standards for recognizing natural capital, given the importance of public sector entities in the management and conservation of trees, natural areas, water, and other natural resources.

These new disclosures, based on the ISSB and TNFD standards, are targeted to be implemented for the City's 2024 annual report. For the 2023 annual report, climate change-related initiatives continue to be reported using recommendations made by the international [Task Force on Climate-related Financial Disclosures](#). Information is also included about the City's current sustainability-related initiatives and is organized by environmental, social and governance (ESG) indicators.

The City's commitment to sustainability is guided by notable plans, strategies, processes, and frameworks, including:

- [The Sustainable Procurement Policy](#) (2018)
- [The Climate Change Action Plan](#) (2019)
- [5-Year Energy Conservation Plan](#) (2024-2028)
- [Workforce Diversity and Inclusion Strategy](#) (2017)
- [Multi-Year Accessibility Plan](#) (2023-2028)
- [First Steps: A Community-Driven Report on Making Mississauga More Equitable for Black Communities](#) (2022)
- [Human Resources People Strategy](#) (2019-2023)

The City's [Strategic Plan](#) is Mississauga's highest-level policy document, created to shape and direct strategic decision-making for our city. All other City documents align with the Strategic Plan's five pillars: move, belong, connect, prosper and green.

While not all global reporting standards apply to municipal government operations, linkages between the City's pillars to the [United Nations' Sustainable Development Goals](#) are noted below.

MOVE

Develop a transit-oriented city.



BELONG

Ensuring youth, older adults and new immigrants thrive



CONNECT

Completing our neighbourhoods



PROSPER

Cultivating creative and innovative businesses



GREEN

Living green



Environmental

Definition: Considers how a company acts in its role as a steward of nature, such as energy use, recycling practices, pollution, and natural resource conservation. ESG criteria includes a wide range of non-financial scoring categories, used by investors and other stakeholders to assess the impact of a company's products and business practices on sustainability and social causes.¹

Stormwater

Mississauga is located on the shore of Lake Ontario, part of the largest system of freshwater lakes in the world. Stormwater is the rain and melted snow that flows into the City's roads, ditches, sewers and creeks. Managing the City's stormwater is fundamentally important, as all of the City's rainwater and snowmelt ends up in Lake Ontario, which is the source of the city's drinking water. The City is committed to protecting the quality and integrity of water through each stage of its cycle, to provide clean and safe drinking water for current and future generations, to protect the local and global environment, and to mitigate and adapt to a changing climate.

In 2016, the stormwater charge was approved to address the additional pressure put on the City's stormwater system by aging infrastructure and climate change. All properties within Mississauga that drain into the City's stormwater management system are subject to the stormwater charge. Properties with more hard surfaces contribute more runoff into the system. The stormwater charge is based on the property type and the amount of hard surfaces on the property. The money collected from this charge contributes to the City's stormwater budget. It's used exclusively to deliver stormwater services and programs and to meet the increasing demand and investment for stormwater management, including planning and operations, new capital construction and improvements.

As an incentive to non-residential and multi-residential property owners to implement stormwater management best practices and measures to reduce their runoff into the City's stormwater system, the [Stormwater Charge Credit Program](#) was also introduced in 2016. Credits are available in the following categories:

- Peak flow reduction
- Water quality treatment
- Runoff volume reduction
- Operations and activities

Through this program, property owners can receive up to 40 per cent in credits by demonstrating the implementation and technical performance of stormwater best management practices on their property. Reducing the amount of stormwater runoff is a benefit to the City's stormwater management program and ultimately helps the environment.

¹ Definition source: <https://kpmg.com/ca/en/home/services/environmental-social-and-governance.html>

In 2023, Council approved the City's first [Stormwater Master Plan](#) – *Build Beautiful*. The vision for the Stormwater Master Plan is based on the “One Water” principle, which is that all of the city's water comes from one source. Rainwater becomes stormwater and ends up in Lake Ontario to eventually become drinking water. The One Water principle recognizes the cycle of rainwater, and values it through every stage in its process. The origin of “Build Beautiful” for the name of the Stormwater Master Plan is based on the concept of ‘Build’ which signifies a proactive, rather than reactive, approach and ‘Beautiful’ which aspires for the form and function of the projects the City will deliver, and how communities can connect to nature.

The [Stormwater Master Plan](#) provides a framework of actions to collectively address issues associated with stormwater, reflects the ideas and values of the diverse communities within Mississauga and guides stormwater management in the City for the immediate and long-term future.



As Mississauga continues to grow and evolve, the City's stormwater system faces more pressure to accommodate increased population and additional stormwater runoff from both greenfield and intensified development, as well as challenges associated with aging infrastructure.

In order to better plan and mitigate these pressures, a complete and current knowledge of the City of Mississauga's existing and future conditions, including built and natural infrastructure is required. This understanding provides perspective on the City's population, growth forecast, land use, and climate trends, which were used to influence the development of stormwater action/program priorities that are detailed in the plan.

There are 22 existing and future actions that form the Stormwater Master Plan, organized into four themes:

- Understand its Nature (Studies)
- Create Solutions (Design & Implementation)
- Protect Quality (Monitoring & Maintenance)
- Celebrate its Value (Engagement & Partnerships)

Stormwater management is crucial in protecting public safety and health, reducing flood risks, controlling erosion, and maintaining water quality in local natural waterways. The City manages stormwater by planning, designing, constructing, operating, and maintaining stormwater assets within municipal roadways, public easements and other City lands.

Climate Change

In 2019, City Council declared a climate emergency and adopted the [Climate Change Action Plan](#) (CCAP), committing to becoming one of Canada's first net-zero cities. The CCAP aims to decrease Mississauga's greenhouse gas (GHG) emissions and prepare the community for climate change impacts, such as increased flooding, ice storms and heatwaves.

The CCAP has two main goals:

- Reduce greenhouse gas emissions 40 per cent by 2030 and 80 per cent by 2050 compared to 1990 levels
- Increase the City's resilience and capacity to withstand and respond to current and future climate events

The CCAP includes 89 actions, in five categories (or "Action Pathways"):

- Buildings & Clean Energy
- Resilient & Green Infrastructure
- Accelerating Discovery & Innovation
- Low Emissions Mobility
- Engagement & Partnerships

As of December 2023, over 80 per cent of actions have been completed or are currently underway. Here are some actions that were taken in 2023:

Lowering Emissions

- Replaced over 50 per cent of the MiWay bus fleet with second generation hybrid buses. These buses result in a 30 per cent reduction in diesel fuel consumption per year and 5,134,000 kilograms of avoided GHG emissions per year
- Installed more than 70 electric vehicle (EV) chargers for the City's fleet and more than 20 for public use. This has resulted in 130,000 litres of avoided gasoline consumption and 288,000 kilograms of avoided GHG emissions since 2021. The City will be investing another \$500,000 in new EV chargers in 2024

- Acquired the City's first electric fire truck. Fire Station 125, located in Ward 9, is scheduled to open in late summer 2024 and will be the new home of the City's first electric fire truck but it will also be the City's first net-zero energy fire station. Going forward, the City will build all new fire stations to achieve net-zero energy
- Continued updating the City's [Green Development Standards](#), which was subsequently approved by Council on April 17, 2024
- Continued to advance new low-carbon building technologies, such as heat pumps and heat recovery systems in City-owned buildings

Increasing Resilience

- Developed a [Sustainable Neighbourhood Action Plan](#) (SNAP) in the Cooksville area to help make Cooksville Creek and the surrounding neighbourhood more sustainable and ready for a changing climate
- Continued to offer a community gardens program, in partnership with Ecosource, to enhance local food security. A number of enhancements were made to existing gardens in 2022-2023, with at least two new community gardens planned for 2024-2025. This will allow more access to locally grown, healthy and culturally appropriate food
- Continued to acquire parkland to enhance resilience and address the parkland deficit. Since 2020, the City has acquired 94.7 acres of parkland
- Launched the [Mississauga Climate Leaders Program](#) to engage businesses in climate action, linking economic development with climate change
- The [We Are Resilient](#) travelling exhibition, a collaboration between the City's Environment team and Museums of Mississauga, was designed to raise awareness about climate change's impact on our community and environment. Launched in 2022, the exhibition will run for a minimum of three years

The City will be updating the CCAP throughout 2024 as the plan hits its five-year mark. The update will include revised targets and a detailed pathway to meet those targets that will better align with the [Intergovernmental Panel on Climate Change's](#) recommendations for limiting global warming to 1.5° Celsius. The update will also split mitigation and adaptation into two distinct plans: one that will focus on a net-zero pathway for corporate and community emissions, and the other will be a Climate Adaptation/Resilience plan that will be developed in 2025.

The updated CCAP is expected to go before Council for approval in 2025.

Natural Assets

Mississauga has an extensive urban forest and natural heritage system that includes over 500 parks, one million trees and over 500 woodlands and natural areas that total over 1,700 hectares (4,200 acres). Mississauga's parks, public spaces and open space areas support a diverse range of recreation, leisure and cultural activities. Their many attributes include vibrant urban spaces, leading edge sports facilities, beautiful gardens, multi-use trail and pathway systems, significant natural areas and heritage sites.

The City recently celebrated the 10th anniversary of its [One Million Trees](#) program. The program aims to add one million more trees to the Mississauga's urban forest by 2032. Since the program launched in 2013, more than 500,000 trees have been planted across Mississauga. Currently, there are approximately 2.1 million trees on public and private lands throughout the city.

Planting more trees helps increase canopy cover while restoring and enhancing Mississauga's open spaces and natural areas for future generations to enjoy. Trees help filter out hazardous chemicals like carbon dioxide, increase Mississauga's beauty through colourful blooms and leaves, and provide wildlife shelter, shade and food.

Since the program started in 2013:

- More than 500,000 trees have been planted
- More than 37,000 volunteers have participated in tree plantings and woodland restoration events
- A diverse mix of native trees have been planted including sugar maple, white pine, red oak and paper birch

The City's ultimate goal is to protect, enhance, restore, expand and connect Mississauga's urban forest and natural heritage system. This is critical for sustaining a healthy community and for climate resilience, adaptation, and mitigation. The City is on track to meet its goal of planting one million trees by 2032.

City Trees

Within the City's boundaries, trees can be:

- Privately owned
- Naturally occurring in woodlots
- Planted and maintained by the City on public lands such as boulevards and parks
- Planted and maintained by other organizations such as Hydro One, Metrolinx, or the Region of Peel within their property

In 2021, the City completed an initiative to identify, quantify and value the ecosystem services provided by City trees, resulting in the following:

Ward	Tree Valuation
1	\$71,830,123
2	\$81,880,991
3	\$40,192,314
4	\$32,698,466
5	\$55,316,404
6	\$45,814,723
7	\$39,755,647
8	\$72,293,989
9	\$39,960,137
10	\$30,128,914
11	\$42,715,260
Total	\$552,586,973

The Council of Tree and Landscape Appraisers Guide for Plant Appraisal (9th Edition) was used in December 2021 to calculate a replacement value of \$552,586,973 for the 260,000 trees that were inventoried.

Preliminary Natural Assets Inventory

In 2021, the City worked with the [Municipal Natural Assets Initiative](#) to complete a preliminary natural asset inventory. An [online dashboard](#) was also created to house the results of this project. A total of 8,364 natural assets were identified and included in the inventory which represents nearly 5,400 hectares of land.

Summary of Natural Assets by Type

Natural Asset Type	Number of Assets	Total Area (ha)
Agriculture	256	627
Beach	20	2
Built-up Pervious	563	1,545
Forest	4,000	1,864
Grassland	265	574
Shrub land	220	240
Water	1,979	281
Wetland	1,331	265
Total	8,634	5,399

A high-level condition assessment was also completed and identified that about 237 hectares (or four per cent) of natural assets in Mississauga were assessed as being in very good condition, 1,165 hectares (or 22 per cent) of the natural assets were assessed as being in good condition and 2,479 hectares (or 46 per cent) were

assessed as being in fair condition. A tree is determined to be in very good condition when it has a well-developed structure and nearly perfect health with little or no twig dieback, defects, discoloration or defoliation.

Summary of Natural Asset Condition Ratings

Condition Rating	Number of Assets	Total Area (ha)	Average Condition Score
Very Good	187	237	35
Good	2,003	1,165	29
Fair	5,049	2,479	19
Poor	1,118	1,112	14
Very Poor	277	406	7
Total	8,634	5,399	21

In 2023, the City of Mississauga achieved the Forest Stewardship Council® (FSC®) certification (FSC® C018800) through the Eastern Ontario Model Forest (EOMF) program for the management of 36 woodlands. Receiving the certification confirms that a forest is being managed sustainably, preserves biological diversity and benefits the lives of local people and workers. The FSC® certification will assist the City with maintaining high forest stewardship standards and provide opportunities to share solutions to help raise the standard of forest management, connecting to a global network of organizations and businesses and protecting forest ecosystems while helping to fight climate change.

For the fourth year in a row, the City also received the 2023 Tree Cities of the World designation for their commitment to urban and community forestry. The program, on behalf of the Food and Agriculture Organization of the United Nations (FAO) and the Arbor Day Foundation, acknowledges cities that ensure their urban forests and trees are properly maintained, sustainably managed and celebrated.

Mississauga is among 18 Canadian municipalities and 200 cities worldwide to receive the designation this year. To receive the designation, cities must meet five core standards, including:

- Establishing responsibility for the care of trees
- Setting rules for managing trees
- Having an updated inventory of local trees resources
- Allocating resources for tree management
- Celebrating achievements for trees

The City is continuing its work to integrate natural asset management into corporation-wide asset management practices and understands the need to continue to standardize systems and approaches to asset investment planning across the organization.

Fleet Management

The City's internal Corporate Green Fleet and Equipment Policy, which is supported by an Electric Vehicle Charging Station Standard, demonstrates that the City is planning for the future by prioritizing investment in low- and zero-emissions fleet, equipment and infrastructure.

The City's guiding principles for the Green Fleet and Equipment Policy are to:

- Continue to work toward being a leader in climate action, with a long-term goal of becoming a net-zero community
- Co-ordinate decision-making across divisions and departments to meet operational goals while reducing the City's overall fleet and equipment emissions
- Ensure decisions are made within a consistent framework and are informed through discussion with all relevant internal stakeholders

A series of actions to support the greening of the City's corporate fleet is underway, including transitioning to hybrid technology; adoption of alternative, cleaner fuels; electric vehicles and electric vehicle infrastructure planning; improved vehicle maintenance; and driver training. Additionally, future proactive monitoring of driver behaviours through telematics will support these goals. All of these corporate fleet service objectives contribute toward mitigating climate change and support the City's Climate Change Action Plan.

The Electric Vehicle Charging Station Standard guides the installation of electric vehicle chargers on City property and prioritizes the electrification of the City's fleet and equipment in a way that is sustainable and meets operational needs.

This technical design standard is meant to provide the appropriate information to specifications and designs for facilities owned and operated by the City in relation to electric vehicle charging stations specifically. These standards apply to the design of new buildings as well as for maintaining, upgrading, and renovating existing buildings.

The standard is applied to any of the following typical project types whether for use by members of the public, City employees, or Corporate Fleet vehicles:

- New electric vehicle charging station installations
- Additions to or replacement of existing charging stations
- New building construction
- Major renovations to existing facilities
- Parking lot/structure upgrades and replacements

Since 2019, MiWay has exclusively purchased hybrid-electric buses. The 2024 Budget includes savings of \$1.8 million due to lower fuel consumption for hybrid buses compared to diesel buses, and key capital investments include \$87.9 million earmarked for hybrid electric bus acquisitions that will help reduce the City's carbon footprint.

Fire & Emergency Services added its first-ever electric-powered pumper vehicle to its fleet this year. This vehicle will support the City in lowering its carbon emissions while boasting eco-friendly features that minimize noise and exhaust emissions.

Energy Conservation

Under the Ontario Regulation 507/18 of the *Electricity Act, 1998*, all broader public agencies, including municipalities, are required to develop and implement energy conservation and demand management plans and update the plans every five years. In order to meet these requirements, the City developed the [5 Year Energy Conservation Plan \(2019-2023\)](#), which targeted a one per cent reduction in energy consumption each year over the five year period. Since then, the City has been reporting annual energy consumption and greenhouse gas emissions data for all of its heated and conditioned buildings to the Ontario Ministry of Energy every year.

Many energy conservation projects and initiatives were implemented over the 2019 to 2023 period, including:

- Installation of variable refrigerant flow heat pumps
- Installation of high-efficiency boilers and variable frequency drives at various facilities
- Ice plant energy upgrade and operation optimization
- Building automation system upgrades at various facilities

As a result, the City was able to achieve positive results compared to the baseline of 2018, including:

- Energy consumption dropped by five per cent
- A total utility cost of \$1,304,700 was avoided
- Total incentives of \$691,288 were received

The City received a number of awards during this period, including:

- ISO 50001 certification for energy management for Frank McKechnie Community Centre (2021-2023)
- ENERGY STAR® Building of the Year for Ice and Curling Rink for Erin Mills Twin Arena (2023)
- ENERGY STAR® certification for Erin Mills Twin Arena (2019, 2020, 2022)
- Energy Efficiency Leadership Award for Mississauga Civic Centre (2020)
- Energy Manager Award (2019 & 2021)
- Energy in Action Innovation Award & the Living City Energy Efficiency Gold Award (2019)

The most recent [5 Year Energy Conservation Plan \(2024-2028\)](#) was approved by Council in June 2024.

Social

Definition: Examines how well a company manages relationships with employees, suppliers, customers, and the community.²

City Staff

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. Poor work standards can be detrimental to the organization's ability to meet its objectives. The City employs over 4,800 full-time staff. The City also adds part-time staff in the summer months in Recreation, Parks, Forestry & Environment and other service areas. The workforce delivering municipal services comprises a broad range of leaders, technical professionals, skilled workers and front-line service delivery staff. Labour and benefits represented approximately 54 per cent of budgeted operating expenses in 2023.

A strong commitment to equity, diversity and inclusion (EDI) is evident in the organization's daily activities. Diversity and inclusion is a vital part of the fabric of Mississauga. In the City's Strategic Plan, it talks about the importance of recognizing and celebrating our community's makeup. As an employer, not only is it important to reflect the diversity of the city but also to acknowledge and embrace individual differences. In doing so, this will foster employee engagement leading to a more productive organization. The City has actioned a number of items to support its EDI efforts. These include the development of a learning tool referred to as 'Equity Alerts' for staff; the creation of an Employee Equity Advisory Committee; recruitment and leadership succession planning process reviews; and development of EDI toolkits for staff on anti-racism and discrimination, and Truth and Reconciliation. This commitment and the organizational values are the cornerstones in the foundation of the City's work culture.

By ensuring that employees are equipped with the knowledge, skills and motivation to be successful, the City will continue to be a place where employees want to work. The City is committed to continuing to support the comprehensive well-being of staff, including physical, mental, emotional, social and financial health. A variety of services and resources are available to staff, including access to an Employee & Family Assistance Program, a Workplace Psychological Health & Safety Strategy, and annual flu shot clinics. In recognition of our efforts, the City of Mississauga was named one of Canada's best employers for the fourth year in a row by [Forbes](#) magazine.

Sustainable Procurement

The City of Mississauga is committed to continuously improving the social and environmental impacts of its procurement of goods and services in a transparent and accountable way. Sustainable procurement balances fiscal responsibility, social equity,

² Definition source: <https://kpmg.com/ca/en/home/services/environmental-social-and-governance.html>

Indigenous reconciliation and environmental stewardship. The City's Sustainable Procurement Policy went into effect in 2018 and is currently being updated. The policy helps the City make more sustainable choices when it comes to buying goods and services from external suppliers and considers a range of possible sustainability aspects during procurements, including environmental aspects, social aspects, and ethical aspects.

Equity, Diversity and Inclusion

In September 2017, the City created a [Workforce Diversity and Inclusion Strategy](#) to ensure that its workforce was representative and inclusive of the population. Mississauga strives to foster a workplace and environment that is diverse and inclusive, where everyone has an opportunity at success, free from discrimination. In 2021, the City started reporting annually on progress with equity, diversity and inclusion (EDI) initiatives. These reports track the City's journey towards establishing a strong and sustainable framework for EDI, ensuring these principles are woven into major City services and programs, and setting benchmarks to measure future progress.

The City's strategy for EDI continues to focus on four major themes:

- Driving change across all City initiatives
- Cultivating a culture of learning and development through training and tools
- Implementing EDI policies and governance activities to reshape City services
- Identifying and dismantling systemic barriers through dedicated resources

The [2023 Equity, Diversity and Inclusion Progress Report](#) shows that the City progressed in advancing key EDI commitments and initiatives. The successful completion of the 2022 Employee Engagement and Demographic Survey provided valuable insights that guided action plans across all City divisions. This survey, recognized as a leading practice among Canadian municipalities, covered engagement, demographics and psychosocial factors, strengthening the City's EDI work with solid evidence.

Additionally, Mississauga launched its first-ever Employee Resource Groups (ERGs) in 2023, including MiPride (2SLGBTQ+), BERG (Black), Able@Mississauga, Indigenous and DMERG (Diverse and Multicultural).

As part of the City of Mississauga's ongoing commitment to address anti-Black racism and to create a more inclusive, equitable and accessible city, the first Black Community Engagement report was received by Council on April 20, 2022. The Report, entitled "*First Steps: A Community Driven Report on Making Mississauga More Equitable for Black Communities,*" will help inform how the City of Mississauga can work to ensure its services, programs and policies are adapted through an equity lens. It provides suggestions on ways the City can further engage Black residents to actively participate in local decision-making processes. "First Steps" is part of the larger commitment that the City of Mississauga made when Council passed [Resolution 207](#) in June 2020 to address anti-Black and anti-Indigenous racism,

which have been identified as historic, pervasive, institutional and systemic issues in Mississauga.

The City of Mississauga in collaboration with Quakelab Incorporated, an equity and justice agency, is currently reviewing our [asset naming process](#) using an equity, diversity and inclusion (EDI) lens to develop guiding principles that will assist in the future naming of city streets, parks, facilities and other community assets. The City is committed to building a strong, more inclusive and accessible city and plan to ensure community stories are authentically documented and shared.

Advancing Reconciliation

Mississauga welcomes people of all cultures and backgrounds and is one of the most diverse cities in Canada. It is also considered one of the most diverse in the world with over 60 per cent of residents identifying as visible minority (according to Statistics Canada 2021 Census).

To be a leader in supporting diverse communities and best serve their needs, the City is committed to Reconciliation with our Indigenous partners and advancing anti-racism, equity, diversity, inclusion and accessibility for all who live or work in Mississauga. We understand this process is ongoing and acknowledge we have a lot of work ahead to build and implement the strategies necessary for lasting change.

The Indigenous Relations Office at the City carries a mandate to manage the relationships between Indigenous residents, Treaty and traditional territory partners and the City, as well as provide advice and guidance to the Mayor, Council and staff. Members of the team work closely with Indigenous communities and organizations to strengthen relationships, promote services and Indigenous-led programming, create awareness and education about Indigenous cultures, and integrate Indigenous interests across City initiatives.

As we begin our Reconciliation efforts of addressing the ongoing impacts of colonialism, identifying focused priorities from the [Truth and Reconciliation Commission \(TRC\) of Canada Calls to Action](#), and shaping action plans, the City encourages non-Indigenous people to learn more and join us on this journey.

The City is also preparing its first [Archaeological Management Plan](#) which will result in new tools and frameworks that strengthen the City's planning and policy processes for archaeological resource management. It will help decision-makers and planners make informed decisions that comply with provincial policies and regulations.

Consultation and engagement with Indigenous communities including the Mississaugas of the Credit First Nation, Huron-Wendat Nation, Six Nations of the Grand River, the Haudenosaunee Confederacy Chiefs Council and the Urban Indigenous community, along with partners and the public, will extend throughout the life of this project to provide opportunities for information sharing, feedback, and education.

Affordable Housing

As Mississauga continues to grow, the City is committed to working with the community and all stakeholders to build complete communities. Housing is an issue that affects every resident and business in the city. Endorsed by Council in 2019, [Making Room for the Middle: An Affordable Housing Strategy for Mississauga](#) aims to help provide housing that's affordable for all.

In November 2022, the Province of Ontario set a goal of delivering 1.5 million homes over the next decade. To meet this goal, municipal housing targets were issued to cities across Ontario. Mississauga's housing target is 120,000 new units. Municipalities were asked to submit a housing pledge to the Province to confirm they will meet their target. On March 1, 2023, Council endorsed [Growing Mississauga: An Action Plan for New Housing](#) as the City's housing pledge.



The City has taken additional steps since then in order to identify and adopt innovative ways to improve housing affordability in Mississauga. In November, Council approved new zoning and official plan rules for additional residential units, which are homes such as triplexes, garden suites, garage conversions and laneway suites. Further to this decision, Council approved fourplexes on low-rise residential lots in December. Increasing the number and variety of homes in existing neighbourhoods will help create more options for families, older adults and young people citywide.

Citizen Satisfaction

The results from the [2023 Citizen Satisfaction Survey](#) indicate the City of Mississauga once again received a high satisfaction rating from residents with 79 per cent rating the City's overall quality of life as either excellent or good.

The results were based on 2,082 responses from two surveys conducted in April 2023. The first was a telephone survey of 1,000 residents to gauge overall satisfaction with municipal government, quality of life, perceived value for taxes, as well as general communication and customer service. The second was an online survey of more than 1,000 residents to measure their satisfaction with various programs and services offered by the City.

Key survey findings include:

- Residents indicated that they were attracted to Mississauga by the availability of parks and green space (22 per cent), its proximity to amenities (18 per cent), and multiculturalism/tolerance (15 per cent)
- Fire and Emergency Services had the highest satisfaction of any service area at 85 per cent
- MiWay had a rise in satisfaction at 69 per cent (up three per cent from 2019)
- 80 per cent of residents indicated they were proud to say they were from Mississauga
- 66 per cent of residents are satisfied with the City's municipal government

Governance

Definition: Is concerned with a company's leadership, internal controls, executive pay, audits, and shareholder rights.³

Governance Structure of the City of Mississauga

The City of Mississauga was incorporated in 1974. The Corporation of the City of Mississauga is accountable to its residents and taxpayers, rather than to a traditional board of directors or shareholders. Mississauga's elected governing Council consists of a mayor and 11 ward councillors. As representatives of the people, City Council members make key decisions related to various aspects of the City, pass by-laws (local laws for Mississauga), create policies, approve budgets and authorize the provision of programs and services delivered to its citizens. City Council meets every two weeks.

The City's 12 elected officials also sit on the governing council of the Region of Peel, an upper-tier regional government that provides services such as Public Health, Social Housing, Long-Term Care, Paramedics, TransHelp (transit service for people with mobility issues) and Ontario Works (income and employment assistance) to the three lower-tier municipalities within its borders: the City of Mississauga, the City of Brampton and the Town of Caledon.

At the beginning of each term, City Council appoints committees to examine and review topics or issues that impact citizens and make recommendations. There are two types of committees: standing committees and advisory committees.

Standing committees facilitate the decision-making process for Council. They are comprised of Council members who participate in discussions and send their recommendations to Council for final decisions. Mississauga has four standing committees:

- **Audit Committee** is comprised of the Mayor and four members of Council who are appointed by Council for the term of Council. Audit Committee assists City Council in the provision of effective municipal government by overseeing the administrative systems regarding financial accounting, reporting, internal controls, safeguarding of corporate assets, compliance with legal, ethical and regulatory requirements and the efficient and effective use of resources
- **Budget Committee** is comprised of the Mayor and all 11 ward councillors. This committee discusses matters relating to the City's budget
- **General Committee** is comprised of the Mayor and all 11 ward councillors. The committee discusses matters presented from all corporate departments and the advisory committees of Council, with the exception of planning matters. There is a separate General Committee meeting held each year to discuss corporate grants

³ Definition source: <https://kpmg.com/ca/en/home/services/environmental-social-and-governance.html>

- **Planning and Development Committee** is comprised of the Mayor and all 11 ward councillors. This committee gives an opportunity for the public to express their views on planning-related policies and development applications. It makes recommendations to Council about planning policies, by-laws and development applications

Advisory committees make recommendations related to specific topics and/or areas of interest. Most advisory committees have Council members and citizen representatives. Citizen members serve a term concurrent with that of Council and retain office until their successors are appointed. At mid-term, the Office of the City Clerk will ask citizen members of committees to confirm whether they wish to carry out the balance of their term. The recommendations of an advisory committee are considered by the General Committee and then sent to City Council for final decisions. There are currently ten advisory committees:

- **Accessibility Advisory Committee** reviews municipal policies, programs and services to make the City more accessible to all citizens. It gives advice and suggests actions to help support the City's accessibility goals
- **Combating Racism, Discrimination and Hatred Advisory Committee** provides recommendations, advice and information to City Council and City Staff to remove systemic barriers for equitable access to City services and programs, provide insight and build public awareness to combat racism and hatred
- **Environmental Action Committee** supports actions to address local environmental issues. The committee offers advice and recommendations to City Council related to environmental sustainability and climate action with a focus on the City's master plans and other relevant strategies such as the City's climate change action plan
- **Governance Committee** reviews issues related to how City committees operate, including the Council code of conduct and expenses, municipal elections, election reform, financing, transparency and accountability to the public and the role and recruitment of the Integrity Commissioner
- **Heritage Advisory Committee** makes recommendations to City Council about heritage properties and cultural landscapes in the City including identifying properties and research
- **Mississauga Cycling Advisory Committee** aims to increase the safety, quality and quantity of multi-use recreational trails in Mississauga in line with the City's Cycling Master Plan
- **Mississauga School Traffic Safety Action Committee** evaluates and recommends actions to improve the safety of students along their routes to school
- **Road Safety Committee** promotes public awareness and education for road safety initiatives, programs and issues
- **Towing and Trucking Industry Advisory Committee** makes recommendations to Council on matters relating to the towing and trucking industry

- **Transit Advisory Committee** provides stakeholder and external perspectives on the provision of public transit services and transit infrastructure in Mississauga

Corporately, Mississauga is lead by the City Manager. In total, the City's extended leadership team includes five commissioners and 24 directors. As of 2023, of this full executive team of 30, 17 (or 57 per cent) are women.

Fiscal Accountability and Controls

Mississauga is well-managed and has a reputation for sound financial decision-making. The City ensures fiscal responsibility while providing the services that are needed and expected by people in order to live, work and play comfortably. The City has earned an award for excellence in financial reporting from the Government Finance Officers Association (GFOA) for 26 consecutive years and has received GFOA's Distinguished Budget Award for 34 consecutive years.

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. Examples of these controls are the principle of segregation of duties and appropriate authorization levels to release payments.

The City's Internal Audit Division is an independent and objective team established to improve City operations. Internal Audit assists the City in accomplishing its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control, and governance processes. Internal Audit has a responsibility to liaise with the City's external auditors as appropriate for the purpose of providing adequate audit coverage to the City.

KPMG LLP is the City's external auditor. The role of the external auditor is to present an independent opinion on the fairness of the presentation of the City's financial position and operating results as contained in the financial statements. 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.

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

- A municipality's **credit rating** demonstrates its financial strength and viability, and affects its 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) from Standard & Poor's Global Ratings agency in 2004 and has continued to maintain the 'AAA' credit rating for 20 years through prudent financial management and investment practices

- The **investment yield in excess of benchmark** measure provides a true picture of investment success. The measure is achieved by comparing the City’s return on investments to industry-standard benchmark returns
- The City strives to maintain adequate reserves and reserve funds to assist with long-term financial stability and financial planning. Reserves also affect the City’s credit rating. The **reserves against target** 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

Metrics and Statistics

City Investments	2023	2022	2021
Average Balance (Book Value \$)	1,684,614,497	1,646,352,502	1,447,504,465
Income (Gross \$)	54,475,486	47,059,186	43,586,903
Yield (Gross %)	3.23%	2.86%	3.01%
Yield (Net %)	3.21%	2.83%	2.99%

Reserve or Reserve Fund	2023 Year End Target (\$000s)	2023 Year End Balance (\$000s)	% to Target
Fiscal Stability Reserve	71,838	43,227	60%
Tax Capital Reserve Fund	133,000	168,416	127%
Employee Benefits Reserve Fund	48,578	26,188	54%
Stormwater Capital Reserve Fund	25,700	25,581	100%

Task Force on Climate-related Financial Disclosures

The Taskforce on Climate-related Financial Disclosures (TCFD) was created in 2015 to improve and increase reporting of climate-related financial information. With its mandate now fulfilled, the TCFD disbanded on October 12, 2023. The City adopted the TCFD framework in 2020 and will use this framework again in 2023 while new guidelines are being developed. Future year disclosures, beginning in 2024, will align with recommendations from the International Sustainability Standards Board (ISSB). The following is the City’s TCFD report for 2023:

TCFD Recommendation Theme	TCFD Recommendation
Governance	G1: Describe Mayor and Council’s oversight of climate-related risks and opportunities.

2023 Disclosure: In June 2019, the City of Mississauga joined cities across the world in declaring a climate emergency, signalling the severity of the climate crisis. Later that year, Council approved the City’s first comprehensive [Climate Change Action Plan](#) (CCAP). The CCAP includes 89 mitigation and adaptation actions, grouped into five main categories (Buildings & Clean Energy, Resilient & Green Infrastructure, Accelerating Discovery & Innovation, Low Emissions Mobility, and Engagement & Partnerships). The actions include both community and corporate actions.

The City is committed to reporting on its progress on the CCAP annually. In 2022, the City launched a new online reporting platform to track progress on the Climate Change Action Plan — visit www.mississauga.ca/climatechange and click on Progress Reporting. The City has also been a member of the Global Covenant of Mayors (GCoM) since 2017 and, as such, reports progress on climate action annually through the Carbon Disclosure Project. In 2023, GCoM awarded the City with the compliant badge B — acknowledging how the City understands key risks and impacts of climate change and has plans and actions in place to adapt to and/or reduce these effects.

In March 2023, Council members endorsed a motion to reaffirm and strengthen the City’s commitment to climate action and directed staff to evaluate best practices around setting science-based fair share targets for cities, and the latest climate science. City staff have evaluated “[Science-Based Climate Targets: A Guide for Cities](#)” (2020) produced by CDP (originally established as the ‘Climate Disclosure Project’) and the proposed methodology therein and have calculated a target for Mississauga based on WWF’s (World Wide Fund for Nature, formerly World Wildlife Fund) [One Planet City Challenge](#) methodology. City staff will be bringing the proposed targets to Council in 2024, ahead of the update to the CCAP which is expected in early 2025.

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

2023 Disclosure: Each action within the CCAP has been assigned to a division within the City that is responsible for leading its implementation. Management within each division is responsible for determining the best approach for implementation, and for reporting progress on implementation annually through CCAP progress reporting.

Of the 89 actions in the CCAP, over 80 per cent are either completed or underway.

TCFD Recommendation Theme	TCFD Recommendation
Strategy	S1: Describe the climate-related risks and opportunities the City has identified over the short-, medium-, and long-term.

2023 Disclosure: As part of developing the CCAP, 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 focused on four asset management service areas: Facilities & Property Management, Roads, Stormwater, and Parks, Forestry & Environment. The high-level summary of the study is stated below and the findings will be incorporated into asset management procedures and decision-making:

- The assessment used an archetype approach to simplify the number of assets and risk interactions by grouping similar asset types based on exposure to climate hazards and risk profiles. Twenty-four archetypes were selected as representative models of over 90 asset types and thousands of individual assets across the city
- In the 2050s, all high-risk interactions are driven by flooding (riverine and urban). In the 2080s, the number of high-risk interactions increases and is driven by several climate hazards, including flooding, changing temperatures (increasing average, cooling degree days, and high temperatures), drought, and precipitation (extreme rainfall, freezing rain, heavy rain, and ice accretion)
- In the 2050s, the archetypes with high-risk scores are:
 - Receiving water courses
 - High volume roadways
 - Low volume roadways
 - Major buildings, bridges and culverts
 - Pedestrian pathways
- Projected changes have been overlaid on the topography of Mississauga and the following maps were generated for internal decision-making purposes:
 - Flood hazard maps were created with specific asset interactions identified for the three study areas (Meadowvale, Cooksville, and Port Credit)

- Social vulnerability maps were created based on census data (including age, education, and income data sets) and have been weighted to reflect their interaction with flood hazards
- Urban heat island maps were created based on Region of Peel data provided by Evergreen’s AI for Resilient Cities. These maps include normalized difference vegetative index, normalized difference build-up index, and land surface temperature which were layered to produce an urban heat island map. Land-use planning maps were also created to support the UHI map development
- A series of recommendations were developed for each archetype that included adaptive design, standards, operations and maintenance, and monitoring and tracking. In addition, general recommendations were made for overarching studies, policies, and programs to support decision-making and asset-level risk assessment

TCFD Recommendation Theme	TCFD Recommendation
Strategy	S2: Describe the impact of climate-related risks and opportunities on the strategy and financial planning of the city’s businesses.

2023 Disclosure: Many City divisions take into account climate risks in their day-to-day operations and planning. From an asset management perspective, divisions that operate and manage core assets have integrated climate-related risks into the Future Demand section of their individual Asset Management Plan in order to deliver effective and timely services to the community in the short-, medium-, and long-term.

The City’s [2024 Corporate Asset Management Plan](#) includes both core and non-core assets, and identifies any relevant climate-related risks and/or opportunities in the Future Demand section and in the Lifecycle Management section (if possible). One challenge that many of the service areas have marked as continuous improvement for future asset management plans is being able to quantify the cost of mitigating or adapting to climate-related issues and how it impacts each service area’s established levels of service. The 2024 Corporate Asset Management plan was approved by Council on June 12, 2024.

TCFD Recommendation Theme	TCFD Recommendation
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Strategy	S3: Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.
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2023 Disclosure: In 2023, the City of Mississauga undertook a climate risk and vulnerability assessment for municipal assets. As part of the study, a comprehensive climate analysis was completed. Two projection horizons were considered: the 2050 scenario (2041-2070) and the 2080 scenario (2071-2100). Projection horizons represent a mean value over a 30-year period and are compared to the 1990 baseline (1981-2010). Some of the high-level climate trends are as follows:

- Warmer and hotter: Temperature indicators unanimously reflect trends towards warmer conditions, with increasing numbers of warm/hot days and significantly hotter summers
- Wet will be wetter, but dry will be drier: Rainfall is expected to increase, both in volume and intensity and an increase in total precipitation is anticipated in all seasons, with drier summer months
- Winters will have less snow and more rain: Temperature trends indicated warmer conditions, with decreasing numbers of cool/cold/frost days. Precipitation will increase more in the form of rain as surface snow decreases
- Seasons will shift: The timing of seasons will shift, resulting in a longer growing season
- Extreme events and storms will be more intense: A warmer, hotter, and seasonally varying future climate provides conditions favorable for extreme events such as lightning and thunderstorms, snowstorms, freezing rain, ice accretion, extreme winds, droughts, wildfires, riverine flooding, storm surges and increased heat events in summer

TCFD Recommendation Theme	TCFD Recommendation
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Risk Management	R1: Describe the City’s processes for identifying and assessing climate-related risks.
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2023 Disclosure: A detailed methodology for the CCRA was set out in Appendix B of the CCAP. Both a corporate and a community risk assessment have been completed.

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

A climate risk and vulnerability assessment for municipal assets was completed in 2023 and yielded a characterization and ranking of the potential climate-related risks

to public infrastructure. Recommended adaptation measures specific to significant asset classes or types were then developed and will be used to inform the development and implementation of Mississauga’s various asset management plans and capital planning strategies going forward.

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

Note that the City plans to update the community risk assessment in 2024 as per CCAP Action 9-2.

TCFD Recommendation Theme	TCFD Recommendation
Risk Management	R2: Describe the City’s processes for managing climate-related risks.

2023 Disclosure: The CCAP identifies 89 actions that are being led and supported by divisions across the City. These actions support the CCAP goals to reduce greenhouse gas emissions and to make our city more resilient.

With regard to climate-related risks and asset management, the City accounts for climate change risks to core assets through the lens of ‘demand drivers’ — recognizing that climate change may impact future service delivery and, as such, requires a demand management plan for various assets. This information exists for core assets in the 2021 Corporate Asset Management Plan and for non-core assets in the 2024 Corporate Asset Management Plan.

In 2022, the City developed a corporate Risk Impact Matrix which provides corporation-wide risk assessment criteria and facilitates a consistent language for risk analysis that can be used by city staff to assess a wide variety of risks. Going forward, all climate-related risk assessments will be aligned with this framework.

In 2023, the City used existing Office of Emergency Management risk management expertise and processes to conduct a climate-related scenario analysis exercise for MiWay. The MiWay Climate Change Exercise was a discussion-based tabletop exercise focusing on a high-risk and high-uncertainty extreme heat event affecting the City’s transportation infrastructure, taking place in the year 2030. The exercise scenario was designed to have a variety of compounding impacts on the City’s transportation infrastructure and needs. The scenario was based on the fifth day of an eight consecutive-day, extreme-heat event with average daytime temperatures above 40°C. Some notable impacts that MiWay worked through in this exercise include:

- High levels of worker absenteeism
- Significant maintenance impacts
- Rider backlog from impacted GO Transit and Toronto Transit Commission routes

- Highway and road closures due to road buckling
- Alectra Utilities implementing 60-minute load-shedding due to a declared power emergency
- Heightened media attention
- Specific requests from Mississauga Fire and Emergency Services, Council, and the City's Leadership Team

The objective of the exercise was to analyze the resiliency of current City strategies, such as the MiWay Infrastructure Growth Plan and the Transportation Master Plan, during a plausible future-state scenario. This included examining the strategic performance implications of the scenario considered, and the potential qualitative and directional implications in relation to MiWay's infrastructure and operations.

The exercise was conducted with members of MiWay's Senior Leadership Team. Members of the City's Parks, Forestry & Environment Division also participated in the exercise as active observers. Exercise participants used the City's Corporate Risk Matrix to evaluate the potential risks that a 2°C or lower future-state scenario may pose to MiWay.

Several areas of strength were identified throughout the exercise including MiWay's past experience in managing similar emergency events, and their flexibility to adapt their operations to respond to such events. Additionally, consistent and transparent communication with the public and transit users was identified as a critical component of managing public concerns during an emergency event. Exercise participants also identified several areas of vulnerability related to the scenario, which included the health and safety implications that such an event would have on the workforce (and the associated absenteeism rates), MiWay's increased reliability on electricity infrastructure as the City moves towards a hybrid fleet, and the financial implications an event would have due to a number of elements including increased fleet maintenance and decreased ridership.

The Office of Emergency Management has also been working with provincial partners to plan a province-wide emergency exercise in 2024 that will focus on a prolonged extreme-heat event. There will be a large number of agencies participating across the province including provincial ministries, public health units, hospital systems, and municipalities. This exercise will help staff learn how we can improve our emergency management processes and if there are any harm-reduction actions we can take to prepare for events like this in the future.

TCFD Recommendation Theme	TCFD Recommendation
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.

2023 Disclosure: Currently, divisions identify their own metrics for assessing climate-related risks and opportunities, where appropriate.

TCFD Recommendation Theme	TCFD Recommendation
Metrics & Targets	M&T2: Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions and the related risks.

2023 Disclosure: The City completes a GHG inventory for both the corporation and the community annually (the dataset typically has a two-year lag, i.e., the most complete and up-to-date data year available for the 2023 inventory would be 2021).

The latest corporate inventory (2023) reports on 2021 data, where the Scope 1, 2, and 3 emissions were as follows (note that only some Scope 3 emissions are tracked):

Scope 1 (Total: 60,631 tCO₂e)*

- Natural gas from municipal buildings: 14,389 tCO₂e
- Gasoline (corporate, transit, fire fleets): 2,916 tCO₂e
- Diesel, biodiesel (corporate, transit, fire fleets): 43,326 tCO₂e

Scope 2 (Total: 2,244 tCO₂e)

- Electricity (municipal buildings, streetlights): 2,244 tCO₂e

Scope 3 (Total: 1,267 tCO₂e)

- Solid waste disposal: 1,161 tCO₂e
- Incineration: 94 tCO₂e
- Biological treatment: 12 tCO₂e

Total corporate emissions for 2021 were 64,141 tCO₂e.

The latest community inventory (2023) reports on 2021 data, where the Scope 1, 2, and 3 emissions were as follows (note that only some Scope 3 emissions are tracked):

Scope 1 (Total: 6,168,985 tCO₂e)

- Natural gas and natural gas liquids (residential): 991,652 tCO₂e
- Gasoline (residential): 66,138 tCO₂e
- Kerosene, diesel, light & heavy fuel oil (residential): 172,176 tCO₂e
- Natural gas and natural gas liquids (commercial): 657,455 tCO₂e

- Gasoline (commercial): N/A
- Kerosene, diesel, light & heavy fuel oil (commercial): 86,769 tCO₂e
- Natural gas and natural gas liquids (industrial): 740,613 tCO₂e
- Coal, coke, coke oven gas, petroleum coke (industrial): 690,723 tCO₂e
- Gasoline (industrial): 16,910 tCO₂e
- Kerosene, diesel, light & heavy fuel oil (industrial): 171,001 tCO₂e
- Natural gas and natural gas liquids (fugitive): 39,432 tCO₂e
- Gasoline (on-road transportation): 1,680,194 tCO₂e
- Diesel (on-road transportation): 188,121 tCO₂e
- Cement industry processing emission: 660,752 tCO₂e
- Waste water treatment: 7,049 tCO₂e

Scope 2 (Total: 183,151 tCO₂e)

- Electricity (residential, commercial, industrial & streetlight): 182,338 tCO₂e
- Electricity (grid-supplied): 813 tCO₂e

Scope 3 (Total: 780,115 tCO₂e)

- Waste disposal (residential, commercial, industrial): 310,658 tCO₂e
- Waste incineration (residential, commercial, industrial): 2,495 tCO₂e
- Waste biological treatment: 6,907 tCO₂e
- Airplane movements: 460,054 tCO₂e

*Note that wastewater calculations for municipal buildings are not available. These are captured within the community inventory.

Total community emissions for 2021 were 7,131,438 tCO₂e.

Future emissions will depend on a number of factors, including demand, carbon intensity of the electricity grid, changes in provincial policy or funding, and success of the City's climate initiatives.

TCFD Recommendation Theme

TCFD Recommendation

Metrics & Targets

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

2023 Disclosure: The City of Mississauga's greenhouse gas reduction targets for the corporation and the community are based on 1990 levels and are as follows:

- 40 per cent reduction by 2030
- 80 per cent reduction by 2050

City staff are currently examining new interim 2030 targets to help reach net zero by, or before, 2050.

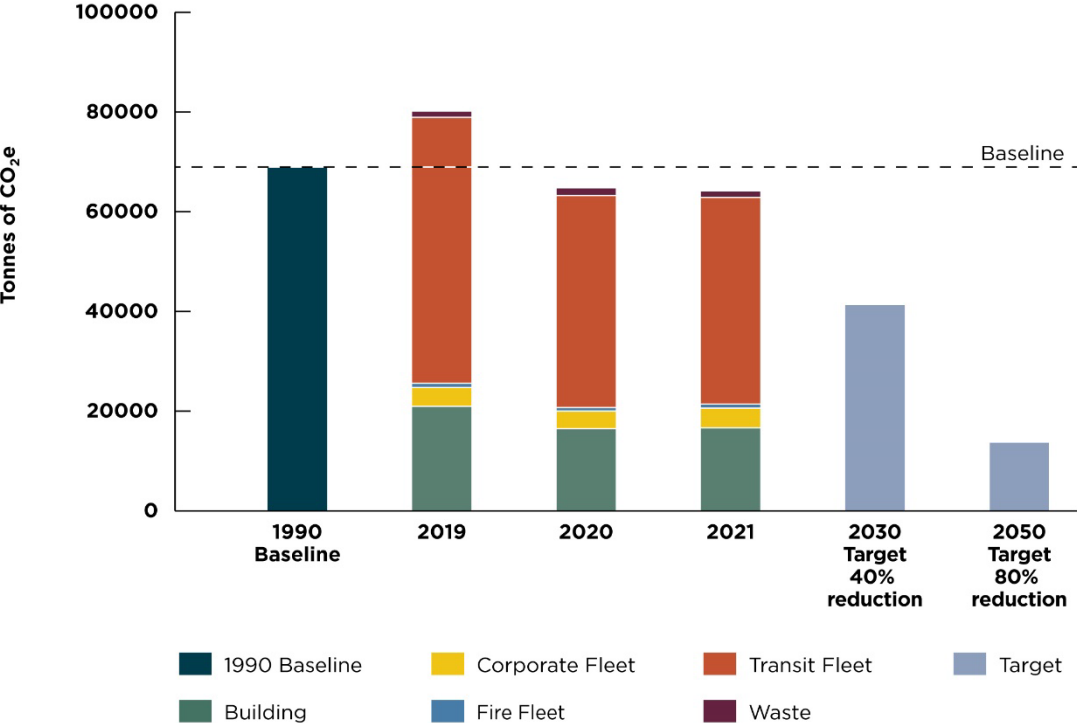
The City also has an adaptation target to “increase resilience and the capacity of the city to withstand and respond to current and future climate events.”

In 2021, corporate emissions decreased by 18 per cent relative to 1990 levels.

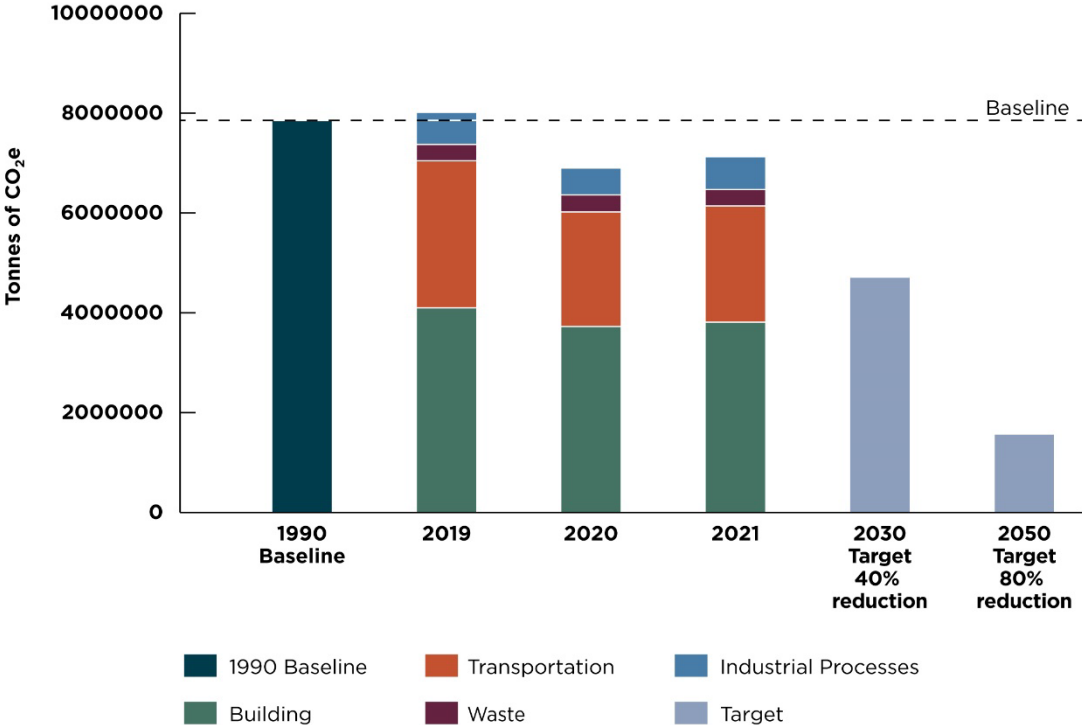
In 2021, community emissions are approximately 9 per cent below the 1990 baseline. While this decrease is positive, it is important to acknowledge that emissions increased by approximately 231,000 tonnes from 2020 and 2021.

It is also worthwhile to note that Ontario’s electricity grid has become dirtier over the past few years, meaning that there are more GHG emissions today than there were a few years ago for consuming the same amount of electricity. Going forward, if the City is to meet its targets under the CCAP, the Ontario electricity grid must remain low carbon.

Corporate Greenhouse Gas Emissions



Community Greenhouse Gas Emissions



Office of Emergency Management

Most emergencies in Mississauga are handled by first responders like police, the fire service and paramedics. The City's [Office of Emergency Management](#) (OEM) helps manage the emergency response efforts for larger-scale emergencies requiring enhanced co-ordination amongst various City departments and external partners. The OEM continuously monitors for potential situations that may require an emergency response in Mississauga.

Regular and Enhanced Monitoring

When a situation could potentially impact Mississauga, an enhanced monitoring operation is activated. In 2023, the OEM had 39 enhanced monitoring operations to ensure that appropriate situational awareness was maintained during emerging events that had the potential to escalate. These events included: gas leaks, fires, severe weather, flooding, avian influenza, Northern Ontario community evacuations, air quality, special events, asylum claimants, and public demonstrations.

Incident Management Team Activation

Occasionally, incidents of enhanced monitoring escalate, requiring the activation of the City's Incident Management Team (IMT) to co-ordinate the response to the emergency within the Emergency Operations Centre. The IMT consists of employees from various City departments and external organizations, each possessing skillsets, knowledge and expertise to support a specific area of the emergency response. The City's IMT was not activated in 2023; however, members of OEM provided support to the Incident Management Teams/Emergency Operations Centres of partner agencies at various times throughout the year. This included:

- Attending the Peel Regional Police Emergency Operations Centre during the funeral for former mayor Hazel McCallion
- Co-ordinating with the Provincial Emergency Operations Centre during the 2023 flood and wildfire season
- Supporting Peel Regional Police Services during public demonstrations throughout the Fall

Hazard Identification & Risk Assessment

The foundation of the City's Emergency Management Program is the Hazard Identification & Risk Assessment (HIRA). Each year, the OEM assesses the top hazards and risks that have the potential to impact the city by consulting with internal and external partners, reviewing current research and analyzing current data and statistics. Assessing the city's top hazards allows the OEM to prioritize program goals and objectives, including plan development, training, exercises, and public education programming. This ensures that the City and its residents are prepared for the most likely hazards with the most significant potential impacts.

Emergency Plans

The City of Mississauga maintains an all-hazards [Emergency Plan](#), ensuring the City is prepared to respond to any type of emergency. The City's Emergency Plan is reviewed annually and updated regularly to reflect emerging industry best practices, organizational changes, and lessons learned from emergencies and emergency exercises.

Additionally, the OEM develops and maintains emergency support functions and various risk-based plans and other documents that can assist the City in preparation for, or response to, an emergency. These plans and documents are developed in consultation with internal and external partners and are based on needs and gaps identified through the City's HIRA, as well as lessons learned from past emergencies and exercises. Several risk-based plans are climate-related and are updated annually (as appropriate), including the City's Severe Weather Response Plan.

For alignment purposes, the OEM also engages external emergency response partners operating within the municipality to review the City's emergency plans and provide feedback where required.

Training

OEM's training program exceeds provincial requirements. In 2023, OEM provided various emergency management training opportunities for both City employees and community partners. This training was conducted jointly with regional partners, including Peel Regional Police, Region of Peel Emergency Management, and the City of Brampton's Emergency Management Office. This pan-regional approach to emergency management training ensures that partners from various organizations are able to work collaboratively during emergencies.

In 2023, OEM delivered 13 emergency management and incident management courses to the City's emergency management partners, as well as 10 role-specific training sessions to members of the City's Incident Management Team.

Annual compliance training that is required by the *Emergency Management and Civil Protection Act* and Ontario Regulation 380/04 was completed online to allow participants maximum flexibility.

Exercises

The City of Mississauga is required by legislation to conduct a simulated emergency exercise every year. It is also important that the City of Mississauga participate in additional emergency exercises with both the City's Incident Management Team and external partners.

In 2023, OEM conducted and participated in several emergency exercises with both internal staff and external emergency management partners. These exercises included:

- A full-scale exercise in partnership with Enbridge Gas
- A full-scale exercise with Alectra Utilities
- A full-scale exercise with the Greater Toronto Airports Authority
- A full-scale exercise with CN Rail conducted by the City of Guelph
- A tabletop, public health exercise conducted by York University, including public health partners from across Ontario
- A tabletop exercise with the Greater Toronto Airports Authority
- A tabletop exercise with the City's Works Incident Management Team
- A tabletop exercise with the City's Transit Division

These exercises help validate emergency plans and identify potential areas of improvement related to emergency preparedness, mitigation, response, and recovery efforts.

Emergency Management Advancement

The OEM works to continuously advance the profession of emergency management within Ontario and beyond. In 2023, members of the OEM moderated and spoke at several conferences, speaker series and webinars, and were invited as guest lecturers to speak at various post-secondary institutions. Through these opportunities, the OEM has been able to advocate for a more progressive approach to community resilience amongst the emergency management community. This includes presenting on topics such as bolstering equity, diversity, and inclusion within disaster risk-reduction efforts, and the importance of cross-sectoral collaboration in emergency management.

Community Engagement

OEM staff engaged with City residents throughout 2023 during various in-person and virtual events, workshops, and community consultations. Many of these events were attended in partnership with different City departments and community-based organizations.

In total, the OEM participated in 70 different community events, engaging with approximately 11,500 residents. These included events specifically geared towards students, older adults, and new Canadians, amongst a variety of other audiences.

The OEM also engaged with various external emergency management partners across various industries and sectors in 2023. Throughout the year, the OEM conducted site tours, reviewed emergency plans, attended consultation meetings, and participated in emergency exercises with several local partners.

