



# Reserves & Reserve Funds

2021-2024 Business Plan  
& 2021 Budget

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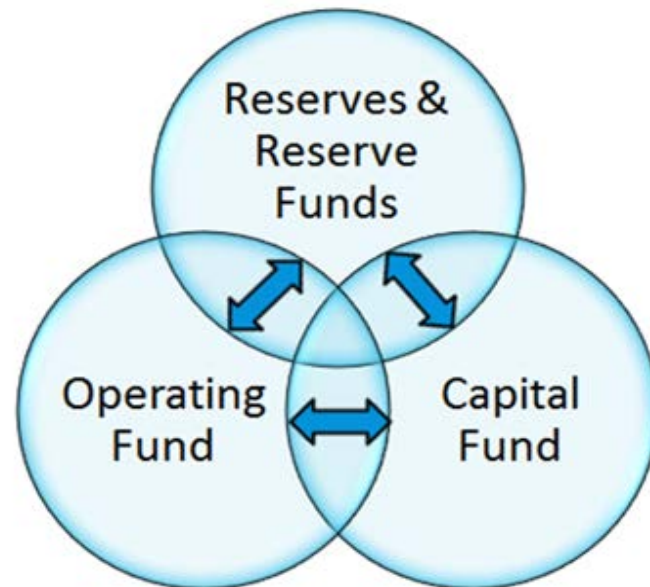
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## Executive Summary of Reserves & Reserve Funds

Reserves & Reserve Funds (R&RFs) are established by Council to assist with long-term financial stability and financial planning in the City. R&RFs are an important element of the City's financial plan. By maintaining reserves, the City can accumulate funds for future needs or contingent liabilities, a key element of sound long-term financial planning practices.

R&RFs provide stability in times of unexpected shifts in revenues and expenditures, provide funding for one-time expenditure requirements, and minimize fluctuations in taxes caused by cyclical conditions. Credit-rating agencies consider municipalities with higher reserves to be more advanced in their financial planning.

The City maintains operating and capital R&RFs. Details of all reserve activity for the City are summarized in the following pages.



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## Overview

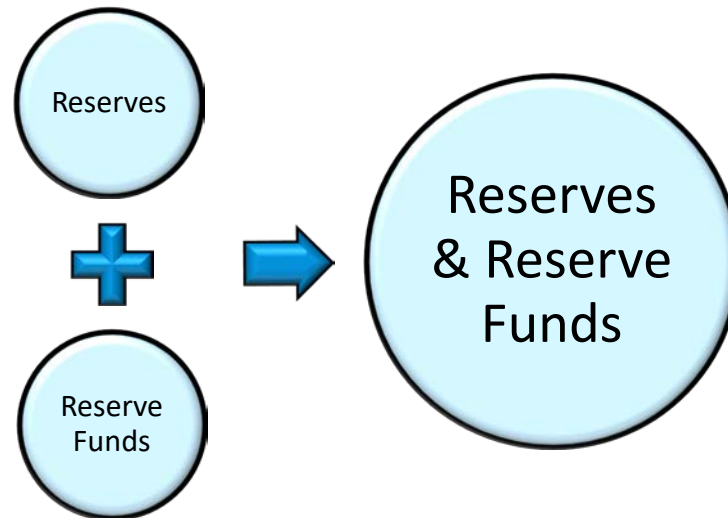
The City undertook a comprehensive review of all of its R&RFs in 2016. Council approved a report and its accompanying by-law on July 6, 2016. The report provided an overview of the City's reserves and reserve funds, made recommendations for amalgamating and/or closing specific R&RFs and identified targets for R&RF balances going forward, based on municipal best practice. The gains achieved from this thorough review are now being sustained through ongoing review, analysis, and policy and procedure development.

The 10-year capital program relies on this R&RF work. Further revisions to the R&RF By-law and the establishment of a Standard Operating Procedure and Guidelines for R&RF management are currently underway. Targets for reserves are reviewed annually and updated as required. The City's approach of continuous improvement with respect to R&RFs will assist in the City's long-term planning strategies.

### Reserves & Reserve Funds – Definitions

**Reserves** are generally used to mitigate the impact of fluctuations in operating costs and revenue. At the City, interest is not allocated to reserves. Reserves are established at the discretion of Council, often as part of an overall strategy to fund programs or special projects. Examples of reserves currently used to mitigate budgetary fluctuations include the Reserve for Winter Maintenance and the Fiscal Stability Reserve.

**Reserve Funds** are established by Council for a specific purpose. They contain funds that have been set aside as directed by a requirement of provincial or federal legislation, or by a decision of Council. Examples include funds for conducting major repairs, renovations or rehabilitation of buildings or large equipment; acquiring new assets; and, the lifecycle replacement of older City assets. Interest earned on these reserve funds must be allocated to the reserve fund that earned the interest.



## Summary of all City of Mississauga Reserves & Reserve Funds (excluding Stormwater)

The following table provides a summary of all operating and capital Reserves & Reserve Funds.

Reserves and Reserve Funds	Projected Balance Dec 31, 2020 (\$000s)	2021 Projected Contributions (\$000s)	2021 Projected Expenditures (\$000s)	2021 Projected Interfund Transfers (\$000s)	2021 Projected External Sources (\$000s)	2021 Projected Interest (\$000s)	Projected Balance Dec 31, 2021 (\$000s)
Total Operating Reserve Funds	75,406	2,337	(12,720)	0	0	2,266	67,289
Total Operating Reserves	90,702	3,804	(6,758)	0	0	2,664	90,413
<b>Total Operating Reserves and Reserve Funds</b>	<b>166,108</b>	<b>6,141</b>	<b>(19,478)</b>	<b>0</b>	<b>0</b>	<b>4,930</b>	<b>157,702</b>
Total Tax Capital and Other Tax-Funded Reserve Funds	227,653	134,173	(125,809)	(82)	0	7,360	243,294
Total Gas Tax Reserve Funds	128,795	0	(90,280)	0	59,831	3,880	102,226
Total Development Related Reserve Funds	180,030	1,148	(48,133)	(78)	45,713	4,759	183,439
Total Other Reserve Funds	25,546	5,088	(4,798)	0	0	753	26,589
<b>Total Capital Reserve Funds</b>	<b>562,023</b>	<b>140,408</b>	<b>(269,020)</b>	<b>(160)</b>	<b>105,544</b>	<b>16,751</b>	<b>555,547</b>
<b>Total Program Reserve Funds</b>	<b>728,132</b>	<b>146,549</b>	<b>(288,498)</b>	<b>(160)</b>	<b>105,544</b>	<b>21,682</b>	<b>713,249</b>

Note: Numbers may not balance due to rounding.

The City has applied for funding through the Investing in Canada Infrastructure Program (ICIP). This funding is allocation based, but requires both provincial and federal approval. Generally, only formally approved grant funding is included in the budget. However, because the approval process is nearing completion, the 2021-2030 Capital program includes those projects currently nominated by the province for federal approval.

The following pages provide additional detail on each R&RF category.

## Operating Reserves & Reserve Funds

Operating reserves are generally used to mitigate operating budget fluctuations. For example, an unusually severe winter might result in higher-than-average winter maintenance costs. Rather than maintaining an unnecessarily high annual budget for winter maintenance, any one-time extraordinary expenditure is funded from the Winter Maintenance Reserve.

The following table provides a detailed listing of all operating Reserves & Reserve Funds. Projected contributions represent planned transfers from the operating budget; projected expenditures represent planned transfers to the operating budget.

A total of \$6.1 million will be transferred from the operating budget to these Reserves & Reserve Funds in 2021, to ensure reserve balances are maintained at appropriate levels. A total of \$19.5 million is anticipated to be transferred from these reserves to fund expenditures in the operating budget.

Reserves and Reserve Funds	Projected Balance Dec 31, 2020 (\$000s)	2021 Projected Contributions (\$000s)	2021 Projected Expenditures (\$000s)	2021 Projected Interfund Transfers (\$000s)	2021 Projected External Sources (\$000s)	2021 Projected Interest (\$000s)	Projected Balance Dec 31, 2021 (\$000s)
<b>Operating Reserve Funds</b>							
Employee Benefit Reserve Fund	34,120	0	(4,575)	0	0	1,025	30,569
Insurance Reserve Fund	41,286	2,337	(8,145)	0	0	1,241	36,720
<b>Total Operating Reserve Funds</b>	<b>75,406</b>	<b>2,337</b>	<b>(12,720)</b>	<b>0</b>	<b>0</b>	<b>2,266</b>	<b>67,289</b>
<b>Operating Reserves</b>							
Building Permits Revenue Stabilization	22,346	0	0	0	0	680	23,025
Elections	2,835	950	(1,098)	0	0	63	2,750
Fiscal Stability Reserve	55,085	2,629	(3,580)	0	0	1,634	55,768
Reserve for the Arts	1,769	225	(180)	0	0	55	1,869
Winter Maintenance	8,667	0	(1,900)	0	0	232	6,999
<b>Total Operating Reserves</b>	<b>90,702</b>	<b>3,804</b>	<b>(6,758)</b>	<b>0</b>	<b>0</b>	<b>2,664</b>	<b>90,413</b>
<b>Total Operating Reserves and Reserve Funds</b>	<b>166,108</b>	<b>6,141</b>	<b>(19,478)</b>	<b>0</b>	<b>0</b>	<b>4,930</b>	<b>157,702</b>

Note: Numbers may not balance due to rounding.

# Capital Reserves & Reserve Funds

## Tax Capital and Other Tax-Funded Reserve Funds

Capital reserve funds are established to set aside funds to help the City plan for its long-term infrastructure expenditures. Tax Capital and Other Tax-Funded capital reserve funds are generally funded through the operating budget or through the capital infrastructure and debt repayment levy. Many of these reserve funds have now been consolidated into the main Tax Capital Reserve Fund, which is the primary source of funding for the majority of the City’s infrastructure projects (construction, renovation or replacement of facilities and equipment).

Projected contributions represent anticipated revenue from various sources (specific to each reserve fund); projected expenditures represent planned transfers to specific capital projects.

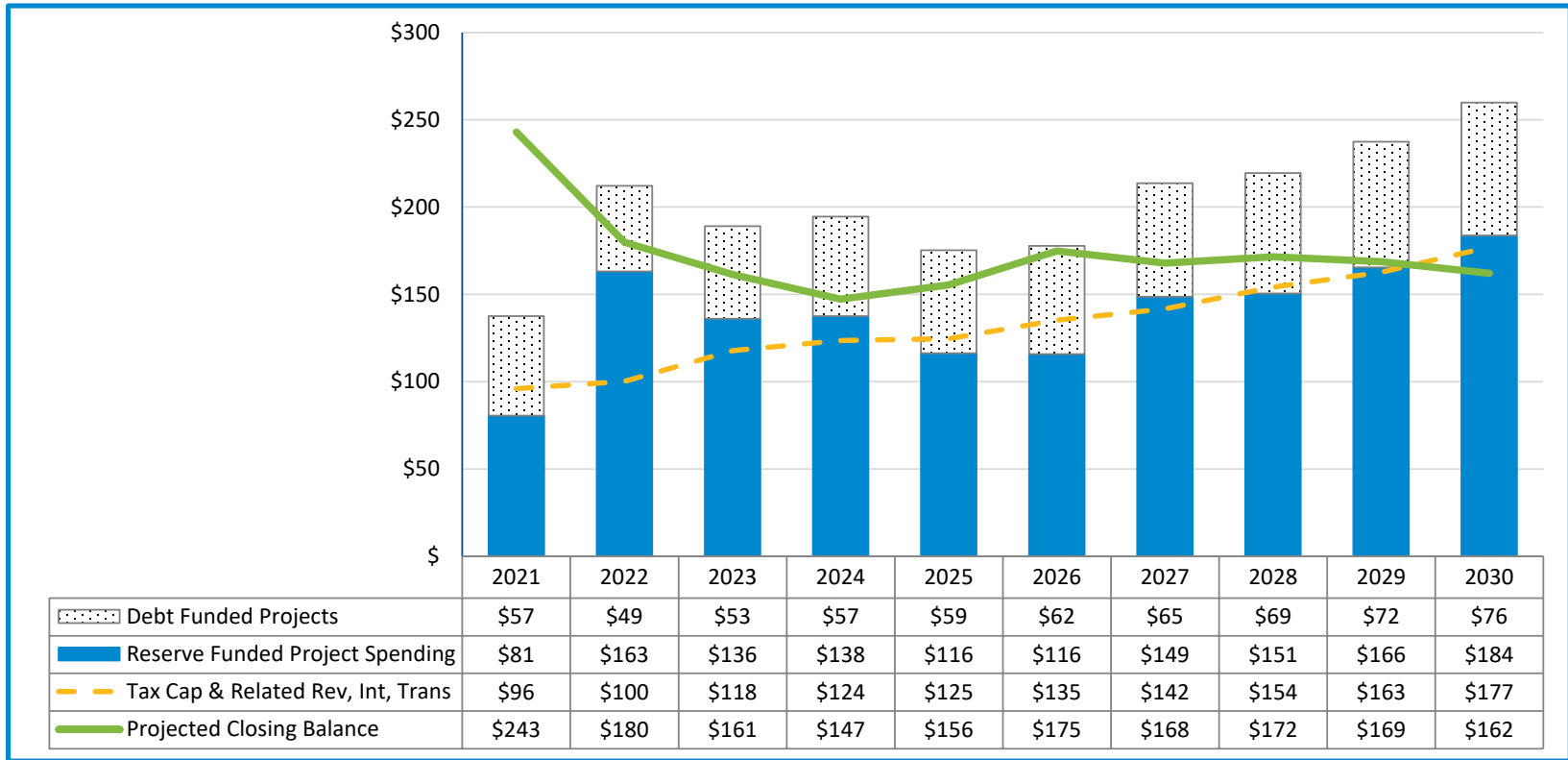
Anticipated activity in these reserve funds is summarized in the table below and the following graph.

Reserves and Reserve Funds	Projected Balance Dec 31, 2020 (\$000s)	2021 Projected Contributions (\$000s)	2021 Projected Expenditures (\$000s)	2021 Projected Interfund Transfers (\$000s)	2021 Projected External Sources (\$000s)	2021 Projected Interest (\$000s)	Projected Balance Dec 31, 2021 (\$000s)
<b>Total Tax Capital and Other Tax-Funded Reserve Funds</b>							
Tax Capital*	204,015	118,712	(106,785)	78	0	6,757	222,778
2009 Special Project Reserve Fund	128	0	0	0	0	0	128
Emerald Ash Borer Fund	3,355	4,600	(4,050)	0	0	(10)	3,895
Energy Rebate Reserve Fund	146	0	0	0	0	4	151
NW Park Pool Reserve Fund	5,122	2,177	(2,216)	0	0	156	5,238
Public Safety Fire Program Reserve Fund	11,883	8,684	(12,759)	(160)	0	362	8,009
Special Holding Reserve Fund	3,004	0	0	0	0	91	3,095
<b>Total Tax Capital and Other Tax-Funded Reserve Funds</b>	<b>227,653</b>	<b>134,173</b>	<b>(125,809)</b>	<b>(82)</b>	<b>0</b>	<b>7,360</b>	<b>243,294</b>

Note: Numbers may not balance due to rounding.

\*2021 projected contributions and expenditures include the impact of the 2% Capital Infrastructure & Debt Repayment Levy; Tax Capital includes Debt Management Tax Capital Reserve Fund

Ten-Year Continuity Graph for Tax Capital and Other Tax-Funded Reserve Funds (in millions)\*



\*Graph and table above include total capital spending, including Reserve-funded and Debt-funded projects.



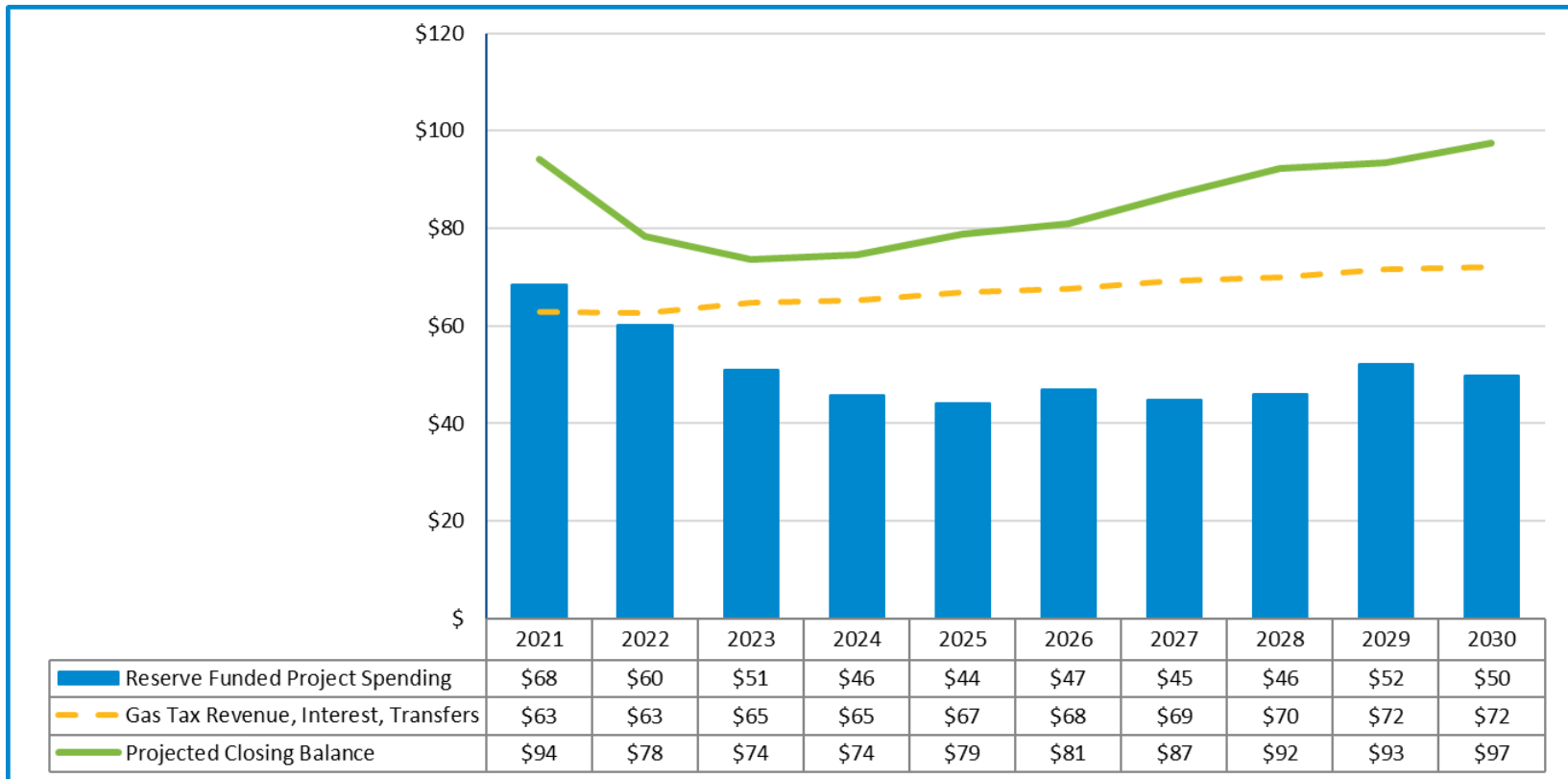
## Provincial and Federal Contribution Reserve Funds

The City receives funding from both the provincial and federal governments. There are specific guidelines and parameters that the City must adhere to when utilizing these funds. Anticipated activity in these reserve funds is summarized in the table below. The Federal Gas Tax Reserve Funds are used primarily for facilities, roads and bridges. The Provincial Gas Tax Reserve Fund is used primarily for Transit operating expenditures. The remaining reserve funds have been established for specific funding programs.

Reserves and Reserve Funds	Projected Balance Dec 31, 2020 (\$000s)	2021 Projected Contributions (\$000s)	2021 Projected Expenditures (\$000s)	2021 Projected Interfund Transfers (\$000s)	2021 Projected External Sources (\$000s)	2021 Projected Interest (\$000s)	Projected Balance Dec 31, 2021 (\$000s)
<b>Gas Tax and Transit Reserve Funds</b>							
Gas Tax Reserve Fund-City Portion	8,696	0	(31,431)	0	22,886	133	283
Gas Tax Reserve Fund-Region of Peel	78,330	0	(36,918)	0	18,995	2,081	62,488
Gas Tax Reserve Fund-Provincial	31,115	0	(18,500)	0	17,950	1,446	32,011
Metrolinx BikeLinx Reserve	26	0	0	0	0	1	27
Move-Ontario 2020 Higher Order Reserve	3,210	0	0	0	0	98	3,308
Provincial Transit Grant	3,334	0	0	0	0	101	3,435
Public Transit Fund	4,084	0	(3,430)	0	0	20	674
<b>Total Gas Tax and Transit Reserve Funds</b>	<b>128,795</b>	<b>0</b>	<b>(90,280)</b>	<b>0</b>	<b>59,831</b>	<b>3,880</b>	<b>102,226</b>

Note: Numbers may not balance due to rounding.

**Provincial and Federal Gas Tax Reserves (in millions)\***



\*Graph above illustrates projected balances for Federal & Provincial Gas Tax only

## Development-Related Reserve Funds

There are several development-related reserve funds. These reserve funds receive contributions from development charges (DCs) and developer contributions, and are governed by several specific City By-laws and provincial legislation.

On June 6, 2019, Bill 108 – the *More Homes, More Choice Act, 2019*, affecting 13 Acts – received Royal Assent. Bill 108 proposed changes to how DCs are calculated and administered, and introduced a new Community Benefit Charge (CBC) to replace some DCs and Cash in Lieu of Parkland. Subsequently, Bill 197 – the *COVID-19 Economic Recovery Act, 2020* – became law on July 21, 2020 and regulations were released on September 18, 2020.

Bill 197 amended Bill 108 and, as a result, the DC rate structure remains relatively unchanged, although the 10 per cent co-pay for soft services has been removed. There is no change to Cash in Lieu of Parkland provisions, and the new CBC allows the City to collect a Community Benefit Charge based on land value for high-density development. This Community Benefit Charge can be used to fund growth-related services that are not funded through DCs.

The amount of the new CBC will be tied to a prescribed percentage of the value of the lands. The percentage can be up to four per cent, and will be determined through a CBC Strategy. In order to benefit from these changes, a new DC Background Study and By-law, CBC Strategy and By-law, and Parkland Conveyance By-law, must be enacted no later than September 18, 2022. As such, the impact of these changes has not been included in the 2021-2030 capital program.

Anticipated activity in these reserve funds is summarized in the table below. Specific additional detail follows for the Development Charges and Cash in Lieu (CIL) of Parkland reserve funds.

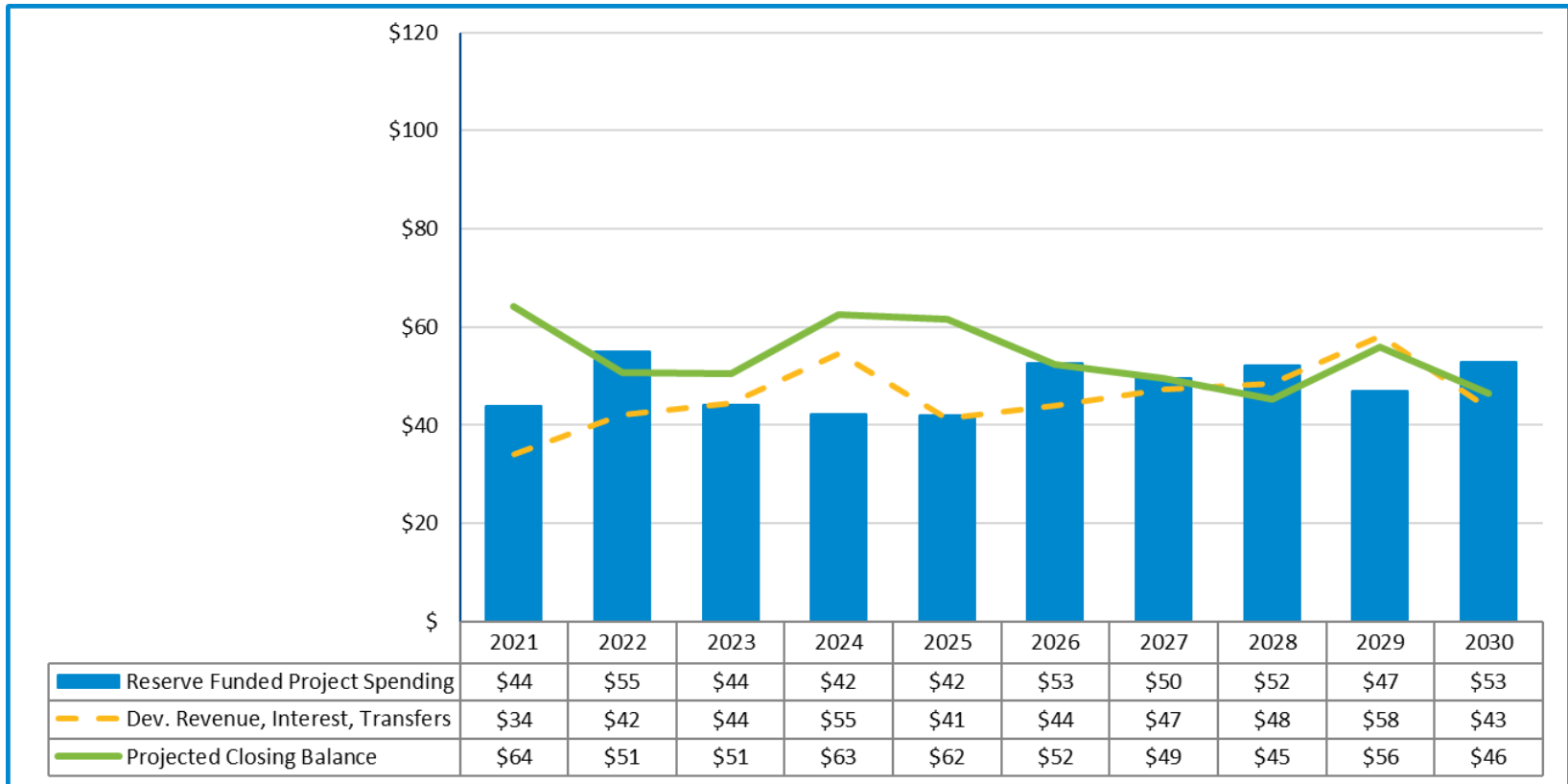
Reserves and Reserve Funds	Projected Balance Dec 31, 2020 (\$000s)	2021 Projected Contributions (\$000s)	2021 Projected Expenditures (\$000s)	2021 Projected Interfund Transfers (\$000s)	2021 Projected External Sources (\$000s)	2021 Projected Interest (\$000s)	Projected Balance Dec 31, 2021 (\$000s)
<b>Development Funds</b>							
CIL Parking Section 40	9,780	1,148	(500)	0	0	285	10,713
CIL Parkland Section 42	32,742	0	(1,788)	0	12,109	1,310	44,372
Developer Contributions Reserve Funds	19,627	0	(1,397)	637	0	731	19,599
Development Charges Reserve Funds	74,423	0	(44,448)	(715)	33,605	1,111	63,976
Lot Levy Reserve Funds	41,993	0	0	0	0	1,277	43,270
Section 37 Bonus Zoning	1,464	0	0	0	0	45	1,508
<b>Total Development Funds</b>	<b>180,030</b>	<b>1,148</b>	<b>(48,133)</b>	<b>(78)</b>	<b>45,713</b>	<b>4,759</b>	<b>183,439</b>

Note: Numbers may not balance due to rounding.

## Development Charges

Development Charges (DCs) are fees collected from developers in accordance with the *DC Act* and governed by the City's DC By-law. DCs help pay for the cost of the infrastructure required to provide municipal services (for example, transit, community centres, libraries and fire facilities) to the new development. DC revenues and costs are closely monitored. Projects starting in the later years of the ten-year program are re-evaluated during the annual prioritization process of all DC-funded projects.

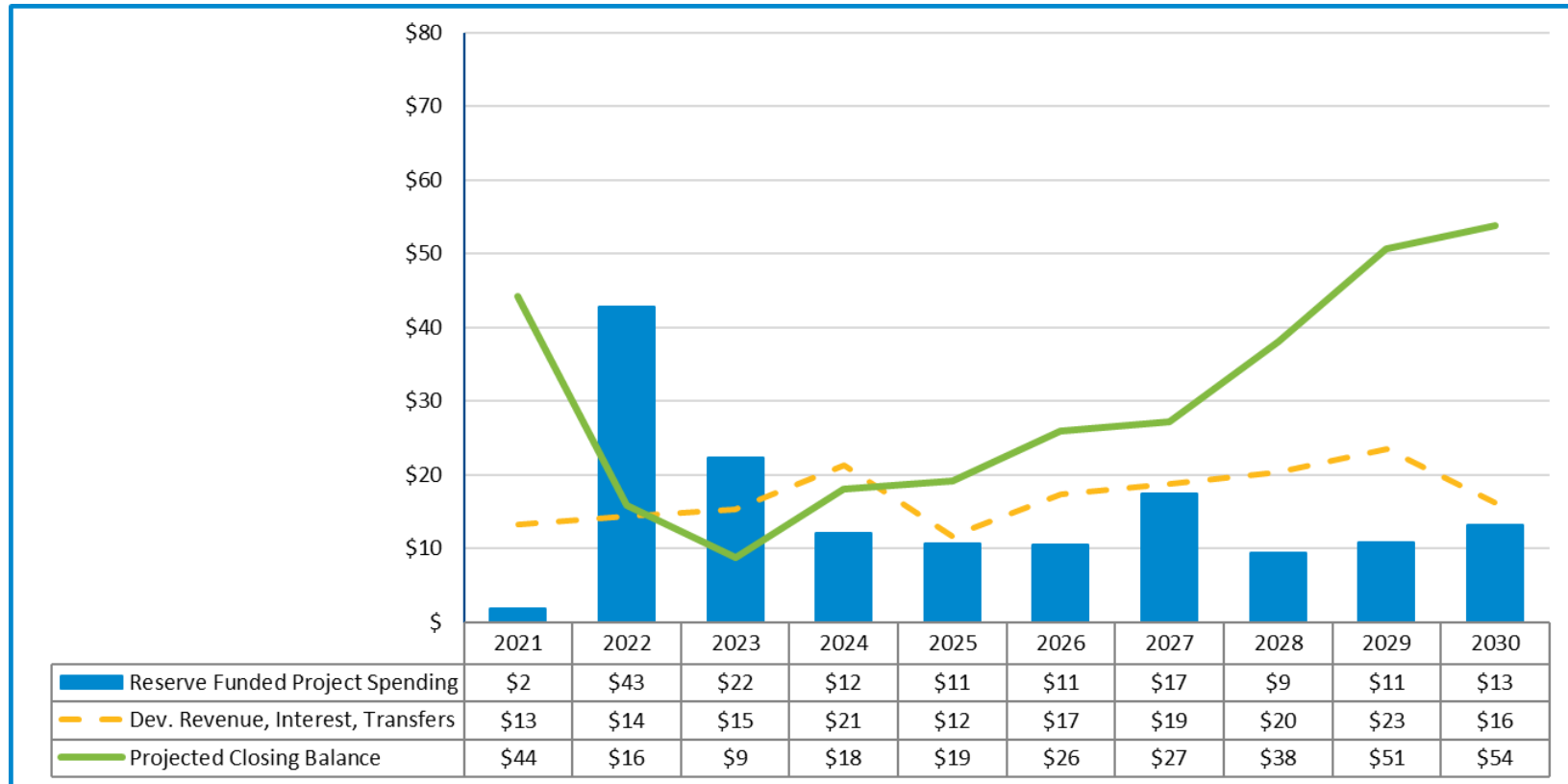
### Development Charges Reserve Funds (excluding Stormwater) (in millions)



## Cash in Lieu of Parkland

The *Planning Act* allows for a cash contribution to be provided in lieu of conveying parkland as a condition of development. These cash contributions are accumulated in the Cash in Lieu of Parkland (CIL Parkland) Reserve Fund, and allow the City to make strategic land acquisitions to fulfill the objectives of the 2019 Parks and Forestry Master Plan.

## Cash in Lieu of Parkland Reserve Funds



## Other Reserve Funds

Various other reserve funds have been established as a result of specific donations or a need for segregated funding. The anticipated activity in these reserve funds is summarized below.

Reserves and Reserve Funds	Projected Balance Dec 31, 2020 (\$000s)	2021 Projected Contributions (\$000s)	2021 Projected Expenditures (\$000s)	2021 Projected Interfund Transfers (\$000s)	2021 Projected External Sources (\$000s)	2021 Projected Interest (\$000s)	Projected Balance Dec 31, 2021 (\$000s)
<b>Other Reserve Funds</b>							
Aircraft Noise Warning Sign	237	0	0	0	0	7	244
Benares House Endowment	184	0	0	0	0	6	190
Boeing Airport Mem-Donations	57	0	0	0	0	2	59
Britannia Hills Golf Course	6	0	0	0	0	0	7
Clarkson Artificial Turf Soccer Field/Track	0	50	0	0	0	0	50
Courtneypark Turf/Synthetic	691	80	0	0	0	20	791
Donations-Stroke Breakers	4	0	0	0	0	0	4
Donations-Vic Johnston Redevelopment	335	0	0	0	0	10	346
Economic Development Advisory Council	23	0	0	0	0	1	24
Enterprise Centre	126	0	(143)	0	0	1	(15)
Gymnastics Mississauga Capital	36	20	0	0	0	1	58
LAC Capital Improvements	865	0	0	0	0	26	891
LAC Program Initiatives	582	0	0	0	0	17	599
Loyola Artificial Turf Soccer Field/Track	927	101	0	0	0	30	1,057
Main Street Revitalization Initiatives	337	0	0	0	0	10	347
Mississauga Garden Park Dev	261	0	0	0	0	8	269
Mississauga Garden Park Maint	102	0	0	0	0	3	105
SCARF Donations	237	0	0	0	0	7	244
Municipal Accommodation Tax-Tourism Projects	20,318	4,837	(4,655)	0	0	596	21,096
Paramount Ticket Surcharge Reserve Fund	217	0	0	0	0	7	224
<b>Total Other Reserve Funds</b>	<b>25,546</b>	<b>5,088</b>	<b>(4,798)</b>	<b>0</b>	<b>0</b>	<b>753</b>	<b>26,589</b>

Note: Numbers may not balance due to rounding.

## Reserve & Reserve Fund Purposes

Reserve/Reserve Fund Name	Purpose of the Reserve/Reserve Fund
2009 Special Project Capital Reserve Fund	Provides one-time funds for special capital projects throughout the City
Affordable Housing Reserve Fund	Provides funds for the implementation of Making Room for the Middle and other Affordable Housing strategies
Aircraft Noise Warning Sign Reserve Fund	Consists of contributions from developers for aircraft noise warning signs
Arts Reserve	Provides funds to support the arts in Mississauga
Benares House Endowment Reserve Fund	Funding conveyed to the City to be used for Benares House improvement/maintenance work
Boeing Airport Memorial-Donations Reserve Fund	Donations to be used for commemorative feature to be constructed on the Boeing lands in the future
Bonus Zoning (Section 37s) Reserve Fund	Funds given by developers as per agreement(s) under Section 37 of the <i>Planning Act</i> ; related to the rezoning applications for the increases in height and/or density in the City in accordance with the Official Plan and the guiding principles given in the Corporate Policy "Bonus Zoning"
Britannia Hills Golf Course Reserve Fund	Provides funds for the construction and maintenance of the Britannia Hills Golf Course
Clarkson Park Artificial Turf Field & Track Reserve Fund	Provides funds for the replacement and future maintenance of the Clarkson Park artificial turf, synthetic track and its related equipment
Courtneypark Artificial Turf and Synthetic Track Reserve Fund	Provides funds for the replacement and future maintenance of the Courtneypark artificial turf, synthetic track and its related equipment
Debt Management Tax Capital Reserve Fund	Debt surplus funds to be reallocated for future debt projects or to reallocate funding where a deficit exists on similar projects
Developer Contributions Reserve Funds	Consists of contributions for specific municipal infrastructure collected as a condition of land development approvals
Development Charges Reserve Funds	Pursuant to the <i>Development Charges Act, 1997</i> , S.O. 1997, c. 27, as amended, monies collected under the Act shall be placed into a separate reserve account for the purpose of funding growth-related net capital costs for which the development charge was imposed under the Development Charges By-law

Reserve/Reserve Fund Name	Purpose of the Reserve/Reserve Fund
Donations - Stroke Breakers Reserve Fund	Donations to be used for 'Sauga Stroke Breakers program, a partnership program with Trillium Health Centre, Credit Valley Hospital and the City of Mississauga with sponsorship from the Mississauga Central Lions Club
Donations - Vic Johnston Redevelopment Reserve Fund	Captures donations from the Vic Johnston Community Centre community to repay a special purpose loan (20 years) made by the City for arena renovation
Economic Development Advisory Council (EDAC) Reserve Fund	Funds are used for any events or marketing materials that may be required and are billed on an as-needed basis; EDAC consists of business and education leaders who are selected by the Mayor to advise the Economic Development Office on business and education needs
Emerald Ash Borer Reserve Fund	Dedicated for costs incurred in the Emerald Ash Borer Program; funds are collected through the special tax levy
Employee Benefits Reserve Fund	Provides funds related to Early Retirement, Vacation Pay, Group Insurance Benefits, Sick Leave and Workplace Safety and Insurance Board
Energy Rebate Reserve Fund	Provides a mechanism whereby funds received as a result of applying for energy rebates can subsequently be used for new energy-efficiency projects
Enterprise Centre Reserve Fund	Established to fund any annual deficit and collect any annual surplus for the Enterprise Centre
Federal Gas Tax Reserve Fund – Region of Peel Portion	Revenues received from the Region of Peel (Federal Gas Tax funding) support local capital infrastructure priorities such as roads, transit, recreation, and culture
Federal Gas Tax Reserve Fund – City Portion	Revenues received from the Federal Gas Tax Fund support local capital infrastructure priorities such as roads, transit, recreation, and culture
Federal Public Transit Reserve Fund	Revenues are intended to support expenditures for municipal public transportation services
Fiscal Stability Reserve	Provides funds for unforeseen or uncertain liabilities and contingencies such as labour settlements, assessment appeals, legal settlements, commitments and commodities
Gymnastics Mississauga Capital Reserve Fund	Funds a portion of the major capital equipment replacement costs projected over the next ten years
Insurance Reserve Funds	Provides funds for losses, damages, costs and expenses as incurred by or assessed to the City from time to time, through insurance claims. Provides funds for actuarial services to establish the appropriate level
LAC Capital Improvements	Provides funds for Capital Improvements at the Living Arts Centre
LAC Program Initiatives	Provides funds for Program Initiatives at the Living Arts Centre



Reserve/Reserve Fund Name	Purpose of the Reserve/Reserve Fund
Lot Levy – Development Reserve Funds	Provides funds required to service growth in the City, including but not limited to municipal infrastructure such as municipal highways, recreational facilities, fire stations and equipment, libraries and land. This Reserve Fund consists of funds collected under lot levy policies in effect prior to 1991, and reflects current liabilities
Loyola Artificial Turf Soccer/ Football Field and Track Reserve Fund	Provides funds for the replacement and future maintenance of the Loyola artificial turf soccer/football field, synthetic track and its related facilities and equipment
Main Street Revitalization Reserve Fund	Provides funds for the City’s share of the provincial funding for eligible projects included in Ontario’s Main Street Revitalization Initiative
Metrolinx Bikelinx Reserve Fund	Provides funds for the purchase and installation of bicycle racks on transit vehicles and secured and safe bicycle parking
Mississauga Garden Park Development Reserve Fund	Provides funds solely for the purpose of the Mississauga Garden Park Development
Mississauga Garden Park Maintenance Reserve Fund	Provides funds for the long-term maintenance costs of the Mississauga Garden Park
Mississauga Rapid Transit (Mississauga Transitway) Reserve Fund	Provides for the construction and maintenance of the Mississauga Transitway busway system and services
MoveOntario 2020 Higher-Order Transit Reserve Fund	Funds to be used for the MoveOntario 2020 Dundas and Hurontario Higher-Order Transit Corridor Development
Municipal Accommodation Tax Tourism Projects Reserve Fund	Funds to be used for Council-directed tourism projects and activities
NW Park Pool Reserve Fund	Captures the yearly budget contribution and the yearly debt expense for the NW Park Pool
Paramount Centre	Captures the \$1 surcharge for tickets at Paramount Centre; the surcharge funds capital replacement costs at the Centre
Parkland Dedication Reserve Fund (or Cash in Lieu of Parkland)	Pursuant to the <i>Planning Act</i> , R.S.O. 1990, c. P. 13, as amended, monies received in lieu of parkland dedication are to be set aside in this reserve fund and are to be used for parkland acquisition and other recreational purposes
Payment in lieu of Off and On Street Parking Reserve Fund (or, Cash in Lieu of Parking)	Pursuant to the <i>Planning Act</i> , R.S.O., 1990, c. P. 13, as amended, Section 40, monies received in lieu of exemption from requirement to provide parking are to be set aside in this reserve fund

Reserve/Reserve Fund Name	Purpose of the Reserve/Reserve Fund
Provincial Gas Tax Reserve Fund	Pursuant to a Letter of Agreement (October 22, 2004) between the City of Mississauga and the Province of Ontario, monies received by the City under the new Provincial Dedicated Gas Tax Funds for Public Transportation Program are placed in a dedicated gas tax RF, used only in accordance with the Guidelines and Requirements of the Program and the Letter of Agreement
Provincial Transit Grant Reserve Fund	Provincial Funding provided to improve and expand public transit
Public Safety Fire Program Reserve Fund	Provides funding for increased service levels, construction and operating costs related to new fire stations in the city
Reserve for Building Permit Revenue Stabilization	Provides for sufficient funds to continue operating and capital needs of the building permits process affected by fluctuating development
Reserve for Elections	Provides for the cost of holding municipal elections by making annual contributions to the reserve
Reserve for Winter Maintenance	Provides funds for stabilizing the City's winter maintenance program. Operating surplus monies from this program may be placed in this reserve
SCARF/Animal Control Donations Reserve Fund	Provides funds from donations to Animal Control Services (Special Care For Animals and Resource Fund)
Special Holding Reserve Fund	Holds surplus funds transferred in as part of the City's 2020 year-end accounting activities
Tax Capital Reserve Fund	<p>Provides funds for capital projects including:</p> <ul style="list-style-type: none"> <li>a) the study, design, construction or improvement of any municipal public works</li> <li>b) the acquisition or expropriation of land required for municipal purposes</li> <li>c) the acquisition of vehicles or equipment for municipal purposes</li> <li>d) the payment of debentures of the Corporation for any of the aforementioned purposes</li> </ul>

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## Appendix 1: Reserve & Reserve Funds Transfers

This appendix provides details on specific transfers proposed for 2021 from the operating budget to Reserves & Reserve Funds, and from Reserves & Reserve Funds to the operating budget.

### 2021 Transfers from the Operating Program to Reserves & Reserve Funds

Transfer from Operating Program	Amount (\$)
To the Tax Capital Reserve Fund	118,688,925
To the Public Safety Fire Program Reserve Fund	8,683,635
To the Municipal Accommodation Tax Reserve Fund	4,836,878
To the Emerald Ash Borer Reserve Fund	4,600,000
To the Fiscal Stability Reserve Fund	2,589,400
To the Insurance Reserve Fund	2,336,800
To the NW Park Pool Reserve Fund	2,176,656
To the Elections Reserve Fund	950,000
To the City Centre Off Street Parking Reserve Fund	587,808
To the CIL Parking Reserve Funds	559,851
To the Reserve for the Arts	225,000
To the Loyola Park Turf/Synthetic Reserve Fund	100,800
To the Courtney Park Turf/Synthetic Reserve Fund	80,400
To the Clarkson Park Artificial Turf Field and Track RF	50,000
To the Gymnastics Mississauga Capital Reserve Fund	20,222
<b>Total</b>	<b>146,486,375</b>

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The following transfers to and from Reserves & Reserve Funds will be based on actual expenditures throughout 2021:

- Arts and Culture initiatives
- Assessment appeals and tax cancellation charges
- Off-Street Parking
- Employee benefits (early retirement, group benefits, sick leave payments, workers' compensation payments) and other labour-related expenses
- Economic Development Office, Project Support Management Office and the Economic Development Office for transfers such as Mississauga Business Enterprise Centre (MBEC) initiatives, project support training and energy rebates
- Insurance claims and premiums
- Maintenance for Britannia Hills Golf Course, Mississauga Garden Park Development, CIL Parking, Courtneypark Turf/Synthetic and Loyola Track/Turf, Clarkson Turf
- Recreation – including rentals and various activities
- Donations transfers to reserves or reserve funds, as appropriate based on when donation funding is to be used
- One-time costs associated with reviews, studies, master plans, election-related expenditures, and employee survey
- Ongoing Transit (bus shelter) advertising
- Variances to expenditure or revenue budgets where a stabilization reserve is available for this purpose (e.g., winter maintenance, building permits, elections, Enersource dividends, diesel, TNC)
- Transfers to operating with respect to Provincial Gas Tax-funded transit expenses
- Municipal Accommodation Tax
- Transfers to and from operating with respect to Public Safety Fire Program and Churchill Meadows Pool (also known as NW Park Pool)
- Transfers of surplus Places of Religious Assembly grant budget to the Special Holding account, and transfers from the Special Holding account to DCs as required to accommodate discretionary DC exemptions
- Surplus created in cost centres as a result of capital chargebacks, to be transferred back to the affected Reserve Fund
- Transfers with respect to Emerald Ash Borer Program

## Appendix 2: Debt-Funded Projects

The City determines the total amount of debt that can be issued and then identifies which capital projects are eligible for debt funding. This in turn relieves pressure on the Tax Capital Reserve Fund. The table below provides a summary of all 2021 capital projects fully or partially funded from debt.

Project Number	Project Name	Amount of Debt Funding (\$000s)	Asset Life (years)
CMLS00059	Central Library Redevelopment	16,839	25
CMRC00087	Burnhamthorpe CC Indoor Pool Redevelopment	10,216	40
CPFP007158	Paramount Fine Foods Centre Arena Renewal	6,222	20
CPFP008123	Parking Lot Lighting Replacements - Various Sites	2,470	20
CMRC00092	BraeBen Golf Course Upgrade Irrigation System	2,402	40
CMRC00086	Carmen Corbasson CC Indoor Pool Redevelopment	2,175	20
CMFS00083	Replacement of Fire Vehicles	1,940	15
CPFP008114	Security Enhancements - Various Locations	1,700	20
TWTR002753	Major Transit Component Rehabilitation/Replacement	1,546	12
TWOE00158	LED City-wide Traffic Signal Lens Replacement	1,500	20
CMPF00578	Paul Coffey Park Redevelopment	990	25
<b>Total</b>		<b>48,000</b>	