Committee of the Whole Agenda

The agenda for the Freestanding Committee of the Whole (Corporate Administration & Finance Committee - Budget) meeting to be held in the Council Chambers of the Municipal Hall, 8645 Stave Lake Street, Mission, British Columbia on Wednesday, November 29, 2017, commencing at 1:00 p.m.

1. CALL TO ORDER

2. ADOPTION OF AGENDA

3. CORPORATE ADMINISTRATION & FINANCE

   (a) Agenda Overview Presentation

   (b) Public Feedback on Proposed 2018 Budget

   This report is to provide Council with all the public feedback, comments and survey results received through public consultation during the 2018 budget consultation process. No staff recommendation accompanies this report and Council action is not required.

   (c) 2018 to 2022 Financial Plan Objectives and Policies

   Recommendations: Council consider and resolve:

   That the District’s 2018 to 2022 Financial Plan Bylaw includes the objectives and policies as noted in the report entitled “2018 to 2022 Financial Plan Objectives and Policies” dated November 29, 2017 from the Deputy Treasurer/Collector.

   (d) 2018 to 2022 Financial Plan Bylaw Preparation

   Recommendations: Council consider and resolve:

   1. That the 2018 General Fund budget, capital and operating, including an increase of 3.63% to the 2018 property tax levy which includes the operating spending packages presented and one additional RCMP Officer, be approved;

   2. That the 2018 Water Utility Financial Plan, capital and operating, including a 1% increase in water user rates effective January 1, 2018, be approved;

   3. That the 2018 Sewer Utility Financial Plan, capital and operating, including a 4% increase in sewer user rates effective January 1, 2018, be approved;

   4. That the 2018 Waste Management Utility Financial Plan, capital and operating, including increases to various landfill tipping fees effective January 1, 2018, be approved;

   5. That the 2018 Drainage Utility Financial Plan, capital and operating, including a 4.6% increase to the 2018 drainage levy, be approved;

   6. That the increases noted above, as well as all of the recommendations of the Freestanding Committee of the Whole (Corporate Administration & Finance) Budget meetings, put forward during the 2018 budget process, and subsequently approved and adopted by Council, be included in the District’s 2018 to 2022 Financial Plan Bylaw; and

   7. That all other applicable bylaws be updated accordingly.

8. ADJOURNMENT
DATE: November 29, 2017

TO: Mayor and Council

FROM: Michael Boronowski, Manager of Civic Engagement and Corporate Initiatives & Kerri Onken, Deputy Treasurer/Collector

SUBJECT: Public Feedback on Proposed 2018 Budget

ATTACHMENT(S): Appendix A – Budget & Citizen Satisfaction Survey Results
Appendix B – 2018 Budget Highlights Document and Survey
Appendix C – Excerpt from the Draft Minutes from the Council (Budget Consultation) Meeting held on November 20, 2017
Appendix D – Comments received from the public

This report is to provide Council with all the public feedback, comments and survey results received through public consultation during the 2018 budget consultation process. No staff recommendation accompanies this report and Council action is not required.

BACKGROUND:

The Community Charter Section 166 requires the local government to undertake the process of public consultation regarding the proposed financial plan before it is adopted by Council. This is an opportunity for the public to provide feedback to Council and to help inform the budgeting process.

During the 2018 budget process staff facilitated this process, presenting feedback to Council.

Earlier this year staff developed and delivered a Budget & Citizen Satisfaction Survey (see Appendix A for survey results) to seek input on the District’s services and budget. The survey was open halfway through July and August. Results were reported to Council at the first Freestanding Committee of the Whole (Corporate Services – Budget) meeting on September 13, 2017.

Starting November 10, 2017 staff provided the public with the 2018 Budget Highlights Document and final budget survey (see Appendix B for document and survey). The survey was delivered online and in-person through Municipal Hall, and the Mission Leisure Centre.

The public presentation of the final draft budget was held on November 20, 2017 at the regular meeting of Council. Excerpts from the draft minutes of that meeting are provided as Appendix C.

DISCUSSION AND ANALYSIS:

Final Public Input

Public consultation on the 2018 budget came to a close at 4:30 pm on November 21, 2017. There were 129 respondents. Staff collected and digitized paper surveys and provide the results below.
**Maintaining Existing Services**

In light of the increase required to maintain existing services staff presented the public with the following question:

*Maintaining existing services and service levels for 2018 will cost the District an additional $789,925. This represents a potential tax increase of 2.36% or $49.87 on the average assessed home of $560,500.*

*To reduce this increase the municipality would have to decrease or discontinue some services. If you were to decrease or discontinue services to reduce the tax increase where would you focus?*

Staff have reviewed the responses to this question and found the following themes to be most common among respondents:

- Fire/Rescue and RCMP staffing – responses citing Fire/Rescue indicate a level of misunderstanding of the multi-year funding implication of moving to 24/7 coverage.
- Staffing and wages overall
- Opposition to decreasing services or service levels alongside a frustration with the increased expense.

**Support for New Spending Initiatives**

Support among respondents for the proposed new spending initiatives was mixed. 45.1% of respondents selected support or strongly support, 19.8% neutral, and 35.1% opposed.
**Reserves and Debt - Pay as you go Philosophy**

Respondents were asked to indicate their level of support for the pay-as-you-go philosophy of saving ahead to fund infrastructure and capital projects. Support for this item was strong, with 68.6% of respondents selecting support or strongly support, 19.9% neutral, and only 9.5% opposed or strongly opposed.

Notably, in written-in comments a number of respondents indicated an appreciation for maintaining low debt and healthy reserves, but noted that borrowing and engaging in major works while interest rates are low would be a strategic approach to addressing infrastructure needs while minimizing the cost of borrowing.

![Bar chart showing responses](image)

- **Strongly Support**: 33.1%
- **Support**: 37.5%
- **Neutral**: 19.9%
- **Oppose**: 5.1%
- **Strongly Oppose**: 4.4%

**All (Mean:2.1, Deviation:1.06) (Responses:136)**

**Comments**

Respondents who provided additional comments through the budget survey focused on the following common themes:

**Recycling and curbside collection** was a common theme, with respondents echoing the comments provided during the citizen satisfaction survey indicating a high level of frustration with the RecycleBC program and the lack of reduction in fees to residents.

**Housing costs and affordability**, were also common themes in written-in responses again this year. As property values and rents increase, respondents are indicating they’re increasingly pressured to manage the cost of living in Mission.

**Development, parking, and multi-modal transportation (walkability etc.)** were also frequently cited, with respondents noting concerns about pedestrian access both within neighborhoods and to major nodes like parks and the waterfront.

Finally, **road clearing and snow response** were cited, with a number of respondents indicating their dissatisfaction with the response to the significant snow events during the past year.
FINANCIAL IMPLICATIONS:
There are no financial implications directly associated with this report. The financial implications of the District's proposed 2018 financial plan have been thoroughly discussed throughout the 2018 budget process.

COMMUNICATION:
No further communication, outside of this report being on a public agenda, is required.

SUMMARY AND CONCLUSION:
The Community Charter Section 166 requires the local government to undertake the process of public consultation regarding the proposed financial plan before it is adopted by Council.

Preliminary budget consultation, as a Budget & Citizen Satisfaction Survey, asking for input on the District's services and budget, took place in July/August with the results reported to Council on September 13, 2017.

A budget consultation meeting took place on November 20, 2017 with members of the public in attendance. Public input was also gathered by means of a final survey available both online and in-person, as well as comments/questions by email. An excerpt of the draft minutes from the November 20, 2017 meeting as well as a summary of the survey questions, and the written comments from the survey and emails are provided to Council for their review.

SIGN-OFFS:

Michael Boronowski, Manager of Civic Engagement and Community Initiatives

Kerri Onken, Deputy Treasurer/Collector

Comment from the Chief Administrative Officer:
Reviewed

G:\FINANCE\BUDGET\Budget 2018\Council Budget Meeting Agendas, etc\20171129 Final\2 - Public Feedback on 2017 Budget.docx
Appendix A
Mission 2018 Budget & Citizen Satisfaction Survey Results

There were 766 responses to the Citizen Satisfaction & Budget Survey this year.

Demographic Information
For this survey staff requested the age of participants, but did not request gender identity.

98.7% of respondents were residents of Mission. Staff have included all responses in this analysis as filtering by residency did not have any significant impact on the results.

Age of Respondents

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<td>18 - 24</td>
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<td>25 - 34</td>
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<td>35 - 44</td>
<td>30%</td>
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<td>45 - 54</td>
<td>24%</td>
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<tr>
<td>55 - 64</td>
<td>17%</td>
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<td>65 Years or more</td>
<td>6%</td>
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Overall Satisfaction and Key Issues
- 73.4% of respondents were very satisfied or satisfied with the overall quality of life in Mission.
- 13.37% of respondents indicated they felt very dissatisfied or somewhat dissatisfied with the overall quality of life in Mission.

Living in Mission - What Respondents Like Best & Least
For questions in this section respondents were asked to write-in the things they liked the best and least about living in Mission. Staff reviewed the responses and grouped into categories to identify common themes and enable comparison with previous results.
The Best

Results for this section are generally consistent with those of past surveys.

Respondents most frequently cited the Small Town and community feel with 338 unique responses (over 45% of all responses to this question) specifically noting the small town or community feel as one of the things they liked the best about living in Mission.

Expanding on the theme of the “community feel” the most frequently noted aspects were the size and characteristic (small, town), the friendly and caring atmosphere. Greenspace, rural and country themes were also frequently referenced by respondents noting the small town feeling of the community was what they liked the best.

Following the size and feel of the community the most frequently noted items were the natural setting, proximity to parks, trails, forest areas and lakes, together mentioned in 221 responses.

Notably, cost of living and affordability were not frequently noted, with only a combined total of 11 mentions in responses to this question.

The Least

While results were generally consistent with those of past years there are some noteworthy changes this year.

Public safety and social issues including crime, addiction, and public drug use were the most frequently noted concerns, with a total of 258 responses combined citing these items. Frequently homelessness, a lack of affordable housing, and lack of services for vulnerable populations were connected to the issues of crime and visible drug use or homelessness.

Roads, traffic and transit issues, including multi-modal transportation i.e. sidewalks, transit, bike lanes, were the second most frequently cited concerns, together accounting for 145 responses. Dependence on vehicles for local transportation (having to drive everywhere) and lack of infrastructure for walking, cycling, or transit were the most frequently cited concerns. The length of commute to work and the limited transit services to other communities, including the West Coast Express schedule, were also common comments.

The most notable new item in this section was waste management – including curbside garbage and recycling collection. We received a total of 129 comments on these topics in this section, mostly focused on the change to curbside collection – both the switch to bi-weekly pickup and joining the RecycleBC program.
Overall Quality of Services

There has been a slight downward shift in respondents' ratings for the overall quality of municipal services.

- **47.5%** of respondents rated the overall quality of municipal services as **very good** or **good** compared to **59.6%** who chose that rating last year.
- **19.8%** of respondents rated the overall quality of municipal services as **very poor** or **poor**, compared to **13.4%** who selected those ratings last year.

**Reasons for that Rating**

Ratings this year overall are not as strong as the results from the 2016 (2017 budget) survey. Comments providing the context for the overall ratings indicate the drop is generally due to the changes in curbside collection, frustrations with and specific annual events including the snow events this winter and the notable mosquito hatch due to high river levels.

**Insights**

Respondents who selected **good** (224) or **very good** (34) most frequently cited positive experiences with staff, RCMP, and Mission Fire/Rescue, followed by parks and recreation.

When noting negative issues this group most frequently cited curbside collection, snow clearing during the extreme weather events this past year, and bylaw enforcement as areas they would like to see improved.

Respondents who selected, **neither poor nor good** (217) most frequently cited curbside collection, social services and support including general statements regarding a frustration with visible homelessness, and transit/traffic as reasons for choosing this rating.

Respondents who selected **poor** (103) or **very poor** (35) most frequently cite curbside collection as their reason for choosing those ratings, followed by the value they feel they receive in services for the taxes paid.
An important trend to note is that in the poor and very poor responses residents from rural areas (Steelhead, Silverdale, etc.) who do not receive municipal water, sewer, or curbside collection noted taxation and the lack of municipal services as significant concerns.

It is also important to note that concerns with the upkeep and management of schools were frequently mentioned, confirming that a portion of the community respondents remains unclear on which governing bodies oversee education.

### Overall Value of Municipal Services

![Graph showing percentages of responses](image)

Results for this section are again very close to last year. Most notably the percentage of respondents who were unable to rate the value of municipal services has dropped from 8.6% to 3.6% year-over-year, indicating increased and improved communications are having a positive effect on the public’s understanding of municipal services.

Along with the drop in responses of “don't know” the positive, neutral, and negative ratings all rose slightly.

- Respondents selecting **good** or **very good** value at 30.1% compared to 28% last year.
- 40.5% of respondents were neutral in their rating compared to 38.6% last year.
- 25.8% of respondents selected **poor** or **very poor** compared to 25.1% last year

### Reasons for Selecting that Rating

Respondents who selected **good** (188) or **very good** (20) value most frequently cited that parks and programs, upkeep, and services are a good value and that Mission is a nice place to live. Areas for improvement noted by this group of respondents were improvements to bylaw enforcement, curbside collection changes, and transit.

Respondents who were **neutral** (280) on value most frequently noted they felt taxes were high for the services received, followed by concerns with curbside collection (bi-weekly garbage and new recycling program) as their primary drivers for choosing this rating,
Respondents who chose poor (113) and very poor value (65) most frequently note they either do not receive services as rural residents, or noted more generally they felt property taxes seem high compared to neighbouring municipalities for the services provided. Transit and transportation (bus and WCE, sidewalks), curbside collection of garbage and recyclables, and general affordability (including homelessness due to high cost of living and rental costs) were the most frequently cited issues, with respondents also frequently suggesting an increase in business and industry in Mission would shift the tax burden away from housing, improving affordability for residents.

Notably there were 12 comments related to the secondary suite program, noting that metered watering and curbside collection to more accurately bill for usage of those services would be preferable to current flat rate billing.

**Importance, Value, and Quality of Service Ratings by Service Area**

This section provides ratings for the importance, quality, and value of each service area.

For each aspect respondents rated their assessment as:

1 = very low or very poor  
2 = low or poor  
3 = neutral  
4 = high or good  
5 = very high or excellent

**2017 Results**

**Fire Protection Services**

How important is this service to you?
How would you rate the value of the service you receive for the taxes you pay?

1. 2.7%
2. 3.8%
3. 13.1%
4. 30.5%
5. 30.9%
Do Not Know 19.0%

How would you rate the overall quality of this service?

1. 0.9%
2. 2.6%
3. 11.5%
4. 28.8%
5. 35.7%
Do Not Know 20.4%
Police Services

How important is this service to you?

1. 1.1%
2. 2.3%
3. 6.2%
4. 19.5%
5. 70.0%
Do Not Know 1.0%

How would you rate the value of the service you receive for the taxes you pay?

1. 5.4%
2. 11.3%
3. 25.2%
4. 27.9%
5. 18.7%
Do Not Know 11.5%
How would you rate the overall quality of this service?

1. 4.9%
2. 9.9%
3. 25.3%
4. 29.9%
5. 18.6%
Do Not Know: 11.3%

Bylaw Enforcement Services

How important is this service to you?

1. 8.4%
2. 11.9%
3. 26.4%
4. 26.3%
5. 21.8%
Do Not Know: 5.3%
How would you rate the value of the service you receive for the taxes you pay?

1. 18.0%
2. 14.3%
3. 27.6%
4. 13.9%
5. 4.6%
Do Not Know: 21.6%

How would you rate the overall quality of this service?

1. 17.9%
2. 15.1%
3. 28.5%
4. 13.2%
5. 5.1%
Do Not Know: 20.3%
Growth and the Economy

Attracting and Retaining Businesses and Employers

How important is this service to you?

1. 2.6%
2. 3.5%
3. 10.0%
4. 34.3%
5. 46.6%
Do Not Know 3.0%

How would you rate the value of the service you receive for the taxes you pay?

1. 10.7%
2. 18.2%
3. 33.0%
4. 14.2%
5. 3.0%
Do Not Know 20.9%
How would you rate the overall quality of this service?

Regulating What Types of Buildings can be Built in Specific Areas

How important is this service to you?
How would you rate the value of the service you receive for the taxes you pay?

1. 9.2%
2. 13.7%
3. 29.5%
4. 16.6%
5. 3.8%
Do Not Know: 27.3%

How would you rate the overall quality of this service?

1. 10.9%
2. 14.4%
3. 27.4%
4. 16.9%
5. 3.5%
Do Not Know: 26.9%
Issuing Building Permits and Providing Inspections

How important is this service to you?

1. 6.6 %
2. 6.6 %
3. 19.9 %
4. 24.0 %
5. 24.2 %
Do Not Know 18.6 %

How would you rate the value of the service you receive for the taxes you pay?

1. 8.4 %
2. 10.9 %
3. 22.9 %
4. 10.9 %
5. 4.2 %
Do Not Know 42.6 %
How would you rate the overall quality of this service?

Parks, Recreation & Culture Services

Recreation Facilities and Programming

How important is this service to you?
How would you rate the value of the service you receive for the taxes you pay?

1. 4.0%
2. 10.8%
3. 26.5%
4. 36.4%
5. 15.2%
Do Not Know: 7.0%

How would you rate the overall quality of this service?

1. 3.5%
2. 11.9%
3. 24.9%
4. 38.5%
5. 16.4%
Do Not Know: 4.9%
Cultural Facilities and Programming

How important is this service to you?

1. 7.5%
2. 10.6%
3. 21.8%
4. 26.8%
5. 24.5%
Do Not Know 8.7%

How would you rate the value of the service you receive for the taxes you pay?

1. 4.2%
2. 9.0%
3. 29.6%
4. 22.2%
5. 7.4%
Do Not Know 27.7%
How would you rate the overall quality of this service?

![Bar chart showing ratings for the overall quality of the service]

Building, Maintaining, and Upgrading Parks, Playgrounds, Sportsfields and Trails

How important is this service to you?

![Bar chart showing ratings for the importance of the service]

Do Not Know
How would you rate the value of the service you receive for the taxes you pay?

1. 7.8%
2. 13.3%
3. 30.3%
4. 29.6%
5. 10.4%
Do Not Know: 8.5%

How would you rate the overall quality of this service?

1. 7.4%
2. 12.8%
3. 29.9%
4. 31.9%
5. 12.0%
Do Not Know: 5.9%
Developing and Maintaining Forest Recreation Areas and Trails

How important is this service to you?

- **1**: 2.4%
- **2**: 2.0%
- **3**: 13.6%
- **4**: 29.2%
- **5**: 48.5%
- **Do Not Know**: 4.3%

How would you rate the value of the service you receive for the taxes you pay?

- **1**: 4.7%
- **2**: 7.5%
- **3**: 28.6%
- **4**: 30.6%
- **5**: 11.3%
- **Do Not Know**: 17.3%
How would you rate the overall quality of this service?

1. 4.1%
2. 8.6%
3. 27.5%
4. 32.2%
5. 11.9%
Do Not Know: 15.6%

Engineering Services & Public Works

Streets and Roadways

How important is this service to you?

1. 1.0%
2. 1.5%
3. 7.3%
4. 31.9%
5. 57.2%
Do Not Know: 1.1%

0.0 % 20.0 % 40.0 % 60.0 % 80.0 % 100.0 %
How would you rate the value of the service you receive for the taxes you pay?

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How would you rate the overall quality of this service?

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<td>Do Not Know</td>
<td>1.9%</td>
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Sidewalks and Walkways

How important is this service to you?

1. 2.4%
2. 5.5%
3. 15.9%
4. 32.9%
5. 41.7%
Do Not Know 1.5%

How would you rate the value of the service you receive for the taxes you pay?

1. 12.1%
2. 16.4%
3. 35.8%
4. 20.7%
5. 5.9%
Do Not Know 9.0%
How would you rate the overall quality of this service?

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<td>Do Not Know</td>
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Cycling Routes

How important is this service to you?

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<td>Do Not Know</td>
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How would you rate the value of the service you receive for the taxes you pay?

1. 14.3%
2. 12.4%
3. 20.8%
4. 7.0%
5. 3.8%
Do Not Know: 41.6%

How would you rate the overall quality of this service?

1. 13.7%
2. 11.7%
3. 23.7%
4. 7.3%
5. 3.5%
Do Not Know: 40.0%
Public Transit Services

How important is this service to you?

1: 24.6%
2: 12.1%
3: 17.0%
4: 16.6%
5: 19.5%
Do Not Know: 10.2%

How would you rate the value of the service you receive for the taxes you pay?

1: 14.7%
2: 15.4%
3: 21.0%
4: 8.6%
5: 3.3%
Do Not Know: 36.9%
How would you rate the overall quality of this service?

- 1: 15.5%
- 2: 15.5%
- 3: 20.9%
- 4: 8.4%
- 5: 3.1%
- Do Not Know: 36.7%

Drinking Water

How important is this service to you?

- 1: 2.6%
- 2: 0.4%
- 3: 2.1%
- 4: 9.8%
- 5: 83.8%
- Do Not Know: 1.3%
How would you rate the value of the service you receive for the taxes you pay?

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How would you rate the overall quality of this service?

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<td>34.9%</td>
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<tr>
<td>Do Not Know</td>
<td>5.9%</td>
</tr>
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Sanitary Sewer and Stormwater Drainage

How important is this service to you?

1. 3.6%
2. 1.5%
3. 8.6%
4. 21.4%
5. 58.3%
Do Not Know 6.6%

How would you rate the value of the service you receive for the taxes you pay?

1. 6.0%
2. 3.8%
3. 17.8%
4. 29.2%
5. 21.8%
Do Not Know 21.3%
Environmental Services

Solid Waste Management and Curbside Collection

How would you rate the overall quality of this service?

How important is this service to you?
How would you rate the value of the service you receive for the taxes you pay?

- 1: 31.1%
- 2: 20.1%
- 3: 21.1%
- 4: 14.6%
- 5: 7.1%
- Do Not Know: 6.0%

How would you rate the overall quality of this service?

- 1: 29.1%
- 2: 19.7%
- 3: 24.1%
- 4: 14.4%
- 5: 7.9%
- Do Not Know: 4.8%
Protecting Environmentally Sensitive Areas

How important is this service to you?

1. 2.0%
2. 3.0%
3. 10.3%
4. 24.7%
5. 52.8%
Do Not Know 7.2%

How would you rate the value of the service you receive for the taxes you pay?

1. 3.6%
2. 7.5%
3. 24.6%
4. 19.7%
5. 7.5%
Do Not Know 37.1%

All (Mean:3.32, Deviation:1.02) (Responses:747)
How would you rate the overall quality of this service?

Management of Invasive Plants

How important is this service to you?
How would you rate the value of the service you receive for the taxes you pay?

- 1: 5.8%
- 2: 6.4%
- 3: 20.7%
- 4: 13.1%
- 5: 4.2%
- Do Not Know: 49.9%

How would you rate the overall quality of this service?

- 1: 5.9%
- 2: 6.5%
- 3: 20.8%
- 4: 13.6%
- 5: 4.2%
- Do Not Know: 49.0%
Online and In-person Services

In-Person Services like Applying for Permits, Paying Taxes etc.

How important is this service to you?

<table>
<thead>
<tr>
<th>Rating</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>4.6%</td>
</tr>
<tr>
<td>2</td>
<td>5.1%</td>
</tr>
<tr>
<td>3</td>
<td>20.9%</td>
</tr>
<tr>
<td>4</td>
<td>26.8%</td>
</tr>
<tr>
<td>5</td>
<td>31.0%</td>
</tr>
<tr>
<td>Do Not Know</td>
<td>11.7%</td>
</tr>
</tbody>
</table>

How would you rate the value of the service you receive for the taxes you pay?

<table>
<thead>
<tr>
<th>Rating</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>4.0%</td>
</tr>
<tr>
<td>2</td>
<td>6.1%</td>
</tr>
<tr>
<td>3</td>
<td>22.1%</td>
</tr>
<tr>
<td>4</td>
<td>25.7%</td>
</tr>
<tr>
<td>5</td>
<td>15.3%</td>
</tr>
<tr>
<td>Do Not Know</td>
<td>26.8%</td>
</tr>
</tbody>
</table>

39
How would you rate the overall quality of this service?

Online Services like Registering for Recreational Programs, Applying for Permits or Licenses, Paying Fees etc.

How important is this service to you?
How would you rate the value of the service you receive for the taxes you pay?

- 1: 2.7%
- 2: 4.8%
- 3: 25.7%
- 4: 24.0%
- 5: 12.9%
- Do Not Know: 29.9%

How would you rate the overall quality of this service?

- 1: 2.4%
- 2: 5.7%
- 3: 25.6%
- 4: 25.2%
- 5: 13.2%
- Do Not Know: 28.0%
Should Service Levels be Increased, Maintained, or Reduced?

In this section respondents were asked to identify where they would increase, maintain, or reduce services.

**Fire protection services**

- **Increase**: 19.2%
- **Maintain**: 72.9%
- **Reduce**: 2.6%
- **Do Not Know**: 5.2%

**Police services**

- **Increase**: 52.3%
- **Maintain**: 39.7%
- **Reduce**: 3.6%
- **Do Not Know**: 4.4%
Bylaw enforcement services

- Increase: 33.2%
- Maintain: 44.9%
- Reduce: 13.4%
- Do Not Know: 8.4%

Attracting and retaining businesses and employers

- Increase: 63.9%
- Maintain: 26.9%
- Reduce: 4.0%
- Do Not Know: 5.1%
Regulating what types of building can be built in specific areas

- Increase: 23.3%
- Maintain: 53.0%
- Reduce: 12.4%
- Do Not Know: 11.3%

Issuing building permits and providing inspections

- Increase: 21.2%
- Maintain: 58.7%
- Reduce: 4.9%
- Do Not Know: 15.1%
Recreation facilities and programming

- Increase: 48.7%
- Maintain: 46.8%
- Reduce: 1.7%
- Do Not Know: 2.8%

Cultural facilities and programming

- Increase: 25.1%
- Maintain: 52.3%
- Reduce: 13.4%
- Do Not Know: 9.2%

All (Mean: 1.59, Deviation: 0.67) (Responses: 744)

All (Mean: 2.07, Deviation: 0.87) (Responses: 740)
Building, maintaining, and upgrading parks, playgrounds, sports-fields and trails

Developing and maintaining forest recreation areas and trails
Streets and roadways

- Increase: 49.7%
- Maintain: 48.1%
- Reduce: 1.1%
- Do Not Know: 1.2%

All (Mean: 1.54, Deviation: 0.59) (Responses: 747)

Sidewalks and walkways

- Increase: 39.2%
- Maintain: 55.9%
- Reduce: 2.1%
- Do Not Know: 2.8%

All (Mean: 1.69, Deviation: 0.65) (Responses: 753)
Cycling routes

- Increase: 14.2%
- Maintain: 36.3%
- Reduce: 35.5%
- Do Not Know: 14.0%

Public transit services

- Increase: 40.0%
- Maintain: 41.2%
- Reduce: 3.9%
- Do Not Know: 14.9%
Drinking water

- Increase: 22.9%
- Maintain: 74.0%
- Reduce: 0.5%
- Do Not Know: 2.5%

Sanitary sewer and stormwater drainage

- Increase: 12.9%
- Maintain: 77.6%
- Reduce: 0.7%
- Do Not Know: 8.8%
Solid waste management and curbside collection

- Increase: 58.4%
- Maintain: 35.5%
- Reduce: 2.5%
- Do Not Know: 3.5%

Protecting environmentally sensitive areas

- Increase: 25.8%
- Maintain: 61.7%
- Reduce: 3.8%
- Do Not Know: 8.7%
Management of invasive plants

- Increase: 21.0%
- Maintain: 57.4%
- Reduce: 4.6%
- Do Not Know: 17.0%

All (Mean: 2.18, Deviation: 0.95) (Responses: 746)

Applying for permits, paying taxes and other in-person services

- Increase: 9.7%
- Maintain: 72.1%
- Reduce: 7.1%
- Do Not Know: 11.1%

All (Mean: 2.19, Deviation: 0.76) (Responses: 749)
Registering for recreation programs, applying for permits of licenses, paying fees and other online services

Comparisons to Previous Year

While we now have baseline data on the importance of service areas and input on increasing, maintaining, or reducing service levels, the metrics for value and quality are new for 2017 and will only be used for comparison moving beyond 2017.

In almost all cases the shift in ratings is small, and can be attributed to specific issues driving the agenda for many respondents (snow events, curbside collection) and to a growth in respondents indicating they did not know enough about the service to rate its importance. Staff caution placing too much emphasis on year-over-year analysis until additional years allow for longer term trends to surface.

Protection & Security

Police services and fire protection remain very highly rated in terms of importance, with only minor shifts in ratings from very important to important for these services compared to last year.

Respondents rated the importance of bylaw enforcement services slightly lower than last year. Staff believe this shift is due to respondents feeling that specific issues this year were more important than bylaw enforcement – rather than as a comment specifically to the importance of bylaw enforcement overall.

In terms of increasing, maintaining, or reducing services respondents were very consistent with fire protection and policing, while support for increasing bylaw enforcement increased from 14.5% to 33.2%
Growth & the Economy

Attracting and retaining businesses was again rated as important or very important by over 80% of respondents, with just a small shift from very important to important.

Regulating what types of buildings can be built in specific areas was rated as relatively important with 59.7% of respondents selecting very important or important compared to 81.7% last year.

Issuing building permits and providing inspections saw the most notable shift in this section with an evening out of responses across very important, important, and neither important nor unimportant at approximately 20 – 25% each.

In terms of any change in service levels the ratings this year are consistent with those of last year with only minor changes.

Parks, Recreation & Culture Services

Results in this section are very similar to last year, with negligible shifts in ratings for all areas.

Noteworthy this year are that respondents were much more supportive of increasing the levels of service across parks, recreation & culture services, with about 50% of respondents supporting increasing both recreation facilities and programming and building, maintaining, and upgrading parks, playgrounds, sports-fields and trails.

Engineering Services & Public Works

Very little change for most service areas within this section as well with the exception of cycling routes, where a larger percentage of respondents indicated they were of very low importance, and transit services which, despite being frequently noted as needing improvement in written-in responses were rated less important overall than in last year’s survey.

Responses to changes to service levels in this section were generally consistent with the exception being stronger support for increases in service related to streets and roadways and sidewalks and pedestrian facilities.

Environmental Services

There were no noteworthy changes in importance ratings in the results from this survey, save to note that the common theme of concerns regarding curbside collection and recycling are echoed in the value and quality ratings in the survey for this year.

The most significant shift in terms of changes to service levels in this section was a significant increase in respondents who selected they would increase service in solid waste management and curbside collection, coming in at 58.4% compared to only 20.5% last year.

Online and In-person Services

Very little change in this section.
Top 3 Priorities

Following noting where they would increase, maintain, or reduce service levels, respondents were asked to prioritize the top three service areas as priorities for 2018.

Parks and recreation-facilities & programming were the most frequently cited priorities at 232.

Policing and public safety were the second most frequently cited service areas with 222 mentions.

Curbside collection including garbage and recycling were mentioned a combined total of 198 times.

Transportation and transit (including sidewalks and cycling) improvements were also frequently noted 94 times, followed attracting and retaining businesses (72) and bylaw enforcement (32) not related to social issues or public safety.

New Services or Amenities

Respondents were asked to write-in suggestions for new services. 267 of the total 766 participants chose to provide a response to this question.

Of those 267 unique responses 26 specifically noted they either had no suggestions or that specifically the District should not provide any new services, indicating the strongest overall trend is a reluctance to consider new services funded by residential property taxes.

While the majority of responses noting new services or amenities were more realistically requests to improve existing services (curbside collection, business attraction and retention), amenities (more playgrounds, improved facilities), or broad requests for solutions to multi-agency challenges (solving homelessness, affordable housing, addiction) the strongest trends across responses expressed a desire for increased programming / activities (festivals, activities, entertainment) for teens and seniors, and improvements to parks and accessibility / multi-modal transportation.

Funding for New Services or Amenities

Respondents to this question were asked to provide suggestions on how they would fund any new services, if they suggested any should be brought in.

The responses to this question conform to two broad themes, one being statements that residential property taxes are too high and spending should be frozen or cut, and the other noting that increased business and industry contributions were the best means of funding any new initiatives.

User fees and user-pay models were the most consistently referenced strategy, with a number of respondents also noting these models would create improved fairness for homeowners with suites currently paying double for utilities.

Finally, increased efficiency and streamlining / reducing costs and wages were noteworthy themes in this section.
Budget Summary

Council is looking for input from the public prior to finalizing the budget. The following has been given preliminary approval to be included in the 2018 financial plan:

- Property tax increase of 3.63%
- Water user fees increase of 1%
- Sewer user fees increase of 4%
- Drainage levy increase of 4.6%
- No increase of garbage, recycling and compost curbside collection fees.

Included in the 3.63% property tax increase:
- Maintaining existing services - 2.63%
- Additional development revenue - (1.49%)
- Non-market change revenue - (1%)
- Spending package requests - 1.87%
- Increased service levels - 1.62%

Budget Priorities

**Public Safety**
- One new RCMP Member
- Parking Enforcement & Adjudication
- Victim & Emergency Support
- 24 hour/7 day Career Firefighting Coverage

**Engineering & Development Services**
- Increased Building Services with a Plan Checker and Building Inspector
- Annual Traffic Count Program
- GIS Technician II
- Engineering Technologist I
- Electrician

**Administration & Finance**
- Administrative Support
- Health & Safety Position
- Increase Transfer to Reserves

**Parks & Recreation**
- Leisure Centre Facility Supervisor

Moving Mission Forward

Council established a set of ambitious goals and objectives at the beginning of their term aimed at improving the quality of life for residents, developing sustainable growth in business and industry, and creating meaningful long-term plans to guide the future growth of our municipality.

Each year’s budget determines how your tax dollars will be spent on a wide range of municipal services from garbage, recycling/compost curbside collections to recreation programs and planning for future development.

It is important to Council that our budgeting process be open and transparent, and that our residents have an opportunity to have their say heard.

We encourage you to take part in the budgeting process by sharing your thoughts through the survey insert in this document or at mission.ca by November 21st. Your feedback helps guide Council’s decision-making throughout the year.
Consolidated Operating Fund Budgets

Mission offers a broad range of municipal services funded from six operating funds:

- General Operating Fund, $48.4 million,
- Water Utility Fund, $6.9 million,
- Sewer Utility Fund, $5.1 million,
- Waste Management Fund, $5.9 million,
- Drainage Utility Fund, $1.8 million,
- Forestry Enterprise, $4.3 million.

The blue colored sections of the consolidated operating expenditures graph represent the services funded through the General Operating Fund.

Consolidated Revenue

The District has three main funding sources to pay for municipal services. They are:

- Property Taxes, $34.9 million,
- User Fees and Charges, $21.2 million,
- Utility User Fees, $16.3 million.

Property taxes are the main revenue source for the General Operating Fund expenditures.

Utility user fees are the main source of revenue for the utility funds.

Each year, the District reviews and adjusts its user fees and charges. The goal is to offset the cost of doing business and to lessen the reliance on property taxes.

Government Transfers

In 2018, the District is projected to receive $2.85 million of government transfers (grants from other levels of government). Of this amount, $1.66 million will be used for capital projects, with the balance of $1.19 million used to offset operating costs for services such as: Policing, Council’s Community Grant Program, Social Development, and Restorative Justice.

Council aims to find that balance between affordable taxes and user fees for its residents and the ability to provide services for a safe and healthy community. The 2018 operating budget of approximately $72.4 million, will see a number of increases to service levels while limiting the property tax and utility increases to a minimum.

Consolidated Operating Expenditures

$72.4 million

Consolidated Operating Revenue

$72.4 million
Proposed Budget Changes

The overall budget increase is estimated at $1,093,450, and represents an estimated 3.63% increase to the budget. This increase would affect the property taxes of the average assessed valued home ($560,500) by $68.83.

### Maintain Existing Services
- Revenue Increases on Existing Services
- Additional Revenue - Administrative Recovery from Utilities
  - 0.82% increase in payroll overhead
- Expenditure/Transfer to Reserve Changes

**Subtotal to Maintain Existing Services**

<table>
<thead>
<tr>
<th>Budget Dollars</th>
<th>Potential Tax Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>$-390,586</td>
<td>-1.30%</td>
</tr>
<tr>
<td>$-242,010</td>
<td>-0.80%</td>
</tr>
<tr>
<td>82,000</td>
<td>0.27%</td>
</tr>
<tr>
<td>1,340,521</td>
<td>4.46%</td>
</tr>
<tr>
<td><strong>$789,925</strong></td>
<td><strong>2.63%</strong></td>
</tr>
</tbody>
</table>

### Additional Revenue from Development Activity
- Additional Development Revenue ¹
- Additional Revenue - Non-Market Changes ¹

**Subtotal of Additional Revenue**

<table>
<thead>
<tr>
<th>Budget Dollars</th>
<th>Potential Tax Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>$-747,000</td>
<td>-2.49%</td>
</tr>
<tr>
<td><strong>$47,22</strong></td>
<td><strong>-547,22</strong></td>
</tr>
</tbody>
</table>

### Increase Service Levels
- Career Firefighters - second half of providing 24 hr/day coverage
- Additional fire equipment costs - moving to 24 hr/day coverage
- Building Inspector 3 approved June 5/15
- Victim Services and Emergency Support Service increase
- Webmap Software (RC17/425) August 21, 2017 meeting
- Increase Fee for Service Grants
- Mission Sustainable Housing Committee - staff related costs
- Spending packages presented September 19, 2017 (see below)

**Subtotal to Increase Existing Services Levels**

<table>
<thead>
<tr>
<th>Budget Dollars</th>
<th>Potential Tax Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,050,525</td>
<td>3.49%</td>
</tr>
<tr>
<td><strong>$66.18</strong></td>
<td></td>
</tr>
</tbody>
</table>

### Potential Changes to General Operating Fund Budget
Presented November 1, 2017

<table>
<thead>
<tr>
<th>Initiative/Project</th>
<th>Net Budget Impact</th>
<th>Potential Tax Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase PT Administrative Clerk to FT</td>
<td>$30,100</td>
<td>0.10%</td>
</tr>
<tr>
<td>Health and Safety  (WorkSafe BC requirement)</td>
<td>Budget expenditures $105,469 Expenditures allocated to other funds ($72,733)</td>
<td>$32,736</td>
</tr>
<tr>
<td>Facility Supervisor at Leisure Centre.</td>
<td>$99,372</td>
<td>0.33%</td>
</tr>
<tr>
<td>Parking Enforcement and Adjudication</td>
<td>Budget expenditures $128,750 Bylaw violations revenue ($128,750)</td>
<td>$0</td>
</tr>
<tr>
<td>Plan Checking Assistant</td>
<td>$79,340</td>
<td>0.26%</td>
</tr>
<tr>
<td>GIS Technician II</td>
<td>$97,867</td>
<td>0.33%</td>
</tr>
<tr>
<td>Engineering Technologist I</td>
<td>Budget Expenditures $109,500 Soil Removal revenue ($54,750)</td>
<td>$54,750</td>
</tr>
<tr>
<td>Annual Traffic Count Program</td>
<td>$17,000</td>
<td>0.06%</td>
</tr>
<tr>
<td>Electrician</td>
<td>Budget Expenditures $140,000 Reduced contract budgets ($140,000)</td>
<td>$0</td>
</tr>
<tr>
<td>RCMP Member</td>
<td>Budget Expenditures $135,000 Funding from Surplus/Reserves ($135,000)</td>
<td>$0</td>
</tr>
<tr>
<td>Increase Transfer to General Capital Reserve</td>
<td>$150,000</td>
<td>0.50%</td>
</tr>
<tr>
<td>Total Requests Recommended:</td>
<td>$561,165</td>
<td>1.87%</td>
</tr>
</tbody>
</table>

¹ These revenue increases can fluctuate immensely depending on development activity in Mission

To maintain current service levels, an increase of $789,925 is proposed to the general operating fund budget. This increase would affect the property taxes of the average assessed valued home ($560,500) by $49.87.

Development activity remains strong in Mission generating additional development revenue projected at $447,000.

Increasing service levels towards Council’s Strategic Plan is estimated at $1,050,525 and includes one RCMP Member funded from surplus and reserves.

This increase would affect the property taxes of the average assessed valued home ($560,500) by $68.83.

Visit: mission.ca/budget and complete the survey by November 21, 2017
Impact on 2018 Property Taxes

Property taxation is the main source of revenue for the District. Property tax notices, mailed out each May, include taxes collected on behalf of various other taxing authorities. Depending on where you live, your tax notice may also include charges for municipal utilities.

The proposed net increase in the 2018 general operating budget of $1,093,450 represents a 3.63% increase in the District’s total budget. This means, if approved, the average value home will see an estimated increase of 3.63% for the **municipal portion only** on the property tax notice.

The average home in Mission paid $3,142 in property taxes in 2017, with $1,896 of that amount for municipal services. With the proposed 3.63% increase in the budget, the estimated 2018 municipal property taxes will be $1,965, a $68.84 increase.

### Estimated Impact

The estimated impact of a 3.63% increase on various assessed value properties.

<table>
<thead>
<tr>
<th>Assessed Value</th>
<th>Residential</th>
<th>Business/Commercial</th>
</tr>
</thead>
<tbody>
<tr>
<td>240,000</td>
<td>$29.47</td>
<td>$88.41</td>
</tr>
<tr>
<td>560,500 (Average)</td>
<td>$68.83</td>
<td>$206.49</td>
</tr>
<tr>
<td>700,000</td>
<td>$85.97</td>
<td>$257.91</td>
</tr>
</tbody>
</table>

### Comparing our Neighbours

The annual tax notice includes amounts for municipal property taxes, taxes levied by other authorities (e.g. provincial school taxes) and flat rate municipal utilities (water, sewer, garbage, recycling/compost).

Mission ranks 4th lowest out of 22 neighbouring communities in terms of the cost of property taxes (excluding utilities) on an average assessed home. In 2017, the average assessed home paid $3,142.

Property taxes include levies from local government, regional district, and other taxing authorities such as provincial school taxes. Does not include Utility fees.

Visit: mission.ca/budget and complete the survey by November 21, 2017.
Over the next five years, the District’s Capital Plan has over $68 million worth of capital projects slated as it continues to invest in infrastructure such as transportation, facilities, water and sanitary sewer systems. $15.2 million is scheduled for capital projects in 2018. Condition assessments on infrastructure, as part of the asset management program, helps the District prioritize replacement capital projects within the long-term financial plan.

Capital projects for 2018 to 2022 include:

- 1st Avenue Streetscapes Project - $3 million
- Second Sanitary Sewer Pipeline Crossing to JAMES Plant - $8.6 million (2017 - 2020)
- Leisure Centre roof replacements - $2.08 million
- Other Leisure Centre repairs and equipment upgrades - $1.95 million
- Information services equipment and software - $1.15 million
- Park upgrades - $0.9 million
- Paving and sidewalks - $14.2 million
- Water Utility projects total - $14.2 million
- Sewer Utility projects total - $11.9 million (not including the sanitary sewer pipeline crossing)
- Drainage Utility projects total - $3 million
- Waste Management Utility projects total - $584,200
- Equipment purchases - $5 million

Saving ahead for funding infrastructure and capital projects is Mission’s “pay as you go” philosophy, and is preferable to debt financing (borrowing), particularly external debt financing, as interest costs can add significantly to the overall cost of a project.

Internal borrowing, (where one reserve account “borrows” from another), is preferable to “taking out a loan”. Borrowed money is used to finance infrastructure for growth/development to occur. The borrowing reserve repays the lending reserve with interest, avoiding interest payments to external sources.

In 2018, $60,749 of debt servicing cost savings will be realized from the maturing of a debt issue. This budget savings is being proposed to be redirected into the District’s Debt Reserve Fund to pay down existing debt when available and reduce future debt expenditures.

Water, sewer, waste management, and drainage utilities are all currently debt free from external sources.
The District of Mission and the City of Abbotsford are joint partners in the major regional 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 cost share percentages for the regional utilities for 2017 is:
- Water 24.23%
- Sewer 21.22%

Mission’s share of the 2018 regional capital budget is:
- Water $876,850
- Sewer $616,300

Included in the 2023 regional water capital budget is $6.2 million for Mission’s share of construction of a new water source. Preliminary planning is just getting underway, the timing and cost estimates could very likely change.

In addition to the regional water system, Mission owns and operates its own water distribution system. To keep pace with inflation and maintain healthy reserves for both the regional and local water systems, Council proposes a 1% increase in water user fees. This will increase the annual flat rate fee by $4.92 for a total of $498.72 per year or $41.56 per month.

Highlights of the 2018 water utility budget include:
- Silverdale Fire Fighting Water Supply project. $100,000, to increase area to qualify for reduced property insurance coverage,
- Transfer to Water Capital Reserve - $2.98 million,
- Increase of $156,911 in regional operating expenses for maintenance on water sources, and

Total capital budget projects equal: $2.4 million
~ regional water projects - $0.9 million
~ local water projects - $1.5 million (includes $1.2 million of water main upgrades).

<table>
<thead>
<tr>
<th>Revenue Changes</th>
<th>Increase to local water distribution revenue</th>
<th>$ -333,219</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decrease to regional water distribution revenue</td>
<td>2,949</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal - Revenue Changes</strong></td>
<td>$ -330,270</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expense Changes</th>
<th>Increase to regional water distribution operating expenses</th>
<th>$ 156,911</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase to local water distribution operating expenses</td>
<td>161,939</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal - Expense Changes</strong></td>
<td>$ 318,850</td>
<td></td>
</tr>
</tbody>
</table>

| Net Decrease to draft 2018 Water Operating Budget | $ -11,420 |

In addition to the regional sewer system, Mission owns and operates its own sewage conveyance system. To keep pace with inflation and to build-up our reserves to support the JAMES Wastewater Treatment Plant, Council proposes a 4% increase in Sewer User Fees. This will increase the annual flat rate fee by $15.84 for a total of $414.00 per year or $34.50 per month.

Highlights of the 2018 sewer utility budget include:
- Transfer to Sewer Capital Reserve - $1.45 million,
- Total Capital budget projects equal: $2.1 million
~ regional sewer projects - $0.9 million
~ local sewer projects - $1.2 million, including $300,000 for sewer condition assessment and replacements, and $1.1 million for pump station upgrades.
~ Construction of a new sanitary sewer river crossing pipe to JAMES Treatment Plant - $8.6 million during 2017 to 2019.

<table>
<thead>
<tr>
<th>Revenue Changes</th>
<th>Increase to local sewer collection revenue</th>
<th>$ -290,970</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decrease to regional sewer collection revenue</td>
<td>43,052</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal - Revenue Changes</strong></td>
<td>$ -247,918</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expense Changes</th>
<th>Decrease to regional sewer collection operating expenses</th>
<th>$ -46,484</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase to local sewer collection operating expenses</td>
<td>173,053</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal - Expense Changes</strong></td>
<td>$ 126,569</td>
<td></td>
</tr>
</tbody>
</table>

| Net Decrease to draft 2018 Sewer Operating Budget | $ -121,349 |
Waste Management

Mission owns the Landfill (Minnie’s Pit), the Mershon St. Recycling Depot and jointly owns the Abbotsford/Mission Recycling Sorting and Processing facility, (AMRD) located in Abbotsford. Waste Management is funded through the flat rate utility fees collected on the property tax notice and landfill tipping fees. Included in the budget is an amount transferred to the Refuse Reserve Fund, to pay for future capital projects. Highlights of the 2018 waste management budget include:

- Transfer to Refuse Reserves - $271,460,
- Increased AMRD revenue - $736,800
- Increased AMRD operating expenses - $489,538
- Capital projects total $129,700

Revenue Changes

<table>
<thead>
<tr>
<th>Service</th>
<th>2017</th>
<th>2018</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Curbside Pick-up</td>
<td>-50,476</td>
<td>$213,714</td>
<td>$264,188</td>
</tr>
<tr>
<td>Landfill Operations</td>
<td>-177,610</td>
<td>106,513</td>
<td>$71,097</td>
</tr>
<tr>
<td>AMRD</td>
<td>-736,828</td>
<td>489,538</td>
<td>$1,288,362</td>
</tr>
<tr>
<td>Environmental Stewardship</td>
<td>4,972</td>
<td>18,614</td>
<td>$13,642</td>
</tr>
</tbody>
</table>

Subtotal - Revenue Changes $-959,943

Expense Changes

<table>
<thead>
<tr>
<th>Service</th>
<th>2017</th>
<th>2018</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Curbside Pick-up</td>
<td></td>
<td>$213,714</td>
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<td>106,513</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AMRD</td>
<td>489,538</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environmental Stewardship</td>
<td>18,614</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfer to Reserves</td>
<td>131,564</td>
<td></td>
<td></td>
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</tbody>
</table>

Subtotal - Expense Changes $959,943

Drainage Utility

The District’s drainage utility program, established in 2016, has significant challenges maintaining existing operations and developing a capital program for replacement and upgrading of the District’s drainage systems. Council proposes a 4.6% increase to the drainage levy. The levy, which is based on each property’s assessment value, will impact the average homeowner by $4.70 for a total cost of $106.82 per year or $8.90 per month.

Highlights of the 2018 drainage utility budget include:

- Increase annual transfer to Drainage Utility Capital Reserve by $60,000,
- Capital projects total $545,000 ~ 7th Avenue and Murray Street Culvert Rehabilitation project for $380,000

Maintain Existing Services

<table>
<thead>
<tr>
<th>Item</th>
<th>Budget Dollars</th>
<th>Potential Tax Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment income increase</td>
<td>-3,138</td>
<td>-0.21%</td>
</tr>
<tr>
<td>New development revenue estimate</td>
<td>-24,000</td>
<td>-1.58%</td>
</tr>
<tr>
<td>Administrative cost recovery</td>
<td>19,711</td>
<td>1.30%</td>
</tr>
<tr>
<td>Contractual increases</td>
<td>14,225</td>
<td>0.93%</td>
</tr>
<tr>
<td>Investment income transferred to capital reserve</td>
<td>3,138</td>
<td>0.21%</td>
</tr>
</tbody>
</table>

Subtotal to Maintain Existing Services $9,936 0.66% $0.67

Spending Package for Council’s Consideration

<table>
<thead>
<tr>
<th>Item</th>
<th>Budget Dollars</th>
<th>Potential Tax Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase transfer to drainage capital reserve</td>
<td>60,000</td>
<td>3.94%</td>
</tr>
</tbody>
</table>

Net Proposed Changes to Drainage Operating Fund $69,936 4.60% $4.70

Flat Rate Utility Fees

Rate increases are to maintain the long-term health of the regional and local utility operations and to fund future capital projects.

<table>
<thead>
<tr>
<th>Utility</th>
<th>Increase %</th>
<th>Increase $</th>
<th>Total User Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water</td>
<td>1%</td>
<td>$4.92</td>
<td>$498.72</td>
</tr>
<tr>
<td>Sewer</td>
<td>4%</td>
<td>$15.84</td>
<td>$414.00</td>
</tr>
<tr>
<td>Garbage</td>
<td>0%</td>
<td>$0.00</td>
<td>$165.24</td>
</tr>
<tr>
<td>Recycling/Compost</td>
<td>0%</td>
<td>$0.00</td>
<td>$130.08</td>
</tr>
<tr>
<td>Drainage</td>
<td>4.6%</td>
<td>$4.70</td>
<td>$106.82*</td>
</tr>
</tbody>
</table>

*On an average assessed home of $560,500

Metered rate will be increasing from $1.25 m³ to $1.26 m³.
Council is considering the request to join the Upper Fraser Valley Bylaw Adjudication System for Parking Enforcement and other bylaw violations. This will provide recipients the ability to dispute a bylaw ticket through an adjudicator rather than the Provincial Courts. By joining this System, bylaw violations will be dealt with in a fair, simple, and cost-effective method, providing a safe community for our residents.

The Mission Forestry Enterprise harvests and sells approximately 45,000 cubic meters of wood annually into the Vancouver Log Market. The business is self-sustaining and funds its operations from the sale of logs. Since inception, the Forestry Enterprise has generated over $11.5 million in profits which have been used to fund non-forestry projects such as a fire hall and fire truck, library improvements, and local arts and culture.

Construction is expected to start in early 2018 (depending on the weather) with completion by the end of 2018.

There are no increases being proposed to the current curbside collection fees in 2018. Recyclables and compostables are collected curbside every week and the curbside collection of garbage occurs bi-weekly. This bi-weekly schedule has increased the curbside garbage diversion rate from 53% to 66%.

Additional information on waste management is available by visiting mission.ca/waste.

Increases are proposed to various landfill fees including 2% for garbage tipping fees.

Mission’s current share of the recycling depot’s (AMRD) operating costs is 23% and is expected to increase to 24% in 2018.

Important Dates for 2018:
Rot Pot Compost Pick-up: April 2 to May 31 (self-load at the landfill - 1 cubic yard limit)
Spring Clean-up: May 7 to May 18 (on your garbage collection day)
Household Hazardous Waste Day: May 19 (at Mission Recycling Depot on Mershon St.)

With the increases to our establishment over the last couple of years, the detachment was able to form a Prolific Offender Suppression Team which has been fully functional for just over 18 months. Since that time, Mission RCMP is proud to report that the team has achieved significant results which directly attributed to the 19% drop in property crime in 2016. An even more dramatic decrease is expected for 2017, as statistics to the end of September already show a decrease of 26%.

Three EV Charging Stations, one at Municipal Hall, one at our Welton Street Building, and one at the Leisure Centre were installed this year. Council has also approved the additional costs to purchase two electric vehicles for the District Fleet. With the addition of electric vehicles to our fleet, an EV Charging Station will be installed at Public Works to enable the charging of the electric vehicles.
Council is looking for your input prior to finalizing the 2018 budget.

Join Council at Municipal Hall on **Monday, November 20th at 7:00 pm** at their Regular Council Meeting for a special community budget consultation presentation.

Visit [mission.ca](http://mission.ca) to complete the survey, or fill in the questions listed below and provide your comments on the back, and submit it to:

Municipal Hall by 4:30 pm on **Tuesday, November 21, 2017**.

**MAINTAINING EXISTING SERVICES**

Maintaining existing services (see page 3) and service levels for 2018 will cost the District an additional $789,925. This represents a potential tax increase of 2.36% or $49.87 on the average assessed home ($560,500). To reduce this increase the municipality would have to decrease or discontinue some services. If you were to decrease or discontinue services to reduce the tax increase where would you focus?

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**NEW SPENDING INITIATIVES**

There are a number of new initiatives (see page 3) included in the proposed 2018 municipal budget in support of Council’s goals and objectives:

- Enhance Lifestyle Opportunities and Community Health
- Improve Public Safety
- Excellence in Financial Management and Planning
- Optimize Planning and Management of Assets and Infrastructure
- Effective Economic Development

The total impact to the budget for these initiatives is $1,050,525 which represents a 3.49% budget increase, or $66.18 on the property tax notice for an average assessed home of $560,500. After including the projected 2018 development activity revenue, this increase is reduced by $447,000 and the net impact becomes a 2.00% budget increase, or a $37.93 impact to the average assessed home.

Given these priorities of Council’s goals and objectives and needs in the community, to what extent do you support this increase in spending?

<table>
<thead>
<tr>
<th>Strongly support</th>
<th>Support</th>
<th>Neutral</th>
<th>Oppose</th>
<th>Strongly Oppose</th>
</tr>
</thead>
</table>

604.820.3772  budget@mission.ca  mission.ca/budget
Council is looking for your input prior to finalizing the 2018 budget.

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Visit [mission.ca](http://mission.ca) to complete the survey, or fill in the questions and provide your comments and submit it to: Municipal Hall by 4:30 pm on Tuesday, November 21, 2017.

**RESERVES / DEBT**

The District currently supports a “pay as you go” philosophy, which means saving ahead to fund infrastructure and capital projects (see page 5). To achieve this, a specific amount of funds are budgeted to be transferred to reserves each year. This approach will help reduce future tax increases by minimizing the cost of borrowing to pay for infrastructure and capital projects and upgrades. (However, borrowing may still be necessary for some major infrastructure projects).

Council would like to know to what extent do you support the “pay as you go” philosophy?

<table>
<thead>
<tr>
<th>Strongly support</th>
<th>Support</th>
<th>Neutral</th>
<th>Oppose</th>
<th>Strongly Oppose</th>
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**ADDITIONAL COMMENTS:**

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Appendix C

EXCERPT of the Draft MINUTES of the REGULAR MEETING of the COUNCIL of the DISTRICT OF MISSION held on November 20, 2017.

1. PUBLIC BUDGET CONSULTATION

The Deputy Treasurer/Collector presented a slideshow overview of the draft 2018 proposed budget, including:

- A 3.63% increase in property taxes;
- A 1% increase in water user rates;
- A 4% increase in sewer user rates;
- A 4.6% increase to the drainage levy;
- No increase in curbside pick-up of garbage and recycling/compost user rates;
- The budget priorities:
  - Improve public safety
  - Increase staffing for Building Services and Engineering Services
  - Increase administrative support and transfer to the reserve funds
  - Increase safety at the Leisure Centre while the facility is open to the public
- $15.2 million is scheduled for capital projects in 2018;
- Key budget drivers totaling $789,925 to maintain existing services;
- A proposed budget increase of $1,050,525;
- The impact on the average assessed value home of $68.83;
- A tax notice breakdown;
- How Mission compares in 2017 with neighbouring communities (4th lowest of 22 communities in terms of property taxes);
- The forestry enterprise update;
- The capital plan;
- Reserve Transfers;
- Outstanding debt vs. the borrowing limit;
- Utility operations including the water fund, sewer fund, waste management, flat rate user fees, and drainage utility fund;
- The budget survey; and
- Encouragement to the public to provide feedback.

The Mayor opened the floor to the public for comments.

Lynne Christensen, Mission, noted she was a long-time resident and business professional in Mission. She expressed the following summarized comments:

- She stated that she was in favour of the animal control services Mission was providing through a contract with the Fraser Valley Regional District’s CARE Centre;
- Ms. Christensen expressed concern regarding the District’s preparedness for winter events. She noted that many residents were unable to leave their homes for several days during last year’s snow event even if their homes were located on snow clearing routes.
- She commended the District’s Bylaw Enforcement Division for their responsiveness and diplomacy, but noted that the Division was understaffed and therefore unable to respond to issues in a timely matter.
- She expressed concern that emergency vehicles would be unable to access her street due to the number of illegally parked cars in the cul-de-sac.
• She urged the District to better market new bylaws to ensure all residents were aware of the changes.

In response to Ms. Christensen’s concerns, Mayor Hawes stated that:

• Emergency vehicles need access to residences at all times and parking was an issue the District was taking seriously;
• The District had hired a Parking Attendant in order to better regulate parking throughout the community;
• The District was also in the process of developing a secondary suite program to ensure that existing units meet safety standards;
• Council had approved a pilot project for sidewalk snow clearing for the 2017/2018 winter season to clear snow from approximately 10 km of municipally-owned, non-resident or business fronted sidewalk.

Councillor Hinds stated that the District had also allocated funds in the 2018 budget to purchase more equipment for snow removal in 2018.

Heidi Smith, Mission, stated that she was a member of the Gorilla Gardeners, a group of volunteers who help to maintain Mission’s public spaces. She noted that the 2018 budget did not appear to allocate any additional funds to better maintain the public spaces throughout the District and expressed concern regarding the amount of litter, graffiti, and weeds in Downtown Mission.

She reminded Council that Downtown Mission was scheduled to receive a $3.5 million facelift and expressed concern that the downtown area would quickly fall into a state of disrepair without an increase in maintenance levels. Ms. Smith suggested that weeds could be chemically suppressed in order to decrease maintenance and noted that the District should consider hiring a local Mission enterprise to perform maintenance tasks downtown.

The Mayor thanked Ms. Smith for her comments and voiced appreciation for the dedication and hard work performed by the Gorilla Gardeners.

Hearing no further comments from the public, the Mayor closed the Public Budget Consultation.
Debi Decker

From: Budget Inquiries
To: maytramé
Subject: FW: New submission from mission.ca Budget Comment Box

Thank you for your submission to the District’s 2018 Budget Consultation. Your comments will be forwarded to Council for their review.

To answer your question regarding the Leisure Centre roof replacement, the roof section scheduled for replacement was not replaced as it was not part of the original renovations.

From: noreply@mission.ca
Sent: November 21, 2017 3:03 PM
To: Budget Inquiries
Subject: New submission from mission.ca Budget Comment Box

Email

Maytramé

Suggestions
How is it possible that the Leisure Centre requires a roof replacement, as it is not very old (10-12 Years?)? Was a substandard roof put on when the Leisure Centre was refurbished? Something is not right, especially when The District will not finish paying for it until 2021.

$3.5 million for the 1st avenue Streetscapes project is a huge amount of money which will not change the shop quality occupancy.
DATE: November 29, 2017
TO: Mayor and Council
FROM: Kerri Onken, Deputy Treasurer/Collector
SUBJECT: 2018 to 2022 Financial Plan Objectives and Policies

RECOMMENDATIONS: Council consider and resolve:

That the District's 2018 to 2022 Financial Plan Bylaw includes the objectives and policies as noted in the report entitled “2018 to 2022 Financial Plan Objectives and Policies”, dated November 29, 2017 from the Deputy Treasurer/Collector.

PURPOSE:
The purpose of this report is in preparation of the 2018 to 2022 Financial Plan Bylaw. Local governments must set out the objectives and policies of the municipality for the planning period as outlined in section 165(3.1) of the Community Charter.

BACKGROUND:
Under Section 165(3.1) of the Community Charter, when preparing a financial plan, local governments must set out the objectives and policies of the municipality for the planning period in relation to the following:

(a) for each of the funding sources described in subsection (7)*, the proportion of total revenue that is proposed to come from that funding source;

(b) the distribution of property value taxes among the property classes that may be subject to the taxes;

(c) the use of permissive tax exemptions.

* The funding sources in subsection (7) are:
  • revenue from property value taxes;
  • revenue from parcel taxes;
  • revenue from fees;
  • revenue from other sources;
  • proceeds from borrowing, other than borrowing under section 177 [revenue anticipation borrowing].

DISCUSSION AND ANALYSIS:
The District of Mission is required to include in its five-year financial plan (2018 to 2022) bylaw (due before May 15, 2018) 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 (revenue from property taxes, parcel taxes, fees, proceeds from borrowing and revenue from other sources);
2. The distribution of property taxes among the property classes; and
3. The use of permissive tax exemptions.

The District’s 2017 to 2021 Financial Plan objectives and policies with updated data tables was provided to Council for review at the May 17, 2017 Freestanding Committee of the Whole (Corporate Administration & Finance) meeting. The objectives and policies below have been updated with 2018 –2022 data for Council’s consideration:

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 (2018 - 2022). Over the five years about 48% of operating revenues will come from property taxes with user fees making up the other significant portion at around 43%. 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 examining and implementing new user fees where feasible, in order to minimize overall property tax increases and reliance on reserves to maintain service levels. 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.
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 2018. 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 91% of Mission’s assessment base is residential and about 7% 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 2017 Municipal Property Taxes

<table>
<thead>
<tr>
<th>Property Class</th>
<th>2017 Property Tax Dollars Raised</th>
<th>% of Total Property Taxation</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Residential</td>
<td>$22,521,546</td>
<td>74.9%</td>
</tr>
<tr>
<td>(2) Utility</td>
<td>221,984</td>
<td>0.7%</td>
</tr>
<tr>
<td>(3) Social Housing</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>(4) Major Industry</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>(5) Light Industrial</td>
<td>915,049</td>
<td>3.0%</td>
</tr>
<tr>
<td>(6) Business/Other</td>
<td>6,237,779</td>
<td>20.7%</td>
</tr>
<tr>
<td>(7) Municipal Forest</td>
<td>1,487</td>
<td>&lt;0.1%</td>
</tr>
<tr>
<td>(8) Recreation/Non-Profit</td>
<td>133,524</td>
<td>0.4%</td>
</tr>
<tr>
<td>(9) Farm</td>
<td>57,567</td>
<td>0.2%</td>
</tr>
</tbody>
</table>

$30,088,936 100.00%

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, 2019 and is outlined under Bylaw 5391-2013 Downtown Revitalization Tax Exemption.

Bylaws for Council’s consideration are being prepared for December 4, 2017 Regular Meeting of Council to update Bylaw 5391-2013 to extend the Mission Downtown Development Incentive program to December 2019.
FINANCIAL IMPLICATIONS:
There are no financial implications directly associated with this report.

COMMUNICATION:
The financial plan bylaw, including Council’s goals and objectives, once adopted by Council will be forwarded to the Ministry of Community, Sport and Cultural Development, and available on the District’s website.

SUMMARY AND CONCLUSION:
Under Section 165(3.1) of the Community Charter, when preparing a financial plan, local governments must set out the objectives and policies of the municipality for the planning period in relation to the funding sources for the operating and capital budgets, the distribution of property value taxes among the property classes that may be subject to the taxes, and the use of permissive tax exemptions. Included in this report are the objectives and policies with updated data for the 2018 to 2022 Financial Plan Bylaw for Council's consideration.

SIGNOFFS:

Kerri Onken, Deputy Treasurer/Collector
Reviewed by: Kris Boland, Director of Finance

Comment from the Chief Administrative Officer:
Reviewed

G:\FINANCE\BUDGET\Budget 2018\Council Budget Meeting Agendas, etc\20171129 Final\3 - Memo Financial Plan G&O.docx
DATE: November 29, 2017
TO: Mayor and Council
FROM: Kerri Onken, Deputy Treasurer/Collector
SUBJECT: 2018 to 2022 Financial Plan Bylaw Preparation

RECOMMENDATIONS: Council consider and resolve:

1. That the 2018 General Fund budget, capital and operating, including an increase of 3.63% to the 2018 property tax levy which includes the operating spending packages presented and one additional RCMP Officer, be approved;
2. That the 2018 Water Utility Financial Plan, capital and operating, including a 1% increase in water user rates effective January 1, 2018, be approved;
3. That the 2018 Sewer Utility Financial Plan, capital and operating, including a 4% increase in sewer user rates effective January 1, 2018, be approved;
4. That the 2018 Waste Management Utility Financial Plan, capital and operating, including increases to various landfill tipping fees effective January 1, 2018, be approved;
5. That the 2018 Drainage Utility Financial Plan, capital and operating, including a 4.6% increase to the 2018 drainage levy, be approved;
6. That the increases noted above, as well as all of the recommendations of the Freestanding Committee of the Whole (Corporate Administration & Finance) Budget meetings, put forward during the 2018 budget process, and subsequently approved and adopted by Council, be included in the District’s 2018 to 2022 Financial Plan Bylaw; and
7. That all other applicable bylaws be updated accordingly.

PURPOSE:
The purpose of this report is to provide an overview of the draft operating and capital budgets for Council’s consideration in terms of the final direction on the budget, and any related property tax and user rate increases in order to prepare the District’s 2018 to 2022 Financial Plan Bylaw.

BACKGROUND
During the Fall budget meetings, Council approved several updates to the various operating and capital plan. These included increases to maintain existing services, various operating spending packages for new initiatives, updated capital information and the inclusion of new capital projects into the capital plans. This information was summarized and presented at the Public Budget Consultation on November 20, 2017 for input. The major changes to the operating budgets included:

- An increase in property taxes of 3.63%,
- 1% increase in water user rates,
- 4% increase in sewer user rates,
- 4.6% increase in drainage levy,
- No increase in curbside pick-up of garbage and recycling/compost user rates, but an average of 2% increase in various landfill tipping fees.
DISCUSSION AND ANALYSIS:

General Operating Budget

During the Fall budget meetings, Council reviewed budget reports to maintain existing services and outlined the new initiatives to support Council’s goals and objectives. The 2018 general operating budget indicated the net overall budget increase of $1,093,450 over 2017, which represents a 3.63% increase in property taxes. The major changes are as follows:

<table>
<thead>
<tr>
<th>Maintain Existing Services</th>
<th>Budget Dollars</th>
<th>Potential Tax Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Increases on Existing Services</td>
<td>$-390,586</td>
<td>-1.30%</td>
</tr>
<tr>
<td>Additional Revenue - Administrative Fee</td>
<td>$-242,010</td>
<td>-0.80%</td>
</tr>
<tr>
<td>0.82% increase in payroll overhead</td>
<td>82,000</td>
<td>0.27%</td>
</tr>
<tr>
<td>Expenditure/Transfer to Reserve Changes</td>
<td>1,340,521</td>
<td>4.46%</td>
</tr>
<tr>
<td><strong>Subtotal to Maintain Existing Services</strong></td>
<td><strong>$789,925</strong></td>
<td><strong>2.63%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Additional Revenue from Development Activity</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional Development Revenue</td>
<td>$-447,000</td>
<td>-1.49%</td>
</tr>
<tr>
<td>Additional Revenue - Non-Market Changes</td>
<td>$-300,000</td>
<td>-1.00%</td>
</tr>
<tr>
<td><strong>Subtotal of Additional Revenue</strong></td>
<td><strong>$-747,000</strong></td>
<td><strong>-2.49%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Increase Service Levels</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Firefighters - second half of providing 24/7 coverage</td>
<td>245,000</td>
<td>0.81%</td>
</tr>
<tr>
<td>Additional fire equipment costs - moving to 24/7 coverage</td>
<td>33,000</td>
<td>0.11%</td>
</tr>
<tr>
<td>Building Inspector 3</td>
<td>120,000</td>
<td>0.40%</td>
</tr>
<tr>
<td>Victim Services and Emergency Support Service increase</td>
<td>69,360</td>
<td>0.23%</td>
</tr>
<tr>
<td>Webmap software</td>
<td>9,600</td>
<td>0.03%</td>
</tr>
<tr>
<td>Increase Fee for Service Grants</td>
<td>9,400</td>
<td>0.03%</td>
</tr>
<tr>
<td>Mission Sustainable Housing Committee - staff related costs</td>
<td>3,000</td>
<td>0.01%</td>
</tr>
<tr>
<td>New RCMP Officer</td>
<td>135,000</td>
<td>0.45%</td>
</tr>
<tr>
<td>Funding new RCMP Officer from reserves</td>
<td>$-135,000</td>
<td>-0.45%</td>
</tr>
<tr>
<td>Spending packages presented</td>
<td>561,165</td>
<td>1.87%</td>
</tr>
<tr>
<td><strong>Subtotal to Increase Existing Services Levels</strong></td>
<td><strong>$1,050,525</strong></td>
<td><strong>3.49%</strong></td>
</tr>
</tbody>
</table>

The 3.63% increase in property taxes has an impact of approximately $68.83 on the average assessed value home in Mission, for general municipal services.

Staff continue to work with BC Assessment to get a firmer estimate of the value of additional property taxation revenue to be received from non-market changes. The final non-market change revenue should be known by March 31, 2018 and staff will report back on any significant variations to the original estimate.
Capital Budgets

Also during the Fall budget meetings, Council approved several updates to the various capital plans and included new capital projects into the General Capital, Water Capital, Waste Management Capital, Forestry Capital and Drainage Capital plans. This information was summarized and presented at the November 20, 2017 Budget Consultation portion of the Regular Meeting of Council for input.

Utility User Rates

As part of the budget discussions, Council approved to bring forward to the public budget consultation, a 1% increase in water user rates and a 4% increase in sewer user rates to ensure additional funds for future capital projects and to keep pace with inflation. This equates to an increase just over $20 for a home owner paying flat rate for both utilities.

During the budgeting process, staff indicated that no increases to the curbside collection rates for garbage and recycling/compost are required to maintain a healthy Waste Management Utility Fund balance. However, increases to the following landfill tipping fees, which have been updated since last presented, have been proposed:

<table>
<thead>
<tr>
<th>Description of Fee</th>
<th>Unit</th>
<th>2017 Rate</th>
<th>Proposed 2018 Rate</th>
<th>Percentage Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Garbage from sources within the District except as specified below.</td>
<td>Per tonne</td>
<td>$101.00</td>
<td>$103.00</td>
<td>1.98%</td>
</tr>
<tr>
<td>Greenwaste from sources within or outside the District</td>
<td>Per tonne</td>
<td>$65.50</td>
<td>$67.00</td>
<td>2.29%</td>
</tr>
<tr>
<td>Gypsum Board (post 1990) from sources within the District</td>
<td>Per tonne</td>
<td>$156.50</td>
<td>$160.00</td>
<td>2.24%</td>
</tr>
<tr>
<td>Sod, soil, bricks and small concrete debris (not exceeding 30 centimetres in any dimension) from sources within the District</td>
<td>Per tonne</td>
<td>$32.50</td>
<td>$33.00</td>
<td>3.13%</td>
</tr>
<tr>
<td>Commercial Food Waste from sources within the District</td>
<td>Per tonne</td>
<td>$75.50</td>
<td>$77.00</td>
<td>1.99%</td>
</tr>
<tr>
<td>Residential Food Waste from sources outside the District</td>
<td>Per tonne</td>
<td>$65.50</td>
<td>$67.00</td>
<td>2.29%</td>
</tr>
<tr>
<td>Garbage, Trade Waste, or Construction and Demolition Waste requiring special management practices, including residential asbestos, from sources within the District</td>
<td>Per tonne</td>
<td>$161.50</td>
<td>$165.00</td>
<td>2.17%</td>
</tr>
<tr>
<td>Garbage, Trade Waste, or Construction and Demolition Waste received from sources outside the District, except as specified below</td>
<td>Per tonne</td>
<td>$165.00</td>
<td>$168.50</td>
<td>2.12%</td>
</tr>
<tr>
<td>Garbage, Trade Waste, or Construction and Demolition Waste requiring special management practices, including residential asbestos, from sources outside the District</td>
<td>Per tonne</td>
<td>$195.00</td>
<td>$240.00</td>
<td>23.08%</td>
</tr>
</tbody>
</table>

Council approved to bring forward to the public, a 4.6% increase to the drainage levy. This proposed increase includes maintaining existing services, plus a spending package to increase the annual transfer to the Drainage Capital Reserve Fund by $60,000.
Budget Unknowns
Budgeting is a process of estimating financial projections into the future. There is an inherent risk that information becomes available or events occur after the budget has been adopted that has a significant impact on the District’s budget. If a significant budget variance occurs, staff will report to Council with details and options to consider.

Preparing the Financial Plan Bylaw
Staff will be preparing the District’s 2018 to 2022 Financial Plan Bylaw for adoption prior to December 31, 2017 that includes the previously approved changes to operating and capital plans. In order to prepare the Financial Plan Bylaw, staff require the following:

- Council’s direction in terms of the overall 2018 property tax increase and approval that the District’s draft General Fund budget, operating and capital, be incorporated into the 2018 to 2022 Financial Plan Bylaw, including a 3.63% increase in the 2018 property tax levy (to be included in the District’s Tax Rates Bylaw prepared in April, 2018), the spending packages presented and the one new RCMP officer in 2018;
- Council’s direction for staff to prepare the Water Rates Amending Bylaw 5684-2017-2197(29) to include a 1% rate increase effective January 1, 2018 to Schedule A Water Utility Fees, and approval that the District’s draft 2018 Water Utility Financial Plan, operating and capital, be incorporated into the 2018 to 2022 Financial Plan Bylaw;
- Council’s direction for staff to prepare the Sewer User Rates and Charges Amending Bylaw 5685-2017-1922(24) to include a 4% rate increase effective January 1, 2018 to Schedule A Sewer Utility Fees, and approval that the District’s draft 2018 Sewer Utility Financial Plan, operating and capital, be incorporated into the 2018 to 2022 Financial Plan Bylaw;
- Council’s direction for staff to prepare the Solid Waste Management Amending Bylaw 5686-2017-5526(2) to include the landfill tipping fee increases effective January 1, 2018 as set out in the above Table 1, and approval that the District’s draft 2018 Waste Management Utility Financial Plan, operating and capital, be incorporated into the 2018 to 2022 Financial Plan Bylaw; and
- Council’s direction for staff to include in the District’s Tax Rates Bylaw (prepared in April, 2018) a 4.6% increase to the drainage levy, and approval that the District’s draft 2018 Drainage Utility Financial Plan, operating and capital, be incorporated into the 2018 to 2022 Financial Plan Bylaw.

FINANCIAL IMPLICATIONS:
The financial implications of the 2018 to 2022 financial plan and related rate increases have been discussed thoroughly by Council throughout the 2018 budget process.

COMMUNICATION:
The public was consulted prior to in-depth budget discussions beginning, in order to provide Council with perspective and guidance from the public as they worked through the budget process. Once Council’s budget deliberations were complete, the proposed 2018 budget was presented to the public for input and feedback on November 20, 2017. The results of that consultation are included in a separate report on this agenda.

The Financial Plan Bylaw will be available on the District’s website once adopted by Council.

SIGNOFFS:

Kerri Onken, Deputy Treasurer/Collector

Reviewed by:
Kris Boland, Director of Finance

Comment from the Chief Administrative Officer:
Reviewed