



## DISTRICT OF 100 MILE HOUSE



Annual Report for the Period January 1, 2015 to December 31, 2015

*Handcrafted Log Home Capital of North America*

## *Table of Contents*

|                                       |    |
|---------------------------------------|----|
| History of 100 Mile House .....       | 3  |
| Message from the Mayor .....          | 4  |
| 2015 Municipal Council .....          | 5  |
| Organizational Structure .....        | 10 |
| Municipal Services & Operations ..... | 11 |

### **Statistical Information**

|  |    |
|--|----|
| Schedule “A” - Tax Collection .....                    | 24 |
| Revenue Source .....                                   | 25 |
| Expenditure Distribution .....                         | 26 |
| Salaries/Wages Costs .....                             | 27 |
| Schedule “B” - Permissive Tax Exemptions .....         | 28 |
| Schedule “C” - Development Cost Charges .....          | 30 |
| Schedule “D” - Consolidated Financial Statements ..... | 31 |

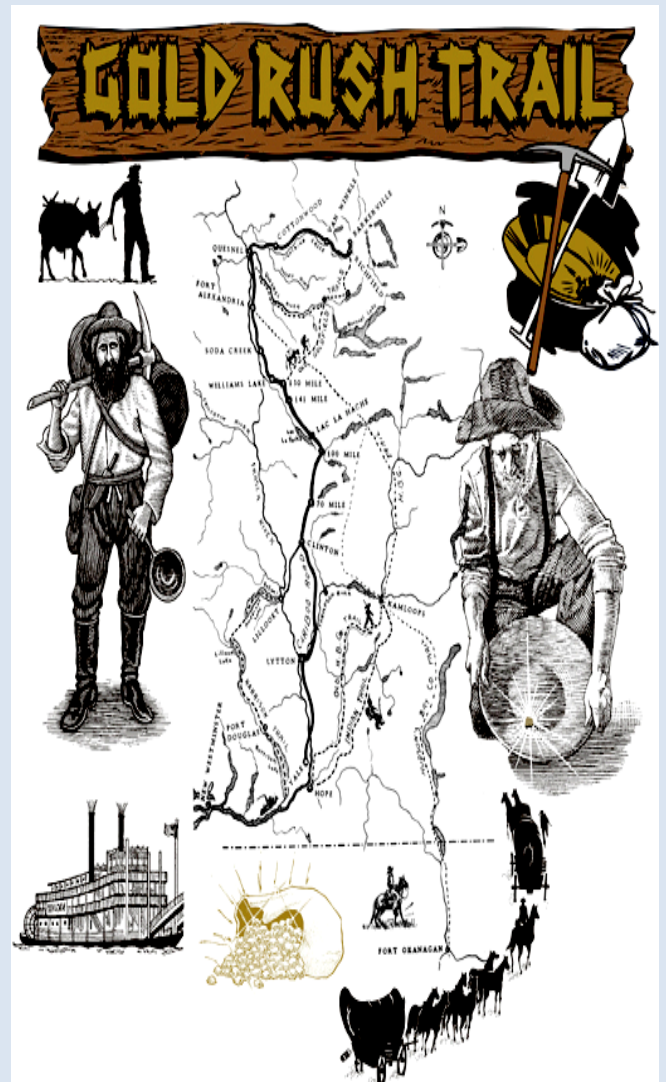
## The History of 100 Mile House

The South Cariboo historic roots go to the fur trading days before the gold strike. By 1860, thousands of gold seekers thronged to the Cariboo to seek the precious metal. Between 1862 and 1870, over 100,000 people travelled to Cariboo Wagon Road from Lillooet, aiming their way north into Cariboo country.

Throughout this gold fever, certain roadhouses, because of their favourable locations along the Cariboo Wagon Road from Lillooet to Soda Creek, grew to be supply points for the gold seekers and the surrounding district, 100 Mile House, South Cariboo's dominant community, was originally one of these stopping points along the gold rush trail. 100 Mile House was so named because it was located 100 Miles from Lillooet (Mile 0) of the Cariboo Wagon Road. As the gold rush subsided, ranchers began to settle the surrounding area.

The District of 100 Mile House is worldly recognized as the “*Handcrafted Log Home Capital of North America*” and has a population of approximately 1900. 100 Mile House is the commercial hub of the South Cariboo and the main service centre for many outlying communities. The service area has a population roughly ten times the size of the District. It includes the communities of Lac La Hache, Forest Grove, Lone Butte, Horse Lake, Bridge Lake, 70 Mile House, Canim Lake and 108 Mile Ranch, and is the largest residential centre between Kamloops and Williams Lake.

100 Mile House is a thriving community with an economy based in forestry, ranching, log home building and tourism. Tourism experiences significant growth each year as travelers from around the world come to 100 Mile House as it is well known for its outdoor recreational activities and friendly atmosphere.



## *A Message from the Mayor*



### *An Open Letter to the Citizens of the District of 100 Mile House from Mayor Mitch Campsall*

On behalf of Council, I am pleased to present the 2014 report of the District of 100 Mile House.

#### Highlights from 2015

- 50<sup>th</sup> Anniversary Celebrations
- Submission & Approval of grant application for new Water Plan (\$5,850,000)
- Completed Fleet/Equipment Upgrades (\$250,000+/-)
- Contributed almost \$1M to Capital Reserves in 2015
- Completed OCP and Zoning By-Law Reviews
- PRV Chamber Replacement on Alder Ave. (\$250,000)
  
- **Recognized by Canadian Federation of Independent Business as “the only municipality in the BC interior to keep spending in line with population and inflation growth over the past 10 years”. Between 2009 and 2014; the 100 Mile House CFIB rating has improved from number #122 in the province to #20.**

Subsequent to its re-election in 2014; Council met in April 2015 to establish its “road map” for the 2015-2018 term of office.

Council’s strategic objectives will be based on four-(4) distinct pillars:

- Debt Retirement
- Infrastructure & Mobile Equipment (upgrade, replacement, maintenance)
- Staff Development/Succession Planning
- Economic Development



## 2015 Municipal Council

Council is a legislative body that represents the citizens of 100 Mile House, elected to provide leadership and establish policies and priorities for the District of 100 Mile House municipal government. Council reviews and establishes budget levels for civic operations and capital expenditures.

It is the Mayor's duty to chair meetings of Council, hold ex-officio membership in all Council Committees and all bodies to which Council has the right to appoint members. Council meets the first and third Tuesday of each month.

Council and Committee meetings are open to the public. Agendas are available at the Municipal Hall or on the District's website [www.100milehouse.com](http://www.100milehouse.com). In-Camera meetings are held as per section 90 of the *Community Charter* where necessary.



Left to right: Councilor Dave Mingo, Councilor Ralph Fossum, Mayor Mitch Campsall, Councilor Spence Henderson, Councilor Bill Hadden.

## 2015 Municipal Council



### *Mayor Mitch Campsall*

Mayor Campsall was re-elected in November 2014 for his third term of office. Prior to serving as Mayor, Mitch served as a Councilor for 11 years. He also served as a Director on NDI for 6 years and has served as the District director on the Cariboo Beetle Action Committee.

Mitch has been a resident and business owner in 100 Mile House for over 30 years and spends as much time as possible with his family, wife Heather, 3 daughters and 3 grandchildren. He is also involved and supports many aspects of our community. He spent many years on the Board of the 100 Mile House Lions Club and has participated and supported many other charities and organizations in our community.

Mitch is a past member of the 100 Mile House Fire Department and past President of the South Cariboo Fire Fighters Association. When on Council, Mitch held the position of Chair of the Public Works Committee (now known as Community Services) for 10 years, was a member of the South Cariboo Recreation Commission for 6 years and Chair for Community Schools for 5 years.

Mitch believes in putting the interests of the citizens of 100 Mile House first and he will continue to work hard on economic stability and development. Mitch's door is always open to the public and community and looks forward to hearing all ideas and exploring community ideas.

### Committees

- ❖ Cariboo Regional District (Director)
- ❖ Northern Development Initiative Trust (NDI) (Director)
- ❖ Administration Committee
- ❖ Cariboo-Chilcotin Beetle Action Coalition
- ❖ Economic Development Committee
- ❖ Emergency Executive Committee
- ❖ Forest Advisory Committee
- ❖ And other community boards as invited.

## *2015 Municipal Council*

### *Councilor Dave Mingo*

Councilor Mingo was also re-elected in November 2014 and is passionate about our community and feels this is a wonderful place to call home.

Born and raised in Mission BC, Dave arrived in the 100 Mile House area in 1994 with wife Kerri. An avid outdoorsman, Dave enjoys fishing, hunting and motorcycling. He is currently President of the 100 Mile Fly Fishers, Director of the South Cariboo Quad Squad and an active member of the Lone Butte Fish and Wildlife Association. . Dave is the Manager for the 100 Mile location of Total Pet.

### *Committees*

- ❖ A/Mayor January/May/September
- ❖ Budget Committee
- ❖ Administration/Operations Liaison
- ❖ Cariboo Regional District Board
- ❖ Treaty Advisory Committee
- ❖ Community Forest Management Committee
- ❖ 100 Mile & District Safety Committee
- ❖ 50<sup>th</sup> Anniversary Co-Chair

## 2015 *Municipal Council*

### *Councilor Ralph Fossum*

Ralph Fossum has lived in the 100 Mile House area for over 35 years. Ralph was previously on 100 Mile council for three terms in the 1990's. Ralph is an active member of the Rotary Club, a Director of the South Cariboo Health Foundation, and part of the South Cariboo Community Concerts. Since retiring from his career as a notary public and property manager, Ralph has been active with tutoring and community events. Ralph loves duplicate bridge and the great outdoors!

#### *Committees*

- ❖ A/Mayor March/July/November
- ❖ Budget Committee
- ❖ Age Friendly Initiative
- ❖ Chamber of Commerce Representative
- ❖ Collective Bargaining
- ❖ South Cariboo Community Planning Council

### *Councilor Spence Henderson*

Spence has lived in the 100 Mile area since 1977 and served 2 previous terms on District Council. He worked for Cariboo Radio (CKBX) for almost 24 years. Spence went back to school to become a Counselor and he plans to open his own practice in the South Cariboo.

Spence is the club captain of the 108 golf club , a referee for minor and old timer's hockey and goes to the Cariboo Christian Life Fellowship Church.

Spence has loved the area for a long time and plans on spending most of his time here with his new wife, Deb.

#### *Committees*

- ❖ A/Mayor April/August/December
- ❖ Budget Committee
- ❖ Chamber of Commerce Representative
- ❖ Community Forest Management Committee
- ❖ Education Committee
- ❖ 100 Mile & District Safety Committee
- ❖ Woodlot



## *2015 Municipal Council*

### *Councilor Bill Hadden*

Councilor Hadden was re-elected in November 2011 for a second term and looks forward to continuing to serve the residents of 100 Mile House.

Bill and his wife of 29 years, Maureen, live in the 100 Mile House area and have 3 grown daughters and two beautiful grandchildren. The Hadden family live on a farm and Bill is also employed in the forest industry.

### *Committees*

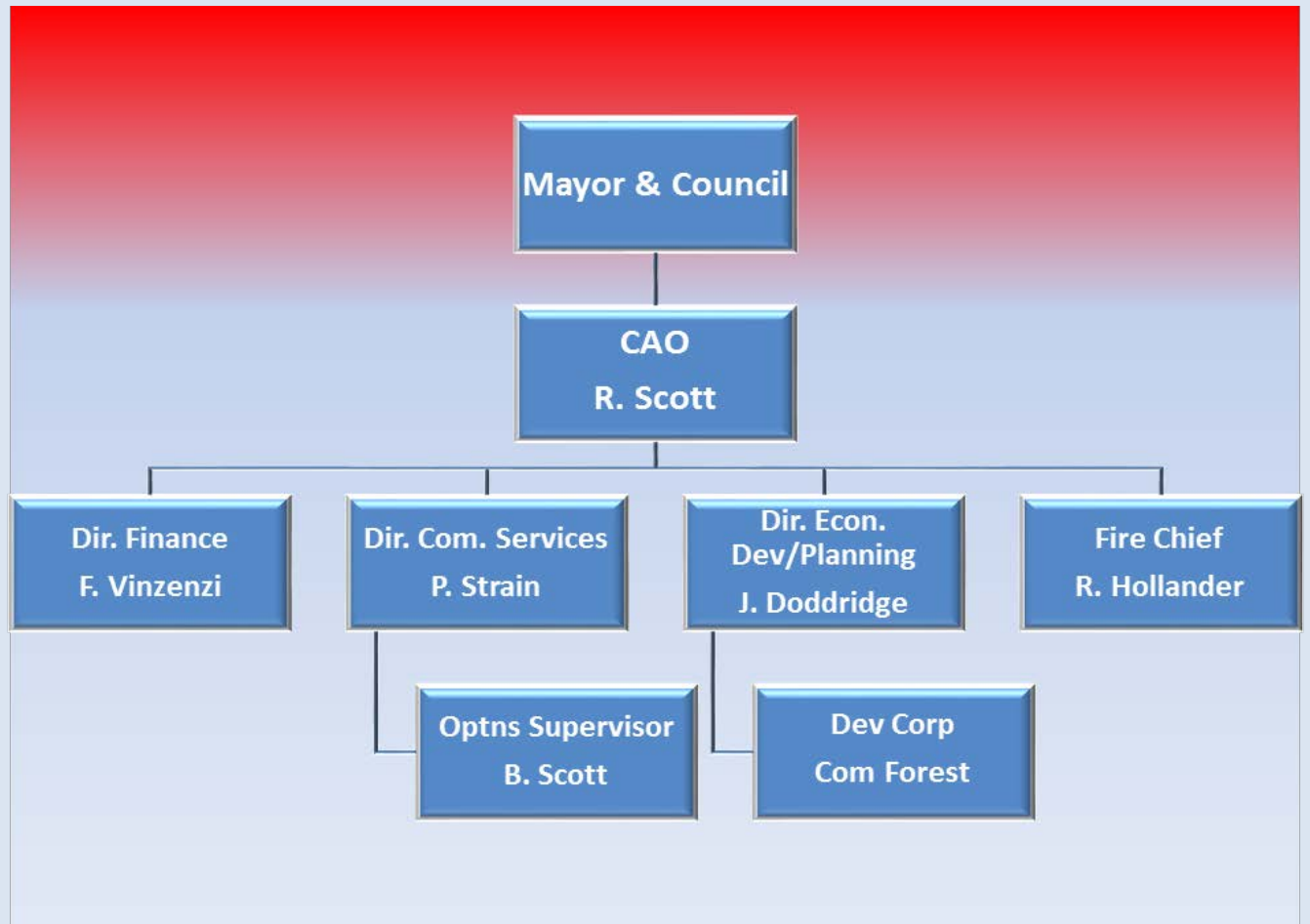
- ❖ A/Mayor February/June/October
- ❖ Budget Committee
- ❖ Community Forest Management Committee
- ❖ Woodlot
- ❖ Northern Development Initiative Trust (alternate)
- ❖ 50<sup>th</sup> Anniversary Co-Chair



### *Statement of Council Disqualification For Period Ending December 31, 2015*

There were no Councilors disqualified in 2015.

## *Organizational Structure*



## *Municipal Services & Operations*



In accordance with Section 98 of the *Community Charter*, an Annual Municipal Report must be prepared and made available to the public before June 30<sup>th</sup> each year. The report provides information on the District's financial position and results of operations.

### *Administration/Corporate Services*

The Administration Department provides administrative support to Council, with the Chief Administrative Officer acting as liaison between the Mayor, members of Council, District staff and the community.

The *Chief Administrative Office (CAO)* is appointed by and reports directly to Council. As the leader of the senior management team, the CAO sets the overall strategic direction for short and long term administrative goals. Duties include the overall management of the operations of the municipality; ensuring that the policies, programs and other directions of Council are implemented; and advising and informing Council on the operation and affairs of the municipality.

*Financial Administration* performs statutory functions in accordance with the *Local Government Act* and the *Community Charter*. Other responsibilities involve financial planning and budget development; financial management, reporting and accounting services; payroll; purchasing; coordination of day to day contract administration for unionized workforce; information services including both hardware and software; insurance and risk management services.

*Corporate Administration* is responsible for providing effective administrative support services to the Mayor and Council to ensure that the statutory requirements of the *Community Charter* and *Local Government Act* are met, and other relevant statutes, for the administration of Council policy, bylaws and procedures.

## *Municipal Services & Operations*

### 2015 Administration/Corporate Services

#### Objectives and Progress Measures

| Objective  | Strategies   | Measures  |
|--|--|---|
| Budget for future equipment replacement and capital projects | Build fiscal capacity for future equipment and capital projects to limit incurred debt and negative impact to rate payers as these projects come on line | Ongoing priority; contributions to reserves & equipment upgrades made in 2015   |
| Build more capacity within Administrative staff.             | Encourage & support staff training by development of individual professional development plans.  | Continued professional development for staff through both in-house and external opportunities.                          |
| To be debt free by within five years.                        | Commit a portion of annual operating surpluses (when available) to debt retirement.  | 100% of funding now identified and set aside for retirement of Hwy 97 Debenture (2019)                                  |
| Transition Plan for Senior Management                        | Review retirement plans of senior management staff and identify transition options for Council.  | Internal interviews held - candidate identified for Dir. of Finance Trainee position (transition anticipated July 2018) |



*2016 Administration/Corporate Services*  
*Objectives and Progress Measures*

| Objective  | Strategies   | Measures   |
|--|--|--|
| Budget for future equipment replacement and capital projects | Build fiscal capacity for future equipment and capital projects to limit incurred debt and negative impact to rate payers as these projects come on line | Ongoing priority; contributions to reserves.   |
| Build more capacity within Administrative staff.             | Encourage & support staff training by development of individual professional development plans.  | Continued professional development for staff through both in-house and external opportunities.   |
| To be debt free by within five years.                        | Commit a portion of annual operating surpluses (when available) to debt retirement.  | 100% of funding now identified and set aside for retirement of Hwy 97 Debenture (2019)           |
| Transition Plan for Senior Management                        | Review retirement plans of senior management staff and identify transition options for Council.  | Ongoing Dir of Finance Trainee.<br><br>Succession plan for Dir. Com. Services and CAO positions. |



## *Municipal Services & Operations*

### *Planning & Development*

Planning & Development Services key function areas are:

*Long range planning and sustainability* - Coordination of updates and amendments to the Official Community Plan. Development and implementation of strategies and policies related to climate change adaptation and mitigation, recreation, transportation and trail network planning.

*Land use planning and development applications* - Review of development proposals and processing of applications for development permit, development variance permit, sign permit applications and amendments to the Zoning Bylaws.

*Subdivision applications* - As Approving Officer, management of subdivision review process involving fee-simple, bare land strata or strata conversion applications and the administration of subdivision related agreements such as statutory right-of-ways, covenants and servicing agreements.

*Economic Development* - The 100 Mile Development Corporation (a subsidiary of the District) serves to promote economic development activity throughout the region. Functions include the operation of the Visitor Information Centre, South Cariboo Marketing Program and the operation of the Lodge/Martin Exeter Hall complex.





## *2015 Planning & Development Objectives & Measures*

| Objective  | Strategies   | Measures  |
|--|--|---|
| Official Community Plan Review                     | Plan Review<br>Plan to Council<br>By-Law to Council  | Plan completed and by-law adopted March 2016.   |
| Demonstration Forest Trail Plan Implementation     | Present Options to Council<br><br>Implement Recommendations  | Plan completed, consultation with stakeholders, Council approved implementation in 2016 main estimates. |
| Zoning By-Law Review (in conjunction w/OCP review) | Appoint consultant<br>Appoint Advisory Committee<br>By-law review and public consultation<br>New By-Law to Council | By-Law completed and adopted March 2016.  |
| Complete DCC By-Law Review                         | Engage Consultant<br>By-Law Review<br>Revised By-Law to Council  | Review on going; initial presentation to Council with a view to adoption in 2016.                       |



## 2016 Planning & Development Objectives & Measures

| Objective                                      | Strategies   | Measures  |
|--|--|---|
| Host South Cariboo Economic Forum              | <ul style="list-style-type: none"> <li>- Coordinate Forum logistics</li> <li>- Liaise with consultant</li> <li>- Identify stakeholders</li> </ul>                | <ul style="list-style-type: none"> <li>- Host SC Economic Forum</li> <li>- Follow up report</li> <li>- Implement recommendations</li> </ul> |
| Update Economic Development Strategy           | <ul style="list-style-type: none"> <li>- Determine facilitation model (in-house or consultant based)</li> <li>- Source additional funding if required</li> </ul> | <ul style="list-style-type: none"> <li>- Prepare Economic Development Strategy</li> </ul>   |
| Host Business Walks                            | <ul style="list-style-type: none"> <li>- Work with Ec Dev agencies to plan the Business Walks</li> </ul>   | <ul style="list-style-type: none"> <li>- Undertake Business Walks</li> <li>- Follow up – after care</li> </ul>                              |
| Demonstration Forest Trail Plan Implementation | <ul style="list-style-type: none"> <li>- Tender Project</li> <li>- Undertake all project work</li> </ul>   | <ul style="list-style-type: none"> <li>- Project work completed</li> <li>- Grand re-opening Fall 2016</li> </ul>                            |
| Complete DCC By-Law Review                     | Revised By-Law to Council  | Adoption in 2016  |

## *Municipal Services & Operations*

### *Fire Department*

100 Mile House Fire Rescue has been providing service to 100 Mile House and area since 1956 and is made up of 28 Paid-on-Call members and a career Fire Chief.

Over the years, 100 Mile House Fire-Rescue has evolved from not only fire suppression, but now also includes rescue services, medical aid, and public education. The department also operates the Emergency Services Training Centre providing training opportunities to the entire region. Over the last 5 years the department has responded to an average of 280 incidents per year ranging from grass fires, motor vehicle incidents, medical aid, structure fires, gas leaks and false alarms.

The department actively participates in numerous community organizations such as Safe Ride Home, P.A.R.T.Y. Program (Preventing Alcohol and Risk Related Trauma in Youth), Grad Ceremonies, Muscular Dystrophy Boot Drive, School Tours, etc.

### *2015 Highlights*

- Dave Mitchell & Associates completed and reported on the 100 Mile House Fire Rescue Fire Services Review. Council approved the addition of a Deputy Fire Chief for fiscal 2016
- The Province of BC launched the BC Fire Service Minimum Training Standard
- 2015 was the Fire Departments busiest year on record with 322 incident responses.



## *2015 Fire Department Objectives and Progress Measures*

| Objectives      | Strategies  | Measures             |
|-----------------|---|----------------------|
| Training        | Transitioning the department to meet the new “Playbook” Standards | Ongoing              |
| Fire Prevention | Complete the fire inspection frequency policy                     | Incomplete - ongoing |
| Administration  | Amend Fire Service Bylaw  | Incomplete – ongoing |

\* Fire Chief Darrell Blades resigned in 2015. Roger Hollander was welcomed to the Fire Chief position; assuming responsibility for the Dept. in the fall of 2015. This transition contributed to some objectives being incomplete in 2015.

## *2016 Fire Department Objectives and Progress Measures*

| Objectives      | Strategies  | Measures   |
|-----------------|---|--|
| Training        | Transitioning the department to meet the new “Playbook” Standards | Council establish level of service<br>Dept. plan training to meet service levels |
| Fire Prevention | Complete the fire inspection frequency policy                     | Complete and present to Council by Q3 2016                                       |
| Administration  | Amend Fire Service Bylaw  | Complete and present to Council Q3 2016  |
| Personnel       | Increase staffing   | Advertise & hire D/Fire Chief  |

## *Municipal Services & Operations*

### *Community Services*



Community Services is responsible for the operation and maintenance of water utility, sanitary sewer utility, roads, drainage, parks, cemetery, airport, fleet and building maintenance falls within the Community Service Department.

The District is excited to move forward with a major capital project to replace its water treatment facilities. The project will see the District move to an aquifer for its long term water source. The project will improve both capacity and quality of water for the community. Design and construction will begin in 2016.

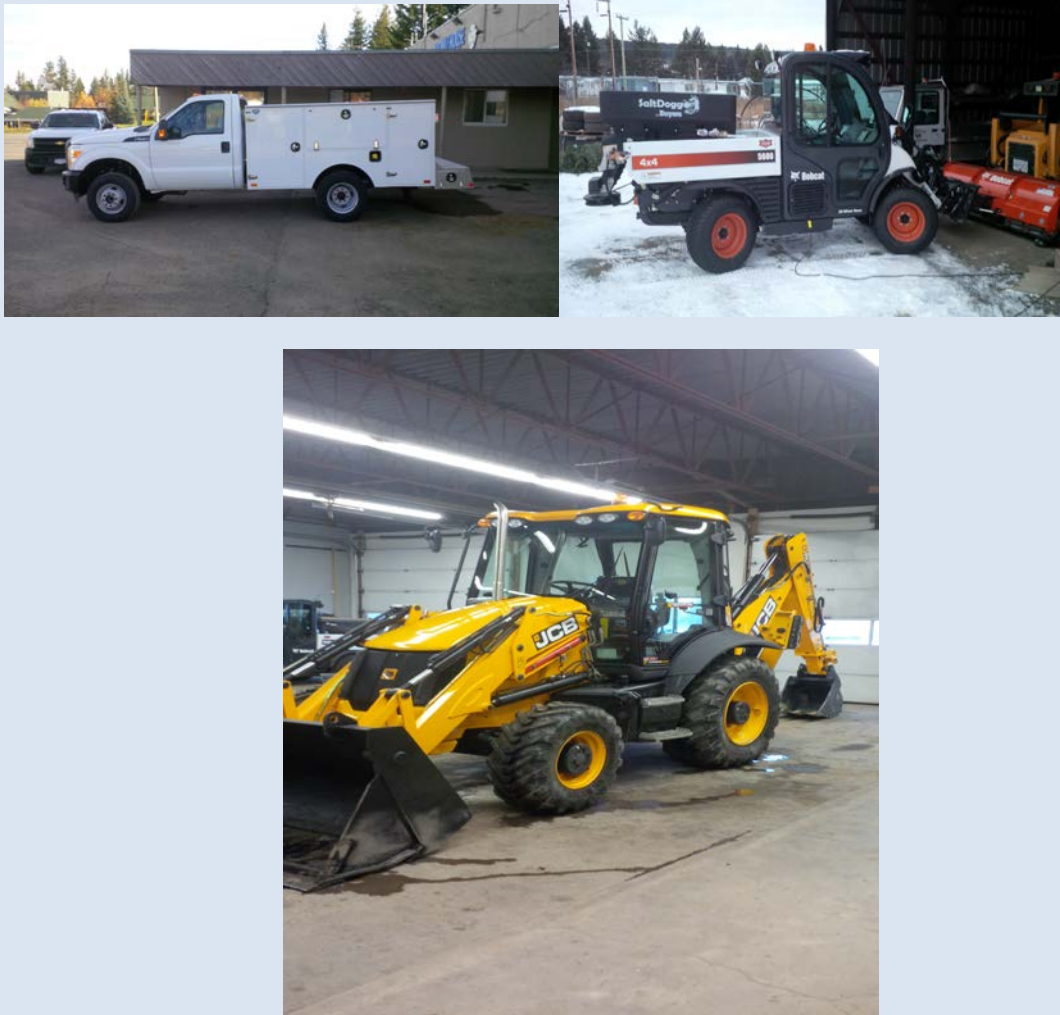
### *Marsh Trail Pedestrian Bridge*



In 2015 the District of 100 Mile House replaced the pedestrian bridge on the Marsh Trail. An aluminum structure replaced the old wooden structure – the new structure will be relatively maintenance free and has an estimated useful life cycle of 35 years.



### New Fleet Acquisitions (2015)



The District purchased Three-(3) new units in fiscal 2015 to replace and enhance our equipment fleet.

The District replaced its backhoe and Utility Services vehicle in 2015. The District added a second bobcat to the fleet. All units will contribute to increased operational efficiencies.

Note: as equipment is upgraded and/or replace the older units are disposed of through a public asset disposal process.

## *Municipal Services & Operations*

### 2015 Community Services Objectives and Progress Measures

| Objectives   | Strategies  | Measures  |
|--|---|---|
| Long Term Water Quality Improvement Plan   | To obtain grant funding for the development of a new production well and treatment plant.                         | Grant application was successful (\$5,850.000). Project will commence in 2016; completion in 2018.  |
| Develop Long Term Sidewalk Plan  | Assess community needs, establish priorities & implementation schedule  | Sidewalk on 8 <sup>st</sup> Street from in front of the seniors' complexes was abandoned due to structural issues with retaining wall on adjacent private property. |
| Alpine water main loop is proposed to facilitate adequate fire flow to the 99 Mile area. | Grant application to the Building Canada Fund to be submitted. Project is dependent on obtaining the grant funds. | Grant application was not successful. Project put on hold – funding will have to be identified.   |



Bridge Creek Water Falls – Centennial Park

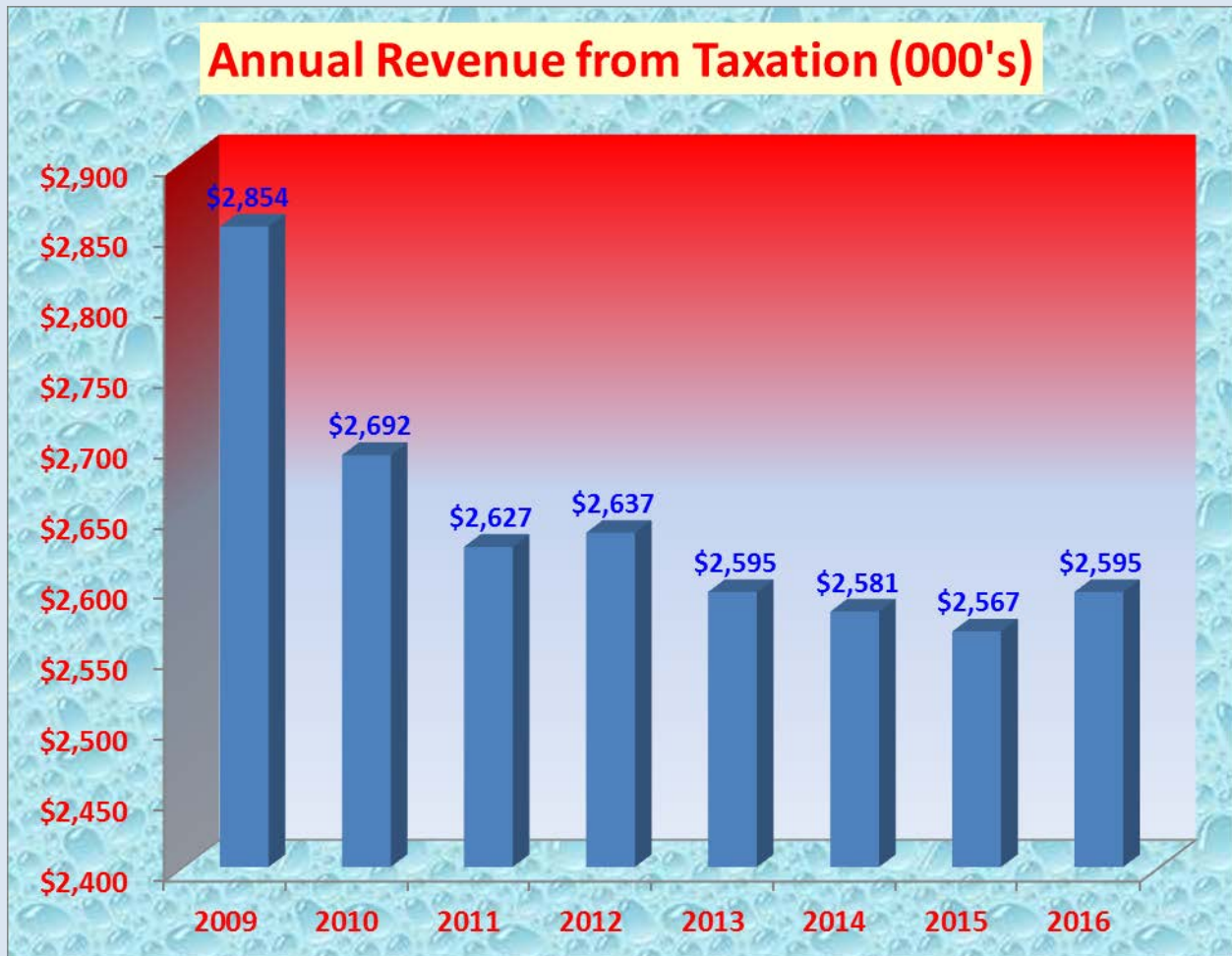
## 2016 Community Services Objectives and Progress Measures

| Objectives   | Strategies   | Measures  |
|--|--|---|
| Long Term Water Quality Improvement Plan   | Implement Phase 1 of project   | Acquire land for new Water Treatment Plant<br><br>Develop additional wells for plant            |
| Continue Sidewalk Implementation Plan  | Identify annual sidewalk project for plan implementation   | 2016 - Sidewalk on Horse Lake Road from Cedar Ave to Birch Ave.                                 |
| Horse Lake Bridge Upgrade  | Identify funding to support replacement of Horse Lake Bridge within five-(5) years<br><br>Implement short term structural upgrades 2016/2017 | Secure long term funding commitment to replace Horse Lake Road bridge.                          |
| Alpine water main loop is proposed to facilitate adequate fire flow to the 99 Mile area. | Grant application to the Building Canada Fund to be submitted. Project is dependent on obtaining the grant funds.                            | Grant application was not successful. Project put on hold – funding will have to be identified. |

## Statistical Information

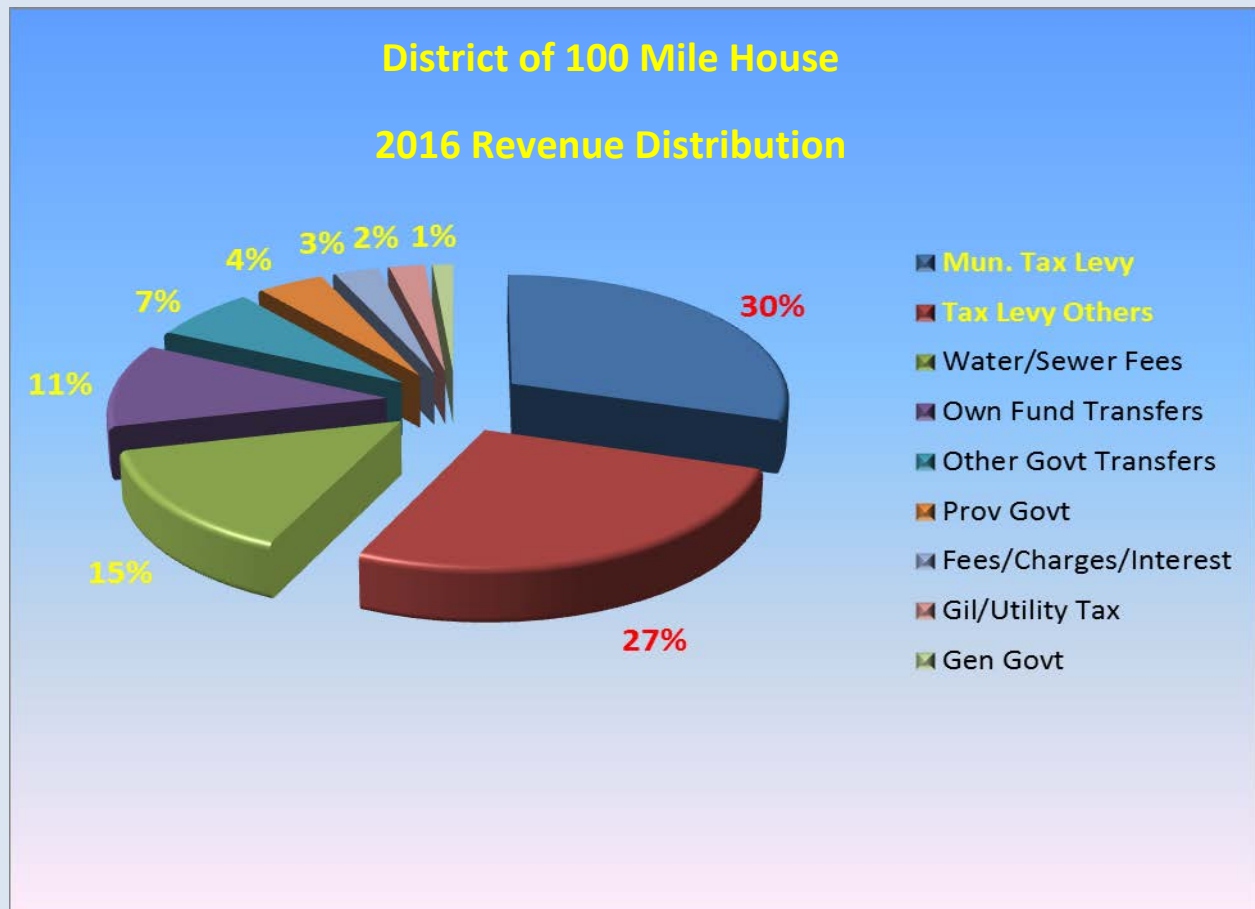
### SCHEDULE "A"

#### Tax Collection - Revenues/Expenditures



Although rates have changed over the years; actual revenue from taxation has remained fairly static in recent years. Council and staff have worked hard to reduce overall operating costs; thereby maintaining minimal increases to the annual “revenue from taxation” requirement. Inflation between 2011 and 2016 increased 7.62% whereas District revenue from taxation was actually reduced over that same period by a factor of 1.2%

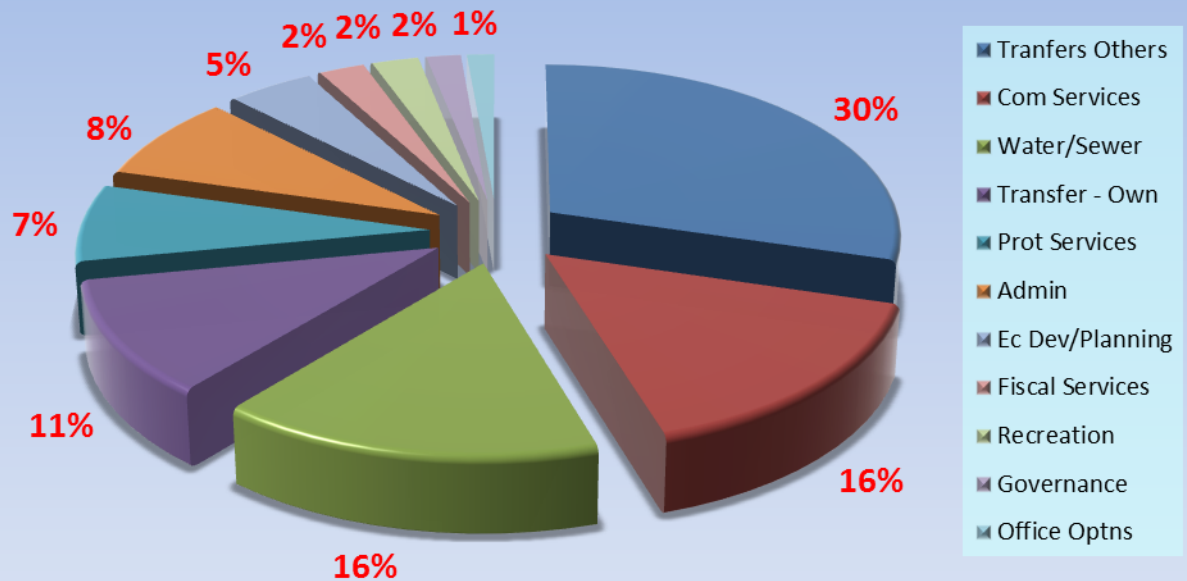
## Statistical Information



45% of total municipal revenues are derived from direct taxation and user fees. 27% of total revenue is collected on behalf of other governments or agencies (CRD, Police, BC Assessment, etc.)

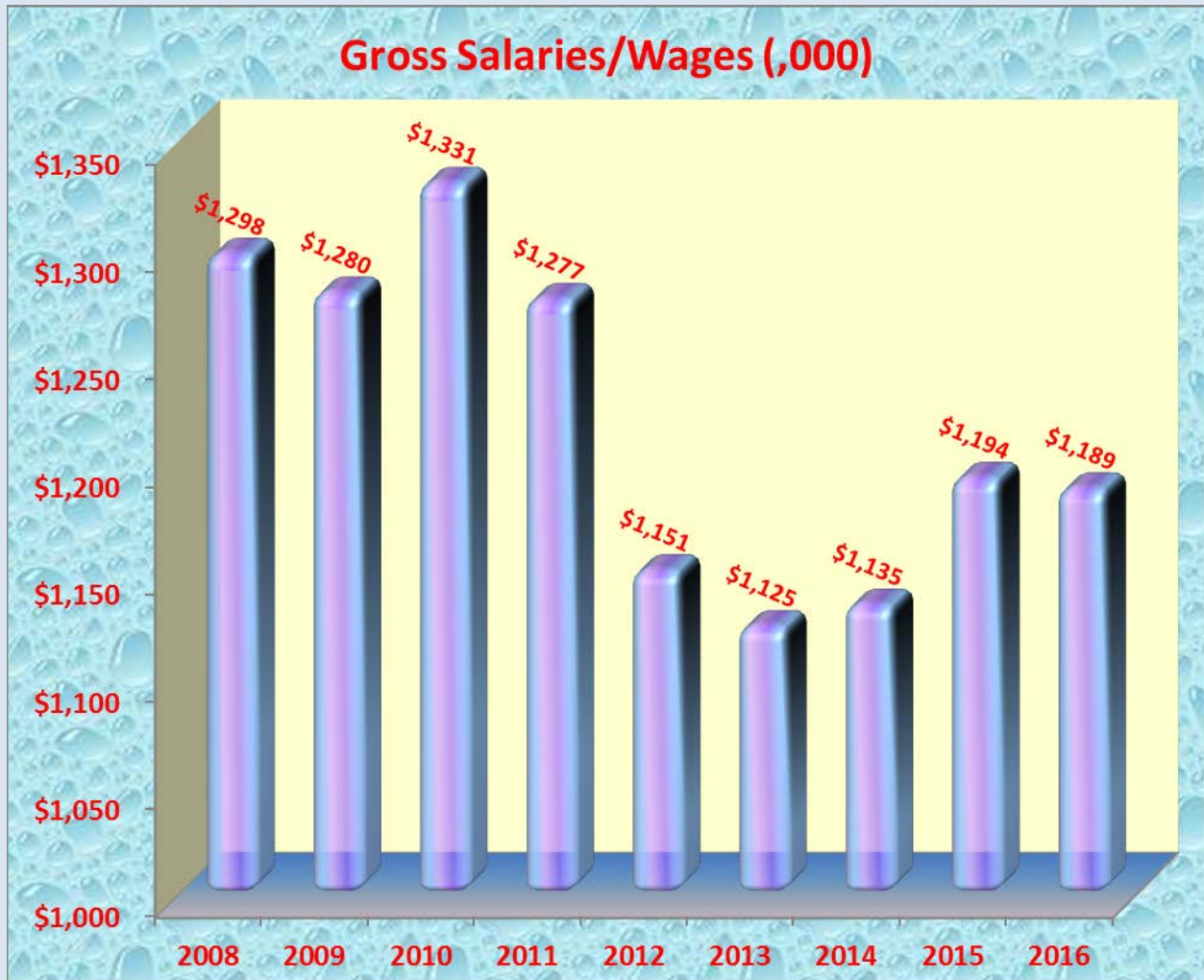
## Statistical Information

### District of 100 Mile House 2016 Operations Expenditure Distribution





## Statistical Information



Over the past two terms, Council has held the line on wage/benefit expenditures. Capacity building, training & development of staff have created efficiencies and greater overall productivity for the District. Council will continue its strong fiscal stewardship and support management practices to continue improving services to our residents.

We are proud of our workforce. They are a dedicated group of men, women and students that often go above and beyond the normal requirements of the District.

## *Statistical Information*

### *Schedule "B"*

#### *Permissive Tax Exemptions*

| Organization                          | Property Value      | Property Class | Exemption Amount |
|---------------------------------------|---------------------|----------------|------------------|
| 100 Mile United Church                | \$ 88,300           | 8              | \$ 333           |
| Evangelical Free Church               | 171,200             | 8              | 645              |
| Christ the King Lutheran              | 79,200              | 8              | 298              |
| Bethal Chapel Society                 | 597,100             | 8              | 2,250            |
| Bethal Chapel Society                 | 772,800             | 6              | 7,989            |
| Fraser Basin Property Society         | 159,700             | 8              | 602              |
| 100 Mile Sikh Society                 | 141,500             | 8              | 533              |
| Cedar Crest Society                   | 164,600             | 8              | 620              |
| Nature Trust of BC                    | 156,400             | 6              | 1,617            |
| Cedar Crest Society                   | 360,900             | 1              | 1,743            |
| SC Agri-Culture Enterprise Society    | 7,200               | 6              | 74               |
| Canadian Red Cross                    | 130,000             | 6              | 1,344            |
| 100 Mile House Community Club         | 45,900              | 6              | 474              |
|                                       | 243,000             | 6              | 2,512            |
| 100 Mile House Nordic Ski Society     | 69,900              | 8              | 263              |
| Cariboo Elders Building & Rec Society | 300,500             | 6              | 3,106            |
| 100 Mile House Snowmobile Club        | 112,000             | 8              | 422              |
|                                       | 105,000             | 6              | 1,086            |
| Emissaries of Divine Light            | 7,500               | 8              | 28               |
| Board of Ed SD 27                     | 106,754             | 6              | 1,104            |
| <b>TOTAL</b>                          | <b>\$ 3,819,554</b> |                | <b>\$ 27,043</b> |

A permissive tax exemption (PTE) is an exemption from the payment of municipal tax which is granted by Council to help support organizations that provide services that are deemed to contribute to the well-being of the community. In accordance to the *Community Charter*, the following is a listing of organizations granted a permissive tax exemption in 2015, along with the amount of municipal taxes that would have been imposed on the property if it were Not considered exempt.

## *Statistical Information*

### *Schedule "C"* *Development Cost Charges*

DCCs are monies collected from developers to help offset the costs of the infrastructure investments needed to service new development. They are imposed by bylaw, pursuant to the *Local Government Act*, and provide the Municipality with a way to finance capital investment related specifically to roads, sewers, drainage, water and parks.

As in the previous several years, commercial development activity in 2015 took place in areas which are not subject to DCCs, while residential construction occurred on lots for which DCCs had already been collected at the time of subdivision. As a result, no DCCs again were collected in 2015.

The DCC Bylaw was under review in 2015 and a draft bylaw prepared. A new DCC Bylaw is anticipated in 2016, which may provide for a different method of capturing DCCs in future.

The following provides some information about DCC collections and expenditures from 2015 for each of the infrastructure types:

|                                 | <u>Sewer</u>      | <u>Water</u>      | <u>Drainage</u>  | <u>Roads</u>     | <u>Total</u>      |
|---------------------------------|-------------------|-------------------|------------------|------------------|-------------------|
| <b>Opening Balances</b>         | \$ 121,152        | \$ 178,936        | \$ 10,174        | \$ 12,308        | \$ 322,570        |
| <b>Collections</b>              |                   |                   |                  |                  |                   |
| <b>Interest</b>                 | 460               | 909               | 894              | 1,609            | 3,872             |
| <b>Expenditure</b>              | --                | --                | --               | --               | --                |
|                                 | <b>\$ 121,612</b> | <b>\$ 179,845</b> | <b>\$ 11,068</b> | <b>\$ 13,917</b> | <b>\$ 326,442</b> |
| <b>Waivers &amp; Reductions</b> | \$ -              | \$ -              | \$ -             | \$ -             | \$ -              |

**Note:**

Collections are reported net of Waivers & Reductions.

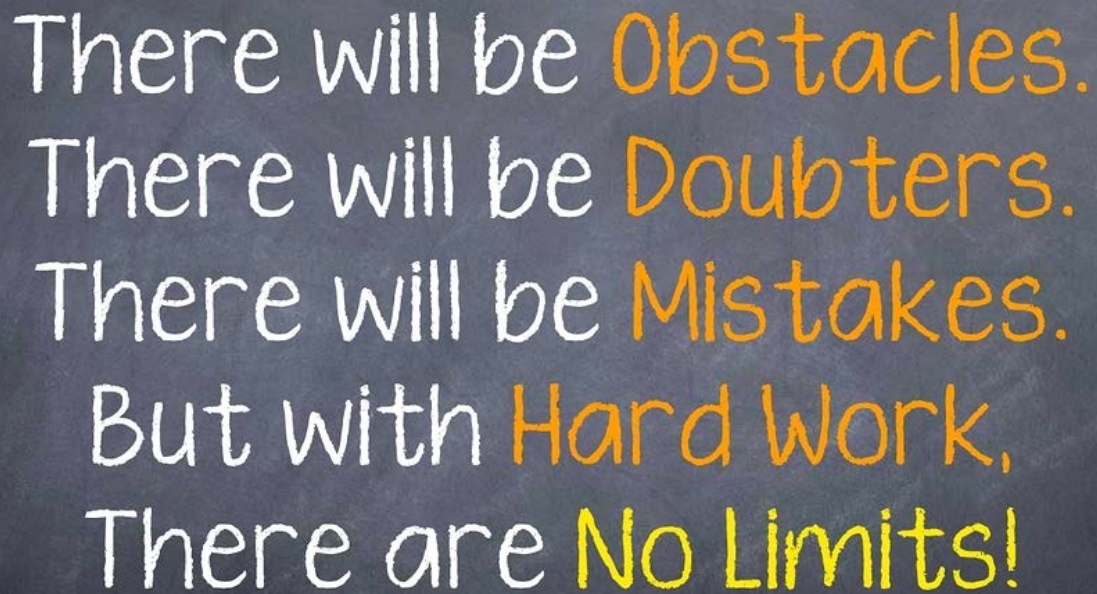
In some instances a developer will undertake work that would otherwise be done by the Municipality and funded by DCC's. When this occurs, the amount of DCC's related to those works may be forgiven. The amounts forgiven are reported as Waivers & Reductions.

## *Financial Statements*

*Schedule "D"*

*Consolidated Financial Statements*

*ATTACHED*



There will be Obstacles.  
There will be Doubters.  
There will be Mistakes.  
But with Hard Work,  
There are No Limits!