



**AGENDA**  
**Freestanding Committee of the Whole**  
**(Corporate Administration & Finance Committee - Budget)**

**July 18, 2022, 1:00 p.m.**

**Council Chambers**

**8645 Stave Lake Street, Mission, BC**

**Pages**

- 1. CALL TO ORDER**
- 2. ADOPTION OF AGENDA**
- 3. CORPORATE ADMINISTRATION AND FINANCE**
  - a. Financial Reporting – April 30, 2022** **3**

RECOMMENDATION:

No staff recommendation accompanies this report and Council action is not required.
  - b. Proposed 2023 Budget Schedule** **19**

RECOMMENDATION:

That the proposed 2023 budget schedule, attached as Attachment A to the report dated July 18, 2022, from the Deputy Treasurer/Collector, be approved.
  - c. Preliminary 2023 Budget Status** **22**

RECOMMENDATION:

This report is to provide Council with preliminary budget information that might influence the 2023 budget discussions. No staff recommendation accompanies this report.
  - d. 2023 - 2027 Capital Plan** **31**

RECOMMENDATION:

The purpose of this report is to present the preliminary 2023 – 2027 Capital Plan to Council for information. Direction from Council regarding their priorities will be utilized by staff to refine the plan over the next few months.

#### 4. ADJOURNMENT



## STAFF REPORT

**To:** Chief Administrative Officer **Date:** July 18, 2022  
**From:** Kerri Onken, Deputy Treasurer/Collector  
**Subject:** **Financial Reporting – April 30, 2022**

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### Recommendation(s)

No staff recommendation accompanies this report and Council action is not required.

### Purpose

This report provides an overview of the projected 2022 year-end results and explanations for those results that have a budget variance of +/- \$10,000 and +/- 10%.

### Background

As part of the City's financial reporting process, budget status reports are prepared periodically during the year to provide Council with timely information regarding the City's overall financial performance.

The City continues to seek opportunities to reduce expenses and minimize the financial impact of the pandemic, and wherever possible, the City has attempted to continue providing the same service levels as identified in the budget.

### Discussion and Analysis

This financial review projects the 2022 year-end revenue and expense amounts through an analysis of the actual amounts through April 30<sup>th</sup> and the anticipated amounts for the remainder of the year. Attached to this report are:

- Attachment A - summarizes total revenue and expenditure year-end projections on a departmental basis for the general operating fund and provides budget variance explanations where the variance is +/- \$10,000 and 10%;
- Attachment B - summarizes total revenue and expenditure year-end projections for the utility operating funds and the equipment pool operations, along with budget variance explanations where the variance is +/- \$10,000 and 10%;
- Attachment C - summarizes year-end projections for the capital budget and provides budget variance explanations for all unfavourable variances;
- Attachment D – provides a historical look at the departmental activity levels and statistical information for the past 4 years plus the period ending April 30, 2022 with estimated activity level projections for all of 2022; and
- Attachment E - summarizes the transactions funded from the general operating fund contingency account.

## General Operating Fund Projected Year-end Results

Current projections indicate that by year-end, the general operating fund will incur a surplus of approximately \$699,500. The following table summarizes the projected year-end budget results on a departmental basis for the general operating fund, from Attachment A.

### General Operating Fund Net Budget Variance Summary

April 30, 2022, Budget Review

DEPARTMENT	FINAL/ AMENDED 2022	2022 YEAR TO	PROJECTED	PROJECTED VARIANCE		
	BUDGET	DATE RESULTS *	2022 YEAR END BALANCE	\$	%	
Development Services - Inspections	862,975	-947,734	201,267	-661,708	-77%	Under Budget
Tax Levy	-43,545,510	4,990	-43,753,258	-207,749	0%	
Police Services	13,033,461	774,758	12,838,888	-194,573	-1%	
Engineering	1,594,920	334,272	1,488,439	-106,481	-7%	
Recreation Services	2,943,937	852,367	2,856,072	-87,865	-3%	
Municipal Facilities	1,165,729	364,815	1,087,712	-78,017	-7%	
Cemetery	34,513	-29,531	-40,487	-74,999	-217%	
Development Services - Planning	1,301,039	217,267	1,247,000	-54,039	-4%	
Public Transit	2,664,900	432,182	2,611,920	-52,980	-2%	
Finance and Purchasing	2,239,938	675,140	2,194,524	-45,413	-2%	
Fire & Emergency Operations	5,806,926	1,757,811	5,800,706	-6,220	0%	
Economic Development	660,483	199,524	657,578	-2,906	0%	
Council	807,256	474,762	812,455	5,199	1%	
Recreation Administration	1,055,174	-82,817	1,063,494	8,320	1%	
Parks & Grounds	1,227,761	251,226	1,245,203	17,442	1%	
Corporate Administration	3,689,588	1,032,312	3,729,455	39,867	1%	
General Government	1,167,595	813,345	1,258,439	90,845	8%	
Public Works	3,289,315	1,271,679	3,443,620	154,305	5%	
Payroll Overhead Recovery	0	-240,243	557,436	557,436	>100%	
<b>Projected Budget Surplus</b>	<b>0</b>			<b>-699,537</b>		

*Negative variances = Under budget*

*Positive variances = Over budget*

The chart above summarizes the net revenue and expense variances by department. However, at the project detail level, there are some project budget variances over \$100,000.

- Police Services - The Federal Policing contract is projected to be under budget by approximately \$235,000 due to the vacancy pattern for this year.
- Inspection Services - Building permit revenue is projecting an estimated \$632,000 increase resulting from a few major commercial and residential project starts in 2022 plus the type of construction is changing to include more multi-family projects.
- Public Transit Department - Ridership for local buses remains low, reducing the revenue projections from bus tickets and passes by \$200,000. As the new school year starts, this may change. This reduction in revenue is partially offset as the bus fleet is projected to have budget saving from operations and the 701 Mission City Bus Service, provided by South Coast BC Transportation, has been operating at reduced service levels due to COVID earlier this year.

- Recreation Programs - Not all programs have yet to be started due to the COVID restrictions. This has created large revenue deficits which is partially offset by large budget savings on the expenditure side. The year-end projection is a surplus of \$87,865.
- Engineering Department - The City expects to receive an unanticipated Provincial Grant of approximately \$200,000 to fund climate action initiatives. This grant will continue until 2024/2025 Provincial fiscal year. The grant portion that is not required this year will be transferred to a reserve for project costs in 2023.
- General Government - Investment earnings are projected to be under budget by \$288,000 by year-end. This has the affect of reducing the transfer to reserves by the same value.
- Payroll Overhead - After the 2022 budget was approved, the Province introduced five paid sick leave days for all employees. In addition, since COVID, staff are encouraged to stay home should they feel ill. This has led to extensive sick-time use that is expected to create a deficit in the Sick Time budget close to \$650,000.

It should be noted that many budget surpluses identified for 2022 are one-time in nature only. The budget estimates for 2023 will reflect any permanent revenue increases or expenditure decreases identified during this variance review.

### Utility Operating Fund Projected Year-end Results

The following table summarizes the projected year-end deficits and surplus for the utility funds and the equipment pool operations as detailed in Attachment B. Deficits in the Drainage, Water and Sewer Utility operations will reduce that fund's Accumulated Operating Surplus Reserve Fund. If there are insufficient funds in the Accumulated Surplus Reserve, we may need to reduce the transfer to capital. Deficit or surpluses in the Equipment Operations and Solid Waste operations directly impact the transfer to the respected capital funds.

### Utility Funds and Equipment Replacement Net Variances Summary

April 30, 2022, Budget Review

UTILITY FUNDS and EQUIPMENT OPERATIONS	BUDGETED TRANSFER TO CAPITAL	PROJECTED SURPLUS / (DEFICIT)
Drainage Utility Operating Fund	1,065,000	-343,565
Sewer Utility Operating Fund	1,514,048	-145,511
Water Utility Operating Fund	2,591,360	-43,514
Equipment Pool Operations	1,262,888	-3,149
Solid Waste Utility Operating Fund	827,015	17,316

*Negative Projection = Operational Deficit*

*Positive Projection = Operational Surplus*

The table above summarizes the net revenue and expense variances by fund. However, at the project detail level, there are three project budget variances over \$100,000.

- Sewer Operations - Clean-up costs from the sewer force main spill and the environmental reporting costs has created a projected deficit to that budget line of \$125,000.
- Drainage Operations - Repairs from structural failures of a couple of cross culverts is putting this account into a projected \$163,000 deficit. Continuing repairs and cleanup from the storms that occurred last November are impacting the major storm emergency account by an estimated \$105,000.

### **Capital Fund Projected Year-end Results**

The general capital plan and the utility capital programs are within budget targets (see Attachment C) with several capital projects coming in under budget, with the exception of the Drainage Utility capital plan which is expecting rising costs for construction of a detention pond.

### **Departmental Activities and Statistical Information**

Attachment D shows the departmental activity levels and statistical information in comparison to the prior four years' levels and the projected levels for 2022.

### **Council Goals/Objectives**

The Financial Reporting – April 30, 2022 report addresses Council's Secure Finances, Assets and Infrastructure goal "To ensure sound financial management of the City".

### **Financial Implications**

**General Operating Fund:** The General Operating Fund is projecting a surplus. Should a surplus, as projected, be realized by year-end, the excess funds will be transferred to the General Operating Unappropriated Accumulated Surplus Reserve. Council may choose to utilize these surplus funds in future years.

**Utility Operating Funds:** The water, sewer, drainage and fleet operations are projecting deficit while solid waste operation is projecting a small surplus. Deficits in the Drainage, Water and Sewer Utility operations will reduce that fund's Accumulated Operating Surplus Reserve Fund. If there are insufficient funds in the Accumulated Surplus Reserve, we may need to reduce the transfer to capital. Deficit or surpluses in the Equipment Operations and Solid Waste operations directly impact the transfer to the respected capital funds.

**Capital Fund:** Overall all capital plans are projecting to meet budget targets with the exception of one Drainage capital project. The expected overbudget project can be funded from the unallocated balance in the Drainage Reserve Fund.

### **Communication**

No communication action is required.

### **Summary and Conclusion**

As part of the City's financial reporting process, budget status reports are prepared periodically during the year to provide Council with information regarding the City's financial performance. This financial review projects the 2022 year-end revenue and expense amounts by analyzing the actual amounts through to April 30<sup>th</sup> and the anticipated amounts for the remainder of the year.

Current projections indicate that by year-end, the general operating fund will generate a surplus of approximately \$699,500. The attachments to this report summarize the variances at the

department and fund levels. At the detail level there are some budget impacts with variances over \$100,000 which are highlighted in the report.

The water, sewer, drainage and fleet operations are projecting deficits while solid waste operation is projecting a small surplus. Deficits in the Drainage, Water and Sewer Utility operations will reduce that fund's Accumulated Operating Surplus Reserve Fund. If there are insufficient funds in the Accumulated Surplus Reserve, we may need to reduce the transfer to capital. Deficit or surpluses in the Equipment Operations and Solid Waste operations directly impact the transfer to the respected capital funds.

It should be noted that many budget surpluses identified for 2022 are one-time in nature only. The budget estimates for 2023 reflect any permanent revenue or expenditure changes identified during this variance review.

The general capital and the utility capital programs are within budget targets with several capital projects coming in under budget with the exception of the Drainage Utility capital plan which is expecting rising costs for construction of a detention pond.

**Report Prepared by:** Kerri Onken, Deputy/Treasurer Collector

**Reviewed by:** Doug Stewart, Director of Finance

**Approved for Inclusion:** Mike Younie, Chief Administrative Officer

**Attachment(s)**

Attachment A: General Operating Fund Summary  
 Attachment B: Utility Operating Funds and Equipment Pool Operations Summary  
 Attachment C: General Capital Budget Variance Summary  
 Attachment D: Departmental Activities & Statistical Information  
 Attachment E: General Operating Fund Contingency

## General Operating Fund Summary

April 30, 2022, Budget Review

DEPARTMENT	FINAL/ AMENDED 2022 BUDGET	2022 YEAR TO DATE RESULTS *	PROJECTED 2022 YEAR END BALANCE	PROJECTED VARIANCE \$ (A)	%	VARIANCE EXPLANATION
Cemetery Revenue	-268,190	-115,313	-343,190	-75,000	28%	Based on Q1, demand for services appears to be strong.
Cemetery Expenditures	302,703	85,782	302,703	1	0%	
	34,513	-29,531	-40,487	-74,999	-217%	
Corporate Administration Revenue	-227,750	-99,675	-293,325	-65,575	29%	Surplus funds from benefits accrual account being used to fund Whole Health Committee's work on mental health action plan. Budget increase due to costs associated with the Whole Health program and City's legal costs.
Corporate Administration Expenditures	3,917,338	1,131,987	4,022,780	105,442	3%	
	3,689,588	1,032,312	3,729,455	39,867	1%	
Council and Grants Revenue	-481,600	0	-481,600	0	0%	Elections costs are projecting to be higher than expected.
Council and Grants Expenditures	1,288,856	474,762	1,294,055	5,199	0%	
	807,256	474,762	812,455	5,199	1%	
Development Services -Inspection Revenue	-1,557,500	-1,546,357	-2,152,733	-595,233	38%	Building permit revenue higher due to stronger than anticipated development in Mission. Budget savings from vacant positions during the year.
Development Services - Inspection Expenditures	2,420,475	598,623	2,354,000	-66,475	-3%	
	862,975	-947,734	201,267	-661,708	-77%	
Development Services - Planning Revenue	-591,864	-198,655	-564,000	27,864	-5%	Not all funding required to support the Downtown Façade program. Salary savings plus lower requests for the Downtown Façade program.
Development Services - Planning Expenditures	1,892,903	415,922	1,811,000	-81,903	-4%	
	1,301,039	217,267	1,247,000	-54,039	-4%	
Economic Development Office Revenue	-998,604	-145,516	-1,088,510	-89,906	9%	Additional grant from Destination BC received. BC Route 7 (Scenic 7) includes carry forward of unspent 2021 contributions for use in 2022 (see below for increase to costs). Increased costs for the BC Route 7 (Scenic 7) program deferred from 2021 plus increased admin support for the Economic Development Office.
Economic Development Office Expenditures	1,659,087	345,040	1,746,087	87,000	5%	
	660,483	199,524	657,578	-2,906	0%	
Engineering Revenue	-1,468,199	-497,795	-1,735,752	-267,553	18%	Recently announced new provincial program is to provide \$202,082 annually from 2022 to 2024/2025 for climate action, plus increase in recovery costs. New provincial funding of \$202,082 per year for next three years, for climate action purposes, will be used for implementation of actions under updated charter, partially offset by budget savings in department.
Engineering Expenditures	3,063,119	832,067	3,224,191	161,072	5%	
	1,594,920	334,272	1,488,439	-106,481	-7%	
Finance & Purchasing Revenue	-183,200	-38,131	-185,271	-2,071	1%	Budget savings from salary as staff have been injured or on sick leave.
Finance & Purchasing Expenditures	2,423,138	713,271	2,379,795	-43,343	-2%	
	2,239,938	675,140	2,194,524	-45,413	-2%	
Fire & Emergency Operations Revenue	-38,300	-9,362	-44,520	-6,220	16%	Revenue from fire investigations is higher than projected. On track to be on budget by year-end.
Fire & Emergency Operations Expenditures	5,845,226	1,767,173	5,845,226	0	0%	
	5,806,926	1,757,811	5,800,706	-6,220	0%	
General Government Revenue	-8,538,741	-574,417	-8,260,728	278,013	-3%	Current projections have investments earnings lower than expected. This could turn around by the end of the year. With lower investment earnings, the transfer of interest to reserves is also reduced.
General Government Expenditures	9,706,336	1,387,762	9,519,167	-187,169	-2%	
	1,167,595	813,345	1,258,439	90,845	8%	
Municipal Buildings Revenue	-89,256	-22,423	-90,137	-881	1%	Maintenance costs to several buildings are estimated to be lower this year making Facilities on track to be under budget.
Municipal Buildings Expenditures	1,254,985	387,238	1,177,849	-77,136	-6%	
	1,165,729	364,815	1,087,712	-78,017	-7%	
Parks Revenue	-228,360	-85,692	-226,960	1,400	-1%	Reduced booking at the Sports Park from community groups, mostly offset by higher than usual park bench donations. Increase in park vandalism (Gazebo repairs)
Parks Expenditures	1,456,121	336,918	1,472,163	16,042	1%	
	1,227,761	251,226	1,245,203	17,442	1%	
Payroll Overhead Recovery	-10,397,002	-3,060,264	-10,338,879	58,123	-1%	Payroll overhead is lower due to increasing staff on sick leave. Budget deficit due to an increase in sick Leave, which includes the new Provincial rules granting all staff 5 sick days a year off with pay which occurred after the City's 2022 budget was approved, and an increase in bereavement leave.
Payroll Overhead Expenditures	10,397,002	2,820,021	10,896,315	499,313	5%	
	0	-240,243	557,436	557,436	0%	



General Operating Fund Summary

April 30, 2022, Budget Review

DEPARTMENT	FINAL/ AMENDED 2022 BUDGET	2022 YEAR TO DATE RESULTS *	PROJECTED 2022 YEAR END BALANCE	PROJECTED VARIANCE \$ (A)	%	VARIANCE EXPLANATION
Police Services Revenue	-1,209,958	-81,743	-1,150,762	59,196	-5%	Recoveries, Document Services and Traffic Fine revenue lower than anticipated.
Police Services Expenditures	14,243,420	856,501	13,989,650	-253,770	-2%	Budget savings from vacancy pattern with the RCMP contract, municipal staffing vacancies and the RCMP Auxiliary program is currently "on hold".
	<u>13,033,461</u>	<u>774,758</u>	<u>12,838,888</u>	<u>-194,573</u>	<u>-1%</u>	
Public Transit Revenue	-844,162	-251,971	-701,080	143,082	-17%	Lower ridership than projections in first part of the year and expected to continue.
Public Transit Expenditures	3,509,062	684,152	3,313,000	-196,062	-6%	Lower cost for Westcoast Express and BC Transit cost share for bus services.
	<u>2,664,900</u>	<u>432,182</u>	<u>2,611,920</u>	<u>-52,980</u>	<u>-2%</u>	
Public Works Revenue	-61,294	-65,116	-61,580	-286	0%	
Public Works Expenditures	3,350,609	1,336,795	3,505,200	154,591	5%	Budget pressures for the maintenance costs of street lights, sidewalks, steps and replacement of signs due to vandalism. Currently snow plow is projecting at budget however this could drastically change dependant of weather conditions later this year.
	<u>3,289,315</u>	<u>1,271,679</u>	<u>3,443,620</u>	<u>154,305</u>	<u>5%</u>	
Recreation Administration Revenue	-1,101,013	-381,024	-1,092,693	8,320	-1%	Reduction in lease revenue and vending machine sales as slow return to activities in the building from the pandemic.
Recreation Administration Expenditures	2,156,187	298,207	2,156,187	0	0%	On track to be on budget by year-end.
	<u>1,055,174</u>	<u>-82,817</u>	<u>1,063,494</u>	<u>8,320</u>	<u>1%</u>	
Recreation Services Revenue	-2,698,668	-966,653	-2,461,796	236,872	-9%	Lower revenue in all areas with the exception of Club KIDS due to slow return to programs from the community. This is offset by reduced expense below.
Recreation Services Expenditures	5,642,605	1,819,020	5,317,868	-324,737	-6%	Lower expense for programs due to the slow return to programs.
	<u>2,943,937</u>	<u>852,367</u>	<u>2,856,072</u>	<u>-87,865</u>	<u>-3%</u>	
Taxation/Grants In-Lieu Revenue	-43,570,509	-13,685	-43,778,258	-207,749	0%	Increase revenue from new construction properties from 2021 plus Increase in the BC Hydro grant in-lieu due to an assessment increase.
Taxation/Grants In-Lieu Expenditures	25,000	18,674	25,000	0	0%	
	<u>-43,545,509</u>	<u>4,990</u>	<u>-43,753,258</u>	<u>-207,749</u>	<u>0%</u>	
<b>Projected General Operating Fund Surplus</b>	<u><u>0</u></u>		<u><u>-699,537</u></u>	<u><u>-699,537</u></u>		

\*2022 Year to Date Results includes expenditures posted up to May 16, 2022.

(A) Negative variances represent higher revenue in the revenue section and lower expenses in the expense section.

**Utility Operating Funds and Equipment Pool Operations Summary**  
**April 30, 2022, Budget Review**

	FINAL/ AMENDED 2022 BUDGET	2022 YEAR TO DATE RESULTS *	PROJECTED YEAR END RESULTS	PROJECTED VARIANCE \$ (A)	%	VARIANCE EXPLANATION
<b>Water Utility Operating Fund</b>						
<b>Operating Revenue</b>						
Local System Revenue	-7,361,147	-516,526	-7,369,477	-8,330	0%	
Regional System Revenue	-16,046	0	-15,691	355	-2%	
Subtotal Operating Revenue	-7,377,193	-516,526	-7,385,168	-7,975	0%	
<b>Operating Expenditures</b>						
Local System Expenditures	6,035,431	3,165,135	6,088,682	53,251	1%	Additional costs to repair Main Breaks and the Ruskin Station
Regional System Expenditures	1,341,762	0	1,340,000	-1,762	0%	
Subtotal Operating Expenditures	7,377,193	3,165,135	7,428,682	51,489	1%	
<b>Projected Surplus / (Deficit)</b>	<b>0</b>		<b>-43,514</b>	<b>-43,514</b>		<b>Additional repairs creating this deficit.</b>
<b>Sewer Utility Operating Fund</b>						
<b>Operating Revenue</b>						
Local System Revenue	-5,609,331	-297,980	-5,603,084	6,247	0%	
Regional System Revenue	-265,318	0	-267,497	-2,179	1%	
Subtotal Operating Revenue	-5,874,649	-297,980	-5,870,581	4,068	0%	
<b>Operating Expenditures</b>						
Local System Expenditures	4,607,280	1,992,639	4,739,092	131,812	3%	Sewer Force Main spill clean up and environmental reporting costs estimated \$125,000
Regional System Expenditures	1,267,369	0	1,277,000	9,631	1%	
Subtotal Operating Expenditures	5,874,649	1,992,639	6,016,092	141,443	2%	
<b>Projected Surplus / (Deficit)</b>	<b>0</b>		<b>-145,511</b>	<b>-145,511</b>		<b>Deficit projected due to net force main clean-up costs.</b>
<b>Drainage Utility Operating Fund</b>						
<b>Operating Revenue</b>						
Operating Revenue	-3,083,988	272,900	-3,083,678	310	0%	
<b>Operating Expenditures</b>						
Operating Expenditures	3,083,988	470,323	3,427,243	343,254	11%	Budget deficit due to structural failures at a couple of cross culvert locations effecting the safety of the community; additional costs as we clean up and repair damage from last November's storm events; additional ditching underway to avoid future storm related issues.
<b>Projected Surplus / (Deficit)</b>	<b>0</b>		<b>-343,565</b>	<b>-343,565</b>		<b>Large repairs and storm clean-up are creating this deficit.</b>
<b>Solid Waste Utility Operating Fund</b>						
<b>Operating Revenue</b>						
Operating Revenue	-6,652,669	-830,117	-6,699,194	-46,526	1%	Slight increase in curbside pick-up revenue and interest on investments.
Operating Expenditures	6,652,669	1,348,554	6,681,878	29,209	0%	Increase in the amount of litter in the community over 2021, perhaps due to the flooding, increasing the litter clean-up costs.
<b>Projected Surplus / (Deficit)</b>	<b>0</b>		<b>17,316</b>	<b>17,316</b>		<b>Surplus from solid waste operations.</b>
<b>Equipment Pool Operations</b>						
<b>Operating Revenue</b>						
Operating Revenue	-4,206,200	-1,403,348	-4,223,771	-17,571	0%	Additional revenue from vehicle services as some public safety vehicles age, partially offset by a reduced revenue from surplus equipment as vehicles are traded in rather than sold when replaced.
<b>Operating Expenditures</b>						
Operating Expenditures	4,206,200	778,914	4,226,920	20,720	0%	Fuel costs continue to escalate. Parts costs are escalating at a rapid pace and delivery costs are being incurred due to suppliers reducing their inventory levels so freight is required to reduce down time.
<b>Projected Surplus / (Deficit)</b>	<b>0</b>		<b>-3,149</b>	<b>-3,149</b>		<b>Fleet operations projecting a small deficit.</b>

\*2022 Year to Date Results includes expenditures posted up to May 16, 2022.

(A) Negative variance represents higher revenue in the revenue section and lower expenses in the expense section.

## General Capital Budget Variance Summary

April 30, 2022, Budget Review

DEPARTMENT	FINAL/ AMENDED 2022 BUDGET	2022 RESULTS YTD	PROJECTED YEAR-END COSTS	PROJECTED VARIANCE		VARIANCE EXPLANATIONS (+/- \$10,000)
				\$	%	
Engineering	12,144,287	553,901	11,984,416	(159,871)	-1%	Preliminary estimates are showing costs close to budget.
Parks	2,134,259	98,542	2,016,087	(118,172)	-6%	Several park improvements are under budget.
Recreation	2,658,907	62,005	2,543,744	(115,163)	-4%	Roof replacement currently expected to have savings.
Major Corporate Projects	11,025,686	835,697	10,968,700	(56,986)	-1%	Budget savings on the Waterfront Revitalization Masterplan.
Municipal Buildings	2,059,704	235,544	2,020,500	(39,204)	-2%	Savings in facility assessment will be used towards the transportation masterplan.
Cemetery	126,780	-	121,780	(5,000)	-4%	
Corporate Administration	697,882	23,816	696,527	(1,355)	0%	
Police Services	8,000	469	7,000	(1,000)	-13%	
Finance	4,500	-	3,600	(900)	-20%	
Public Works	29,452	2,072	28,863	(589)	-2%	
Inspection Services	21,353	1,357	21,350	(3)	0%	
Planning	3,400	-	3,400	-	0%	
Fire Operations	255,480	110,695	255,480	-	0%	
<b>Totals</b>	<b>31,169,690</b>	<b>1,924,097</b>	<b>30,671,448</b>	<b>(498,242)</b>		

## Utility Funds and Equipment Replacement Capital Budget Variance Summary

April 30, 2022, Budget Review

DEPARTMENT	FINAL/ AMENDED 2022 BUDGET	2022 RESULTS YTD	PROJECTED YEAR-END COSTS	PROJECTED VARIANCE		VARIANCE EXPLANATIONS (+/- \$10,000)
				\$	%	
Local Water	7,328,060	309,578	7,251,358	(76,702)	-1%	Several projects are expected to be under budget.
Local Sewer	4,068,020	627,798	4,004,345	(63,675)	-2%	Several projects are expected to be under budget.
Forestry	549,209	54,871	546,277	(2,932)	-1%	
Fleet Replacement	341,722	-	341,610	(112)	0%	
Parkland Purchases	1,140,500	-	1,140,500	-	0%	
Regional Sewer *	21,983,304	12,002,727	21,983,304	-	0%	
Regional Water *	2,505,367	-	2,505,367	-	0%	
Solid Waste	374,634	36,314	374,634	-	0%	
Drainage	2,778,284	30,572	2,866,468	88,184	3%	Rising costs are expected to put a detention pond over budget.
<b>Totals</b>	<b>41,069,100</b>	<b>13,061,860</b>	<b>41,013,863</b>	<b>(55,237)</b>		

\* variances for regional water and sewer capital projects will be known at year-end when carry forward have been completed.

**Negative variances = Under budget**

**Positive variances = Over budget**

## DEPARTMENTAL ACTIVITIES &amp; STATISTICAL INFORMATION

April 30, 2022, Budget Review

	2018 Actuals	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD Actuals	2022 Forecast
<b>CEMETERY</b>						
<u>Activities - Cemetery</u>						
Number of full burials	21	34	27	35	12	36
Number of cremation burials	72	60	40	66	29	60
Number of columbarium burials	12	8	5	3	0	0
<b>CORPORATE ADMINISTRATION</b>						
<u>Activities - Corporate Administration</u>						
Number of bylaws prepared ( <i>prepared rather than adopted</i> )	108	85	99	70	14	68
Number of Regular Council Committee of the Whole meetings	24	24	23	22	7	22
Number of Closed Council meetings	35	33	29	30	9	27
Number of Special Council meetings	10	15	5	12	1	5
Number of Freestanding Committee of the Whole meetings	3	7	5	3	0	4
Freedom of Information requests	72	71	45	58	16	55
Number of media releases	18	10	44	45	36	60
Social Media Followers (FB, Twitter, Instagram)	10,185	11,100	14,769	17,882	18,458	19,000
Civic engagement surveys	5	8	8	12	12	15
Survey responses	1,263	1,222	3,666	4,350	1,100	1,500
Major public events (Open House, Town Hall etc.)	3	4	0	5	5	7
<u>Activities - Information Technology</u>						
Number of calls for service processed (estimated)	4,084	4,418	4,500	5,005	1,648	5,300
Number of calls for service processed - RCMP (estimated)	1,700	1,750	1,900	2,200	750	2,500
Number of computers supported (including remote computers)	421	430	449	521	525	545
Number of hits on the website	427,000	419,000	451,820	559,000	198,000	700,000
<u>Activities - Human Resources</u>						
Number of internal postings (unionized)	56	63	50	81	24	100
Number of external recruitments	37	46	37	52	31	75
Number of grievances filed	0	2	4	12	6	10
Number of grievances resolved	0	2	4	12	6	10
Number of reclassifications received	5	6	9	4	2	4
Number of reclassifications processed	4	4	9	5	2	6
<b>DEVELOPMENT SERVICES</b>						
<u>Service Levels - Building Inspection and Bylaw Enforcement</u>						
# Days from Complete Building Permit (BP) Appl. rec'd to BP issuance	44	55	57	120	123	100
# Days from Demo Permit Appl. rec'd to Permit issuance	10	5	6	7	16	12
# Days from Sign Permit Appl. rec'd to Permit issuance*	12	18	30	30	28	10
Number of Inter-municipal Business Licenses issued	152	145	159	187	155	201
<i>*Length of time for issuance of sign permits can increase when incomplete and/or incorrect drawings are submitted.</i>						
<u>Activities - Building Inspection and Bylaw Enforcement</u>						
Number of business licenses issued	1,831	1,736	1,795	1,774	1,762	1,779
Resident Businesses	751	706	700	714	763	726
Home occupation	732	718	750	722	702	724
Non-resident	348	312	345	338	297	328

DEPARTMENTAL ACTIVITIES & STATISTICAL INFORMATION

April 30, 2022, Budget Review

	2018 Actuals	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD Actuals	2022 Forecast
<b>DEVELOPMENT SERVICES - Cont'd</b>						
Parking Tickets Issued	1,034	1,340	283	484	52	649
# of residential building permits issued	126	119	201	211	98	190
Value of residential building permits issued	\$22,327,233	\$72,054,823	\$69,161,912	\$181,576,293	\$127,733,484	\$200,000,000
# of Industrial/Commercial/Institutional (ICI) building permits issued	69	50	39	44	10	15
Value of Industrial/Commercial/Institutional building permits issued	\$15,411,881	\$14,542,280	\$26,727,141	\$10,348,070	\$1,447,600	\$10,000,000
# of demo permits issued	36	25	25	27	14	27
<u>Building Permit History</u>						
	<b>Residential</b>		<b>Commercial</b>		<b>Industrial &amp; Institutional</b>	
	<b>Numbers</b>	<b>Dollars</b>	<b>Numbers</b>	<b>Dollars</b>	<b>Numbers</b>	<b>Dollars</b>
2021	211	\$181,576,293	38	\$8,053,356	4	\$2,294,714
2020	201	\$69,161,912	33	\$20,003,581	3	\$6,113,560
2019	119	\$72,054,823	46	\$14,402,280	4	\$140,265
2018	126	\$22,327,233	51	\$11,528,616	18	\$3,883,265
2017	156	\$33,152,856	27	\$6,719,433	3	\$1,855,000
2016	146	\$30,467,423	30	\$5,752,959	3	\$1,815,000
2015	150	\$28,846,714	33	\$1,876,430	1	\$23,000
2014	119	\$22,614,727	28	\$3,280,537	7	\$2,301,000
2013	96	\$17,341,560	39	\$4,381,183	3	\$123,000
2012	66	\$12,670,842	24	\$4,606,350	9	\$2,301,000
2011	89	\$17,176,013	28	\$12,201,621	23	\$2,726,269
<u>Service Levels - Planning</u>						
# days to issue PAR letters*	21	19	21	19	43	20
# days 3rd reading to PLA issuance (Rez w. SD)	86	73	53	76	64.5	65
# days all referrals received to PLA issuance (SD only)	27	28	85	41	0	30
# days from complete application received to public hearing	102	118	160	296	117.5	120
<i>*Complex or detailed development proposals often involve several meetings and further discussions with applicants to ensure accurate and detailed information is being provided.</i>						
<u>Activity Levels - Planning</u>						
# Lots created	188	92	91	103	0	90
# Units created	292	469	170	317	54	450
# Rowhouse lots created	116	30	3	0	0	30
# PAR Meetings	149	114	113	137	51	180
# Rez, SD, OCP, DP, DVP applications	115	294	183	309	107	300
<b>ECONOMIC DEVELOPMENT OFFICE</b>						
<u>Activities - Economic Development</u>						
Number of business inquiries responded to*	270	305	275	203	166	210
Number of businesses contacted for retention purposes	24	24	65	51	28	50
Number of promotional trade shows attended	6	6	2	5	3	6
<i>*Includes management of land use, business license, lease, land/building purchase inquiries, film and tourism related inquiries.</i>						

## DEPARTMENTAL ACTIVITIES &amp; STATISTICAL INFORMATION

April 30, 2022, Budget Review

	2018 Actuals	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD Actuals	2022 Forecast
<b>ENGINEERING and PUBLIC WORKS</b>						
<u>Activities - Engineering</u>						
Number of Street Use permits issued	92	132	149	214	65	195
Number of extraordinary traffic permits issued	4	15	14	2	2	6
Number of hydrant use permits issued	18	16	21	27	3	9
Number of filming permits issued	16	26	17	25	9	27
Number of development referrals	112	120	133	115	29	87
Number of certificates of substantial completion issued	11	8	9	6	10	11
<u>Activities - Public Works</u>						
Asphalt rehabilitated (square meters)	45,000	38,000	32,979	25,921	15,500	25,000
New sidewalk installations (kilometers)	0.00	0.00	1	0.54	0.00	0.50
Number of major road repairs	4	1	1	1	0	0
Number of traffic lights	n/a	n/a	New	16	16	16
Number of street lights	n/a	n/a	New	1,500	1,500	1,500
Number of signs	n/a	n/a	New	6,200	6,200	6,200
Number of Bridges	n/a	n/a	New	9	9	9
Number of retaining walls	n/a	n/a	New	25	25	25
Kilometers of dike maintenance/upgrades	3	4	5	7	1	4
<b>FINANCE</b>						
<u>Activities - Finance</u>						
Accounts Payable invoices processed	13,099	10,142	11,726	11,870	3,723	12,000
Accounts Payable electronic funds transfer processed	4,347	3,380	4,150	5,383	1,674	5,500
Accounts Payable cheques produced	2,566	1,919	1,282	1,084	148	400
Accounts Receivable invoices generated	591	733	641	584	140	620
Number of dog licenses issued from Municipal Hall	1,288	1,019	560	459	135	500
Purchasing card invoices processed	1,779	1,999	1,581	2,087	808	2,500
EFT payments received from customers	11,384	12,621	13,880	16,199	4,965	16,000
Number of BC On-Line Tax Certificate requests	1,904	1,898	1,970	2,659	773	2,000
Bus Tickets Sold	5,243	6,411	2,835	3,658	981	3,000
<u>Activities - Payroll</u>						
Payroll Direct Deposits (average per bi-weekly pay)	435	449	428	440	483	483
Number of T4s	610	632	625	632	n/a	630
Number of Record of Employments issued	122	208	254	219	183	225
<u>Activities - Purchasing</u>						
Number of purchase orders issued	590	589	679	618	201	500
Number of competitive processes administered	49	48	41	43	21	49
Purchasing card spending	\$349,642	\$346,936	\$332,166	\$419,065	\$177,112	\$500,000
Central stores sales	\$409,613	\$378,522	\$768,109	\$726,215	\$212,260	\$700,000
Central stores inventory value on hand	\$189,900	\$203,836	\$277,865	\$231,599	\$254,127	\$195,000
<i>(inventory value can fluctuate due to capital plan and seasonal needs creating higher value in the summer)</i>						
<b>FIRE &amp; EMERGENCY OPERATIONS</b>						
<u>Activities - Fire Operations and Emergency Programs</u>						
Structure Fire Calls	24	29	13	19	11	22
Fire Related Incidents	711	818	786	949	214	900
Medical Emergencies	1,184	1,244	932	1,789	726	2,200
Rescue (MVA, Electrical, Rope, etc.)	509	347	377	423	109	400
Fire Investigation	14	19	11	13	9	22
Total Fire, Medical and Emergency Calls	2,442	2,457	2,119	3,193	1,069	3,544
Number of Life Safety Inspections	563	613	420	804	354	800
Hours of Public Life Safety Education	100	180	85	20	98	200
Number of Paid-on-Call Fire Fighters	67	92	80	70	67	73
Number of Career Fire Fighters	13	13	17	17	17	18
Smoke Alarm Campaign, homes visited	400	339	11	5	1	400

## DEPARTMENTAL ACTIVITIES &amp; STATISTICAL INFORMATION

April 30, 2022, Budget Review

	2018 Actuals	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD Actuals	2022 Forecast
<b>MUNICIPAL BUILDINGS</b>						
<u>Activities - Facilities</u>						
Number of civic buildings maintained	17	17	17	17	17	17
# of after hours service/emergency requests	32	49	30	45	12	40
Response time to after-hours emergencies (minutes)	60	30	18	19	17	18
# of complaints regarding HVAC	30	76	61	51	13	55
<b>POLICE SERVICES</b>						
<u>Activities - Policing</u>						
Number of prisoners	673	657	587	556	189	700
Criminal Record Checks	2,488	2,690	1,287	1,864	567	2,000
Digital fingerprints obtained	470	455	208	415	36	150
Disclosure Requests	1,147	1,207	982	1,121	417	1,400
Police Files processed	15,107	15,544	14,743	15,889	4,913	16,000
Number of Statements transcribed for court purposes	1,118	988	873	876	368	1,000
<u>Crime Prevention Office - Administration</u>						
General Enquiries	1,251	1,729	532	713	157	750
Interviews/meetings	358	446	129	289	76	300
<u>Crime Prevention Office - Operational</u>						
Speed Watch: Number of vehicles checked	11,143	7,084	10,882	9,518	6,793	24,000
Vehicles checked for cell phone distraction	N/A	N/A	New	1,804	8,980	27,000
Warning letters issued	304	354	30	0	57	300
Vehicles viewed for auto crime	55,261	36,996	8,401	370	13,078	35,000
Vehicles scanned through Stolen Auto Recovery	53,628	35,610	8,266	8,915	17,795	65,000
<u>Victim Services</u>						
New clients assisted	N/A	601	777	535	248	800
Current active files	N/A	158	180	139	171	180
Crisis call-outs	N/A	94	119	57	30	100
<b>RECREATION, PARKS and CULTURE</b>						
<u>Activities - Parks</u>						
Number of parks maintained	38	38	39	39	39	39
Kilometers of urban trails maintained	6	6	6	6	6	6
Civic Properties	6	7	7	7	7	7
Natural Open Space (approximate hectares)	320	320	320	320	320	320
<u>Activities - Recreation</u>						
Number of Leisure Centre visits - membership	114,343	118,394	28,640	63,134	17,515	70,060
Number of pre-registered programs - unlicensed	10,329	11,309	15,551	5,987	1,748	6,992
Number of Leisure Centre drop in visits	76,148	82,140	22,849	38,461	14,451	57,804
Number of pool visits*	210,750	210,966	49,052	86,963	52,453	209,812
Number of fitness room visits*	80,358	92,558	22,706	12,947	10,211	45,844
Number of Youth Lounge visits	8,062	6,118	1,314	1,134	1,130	23,020
Number of special events (offered through or participation in)	45	29	4	7	1	20
Number of limited income access passes (PLAY pass)	723	0	204	293	165	660
Total visits to the Leisure Centre (paid & unpaid traffic)	840,356	871,898	106,000	193,903	116,001	494,012
<i>* Overlap may occur, as many patrons often participate in both swimming and fitness during visits. Pool stats include spectators and swim lessons.</i>						

## DEPARTMENTAL ACTIVITIES &amp; STATISTICAL INFORMATION

April 30, 2022, Budget Review

	2018 Actuals	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD Actuals	2022 Forecast
<b>RECREATION, PARKS, and CULTURE - Cont'd</b>						
<u>Activities - Social Development</u>						
Number of Mission citizens served in Mission Connect	150	150	175	150	0	150
Number of Service Agencies at Mission Connect	25	25	12	25	50	50
Service agencies participating in the Mission Outreach Network	50	50	50	50	50	50
Number of Annual Connect Events	2	2	1	1	0	1
Number of Faith Organizations involved with Social Development projects and events	6	8	8	8	8	8
<b>TAXATION/GRANTS IN LIEU</b>						
<u>Activities - Taxation</u>						
Number of properties on pre-authorized payment plan	1,500	1,475	1,454	1,412	1,377	1,400
Number of Tax Notices mailed to property owners	14,600	14,856	15,000	15,284	14,375	15,000
Number of penalties processed	2,115	1,732	1,051	2,735	N/A	2,500
Number of property deferment applications	381	513	500	503	473	500
Number of retro home owner grants processed	89	101	48	147	101	100
Number of delinquent properties January 1st	264	223	218	259	204	220
Number of delinquent properties July 1st	131	100	131	144	N/A	140
Number of delinquent properties at tax sale	6	2	COVID, no sale	1	N/A	2
<b>DRAINAGE UTILITY</b>						
<u>Activities - Drainage Utility Services</u>						
Storm Mains TV Inspected (km)	17	15	0	16	0	16
Storm Mains Flushed (km)	41	43	41	21	14	43
Number of catch basins cleaned and inspected	988	1,668	988	622	0	2,026
<b>EQUIPMENT POOL OPERATIONS</b>						
<u>Activities - Equipment</u>						
Number of fleet assets	199	218	222	222	224	226
Number of licensed vehicles in fleet	111	112	115	118	120	122
Total number of work orders completed	1,372	1,650	1,508	1,600	500	1,500
Total number of work orders not completed	70	199	28	13	50	50
Total number of Preventative Maintenance services	N/A	394	347	453	151	450
Total number of Commercial Vehicle Inspections	39	43	44	33	25	48
Total number of Fire Apparatus Pump Tests	5	5	7	4	3	8
Litres of unleaded E10 used by City fleet	133,090	84,434	80,201	87,917	30,891	92,500
Litres of B5 biodiesel used by City fleet	173,358	182,280	294,208	166,226	69,506	208,500
Kilometers driven by City vehicles *	662,358	677,301	734,688	621,689	245,000	750,000
* Kilometers are estimates. Fleet conducts an annual inspection for kilometers of equipment use for the fleet.						
<b>SEWER UTILITY</b>						
<u>Activities - Sewer Utility Services</u>						
Sewer mains television inspected (kilometers)	19	15	17	16	9	18
Sewer mains flushed (kilometers)	48	97	42	86	12	85
New sanitary sewer service installations	N/A	18	8	11	1	7
Sanitary sewer connection repairs	N/A	6	14	8	5	15
Number of blocked services	N/A	9	6	12	3	10
Number of blocked services investigated	N/A	20	15	20	1	15
Number of blocked mains	N/A	0	2	0	0	0



## DEPARTMENTAL ACTIVITIES &amp; STATISTICAL INFORMATION

April 30, 2022, Budget Review

	2018 Actuals	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD Actuals	2022 Forecast
<b>SOLID WASTE UTILITY</b>						
<u>Activities - Waste Management &amp; Environmental Services</u>						
Compost Diversion (curbside food/yard waste, landfill green waste)	5,825	4,995	5,896	6,263	1,463	6,426
Curbside Garbage	2,798	2,921	2,807	3,283	1,006	3,184
Curbside, Landfill, Recycling Centre Recyclables	2,192	2,259	2,993	1,568	659	2,015
Recyclable from Landfill (blue-bag, gyproc, metal, tires, mattresses)	N/A	N/A	1,957	2,976	743	2,491
Total # of loads received at Landfill	98,736	83,759	97,236	101,817	31,379	98,075
<i># of loads received from account customers</i>	5,189	5,137	2,990	3,340	1,070	3,373
	93,547	78,622	94,246	98,477	30,309	94,702
<i>Totals</i>	98,736	83,759	97,236	101,817	31,379	98,075
<i>In-area Customers</i>	90,343	78,826	91,304	97,248	29,971	93,580
<i>Out-of-area Customers</i>	2,045	2,641	3,815	2,493	768	2,399
<i>Municipal/curbside/free tipping</i>	6,348	2,292	2,117	2,076	640	1,998
<i>Totals</i>	98,736	83,759	97,236	101,817	31,379	97,977
<i>All data reported in tonnes.</i>						
<b>WATER UTILITY</b>						
<u>Activities - Water Utility Services</u>						
Water main lines cleaned (kilometers)	21	40	0	50	28	41
AC watermain replaced (meters)	1,331	1,778	1,900	1,286	421	1,000
Number of ICI water meters read (quarterly)	456	427	455	469	473	490
Number of residential water meters read (annually)*	1,417	1,476	2,045	1,884	1,887	2,000
Number of fire hydrants receiving semi-annual maintenance	1,073	1,114	1,114	1,105	1,112	1,172
Km of main screened for leak detection	5,500	48	14,000	6,000	0	4
Results: Leaks located & repaired - Service Leak	1	2	1	0	0	0
Leaks located & repaired - Water main leak	1	0	0	0	0	0
Number of meter reads for property sales	115	91	163	172	67	184
Number of meter re-reads for ICI	6	4	4	3	1	4
<i>* Residential meters are read in October each year</i>						

**ATTACHMENT "E"**

**City of Mission  
General Operating Fund Contingency Transactions**

**General Operating Fund Contingency Transactions**

<b>Date</b>	<b>Motion</b>	<b>Purpose</b>	<b>Amount</b>
		<b>2022 Contingency Budget</b>	\$ 38,000
<b>Approved Operating Uses</b>			
21-Mar-22	C2022/045	Site for SARA for Women Housing	(38,000)
			-
		Total Approved	<u>\$ (38,000)</u>
		<b>Balance of General Operating Contingency</b>	<u><u>\$ -</u></u>



## STAFF REPORT

**To:** Chief Administrative Officer **Date:** July 18, 2022  
**From:** Kerri Onken, Deputy Treasurer/Collector  
**Subject:** **Proposed 2023 Budget Schedule**

### Recommendation(s)

That the proposed 2023 budget schedule, attached as Attachment A to the report dated July 18, 2022, from the Deputy Treasurer/Collector, be approved.

### Purpose

The purpose of this report is to seek Council's approval for the proposed 2023 budget schedule to allow for the adoption of the City's 2023-2027 Financial Plan/Budget in early March, 2023.

### Background

This schedule allows for planning and scheduling of staff's time to review and update the budget, scheduling meetings for Council to deliberate the budget and to allow for public consultation. This will enable the Financial Plan Bylaw, incorporating the City's operating and capital budgets, to be ready for Council's adoption in early 2023.

### Discussion and Analysis

The proposed 2023 budget schedule provides dates whereby Council can discuss the City's operational and capital budget in preparation of the City's five-year Financial Plan. This proposed schedule works around the municipal election, to be held on October 15, 2022.

The proposed schedule starts with a meeting on September 28<sup>th</sup>, to discuss the City's utility operations and user fees and charges in order to bring the appropriate bylaws forward before year-end with a January 1, 2023 implementation date. This meeting could be amalgamated with the budget meetings in November if Council prefers.

Attachment A provides an overview of the meetings and dates with expected outcomes. Department Heads and/or Managers will be scheduled to attend the budget discussion meetings with Council to be available to clarify or provide additional information as required.

Listed below is the proposed Council Meeting schedule for consideration and discussion. These meetings will be Freestanding Committee of the Whole – Corporate Administration and Finance - Budget (CAFB) and will be held on Tuesday and Wednesday afternoons except where otherwise noted.

<b>Dates</b>	<b>Discussion Topics</b>
September 28, 2022	Utility Operations & Capital Overview, Fees & Charges
<i>October 17 - 28</i>	<i>Set aside for Council orientation</i>
November 15	Capital Program Overview, Utility Funds Update
November 16	General Operating - discussing current status of budget

<i>November 30 to December 2</i>	<i>Set aside for Council strategic planning</i>
December 7	Update to operating budget before public consultation
January 16, 2023	(Regular Council) Community Budget Consultation meeting
February 7 & 8	Final 2023 budget discussions
February 21	(Regular Council) First three readings of the 2023-2027 Financial Plan bylaw
March 6	(Regular Council) Final adoption of the 2023-2027 Financial Plan bylaw

### **Financial Implications**

There are no financial implications associated with this report.

### **Communication**

Initial public consultation has been launched on Engage Mission and will run until July 31, 2022 with a Citizen Satisfaction Survey. A report summarizing the initial results will be brought to a Regular Council meeting this summer.

The Community Budget Consultation document will be available prior to the community budget consultation meeting on January 16, 2023, in order to inform stakeholders about the proposed budget in advance. An opportunity for public input through the City's website will be made available at the same time, with the results being reported to Council on February 7, 2023, Freestanding Committee of the Whole meeting.

The Freestanding Committee of the Whole – Corporate Administration and Finance - Budget meetings will be held on Tuesday and Wednesdays in the Council Chambers, are open to the public and will be webcast. These budget meetings will be advertised on the City Page, as well as on the City's website.

### **Summary and Conclusion**

Staff are seeking Council's approval for the proposed 2023 budget schedule. This schedule will allow for planning and scheduling of staff's time to review and update the budget, have discussions with Council and to provide for public consultation in order to prepare and approve the 2023-2027 Financial Plan bylaw in early March, 2023. Attachment A provides an overview of the meetings and dates with expected outcomes.

**Report Prepared by:** Kerri Onken, Deputy Treasurer/Collector

**Reviewed by:** Doug Stewart, Director of Finance

**Approved for Inclusion:** Mike Younie, Chief Administrative Officer

### **Attachment(s)**

Attachment A: Proposed 2023 Budget Schedule

**ATTACHMENT A**  
**Proposed 2023 Budget Schedule**

EVENT/TASK	DATES	EXPECTED OUTCOMES
Introduction of the 2023 budget including budget timeline, known budget drivers, preliminary spending package impacts, and other issues facing the community.	<b>Committee of the Whole (CAFB)</b> <b>Monday, July 18, 2022</b> 1:00 – 4:00 pm	An opportunity for Council to set the tone and direction for the budget. Council can discuss important initiatives and set any criteria for a potential tax increase.
Introduction of utility fund operating and capital budgets including spending packages. Introduction on fees and charges in order to prepare bylaws before January 1st. (1 <sup>st</sup> budget meeting)	<b>Committee of the Whole (CAFB)</b> <b>Wednesday, September 28, 2022</b> 1:00 – 4:00 pm	Preliminary utility user rates and fees will be presented for Council’s consideration and discussion in order for bylaws to be in place by January 1, 2023. Departments will be on hand to answer questions.
<b>Council Orientation</b>	<b>October 17 – 28, 2022</b>	
Introduction of the General Capital budget and the General Operating budget including Spending Packages for Council’s discussion. (2 <sup>nd</sup> and 3 <sup>rd</sup> budget meetings)	<b>Committee of the Whole (CAFB)</b> <b>Tuesday, November 15, 2022</b> <b>Wednesday, November 16, 2022</b> 1:00 – 5:00 pm	A preliminary property tax impact will be presented for Council’s consideration. Discussions on unknowns and budget pressures experienced before Council starts the strategic planning. Departments will be on hand to answer questions.
<b>Council Strategic Planning</b>	<b>November 30 &amp; December 2, 2022</b>	
Council discussion on additional information affecting the operating and/or capital budgets of the organization before the Community Budget Consultation. (4 <sup>th</sup> budget meeting)	<b>Committee of the Whole (CAFB)</b> <b>Wednesday, December 7, 2022</b> 1:00 – 5:00 pm	Updates provided on the City’s capital plans, general operating budget, fees and spending packages. Departments will be on hand to answer questions.
<b>Community Budget Consultation</b>	<b>Regular Council</b> <b>Monday, January 16, 2023</b>	To inform the public about the City’s provisional operating and capital budgets and receive feedback.
Council discussion of City’s Financial Plan. (Two days have been set aside for discussion before finalizing the Financial Plan)	<b>Committee of the Whole (CAFB)</b> <b>Tuesday, February 7 and</b> <b>Wednesday, February 8, 2023</b> 1:00 – 5:00 pm	Discussion over two days to review input from public consultation and refine the budget to meet Council’s goals. Final opportunity to amend the City’s Financial Plan before bylaw is presented.
First three readings of 2023 – 2027 Financial Plan Bylaw.	<b>Regular Council Meeting</b> <b>February 21, 2023</b>	First three readings given to Financial Plan Bylaw.
Adoption of 2023 – 2027 Financial Plan Bylaw.	<b>Regular Council Meeting</b> <b>March 6, 2023</b>	Financial Plan Bylaw adopted.



## STAFF REPORT

**To:** Chief Administrative Officer **Date:** July 18, 2022  
**From:** Kerri Onken, Deputy Treasurer/Collector  
**Subject:** **Preliminary 2023 Budget Status**

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### Recommendation(s)

This report is to provide Council with preliminary budget information that might influence the 2023 budget discussions. No staff recommendation accompanies this report.

### Purpose

The purpose of this report is to provide Council with updates on known inflationary or service level budget changes and other factors that could potentially have a major impact on the budget, along with any department challenges that might influence the 2023 budget discussions.

### Background

Prior to the first budget meeting with the City Council in September, City staff will spend several months preparing their budget requests. This preparation will include:

- Updating the 2023 budget with known impacts (potential wage increases, cost to maintain current service level, etc.).
- Having each supervisor and manager review their area of responsibility to identify other factors that could have an impact on the budget.
- Having each department director, along with Finance staff, review each program/project budget request with the respective supervisor/manager.
- Having the Senior Management team, along with Finance staff, review each department budget with the respective director.

Departments will be reviewing the programs and service levels provided in 2022 and determining the costs required to deliver the same levels of service in 2023 while paying attention to how our recovery from COVID-19 could impact these programs.

### Discussion and Analysis

#### General Operating Fund

Departments have started the budgeting process by reviewing their budget lines to provide the same levels of service to the community as provided in 2022. Staff may identify efficiencies that will allow them to deliver the service for a reduced cost which can be redirected to other programs and services experiencing budget pressures or they can be used to reduce the department's overall 2023 budget request. Unless directed to by Council, changes in service levels are not usually considered by City staff.

Recent increases to construction materials, disruption in supply chain and the current value of the Canadian dollar have increased the cost of several purchases. The most noticeable difference is

the cost of materials for capital projects, putting pressure on capital reserve balances and requiring staff to consider deferring or cancelling future projects.

During the review of the 2023 budget, in addition to inflationary pressures, staff are aware of a number of issues that will impact the general operating fund budget. For example:

- There is an estimate of \$1.64 million for increases to wages. This is to cover contractual increases, service step increases, job evaluations, reclasses of positions, CPI increases, Council indemnity increases, increases to sick time (*see below*) and catch-up to the budget as contractual increase estimates were lower than actual negotiated contract settlements. The estimated impact is a 4.13% property tax increase.
- The Province required employers to provide five paid sick days to all employees starting in 2022. This impacts the costs of our part-time staff who choose an in-lieu percentage instead of benefits, those employees who work less than 21 hours a week who are not entitled to benefits under the collective agreement, and contract workers in Parks and Recreation who will also receive this benefit. The additional sick leave has added costs to all funds through an increase in the payroll overhead rate for those employee groups. The impact on the General Operating fund is estimated at \$121,600 (*which is included in the \$1.64 million above*).
- Based on the five-year forecast provided in June, 2022, the RCMP contract is projected to increase by \$789,737 to provide the same level of policing service, impacting property tax by 1.99%. This includes the wage and overhead increases from contract negotiations settled last year.
- During the 2022 budget discussions, Council approved funding \$400,000 of police services from the Public Safety Reserve Fund to lower the impact on property taxes. This funding has been reduced to \$200,000 in 2023 impacting a property tax increase by 0.5%.
- The Building Department has had two full years under the new Marshall Swift cost estimator for building valuation used to calculate building permit revenue, and has revised their revenue projections based on this new model to \$2.5 million. The estimated impact for 2023 is a reduction of 2.96% to property taxes.
- The final 2022 new construction revenue from property taxation was \$232,000 over the 2022 estimate. The majority of this increase was due to the class 6 Business & Other growth projections being 10.62 times more than originally estimated by the Assessment Authority and the actual Class 2 Utility growth being 7.14 times over the projections provided in the Fall of 2021. For the 2023 budget, this additional revenue is being applied to reduce the overall 2023 property tax increase.
- Staff have submitted 17 operating spending packages to date with operating requests of \$1.9 million plus capital requests of \$426,000. Most requests are for staffing to maintain existing service levels or to respond to changing complexities to existing services. Included in the list are nine submitted in prior years. These requests are being reviewed for potential cost savings and staff will prioritize these, and any others received, for Council's consideration by November 2022.

Attachment A summarizes known budget impacts to date which total \$1,797,608 and represents an approximate 4.52% increase in property taxes. It should be noted that departments are continuing to review their budget for inflationary pressures and any potential budget savings. They will be reviewing their fees and charges this summer for potential additional revenue or new sources of revenue.

There are still many unknown potential budget impacts staff are watching. Attachment B lists the

potential issues that could have an impact on the 2023 budget.

For the 2023 budget, a 1% increase will generate approximately \$397,000 in property tax revenue. Based on an average home in Mission, with a 2022 assessed value, of \$1,033,000, a 1% increase in property taxes will increase their 2023 municipal tax levy by approximately \$23.61.

While it is very early to predict the Vancouver CPI for 2022, the current CPI is trending at 6.2%. The City has contracts where an annual increase is based on the Vancouver CPI average. For each 1% increase to the Vancouver CPI, the City's budget is impacted by \$87,500.

## **Capital Plans**

City staff have been conducting a detailed review of the entire capital program, integrating the master plans completed earlier this year, and determining the operating impacts. Staff are seeing some significant cost increases to many capital plans and continued pressure to expand its infrastructure to accommodate growth and to replace existing infrastructures.

As part of the 2022 – 2026 Financial Plan deliberations Council endorsed a plan to increase property taxes by 1% each year from 2023 through 2027 to increase the current revenue collected to support the repair, refurbishment or replacement of the general fund capital assets. Prior to the budget deliberations in the Fall, staff will meet to discuss the capital asset maintenance projects identified to prioritize those projects deemed most necessary to complete, and to determine whether projects need to be deferred, modified (such as consideration of a change in scope), or cancelled based on available funds.

There is a preliminary capital report on today's agenda for Council to review that includes updates from the master plans.

## **Water Fund**

The Water Operating Fund is currently looking at inflationary pressures in several areas within the local water distribution system with an overall budget impact estimated at 2.95% to operational costs to provide the same levels of service. The first draft of the 2023 Regional Water Operating budget is expected in late August.

A 2.95% increase (\$92,000) to the budgeted operating costs for the local water distribution system would require the flat-rate water user fee to increase by approximately 1.3% or \$6.60 per year. An equivalent 1.3% increase to the residential meter water rate is \$0.02 per cubic meter of water.

The Water Utility Master Plan has increased the local water capital plan by \$3.4 million over the next 5 years primarily due to inflation and over \$31.6 million over 20 years to maintain the City's current water infrastructure. To maintain this growth in the water capital plan, the transfer to the capital reserve would need to grow by \$200,000 per year. Considering a 1% in water consumption fees generates \$68,700, a 2.9% increase in fees is required to maintain the recommended balance of \$12 million. Staff are reviewing options for Council's consideration at the Fall budget meetings.

## **Sewer Fund**

The Sewer Operating Fund has challenges from three main sources, over and above the inflationary pressures to maintain current service levels, currently estimated at \$75,000.

1. The Fraser River Sewer Crossing has incurred a debt of \$6.5 million to be repaid by the Sewer Operation. Another \$6 million of debt will be funded from the Regional Sewer DCCs. Repayment of this debt starts in 2023 with an annual payment of \$537,206 from sewer operations. Considering a 1% increase to sewer consumption fees generates



approximately \$52,800, a 10.2% increase in user fees is required.

2. The JAMES Waste Water Treatment Plant Upgrades outlined in the Regional Sewer DCC Plan includes costs for seismic and flood proofing starting in 2030 of \$238.9 million, with Mission’s share estimated to be \$40.7 million. 49% of this project is funded from Development Cost Charges and 51% is funded from the Sewer Capital Reserve Fund. Without additional contributions, this project would put the Sewer Capital Reserve Fund in an estimated \$22.2 million deficit by 2032. Staff are evaluating options which could include a recommendation to phase-in an increase to user fees to accommodate this project, *(amount would depend on debt funded or reserve funded)*. The first draft of the 2023 Regional Sewer Operating budget is expected in late August.
3. The Sewer Utility Master Plan has increased the local sewer capital plan by \$4.5 million over the next 5 years for inflation and over \$33.3 million over 20 years to maintain the City’s current sewer infrastructure. To maintain this growth in the capital plan, the transfer to the capital reserve would need to grow by \$1.4 million per year. Using a 1% increase to sewer consumption fees generates approximately \$52,800, a 26.5% increase in fees is required to maintain the recommended balance of \$10.7 million.

In addition to inflationary impacts and the three issues described above, 2022 was the last year to collect revenue from Cedar Valley residences for the local improvement charges to fund the sewer improvements constructed 20 years ago. This has reduced the sewer revenue by \$42,370.

Staff are evaluating options to be presented for Council’s consideration at the Fall budget meetings that could impact the sewer user fees. The following chart shows the impacts based on differing user fee increases.

Sewer User Fee Increase	Impact on Flat-Rate Customers	Impact on Metered Customers
1%	\$4.73 / year	\$0.01 / cubic meter
5%	\$23.66 / year	\$0.06 / cubic meter
10%	\$47.32 / year	\$0.12 / cubic meter
15%	\$70.97 / year	\$0.18 / cubic meter
20%	\$94.63 / year	\$0.24 / cubic meter
25%	\$118.30 / year	\$0.30 / cubic meter

**Solid Waste Fund**

The Solid Waste operations has several increases due to inflationary pressures with the curbside garbage and recycling costs increasing by \$99,300 (5%) and landfill operations incurring the largest increase, estimated at \$193,000 (11%). The majority of this increase is due to the transportation and disposal of products that was previously sent to the Powell River Pulp Mill which had existing infrastructure for disposal of this product. The mill has shut down and the products are now being shipped to Merritt for disposal using a new, more expensive facility.

Solid Waste operations directs all surplus from operations to the Refuse Reserve to fund future capital projects at the landfill and the Abbotsford/Mission Recycling Depot. A landfill gas recovery system is expected to be required by 2028 and the Stage 3 development and construction is

expected to be required by 2029 as identified in the Design and Operating Study by GHD Consulting. These project costs are projected to total just over \$10.7 million and will deplete the Refuse Reserve by 2029.

In the Solid Waste Fund there are three main streams of revenue: Landfill disposal fees, curbside collection fees for garbage, and curbside collection fees of recycling and compost. Staff will be reviewing the fees and charges for these revenue streams, along with other options for Council to consider to build-up the Refuse Reserve, at the Fall budget meetings.

### **Drainage Fund**

The Drainage Operating Fund is currently facing inflationary pressures with an overall budget impact estimated at \$34,900 to provide the same levels of service. In addition, Council approved increasing the transfer to the Drainage Capital Reserve by \$1 million, phased in over four years. The increase for 2023 is \$250,000 for a total impact of \$284,900 to the operations which represents a 10.14% increase to the drainage levy.

The Drainage Utility Master Plan has increased the drainage capital plan by \$2.08 million over the next 5 years due to inflation for the existing projects and the addition of some newly identified projects. The total increase over 20 years is over \$24.5 million. To maintain this growth in the drainage capital plan, the annual increase to the transfer to the capital reserve of \$250,000 may need to be extended for an additional few years. Staff are reviewing options for Council's consideration at the Fall budget meetings.

A 1% increase to the drainage levy would impact the average assessed home in Mission by an estimated \$1.70 and would generate approximately \$28,090 in total revenue.

### **Equipment Fund (Fleet Operations)**

Preliminary indications from the fleet operations in 2022 are indicating expenses and revenue remaining within budget. Costs associated with fuel are still fluctuating given the global fuel pricing making projections difficult. Overall, the fleet operation is projecting a modest deficit of \$3,149 if conditions remain the same. Projections for 2023 are indicating revenues collected and on-going expenditures would result in a balanced fund.

The capital replacement of retiring equipment continues to be problematic with delivery times delayed and prices accelerating. As an example, replacing the 2011 Ford Rangers in 2024 was budgeted in prior years at \$40,000, current pricing has replacement at \$75,000, an 87.5% increase. The 2014 Ford Crew Cab for the Forestry department scheduled to be replaced in 2023 has the costs escalating from \$65,000 to \$145,000, an increase of 123%. The equipment scheduled to be replaced in the next 5 years is expecting to increase by \$1.1 million. Without an increase in revenue, these expense increases will result in replacement fund being depleted by 2028.

Staff will be reviewing the equipment rates and other strategies over the summer to prepare options for Council's consideration to address the projected deficit in the Equipment Replacement Reserve Fund. The life cycle and condition of the vehicles are being considered while reviewing the Fleet Capital Budget and adjustments are being made to extend the life of the fleet, thereby; maximizing the useful life of the equipment.

At a 1% increase to the vehicle rates, the impact on the general operating budget is \$23,020 and will generate \$32,000 for the Equipment Replacement Reserve. The current increase of 1% may need to be increased to 3% or 4% for a few years.

### **Forestry Operations**

The Forestry Department has indicated that even though it is still early in the year, Forestry sales projection for 2023 will be higher than the 2022 budget by 7%. However, road maintenance and other forestry related expenditures are projected to increase by 12%. Current projections show that Forestry operations will have a surplus of \$449,000 for 2023, down from \$624,519 budgeted in 2022, which will be transferred to the Forestry Reserves.

### **Council Goals/Objectives**

This report addresses the three specific goals under Council's strategic focus area of Secure Finances, Assets and Infrastructure, and various goals under the strategic focus area of Organizational Excellence.

### **Financial Implications**

There are no financial implications directly associated with this report. Reports prepared for budget discussions starting this Fall will provide detailed information of any financial implications.

### **Communication**

Initial public consultation has been launched on Engage Mission and will run until July 31, 2022 with a Citizen Satisfaction Survey. A report summarizing the initial results will be brought to a Regular Council meeting this summer.

The Community Budget Consultation document will be available prior to the community budget consultation meeting on January 16, 2023, in order to inform stakeholders about the proposed budget in advance. An opportunity for public input through the City's website will be made available at the same time, with the results being reported to Council on February 7, 2023, Freestanding Committee of the Whole meeting.

The Freestanding Committee of the Whole – Corporate Administration and Finance - Budget meetings will be held on Tuesday and Wednesdays in the Council Chambers, are open to the public and will be webcast. These budget meetings will be advertised in the Mission City Record, as well as on the City's website. There is an opportunity to comment or ask questions about the budget on the City's website.

### **Summary and Conclusion**

This report provides Council with updates on known inflationary or service level changes and other factors that could potentially have a major impact on the budget, along with any department challenges that might influence the 2023 budget discussions.

Departments are continuing to review their budget for inflationary pressures and any potential budget savings on the assumption that the City will provide the same levels of service as it has in the prior year. Any operational efficiencies found resulting in budget savings can be redirected to other programs and services experiencing budget pressures or they can be used to reduce the department's overall 2023 budget request. Unless directed to by Council, changes in service levels are not usually considered by City staff.

Attachment A summarizes known budget impacts to date which total \$1,797,608 and represents an approximate 4.52% increase in property taxes. There are still many unknown potential budget impacts staff are watching. Attachment B lists the potential issues that could have an impact on the 2023 budget.

For the 2023 budget, a 1% increase will generate approximately \$397,000 in property tax revenue. Based on an average home in Mission, with a 2022 assessed value, of \$1,033,000, a 1% increase in property taxes will increase their 2023 municipal tax levy by approximately \$23.61.

While it is very early to predict the Vancouver CPI for 2022, the current CPI is trending at 6.2%. The City has contracts where an annual increase is based on the Vancouver CPI average. For each 1% increase to the Vancouver CPI, the City's budget is impacted by \$87,500.

The utility funds are experiencing inflationary pressures in both the operating and capital budgets. Staff will be discussing these issues over the summer and will bring back options for Council's consideration at the Fall budget meetings.

**Report Prepared by:** Kerri Onken, Deputy Treasurer/Collector

**Reviewed by:** Doug Stewart, Director of Finance

**Approved for Inclusion:** Mike Younie, Chief Administrative Officer

**Attachment(s)**

Attachment A: 2023 Preliminary General Operating Fund Budget Summary

Attachment B: 2023 Unknowns with Potential Core Budget Impacts

# ATTACHMENT A

## General Operating Fund Budget Summary

	Budget Dollars	Potential Tax Impact	
<b>New Initiatives or Increased Service Levels</b>			
<b>Impacts from Previous Years Spending Packages</b>			
Firefighters start date July 2020 wage increase	65,160	0.16%	<i>Final step increase from new firefighters hired in 2020 previously approved</i>
Fire Prevention Lieutenant, starting July 2022	85,250	0.21%	<i>Phasing in a Spending Package previously approved for 2022</i>
Manager of Inspection Services, starting July 2022	89,750	0.23%	<i>Phasing in a Spending Package previously approved for 2022</i>
Additional building division staff	184,000	0.46%	<i>May 16, 2022, RC22-219 funded by additional revenue on line below</i>
Building Permit Revenue to fund additional staff in department	-184,000	-0.46%	<i>May 16, 2022, RC22-219 revenue to fund additional staff in department</i>
Increase funding to General Capital Reserve transfer	397,146	1.00%	<i>1% every year approved from 2023-2027, COW21/013</i>
Subtotal	<b>\$ 637,306</b>	<b>1.60%</b>	
<b>Impacts from New Initiatives</b>			
Operating Costs for 3 new road cameras	6,000	0.02%	<i>As approved April 19, 2022, RC22/149</i>
Operation budget for Pickleball Court Renovations	10,000	0.03%	<i>As approved May 16, 2022, RC22/213</i>
Subtotal	<b>\$ 16,000</b>	<b>0.04%</b>	
<b>Other Non-inflationary Impacts</b>			
Office 365 Subscription cost - phasing-in to remaining staff	120,000	0.30%	<i>As approved May 2, 2022 RC22/187</i>
Subtotal	<b>\$ 120,000</b>	<b>0.30%</b>	
<b>Subtotal of New Initiatives or Increased Service Levels</b>	<b>\$ 773,306</b>	<b>1.95%</b>	
<b>Maintaining Existing Services</b>			
<b>Revenue Increases (-) or Decreases (+)</b>			
Building Permits and Inspections	-1,176,000	-2.96%	<i>Based on projects expected to start in 2023</i>
Grants in-lieu of taxes	-316,000	-0.80%	<i>Increased assessment for (BC Hydro)</i>
New construction/development revenue (NCR)	-232,124	-0.58%	<i>Additional tax revenue from 2022 new construction</i>
Penalties on taxes	-20,000	-0.05%	
1% Utility Tax	-11,742	-0.03%	
Various fees, charges and revenues	-8,401	-0.02%	
Interest on outstanding (arrear/delinquent) property taxes	-7,000	-0.02%	
Parking Violation Revenue	30,000	0.08%	<i>Reduction to meet current levels of revenue</i>
Traffic Fine Revenue	60,136	0.15%	<i>Updated projection</i>
Subtotal	<b>\$ -1,681,131</b>	<b>-4.23%</b>	
<b>Impacts from Wages, Salary &amp; Benefits</b>			
Net staffing related items	1,518,161	3.82%	<i>Contractual and step increases</i>
Burden rate increase for part-time staff not on benefits	121,600	0.31%	<i>New mandatory 5 days sick leave per year for all staff</i>
Subtotal	<b>\$ 1,639,761</b>	<b>4.13%</b>	
<b>Contractual Obligations</b>			
RCMP contract and integrated police services	789,737	1.99%	<i>Increase based on current 5 year forecast provided</i>
Reduce reserve funding from \$400,000 to \$200,000	200,000	0.50%	<i>As approved Sept 7, 2021 RC21/418 Policing report to Council</i>
BC Transit for Immediate upgrades	100,700	0.25%	<i>Estimate based on critical failure upgrades June 6/22 CC meeting</i>
Westcoast Express Train services/#701 Mission City Bus	60,988	0.15%	<i>Contractual increase for CPI estimate only</i>
BC Transit Expansion	32,053	0.08%	<i>Increase to Sunday service (may be delayed by Province)</i>
Subtotal	<b>\$ 1,183,478</b>	<b>2.98%</b>	
<b>Equipment Purchases &amp; Annual Increase</b>			
Operating & replacement costs for 2023 equipment purchases	62,117	0.16%	
Increase to equipment rates of 1%	23,020	0.06%	<i>To assist with inflationary increases</i>
Updated equipment rates for previous years equipment purchases	8,817	0.02%	<i>Revised operating costs for purchases from 2021 &amp; 2022</i>
Subtotal	<b>\$ 93,954</b>	<b>0.24%</b>	
<b>Impacts from Department's Preliminary Review &amp; Inflationary Pressures</b>			
Operational expenditures associated with capital projects	81,829	0.21%	<i>Based on general capital plan</i>
Detailed preliminary budget review by Departments	40,867	0.10%	
Hydro, Gas, and Metered Utilities for Municipal Owned property	37,603	0.09%	<i>Rate increases from utilities</i>
Incremental increase in transfer to Stabilization Reserve	19,409	0.05%	<i>To fund large projects that are not annual (elections, OCP, etc.)</i>
Interest on prepaid taxes	5,000	0.01%	
Incremental increase in transfer to Reserve Fund	3,332	0.01%	<i>Annual increment of 3%</i>
Retirement Pay and Post Retirement Costs	200	0.00%	<i>Required under Public Sector Accounting Standards</i>
Subtotal	<b>\$ 188,240</b>	<b>0.47%</b>	
<b>Subtotal of Maintaining Existing Services</b>	<b>\$ 1,424,302</b>	<b>3.59%</b>	
<b>Net Budget Impact before New Construction</b>	<b>\$ 2,197,608</b>	<b>5.53%</b>	
<b>New Construction / Development Revenue</b>			
New construction/development revenue estimate (NCR)	-400,000	-1.02%	<i>Estimated for 2023 tax roll, BCA update expected late November</i>
<b>Current status of General Operating Fund Budget As presented at July 18, 2022 Budget Meeting</b>	<b>\$ 1,797,608</b>	<b>4.52%</b>	

**2023 Vancouver CPI Budget Estimate = 6.2%**

## ATTACHMENT B

# 2023 Unknowns with Potential Core Budget Impacts

Strategic Focus Areas	Unknown Projects with Budget Impacts
<b>Great liveable complete community</b>	Transit budget impacted by ridership estimates and costs of the new facility
	Revised Secondary Dwelling Unit program
<b>Safe community</b>	Volunteer Firefighter hourly rate increase
	IHIT contract now under the Province
<b>Secure finances, assets and infrastructure</b>	Operating costs from new capital items and updated master plans
	Impacts from Regional Water & Sewer Operations
	Fees and Charges review
	Updated insurance premiums
	Funding for all capital infrastructure and maintenance
	Business Licence review
<b>Various</b>	Final costs for service level spending packages
	The year-end CPI rate and impact on budget
	Interest Revenue projections'
	Final CORE increase requests from departments
	Admin Cost Recovery



## STAFF REPORT

**To:** Chief Administrative Officer  
**From:** Doug Stewart, Director of Finance  
**Subject:** 2023 - 2027 Capital Plan

**Date:** July 18, 2022

### Recommendation(s)

The purpose of this report is to present the preliminary 2023 – 2027 Capital Plan to Council for information. Direction from Council regarding their priorities will be utilized by staff to refine the plan over the next few months.

### Purpose

The purpose of this report is to present Council with a preliminary 2023 – 2027 Capital Plan and to seek input regarding Council's priorities. Staff will then use this information to refine the capital plan over the next few months. Staff will present a revised draft plan to Council as part of the budget deliberations scheduled to begin in the Fall that incorporates the direction provided.

### Background

The City's capital plan has seven main sources of revenue:

- |   |  |
|---|--|
| <ol style="list-style-type: none"> <li>1. Property Taxes</li> <li>2. Utility Levies               <ul style="list-style-type: none"> <li>○ Water</li> <li>○ Sewer</li> <li>○ Drainage</li> <li>○ Solid Waste</li> </ul> </li> <li>3. Revenue from Operations               <ul style="list-style-type: none"> <li>○ Forestry</li> <li>○ Cemetery</li> <li>○ Landfill</li> <li>○ Land Sales</li> </ul> </li> </ol> | <ol style="list-style-type: none"> <li>4. Grants               <ul style="list-style-type: none"> <li>○ Community Works (Gas Tax)</li> <li>○ Gaming</li> <li>○ Carbon Tax Rebate</li> </ul> </li> <li>5. Developer Fees and Contributions               <ul style="list-style-type: none"> <li>○ Development Cost Charges (DCC)</li> <li>○ Community Amenity Contributions (CAC)</li> <li>○ 5% Parkland Cash-in-lieu</li> <li>○ Other Developer Contributions</li> </ul> </li> <li>6. Donations and Recoveries</li> <li>7. Debt</li> </ol> |
|---|--|

Funds acquired through these sources are put into various reserves and utilized to fund capital expenditures. As the specific use of some funds received can be restricted, the City sets up reserves for these funds to identify the original source and to preserve any restrictions. The City also earmarks some annual levies collected for specific purposes and has established reserves to segregate these funds.

The capital reserves and the source of funds used in the City are:

Reserve	Source of Funds
Cemetery	Cemetery Operations
Community Amenity	Community Amenity Contributions
Community Works Gas Tax	Federal Gas Tax Grant
Gaming	Gaming profits
General Capital	Property Taxes
Information Systems	Property Taxes
Roads Capital	Property Taxes
Vehicle and Equipment	Property Taxes and Utility Levies
Parkland	Subdivision Cash in Lieu
Drainage Capital Reserve Fund	Drainage Levies
Water Capital Reserve Fund	Water Levies
Sewer Capital Reserve Fund	Sewer Levies
SW Accumulated Surplus (unappropriated)	Solid Waste Levies
Forestry Capital Reserve	Forestry Operations

The recently completed Mission Mobility 2050 Transportation Master Plan and the Mission Utilities Master Plans have provided updated information for staff to consider when preparing the capital plans for Council's consideration. The primary impact identified by these plans is a significant increase in the cost of maintaining the City's linear infrastructure.

## Discussion and Analysis

### Water, Sewer and Drainage Capital Plans

The Preliminary 2023 Budget Status report dated July 18, 2022 from Deputy Treasurer/Collector and included on the agenda for the July 18<sup>th</sup> FSCOW meeting details the impact this new information has had on the Water, Sewer and Drainage capital plans. Over the next few months staff will be looking at each capital project listed in more detail and identifying which projects need to proceed as originally planned based on the condition of the assets and which projects can be deferred if necessary. The 2023 utility levies staff propose will be based on the result of this review.

### Solid Waste Capital Plan

As described in the Deputy Treasurer/Collector's report, the Landfill Design and Operating report identified some significant capital projects that will be required at the landfill in 2028 and 2029 based on current usage. Staff will be reviewing the solid waste fees and charges along with other options for Council to consider to accommodate these future capital costs.

### Equipment Replacement Capital Plan

As described in the Deputy Treasurer/Collector's report, the City can anticipate significant increases in the cost to replace its fleet of vehicles. Staff will be reviewing the equipment rates and other strategies over the summer to prepare options for Council's consideration to address the projected deficit in the Equipment Replacement Reserve Fund.



### General Fund Capital Plan

The General Fund Capital Plan includes all of the capital expenditures for activities not included in the other capital plans: water, sewer, drainage, solid waste and equipment. This includes capital projects for:

- Information Services
- Corporate Administration
- Finance and Purchasing
- Police
- Fire and Rescue
- Inspection Services
- Planning
- Recreation Facilities
- Parks
- Cemetery
- Municipal Buildings
- Roads
- Library
- Public Works and Engineering Administration

As the list of capital projects identified for all of these activities is quite extensive, staff have sorted the projects into groups to make the discussions easier. The groups are:

- (a) Building Maintenance
- (b) Cemetery
- (c) Fire Fighting Equipment
- (d) Information Technology
- (e) Mission Leisure Centre (MLC) Repair and Refurbishment
- (f) Park Equipment
- (g) Park Upgrades
- (h) Traffic Safety
- (i) Road Maintenance
- (j) Sidewalks and Walkways
- (k) Small Equipment
- (l) Specific Discretionary Projects

The draft capital plan includes the following amounts by group:

Group	2023 Capital	2024 Capital	2025 Capital	2026 Capital	2027 Capital
Building Maintenance	1,526,800	95,500	497,300	99,200	140,800
Cemetery	80,000	-	25,000	35,000	127,400
Fire Fighting Equipment	421,051	395,051	396,651	398,351	94,700
Information Technology	340,100	157,400	102,200	74,700	465,700
MLC Repair and Refurbishment	413,400	335,000	696,600	344,600	374,900
Park Equipment	52,500	115,400	57,500	10,800	207,900
Park Upgrades	113,000	132,300	202,700	50,700	199,300
Traffic Safety	290,000	250,000	290,000	290,000	290,000
Road Maintenance	1,580,000	2,550,000	2,568,600	2,750,000	3,420,800
Sidewalks and Walkways	901,400	1,037,100	1,437,800	1,838,600	2,039,400
Small Equipment	108,800	47,600	141,700	55,700	100,600
Specific Discretionary Projects	2,687,375	10,996,400	20,012,300	23,236,600	15,708,700
	8,514,426	16,111,751	26,428,351	29,184,251	23,170,200

#### Building Maintenance

The several projects in the building maintenance group have been added to the capital plan since the last financial plan update. This has increased the 2023 request by \$485,000 from \$1,041,800 to \$1,526,800. There are very few projects included in this group for 2024 through 2027. Staff will be reviewing the 2023 project list to determine if some projects can be deferred to balance the spending in this group. Section A of Attachment A lists the projects in the Building Maintenance group.

#### Cemetery

The projects in the cemetery group are funded from the Cemetery Reserve. There are sufficient funds in the Cemetery Reserve to fund all of the projects proposed. The source of funds for the Cemetery Reserve is an annual \$15,000 transfer from the Cemetery operations. Section B of Attachment A lists the projects in the Cemetery group.

#### Fire Fighting Equipment

The projects in this group include the replacement of necessary fire fighting equipment. The budget request for this group of projects has increased significantly. Staff will review the requests to understand why there has been such a large increase. Section C of Attachment A lists the projects in the Fire Fighting Equipment group.

#### Information Technology

The projects in the information technology group are funded from the Information Services Reserve. There are sufficient funds in the reserve to fund all of the projects proposed. An annual contribution from property tax revenue and utility levies is made to the reserve to ensure funds are available to replace the IT equipment as necessary. Section D of Attachment A lists the projects in the Information Technology group.

### MLC Repair and Refurbishment

Many of the projects in the MLC repair and refurbishment group were identified through the facility assessment review completed last year. The projects included in the proposed capital plan are the same as those included, and funded, in the plan prepared last year. Section E of Attachment A lists the projects in the MLC Repair and Refurbishment group.

### Park Equipment

The park equipment budget has not been changed from what was approved last year. The projects in this group include replacement of playground equipment and park maintenance equipment. Section F of Attachment A lists the projects in the Park Equipment group.

### Park Upgrades

The projects in the park upgrade group are primarily the repair or replacement of hard surface assets in the parks such as play courts, parking lots and fencing. The project list and costs in this group are the same those in the budget prepared last year. Section G of Attachment A lists the projects in the Park Upgrades group.

### Traffic Safety

The 2023 traffic safety budget has been increased by \$40,000 from \$250,000 to \$290,000. These projects are budgeted to be funded from the Roads Capital Reserve. Section H of Attachment A lists the projects in the Traffic Safety group.

### Road Maintenance

The road maintenance budget has increased significantly – by over \$1 million per year. Should Council continue with the strategy of increasing property taxes by 1% per year, these additional property taxes can be used to fund these increased road maintenance costs. To fund these projects to the amount proposed, funds from other capital groups will be required. Staff will be reviewing the road projects identified in the transportation master plan to determine if some projects can be deferred to later years when more funds may be available. Section I of Attachment A lists the projects in the Road Maintenance group.

### Sidewalks and Walkways

The sidewalk and walkways budget have been increased significantly. The capital plan for the 5-year period of 2023 through 2027 approved last year was \$254,300. The proposed budget for the same 5-year period is \$7,254,300. The budget proposes that the Community Works (Gas Tax) grants funds be utilized for these projects. At this time the Federal Government has only committed to providing Community Works (Gas Tax) grants through 2023. Should the grants be continued at the same level beyond 2023 there will be sufficient funds to proceed with the projects as planned. Should the Federal Government not continue with the Community Works program, alternative funds will be required or the program will need to be significantly reduced. Section J of Attachment A lists the projects in the Sidewalks and Walkways group.

### Small Equipment

The small equipment budget has not been significantly changed from the capital plan approved last year. The projects in this group includes office furniture and other small office equipment. Section K of Attachment A lists the projects in the Small Equipment group.

### Specific Discretionary Projects

Most of the projects in the other groups are required to maintain the levels of service the City currently provides. These projects fund the repair, refurbishment and/or replacement of existing assets. Council has more ability to choose to approve, defer or delete projects in the specific discretionary projects without having an immediate effect on current service levels. The projects chosen by Council can ensure the priorities of Council move forward.

The primary funding sources for projects in this group are property taxes (through the General Capital Reserve), Gaming revenue grants and debt. Two other potential funding sources are the Forestry Legacy Reserve and the Community Amenities Reserve. The current Community Amenities Policy permits using the Community Amenity Contributions for the following types of projects:

- Dike Trails and Related Signage
- Enhancements to Silver Creek Parkway
- District-Wide Trail System
- Playfields and Parks Infrastructure
- Playground Equipment and Landscaping for New Parks
- Transit Exchange
- Expansion of Public Works Building
- Pool Addition
- Leisure Centre Complex and Sports Park
- Expansion of Policing Building
- Recycling Centre
- New Civic Centre
- Public Art
- Fire/Rescue Hall
- Parks and Recreation Amenities
- Green Infrastructure Facilities

The proposed Community Amenities Contribution policy has a similar list of project types.

Staff are seeking direction from Council to aid in the preparation of the capital plan to be presented later this year. Specifically, it would be beneficial for Council to let staff know:

- What projects does Council want to keep on the list for consideration?
- What projects does Council want removed from the list?
- Are there other projects Council would like to add to the list?
- What projects does Council want to fund with Community Amenity Contributions?
- Does Council still agree with acquiring debt to proceed with some of the larger capital projects?

Section L of Attachment A lists the projects in the Specific Discretionary Projects group.

Some additional projects Council may choose to consider include:

- Second Turf field
- Second Pump Track
- Dog park improvements at Centennial Park
- Second dog park
- Griner park washrooms
- Hatzic Park washrooms
- Electrical capacity at Fraser River Heritage Park (FRHP)
- Electrical capacity at Centennial Park
- Centennial Park Amphitheatre
- Upper washrooms at Centennial Park
- Water capacity at Centennial Park
- Additional disc golf course
- Lighted track
- Lighting at 7th Avenue Courts
- Arts Centre
- Stave Falls Community Centre
- Electronic Read-A-Board Sign
- Soapbox Derby Track (FRHP / Mary St.)

At this time the approximate amounts available from the various reserves to fund the specific discretionary projects is:

- General Capital Reserve (Property Tax) – \$900,000 per year
- Gaming Reserve – \$600,000 per year
- Community Amenity Contributions - \$3.4 million immediately and \$680,000 (based on the current policy).

Regarding debt, based on an interest rate of 5% each \$1 million borrowed for a 20-year term would incur an annual debt servicing cost of \$89,147. The maximum the City could borrow without requiring elector consent at this interest rate is \$34.8 million and the overall maximum the City can borrow is \$220 million.

### **Council Goals/Objectives**

This report addresses the goals under Council's strategic focus areas of, Secure Finances, Assets and Infrastructure, and Organizational Excellence.

### **Financial Implications**

The financial implications are discussed throughout this report.

### **Communication**

Initial public consultation has been launched on Engage Mission and will run until July 31, 2022 with a Citizen Satisfaction Survey. A report summarizing the initial results will be brought to a Regular Council meeting this summer.

The Community Budget Consultation document will be available prior to the community budget consultation meeting on January 16, 2023, in order to inform stakeholders about the proposed budget in advance. An opportunity for public input through the City's website will be made available at the same time, with the results being reported to Council on February 7, 2023, Freestanding Committee of the Whole meeting.

The Freestanding Committee of the Whole – Corporate Administration and Finance - Budget meetings will be held on Tuesdays and Wednesdays in the Council Chambers, are open to the public and will be webcast. These budget meetings will be advertised in the Mission City Record, as well as on the City's website. There is an opportunity to comment or ask questions about the budget on the City's website.

### **Summary and Conclusion**

This report provides Council with updates to the 2023 – 2027 capital plan. Direction received from Council will be incorporated into the revised plan presented to Council for its deliberation later this year.

**Report Prepared by:** Doug Stewart, Director of Finance  
**Reviewed by:** Kerri Onken, Deputy Treasurer/Collector  
**Approved for Inclusion:** Mike Younie, Chief Administrative Officer

### **Attachment(s)**

Attachment A: 2023 - 2027 Capital Plan

**Draft 2023 - 2027 Capital Plan**

<b>Project</b>	<b>Funding Source</b>	<b>2023 Capital</b>	<b>2024 Capital</b>	<b>2025 Capital</b>	<b>2026 Capital</b>	<b>2027 Capital</b>
<b>Section A: Building Maintenance</b>						
Electrical Upgrades Public Works	GCR	315,000	0	0	0	0
Municipal Hall Roof Repairs/Replacement	GCR	234,100	0	0	0	0
Exhaust Ventilation at Fire Hall #1	GCR	198,000	0	0	0	0
Replace roof on Fire Hall #3	GCR	186,000	0	0	0	0
Facility Site Assessments	SURP	150,000	0	0	0	0
General HVAC Replacements	GCR	136,600	42,400	43,200	44,100	45,000
Archives HVAC Replacement/Upgrade	GCR	85,000	0	0	0	0
RCMP HVAC Upgrade	GCR	70,000	0	0	0	0
Paving rear parking lot at RCMP building	GCR	68,000	0	0	0	0
General Flooring Replacement	GCR	31,200	31,800	32,400	33,000	33,700
MSAC 10 Avenue repairs from Assessment Report	GCR	19,800	20,200	20,600	21,000	61,000
FRHP Admin Building renovations	GCR	17,000	0	0	0	0
PW Change Room Upgrades, including HVAC upgrade	GCR	15,000	0	0	0	0
Library - misc. building capital	GCR	1,100	1,100	1,100	1,100	1,100
Public Works Roof A&B	MAJOR	0	0	325,000	0	0
Fire Hall #1 - Exterior Painting	GCR	0	0	75,000	0	0
		<b>1,526,800</b>	<b>95,500</b>	<b>497,300</b>	<b>99,200</b>	<b>140,800</b>
<b>Section B: Cemetery</b>						
Cemetery office upgrade	CEM	80,000	0	0	0	0
Cemetery columbarium	CEM	0	0	25,000	35,000	0
Cemetery maintenance building upgrade	CEM	0	0	0	0	127,400
		<b>80,000</b>	<b>0</b>	<b>25,000</b>	<b>35,000</b>	<b>127,400</b>

Project	Funding Source	2023 Capital	2024 Capital	2025 Capital	2026 Capital	2027 Capital
<b>Section C: Fire Fighting Equipment</b>						
Breathing Apparatus	GCR	305,451	305,451	305,451	305,451	0
Small fire fighting equipment	GCR	44,500	45,300	46,100	46,900	47,800
Turnout gear	GCR	31,500	32,100	32,700	33,400	34,100
Station #2 Kitchen Renovation	GCR	16,000	0	0	0	0
Fire hose	GCR	12,000	12,200	12,400	12,600	12,800
Wildland Helmets	GCR	6,600	0	0	0	0
Media Backdrop for EOC	GCR	5,000	0	0	0	0
		<b>421,051</b>	<b>395,051</b>	<b>396,651</b>	<b>398,351</b>	<b>94,700</b>

**Section D: Information Technology**

PC replacement	ISR	130,000	0	0	0	0
Corporate telephones	ISR	90,000	80,000	0	0	0
LAN/WAN upgrades	ISR	55,000	65,000	0	0	0
Printers & plotters	ISR	45,000	0	0	0	0
Council Laptops & Tablets	ISR	8,000	0	0	13,000	8,700
Misc. Capital IT Department	ISR	7,900	8,100	8,300	8,500	8,700
Laptop replacement	ISR	4,200	4,300	4,400	4,500	4,600
Server replacement (Includes CALS/OS)	ISR	0	0	50,000	0	0
Web content management	ISR	0	0	32,500	0	33,800
Additional client licences - spam & web filter	ISR	0	0	7,000	0	0
Electronic document filing system	ISR	0	0	0	48,700	0
SAN replacement	ISR	0	0	0	0	254,900
Photocopier replacement (5-yr cycle)	ISR	0	0	0	0	155,000
		<b>340,100</b>	<b>157,400</b>	<b>102,200</b>	<b>74,700</b>	<b>465,700</b>



Project	Funding Source	2023 Capital	2024 Capital	2025 Capital	2026 Capital	2027 Capital
<b>Section E: Mission Leisure Centre Repair and Refurbishment</b>						
L/C repairs from Assessment Report	GCR	214,800	219,100	223,500	228,000	232,500
North Arena Condenser	GCR	117,000	0	0	0	0
MLC - Mechanical Replacement	GCR	81,600	83,200	84,900	86,600	88,300
South/North Ammonia Plant Preventative Maintenance	GCR	0	21,000	0	0	0
Upgrade bike parking and security at Leisure Centre	GCR	0	11,700	0	0	0
Curling Rink Chiller	MAJOR	0	0	230,000	0	0
Racquetball Court Walls	GCR	0	0	77,000	0	0
MLC Flooring (Lobbies, hallways, etc.)	GCR	0	0	54,100	0	54,100
Gym Floor Resurfacing	GCR	0	0	27,100	0	0
MLC racquet court flooring	GCR	0	0	0	30,000	0
		<b>413,400</b>	<b>335,000</b>	<b>696,600</b>	<b>344,600</b>	<b>374,900</b>

**Section F: Park Equipment**

Front Mounted Plow and Brine Applicator for parks	GCR	22,300	0	0	0	0
Cemetery vehicle - Gator	GCR	20,000	0	0	0	0
Park Amenities (Benches & Picnic Tables)	GCR	10,200	10,400	10,600	10,800	11,000
Jack Wade Park playground equipment	GCR	0	60,000	0	0	0
Gary MacDonald Park playground equipment	GCR	0	45,000	0	0	0
Ruskin Park playground equipment	GCR	0	0	46,900	0	0
Kinsmen West playground equipment	GCR	0	0	0	0	80,000
Replace Heritage Park Centre Score Clock	GCR	0	0	0	0	63,000
Lightburn Park Playground Equipment	GCR	0	0	0	0	35,000
Parks Turf Vacuum	GCR	0	0	0	0	18,900
		<b>52,500</b>	<b>115,400</b>	<b>57,500</b>	<b>10,800</b>	<b>207,900</b>

Project	Funding Source	2023 Capital	2024 Capital	2025 Capital	2026 Capital	2027 Capital
<b>Section G: Park Upgrades</b>						
FRHP - improve concrete surface	GCR	55,100	0	0	0	0
Upgrade existing parks	GCR	31,300	31,900	32,500	33,200	33,900
FRHP - trail repairs	GAS	16,600	16,900	17,200	17,500	17,900
Spray Park Bathroom Renovations	GCR	10,000	0	0	0	0
FRHP Clayburn Building Renovation	GCR	0	37,800	0	0	0
Standardized trail signage	GAS	0	28,700	0	0	0
Create off-street links for trails	GAS	0	17,000	0	0	0
Repair tennis courts at Centennial Park	GCR	0	0	100,000	0	0
Cemetery exterior fence replacement	GCR	0	0	53,000	0	0
Rotary Sports Park Trail	GCR	0	0	0	0	75,000
Centennial Park east parking lot	GCR	0	0	0	0	46,000
Replace backstops and sports field fencing	GCR	0	0	0	0	20,000
7th Ave Park Entrance	GCR	0	0	0	0	6,500
		<b>113,000</b>	<b>132,300</b>	<b>202,700</b>	<b>50,700</b>	<b>199,300</b>
<b>Section H: Traffic Safety</b>						
Traffic Safety	ROADS	290,000	0	290,000	290,000	290,000
Traffic Safety	GCR	0	250,000	0	0	0
		<b>290,000</b>	<b>250,000</b>	<b>290,000</b>	<b>290,000</b>	<b>290,000</b>
<b>Section I: Road Maintenance</b>						
Paving program	ROADS	1,400,000	2,400,000	2,400,000	2,400,000	2,400,000
Bridge Rehabilitation and/or Replacement Program	GCR	180,000	150,000	150,000	350,000	800,000
DCC Review	GCR	0	0	18,600	0	0
Engineering Design for Projects Identified by 2021 TMP	SURP	0	0	0	0	220,800
		<b>1,580,000</b>	<b>2,550,000</b>	<b>2,568,600</b>	<b>2,750,000</b>	<b>3,420,800</b>

Project	Funding Source	2023 Capital	2024 Capital	2025 Capital	2026 Capital	2027 Capital
<b>Section J: Sidewalks and Walkways</b>						
Walkways & sidewalks	GAS	800,000	1,000,000	1,400,000	1,800,000	2,000,000
Walkways & sidewalks	ROADS	65,000	0	0	0	0
General Asphalt and Sidewalk Replacement	GCR	36,400	37,100	37,800	38,600	39,400
		<b>901,400</b>	<b>1,037,100</b>	<b>1,437,800</b>	<b>1,838,600</b>	<b>2,039,400</b>

**Section K: Small Equipment Replacement**

Furniture, fixtures, office equipment	GCR	31,000	31,700	32,400	33,100	33,800
New Desks in Records section at RCMP building	GCR	25,000	0	0	0	0
Skate sharpening machine replacement	GCR	20,200	0	0	0	0
Leisure Centre floor care - scrubbers/polishers (5-years)	GCR	17,000	0	0	0	0
Health and Safety Program equipment	GCR	15,600	15,900	16,200	16,500	16,800
Lift to Curling Rink Upper Lounge	GCR	0	0	72,800	0	0
Fleet Air Compressor	GCR	0	0	12,300	0	0
Electronic Ticketing System	GCR	0	0	8,000	0	0
Syncro software (intersection analysis)	GCR	0	0	0	6,100	0
Secondary EOC Equipment	GCR	0	0	0	0	30,000
Conference Table and Chairs for Council Chambers	GCR	0	0	0	0	20,000
		<b>108,800</b>	<b>47,600</b>	<b>141,700</b>	<b>55,700</b>	<b>100,600</b>

Project	Funding Source	2023 Capital	2024 Capital	2025 Capital	2026 Capital	2027 Capital
<b>Section L: Specific Discretionary Projects</b>						
Museum Rehabilitation Work	GCR	213,000	68,000	15,000	17,000	0
ESS/Utility Truck	GCR	175,000	0	0	0	0
Parks, Rec., Arts & Culture Master Plan Implementation	GCR	104,000	106,100	108,200	110,400	112,600
Improvements next to subdivisions	GCR	100,000	100,000	100,000	100,000	100,000
Fence at RCMP building	GCR	100,000	0	0	0	0
Accessibility Construction - South Arena	GCR	100,000	0	0	0	0
Clarke Theatre Capital Improvements	GCR	61,875	25,000	0	0	0
Fire Engine Backup	GCR	0	750,000	0	0	0
Parks Sidewalks, pathways, trails, and parking	GCR	0	422,400	0	439,500	0
Centennial Park - relocate and upgrade tennis court park	GCR	0	112,500	0	0	0
Intersection Upgrade - Stave Lake Street & Lougheed Highway	GCR	0	0	1,792,500	0	0
Cemetery Lane Repaving	GCR	0	0	430,000	0	0
Griner Park playground equipment	GCR	0	0	104,000	0	0
Artificial Turf field	GCR	0	0	0	0	700,000
Brackley Avenue Park development	GCR	0	0	0	0	250,000
Experience the Fraser/Dike Trail	GCR	0	0	0	0	250,000
Centennial Park Playground Structure	GCR	0	0	0	0	100,000
Rotary Sports Park Drainage	GCR	0	0	0	0	60,000
		<b>853,875</b>	<b>1,584,000</b>	<b>2,549,700</b>	<b>666,900</b>	<b>1,572,600</b>
Transit Safety Strategy Implementation	GAS	44,200	45,100	46,000	0	0
		<b>44,200</b>	<b>45,100</b>	<b>46,000</b>	<b>0</b>	<b>0</b>

## Draft 2023 - 2027 Capital Plan

Project	Funding Source	2023 Capital	2024 Capital	2025 Capital	2026 Capital	2027 Capital
Bus shelters/Transit Improvements	GAMING	86,400	88,100	89,900	91,700	93,500
Cardio Equipment	GAMING	55,000	55,000	55,000	0	0
Outdoor play elements	GAMING	49,900	0	0	0	0
Upgrading bus stops for accessibility	GAMING	45,800	46,700	47,600	48,600	49,600
Playground equipment program	GAMING	43,000	43,900	44,800	45,700	46,600
Explore opportunities to expand recreational areas	GAMING	28,100	0	0	0	0
Leisure Centre building amenities	GAMING	25,200	0	0	26,700	0
Fire Training Ground at Fire Hall #3 property	GAMING	0	78,000	78,000	82,800	78,000
Standardized signage	GAMING	0	56,200	0	0	0
FRHP - Walking tour signage, brochure, and online exper	GAMING	0	50,900	0	0	0
Educational interpretive elements at Centennial park	GAMING	0	28,700	0	0	0
FRHP - Upgrading the Rose Garden path and gathering a	GAMING	0	28,700	0	0	0
Norma Kenney House Patio Roof Design	GAMING	0	20,800	0	0	0
Strength Equipment	GAMING	0	0	35,000	0	0
Program equipment	GAMING	0	0	0	0	23,200
		<b>333,400</b>	<b>497,000</b>	<b>350,300</b>	<b>295,500</b>	<b>290,900</b>
FRHP Flag Plaza Renovations	FRL	127,600	0	0	0	0
Themed touring trails/routes	FRL	110,300	112,500	114,800	117,100	119,400
Mill Pond Trail Continuation	FRL	108,000	0	0	0	0
Explore land options on the W. side of Mission for sport:	FRL	0	2,815,400	0	0	0
		<b>345,900</b>	<b>2,927,900</b>	<b>114,800</b>	<b>117,100</b>	<b>119,400</b>
Rotary Sports Park lighting upgrades (soccer)	CAF	0	444,000	0	0	0
		<b>0</b>	<b>444,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

Draft 2023 - 2027 Capital Plan

Project	Funding Source	2023 Capital	2024 Capital	2025 Capital	2026 Capital	2027 Capital
RCMP building expansion and renovation	DEBT	510,000	3,060,000	10,199,800	12,749,400	0
Fire Station #4	DEBT	500,000	765,000	4,335,000	0	0
Search and Rescue Building	DEBT	100,000	0	750,000	2,500,000	0
Enclosing lacrosse box at Centennial park	DEBT	0	1,673,400	0	0	0
Public works - seismic upgrade	DEBT	0	0	1,560,600	0	0
Public Works Expansion	DEBT	0	0	106,100	4,456,700	0
Municipal Hall Replacement	DEBT	0	0	0	2,451,000	13,725,800
		<b>1,110,000</b>	<b>5,498,400</b>	<b>16,951,500</b>	<b>22,157,100</b>	<b>13,725,800</b>
<b>Section L Subtotal</b>		<b>2,687,375</b>	<b>10,996,400</b>	<b>20,012,300</b>	<b>23,236,600</b>	<b>15,708,700</b>
<b>TOTAL GENERAL CAPITAL PLAN</b>		<b>8,514,426</b>	<b>16,111,751</b>	<b>26,428,351</b>	<b>29,184,251</b>	<b>23,170,200</b>