

Mississauga. Strong. Ready.



COVID-19 Pandemic: 2020 Financial Forecast & 2021 Budget

Budget Committee
November 23, 2020

COVID-19 Pressures on 2020

		Best Case	Anticipated	Worst Case
By Major Expenditure / Revenue Category (\$Ms)		Surplus / (Shortfall)	Surplus / (Shortfall)	Surplus / (Shortfall)
	MiWay (reduced operations / loss of revenue)	(33.4)	(38.9)	(44.5)
	Recreation - loss of revenues	(29.5)	(31.3)	(35.9)
	Various other COVID-related revenue impacts	(17.8)	(19.6)	(21.3)
	POA - loss of revenue due to reduced operations	(5.3)	(5.2)	(5.8)
	Loss of tax penalties revenue	(4.5)	(4.5)	(4.5)
	Parking enforcement / APS losses	(4.0)	(4.4)	(4.8)
	COVID-related expenditures (PPE, cleaning, etc.) and various other impacts	(3.3)	(3.4)	(3.5)
	DIRECT COVID PRESSURES	(97.8)	(107.4)	(120.4)
	Hiring freeze / other salary variances	17.6	17.2	16.7
	Savings related to temporary staffing reductions	14.5	15.3	17.6
	Discretionary expenditure review	5.8	5.6	4.6
	Recreation - program expenditure savings	5.4	5.8	6.9
	Changes to Reserve contributions / draws	4.1	4.9	5.6
	Various other program expenditure impacts	4.1	4.7	5.5
	MITIGATING ACTIONS	51.6	53.4	56.9
	NET SURPLUS / (DEFICIT) RELATED TO COVID	(46.2)	(53.9)	(63.5)
	NET SURPLUS / (DEFICIT) BAU	(1.1)	(0.9)	(1.7)
	NET SURPLUS / (DEFICIT) - 2020 BUDGET*	(47.3)	(54.8)	(65.2)

* prior to Safe Restart funding allocation

Challenges Faced in 2020

- Recreation facilities temporarily closed to comply with legislation
- Reopening rules changing based on Peel status
- Unknown how quickly we will return to normal
- Transit slow to return

Weekly Ridership Excluding Transfers (recent 10 weeks)				
Week of Date	Ridership		Amt Change	% Change
	2019	2020	2020	2020
Week 35	680,993	340,271	(340,722)	(50%)
Week 36	680,136	350,677	(329,459)	(48%)
Week 37	831,704	326,297	(505,407)	(61%)
Week 38	826,285	369,595	(456,690)	(55%)
Week 39	829,797	368,129	(461,668)	(56%)
Week 40	809,855	361,724	(448,131)	(55%)
Week 41	810,640	360,347	(450,293)	(56%)
Week 42	655,601	312,860	(342,741)	(52%)
Week 43	779,837	349,191	(430,646)	(55%)
Week 44	772,072	325,591	(446,481)	(58%)
Grand Total	7,676,920	3,464,682	(4,212,238)	(55%)

Week 44 (Oct 25 to Oct 31)

Mitigating Actions in 2020

- Labour savings due to temporary staffing reductions
- Hiring freeze
- Program expenditure savings (Recreation, Parks, Culture)
- Discretionary expenditure review

Council Actions Taken to Support Residents and Businesses

- Strong multi-sector engagements
- Strong advocacy with other levels of government for multi year assistance
- Deferred tax and stormwater payment due dates by 90 days
- Deferred the water and wastewater rate increase by 90 days
- Suspended parking enforcement
- Deferred/forgiven rent payments for tenants in City-owned facilities
- Deferred collection of the Municipal Accommodation Tax
- Temporarily suspended fines, penalties and late fees
- Temporarily suspended payment on MiWay buses (reinstated July 2nd)
- Confirmed retention of Culture and Community grant funding for 2020
- Created a COVID-19 Business Relief Portal
- Multiple property tax deferrals

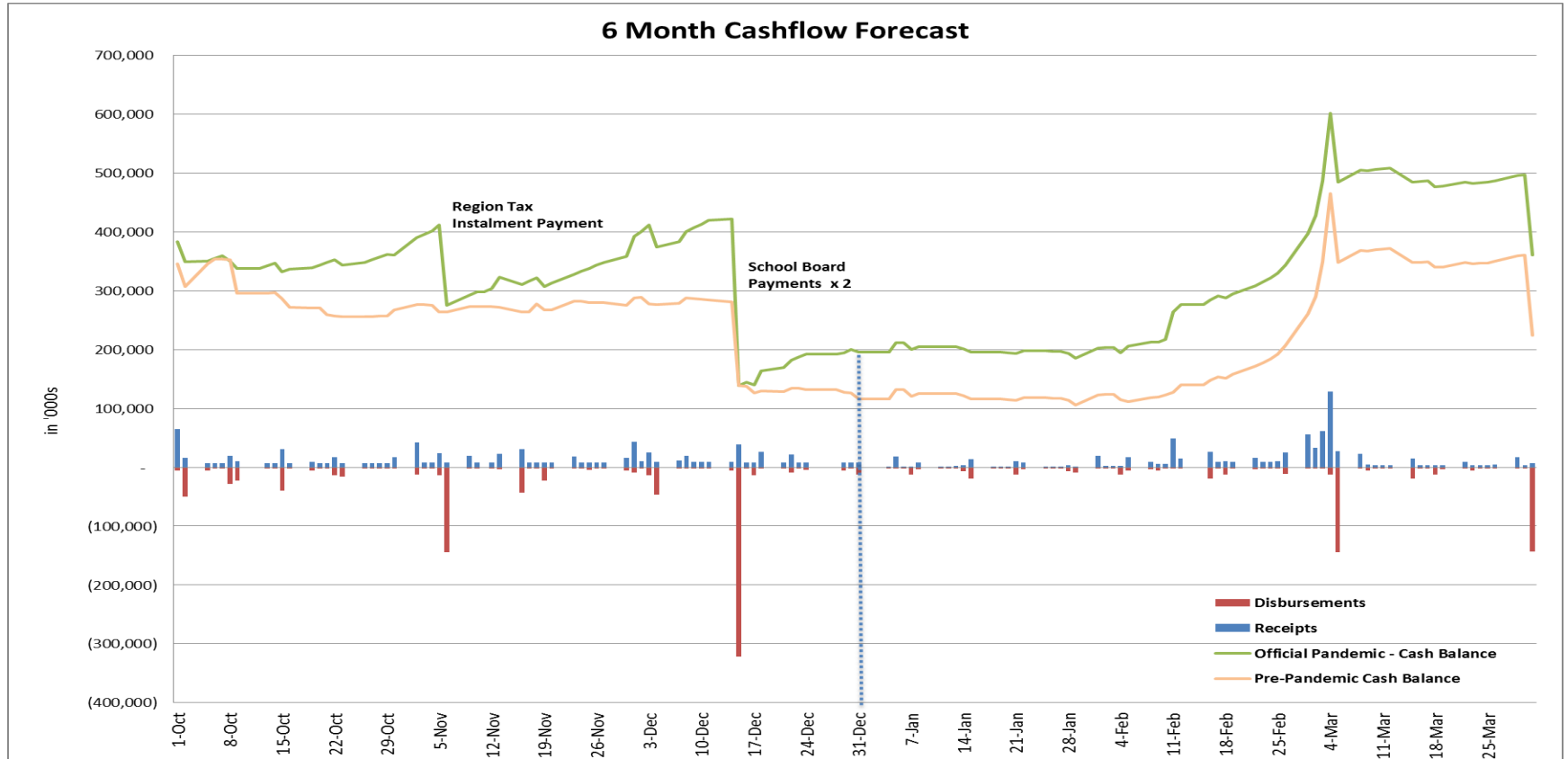
Update on Tax Payments

- Payments continue to be received, balance outstanding slightly higher than previous years

Percentage of Outstanding Current Year Taxes Billed and Due				
	2020	2019	2018	2017
August 31, 2020	3.89%	3.81%	3.94%	3.57%
October 31, 2020	3.39%	2.71%	2.85%	2.40%

- Current year balance outstanding as of November 16, 2020 is XX%
- Deviation from our financial plan should not be permanent
- Tax due dates to return to normal timing and collection activities to resume in 2021

Cash-Flow Forecast – to March 2021



COVID-19 Echo Impact in 2021-2023

COVID-19 Impact on Future Years (\$Ms)				
<i>Assuming no additional public health measures</i>		2021 Pressures	2022 Pressures	2023 Pressures
By Major Expenditure / Revenue Category		Surplus / (Shortfall)	Surplus / (Shortfall)	Surplus / (Shortfall)
Gapping due to hiring freeze and other COVID-related actions		6.9	0.0	0.0
Transit revenues - net impact of slow ramping back to normal		(24.6)	(10.5)	0.0
Recreation - net impact of slow ramping back to normal		(2.6)	(1.1)	0.0
Utility impact		(1.4)	0.0	0.0
One-time pressures not included in 2021-2024 Budget		(21.7)	(11.6)	0.0
Impact on GTAA PILT revenue (assumes 5% cap remains in place)*		0.0	(22.0)	(21.6)
Enersource dividend*		(1.0)	0.0	0.0
Impacts Included in 2021-2024 Budget		(1.0)	(22.0)	(21.6)
TOTAL COVID-19 ECHO IMPACT		(22.7)	(33.7)	(21.6)

COVID-19 Pandemic Financial Recovery Principles

- 1 Public health is the first priority
- 2 Preserve long-term strength of property tax base
- 3 Comply with legislation
- 4 Allow other levels of government time to fulfill their mandates
- 5 Use reserves appropriately
- 6 Deviation from financial plan should not be permanent
- 7 Assess approved and future budgets and business plans

2021 Budget and 10 Year Forecast : Budgeting for Challenging Times

Vision

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



MISSISSAUGA CITY COUNCIL – CITY PLANNING FRAMEWORK

our future mississauga vision 2050

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



Most Services Continued to Operate through the Pandemic ^{4.4}

Move

- Development of a Speed Management Program
- Transportation Master Plan implementation
- Advancement of the Dundas Bus Rapid Transit Corridor
- Renovation of the City Centre Transit Terminal
- New Winter Maintenance contract
- LRT advancement
- Roads construction

Belong

- Accessibility in City facilities and buildings
- Anti-Black and Indigenous Racism Resolution
- Workplace Diversity and Inclusion Strategy
- Library's Open Window Hub program
- Increased provision of cultural grants
- Older Adult Plan



Most Services Continued to Operate through the Pandemic ^{4.4}

Prosper

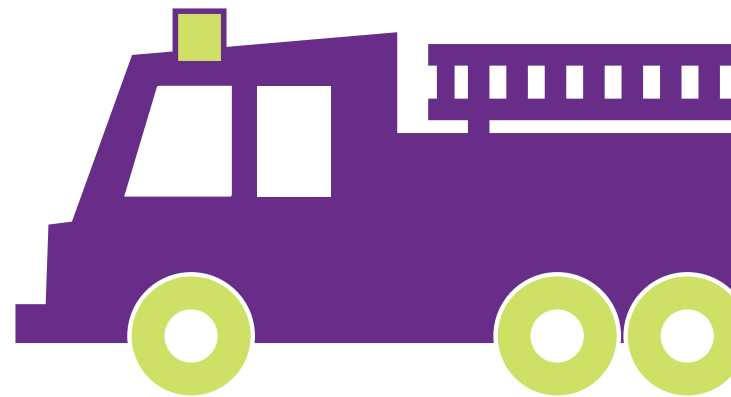
- Waterfront redevelopment
- Economic Development Strategy
- New Cooksville Business Improvement Area

Green

- Implementation of Climate Change Action Plan
- Greening the City's fleet with electric Ice Resurfacers and Salt Storage Stackers

Connect

- Public Safety Fire Program
- Waterfront Parks Strategy Refresh
- Inspiration Lakeview Waterfront Development Master Plan
- Downtown parkland acquisition



Business Plan Priorities

- Deliver the Right Services
- Implement Cost Containment Strategies
- Maintain our Infrastructure
- Advancing on our Strategic Vision

Financial Recovery Actions for 2021

- Return to normal fee schedule and collection as soon as possible
- No material financial investment in master plan advancements in 2021
- No new material service level changes in 2021
- Reduce discretionary spending
- Critical assessment of capital expenditures
- Use of reserves
- Continued collaboration with other municipalities to seek assistance from higher levels of Government
- Increase taxes and user fees

Financial Strength & Sustainability

- AAA Credit Rating – 17 years
- Budget Reporting – 31 years GFOA award
- Financial Reporting – 22 years GFOA award
- Long Range Planning
- Infrastructure Levy



Status of our Reserves

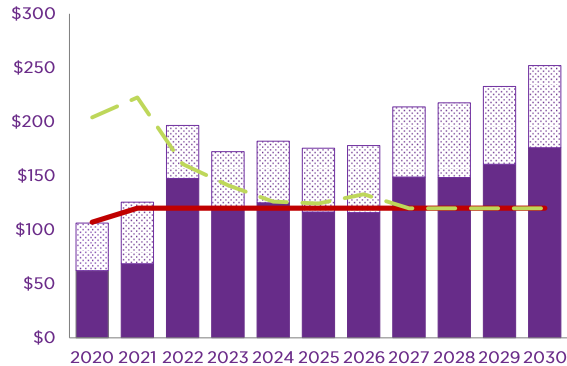
Reserves

“In our view, Mississauga’s credit profile benefits from very strong financial management ... management team is well qualified and experienced ... We believe the city has very good budgeting practices ... In addition, we believe management has implemented adequate actions to offset the revenue loss as a result of COVID-19.”

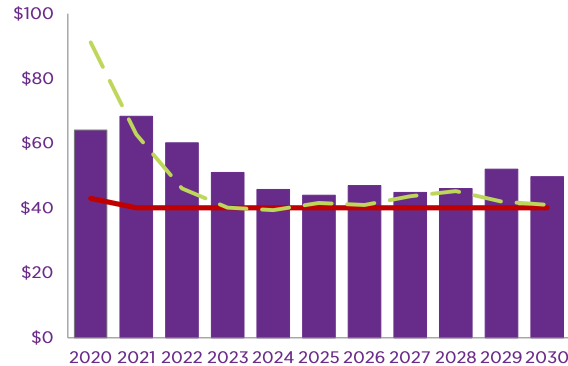
S&P 2020

2021-2030 Reserves Outlook (\$M)

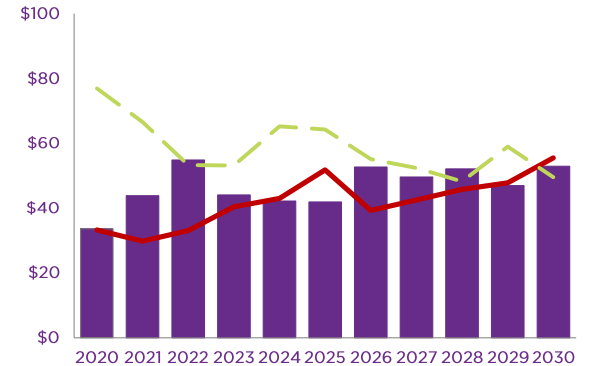
Tax-Capital



FGT



DCs



- Reserve-Funded Project Spending
- Debt Funded Projects
- Target
- Projected Closing Balance

Potential Impact of COVID-19 on Reserves

- DC / CIL Revenues – dependent on economic activity
- MAT –dependent on closures
- PGT / FGT –gas consumption may impact future revenues
 - 14.5% decrease in PGT receipts projected for 2021 from the Province
 - No impact to the 2021 Operating budget due to PGT reserve policy and time lag. Impact on 2022 and future likely.
 - No notification of future changes in FGT receipts

Major Funded Projects (10 yrs)

Project	Year	Total (\$M)
Roadway Rehabilitation	2021-2030	287.5
New Roads Construction or Widening	2021-2030	190.1
Transit Bus Acquisition	2021-2030	87.0
6 New Fire Stations	2019-2030	74.6
Cycling Program	2019-2030	68.4
Higher Order Transit (LRT/BRT)	2019-2024	59.5
South Common CC Renovation	2022-2025	53.4
Central Library Redevelopment	2016-2023	42.5
Carmen Corbasson CC Indoor Pool Redevelopment	2020-2024	35.8

Project	Year	Total (\$M)
Burnhamthorpe CC Indoor Pool Redevelopment	2019-2023	35.5
Hurontario Light Rail Transit Implementation	2021-2024	26.6
Park Development - West Village	2025-2031	26.5
Cooksville Community Centre	2028-2031	21.4
Major Park Redevelopment - Paul Coffey Park	2026-2028	14.3
Park Development - Lakeview Village	2021-2028	14.1
South Common Library Renovation	2022-2025	12.6
Asset Management Program	2021-2023	10.2

ICIP – Public Transit (7 yrs)

Project	Total (\$M)
Transit Bus Acquisitions - Hybrid Replacement	375.6
Design and Construction of Dundas BRT	305.7
Design and Construction of Lakeshore BRT	54.5
Express Bus Corridors	49.4
Transit Capital Bus Maintenance	44.1
Transit Information Systems (ITS) Phase 2	9.0
Cycle tracks	3.9
Transit Shelters	3.8
Transit Fareboxes Refurbishment	2.0
Bus Terminal Shelter Enhancements	1.6

Project	Total (\$M)
Transit Bus Stops/Pads Replacement	1.0
Transitway Guideway Glass Partitions	0.7
Transit Terminals/On-Street Stops/Minor Repairs	0.7
Variable message signs HLRT Stops	0.4
Transit MiWay Signs	0.4
Change-Off Vehicle Acquisitions Replacement	0.3
Transit Other Vehicles Replacement	0.2
Route Supervisor Vehicle Acquisitions Replacement	0.1
Transit Revenue Equipment - Replacement	0.1
Total	853.3

Potential ICIP Funding*	Total (%)	Total (\$M)
Federal	33	284.4
Provincial	40	341.3
Municipal	26.7	227.6
Total		853.3

Some projects include additional municipal funding.

But we have more to do...

Unfunded Capital Pressures (10 yrs)

State of Good Repair

Road Rehabilitation

Parks-related Projects

Fire Station Renovations

IT Infrastructure and Applications

Improve

Waterfront Development

Transit Buildings

Transit Bus Acquisitions

Infrastructure Improvements

Potential Future Funding Sources

- ICIP Green Stream
- New ICIP Resilience Stream
- Canada Healthy Communities Initiative
- Safe Restart Agreement – Municipal and Transit Streams Phase 2
- National Disaster Mitigation Program (NDMP intake #6)

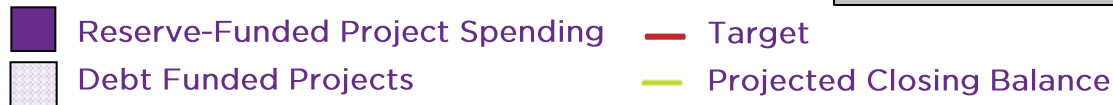
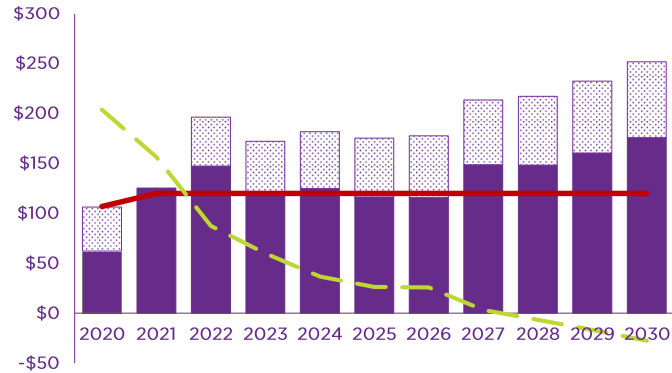
2022-2031 Capital Plan

- Funding availability does not match requirements
- Will conduct in-depth capital review over next six months
- Asset Management Plan for core assets by June 2021
 - AM presentations planned for major assets
- Budget Committee will be provided 2022-2031 capital plan in mid 2021, to be used for:
 - New DC Background Study (planned for early 2022)
 - New Community Benefit Charge Strategy (planned for 2022)
 - Approval through regular budget process

Council Operating Budget Consideration #1

Adjusting 2% Infrastructure Levy

Tax Capital
Without 2021 Levy



Project Name	Amount of Debt Funding (\$000s)
Central Library Redevelopment	16,839
Burnhamthorpe CC Indoor Pool Redevelopment	10,216
Paramount Fine Foods Centre Arena Renewal	6,222
Parking Lot Lighting Replacements - Various Sites	2,470
BraeBen Golf Course Upgrade Irrigation System	2,402
Carmen Corbasson CC Indoor Pool Redevelopment	2,175
Replacement of Fire Vehicles	1,940
Security Enhancements - Various Locations	1,700
Major Transit Component Rehabilitation/Replacement	1,546
LED City-wide Traffic Signal Lens Replacement	1,500
Paul Coffey Park Redevelopment	990
Total	48,000

Budget Engagement

Budget Engagement

- Tactics
 - Online Budget Allocator
 - Social Media
 - Website
 - Media Relations
 - Advertising (Print + Digital)
 - Community Outreach
 - Videos
 - Digital Screens
 - Budget Engagement Sessions – City-wide and Ward Sessions (2)

The image shows a digital interface for the '2021 budget' allocator. The main heading asks 'How would you invest our 2021 budget?'. Below this, it says 'Try the budget allocator tool'. The interface features a horizontal bar with a green segment on the left and a white segment on the right. Underneath the bar are three circular buttons labeled 'Decrease', 'Proposed', and 'Increase'. A mouse cursor is hovering over the 'Proposed' button. At the bottom left, there is the Mississauga logo and the text '2021 budget'. At the bottom right, there is the URL 'mississauga.ca/budgetallocator' and the hashtag '#SaugaBudget'.

How would you invest our 2021 budget?

Try the budget allocator tool

Decrease Proposed Increase

MISSISSAUGA
2021 budget

mississauga.ca/budgetallocator #SaugaBudget

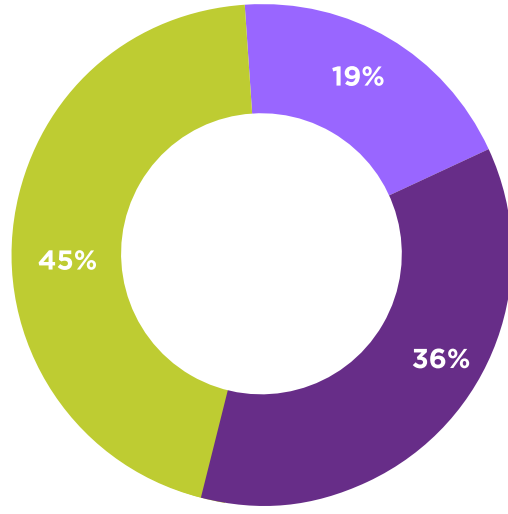
Budget Engagement

- 1,014 respondents submitted their opinions using the Budget Allocator tool
- 7,671 residents participated in the City-wide and two Ward Budget Engagement Sessions
- 9,736 received the City-wide session on their Facebook feeds

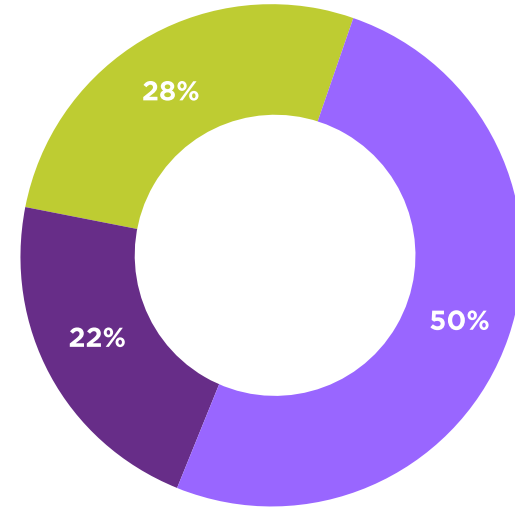


2021 Budget Details

Where your property tax dollars go



Residential



Commercial/Industrial

Economic Outlook

- Real GDP (Ontario) is projected to decline by 6.5% in 2020 and rise by 4.9% in 2021*
- Consumer Price Index – core inflation for 2020 (based on major banks) is projected to be within the range of 0.1% - 0.7%**
- Non-Residential Building Construction Price Index for Toronto increased by 2.6% ***
- Mississauga 2020 10-year borrowing rates are expected to average between 1.85% and 2.50%

* Source: Ontario Provincial Budget November 5, 2020

** Statistics Canada – as per available data sourced October 21, 2020

***The Non-Residential Building Construction Price Index for Toronto is based on Q2 2019 vs. Q2 2020

Leaning Mississauga

Training



2,383

Introductory
White Belts



52

Intermediate
Yellow Belts



52

Advanced
Green belts

Benefits



\$17.65

million in
cost avoidance



\$4.00

million in
cost savings



336,308

hours in freed
capacity

Results



194

completed
projects



4,797

just-do-it small
improvements



1,130

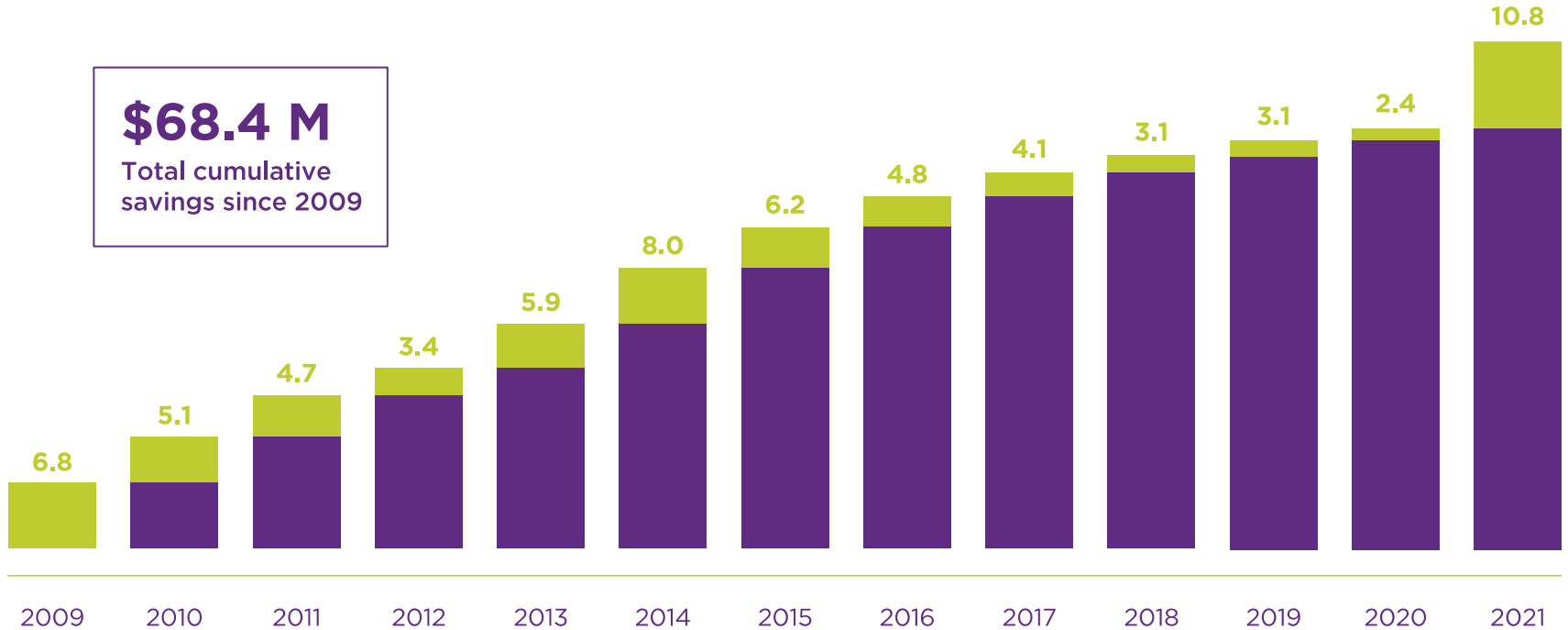
environmental
improvements



863

safety
improvements

Efficiencies/Cost Savings 2009-2021 (\$M)*



* Annual budget savings cumulative from 2009 to 2021

MiWay Service Level Adjustments

- Recommended service adjustments will reduce operating expenditures by \$7.6M:

Service Level Adjustment	Budget Impact
Move to Kipling station from Islington station	\$4.0M
Cancellation of Express Routes 100 and 185	\$3.6M

Council Operating Budget Consideration #2

Savings from service level reductions - MiWay

- Budget proposes to use Year 1 savings to fund Transit on Hurontario LRT during construction
- Budget proposes Year 2 and beyond savings to reduce 2022 impact from GTAA PILT reduction of \$22M

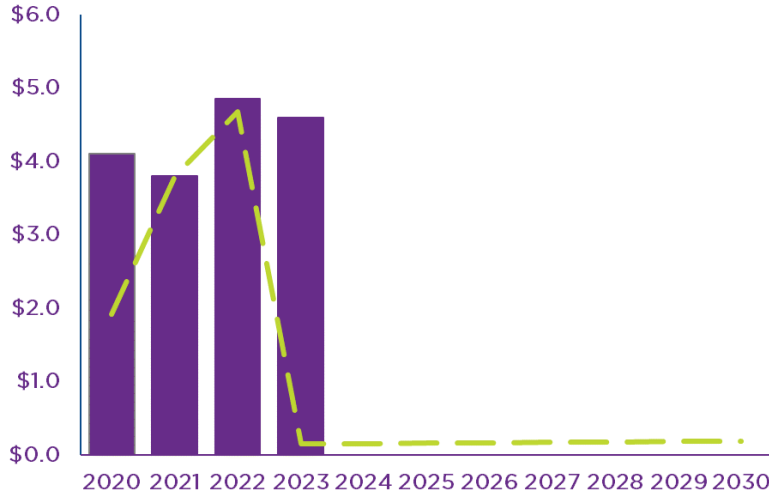
Council Operating Budget Consideration #3

Planned Temporary Facility Closures / Savings

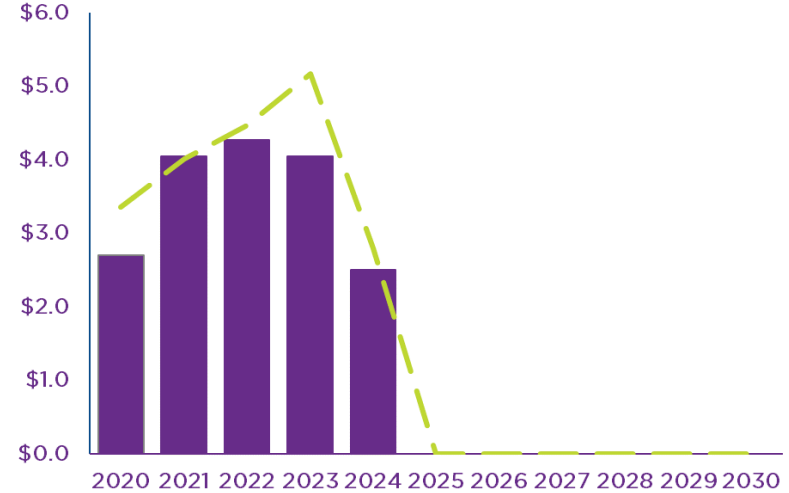
- Planned Central Library closing for renovations on Dec 31, 2020
- Planned Burnhamthorpe Community Centre closing for renovations on Apr 2021
- Living Arts Centre administrative efficiencies with the merge into City operations
- Savings of \$1.8M in 2021 and \$1.7M in 2022
- Budget proposes transfer to capital in 2021
- Budget proposes Year 2 and beyond savings to reduce 2022 impact from GTAA PILT reduction of \$22M

Emerald Ash Borer Program (\$M)

Pre-COVID Plan:
Program completed by 2023

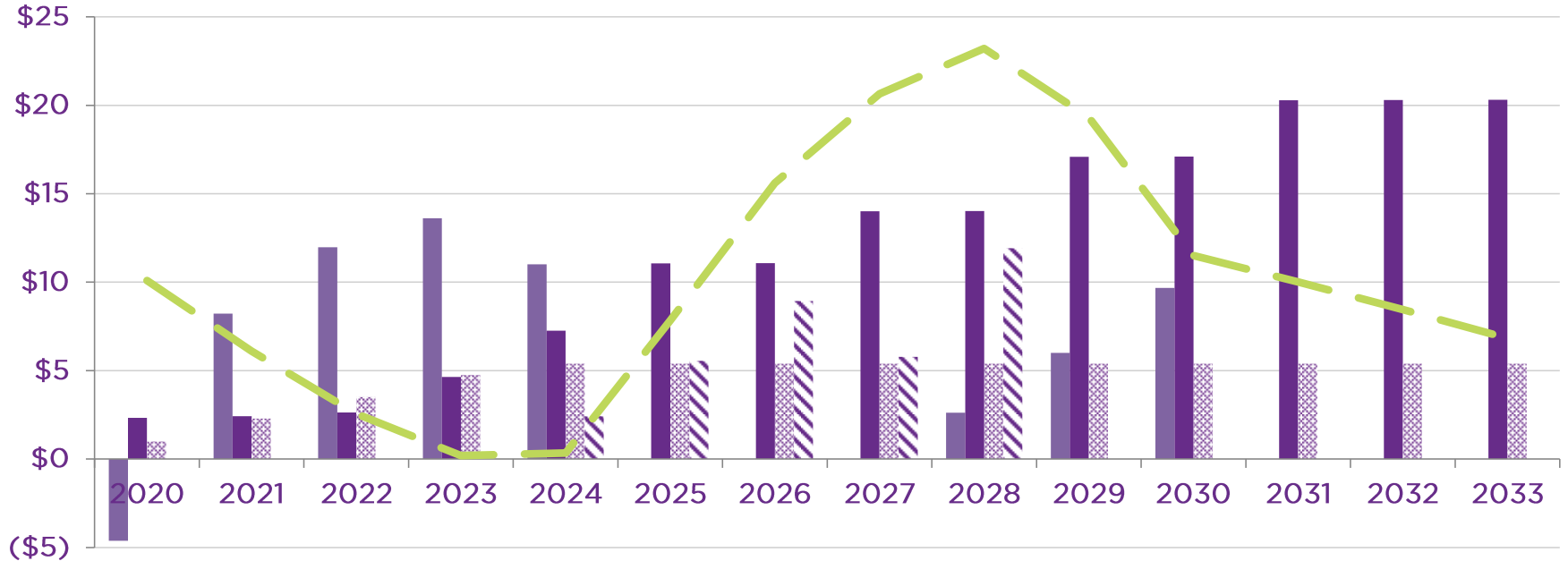


Post-COVID Plan:
Program completed by 2024



- Reserve-funded Project Spending
- Closing Project Balance

Public Safety Reserve Fund (\$M)

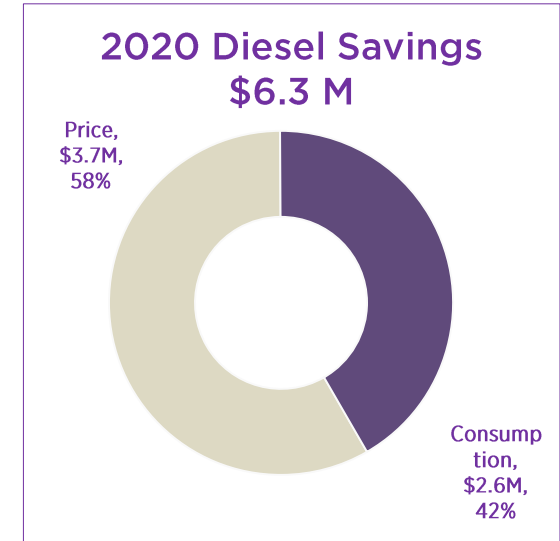
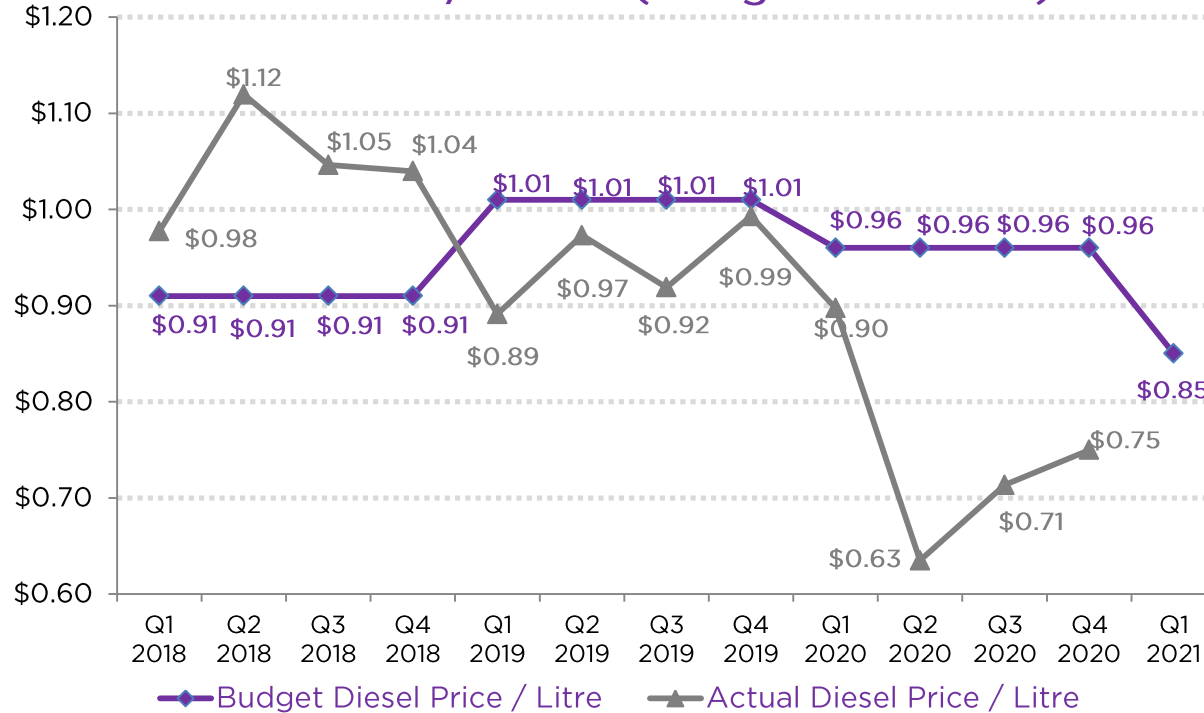


- Reserve-funded Stations
- Operating Costs for all Stations
- Proactive Fire Inspection Program

- DC-funded Stations
- Closing Reserve Balance

Fluctuating Diesel Prices

Diesel Price / Litre - (Budget vs Actual)



Council Operating Budget Consideration #4

Diesel Price Assumptions

4.4

- Budget proposes diesel price of \$0.85 per litre
- Option to reduce budgeted price to \$0.75 per litre; decreasing the operating expenditures by \$2.0M
- Risk in fluctuating prices could be covered by Commodity reserve

Council Operating Budget Consideration #5

Global Adjustment for Electricity

- Provincial Government proposes to reduce Global Adjustment “GA” costs for non-Regulated Price Plan consumers pending approval by the Ontario Legislature
- Savings of \$2.2M; subject to finalization of legislation
- Option to reduce 2021 operating expenditure budget

2021 New Initiatives

2021 Highlights of New Initiatives

New Churchill Meadows Community Centre

- Triple gymnasium
- 6 lane 25m indoor pool; Therapeutic tank
- Teaching kitchen; Multi-purpose spaces

Climate Change Program and Action Plan Implementation

TXM Sustainment and Onboarding New Clients

Improvement to Development Application Review, Building Permit Review and Inspection Process

Asset Management Plans

2021 FTE Changes

Operating	FTE	Operating Increase/ (Decrease) \$000
Churchill Meadows Community Centre	27	(\$35)
Technical Services Cost Recovery (Roads)	4	(\$130)
TXM Sustainment & Onboarding New Clients* Operating	2	\$0
Improvement to Development Application Review, Building Permit Review & Inspection Process	1	(\$68)
Climate Change Program and Action Plan Implementation	1	\$92
Film Office Coordinator	1	\$0
Planner and Zoning Examiner	1	\$0
Supervisor Development Services	1	\$0
Project Coordinator (Land Development)	1	\$0
Development Planner, Central	1	\$0

Reductions- Operating	FTE	Operating Increase/ (Decrease) \$000
Service Level Reductions and Efficiencies	(87)	(\$7,162)
Net Change	(47)	(\$7,303)

39 FTEs requested are either generating revenues or fully recovered by program fees.

2021 FTE Changes

Capital -funded	FTE	Tax / Operating Increase/ (Decrease)
Asset Management Program	21	\$0
Improvement to Capital Works Program Delivery	3	\$0
TXM Sustainment & Onboarding New Clients* Capital	2	\$0
Project completions	(9)	\$0
Net Change	17	\$0

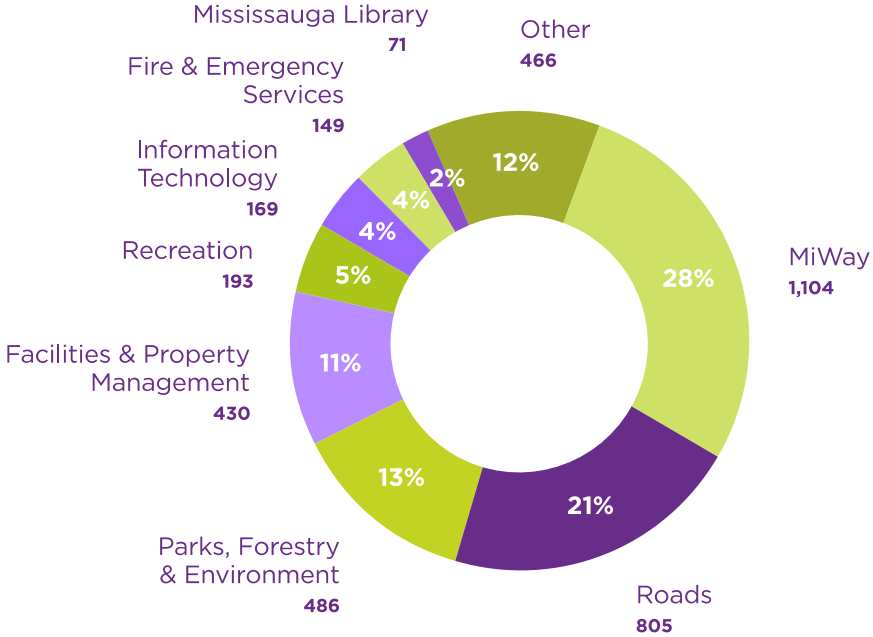
Requests for FTE funded from Capital programs do not add pressure to the operating budget or the tax rate

Stormwater	FTE	Tax / Operating Increase/ (Decrease)
Stormwater Maintenance Contract Coordinator	1	\$0
Net Change	1	\$0

Stormwater FTEs are funded from the stormwater program.

2021-2030 Capital Plan

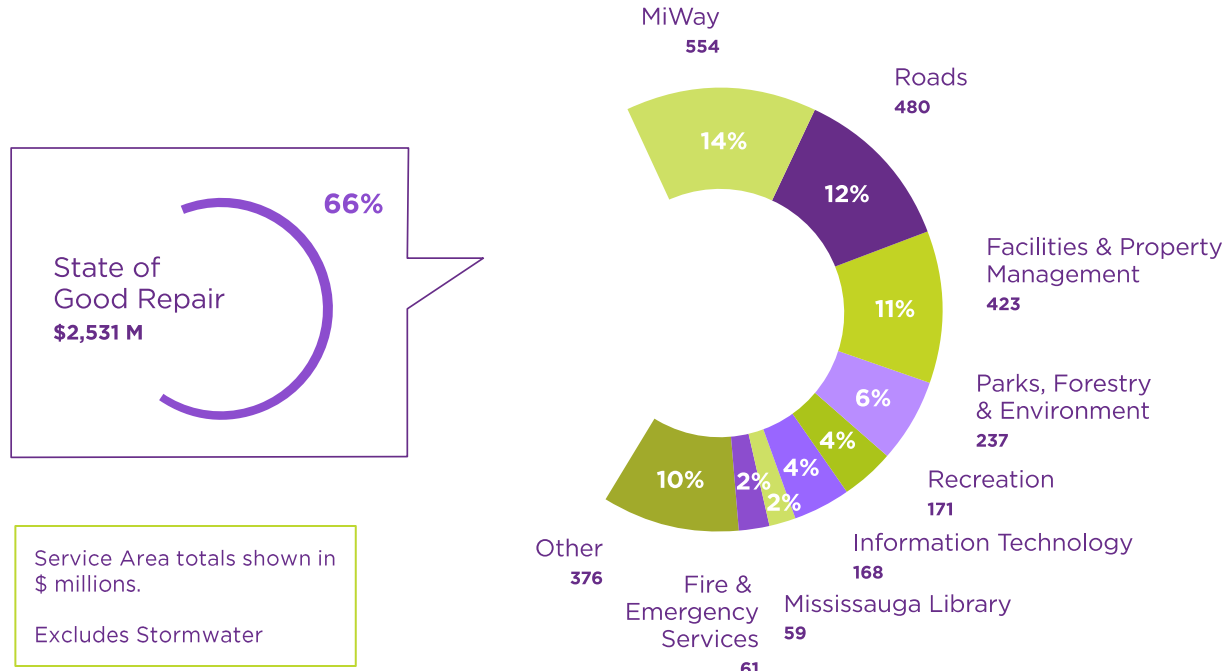
2021-2030 Total Capital Plan \$3.9 B



Service Area totals shown in \$ millions.
Excludes Stormwater

2021-2030 Total Capital Plan

State of Good Repair \$2.5 B



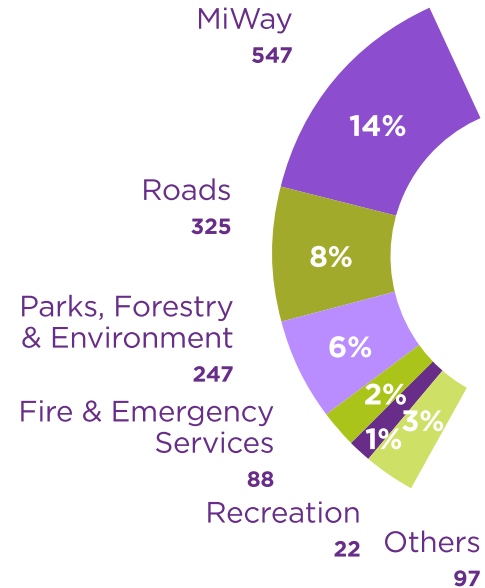
2021-2030 Total Capital Plan

Improve Projects \$1.3 B



Service Area Capital Plan
shown in \$ millions.

Excludes Stormwater



2021 Stormwater

Stormwater Proposed Rate

- Amount of money per billing unit charged over a one year period

2016	2017	2018	2019	2020	2021
\$100.0	\$102.0	\$104.0	\$106.10	\$108.20	\$110.40*

* Effective April 1 of each year

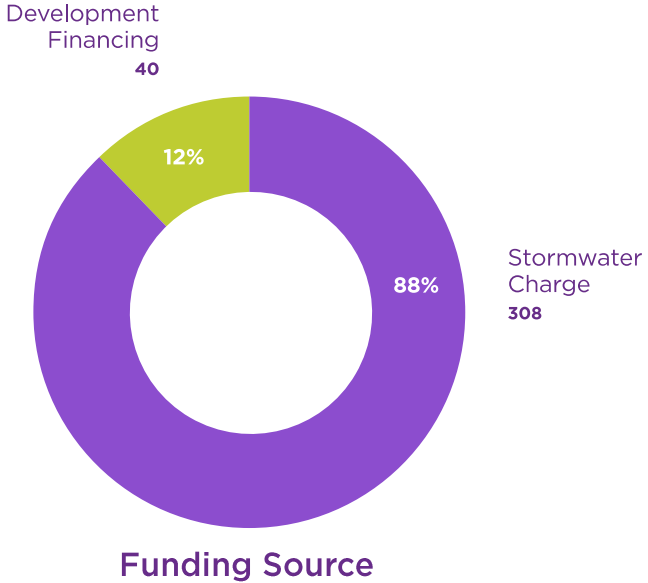
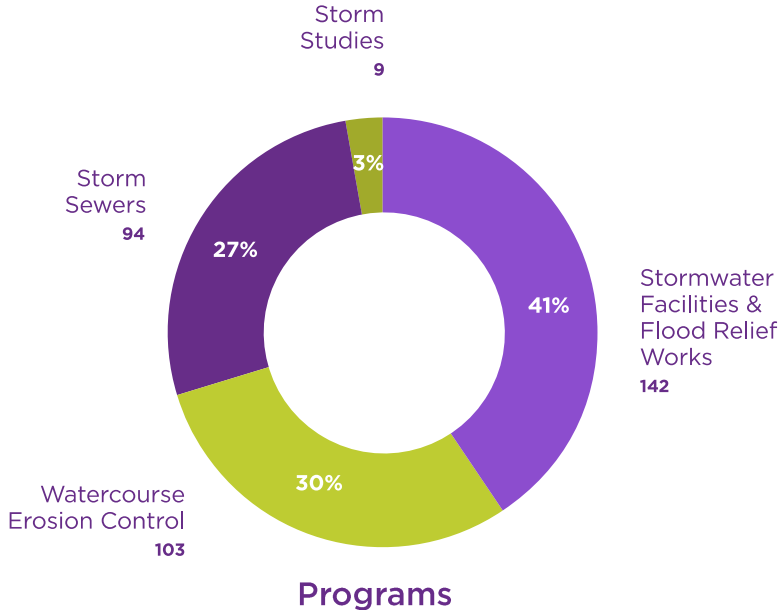
Stormwater Proposed Rate

Tier	Example	2020 Annual Charge	2021 Annual Charge	2021 Increase
Smallest	Townhouse	\$54.10	\$55.18	\$1.08
Small	Semi-detached or small detached house	\$75.74	\$77.25	\$1.51
Medium	Average-sized detached home	\$108.20	\$110.40	\$2.20
Large	Large detached home	\$129.84	\$132.44	\$2.60
Largest	Largest homes	\$183.94	\$187.62	\$3.68

75% of Residential Properties

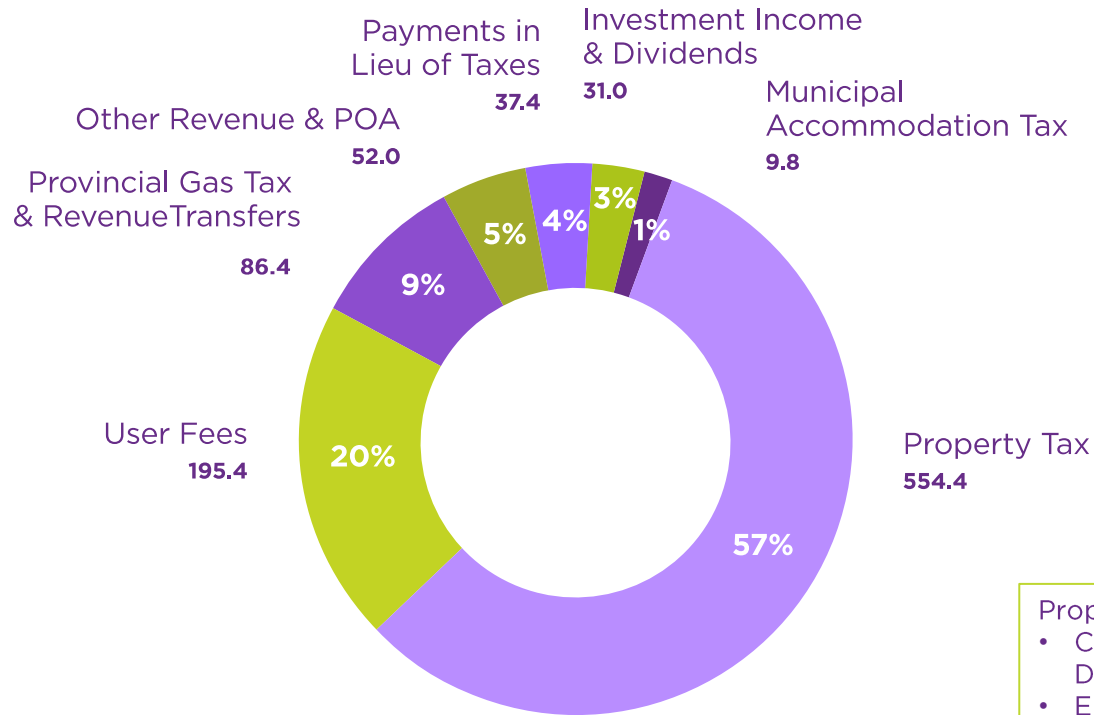
Stormwater Capital and Reserves

Stormwater 2021-2030 Capital Budget \$348 M



Summary

Revenue Sources (\$M)



2021 Tax Bill Impact of Increase

Description	Budget Change (%)	Tax Bill Impact (%)	Tax Bill Impact (\$)
Normal Operations	0.8	0.3	16
New Initiatives	(0.0)	(0.0)	(1)
Infrastructure Levy	2.0	0.7	41
Total	2.7*	1.0	56

Tax Bill Impact is based on 2020 average assessment value of a single family home in Mississauga of \$730,000. City Portion only.

* Includes Assessment Growth of 0.4%

2022-2024 Operating Budget & Tax Outlook

	2021	2022	2023	2024
Budget Increase	2.7%	8.1%	6.5%	4.3%
Residential Tax Impact *	1.0%	2.9%	2.3%	1.5%
Commercial Tax Impact*	0.6%	1.8%	1.5%	1.0%

2022 Includes an operating budget pressure of \$22 million or 4% from decreased revenues from the GTAA Payments in Lieu of Taxes as a result of passenger counts dropping by 75% in 2020.

* City tax impact only

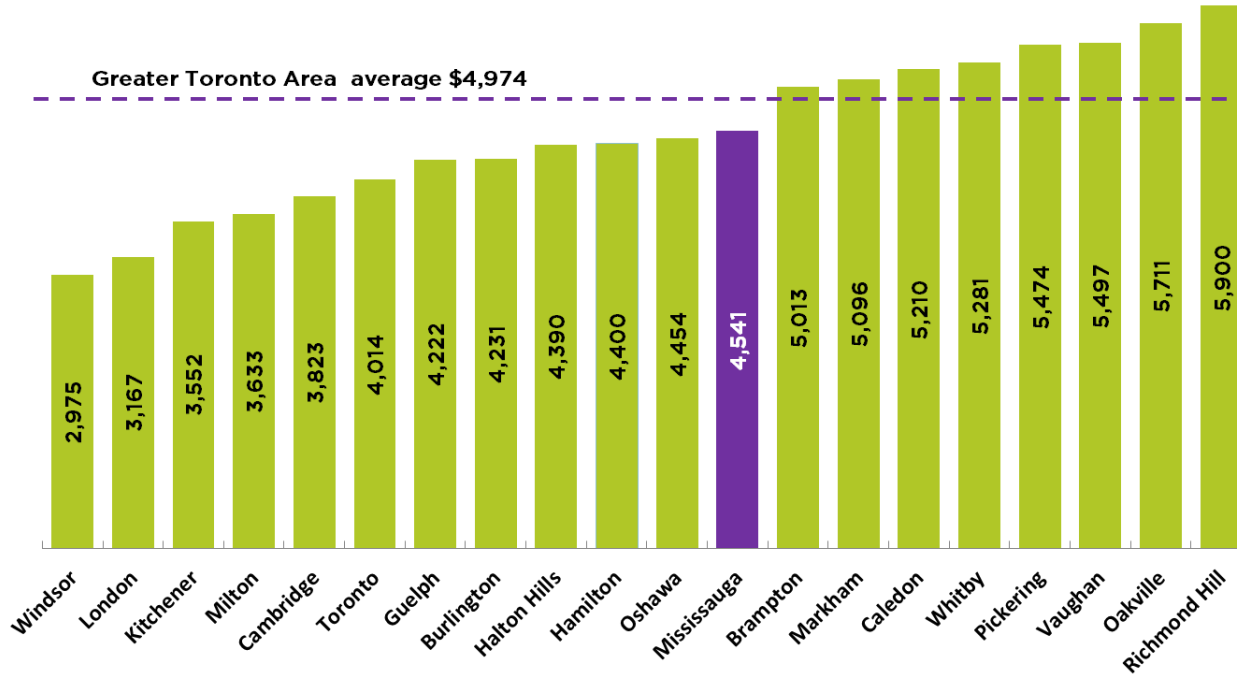
** Pending Provincial legislation changes to Education Tax Rate and Q1 Regional Council discussion on optional Small Business Tax Class for Commercial and Industrial properties.

Council Operating Budget Considerations Summary

Considerations	2021 Budget Impact	2021 Tax Impact*	2022 Budget Impact	2022 Tax Impact*
1. Infrastructure Levy	TBD	-	-	-
2. Savings from Service Reductions in MiWay	(1.4%)	(0.5%)	1.4%	0.5%
3. Planned Temporary Facility Closures/Savings	(0.3%)	(0.1%)	0.1%	0.05%
4. Diesel Price Assumptions	(0.4%)	(0.1%)	0.4%	0.1%
5. Global Adjustment for Electricity	(0.4%)	(0.1%)	0.4%	0.1%
Net Impact to Operating Budget	(2.5%)	(0.8%)	2.3%	0.8%

* Residential Tax Impact

Mississauga Taxes are Comparable*



*Comparing the 2019 weighted average of seven residential property types

Based on 2019 Study by BMA Management Consulting

95,000+ businesses supported • Workplace Diversity and Inclusion Strategy • **68,000+** court and tribunal appearances • **52** public art pieces • **1,400+** filming days • **26,000+** visitors to museums • Operates facilities with **5.6 million** square feet of space • Multi-year Accessibility Plan • **967** realty agreements administered • Office Space Strategy • Respond to **30,000+** emergency incidents • **10,000+** Fire Safety Inspections completed • **23,000** residents receiving Fire Safety Public Education • **21** Fire Stations housing **47** front-line Fire Trucks • **828 km** high-speed fibre • Smart City Master Plan • Support **2,800+** staff working from home • **4,000+** Building Permit Applications processed • **79,000+** building, plumbing, heating & sign inspections completed • **3,000+** Marriage Licenses issued • Facilitate municipal elections for **450,000+** electors • **1.1 million** Library collection items loaned **6.1 million** times • **18** libraries • **132,000+** residents attending Library programs • Ontario's **third-largest** municipal transit service provider • **1.5 million** Transit service hours • MiWay Senior **\$1** Cash Fare • MiWay Affordable Transportation Program • **358,357 hours** of maintenance performed for **7,812 acres** of parkland and open spaces • Climate Change Action Plan • Emerald Ash Borer program • **182,000 hours** of Recreation programming • **25** ice pads provided at **13** arenas • **11** indoor aquatic centres • **12** fitness & active living centres • **500+** cats and dogs adopted, **500+** returned to their owners • **13,000+** inspections completed on Vehicles for Hire • **5,682 km** road network • **594 km** multi-use trails, park paths, bicycle lanes and signed bike routes • Building **18 km** rapid transit with **19** stops for the Hurontario LRT • **1,911 km** storm sewer pipes • **52,000** catch basins, **270 km** ditches, **150 km** creeks, **80** stormwater management facilities

Mississauga. Strong. Ready.

4.4



Thank you