



## The City of Mission Council would like to hear from you.

Mission updates its five-year Financial Plan annually to ensure its finances are managed responsibly and to reflect the priorities identified by Council and the community. Council is currently considering the City's Financial Plan to fund specific requirements in 2024, and develop projections for 2025 to 2028.

At a high level, the Financial Plan combines the following:

**General Operating Budget** – The day-to-day operational expenses, such as recreation, inspections, policing and fire protection. Any proposed changes to this budget allow the City to continue to provide the same services, at the same levels.

**General Capital Budget** – For general municipal capital projects such as playground equipment and upgrades, road and bridge repairs, facility construction and improvements, and life-cycle equipment replacements.

**Utility Budgets** – The operating and capital budgets for water, sewer, drainage, and solid waste. These expenses are funded through user-fees and levies. Flat rate user fees and levies are included on your property tax notice, while metered utilities are billed separately, quarterly.

**New Initiatives** – These are new initiatives or service level changes based on Council's Strategic Plan, Master Plans, and ongoing works to improve operations and services to the community.

## Your Feedback is Important!

Learn more about the City's Financial Plan and provide your feedback at [engage.mission.ca](https://engage.mission.ca) from October 18 to November 12, 2023. Your feedback will be reported back to Council and used to further align the budget with community priorities before the 2024 to 2028 Financial Plan

Bylaw is adopted.

Find out more at [mission.ca/budget](https://mission.ca/budget).

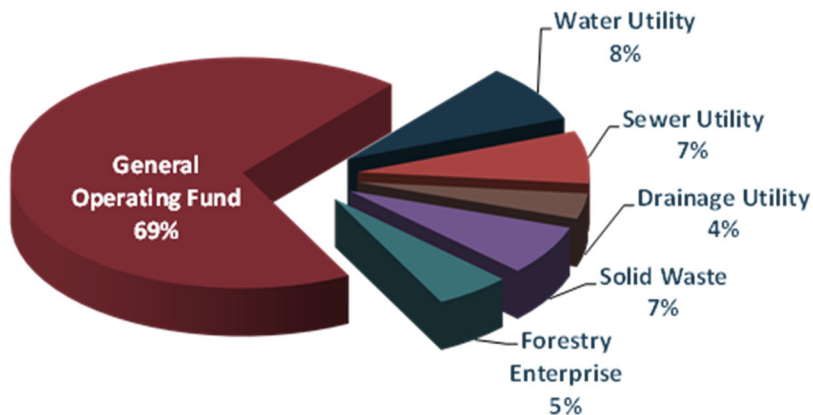
Have Your Say!

# Financial Plan - Consolidated Operations

## Consolidated Operating Expenses and Revenues

Operating expenditures are used to pay for the day-to-day activities of the various community programs and services, such as delivering clean, safe drinking water to homes and businesses or a Public Works crew and their equipment making repairs to a sidewalk or providing health and wellness opportunities through recreation programs.

Consolidated Operating Expenditures  
\$106.9 million



## Consolidated Expenditures

Mission offers a broad range of municipal services funded from six operational units. For 2024, the Financial Plan consolidated expenditures total \$106.9 million:

- General Operating, \$73.4 million,
- Water Utility, \$8.7 million,
- Sewer Utility, \$7.9 million,
- Solid Waste, \$7.5 million,
- Drainage Utility, \$3.8 million,
- Forestry Enterprise, \$5.6 million.

Most operating expenditures, approximately 69%, support the General Operating fund for services such as Police Services, Fire Rescue, Development Services, Transit, Administration, Public Works, and Recreation.

## Consolidated Revenues

The City has three main funding sources to pay for all municipal services. For 2024, the Financial Plan consolidated revenues total \$106.9 million:

- Property Taxes, \$49.8 million,
- User Fees & Services, \$31.7 million,
- Utility Fees & Levies, \$25.4 million.

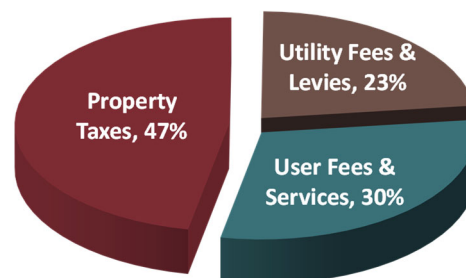
Property taxes are the main revenue source for the General Operating expenditures while utility fees and levies are the main source of revenue for the utility activities.

The City proactively reviews and adjusts existing fees and charges and considers new fees and charges on an annual basis.

The City's Financial Plan proposes collecting \$49.8 million in property taxes of which \$2.5 million are collected as grants in lieu of taxes from the senior levels of government and crown corporations.

The Financial Plan for 2024 has \$106 million in expenditures, to deliver the same level of service as 2023 plus the new initiatives proposed by Council. The revenue collected to pay for these expenditures is as follows:

Consolidated Operating Revenue  
\$106.9 million



# Financial Plan - Capital Program

## Consolidated Capital Program

The city has several capital plans for replacement of aging infrastructure, equipment reaching the end of it's life cycle, constructing growth related projects and new initiative's to invest in Mission's quality of life.

Planned Capital Expenditures	2024	2025	2026	2027	2028
General Capital Plan	\$19,725,077	\$25,340,001	\$29,353,101	\$21,161,750	\$11,262,900
General Development Cost Charge Capital Plan	13,800,081	16,404,605	14,924,700	902,000	10,219,068
Solid Waste Management Capital Plan	158,034	1,123,391	1,323,331	79,494	5,527,292
Fleet Replacement Capital Plan	1,455,877	1,210,020	420,902	1,371,976	4,455,351
Drainage Utility Capital Plan	1,419,971	2,976,582	7,490,659	2,658,521	3,966,294
Water Utility Capital Plan	5,643,282	18,597,608	3,734,440	4,907,256	6,234,165
Sewer Utility Capital Plan	3,048,960	7,048,748	11,525,427	8,173,288	7,568,904
<b>Totals</b>	<b>\$45,251,282</b>	<b>\$72,700,955</b>	<b>\$68,772,560</b>	<b>\$39,254,285</b>	<b>\$49,233,974</b>

## Capital Funding

The city's capital program is funded from various sources such as capital reserves, grants from senior level of government, developer contributions, debt, and third party recoveries.

Funding Capital Plan	2024	2025	2026	2027	2028
Reserves	\$ 22,168,013	\$25,327,894	\$24,251,490	\$19,225,741	\$30,081,141
Grants	5,418,101	10,026,654	-	-	-
Development Cost Charges	13,730,168	20,284,907	22,253,970	6,192,744	19,042,833
Debt	3,825,000	16,951,500	22,157,100	13,725,800	-
Third Party Recoveries	110,000	110,000	110,000	110,000	110,000
<b>Totals</b>	<b>\$45,251,282</b>	<b>\$72,700,955</b>	<b>\$68,772,560</b>	<b>\$39,254,285</b>	<b>\$49,233,974</b>

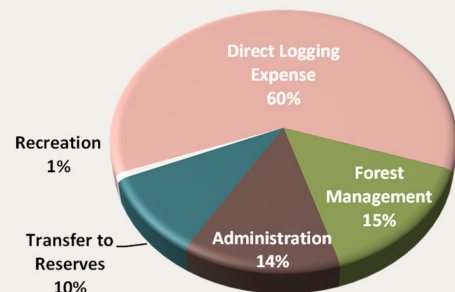
## Forestry Enterprise

The City operates Tree Farm License #26 (TFL26), which covers 10,900 ha. In addition to a working forestry operation that provides direct revenue to our Community, the TFL26 also includes over 59 km of trails for all levels of walking and biking enjoyment. A portion of these trails is managed under a partnership between the Ministry of Forest, Lands, Natural Resource Operations and Rural Development, and the Fraser Valley Mountain Biking Association.

### Highlights of the 2024 Forestry Enterprise Budget:

- Increase to Timber Sales, \$326,000
- Increase to Operational Expenses, \$344,000
- Estimated Forestry Surplus , \$329,300, transferred to Forestry Legacy Reserve

### Forestry Enterprise Expenditures \$5.6 million



# General Operating Fund Budget Drivers

The General Operating budget has been built to achieve a balance between delivering and administering valued services and programs to the community and setting aside funds for the future.

## Key Budget Drivers

	Budget Dollars	Potential Tax Impact	Dollar Impact *
<b>Council Initiatives &amp; Resumed Service Levels</b>			
Impacts from Previous Years' Discussions	\$1,817,296	4.26%	\$105.25
<b>Maintaining Existing Services</b>			
Net revenue increases	(878,452)	-2.06%	(51.01)
Estimated impact from Wages, Salary & Benefits	1,136,098	2.66%	65.87
Contractual and Regulated Obligations	1,450,761	3.40%	84.43
Impacts from known inflationary pressures	334,886	0.78%	19.32
Subtotal	<b>\$2,043,293</b>	<b>4.79%</b>	<b>\$118.61</b>
<b>Net CORE Increase to Maintain Services</b>			
	<b>\$3,860,589</b>	<b>9.04%</b>	<b>\$223.86</b>
<b>Other Impacts and Potential Changes to Budget</b>			
Estimated taxes New Development/Construction	(600,000)	-1.41%	(34.92)
Potential Changes - Not Known or not Approved	1,081,651	2.54%	62.91
Subtotal of Growth Impacts	<b>\$481,651</b>	<b>1.13%</b>	<b>\$27.99</b>
<b>Net Potential Changes as at October 11, 2023</b>			
	<b>\$4,342,240</b>	<b>10.17%</b>	<b>\$251.85</b>

\* Using average home value of \$1,146,200 (2023)

## Summary of Changes

Council previously approved new initiatives with a 2024 budget impact. Some 2023 service levels were reduced for one year to lower tax increase, are now being added back. This has a 2024 budget impact of \$1.8 million.

To maintain current service levels, wages and benefits, contractual obligations (such as RCMP and BC Transit) and inflationary pressures have created a negative impact on the budget. These are partially offset by \$878,500 of new revenue as service volume increases. The net impact is a \$2 million increase.

These changes total \$4.3 million which represents an increase of \$251.85 on the property tax notice of an average assessed home of \$1,146,200.

## Other Impacts and Potential Changes to Budget

There is \$481,700 in other potential changes, currently not authorized by Council, identified for planning purposes. The New Development/Construction revenue is estimated at \$600,000. This refers to the new lots created or homes built in 2023 that will generate additional property taxes in 2024.

Spending packages, transit upgrades and increase to fees and charges will impact the 2024 budget by \$1.08 million. If considered, would result in a total up to 10.17% increase or \$251.85 to the average assessed home for 2024.

## Potential Service Level Reductions

Council is considering service level cuts or certain service level reduced as one option to lower the net increase to property taxes.

Should all service level cuts/reductions presented be approved, the average assessed property could see up to a \$39.37 reduction to the \$251.85 presented in the table above.

Mission Council would like your input on the proposed service level cuts or reductions.

Description of Potential Service Level Cuts or Reductions	Budget Dollars	Impact on Tax Notice
Eliminating evening and weekend on-call services for Victim Services	\$110,000	6.44
Eliminate Parks Worker 3 or converts to a Seasonal Worker	102,000	5.94
Eliminate one Bylaw Officer	98,200	5.70
Reduce Leisure Centre janitorial services 30 hours per week	80,000	4.71
Reduce weight room attendants (Training/Instructors staff will remain)	78,638	4.46
Reduce sidewalk snow clearing beside vacant properties/retaining walls	50,000	2.97
Change the terms in Public Art Policy to cultural events	50,000	2.97
Reduce budget for FRHP Events	25,000	1.49
Close the Leisure Centre for all statutory holidays	23,000	1.24
Open Leisure Centre 10 am on Sundays (does not affect the Rink)	22,000	1.24
Migrate Tourism Services to a virtual service platform	20,000	1.24
Reduce childminding service for fitness program	8,000	0.50
Reduce the Cultural Resources Commission now a committee of Council	5,000	0.25
Reduce the Celebration of the Arts	2,500	0.25
Reduce Badminton contract instructor	2,500	0.25
<b>Potential budget reductions up to:</b>	<b>\$676,838</b>	<b>\$39.37</b>



# Operational Spending Packages

## Spending Packages and New Initiatives under Consideration for 2024

Title of Initiative and Project Description	FTE Count	2024 Net Impact on Operating Budgets	Potential Tax Impact	Capital One-time Funding Source	Value
General Operating Fund					
Planner (Originally submitted in 2021)	1	\$146,200	0.34%	GCR	\$5,000
Housing Coordinator	1	\$155,000	0.36%		
Engineering Tech 1	1	\$131,500	0.31%	GCR	\$5,000
Deputy Fire Chief Operations and Communications Technology	1	\$363,100	0.85%	GCR	\$207,000
Health & Safety Administrator	1	\$76,451	0.18%	GCR	\$5,000
User Support Technician 1 (Increase a part-time position to full-time)	0.5	\$44,900	0.11%		
Court Liaison Officer	1	\$99,800	0.23%	GCR	\$5,000
Arts and Culture Operations	1	\$163,000	0.38%		
Arts and Culture - Clark Theatre	0	\$34,000	0.08%		
Total Spending Package Requests with Taxation Impacts	7.5	\$1,213,951	2.84%		\$227,000
Impact on property tax notice of average home value \$1,146,200 (2023)			\$70.33		
Utility Operations					
Labourer 2 (split over 3 Utilities- Water)	1	\$40,133		Utility Capital Reserves	\$26,330
Labourer 2 (split over 3 Utilities - Sewer)		\$40,133			\$26,330
Labourer 2 (split over 3 Utilities - Drainage)		\$40,133			\$26,330
Total Spending Package Request for Utility Operations	1	\$120,400			\$78,990

The majority of the spending package requests are to allow departments to maintain the levels of service provided in prior years and to continue to meet deadlines.

The packages submitted would create 8.5 full time positions with \$1.2 million impacting the general operating fund plus \$120,400 being shared between three utilities.

Spending packages impacting taxation would impact the average assessed property tax notice for 2024 by \$70.33 if all are approved.

The Planner position was originally submitted in 2021 to help achieve shorter wait times.

All spending packages Council does not consider during the 2024 budget discussion, will be reviewed for inclusion in the 2025 Budget Discussions.

# Municipal Utilities

## Water Utility

The City owns and operates over 195 km of water mains in the local water distribution system that serves over 11,400 customer accounts.

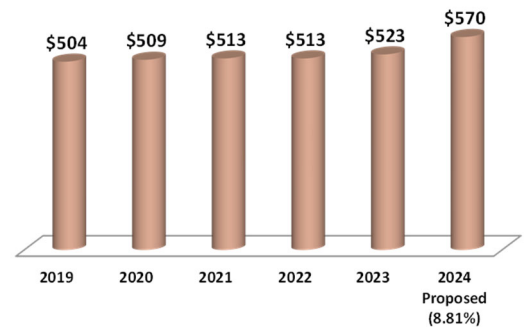
### Proposed— 8.81% Increase for Water Rates

#### Key Budget Drivers

	2024 Budget Impact	Rate Increase to Fund	Flat-Rate User Fee Increase	Average Metered Customer*
Water Meter Program	298,000	4.21%	22.03	17.10
Regional Water increases	123,800	1.74%	9.15	8.55
Emergency standby	100,500	1.42%	7.43	5.70
Inflationary	61,300	0.87%	4.53	5.70
<b>Subtotals</b>	<b>\$583,600</b>	<b>8.24%</b>	<b>\$43.14</b>	<b>\$37.05</b>
Spending Package	40,133	0.57%	2.96	2.85
<b>Totals with Spending Pkg</b>	<b>\$623,733</b>	<b>8.81%</b>	<b>\$46.10</b>	<b>\$39.90</b>

\* based on an annual consumption of 285 cubic meters

## Water User Fee History



Note: Based on flat-rate utility charges for a single-family residential

## Regional Utilities

Although the City solely operates the local water distribution system and local sewer conveyance system, the City of Mission and the City of Abbotsford are joint partners in the water supply and sewage treatment systems, which benefit residents in both communities.

These services are cost-shared based on each community's usage.

Mission's share for the regional utilities for 2023 was:

- Water 21.8%
- Sewer 18.67%

## Sewer Utility

The City owns and operates over 155 km of sewer mains in the local sewer conveyance system that serves over 9,780 customer accounts.

### Proposed—14.14% Increase for Sewer Rates

#### Key Budget Drivers

	2024 Budget Impact	Rate Increase to Fund	Flat-Rate User Fee Increase	Average Metered Customer*
JAMES Upgrades	365,000	5.99%	32.62	25.65
Emergency standby	100,500	1.65%	8.98	6.44
Regional Water increases	96,000	1.58%	8.58	6.16
Inflationary	0	0.00%	0.00	0.00
<b>Subtotals</b>	<b>\$561,500</b>	<b>9.22%</b>	<b>\$50.18</b>	<b>\$38.25</b>

#### If Approved

Increasing capital reserve	259,000	4.25%	23.14	17.10
Spending Package	40,133	0.67%	3.60	2.85
<b>Totals with Spending Pkg</b>	<b>\$860,633</b>	<b>14.14%</b>	<b>\$76.92</b>	<b>\$58.20</b>

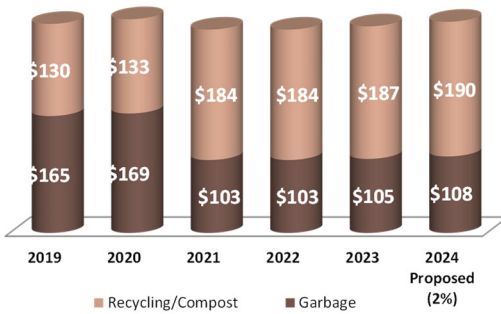
\* based on an annual consumption of 285 cubic meters

## Sewer User Fee History



Note: Based on flat-rate utility charges for a single-family residential property

## Solid Waste User Fees History



Note: Based on flat-rate utility charges for a single-family residential property.

## Solid Waste Study

A needs-study and system assessment for the entire Solid Waste management program is planned, which will cover:

- the landfill,
- curbside collection, and
- recycling services.

The results will be reported to Council in the Spring of 2024. Any rate recommendation to address the transfer to the refuse reserve to meet future capital needs and to fund future debt payments should be considered as part of that report.

## Solid Waste

Mission owns and operates Landfill (Minnie's Pit) and the Mershon Street Recycling Depot

### Abbotsford Mission Recycling Depot

The City of Mission and the City of Abbotsford are joint partners in the Abbotsford Mission Recycling Depot in Abbotsford, which benefits residents in both communities. These services are cost-shared based on each community's usage. Mission's share for the AMRD in 2022 was

**25.42% for Operating and 19.65% for Capital.**

**Proposed—2% Increase for Curbside Collection**

## Summary of Flat Rate Utility Fees

Utility	Monthly Increase	Annual Increase	Total 2024 User Fees
Water	\$3.84	\$46.08	\$569.52
Sewer	\$6.41	\$76.92	\$621.00
Refuse	\$0.17	\$2.04	\$106.56
Recycling/Compost	\$0.31	\$3.72	\$190.68
<b>Totals</b>	<b>\$10.73</b>	<b>\$128.76</b>	<b>\$1,487.76</b>

Values have been adjusted to be divisible by 12 months.

## Drainage Utility

The City owns and operates over 156 km of stormwater drainage systems that serves all of Mission. This utility charges a levy based on the properties assessed value.

**Proposed—10.63% Increase for Drainage**

### Key Budget Drivers

	Budget Dollars	Potential Tax Impact	Dollar Impact *
Maintain Existing Drainage Services	104,229	3.32%	6.02
Estimated Taxes, Development/New Construction	(60,000)	-1.91%	(3.46)
Transfer to Drainage Capital Reserve	250,000	7.95%	14.41
<b>Subtotal</b>	<b>\$294,229</b>	<b>9.36%</b>	<b>\$16.96</b>
Spending Packages	40,133	1.28%	2.32
<b>Net Potential Changes</b>	<b>\$334,362</b>	<b>10.63%</b>	<b>\$19.27</b>

\* Using average home value of \$1,146,200 (2023)

# 2024 City Budget Highlights



## Estimated 2024 Property Tax Notice for Municipal Services

In 2023, the average assessed home in Mission paid \$2,476.37 in property taxes for general municipal services. That same home, in 2024, would pay \$2,728.22.

For every \$172,000 change to the City's budget for municipal services, the property tax notice of an average assessed home will be impacted by \$10.00.

### Public Consultation

Leisure Centre Gym  
7650 Grand Street

**October 25, 2023**

**Starts at 6pm**

User Fee/Levy	Monthly Increase	Annual Increase	Estimated 2024 User Fee / Levy	%
Water Flat Rate User Fee	\$3.84	\$46.08	\$569.52	8.81%
Sewer Flat Rate User Fee	\$6.41	\$76.92	\$621.00	14.14%
Curbside Collection Garbage	\$0.17	\$2.04	\$106.56	2%
Curbside Collection Recycling/Compost	\$0.31	\$3.72	\$190.68	2%
Drainage Utility Fee *	\$1.61	\$19.27	\$200.51	10.63%
Property tax * Municipal Services Only	\$20.99	\$251.85	\$2,728.22	10.17%
<b>Totals</b>	<b>\$33.33</b>	<b>\$399.88</b>	<b>\$4,416.49</b>	<b>9.96%</b>

*\* Estimated dollar Impact using average assessed home value of \$1,146,200 (2023)*

*Increase over 2023 property tax notice for municipal services:*

**9.96%**

Municipal Services	Annual	Monthly
Police Services	\$851	\$70
Fire Rescue	370	31
Legislative & Administration	333	28
Parks, Recreation and Culture	331	28
Engineering and Public Works	302	25
Transfer to Reserves	181	15
Public Transit	148	12
Development and Bylaw	134	11
General Government	78	7
<b>Estimated Municipal Taxes</b>	<b>\$2,728</b>	<b>\$227</b>

This budget status report reflects the best information available when the draft budget numbers are compiled.

It is acknowledged that as we progress through budget discussions with Council there can be new information, new direction or unforeseen circumstances which can impact or change the budget numbers and projections.

### Share Your Thoughts

You can do this online at: [engage.mission.ca](https://engage.mission.ca) or by email at [budget@mission.ca](mailto:budget@mission.ca) until Wednesday, November 12, 2023. Council and staff are committed to an open and transparent budget process, and want to make sure residents, local businesses and organizations have the opportunity to have their voices heard. Your feedback is presented to Council and is a crucial part of the decision-making process for the budget and Financial Plan.