

CITY OF MISSION

BYLAW 6326-2024

A bylaw to establish the Financial Plan
for the years 2025-2029

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 City of Mission, in open meeting assembled, ENACTS AS FOLLOWS:

1. This Bylaw may be cited for all purposes as "City of Mission 2025 to 2029 Financial Plan Bylaw 6326-2024".
2. Those schedules marked as Schedule "A", "B", "C", and "D" attached hereto, and forming part of this bylaw, are hereby declared to be the Financial Plan for the City of Mission for the period January 1, 2025 to December 31, 2029.

READ A FIRST TIME this 3rd day of February, 2025

READ A SECOND TIME this 3rd day of February, 2025

READ A THIRD TIME this 3rd day of February, 2025

ADOPTED this 18th day of February, 2025



PAUL HORN
MAYOR



JENNIFER RUSSELL
CORPORATE OFFICER

**City of Mission
2025 to 2029 Financial Plan**

**Schedule “A” of Bylaw No. 6246-2023
Statement of Objectives and Policies**

In accordance with Section 165(3.1) of the *Community Charter*, the City of Mission is required to include in its Five-Year Financial Plan (2025 to 2029), 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.

Section 1 Funding Sources

Council’s objectives and policies for 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 City’s five-year financial plan (2025 to 2029). Over the five years most of the operating revenue will come from property value taxes (including diking and drainage levies). User fees make up another significant portion of the operating revenue.

Operating Revenue Sources

Objective:

Over the five-year financial plan timeframe, it is Council’s goal to diversify and expand revenue sources where possible.

Policy:

Council recognizes that property taxes fund most of the City of Mission’s services/programs and that several services are provided on a full or partial cost recovery basis. Council is committed to, on an annual basis, formally reviewing and adjusting, where possible, existing user fees in addition to examining and implementing new user fees where applicable. There is a recognition that raising user fees beyond a certain point may result in less usage or demand and, ultimately, less revenue and that various services, such as recreation programs, should be subsidized to ensure all citizens can partake. The City of Mission, like other local governments in BC, also needs access to other sources of revenue to meet growing service demands and to stabilize property tax increases. Grants from senior levels of government are actively sought to maximize other revenue sources.

Capital Revenue Sources

Objective:

Over the five-year financial plan timeframe, it is Council's goal to increase internal capital funding/financing opportunities.

Policy:

Council sees that increasing internal capital funding capacity can ensure the City can fund capital maintenance activities thus reducing the reliance on external sources of revenue or debt. If a capital project is to be funded from debt, internal debt financing will be considered first, where practical and financially beneficial, before considering 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. Council will review early debt retirements presented by staff, considering current funding needs, should such opportunities occur.

Table 1: Sources of Revenue

	2025	2026	2027	2028	2029
Operating Revenue Sources					
Property value taxation	49%	50%	50%	50%	50%
User fees and charges	40%	40%	40%	40%	41%
Other revenue	11%	10%	10%	10%	9%
Proceeds from borrowing	0%	0%	0%	0%	0%
Totals	100%	100%	100%	100%	100%
Capital Revenue Sources					
Other sources - Reserves	31%	26%	41%	39%	20%
Other sources - DCCs and developer contributions	69%	62%	59%	61%	80%
Other sources - Grants	0%	12%	0%	0%	0%
Proceeds from borrowing	0%	0%	0%	0%	0%
Totals	100%	100%	100%	100%	100%

Section 2 Distribution of Property Taxes

Council’s objective and policy for the distribution of the property tax burden is provided below. Table 2 highlights the municipal property tax dollars, and the respective percentages, collected from each of the tax classes in 2024. The City collects approximately 73.5% of its property taxes from the residential class and approximately 22% from the business/other class with the remaining classes making up the balance. Approximately 90% of Mission’s assessment base is residential and about 8% is business/other.

Objective:

Over the five-year financial plan timeframe, it is Council’s goal to encourage diversification and expansion to the tax base.

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 pursuing development of business and commercial properties to provide economic opportunities and to allow for the possibility of reducing the tax burden on the residential property class. 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 City services, facilities and amenities, and that additional services and amenities benefit all tax classes, both directly and indirectly.

Table 2: Distribution of 2024 Municipal Property Taxes and Assessment Values

Property Class	Property Tax Dollars Raised	% of Total Property Taxation	Assessed Values	% of Assesed Value
(1) Residential	\$ 34,177,711	73.5%	14,804,197,774	90.19%
(2) Utility	383,999	0.8%	10,682,870	0.06%
(3) Social Housing	-	0.0%	2	0.00%
(4) Major Industry	-	0.0%	-	0.00%
(5) Light Industrial	1,406,969	3.0%	305,276,800	1.86%
(6) Business/Other	10,296,792	22.1%	1,252,460,585	7.63%
(7) Municipal Forest	1,573	<0.1%	127,300	0.00%
(8) Recreation/Non-Profit	176,978	0.4%	39,375,000	0.24%
(9) Farm	71,911	0.2%	2,802,127	0.02%
	\$ 46,515,933	100.00%	\$ 16,414,922,458	100.00%

Section 3 Permissive Tax Exemptions (including Revitalization Tax Exemptions)

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

Objective:

Over the five-year financial plan timeframe, Council will continue supporting local charitable/non-profit organizations that provide valuable services to the community as allowed by legislation.

Policy:

Council chooses to support local 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 granting property tax exemptions.

The Mission Downtown Development Incentive Program, which offered a 10-year revitalization tax exemption (RTE), ran until December 31, 2024. Any RTE applications received by December 31, 2024 and permitted upgrading that is completed with a final approved occupancy permit by before December 31, 2026 will be eligible for participation in the program.

**Schedule "B" of Bylaw No. 6326-2024
 2025 Detailed Financial Plan**

	General Operating	Internal Adjustments	Drainage Operating	Water Operating	Sewer Operating	Solid Waste	Forestry	General Capital	Drainage Capital	Water Capital	Sewer Capital	Total
Revenue												
Property taxation	\$0	\$0	-\$3,714,623	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-\$4,097,534
Local improvements	0	0	-142,000	0	0	0	0	0	0	0	0	-142,000
Sale of services and regulatory fees	-14,113,840	0	-167,900	-9,144,569	-8,158,674	-6,620,136	-5,684,000	0	-25,000	-62,000	-23,000	-43,999,118
Government transfers	-3,444,757	0	0	0	0	0	-209,765	0	0	0	0	-3,654,524
Amortization of restricted revenue	0	0	0	0	0	0	0	-15,041,317	-1,969,493	-345,265	-1,625,479	-18,981,554
Investment income	-3,611,711	0	-127,255	-604,766	-458,823	-47,679	-314,485	0	0	0	0	-5,164,719
Other revenue	-2,215,669	0	0	-14,190	-16,371	-629,000	0	0	0	0	-15,112	-2,890,342
Developer in-kind contribution for capital	0	0	0	0	0	0	0	-18,783,350	-3,382,714	-3,500,163	-3,298,972	-28,965,199
Total revenue	-\$73,768,888	\$0	-\$4,151,778	-\$9,763,525	-\$8,633,968	-\$7,296,815	-\$6,208,250	-\$33,824,667	-\$5,377,207	-\$3,907,428	-\$4,962,563	-\$157,894,990
Expenses												
Bylaw enforcement	\$999,923	\$0	\$0	\$0	\$0	\$0	\$0	\$1,363	\$0	\$0	\$0	\$1,001,286
Cemetery	316,547	-25,000	0	0	0	0	0	732	0	0	0	292,279
Development services	4,932,262	0	0	0	0	0	0	478	0	0	0	4,932,740
Engineering and public works	11,396,323	-456,453	0	0	0	0	0	329,342	0	0	0	11,269,212
Fire Rescue services	8,262,782	0	0	0	0	0	0	42,213	0	0	0	8,304,995
General government & administration	13,486,227	-5,127	0	0	0	0	0	26,654	0	0	0	13,507,755
Parks, recreation and culture services	13,501,467	0	0	0	0	0	0	66,445	0	0	0	13,567,913
Police services	18,346,061	0	0	0	0	0	0	0	0	0	0	18,346,060
Transit services	4,004,304	0	0	0	0	0	0	0	0	0	0	4,004,304
Drainage Utility	0	-726,425	3,602,567	0	0	0	0	0	98,730	0	0	2,974,872
Sewer utility	0	-1,469,123	0	0	6,552,342	0	0	0	0	0	356,600	5,439,820
Solid waste	0	-1,415,503	0	0	8,066,990	0	0	280,385	0	0	0	6,931,871
Water utility	0	-1,602,979	0	8,049,796	0	0	0	0	0	1,085,760	0	7,532,578
Municipal forest	0	-231,906	0	0	0	0	5,138,219	0	0	0	0	4,906,313
Internal recoveries	-5,067,770	5,932,516	0	-89,746	0	-775,000	0	0	0	0	0	0
Total expenses	\$70,178,125	\$0	\$3,602,567	\$7,960,050	\$6,552,342	\$7,291,990	\$5,138,219	\$747,613	\$98,730	\$1,085,760	\$356,600	\$103,011,998
Annual (surplus) deficit	-\$3,590,764	\$0	-\$549,211	-\$1,803,475	-\$2,081,525	-\$4,825	-\$1,070,031	-\$33,077,054	-\$5,278,477	-\$2,821,667	-\$4,605,963	-\$54,882,992
Reserves, capital and debt												
Tangible capital assets purchased	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$23,369,490	\$3,242,524	\$3,343,658	\$5,144,034	\$38,099,706
Tangible capital assets contributed by developers	0	0	0	0	0	0	0	18,783,350	3,382,714	3,500,163	3,298,972	28,965,199
New debt/temporary borrowing	0	0	0	0	0	0	0	0	0	0	0	0
Repayment of debt	634,656	0	0	0	246,218	0	0	0	0	0	227,278	1,108,151
Transfers to reserves	11,676,085	0	1,864,649	3,497,685	3,391,842	570,740	1,232,779	0	0	0	0	22,233,780
Amortization & disposals	-7,999,228	0	-1,315,438	-1,694,211	-1,556,534	-565,915	-112,748	0	0	0	0	-13,244,074
Reserves/surplus used for capital funding	0	0	0	0	0	0	0	-12,075,786	-1,346,761	-4,022,153	-4,064,321	-21,509,021
Reserves/surplus used to fund operations	-720,749	0	0	0	0	0	-50,000	0	0	0	0	-770,749
Total reserves, capital and debt	\$3,590,763	\$0	\$549,211	\$1,803,474	\$2,081,525	\$4,825	\$1,070,031	\$33,077,054	\$5,278,477	\$2,821,667	\$4,605,963	\$54,882,992

**Schedule “C” of Bylaw No. 6326-2024
2025 to 2029 Summary Financial Plan**

	2025	2026	2027	2028	2029	Total
Revenue						
Property taxation	-\$54,097,534	-\$56,364,507	-\$58,747,056	-\$61,137,070	-\$63,266,521	-\$293,612,688
Local Improvements/Parcel Tax	-142,000	-148,073	-152,515	-157,089	-161,802	-761,479
Sale of services and regulatory fees	-43,999,118	-45,932,137	-47,656,871	-49,514,106	-51,351,902	-238,454,134
Government transfers	-3,654,524	-14,149,399	-3,554,863	-3,571,319	-3,588,103	-28,518,208
Amortization of restricted revenue	-18,981,554	-25,433,036	-9,503,199	-23,877,078	-46,268,634	-124,063,501
Investment income	-5,164,719	-5,092,643	-4,920,749	-5,147,472	-4,998,797	-25,324,380
Other revenue	-2,890,342	-2,980,498	-2,825,202	-2,906,173	-2,983,981	-14,586,196
Developer in-kind contribution for capital	-28,965,199	-29,544,502	-30,135,392	-31,642,162	-33,224,269	-153,511,524
Total revenue	-\$157,894,990	-\$179,644,795	-\$157,495,847	-\$177,952,469	-\$205,844,009	-\$878,832,110
Expenses						
Bylaw enforcement	\$1,001,286	\$1,030,363	\$1,061,272	\$1,093,108	\$1,125,900	\$5,311,929
Cemetery	292,279	304,658	310,497	318,742	329,734	1,555,910
Development services	4,932,740	5,076,343	5,724,167	5,376,336	5,532,979	26,642,565
Engineering and public works	11,269,212	11,706,415	11,909,519	12,134,984	12,523,013	59,543,143
Fire rescue services	8,304,995	8,523,453	8,822,412	9,032,408	9,303,991	43,987,259
General government & administration	13,507,755	13,899,637	14,470,413	14,715,029	15,165,316	71,758,150
Parks, recreation and culture services	13,567,913	13,636,654	14,066,643	14,553,274	14,830,854	70,655,338
Police services	18,346,060	19,045,401	19,771,681	20,525,951	21,309,296	98,998,389
Transit services	4,004,304	4,331,933	4,674,066	4,807,736	4,951,968	22,770,007
Drainage utility	2,974,872	3,200,822	3,126,598	3,258,560	3,668,870	16,229,722
Sewer utility	5,439,820	5,649,057	5,710,536	5,837,000	6,286,156	28,922,569
Solid waste	6,931,871	6,866,974	7,069,211	8,636,746	8,831,458	38,336,260
Water utility	7,532,578	6,878,209	7,052,166	7,299,327	7,511,663	36,273,943
Municipal forest	4,906,313	4,703,576	4,658,746	4,726,363	4,795,225	23,790,223
Total expenses	\$103,011,998	\$104,853,495	\$108,427,927	\$112,315,564	\$116,166,423	\$544,775,407
Annual (surplus) deficit	-\$54,882,992	-\$74,791,300	-\$49,067,920	-\$65,636,905	-\$89,677,586	-\$334,056,703
Reserves, capital and debt						
Tangible capital assets purchased	\$38,099,706	\$57,981,953	\$35,644,364	\$56,087,454	\$62,409,820	\$250,223,297
Tangible capital assets contributed by developers	28,965,199	29,544,502	30,135,392	31,642,162	33,224,269	153,511,524
New debt/temporary borrowing	0	0	0	0	0	0
Repayment of debt - principal (see information below)	1,108,151	935,803	507,220	524,973	538,028	3,614,175
Transfers to reserves	22,233,780	24,216,974	25,797,490	27,665,474	28,627,830	128,541,548
Amortization & disposals	-13,244,074	-13,633,800	-14,042,814	-14,464,100	-14,898,022	-70,282,810
Reserves/surplus used for capital funding	-21,509,021	-23,442,365	-27,464,686	-35,181,517	-19,521,022	-127,118,611
Reserves/surplus used to fund operations	-770,749	-811,767	-1,509,046	-637,541	-703,317	-4,432,420
	\$54,882,992	\$74,791,300	\$49,067,920	\$65,636,905	\$89,677,586	\$334,056,703
Information details:						
Principal	\$1,108,151	\$935,803	\$507,220	\$524,973	\$538,028	\$3,614,175
Interest associated with debt	117,781	77,112	0	0	0	194,893
Total payments	\$1,225,932	\$1,012,915	\$507,220	\$524,973	\$538,028	\$3,809,068

Schedule "D" of Bylaw No. 6326-2024 2025 to 2029 Summary Capital Plan

PLANNED CAPITAL EXPENDITURES	2025	2026	2027	2028	2029	Totals
General Capital Plan						
Cemetery	\$78,000	\$465,000	\$127,400	\$17,200	\$170,000	\$857,600
Corporate Administration	24,900	20,300	20,700	21,100	41,500	128,500
Engineering & Public Works	6,492,000	5,430,015	4,757,000	5,549,600	5,696,000	27,924,615
Finance & Purchasing	9,800	4,900	5,000	5,100	5,200	30,000
Fire/Rescue Services	1,068,051	1,204,651	182,400	155,600	140,700	2,751,402
Forestry	5,000	260,000	-	-	-	265,000
General Government - Major Projects	18,600	-	-	19,700	-	38,300
Information Services	132,950	178,550	493,950	387,100	256,000	1,448,550
Inspection Services	11,700	3,800	3,900	4,000	4,100	27,500
Parks, Recreation & Culture	1,536,800	1,435,100	2,279,200	3,758,500	1,753,100	10,762,700
Planning	3,700	3,800	3,900	4,000	4,100	19,500
Police	92,100	16,300	16,500	16,700	16,900	158,500
Subtotal General Capital Plan	9,473,601	9,022,416	7,889,950	9,938,600	8,087,600	44,412,167
General Development Cost Charge (DCC) Capital Plan						
Parkland	-	-	-	7,793,780	-	7,793,780
Cedar Valley Roads	84,800	-	-	121,957	182,936	389,693
Roads - All Areas	16,215,557	14,964,489	1,846,638	6,722,422	3,454,995	43,204,101
Subtotal General DCC Capital Plan	16,300,357	14,964,489	1,846,638	14,638,159	3,637,931	51,387,574
Solid Waste Capital Plan						
Landfill	126,407	137,935	79,494	5,904,737	82,705	6,331,278
Abbotsford/Mission Recycling Depot	15,066	15,401	15,736	16,070	8,370	70,643
Subtotal Solid Waste Capital Plan	141,473	153,336	95,230	5,920,807	91,075	6,401,921
Equipment Replacement Capital Plan						
	1,201,672	510,355	1,714,662	5,536,566	2,705,028	11,668,283
Drainage Utility Capital Plan						
Drainage Capital	1,129,116	2,951,500	1,140,600	1,075,000	1,175,000	7,471,216
Drainage DCC's	2,212,138	1,394,715	4,896,809	5,906,294	12,412,228	26,822,184
Subtotal Drainage Utility Capital Plan	3,341,254	4,346,215	6,037,409	6,981,294	13,587,228	34,293,400
Water Utility Capital Plan						
Water Capital - Local	2,807,865	2,423,400	2,514,800	2,625,900	2,280,600	12,652,565
Water Capital - Regional	1,272,800	2,730,500	915,470	830,760	615,760	6,365,290
Water DCC	348,753	473,235	685,250	2,728,734	12,040,027	16,275,999
Cedar Valley Water DCC	-	-	112,422	168,633	843,167	1,124,222
Regional Water Supply DCC	-	15,134,959	3,618,210	221,826	66,820	19,041,815
Subtotal Water Utility Capital Plan	4,429,418	20,762,094	7,846,152	6,575,853	15,846,374	55,459,891
Sewer Utility Capital Plan						
Sewer Capital - Local	2,022,865	1,575,500	1,978,100	2,076,400	2,297,300	9,950,165
Sewer Capital - Regional	1,993,865	2,796,321	6,976,034	3,196,903	1,042,805	16,005,928
Sewer Capital - Local DCC	1,228,289	4,814,745	1,826,665	3,756,709	18,002,107	29,628,515
Regional Sewage Treatment DCC	10,215	180,954	409,479	89,738	144,642	835,028
Subtotal Sewer Utility Capital Plan	5,255,234	9,367,520	11,190,278	9,119,750	21,486,854	56,419,636
TOTAL PLANNED CAPITAL EXPENDITURES	\$40,143,009	\$59,126,425	\$36,620,319	\$58,711,029	\$65,442,090	\$260,042,872

**Continued - Schedule "D" of Bylaw No. 6326-2024
 2025 to 2029 Summary Capital Plan**

PLANNED CAPITAL FUNDING	2025	2026	2027	2028	2029	Totals
General Capital Plan						
Reserve Funds	\$9,453,601	\$9,022,416	\$7,669,150	\$9,938,600	\$8,087,600	\$44,171,367
Surplus	20,000	-	220,800	-	-	240,800
Subtotal General Capital Plan	9,473,601	9,022,416	7,889,950	9,938,600	8,087,600	44,412,167
General Development Cost Charge (DCC) Capital Plan						
DCCs	15,041,317	14,814,844	1,360,576	11,726,791	2,961,044	45,904,572
Reserve Funds	1,259,040	149,645	486,062	2,911,368	676,887	5,483,002
Subtotal General DCC Capital Plan	16,300,357	14,964,489	1,846,638	14,638,159	3,637,931	51,387,574
Solid Waste Capital Plan						
Refuse Reserve Fund	141,473	153,336	95,230	5,920,807	91,075	6,401,921
Subtotal Solid Waste Capital Plan	141,473	153,336	95,230	5,920,807	91,075	6,401,921
Equipment Replacement Capital Plan						
Vehicle and Equipment Reserve Fund	1,201,672	510,355	1,714,662	5,536,566	2,705,028	11,668,283
Subtotal Equipment Replacement Capital Plan	1,201,672	510,355	1,714,662	5,536,566	2,705,028	11,668,283
Drainage Utility Capital Plan						
Reserve Funds	1,346,761	3,187,948	2,154,569	1,961,702	1,433,761	10,084,741
Drainage DCCs	1,969,493	1,133,267	3,857,840	4,994,592	12,128,467	24,083,659
Revenue	25,000	25,000	25,000	25,000	25,000	125,000
Subtotal Drainage Utility Capital Plan	3,341,254	4,346,215	6,037,409	6,981,294	13,587,228	34,293,400
Water Utility Capital Plan						
Water Capital Reserve Fund - TCA	3,536,465	5,326,175	5,520,189	3,234,479	2,834,360	20,451,668
Water Capital Reserve Fund - Growth	322,088	344,753	468,140	349,296	129,500	1,613,777
DCCs	345,265	4,430,576	1,795,823	2,930,078	12,820,514	22,322,256
Grants	-	10,598,590	-	-	-	10,598,590
Revenue	62,000	62,000	62,000	62,000	62,000	310,000
Sewer Capital Reserve Fund	142,400	-	-	-	-	142,400
Drainage Capital Reserve Fund	21,200	-	-	-	-	21,200
Subtotal Water Utility Capital Plan	4,429,418	20,762,094	7,846,152	6,575,853	15,846,374	55,459,891
Sewer Utility Capital Plan						
Sewer Capital Reserve Fund - TCA	4,033,924	4,701,305	9,115,365	5,270,938	3,381,992	26,503,524
Sewer Capital Reserve Fund - Growth	30,397	46,432	20,519	57,761	180,819	335,928
Sewer Capital DCCs - Local	1,162,369	4,498,416	1,808,398	3,719,142	17,822,086	29,010,411
Sewer Capital DCCs - Regional	5,544	98,367	222,996	48,909	78,957	454,773
Revenue	23,000	23,000	23,000	23,000	23,000	115,000
Subtotal Sewer Utility Capital Plan	5,255,234	9,367,520	11,190,278	9,119,750	21,486,854	56,419,636
TOTAL PLANNED CAPITAL FUNDING	\$40,143,009	\$59,126,425	\$36,620,319	\$58,711,029	\$65,442,090	\$260,042,872