



Special Council Agenda

The agenda for the **Special Meeting of Council** to be held in the **Council Chambers** of the Municipal Hall, 8645 Stave Lake Street, Mission, British Columbia on Wednesday, December 21, 2016 commencing at 10:00 a.m.

1. CALL TO ORDER

2. ADOPTION OF AGENDA

3. BYLAWS FOR CONSIDERATION

(a) 2017 to 2021 Financial Plan Bylaw 5612-2016

Adoption

A bylaw to establish the Financial Plan for the years 2017 to 2021

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4. ADJOURNMENT

DISTRICT OF MISSION

BYLAW 5612-2016

A bylaw to establish the Financial Plan
for the years 2017 to 2021

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

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

1. This Bylaw may be cited for all purposes as "District of Mission 2017 to 2021 Financial Plan Bylaw 5612-2016".
2. Those schedules marked as Schedule "A", "B", "C", "D" and "E" attached hereto, and forming part of this bylaw, are hereby declared to be the Financial Plan for the District of Mission for the period January 1, 2017 to December 31, 2021.

READ A FIRST TIME this 19th day of December, 2016

READ A SECOND TIME this 19th day of December, 2016

READ A THIRD TIME AS AMENDED this 19th day of December, 2016

ADOPTED this xxx day of xxxxx, 2016

RANDY HAWES, MAYOR

MICHAEL YOUNIE, CORPORATE OFFICER

**District of Mission
2017 to 2021 Financial Plan**

**Schedule “A” of Bylaw No. 5612-2016
Statement of Objectives and Policies**

In accordance with Section 165(3.1) of the *Community Charter*, the District of Mission is required to include in its Five-Year Financial Plan (2017 to 2021), objectives and policies regarding each of the following:

1. The proportion of total revenue that comes from each of the funding sources described in Section 165(7) of the *Community Charter*;
2. The distribution of property taxes among the property classes; and
3. The use of permissive tax exemptions.

1. Funding Sources

Council’s objectives and policies in regards to operating and capital revenue sources are provided below. Table 1 highlights the various operating and capital revenue sources, including the percentage from each source, reflected in the District’s Five-Year Financial Plan (2017 to 2021). Over the five years about 49% of operating revenues will come from property taxes with user fees making up the other significant portion at around 42%. The majority of capital funding is intended to come from the District’s internal reserves and from development cost charges (DCCs).

Operating Revenue Sources

Objective:

Over the five-year financial plan timeframe, it is Council’s goal to diversify and expand its revenue base as much as possible with the goal of becoming less reliant on property taxes.

Policy:

Council recognizes that the District of Mission is reliant on property taxes to fund the majority of its services/programs. Council is committed, on an annual basis, to formally reviewing and adjusting, where possible, existing user fees and to examining and implementing new user fees where feasible, in order to minimize overall property tax increases. Council also recognizes that raising user fees beyond a certain point will actually result in less usage or demand and ultimately less revenue and that various services like recreation need to be subsidized to a certain level so that all citizens can partake. The District of Mission, like other local governments in B.C., also needs access to other sources of revenue to meet growing service demands and to stabilize property taxes.

Capital Revenue Sources

Objective:

Over the five-year financial plan timeframe, it is Council’s goal to build up its reserves to provide for greater internal capital funding/financing opportunities.

Policy:

Council sees the need to increase its internal capital funding capacity by building up its own reserves, to minimize future external debt/interest costs and to provide internal borrowing opportunities. Internal debt financing for capital projects should be utilized to the extent possible before resorting to external debt with the proviso that internal debt repayments need to take place as scheduled; however, external debt financing may be required for larger, high priority capital projects if sufficient reserves are not in place.

Table 1: Sources of Revenue

| | 2017 | 2018 | 2019 | 2020 | 2021 |
|---|-------------|-------------|-------------|-------------|-------------|
| Operating Revenue Sources | | | | | |
| Property value taxation | 49% | 49% | 49% | 49% | 50% |
| Parcel tax | 0.1% | 0.1% | 0.1% | 0.1% | 0.1% |
| User fees and charges | 42% | 42% | 42% | 42% | 42% |
| Other revenue | 9% | 9% | 9% | 9% | 8% |
| Proceeds from borrowing | 0% | 0% | 0% | 0% | 0% |
| Totals | 100% | 100% | 100% | 100% | 100% |
| Capital Revenue sources | | | | | |
| Other sources - Reserves | 64% | 58% | 58% | 47% | 56% |
| Other sources - DCCs and developer contributions | 36% | 42% | 42% | 53% | 44% |
| Other sources - Grants | 0% | 0% | 0% | 0% | 0% |
| Proceeds from borrowing | 0% | 0% | 0% | 0% | 0% |
| Totals | 100% | 100% | 100% | 100% | 100% |

2. Distribution of Property Taxes

Council's objective and policy in regards to the distribution of property taxes are provided below. Table 2 highlights the estimated municipal property tax dollars and the respective percentages to be collected from each of the tax classes in 2016. The District collects approximately 75% of its property taxes from the residential class and approximately 21% from the business/other class with the other classes making up the balance. This is reflective of the fact that about 90% of Mission's 2016 assessment base is residential and about 8.5% is business/other.

Objective:

Over the five-year financial plan timeframe, it is Council's goal to diversify and expand its tax base so that all taxpayers are in a more favourable position.

Policy:

Council recognizes the need to rationalize its property tax distribution among the various tax classes; however, more importantly Council recognizes the need to diversify and expand its assessment/tax base. Council is committed to aggressively pursuing business/commercial

economic development opportunities to achieve this. Council is also committed to comparing its assessment mix, property tax levels and property tax distribution with other B.C. communities on an annual basis. Council understands that the level of property taxation for each of the tax classes does not necessarily correlate with the amount of services provided; however, quantifying and costing the services provided to each tax class is difficult and subjective at the very least. It should also be recognized that many businesses in the community have employees that benefit from and use many District services, facilities and amenities, and that additional services and amenities benefit all of the tax classes, both directly and indirectly.

Table 2: Distribution of 2016 Municipal Property Taxes

| Property Class | 2016 Property Tax Dollars Raised | % of Total Property Taxation |
|---------------------------|-------------------------------------|---------------------------------|
| (1) Residential | \$ 21,340,782 | 74.7% |
| (2) Utility | 217,400 | 0.8% |
| (3) Social Housing | - | 0.0% |
| (4) Major Industry | - | 0.0% |
| (5) Light Industrial | 927,319 | 3.2% |
| (6) Business/Other | 5,889,618 | 20.6% |
| (7) Municipal Forest | 1,082 | <0.1% |
| (8) Recreation/Non Profit | 133,226 | 0.5% |
| (9) Farm | 57,463 | 0.2% |
| | \$ 28,566,890 | 100.00% |

3. Permissive Tax Exemptions (including Revitalization Tax Exemptions)

Council's objective and policy in regards to permissive tax exemptions (including revitalization tax exemptions) are provided below.

Objective:

Over the five-year financial plan timeframe, Council will continue supporting worthy charitable/non-profit organizations that provide valuable services to the community and will determine how it can use its expanded powers in terms of revitalization tax exemptions to benefit the community as a whole.

Policy:

Council chooses to support charitable/non-profit organizations (churches, social, recreational, health and housing organizations) that provide valuable services to the community through permissive tax exemptions as allowed for by legislation. Council is committed to continuing with these tax exemptions and to treating all organizations with similar mandates equally when it comes to property tax exemptions.

A Mission Downtown Development Incentive Program offering a 10-year revitalization tax exemption is available within the defined Downtown Planning area and provides a financial incentive to encourage development in the downtown area. The revitalization tax exemption program will accept applications up to December 31, 2016 and is outlined under Bylaw 5391-2013 Downtown Revitalization Tax Exemption. Council may considering extending this program to December 2019.

**Schedule "B" of Bylaw No. 5612-2016
2017 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 |
|---|----------------------|-------------------------|-----------------------|--------------------|--------------------|----------------------|-------------------|--------------------|---------------------|-----------------|-------------------|--------------------|
| Revenue | | | | | | | | | | | | |
| Property taxation | -29,972,935 | 0 | -1,596,389 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -31,569,324 |
| Local Improvements | 0 | 0 | -121,890 | 0 | -44,791 | 0 | 0 | 0 | 0 | 0 | 0 | -166,681 |
| Sale of services and regulatory fees | -7,665,700 | 0 | -61,115 | -6,255,518 | -4,584,070 | -4,856,565 | -4,446,000 | 0 | 0 | -100,000 | 0 | -27,968,966 |
| Government transfers | -2,756,370 | 0 | 0 | 0 | 0 | 0 | -25,000 | 0 | 0 | 0 | 0 | -2,781,370 |
| Amortization of restricted revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -316,610 | -79,200 | 0 | -316,945 | -712,755 |
| Investment income | -667,183 | 0 | -2,095 | -268,307 | -209,036 | -35,752 | -44,908 | 0 | 0 | 0 | 0 | -1,227,281 |
| Other revenue | -1,615,034 | 0 | 0 | -8,012 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -1,623,046 |
| Developer in-kind contribution for capital | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -2,842,104 | -554,962 | -296,584 | -784,678 | -4,478,328 |
| Total revenue | -42,677,221 | 0 | -1,781,489 | -6,531,837 | -4,837,897 | -4,892,317 | -4,515,908 | -3,158,715 | -634,162 | -396,584 | -1,101,623 | -70,527,751 |
| Expenses | | | | | | | | | | | | |
| Administration and finance | 4,997,237 | -4,737 | 0 | 0 | 0 | 0 | 0 | 13,798 | 0 | 0 | 0 | 5,006,298 |
| General government and fiscal services | 1,938,795 | 0 | 0 | 0 | 0 | 0 | 0 | 45,810 | 0 | 0 | 0 | 1,984,605 |
| Protective services | 16,261,225 | 0 | 0 | 0 | 0 | 0 | 0 | 79,005 | 0 | 0 | 0 | 16,340,229 |
| Engineering and public works | 6,746,172 | -164,946 | 0 | 0 | 0 | 0 | 0 | 978,957 | 0 | 0 | 0 | 7,560,184 |
| Transit services | 2,920,857 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,920,857 |
| Waste management | 0 | -321,819 | 0 | 0 | 0 | 4,880,182 | 0 | 72,000 | 0 | 0 | 0 | 4,630,364 |
| Development services | 2,307,563 | 0 | 0 | 0 | 0 | 0 | 0 | 3,342 | 0 | 0 | 0 | 2,310,905 |
| Parks, recreation and cultural services | 7,091,101 | 0 | 0 | 0 | 0 | 0 | 0 | 295,280 | 0 | 0 | 0 | 7,386,376 |
| Library | 1,443,077 | 0 | 0 | 0 | 0 | 0 | 0 | 1,114 | 0 | 0 | 0 | 1,444,191 |
| Cemetery | 241,716 | -15,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 226,716 |
| Drainage Utility | 0 | -518,079 | 2,538,570 | 0 | 0 | 0 | 0 | 0 | 60,000 | 0 | 0 | 2,080,491 |
| Water utility | 0 | -1,002,998 | 0 | 4,513,913 | 0 | 0 | 0 | 0 | 0 | 138,271 | 0 | 3,649,186 |
| Sewer utility | 0 | -905,863 | 0 | 0 | 4,353,648 | 0 | 0 | 0 | 0 | 0 | 370,766 | 3,818,551 |
| Forestry enterprise | 0 | -130,760 | 0 | 0 | 0 | 0 | 4,186,868 | 0 | 0 | 0 | 0 | 4,056,108 |
| Internal recoveries | -3,003,202 | 3,064,202 | 0 | -61,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total expenses | 40,944,540 | 0 | 2,538,570 | 4,452,913 | 4,353,648 | 4,880,182 | 4,186,868 | 1,489,306 | 60,000 | 138,271 | 370,766 | 63,415,061 |
| Annual (surplus) deficit | -1,732,681 | 0 | 757,081 | -2,078,924 | -484,249 | -12,135 | -329,040 | -1,669,409 | -574,162 | -258,313 | -730,857 | -7,112,690 |
| Reserves, capital and debt | | | | | | | | | | | | |
| Tangible capital assets purchased | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,446,706 | 125,000 | 1,846,345 | 791,907 | 8,209,958 |
| Tangible capital assets contributed by developers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,842,104 | 554,962 | 296,584 | 784,678 | 4,478,328 |
| New debt/temporary borrowing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Repayment of debt | 594,859 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 594,860 |
| Transfers to reserves | 6,718,873 | 0 | 232,095 | 3,302,094 | 1,604,471 | 253,149 | 372,938 | 0 | 0 | 0 | 0 | 12,483,620 |
| Amortization | -4,690,666 | 0 | -989,176 | -1,223,170 | -1,120,222 | -241,014 | -43,898 | 0 | 0 | 0 | 0 | -8,308,146 |
| Reserves/surplus used for capital funding | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -6,619,402 | -105,800 | -1,884,615 | -845,728 | -9,455,545 |
| Reserves/surplus used to fund operations | -890,385 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -890,385 |
| Total reserves, capital and debt | 1,732,681 | 0 | -757,081 | 2,078,924 | 484,249 | 12,135 | 329,040 | 1,669,409 | 574,162 | 258,313 | 730,858 | 7,112,690 |

**Schedule "C" of Bylaw No. 5612-2016
 2017 to 2021 Summary Financial Plan**

| | 2017 | 2018 | 2019 | 2020 | 2021 | Total |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Revenue | | | | | | |
| Property taxation | -31,569,324 | -32,710,422 | -33,609,914 | -34,507,370 | -35,444,143 | -167,841,173 |
| Local improvements | -166,681 | -166,681 | -166,681 | -166,681 | -166,681 | -833,405 |
| Sale of services and regulatory fees | -27,968,966 | -28,279,952 | -28,941,137 | -29,615,567 | -30,311,350 | -145,116,972 |
| Government transfers | -2,781,370 | -2,833,242 | -2,834,603 | -2,835,978 | -2,837,366 | -14,122,559 |
| Amortization of restricted revenue | -712,755 | -5,183,536 | -2,275,256 | -8,564,647 | -3,391,385 | -20,127,579 |
| Investment income | -1,227,281 | -1,224,560 | -1,282,331 | -1,294,984 | -1,308,088 | -6,337,244 |
| Other revenue | -1,623,046 | -1,669,296 | -1,639,636 | -1,689,802 | -1,741,329 | -8,363,109 |
| Developer in-kind contribution for capital | -4,478,328 | -4,334,077 | -4,409,428 | -4,486,286 | -4,564,681 | -22,272,800 |
| Total revenue | -70,527,751 | -76,401,766 | -75,158,986 | -83,161,315 | -79,765,023 | -385,014,841 |
| Expenses | | | | | | |
| Administration and finance | 5,006,298 | 5,213,206 | 5,142,163 | 5,250,724 | 5,330,175 | 25,942,566 |
| General government and fiscal services | 1,984,605 | 1,912,044 | 1,935,068 | 1,952,979 | 1,985,240 | 9,769,936 |
| Protective services | 16,340,229 | 16,943,386 | 17,464,309 | 18,031,043 | 18,589,949 | 87,368,916 |
| Engineering and public works | 7,560,184 | 7,675,888 | 7,801,695 | 8,455,456 | 8,109,021 | 39,602,244 |
| Transit services | 2,920,857 | 2,979,274 | 3,038,859 | 3,099,637 | 3,161,629 | 15,200,256 |
| Waste management | 4,630,364 | 4,476,137 | 4,525,974 | 4,643,866 | 4,736,742 | 23,013,083 |
| Development services | 2,310,905 | 2,357,036 | 2,404,090 | 2,452,085 | 2,501,040 | 12,025,156 |
| Parks, recreation and cultural services | 7,386,376 | 7,390,652 | 7,724,881 | 9,381,356 | 8,151,676 | 40,034,941 |
| Library | 1,444,191 | 1,475,082 | 1,509,590 | 1,553,978 | 1,571,508 | 7,554,349 |
| Cemetery | 226,716 | 231,216 | 235,806 | 240,487 | 245,261 | 1,179,486 |
| Drainage utility | 2,080,491 | 2,041,119 | 2,083,157 | 2,083,617 | 2,215,504 | 10,503,888 |
| Water utility | 3,649,186 | 3,650,221 | 3,718,537 | 3,903,646 | 4,088,386 | 19,009,976 |
| Sewer utility | 3,818,551 | 4,550,624 | 4,371,245 | 4,565,233 | 5,185,055 | 22,490,708 |
| Forestry enterprise | 4,056,108 | 3,844,279 | 3,915,842 | 3,988,327 | 4,062,764 | 19,867,320 |
| Total expenses | 63,415,061 | 64,740,164 | 65,871,216 | 69,602,434 | 69,933,950 | 333,562,825 |
| Annual (surplus) deficit | -7,112,690 | -11,661,602 | -9,287,770 | -13,558,881 | -9,831,073 | -51,452,016 |
| Reserves, capital and debt | | | | | | |
| Tangible capital assets purchased | 8,209,958 | 16,058,943 | 9,246,861 | 15,388,261 | 10,230,942 | 59,134,965 |
| Tangible capital assets contributed by developers | 4,478,328 | 4,334,077 | 4,409,428 | 4,486,286 | 4,564,681 | 22,272,800 |
| New debt/temporary borrowing | 0 | 0 | 0 | 0 | 0 | 0 |
| Repayment of debt - principal (see note below) | 594,860 | 619,102 | 507,934 | 527,406 | 547,626 | 2,796,928 |
| Transfers to reserves | 12,483,620 | 13,030,459 | 13,549,547 | 13,852,270 | 14,163,524 | 67,079,420 |
| Amortization | -8,308,146 | -8,381,336 | -8,455,257 | -8,529,919 | -8,605,326 | -42,279,984 |
| Reserves/surplus used for capital funding | -9,455,545 | -13,271,026 | -9,322,759 | -11,500,724 | -10,410,862 | -53,960,916 |
| Reserves/surplus used to fund operations | -890,385 | -728,617 | -647,984 | -664,699 | -659,512 | -3,591,197 |
| | 7,112,690 | 11,661,602 | 9,287,770 | 13,558,881 | 9,831,073 | 51,452,016 |
| Information details: | | | | | | |
| Principal | 594,860 | 619,102 | 507,934 | 527,406 | 547,626 | 2,796,928 |
| Interest associated with debt | 243,300 | 182,551 | 164,250 | 164,250 | 164,250 | 918,601 |
| Total payments | 838,160 | 801,653 | 672,184 | 691,656 | 711,876 | 3,715,529 |

Schedule "D" of Bylaw No. 5612-2016 2017 to 2021 Summary Capital Plan

| PLANNED CAPITAL EXPENDITURES | 2017 | | 2018 | | | 2019 | | 2020 | | 2021 | | Totals | | |
|---|--------------|-----------|--------------|-----------|-----------|--------------|-----------|--------------|-----------|--------------|-----------|--------------|-----------|------------|
| | TCA | Expense | TCA | Liability | Expense | TCA | Expense | TCA | Expense | TCA | Expense | TCA | Liability | Expense |
| General Capital Plan | | | | | | | | | | | | | | |
| Cemetery | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Corporate Administration | - | 3,342 | 89,124 | - | 3,342 | 10,000 | 3,342 | - | 3,342 | - | 3,342 | 99,124 | - | 16,711 |
| Engineering & Public Works | 1,821,056 | 978,957 | 1,929,896 | - | 974,207 | 2,171,056 | 977,457 | 1,891,162 | 1,506,520 | 1,833,690 | 1,033,207 | 9,646,862 | - | 5,470,347 |
| Finance & Purchasing | 3,000 | 4,456 | - | - | 4,456 | - | 4,456 | - | 4,456 | - | 4,456 | 3,000 | - | 22,281 |
| Fire/Rescue Services | 77,495 | 67,864 | 77,495 | - | 22,414 | 77,495 | 6,414 | 77,495 | 17,426 | 77,495 | 1,114 | 387,475 | - | 115,232 |
| General Government - Major Projects | 500,000 | - | 3,000,000 | - | - | - | - | - | - | - | - | 3,500,000 | - | - |
| Information Services | 285,000 | 6,000 | 180,000 | - | 88,000 | 47,000 | 10,500 | 250,000 | 19,500 | 265,000 | 7,500 | 1,027,000 | - | 131,500 |
| Inspection Services | - | 3,342 | - | - | 3,342 | - | 3,342 | - | 3,342 | - | 3,342 | - | - | 16,711 |
| Library | - | 1,114 | - | - | 1,114 | - | 4,114 | - | 16,364 | - | 1,114 | - | - | 23,820 |
| General Government | - | 45,810 | - | - | 3,500 | - | 13,750 | - | - | - | - | - | - | 63,060 |
| Parks, Recreation & Culture | 152,598 | 295,280 | 252,366 | - | 195,380 | 216,744 | 397,955 | 333,310 | 1,920,277 | 125,374 | 553,857 | 1,080,392 | - | 3,362,748 |
| Planning | - | 3,342 | - | - | 3,342 | - | 3,342 | - | 3,342 | - | 3,342 | - | - | 16,711 |
| Police | 2,000 | 7,798 | - | - | 7,798 | - | 7,798 | - | 7,798 | - | 7,798 | 2,000 | - | 38,992 |
| Subtotal General Capital Plan | 2,841,149 | 1,417,306 | 5,528,881 | - | 1,306,896 | 2,522,295 | 1,432,471 | 2,551,967 | 3,502,368 | 2,301,559 | 1,619,072 | 15,745,853 | - | 9,278,112 |
| General Development Cost Charge (DCC) Capital Plan | | | | | | | | | | | | | | |
| Cedar Valley Environmentally Sensitive Parkland Acquisition | 75,809 | - | 345,376 | - | - | 208,970 | - | 231,955 | - | 123,806 | - | 985,916 | - | - |
| Cedar Valley Environmentally Sensitive Parkland Development | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Cedar Valley Roads | - | - | 964,000 | - | - | - | - | 475,000 | - | - | - | 1,439,000 | - | - |
| Roads - All Areas | - | - | 3,095,000 | - | - | 702,260 | - | - | - | - | - | 3,797,260 | - | - |
| Silver Creek Parkway Parkland | 258,403 | - | - | - | - | 731,707 | - | 780,341 | - | 1,533,800 | - | 3,304,251 | - | - |
| Subtotal Development Cost Charge (DCC) Capital Plan | 334,212 | - | 4,404,376 | - | - | 1,642,937 | - | 1,487,296 | - | 1,657,606 | - | 9,526,427 | - | - |
| Waste Management Capital Plan | | | | | | | | | | | | | | |
| Landfill | 196,705 | 72,000 | 673,270 | 403,220 | 72,000 | - | 72,000 | - | 72,000 | - | 72,000 | 869,975 | 403,220 | 360,000 |
| Abbotsford/Mission Recycling Depot | 18,080 | - | 18,984 | - | - | 54,240 | - | 19,888 | - | 18,080 | - | 129,272 | - | - |
| Subtotal Waste Management Capital Plan | 214,785 | 72,000 | 692,254 | 403,220 | 72,000 | 54,240 | 72,000 | 19,888 | 72,000 | 18,080 | 72,000 | 999,247 | 403,220 | 360,000 |
| Equipment Replacement Capital Plan | 2,056,560 | - | 953,498 | - | - | 339,417 | - | 1,822,384 | - | 850,932 | - | 6,022,791 | - | - |
| Drainage Utility Capital Plan | | | | | | | | | | | | | | |
| Drainage Capital | 45,000 | 60,000 | 115,000 | - | - | 110,000 | 21,000 | 115,000 | - | 115,000 | 110,000 | 500,000 | - | 191,000 |
| Cedar Valley Drainage DCCs (Restricted Revenue) | 80,000 | - | 892,400 | - | - | 101,000 | - | - | - | - | - | 1,073,400 | - | - |
| Subtotal Drainage Utility Capital Plan | 125,000 | 60,000 | 1,007,400 | - | - | 211,000 | 21,000 | 115,000 | - | 115,000 | 110,000 | 1,573,400 | - | 191,000 |
| Water Utility Capital Plan | | | | | | | | | | | | | | |
| Cedar Valley Water DCC | - | - | - | - | - | 74,250 | - | 561,000 | - | - | - | 635,250 | - | - |
| Water Capital - Local | 1,255,849 | 121,524 | 1,352,448 | - | 65,792 | 1,433,017 | 79,792 | 1,268,599 | 175,792 | 1,250,000 | 315,792 | 6,559,913 | - | 758,690 |
| Water Capital - Regional | 590,496 | 16,747 | 587,663 | - | 16,666 | 414,834 | 11,765 | 58,317 | 1,654 | 10,153 | 288 | 1,661,464 | - | 47,119 |
| Sewer Capital - Local | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Regional Water Supply DCC | - | - | - | - | - | 156,085 | 4,427 | 1,820,524 | 51,630 | 1,392,886 | 39,502 | 3,369,495 | - | 95,559 |
| Subtotal Water Utility Capital Plan | 1,846,345 | 138,270 | 1,940,111 | - | 82,458 | 2,078,187 | 95,983 | 3,708,440 | 229,076 | 2,653,039 | 355,582 | 12,226,121 | - | 901,368 |
| Sewer Utility Capital Plan | | | | | | | | | | | | | | |
| Sewer Capital - Local | 257,345 | 131,649 | 597,950 | - | 81,649 | 1,346,503 | 113,780 | 233,950 | 209,780 | 1,393,950 | 249,780 | 3,829,698 | - | 786,638 |
| Sewer Capital - Regional | 209,259 | 213,323 | 928,654 | - | 946,687 | 690,938 | 704,355 | 650,567 | 663,199 | 722,518 | 736,548 | 3,201,937 | - | 3,264,111 |
| Regional Sewage Treatment DCC | 325,303 | 25,794 | 5,818 | - | 5,930 | 361,344 | 11,565 | 4,798,769 | 100,686 | 518,258 | 528,322 | 6,009,492 | - | 672,297 |
| Subtotal Sewer Utility Capital Plan | 791,907 | 370,766 | 1,532,422 | - | 1,034,266 | 2,398,786 | 829,700 | 5,683,285 | 973,666 | 2,634,727 | 1,514,650 | 13,041,127 | - | 4,723,047 |
| Total | 8,209,959 | 2,058,342 | 16,058,942 | 403,220 | 2,495,620 | 9,246,862 | 2,451,153 | 15,388,260 | 4,777,110 | 10,230,943 | 3,671,304 | 59,134,965 | 403,220 | 15,453,528 |
| | \$10,268,300 | | \$18,957,781 | | | \$11,698,015 | | \$20,165,370 | | \$13,902,247 | | \$74,991,713 | | |

*Continued - Schedule "D" of Bylaw No. 5612-2016
 2017 to 2021 Summary Capital Plan*

| PLANNED CAPITAL FUNDING | 2017 | 2018 | 2019 | 2020 | 2021 | Totals |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| General Capital Plan | | | | | | |
| Reserve Funds | \$ 3,758,455 | \$ 5,726,908 | \$ 3,954,766 | \$ 6,054,335 | \$ 3,920,632 | \$23,415,096 |
| Surplus | 500,000 | 1,108,869 | - | - | - | 1,608,869 |
| Subtotal General Capital Plan | <u>4,258,455</u> | <u>6,835,777</u> | <u>3,954,766</u> | <u>6,054,335</u> | <u>3,920,632</u> | 25,023,965 |
| General Development Cost Charge (DCC) Capital Plan | | | | | | |
| DCCs | 316,610 | 4,295,367 | 1,587,200 | 1,428,793 | 1,617,742 | 9,245,712 |
| Reserves | 17,602 | 109,009 | 55,737 | 58,503 | 39,864 | 280,715 |
| Subtotal Development Cost Charge (DCC) Capital Plan | <u>334,212</u> | <u>4,404,376</u> | <u>1,642,937</u> | <u>1,487,296</u> | <u>1,657,606</u> | 9,526,427 |
| Waste Management Capital Plan | | | | | | |
| Landfill Closure Liability Account | - | 403,220 | - | - | - | 403,220 |
| Refuse Reserve Fund | 286,785 | 764,254 | 126,240 | 91,888 | 90,080 | 1,359,247 |
| Subtotal Waste Management Capital Plan | <u>286,785</u> | <u>1,167,474</u> | <u>126,240</u> | <u>91,888</u> | <u>90,080</u> | 1,762,467 |
| Equipment Replacement Capital Plan | | | | | | |
| Vehicle and Equipment Reserve Fund | 2,056,560 | 953,498 | 339,417 | 1,822,384 | 850,932 | 6,022,791 |
| Subtotal Equipment Capital Plan | <u>2,056,560</u> | <u>953,498</u> | <u>339,417</u> | <u>1,822,384</u> | <u>850,932</u> | 6,022,791 |
| Drainage Utility Capital Plan | | | | | | |
| Drainage Capital Reserve Fund | 105,000 | 115,000 | 131,000 | 115,000 | 225,000 | 691,000 |
| Cedar Valley Drainage DCCs (Restricted Revenue) | 79,200 | 883,476 | 99,990 | - | - | 1,062,666 |
| General Capital Reserve Fund | 800 | 8,924 | 1,010 | - | - | 10,734 |
| Subtotal Drainage Utility Capital Plan | <u>185,000</u> | <u>1,007,400</u> | <u>232,000</u> | <u>115,000</u> | <u>225,000</u> | 1,764,400 |
| Water Utility Capital Plan | | | | | | |
| Water Capital Reserve Fund | 1,884,615 | 1,922,569 | 1,841,755 | 1,428,694 | 1,526,854 | 8,604,486 |
| DCCs | - | - | 232,415 | 2,408,822 | 1,381,767 | 4,023,004 |
| Third Party Recoveries | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 |
| Subtotal Water Utility Capital Plan | <u>1,984,615</u> | <u>2,022,569</u> | <u>2,174,170</u> | <u>3,937,516</u> | <u>3,008,621</u> | 13,127,490 |
| Sewer Utility Capital Plan | | | | | | |
| Sewer Capital Reserve Fund | 845,728 | 2,561,995 | 2,872,834 | 1,929,919 | 3,757,500 | 11,967,977 |
| DCCs | 316,945 | 4,693 | 355,651 | 4,727,032 | 391,876 | 5,796,197 |
| Subtotal Sewer Utility Capital Plan | <u>1,162,673</u> | <u>2,566,688</u> | <u>3,228,485</u> | <u>6,656,951</u> | <u>4,149,376</u> | 17,764,174 |
| TOTAL PLANNED CAPITAL FUNDING | \$10,268,300 | \$18,957,781 | \$11,698,015 | \$20,165,370 | \$13,902,247 | \$74,991,713 |

**Schedule "E" of Bylaw No. 5612-2016
 2017 Change in Net Financial Assets**

| | Budget 2017 |
|--|-------------------------|
| Surplus for the year | 7,112,690 |
| Acquisition of tangible capital assets | (8,209,958) |
| Amortization of tangible capital assets | 8,308,146 |
| (Gain) / Loss on sale of tangible capital assets | - |
| Proceeds on sale of tangible capital assets | <u>198,978</u> |
| | <u>7,409,856</u> |
| | |
| (Increase)/Decrease in inventories of property | - |
| (Increase)/Decrease in prepaid expenses | - |
| (Increase)/Decrease in inventories of supplies | <u>-</u> |
| | <u>-</u> |
| | <u>-</u> |
| Change in net financial assets/net debt | <u><u>7,409,856</u></u> |