

# Attachment A

## CITY OF MISSION

### BYLAW 6087-2022-5990(1)

A bylaw to amend the Financial Plan  
for the years 2021 to 2025

WHEREAS, pursuant to the provisions of Section 165 of the *Community Charter*, a Council shall, by bylaw, before the 15<sup>th</sup> day of May in each year, before the annual property tax bylaw is adopted, adopt a financial plan;

NOW THEREFORE the Council of the City of Mission, in open meeting assembled, ENACTS AS FOLLOWS:

1. This Bylaw may be cited for all purposes as "City of Mission 2021 to 2025 Financial Plan Amending Bylaw 6087-2022-5990(1)".
2. "District of Mission 2021 to 2025 Financial Plan Bylaw 5990-2020", is hereby amended by:
  - a. Deleting in its entirety, Schedules "B", "C", "D" and "E" and replacing them with Schedules "B", "C", "D" and "E" attached to, and forming part of this bylaw.

READ A FIRST TIME this \_\_\_\_ day of \_\_\_\_\_, 2022

READ A SECOND TIME this \_\_\_\_ day of \_\_\_\_\_, 2022

READ A THIRD TIME this \_\_\_\_ day of \_\_\_\_\_, 2022

ADOPTED this \_\_\_\_ day of \_\_\_\_\_, 2022

\_\_\_\_\_  
PAUL HORN,  
MAYOR

\_\_\_\_\_  
JENNIFER RUSSELL,  
CORPORATE OFFICER

**Schedule “B” of Bylaw No. 6087-2020-5990(1)**  
**2021 Detailed Financial Plan**

	General Operating	Internal Adjustments	Drainage Operating	Water Operating	Sewer Operating	Refuse/ Recycling	Forestry	General Capital	Drainage Capital	Water Capital	Sewer Capital	Total
<b>Revenue</b>												
Property taxation	-\$36,862,540	\$0	-\$2,399,760	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-\$39,262,300
Local Improvements	0	0	-121,900	0	-42,370	0	0	0	0	0	0	-164,270
Sale of services and regulatory fees	-10,175,919	0	-458,652	-6,873,079	-5,477,854	-5,586,250	-5,050,714	-390,088	0	-300,000	0	-34,312,551
Government transfers	-5,895,010	0	0	0	0	0	-375,268	-3,238,220	0	0	-12,414,501	-21,922,999
Amortization of restricted revenue	0	0	0	0	0	0	0	-4,417,810	-1,126,762	-232,549	-315,003	-6,092,124
Investment income	-637,344	0	-11,143	-301,355	-195,586	-37,693	-37,254	0	0	0	0	-1,220,375
Other revenue	-1,938,699	0	0	-16,529	0	-462,984	0	0	0	0	0	-2,418,212
Developer in-kind contribution for capital	0	0	0	0	0	0	0	-4,934,809	-1,018,087	-1,304,463	-743,348	-8,000,707
<b>Total revenue</b>	<b>-\$55,509,513</b>	<b>\$0</b>	<b>-\$2,991,455</b>	<b>-\$7,190,963</b>	<b>-\$5,715,810</b>	<b>-\$6,086,927</b>	<b>-\$5,463,236</b>	<b>-\$12,980,927</b>	<b>-\$2,144,849</b>	<b>-\$1,837,012</b>	<b>-\$13,472,852</b>	<b>-\$113,393,538</b>
<b>Expenses</b>												
Bylaw enforcement	\$717,521	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$717,521
Cemetery	277,313	-15,000	0	0	0	0	0	0	0	0	0	262,314
Development services	4,398,146	0	0	0	0	0	0	0	0	0	0	4,398,145
Engineering and public works	8,851,584	-295,986	0	0	0	0	0	1,261,496	0	0	0	9,817,094
Fire Rescue services	5,756,456	0	0	0	0	0	0	0	0	0	0	5,756,456
General government & administration	10,630,852	-4,737	0	0	0	0	0	719,887	0	0	0	11,346,003
Parks, recreation and cultural services	11,727,868	0	0	0	0	0	0	0	0	0	0	11,727,862
Police services	13,563,967	0	0	0	0	0	0	0	0	0	0	13,563,967
Transit services	3,611,915	0	0	0	0	0	0	0	0	0	0	3,611,915
Drainage Utility	0	-599,436	3,318,407	0	0	0	0	0	0	0	0	2,718,970
Sewer utility	0	-1,215,334	0	0	5,096,140	0	0	0	0	0	519,123	4,399,929
Solid waste	0	-1,052,193	0	0	0	6,167,045	0	80,919	0	0	0	5,195,771
Water utility	0	-1,353,538	0	5,649,106	0	0	0	0	0	487,151	0	4,782,719
Municipal forest	0	-170,342	0	0	0	0	4,917,899	0	0	0	0	4,747,556
Internal recoveries	-4,120,115	4,706,566	0	-66,451	0	-520,000	0	0	0	0	0	0
<b>Total expenses</b>	<b>\$55,415,507</b>	<b>\$0</b>	<b>\$3,318,407</b>	<b>\$5,582,656</b>	<b>\$5,096,140</b>	<b>\$5,647,045</b>	<b>\$4,917,899</b>	<b>\$2,062,302</b>	<b>\$0</b>	<b>\$487,151</b>	<b>\$519,123</b>	<b>\$83,046,222</b>
<b>Annual (surplus) deficit</b>	<b>-\$94,006</b>	<b>\$0</b>	<b>\$326,952</b>	<b>-\$1,608,308</b>	<b>-\$619,670</b>	<b>-\$439,881</b>	<b>-\$545,337</b>	<b>-\$10,918,625</b>	<b>-\$2,144,849</b>	<b>-\$1,349,861</b>	<b>-\$12,953,729</b>	<b>-\$30,347,316</b>
<b>Reserves, capital and debt</b>												
Tangible capital assets purchased	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$29,037,668	\$2,442,144	\$4,966,063	\$35,224,274	\$71,670,149
Tangible capital assets contributed by developers	0	0	0	0	0	0	0	4,934,809	1,018,087	1,304,463	743,348	8,000,707
New debt/temporary borrowing	0	0	0	0	0	0	0	0	0	0	-17,200,000	-17,200,000
Repayment of debt	549,447	0	0	0	0	0	0	0	0	0	0	549,447
Transfers to reserves	8,458,775	0	821,638	3,127,309	1,765,235	944,618	623,730	0	0	0	0	15,741,305
Amortization	-7,067,687	0	-1,148,590	-1,469,001	-1,145,565	-504,737	-48,392	0	0	0	0	-11,383,972
Reserves/surplus used for capital funding	0	0	0	0	0	0	0	-23,053,852	-1,315,382	-4,920,665	-5,813,893	-35,103,792
Reserves/surplus used to fund operations	-1,846,528	0	0	-50,000	0	0	-30,000	0	0	0	0	-1,926,528
<b>Total reserves, capital and debt</b>	<b>\$94,007</b>	<b>\$0</b>	<b>-\$326,952</b>	<b>\$1,608,308</b>	<b>\$619,670</b>	<b>\$439,881</b>	<b>\$545,337</b>	<b>\$10,918,625</b>	<b>\$2,144,849</b>	<b>\$1,349,861</b>	<b>\$12,953,729</b>	<b>\$30,347,316</b>

## Schedule “C” of Bylaw No. 6087-2020-5990(1) 2021 to 2025 Summary Financial Plan

	2021	2022	2023	2024	2025	Total
<b>Revenue</b>						
Property taxation	-\$39,262,300	-\$40,423,876	-\$41,472,505	-\$42,412,371	-\$43,245,302	-\$206,816,354
Local Improvements/Parcel Tax	-164,270	-164,270	-121,900	-121,900	-121,900	-694,240
Sale of services and regulatory fees	-34,312,551	-32,465,729	-32,885,902	-33,312,788	-33,746,511	-166,723,481
Government transfers	-21,922,999	-2,691,693	-2,775,503	-940,754	-948,512	-29,279,461
Amortization of restricted revenue	-6,092,124	-9,482,711	-5,930,447	-7,414,899	-7,751,091	-36,671,272
Investment income	-1,220,375	-1,207,461	-1,121,266	-892,384	-1,039,302	-5,480,788
Other revenue	-2,418,212	-2,390,111	-2,451,416	-2,514,350	-2,578,964	-12,353,053
Developer in-kind contribution for capital	-8,000,707	-8,000,707	-8,080,713	-8,242,327	-8,407,175	-40,731,629
<b>Total revenue</b>	<b>-\$113,393,538</b>	<b>-\$96,826,558</b>	<b>-\$94,839,652</b>	<b>-\$95,851,773</b>	<b>-\$97,838,757</b>	<b>-\$498,750,278</b>
<b>Expenses</b>						
Bylaw enforcement	\$717,521	\$728,283	\$739,207	\$750,296	\$761,551	\$3,696,858
Cemetery	262,314	266,269	270,284	274,359	278,498	1,351,724
Development services	4,398,145	3,815,104	3,593,085	3,646,859	3,701,438	19,154,631
Engineering and public works	9,817,094	8,137,876	8,338,317	8,543,524	8,753,618	43,590,429
Fire Rescue services	5,756,456	5,777,015	5,866,526	5,957,473	6,049,879	29,407,349
General government & administration	11,346,003	9,193,905	9,186,717	9,377,107	9,510,018	48,613,750
Parks, recreation and cultural services	11,727,862	10,927,913	11,124,233	11,328,439	11,526,538	56,634,985
Police services	13,563,967	13,929,749	14,306,594	14,694,129	15,092,666	71,587,105
Transit services	3,611,915	3,666,094	3,721,085	3,776,902	3,833,555	18,609,551
Drainage utility	2,718,970	2,453,402	2,507,168	2,562,265	2,618,729	12,860,534
Sewer utility	4,399,929	3,915,511	3,980,373	4,068,375	4,131,951	20,496,139
Solid waste	5,195,771	4,962,288	5,026,729	5,092,317	5,159,082	25,436,187
Water utility	4,782,719	4,371,104	4,526,242	4,613,718	4,710,403	23,004,186
Municipal forest	4,747,556	3,087,833	3,149,286	3,218,645	3,264,608	17,467,928
Internal recoveries	0	0	0	0	0	0
<b>Total expenses</b>	<b>\$83,046,222</b>	<b>\$75,232,346</b>	<b>\$76,335,846</b>	<b>\$77,904,408</b>	<b>\$79,392,534</b>	<b>\$391,911,356</b>
<b>Annual (surplus) deficit</b>	<b>-\$30,347,316</b>	<b>-\$21,594,212</b>	<b>-\$18,503,806</b>	<b>-\$17,947,365</b>	<b>-\$18,446,223</b>	<b>-\$106,838,922</b>
<b>Reserves, capital and debt</b>						
Tangible capital assets purchased	\$71,670,149	\$20,825,462	\$15,400,441	\$22,073,199	\$22,076,902	\$152,046,153
Tangible capital assets contributed by developers	8,000,707	8,000,707	8,080,713	8,242,327	8,407,175	40,731,629
New debt/temporary borrowing	-17,200,000	0	0	0	0	-17,200,000
Repayment of debt - principal ( <i>see information below</i> )	549,447	557,633	578,531	600,209	622,695	2,908,515
Transfers to reserves	15,741,305	14,594,074	14,845,719	12,997,383	13,288,417	71,466,898
Amortization	-11,383,972	-10,601,460	-10,919,504	-11,247,090	-11,584,503	-55,736,529
Reserves/surplus used for capital funding	-35,103,792	-11,042,751	-9,169,994	-14,358,300	-14,025,811	-83,700,648
Reserves/surplus used to fund operations	-1,926,528	-739,453	-312,100	-360,363	-338,652	-3,677,096
	<b>\$30,347,316</b>	<b>\$21,594,212</b>	<b>\$18,503,806</b>	<b>\$17,947,365</b>	<b>\$18,446,223</b>	<b>\$106,838,922</b>
<b>Information details:</b>						
Principal	\$549,447	\$557,633	\$578,531	\$600,209	\$622,695	\$2,908,515
Interest associated with debt	131,771	137,550	137,550	137,550	131,641	676,062
<b>Total payments</b>	<b>\$681,218</b>	<b>\$695,183</b>	<b>\$716,081</b>	<b>\$737,759</b>	<b>\$754,336</b>	<b>\$3,584,577</b>

**Schedule “D” of Bylaw No. 6087-2020-5990(1)**  
**2021 to 2025 Summary Capital Plan**

<b>PLANNED CAPITAL EXPENDITURES</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Totals</b>
<b>General Capital Plan</b>						
Cemetery	\$126,780	\$0	\$0	\$0	\$0	<b>\$126,780</b>
Corporate Administration	259,182	18,526	18,711	18,898	19,087	<b>334,404</b>
Engineering & Public Works	8,565,080	3,035,957	2,784,611	1,793,560	1,476,710	<b>17,655,918</b>
Finance & Purchasing	4,456	4,501	4,546	4,591	4,637	<b>22,731</b>
Fire/Rescue Services	103,572	80,225	81,036	81,848	82,659	<b>429,340</b>
General Government - Major Projects	10,303,011	17,500	-	-	22,500	<b>10,343,011</b>
Information Services	571,858	234,500	141,500	283,500	279,500	<b>1,510,858</b>
Inspection Services	16,295	3,376	3,409	3,443	11,478	<b>38,001</b>
Library	103,467	1,125	1,136	1,148	1,159	<b>108,035</b>
Parks, Recreation & Culture	4,787,764	763,946	527,605	763,501	251,835	<b>7,094,651</b>
Planning	3,342	3,376	3,409	3,443	3,478	<b>17,048</b>
Police	7,799	7,876	7,955	8,035	8,115	<b>39,780</b>
Subtotal General Capital Plan	<b>24,852,606</b>	<b>4,170,908</b>	<b>3,573,918</b>	<b>2,961,967</b>	<b>2,161,158</b>	<b>37,720,557</b>
<b>General Development Cost Charge (DCC) Capital Plan</b>						
Cedar Valley Roads	236,938	1,900,000	360,000	600,000	80,000	<b>3,176,938</b>
Roads - All Areas	3,194,236	-	1,800,000	1,800,000	3,774,000	<b>10,568,236</b>
Silver Creek Parkway Parkland	1,082,000	55,086	-	-	-	<b>1,137,086</b>
Subtotal General DCC Capital Plan	<b>4,513,174</b>	<b>1,955,086</b>	<b>2,160,000</b>	<b>2,400,000</b>	<b>3,854,000</b>	<b>14,882,260</b>
<b>Solid Waste Capital Plan</b>						
Landfill	173,023	72,000	73,440	91,785	76,407	<b>486,655</b>
Abbotsford/Mission Recycling Depot	131,722	148,603	34,063	51,393	922,495	<b>1,288,276</b>
Subtotal Solid Waste Capital Plan	<b>304,745</b>	<b>220,603</b>	<b>107,503</b>	<b>143,178</b>	<b>998,902</b>	<b>1,774,931</b>
<b>Equipment Replacement Capital Plan</b>	<b>1,113,865</b>	<b>1,566,435</b>	<b>419,045</b>	<b>857,178</b>	<b>357,889</b>	<b>4,314,412</b>
<b>Forestry Capital Plan</b>	<b>315,580</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>315,580</b>
<b>Drainage Utility Capital Plan</b>						
Drainage Capital	1,304,001	410,000	250,000	760,000	1,035,000	<b>3,759,001</b>
Cedar Valley Drainage DCCs	1,138,143	-	293,000	-	-	<b>1,431,143</b>
Subtotal Drainage Utility Capital Plan	<b>2,442,144</b>	<b>410,000</b>	<b>543,000</b>	<b>760,000</b>	<b>1,035,000</b>	<b>5,190,144</b>
<b>Water Utility Capital Plan</b>						
Cedar Valley Water DCC	-	85,000	-	896,000	-	<b>981,000</b>
Water Capital - Local	3,574,399	1,461,891	1,442,280	1,374,391	1,489,417	<b>9,342,378</b>
Water Capital - Regional	1,636,584	2,065,634	1,162,138	4,939,318	3,646,114	<b>13,449,788</b>
Regional Water Supply DCC	242,231	7,215,300	3,567,097	4,112,000	3,906,400	<b>19,043,028</b>
Subtotal Water Utility Capital Plan	<b>5,453,214</b>	<b>10,827,825</b>	<b>6,171,515</b>	<b>11,321,709</b>	<b>9,041,931</b>	<b>42,816,194</b>
<b>Sewer Utility Capital Plan</b>						
Sewer Capital - Local	3,041,468	351,230	333,730	374,671	541,323	<b>4,642,422</b>
Sewer Capital - Regional	3,702,314	963,044	2,075,756	3,099,530	3,956,005	<b>13,796,649</b>
Sewer Capital - Local DCC	162,200	281,500	-	-	-	<b>443,700</b>
Regional Sewage Treatment DCC	28,837,415	78,831	15,974	154,966	130,694	<b>29,217,880</b>
Subtotal Sewer Utility Capital Plan	<b>35,743,397</b>	<b>1,674,605</b>	<b>2,425,460</b>	<b>3,629,167</b>	<b>4,628,022</b>	<b>48,100,651</b>
<b>TOTAL PLANNED CAPITAL EXPENDITURES</b>	<b>\$74,738,725</b>	<b>\$20,825,462</b>	<b>\$15,400,441</b>	<b>\$22,073,199</b>	<b>\$22,076,902</b>	<b>\$155,114,729</b>

**Continued - Schedule "D" of Bylaw No. 6087-2020-5990(1)  
2021 to 2025 Summary Capital Plan**

<b>PLANNED CAPITAL FUNDING</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Totals</b>
<b>General Capital Plan</b>						
Reserve Funds	\$18,059,756	\$4,170,908	\$3,573,918	\$2,961,967	\$2,161,158	<b>\$30,927,707</b>
Surplus	3,268,282	-	-	-	-	<b>3,268,282</b>
Grants	3,235,220	-	-	-	-	<b>3,235,220</b>
Third Party Recoveries	289,348	-	-	-	-	<b>289,348</b>
Subtotal General Capital Plan	<u>24,852,606</u>	<u>4,170,908</u>	<u>3,573,918</u>	<u>2,961,967</u>	<u>2,161,158</u>	<u><b>37,720,557</b></u>
<b>General Development Cost Charge (DCC) Capital Plan</b>						
DCCs	4,417,810	1,935,535	2,138,400	2,376,000	3,815,460	<b>14,683,205</b>
Reserve Funds	41,624	19,551	21,600	24,000	38,540	<b>145,315</b>
Grants	3,000	-	-	-	-	<b>3,000</b>
Third Party Recoveries	50,740	-	-	-	-	<b>50,740</b>
Subtotal General DCC Capital Plan	<u>4,513,174</u>	<u>1,955,086</u>	<u>2,160,000</u>	<u>2,400,000</u>	<u>3,854,000</u>	<u><b>14,882,260</b></u>
<b>Solid Waste Capital Plan</b>						
Refuse Reserve Fund	304,745	220,603	107,503	143,178	998,902	<b>1,774,931</b>
Subtotal Solid Waste Capital Plan	<u>304,745</u>	<u>220,603</u>	<u>107,503</u>	<u>143,178</u>	<u>998,902</u>	<u><b>1,774,931</b></u>
<b>Equipment Replacement Capital Plan</b>						
Vehicle and Equipment Reserve Fund	1,113,865	1,566,435	419,045	857,178	357,889	<b>4,314,412</b>
Subtotal Equipment Replacement Capital Plan	<u>1,113,865</u>	<u>1,566,435</u>	<u>419,045</u>	<u>857,178</u>	<u>357,889</u>	<u><b>4,314,412</b></u>
<b>Forestry Capital Plan</b>						
Forestry Reserve Fund	265,580	-	-	-	-	<b>265,580</b>
Third Party Recoveries	50,000	-	-	-	-	<b>50,000</b>
Subtotal Forestry Capital Plan	<u>315,580</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u><b>315,580</b></u>
<b>Drainage Utility Capital Plan</b>						
Reserve Funds	1,108,348	410,000	252,930	760,000	1,035,000	<b>3,566,278</b>
Cedar Valley Drainage DCCs	1,126,762	-	290,070	-	-	<b>1,416,832</b>
Accumulated Surplus	207,034	-	-	-	-	<b>207,034</b>
Subtotal Drainage Utility Capital Plan	<u>2,442,144</u>	<u>410,000</u>	<u>543,000</u>	<u>760,000</u>	<u>1,035,000</u>	<u><b>5,190,144</b></u>
<b>Water Utility Capital Plan</b>						
Water Capital Reserve Fund	4,885,665	3,300,528	2,377,886	6,063,789	4,874,595	<b>21,502,463</b>
DCCs	232,549	7,227,297	3,493,629	4,957,920	3,867,336	<b>19,778,731</b>
Sewer Capital Reserve Fund	35,000	-	-	-	-	<b>35,000</b>
Third Party Recoveries	300,000	300,000	300,000	300,000	300,000	<b>1,500,000</b>
Subtotal Water Utility Capital Plan	<u>5,453,214</u>	<u>10,827,825</u>	<u>6,171,515</u>	<u>11,321,709</u>	<u>9,041,931</u>	<u><b>42,816,194</b></u>
<b>Sewer Utility Capital Plan</b>						
Sewer Capital Reserve Fund	5,813,893	1,354,726	2,417,112	3,548,188	4,559,727	<b>17,693,646</b>
Sewer Capital DCCs - Local	160,578	278,685	-	-	-	<b>439,263</b>
Sewer Capital DCCs - Regional	154,425	41,194	8,348	80,979	68,295	<b>353,241</b>
Grants	12,414,501	-	-	-	-	<b>12,414,501</b>
Long-Term Debt	17,200,000	-	-	-	-	<b>17,200,000</b>
Subtotal Sewer Utility Capital Plan	<u>35,743,397</u>	<u>1,674,605</u>	<u>2,425,460</u>	<u>3,629,167</u>	<u>4,628,022</u>	<u><b>48,100,651</b></u>
<b>TOTAL PLANNED CAPITAL FUNDING</b>	<u><b>\$74,738,725</b></u>	<u><b>\$20,825,462</b></u>	<u><b>\$15,400,441</b></u>	<u><b>\$22,073,199</b></u>	<u><b>\$22,076,902</b></u>	<u><b>\$155,114,729</b></u>

**Schedule “E” of Bylaw No. 6087-2020-5990(1)**  
**2021 Change in Net Financial Assets**

	<b>Budget 2021</b>
<b>Surplus for the year</b>	\$30,347,316
Acquisition of tangible capital assets	(79,670,856)
Amortization of tangible capital assets	11,383,972
(Gain) / Loss on sale of tangible capital assets	-
Proceeds on sale of tangible capital assets	80,000
	<u>(37,859,568)</u>
<b>Change in net financial assets/net debt</b>	<b><u>(\$37,859,568)</u></b>