

**Study of the Consequences and Costs
of the Potential Reconstitution of the Former
Town of Sutton**

Document submitted to the

Ministère des Affaires Municipales, du Sport et du Loisir

By:

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April 2004

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1. TOWN OF SUTTON: TERRITORIAL CHARACTERISTICS

1.1 Geographic description

The present Town of Sutton is located in the Montérégie administrative region in the county regional municipality (CRM) of Brome-Missisquoi, about 120 km east of Montréal near Highway 10.

The territory of the Town of Sutton is surrounded by the Village of Brome (north), Town of Lac-Brome (north), Town of Dunham (west), Municipality of Frelighsburg (west) and Village of Abercorn (south) in Brome-Missisquoi CRM, by Potton Township (east) in the Estrie CRM, and by the State of Vermont in the United States (south).

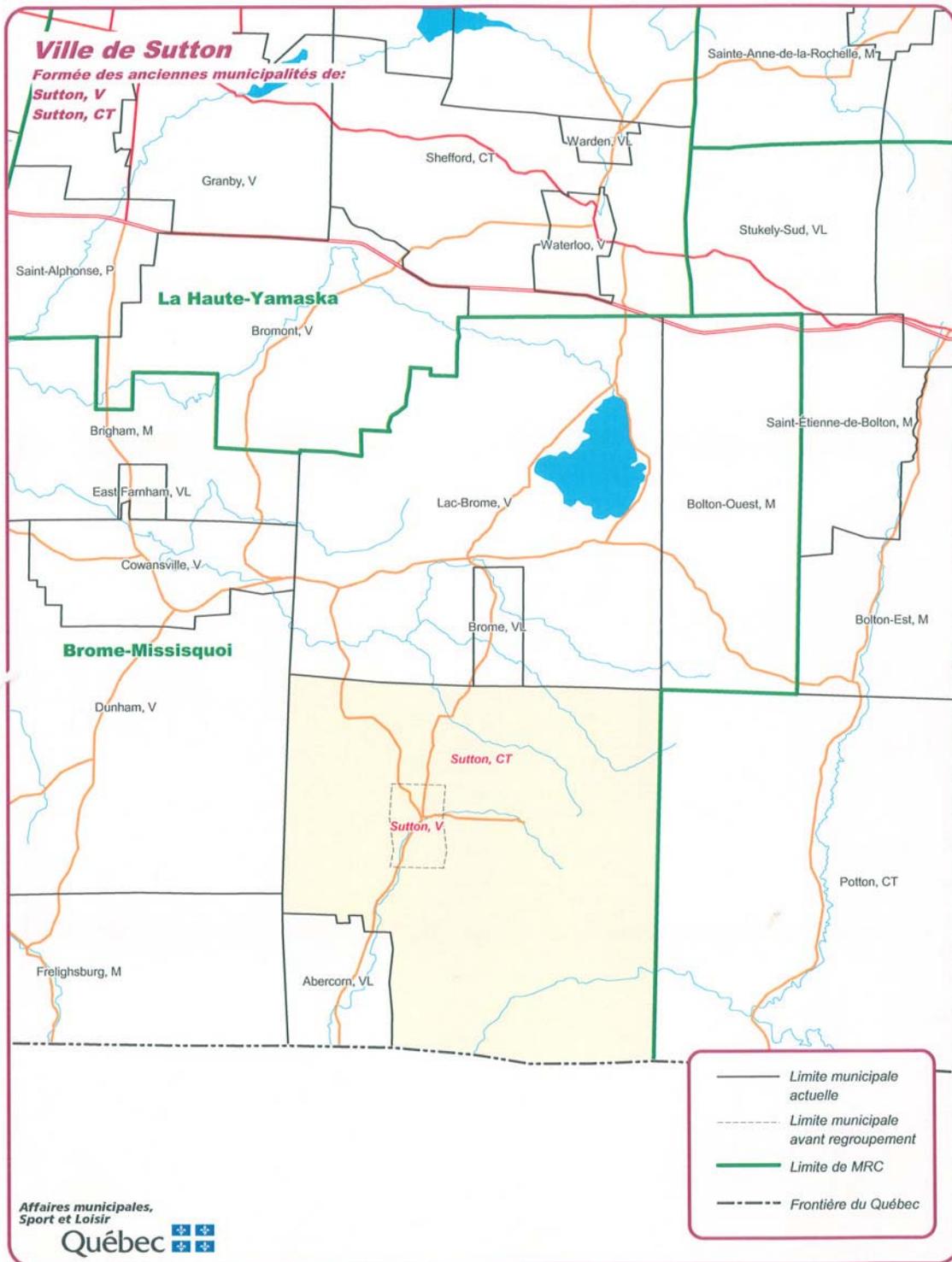
The Town of Sutton (geographic code 46058) encompasses the former municipalities of Sutton Township (geographic code 46060) and the Town of Sutton (geographic code 46055). The former Town of Sutton was completely surrounded by Sutton County.

The territory of the Town of Sutton now spans an area of 246 km², 9 km² being the former Town of Sutton (4% of the total) and 237 km², Sutton Township (96% of the total).

The following map shows the geographic location of the current Town and the two municipalities comprising it.

Town of Sutton

Created from the former municipalities of the Town of Sutton and Sutton Township



Legend: Current municipal boundary

Municipal boundary before amalgamation
CRM boundary
Québec border

1.2 Demographic indicators

In 2003, the population of the Town of Sutton stood at 3,602 persons, with 1,677 in the former Town of Sutton and 1,925 in Sutton Township. On average, the population of the former Town of Sutton represents 46% of the population of the new town, while the population of Sutton Township represents 54%.

Table 1
Population Trend

Municipality	2003		2004	
	Population	% of Total	Population	% of Total
Sutton Township	1,925	54%	1,926	54%
Town of Sutton	1,677	46%	1,656	46%
New Town of Sutton	3,602	100%	3,582	100%

The former Town of Sutton has the most visible share of social and business activity. Tourism, on the other hand, is more evenly divided between the constituent parts of the new Town of Sutton.

Financial indicators

The 2002 financial statements of the two municipalities provide an indication of the financial position of each entity before the merger. The figures in Table 2 show that the former Town of Sutton and Sutton Township had contrasting financial results that year.

Table 2
2002 Financial Statements

Item	Town of Sutton		Sutton Township	
	\$	% of Revenues	\$	% of Revenues
Revenues	\$2,324,339		\$3,930,031	
Operating expenditures	\$1,769,728	76%	\$2,722,413	69%
Other financial activities	\$710,432	31%	\$757,022	19%
Results before allocations	(\$155,821)	-7%	\$450,596	11%
Net allocations	(\$23,298)	-1%	(\$47,261)	-1%
Net results	(\$179,119)	-8%	\$4-3,335	10%

Source: Town of Sutton

In 2002, Sutton Township's revenues amounted to \$3.9 million, while those of the former Town of Sutton totalled \$2.3 million.

Sutton Township reported \$2.7 million in operating expenses and the Town of Sutton, \$1.8 million. Operating expenses as a percentage of revenues stood at 69% for the Township and 76% for the former Town of Sutton.

The Township's net results after allocations amounted to a \$400,000 surplus (10% of its revenues in 2002) while the Town of Sutton posted a \$180,000 deficit (8% of revenues).

Table 3 shows the main items in the estimated 2003 results and 2004 budget for the current Town.

**Table 3
2003 Estimates and 2004 Budget**

Item	Town of Sutton				
	2003	% of Revenues	2004 Budget	% of Revenues	Change 2003/2004
Revenues and allocations	\$5,055,807		\$5,175,630		-0.39%
Operating expenditures	\$4,494,781	86.51%	\$4,572,017	88.34%	1.72%
Other financial activities	\$536,986	10.33%	\$335,927	6.49%	-37.44%
Results before allocations	\$ 24,040	3.16%	\$267,686	5.17%	63.18%
Net allocations	\$(24,040)	3.16%	\$267,686	5.17%	63.18%
Surplus (deficit)	\$0		\$0		

The Town of Sutton's 2004 budget calls for some \$5.2 million in revenues and \$4.6 million in operating expenses. The Town plans to repay \$300,000 of its long-term debt and allocate nearly \$32,000 for investing activities, which will give it a surplus of about \$267,000 before allocations. It is expected that this amount will be allocated as follows: \$98,000 to absorb the former Town's deficit and \$169,000 for reserves.

1.3 Main legislation and Orders-in-Council leading to the creation of the current Town

The Government of Québec ordered creation of the new Town of Sutton under sections 125.11 and 125.27 of the *Act respecting municipal territorial organization*, RSQ c. O-9, to foster tax equity and provide citizens with services at a lower cost or services of superior quality for the same cost.

Creation of the Town of Sutton

The Town of Sutton was created on July 4th, 2002 by Government of Québec Order-in-Council No. 793-2002 dated June 26th, 2002. More specifically, the timeline leading to the creation of the new Town was as follows:

- July 2001: the Minister of Municipal Affairs and the Metropolis asked the Commission municipale du Québec to study the advantages and disadvantages of amalgamating Sutton Township and the now former Town of Sutton;
- January 2002: public hearings, attended by over 150 residents of both municipalities, were held;
- March 2002: the Commission municipale du Québec tabled its report recommending amalgamation;
- June 2002: creation of the new Town by government Order-in-Council. The text primarily established conditions for organizing the Town of Sutton with respect to:
 - General elections (date, number and eligibility requirements for councillors until the second general election in 2005);
 - Maintenance of the Town's recognition under section 29.1 of the *Charter of the French Language*;
 - Consolidation of budgets, expenses and revenues;
 - Allocation of accumulated surpluses and deficits;
 - Consolidation of working capital and special funds;
 - Debt redemption;
 - Creation of two sectors, one consisting of the former Town of Sutton and the other of Sutton Township;
 - Special tax provisions (restrictions on tax reductions and increases); and,
 - Creation of a municipal office.

Furthermore, the Order-in-Council calls for special tax provisions limiting any tax increase to less than 5% (sections 22 to 32). Our simulations of reconstitution of the former municipalities assumed this restriction would no longer be operative. On the other hand, we assumed it would be if the municipalities were to remain amalgamated. Therefore our pro forma budgets include, as applicable, a tax credit or a special tax restricting the tax burden.

Local political factors

The current Town of Sutton is part of Brome-Missisquoi CRM, where it has two seats (votes). Aside from the CRM, the current Town does not belong to any supra- or para-municipal organizations. In the event of reconstitution of the former municipalities, they would regain their representation on the CRM under the same conditions as before the merger.

Local associational factors

The current Town is a member of two municipal associations, the Union des municipalités du Québec (UMQ) and the Fédération québécoise des municipalités (FQM). In the event of reconstitution, the former municipalities would belong to both groups.

1.4 Current political representation

The Town of Sutton is a legal corporation governed by Québec's *Cities and Towns Act*.

General administration is the responsibility of the Municipal Council, chaired by the Mayor. There are six Town Councillors, with Seats 1 and 2 representing Sutton Township, Seats 3 and 4 the former Town of Sutton, and Seats 5 and 6 elected at large.

Town management coordinates all municipal activities. It manages Town business in accordance with the plans and policies approved by Council. Management serves as liaison between Council and the various municipal departments. It is responsible for the budget, capital expenditure program and by-law proposals.

The Treasury is responsible for all Town finances. This Department invoices and collects accounts, calculates the different taxes, keeps track of and updates the municipal valuation roll, pays municipal employees as well as suppliers of goods and services, and manages loans and investments. All these duties are carried out in accordance with municipal accounting, budgeting and financial principles, policies and procedures.

The Town also has:

- An Urban Development and Building Services Department;
- A Public Works Department;
- An Urban Development Advisory Committee made up of seven members, five of whom are elected and two appointed; and

- Eight commissions (Culture and Recreation; Urban Development and Environment; Municipal Housing Office; Communications; Economic Development Corporation; Finance; Fire and Public Security; Public Works).

The next elections are slated for November 2005.

1.5 Political representation in the event of reconstitution of the former municipalities

Municipal Council: Before amalgamation, Sutton Township had a Mayor and eight Municipal Councillors, while the former Town had seven elected officials, i.e., a Mayor and six Councillors. Barring legislative amendments, each municipality would probably revert to the same political representation as before amalgamation, i.e., a Mayor and eight Councillors for the Township and a Mayor and six Councillors for the former Town.

Transition Committee: In every city or town where the outcome of at least one referendum is in favour of reconstitution of the former municipality, the government can appoint a Transition Committee with a mandate to ensure a smooth transition between the successive municipal administrations. According to officials of the current Town of Sutton, there appears to be no need to create a Transition Committee as defined by Bill 9 (Chapter III, section II). Since amalgamation of the two municipalities, very few assets have been acquired, no debt has been incurred and few initiatives have been taken that might complicate reversing the merger. Possibly, the services of an expert or mediator might be required to assist with the division of some assets and other potentially contentious issues.

Urban Agglomeration Council: In the event of reconstitution of the former municipalities, they would not have the same responsibilities as they did before. In fact, under Bill 9, for the sake of efficiency and equity, some powers have to be financed at the agglomeration level, i.e., on the scale of the territory of the amalgamated municipalities. Accordingly, the central municipality has to form an additional deliberative body known as the “Urban Agglomeration Council” or “Joint Council”. More specifically, in the case of the current Town of Sutton, we propose that the Urban Agglomeration Council consist of six members (including the Mayor of the central municipality), divided equally between the two former municipalities (three from the former Town and three from the former Township). This proposal is supported by the fact that the population of the two entities is just about equal. It should be mentioned, however, that Bill 9 gives the central municipality veto power over decisions made by the Urban Agglomeration Council.

Determination of the central municipality: On the basis of obvious geographic criteria and in keeping with the requirements of Bill 9, the former Town of Sutton would be entitled to assume the responsibilities of the central municipality. Some, however, consider the Township more capable of handling that responsibility, given that :

- In the past, Sutton Township has proven that it has better municipal organization and management abilities, as reflected by a lower base property tax rate than the former Town and, since creation of the new Town of Sutton, reduced taxes in the former Town of Sutton;
- Its total real estate wealth is significantly higher;
- It has a larger population;
- Economic development of the Town/Township depends more on the unexploited potential of the Township than on that of the former Town;
- There is more real estate development in the Township than in the Town.

2.0 SUPPLY OF MUNICIPAL SERVICES

2.1 Services provided by the current Town

Sutton Township was founded in 1802. At the time, in addition to its current territory, it included the Town of Sutton and Village of Abercorn. The first division occurred in 1896, with the creation of the Town of Sutton, and the second in 1929, with the creation of the Village of Abercorn.

The Town of Sutton offers various services, primarily consisting of public works, urban development, fire protection, recreation and culture. Long before their amalgamation, Sutton Township and the former Town of Sutton developed close ties that took the form of sharing certain services, particularly:

- **The Town Hall:** Since the late 19th century, the Township has owned 75% of the Town Hall and the Town of Sutton the remaining 25%;
- **Recreation and culture:** The playground, various skating rinks (Western Street, Thibodeau Road and Glen Sutton), Sutton Park, bicycle paths and Sutton Township campground were shared equally;
- **Road maintenance** (such as snow removal and roadwork equipment): The Town and Township would use each other's equipment and materials. Some Town streets were covered by an agreement, particularly Maple Street, leading to the mountain, and Main Street (Route 139);
- **Waterworks:** In 1999, the two municipalities' water supply systems were connected by extending the Town's water main. The agreement called for the Town selling the extension to the Township for \$1 dollar plus a water supply in the event of an emergency;
- **Sewers:** Both municipalities have their own sewer system, but the extent of coverage is uneven: 98% of the streets in the former Town are serviced (17.3 km municipal and 0.3 km private), compared to 7% of Township roads;

- **Fire protection:** The former Town is responsible for the Fire Department. Operating costs and capital expenditures were shared equally by the Township and Town. Vehicle maintenance and repair costs were shared on the basis of 66% for the Township and 33% for the Town. Major purchases or equipment maintenance and accessory costs were subject to approval by each of the two municipal councils. The fire station, owned by the Town, is on a property within the Town on which the Township has a perpetual servitude;
- **Water purification:** Before amalgamation, the former Town owned the water treatment plant, yet the Township paid an \$88,000 entry fee. Annual capital expenditures were divided on the basis of reserve capacity, i.e. 70% for the Town and 30% for the Township. Annual operating expenses were allocated according to the metered flow rate.

2.2 Impact of reconstitution on services

The municipal agreements that governed shared services could be used as a framework for organizing and delivering the same services in the event of reconstitution. This particularly applies to the space in Town Hall, the maintenance of certain streets, the drinking water supply, as well as cultural and recreational activities. Moreover, as regards public security and road maintenance, there should be little or no impact on both municipalities because:

- **Public security:** Before amalgamation, both paid the same rate as now for Sûreté du Québec coverage, i.e., \$0.18 per \$100 valuation;
- **Road maintenance:** They do not share any roads that might come under the powers of an Urban Agglomeration Council. In fact, according to Town management, the territory covered by the new Town only contains local roads, spanning 205 km, with 192 km (94%) in the Township and 13 km (6%) in the former Town. Insofar as each municipality will have to cover its costs, the main issue in the event of reconstitution would be the division of assets and newly acquired road equipment (paver).

On the other hand, reconstitution of the former municipalities would mainly have an impact in the areas of:

- Fire protection, which, under the law, would become an agglomeration service; and;
- Cultural and recreational activities, because the former Town has infrastructures declared to be of public interest that, by law, would come under agglomeration powers. These are the:
 - John Sleeth Cultural and Community Centre,
 - Municipal swimming pool;
 - Park and playgrounds;
 - Sutton School gymnasium and library; and
 - Sutton Natural Environment Park.

3.0 HUMAN AND PHYSICAL RESOURCES

3.1 Human resources

Current Situation

Table 4 below lists the staff of the current Town of Sutton by category and that of each of its components before the merger.

Table 4
Municipal Staff Before and After the Merger

Positions	Before the merger (2002)		After the merger (2003)
	Sutton Township	Town of Sutton	Town of Sutton
Managers and supervisors	5	2	4
Professionals and office staff	6	3	5
Blue collar workers	10	6	12
Police officers	0	0	0
Volunteer firefighters	0	31	31
Grand total	21	42	52

In 2002, the last year of separate operations, Sutton Township's workforce consisted of nine elected officials and 21 municipal employees. The Town of Sutton meanwhile had a staff of 42, including 31 volunteer firefighters.

Amalgamation of the two municipalities led to a substantial rationalization of personnel in all categories combined, with the total reduced to 52. The main changes involved: (i) managers and supervisors (-3), (ii) professionals and office staff (-4), and (iii) blue-collar workers (-4). Only the number of volunteer firefighters remained the same.

In the event of reconstitution

Our discussions with Town management and our own assessment of future needs indicate that an eventual reconstitution of the former municipalities would likely result in a larger workforce, though without returning to pre-amalgamation levels.

Table 5 below shows the composition of the workforce in the event of reconstitution.

**Table 5
Municipal Staff in the Event of Reconstitution**

	Sutton Township	Town of Sutton	Total
Managers and supervisors	3	2	5
Professionals and office staff	5	3	8
Blue collar workers	9	4	13
Police officers	0	0	0
Firefighters	0	31	31
Grand total	17	40	57

Table 6 shows the impact of reconstitution on payroll. It includes: (i) the payroll required to reconstitute the municipal councils, and (ii) the additional salaries (including benefits) each municipality would have to pay upon hiring additional personnel.

**Table 6
Impact on Payroll**

	Sutton Township	Town of Sutton
Payroll for elected officials ¹	\$43,184	\$57,578
Additional employee payroll	\$98,931	\$21,655
Total	\$142,115	\$79,233

The total impact would amount to over \$220,000 a year, or over \$140,000 for the Township and almost \$80,000 for the former Town.

3.2 Physical resources

Table 7 below lists the buildings, vehicles and equipment owned by each municipality before they merged. The table shows:

- Their origin;
- The municipal department to which they were assigned;
- Their 1996 book value;
- Their allocation in the event of reconstitution of the former municipalities.

¹ This figure only includes the number of additional elected officials.

Table 7
Town of Sutton: List of Physical Resources

	TOWN OF SUTTON	SUTTON TOWNSHIP	BOOK VALUE
BUILDINGS			
Fire station	X	X	\$70,000.00
Municipal garage	X	X	\$136,000.00
Shed	X		\$5,000.00
Shed – signs	X		\$2,000.00
Town Hall	X	X	\$318,000.00
Building – skating rink	X		\$6,000.00
Pumping station	X		\$6,000.00
Reservoir purification station	X		\$4,000.00
Pump(s)	X		\$11,000.00
Swimming pool building	X		\$135,000.00
Antenna tower	X		\$3,000.00
Treatment building	X		\$110,000.00
Pumping station	X		\$35,000.00
Shed – water main materials	X		\$48,000.00
Fire hall	X		\$5,000.00
Community Centre	X		\$240,000.00
Concrete reservoir		X	\$800,000.00
Subtotal – Buildings			\$1,934,000.00
AUTOMOTIVE VEHICLES			
1984 GMC (6 wheels with sand spreader)	X		\$18,000.00
1979 Ford Econoline (fire)	X		\$9,000.00
1993 Ford F350 (snow removal)	X		\$55,000.00
1984 International truck (roads)	X		\$15,000.00
1972 International truck (fire)	X		\$28,000.00
1972 International truck (fire)	X		\$38,000.00
1990 Chevrolet pick-up	X		\$16,000.00
1930 Ford (fire – parades only)	X		\$4,000.00
1938 Bickle-Seagrave (fire – parades only)	X		\$5,000.00
1986 Jeep Cherokee (roads)	X		\$1,000.00
1991 GMC 1500 (service)		X	\$16,947.00
1987 Ford F350 4x4		X	\$15,000.00
1995 Ford 4x4 with box (roads)		X	\$35,850.00
1979 International Model 2500 truck (roads)		X	\$66,544.00
1981 International truck (roads)		X	\$40,528.00
1983 International truck (roads)		X	\$31,655.00
1990 International truck (roads)		X	\$76,696.00
1992 International truck (roads)		X	\$84,074.00
1985 J. Deere 670A leveller (roads)		X	\$54,108.00
1991 Olden flatbed trailer (roads)		X	\$8,600.00
Subtotal – Vehicles			\$619,002.00
EQUIPMENT			
1 tractor with excavation shovel	X		\$23,000.00
1 Miller-Owen welding machine	X		\$4,000.00
1 Bombardier tractor	X		\$10,000.00
1 asphalt roller	X		\$4,000.00
1 tractor with blower	X		\$25,000.00
1 colasse machine	X		\$5,000.00
2 harnesses		X	\$27,577.00
1 box (hydraulic system)		X	\$24,417.00
1 snow-removal equipment system and harness		X	\$9,896.00
1 mower		X	\$1,365.00
1 Ford back blade		X	\$5,500.00
1 rock rake		X	\$5,000.00
1 sand box, gravel box, side wing, snow plow		X	\$36,401.00
2 loaders		X	\$63,792.00
1 tractor		X	\$18,680.00
1 Sweepster		X	\$3,881.00
Subtotal – Equipment			\$267,509.00
GRAND TOTAL			\$2,820,511.00

Source: Raymond, Chabot, Martin, Paré: Town of Sutton/Sutton Township: Municipal Amalgamation Opportunity Study

Since then, the new Town has made a number of purchases, primarily office equipment and vehicles. These new acquisitions are listed in Table 8.

**Table 8
Town of Sutton: Furnishings and Office Equipment Purchases**

Description	2003 Expenditures	Breakdown if Reconstitution	
		Township	Former Town
FURNISHINGS			
Digital camera	\$477	100%	
Air conditioner	\$6,417		100%
Computer	\$2,159	100%	
Shelves	\$1,829		100%
Computer	\$1,710.	100%	
Computer	\$550	100%	
Computer	\$499.61	100%	
Software licence and certificate	\$6,462	100%	
Filing cabinet	\$421	100%	
Subtotal – Equipment	\$20,525.11		
VEHICLES			
Radios – roads	\$2,465		100%
Truck purchase	\$96,087	100%	
Salt/sand spreader purchase	\$13,656	100%	
Radios – Fire Department	\$3,663		100%
Garbage truck	\$12,000	50%	50%
Pick-up truck for garbage	\$19,640	50%	50%
Garbage bins	\$2,277	50%	50%
Fire truck tank	\$3,886		100%
Radios purchase – roads	\$2,265	100%	
Tanker truck modification	\$2,587		100%
Fire truck	\$53,292		100%
Snow blower	\$2,498		100%
Tanker truck modification	\$12,452		100%
Paver	\$31,975	50%	50%
Tanker truck modification	\$1,027		100%
Tanker truck modification	\$1,044		100%
Tanker truck modification	\$21,650		100%
Subtotal – Vehicles	\$282,465		
GRAND TOTAL	\$302,990		

Source: Information provided by Town of Sutton management

On the whole, based on the information we obtained, the reallocation of physical resources should not result in major additional costs. According to Town management, the only equipment that would have to be divided is the paver and garbage collection equipment.

4.0 LOCAL FINANCIAL FACTORS

4.1 Transition costs

The following table contains an estimate of the transition costs as determined following various discussions with Town officials.

Table 9
Estimated Transition Costs

Item	Sutton Township	Town of Sutton	Observations/Explanations
Cost of new Council elections	\$20,000.00	\$20,000.00	Based on estimates by management
Cost of rebuilding premises	N/A	N/A	The Township and former Town share the Town Hall
Cost of relocation	N/A	N/A	
Cost of special studies (if necessary)	\$25,000.00	\$25,000.00	Estimated \$50,000 lump sum shared equally by the two municipalities
UMQ membership	\$1,500.00	\$1,500.00	
FQM membership	\$1,500.00	\$1,500.00	
Liability insurance for elected officials and other insurance premiums	\$10,000.00	\$10,000.00	Based on our estimates
<i>Cities and Towns Act</i> subscription	\$ -	\$ -	
Other transition costs	\$10,000.00	\$10,000.00	Changes to road signs and other possible costs
Total	\$68,000.00	\$68,000.00	

N/A: Not applicable

Transition costs would total about \$136,000, shared equally by the Township and former Town. For the purposes of our budget projections, we assumed these costs would be amortized uniformly over three years.

4.2 Financial aid for amalgamation

The table below summarizes all the subsidies received since 2002 by the Town of Sutton under the Financial aid for mergers (Programme d'aide financière au regroupement municipal (PAFREM)) and the Financial neutrality (Programme de neutralité financière).

**Table 10
Financial Aid for Amalgamation**

	2002	2003	2004	2005	2006
Financial aid for mergers	\$118,486	\$76,678	\$54,770	\$27,385	\$16,431
Financial Neutrality		\$20,718	\$20,718	\$20,718	
Total	\$118,486	\$97,396	\$75,488	\$47,103	\$16,431

For 2005 and 2006, assuming reconstitution of the former municipalities, the financial aid for amalgamation balances have been posted to the agglomeration budget.

4.3 Working capital, accumulated surpluses and other funds

4.3.1 *Working capital and other funds*

The Town of Sutton had \$410,000 in working capital derived from the following sources:

- Former Town: \$80,000
- Township: \$310,000

Of this amount, \$130,000 has been spent, including \$14,666.66 (purchase of a truck) for the former Town and \$115,414.59 for the Township (purchase of a mechanical shovel, road repairs and paving). In the event of reconstitution of the former municipalities, the division of working capital should not involve any particular problems since each municipality would recover its initial contribution minus the amounts spent on its behalf.

According to Town management, the Town has no other funds.

4.3.2 *Accumulated surpluses*

The new Town's accumulated surplus was estimated on the basis of information provided by management for fiscal 2003 and the budget for 2004. Thus, based on these sources, the situation as regards surpluses should be as follows at the end of 2004:

- Accumulated surplus at the end of 2003 \$200,000
- Accumulated surplus forecast in 2004 \$98,360
- Accumulated surplus forecast for 2004 \$298,360**

In the event of reconstitution of the former municipalities, this deficit could be divided between the two municipalities in proportion to their total property value:

- 80% or \$238,688 for Sutton Township; and
- 20% or \$59,672 for the former Town of Sutton.

In preparing the pro forma budgets, we assumed this deficit would be amortized over three years and allocated to the agglomeration budget of the reconstituted municipalities.

4.4 Long-term debt

Table 11 indicates the current Town’s long-term debt along with its possible breakdown in the event of reconstitution. No new debt has been incurred since the amalgamation.

**Table 11
Town of Sutton**

	2004	2005	2006	2007
Former debt				
Sutton Township	\$128,100	\$136,000	\$144,700	\$153,700
Town of Sutton	\$117,400	\$124,600	\$132,500	\$52,300
Subtotal – Former debt	\$245,500	\$260,600	\$277,200	\$206,00
New debt				
Sutton Township	\$ -	\$ -	\$ -	\$ -
Town of Sutton	\$ -	\$ -	\$ -	\$ -
Subtotal – New debt	\$ -	\$ -	\$ -	\$ -
Total debt	\$245,500	\$260,600	\$277,200	\$206,00

Under Bill 9, each municipality would become responsible for its former debts.

4.5 Triennial Capital Expenditure Programs (TCEP)

The Town of Sutton has no triennial capital expenditure program for 2004 to 2006, yet adopted a capital expenditure program for 2003, the details of which are given in Table 12 below.

**Table 12
Town of Sutton: 2003 Capital Expenditure Projects**

Description	Cost	Status	Planned Location	
			Former Township	Former Town
Drinking water (Réal Road)		Done	X	
Sutton Junction sewer		Done	X	
Well and reservoir		Done		X
Western culvert		Done		X
Historia		Done	X	
Breuleux Road		Done	X	
Roads/streets acquisition		Done		
Darrah Road		Done	X	
Belvédère Road		Done	X	
Domain Mon Louis waterworks		Done		X
Vehicles and equipment		Done		
Main Street	\$26,303	In progress		X
Office equipment, furnishings, etc.		Done		
Salt shed		Done	X	
Raw water supply	\$14,068	In progress	X	
Sutton Junction sewer No. 24		Done	x	
Boulangier Road		Done	X	
Paving		Done	X	
Dry wells	\$4,436	In progress		X
TOTAL	\$44,807			

Only four projects with a total value of almost \$45,000 have yet to be completed. For 2004, \$31,000 is posted under investing expenditures that we did not renew for the period covered by our budget projections (2005-2007).

4.6 Valuation roll and rental value

In 2004, the Town of Sutton's property valuation roll totalled \$372,592,800, as shown in Table 13. The Township accounts for nearly 80% of the total property value of the new Town, compared to 20% for the former Town of Sutton.

**Table 13
2004 Property Valuation Roll Summary**

	Sutton Township		Town of Sutton		Total
	\$	%	\$	%	
Taxable value	\$285,589,805		\$73,115,695		\$358,705,500
Non-taxable value	\$11,056,622		\$2,830,678		\$13,887,300
Total	\$296,646,427	79.6%	\$75,946,373	20.4%	\$375,592,800

5.0 REVENUE AND EXPENDITURE BUDGET

5.1 General approach

The pro-forma revenue and expenditure budgets for reconstitution of the former municipalities are based on the revenue and expenditure projections for 2004. The process first involved drawing up three budgets:

- A 2004 budget for agglomeration powers; and
- Two 2004 budgets for proximity powers: one for the former Sutton Township and the other for the former Town of Sutton.

The following procedure was used:

- Distinguishing between agglomeration and proximity expenditures in the 2004 budget based on the principles of Bill 9, for the main budget items (general administration; public security; transportation; community hygiene; health and welfare; improvements, urban planning and development; recreation and culture; and electricity);
- Determining proximity revenue and expenditures for each municipality. In this regard, with the approval of Town management, we applied the distribution rates that were used in drawing up the 2003 budget²;
- For each expenditure, calculating the net cost to finance. This cost was determined by deducting the operating costs of services, conditional transfers as well as services rendered, contributions, fines, and interest on the sinking fund. The calculation was done for the agglomeration powers as well as for both proximity powers budgets. The sum of the net costs to finance enabled calculation of the total net cost of operations to finance before debt service;
- Determining the total net cost to finance for the three budgets **by adding on:**
 - . (i) Financial expenses,
 - . (ii) Long-term debt redemption,
 - . (iii) Transfers to investing activities,
 - . (iv) Transition costs;

² The new Town's first budget still distinguished between expenditures attributable to the former Township and to the former Town of Sutton.

and deducting:

- . (i) Unconditional transfers,
- . (ii) Other revenues (fees, fines and penalties, interest, transfer of long-term assets, developer contributions, public transit etc.),
- . (iii) Surplus allocations.

The result indicates the excess of costs over revenues that has to be financed by means of the general property tax to balance revenues and expenditures.

5.2 General property tax rate formula

Calculation of property tax rates: For the current Town and to calculate agglomeration taxes, we used the taxable property value of the current Town. For the property taxes for proximity expenditures, the taxable property value of each municipality was used.

Specific residential taxes (water, sewage and household garbage): These were calculated on the basis of the net cost to finance. The specific taxes were then determined on the basis of the number of housing units as provided by the Town.

The projections for the 2005-2007 period are expressed in 2004 dollars and assume expenditures would remain stable, aside from the shared and local administrative expenditures, that were adjusted to take into consideration the impact on payroll. The items that vary from one year to another are mainly:

- Financial expenses, and
- Long-term debt redemption.

5.3 Calculation assumptions

The revenue and expenditure accounts in the 2004 budgets were subject to various specific treatments. The following table lists the main assumptions and calculation methods used in drawing up the pro forma budgets.

**Budget 2004
Town of Sutton
Cost of services**

EXPENDITURE ITEM	CALCULATION ASSUMPTIONS AND RULES
General administration	
Property valuation	Allocated to agglomeration expenditures.
Law enforcement	Allocated to agglomeration expenditures.
Other, common	General administrative expenditures (excluding property valuation and law enforcement) weighted by the percentage of common over total expenditures (excluding general administration expenditures), or 43%/
Other, local	General administrative expenditures excluding property valuation and law enforcement weighted by 100% less the share of common expenditures, or 57%. Once other local expenditures were calculated, they were divided between the Township and former Town in the same proportions as indicated in the 2003 budget. For 2005 to 2007, these expenditures were adjusted to take into account the increase in payroll attributable to elected officials, additional employees, and participation on the Urban Agglomeration Council.
Public security	
Police	Allocated to agglomeration expenditures because both reconstituted municipalities would have to pay the same rate the current Town pays, i.e. \$0.18 per \$100 valuation.
Fire protection	Allocated to agglomeration expenditures.
Civil security and 911	Allocated to agglomeration expenditures.
Other	Boarding domestic animals. Allocated to proximity expenditures and divided by the same rules as the 2003 budget.
Transportation	
Arterial road network, common	In the opinion of management, the current Town does not have any arterial road network but only a local road network spanning 205 km, with 182 km in the Sutton Township and 13 km in the former Town of Sutton. Maintenance costs have been divided in proportion to network lengths, i.e. 94% for the Township and 6% for the former Town.
Local road network	
Public transit	Adapted transportation. Treated as an agglomeration expense.
Other	Not applicable.
Community hygiene	
Drinking water supply and treatment	Treated as proximity expenditures. Both municipalities have a water main system that has been connected, but they have no agreement on a continuous supply.
Drinking water distribution system	
Wastewater treatment	Treated as an agglomeration expenditure. The Town owns the treatment plant, but the Township has paid an \$88,000 entry fee. Annual capital expenditures are divided on the basis of reserve capacity, i.e. 70% for the Town and 30% for the Township. Annual operating costs are carried in proportion to the metered flow.
Sewer systems	Each of the two municipalities has its own sewer system. Expenditure allocated to the two proximity budgets.
Residual materials: treatment and disposal	All treatment and disposal expenditures have been allocated to the agglomeration budget.
Residual materials: collection and transportation	Residual materials collection and transportation expenses have been divided between the two municipalities as a proximity expenditure in the same proportion as the figures for this item in the 2003 budget.
Waterways	
Environmental protection	Not applicable. No expenditures included in 2004 budget.
Other	
Health and welfare	
Social housing	Allocated to agglomeration budget.
Other (food inspection)	
Other (income security)	Not applicable. No expenditures included in 2004 budget.
Development, urban planning	
Dev., urban planning, zoning, common	Completely allocated to proximity expenditures.
Dev., urban planning, zoning, local	
Urban renovations	Not applicable. No expenditures included in 2004 budget.
Promotion and economic development	Completely allocated to proximity expenditures.
Other	Not applicable. No expenditures included in 2004 budget.
Recreation and culture	
Recreational activities	
Recreational activities, other	
Cultural activities	
Libraries, common	
Libraries, other	
Other, common	Recreation and culture expenditures have all been treated as proximity expenditures with the exception of what are considered community facilities, whose operating expenditures have been transferred to the agglomeration budget. This includes the John Sleeth Cultural and Community Centre, the municipal swimming pool, the park and playground, the Sutton School gymnasium and library, and the Sutton Natural Environment Park.
Other, local	
Electricity	Not applicable. No expenditures included in 2004 budget.
Financial expenses	
Long-term debt redemption	Based on projections of interest and principal payments provided by Town Management. According to the latter, no new debt has been incurred since amalgamation of the two municipalities. The former debts have been allocated to the proximity expenditure budgets based on the available information concerning their beneficiaries and use.
Transfer to investing activities	The new Town has no three-year capital expenditure program and therefore no amount has been entered for this item.
Transition costs	These costs were determined on the basis of information provided by Town management and our estimates.
Other revenue	Other revenue was divided between the two municipalities in the same proportions as those appearing in the 2003 budget. All these revenues have been treated as proximity revenues.
Conditional transfers	We used the information provided on the remainder of the PAFREM grant.
Allocation of surplus	The surplus was allocated to the agglomeration budget and uniformly amortized over a three-year period.
Special tax – former Town	An amount in addition to tax that the former Town has to pay so that the former Township's taxes do not increase by more than 5% while maintaining a balanced budget.

5.4 Main results

The following tables contain the pro forma budgets for 2005 to 2007 for the Town of Sutton assuming reconstitution of the former municipalities. For each year, we prepared four separate pro forma budgets:

- One for the current Town, which represents the status quo. In this case, we made a number of adjustments to take into account the provisions of sections 22 to 32 of Order-in-Council 739-2002, which sets a 5% ceiling on tax increases. For this, we assumed that the Township's general property tax (GPT) rate would increase by 5% and accordingly adjusted the former Town's GPT rate while adhering to the objective of a balanced budget. Introduction of this constraint had the effect of stabilizing the increase in the Township's GPT rate at around 5% and reducing the rate at which the former Town's GPT rate should have declined. This constraint was not applied in the scenario for reconstitution of the former municipalities.
- A pro forma budget for agglomeration powers;
- A pro forma budget for proximity powers for Sutton Township; and
- A pro forma proximity budget for the former Town of Sutton.

The current Town's budget for 2004 is also presented for comparison.

BUDGET 2004

Present town of Sutton

COST OF SERVICES

EXPENSES	Operating expenses	Conditional transfers	Services rendered, contributions, fines and interest from investments funds	Net cost to be financed
	(1)	(2)	(3)	(1)-(2)-(3)
General administration				
Property valuation	\$ 68 752	\$ -	\$ -	\$ 68 752
Implementation of the law	\$ 2 500	\$ -	\$ -	\$ 2 500
Other, common	\$ 292 030	\$ -	\$ -	\$ 292 030
Other, local	\$ 392 428	\$ -	\$ 110 300	\$ 282 128
Public security				
police	\$ 630 487	\$ -	\$ -	\$ 630 487
fire protection	\$ 156 980	\$ -	\$ 18 000	\$ 138 980
civil security and 911	\$ -	\$ -	\$ -	\$ -
other	\$ 1 300	\$ -	\$ -	\$ 1 300
Transport				
arterial road network, common	\$ -	\$ -	\$ -	\$ -
local road network	\$ 1 623 410	\$ 132 900	\$ 168 000	\$ 1 322 510
public transport	\$ 4 582	\$ -	\$ -	\$ 4 582
other	\$ -	\$ -	\$ -	\$ -
Local hygiene				
supply and treatment of drinking water	\$ -	\$ -	\$ -	\$ -
distribution network for drinking water	\$ 172 165	\$ -	\$ 8 000	\$ 164 165
treatment of used water	\$ 89 143	\$ -	\$ -	\$ 89 143
main sewer network	\$ -	\$ -	\$ -	\$ -
sewer network	\$ 31 532	\$ -	\$ -	\$ 31 532
waste - treatment and elimination	\$ -	\$ -	\$ -	\$ -
waste - pickup and transport	\$ 293 157	\$ -	\$ -	\$ 293 157
watercourses	\$ -	\$ -	\$ -	\$ -
environmental protection	\$ -	\$ -	\$ -	\$ -
other	\$ -	\$ -	\$ -	\$ -
Health and welfare				
social housing	\$ 6 010	\$ -	\$ -	\$ 6 010
other (food inspection)	\$ -	\$ -	\$ -	\$ -
other (income security)	\$ -	\$ -	\$ -	\$ -
Development, urban planning				
zoning, common	\$ -	\$ -	\$ -	\$ -
zoning, local	\$ 205 235	\$ -	\$ -	\$ 205 235
urban renovation	\$ -	\$ -	\$ -	\$ -
promotion and economic development	\$ 124 924	\$ -	\$ -	\$ 124 924
other	\$ -	\$ -	\$ -	\$ -
Leisure and culture				
recreational activities	\$ -	\$ -	\$ -	\$ -
recreational activities, other	\$ 179 310	\$ -	\$ -	\$ 179 310
cultural activities	\$ 105 112	\$ -	\$ -	\$ 105 112
libraries, common	\$ -	\$ -	\$ -	\$ -
libraries, other	\$ 43 795	\$ -	\$ -	\$ 43 795
other, common	\$ 48 915	\$ -	\$ 14 000	\$ 34 915
other, local	\$ -	\$ -	\$ -	\$ -
Electricity				
			\$ -	\$ -
Summary 2004				
Total before debt service and investments	\$ 4 471 767	\$ 132 900	\$ 318 300	\$ 4 020 567
Supramunicipal contributions	\$ -	\$ -	\$ -	\$ -
other common expenses	\$ 2 036 338	\$ -	\$ -	\$ 2 036 338
% common	\$ 0			\$ 1
Financing cost	\$ 192 960			\$ 192 960
Reimbursement of long-term debt	\$ 304 425			\$ 304 425
Net debt service	\$ -			\$ -
Transfert for investment activities	\$ 31 502			\$ 31 502
Grand total 2003 including debt service	\$ 5 000 654	\$ 132 900	\$ 318 300	\$ 4 549 454
Common portion	\$ 2 036 338	\$ -	\$ -	\$ 2 036 338
% common	41%			45%

BUDGET 2004

Present town of Sutton

COST OF SERVICES

EXPENSES	Operating expenses	Conditional transfers	Services rendered, contributions, fines and interest from investments funds	Net cost to be financed
	(1)	(2)	(3)	(1)-(2)-(3)
General administration				
Property valuation	\$ 68 752	\$ -	\$ -	\$ 68 752
Implementation of the law	\$ 2 500	\$ -	\$ -	\$ 2 500
Other, common	\$ 292 030	\$ -	\$ -	\$ 292 030
Other, local	\$ 392 428	\$ -	\$ 110 300	\$ 282 128
Public security				
police	\$ 630 487	\$ -	\$ -	\$ 630 487
fire protection	\$ 156 980	\$ -	\$ 18 000	\$ 138 980
civil security and 911	\$ -	\$ -	\$ -	\$ -
other	\$ 1 300	\$ -	\$ -	\$ 1 300
Transport				
arterial road network, common	\$ -	\$ -	\$ -	\$ -
local road network	\$ 1 623 410	\$ 132 900	\$ 168 000	\$ 1 322 510
public transport	\$ 4 582	\$ -	\$ -	\$ 4 582
other	\$ -	\$ -	\$ -	\$ -
Local hygiene				
supply and treatment of drinking water	\$ -	\$ -	\$ -	\$ -
distribution network for drinking water	\$ 172 165	\$ -	\$ 8 000	\$ 164 165
treatment of used water	\$ 89 143	\$ -	\$ -	\$ 89 143
main sewer network	\$ -	\$ -	\$ -	\$ -
sewer network	\$ 31 532	\$ -	\$ -	\$ 31 532
waste - treatment and elimination	\$ -	\$ -	\$ -	\$ -
waste - pickup and transport	\$ 293 157	\$ -	\$ -	\$ 293 157
watercourses	\$ -	\$ -	\$ -	\$ -
environmental protection	\$ -	\$ -	\$ -	\$ -
other	\$ -	\$ -	\$ -	\$ -
Health and welfare				
social housing	\$ 6 010	\$ -	\$ -	\$ 6 010
other (food inspection)	\$ -	\$ -	\$ -	\$ -
other (income security)	\$ -	\$ -	\$ -	\$ -
Development, urban planning				
zoning, common	\$ -	\$ -	\$ -	\$ -
zoning, local	\$ 205 235	\$ -	\$ -	\$ 205 235
urban renovation	\$ -	\$ -	\$ -	\$ -
promotion and economic development	\$ 124 924	\$ -	\$ -	\$ 124 924
other	\$ -	\$ -	\$ -	\$ -
Leisure and culture				
recreational activities	\$ -	\$ -	\$ -	\$ -
recreational activities, other	\$ 179 310	\$ -	\$ -	\$ 179 310
cultural activities	\$ 105 112	\$ -	\$ -	\$ 105 112
libraries, common	\$ -	\$ -	\$ -	\$ -
libraries, other	\$ 43 795	\$ -	\$ -	\$ 43 795
other, common	\$ 48 915	\$ -	\$ 14 000	\$ 34 915
other, local	\$ -	\$ -	\$ -	\$ -
Electricity				
			\$ -	\$ -
Summary 2004				
Total before debt service and investments	\$ 4 471 767	\$ 132 900	\$ 318 300	\$ 4 020 567
Supramunicipal contributions	\$ -	\$ -	\$ -	\$ -
other common expenses	\$ 2 036 338	\$ -	\$ -	\$ 2 036 338
% common	46%			51%
Financing cost	\$ 192 960			\$ 192 960
Reimbursement of long-term debt	\$ 304 425			\$ 304 425
Net debt service	\$ -			\$ -
Transfer for investment activities	\$ 31 502			\$ 31 502
Grand total 2003 including debt service	\$ 5 000 654	\$ 132 900	\$ 318 300	\$ 4 549 454
Common portion	\$ 2 036 338	\$ -	\$ -	\$ 2 036 338
% common	41%			45%
other REVENUS				\$ 101 000
UNCONDITIONAL TRANSFERTS				
Municipal mergers				\$ 27 385
Equalization				\$ -
Diversification of revenue				\$ -
other transferts				\$ 20 718
Total inconditionnal transfert				\$ 48 103
NET TOTAL TO BE FINANCED				\$ 4 261 799
ALLOCATION OF SURPLUS				\$ 99 453
NET TOTAL TO BE FINANCED				\$ 4 162 346
SPECIAL TAX OF PRECEDENT CITY				\$ 195 677
NET TOTAL TO BE FINANCED taking surplus allocation into account				\$ 3 966 669

BUDGET 2005 FOR THE AGGLOMERATION

COST OF SERVICES FOR THE AGGLOMERATION				
EXPENSES	Operating expenses	Conditional transfers	Services rendered, contributions, fines and interest from investments funds	Net cost to be financed
	(1)	(2)	(3)	(1)-(2)-(3)
General administration				
Property valuation	\$ 68 752			\$ 68 752
Implementation of the law	\$ 2 500			\$ 2 500
Other, common	\$ 292 030	\$ -	\$ -	\$ 292 030
Other, local				
Public security				
police	\$ 630 487	\$ -	\$ -	\$ 630 487
fire protection	\$ 156 980	\$ -	\$ 18 000	\$ 138 980
civil security and 911	\$ -	\$ -	\$ -	\$ -
other				
Transport				
arterial road network, common	\$ -	\$ -	\$ -	\$ -
local road network				
public transport	\$ 4 582			\$ 4 582
other	\$ -			\$ -
Local hygiene				
supply and treatment of drinking water				
distribution network for drinking water				
treatment of used water	\$ 89 143	\$ -	\$ -	\$ 89 143
main sewer network	\$ -			\$ -
sewer network				
waste - treatment and elimination	\$ 10 247	\$ -	\$ -	\$ 10 247
waste - pickup and transport				
watercourses	\$ -	\$ -	\$ -	\$ -
environmental protection				
other				
Health and welfare				
social housing	\$ 6 010	\$ -	\$ -	\$ 6 010
other (food inspection)	\$ -	\$ -	\$ -	\$ -
other (income security)	\$ -			\$ -
Development, urban planning				
zoning, common	\$ -	\$ -	\$ -	\$ -
zoning, local				
urban renovation	\$ -			\$ -
promotion and economic development	\$ 124 924	\$ -	\$ -	\$ 124 924
other	\$ -			\$ -
Leisure and culture				
recreational activities	\$ -	\$ -	\$ -	\$ -
recreational activities, other	\$ 124 368	\$ -	\$ -	\$ 124 368
cultural activities				
libraries, common	\$ -	\$ -	\$ -	\$ -
libraries, other	\$ 19 350			\$ 19 350
other, common	\$ 48 915	\$ -	\$ -	\$ 48 915
other, local				
Electricity				0
Summary 2005				
Total before debt service and investments	\$ 1 578 288	\$ -	\$ 18 000	\$ 1 560 288
Supramunicipal contributions				
other common expenses				
% common				
Financing cost	\$ -			\$ -
Reimbursement of long-term debt	\$ -			\$ -
Net debt service				\$ -
Transfert for investment activities				\$ -
Grand total 2003 including debt service	\$ 1 578 288	\$ -	\$ 18 000	\$ 1 560 288
Common portion				
% common				
TRANSITION COSTS				
Grand total 2003 including debt service and transition costs				\$ 1 560 288
other REVENUS				
UNCONDITIONNAL TRANSFERTS				
Municipal mergers				\$ 27 385
Equalization				
other transferts				\$ 20 718
Diversification of revenue				
Total inconditionnal transfert				\$ 48 103
NET TOTAL TO BE FINANCED				\$ 1 512 185
ALLOCATION OF SURPLUS				\$ 99 453
NET TOTAL TO BE FINANCED taking surplus allocation into account				\$ 1 412 732

BUDGET 2005 FOR LOCAL MUNICIPALITIES

Canton de Sutton

COST OF LOCAL SERVICES

EXPENSES	Operating expenses	Conditional transfers	Services rendered, contributions, fines and interest from investments funds	Net cost to be financed
	(1)	(2)	(3)	(1)-(2)-(3)
General administration				
Property valuation				
Implementation of the law				
Other, common				
Other, local	\$ 415 249	\$ -	\$ 74 422	\$ 340 826
Public security				
police	\$ -	\$ -	\$ -	\$ -
fire protection				
civil security and 911				
other	\$ 1 035	\$ -	\$ -	\$ 1 035
Transport				
arterial road network, common				
local road network	\$ 1 520 462	\$ 124 472	\$ 157 346	\$ 1 238 644
public transport				
other				
Local hygiene				
supply and treatment of drinking water	\$ -	\$ -	\$ -	\$ -
distribution network for drinking water	\$ 90 938	\$ -	\$ 3 000	\$ 87 938
treatment of used water				
main sewer network				
sewer network	\$ 18 866	\$ -	\$ -	\$ 18 866
waste - treatment and elimination				
waste - pickup and transport	\$ 200 668	\$ -	\$ -	\$ 200 668
watercourses				
environmental protection	\$ -	\$ -	\$ -	\$ -
other	\$ -	\$ -	\$ -	\$ -
Health and welfare				
social housing	\$ -			
other (food inspection)	\$ -			
other (income security)	\$ -	\$ -	\$ -	\$ -
Development, urban planning				
zoning, common	\$ -			
zoning, local	\$ 121 681	\$ -	\$ -	\$ 121 681
urban renovation	\$ -	\$ -	\$ -	\$ -
promotion and economic development				
other	\$ -	\$ -	\$ -	\$ -
Leisure and culture				
recreational activities	\$ -			
recreational activities, other	\$ 27 471	\$ -	\$ -	\$ 27 471
cultural activities	\$ 52 556	\$ -	\$ 7 000	\$ 45 556
librairies, common				
librairies, other	\$ 12 223	\$ -	\$ -	\$ 12 223
other, common				
other, local	\$ -	\$ -		\$ -
Electricity				\$ -
Summary 2005				
Total before debt service and investments	\$ 2 461 148	\$ 124 472	\$ 241 769	\$ 2 094 907
Supramunicipal contributions				
other common expenses				
% common				
Financing cost	\$ 96 589			\$ 96 589
Reimbursement of long-term debt	\$ 124 600			\$ 124 600
Net debt service				\$ -
Transfert for investment activities				\$ -
Grand total 2003 including debt service	\$ 2 682 336	\$ 124 472	\$ 241 769	\$ 2 316 095
Common portion				
% common				
TRANSITION COSTS				\$ 22 667
Grand total 2003 including debt service and transition costs				
other REVENUS				\$ 88 662
UNCONDITIONNAL TRANSFERTS				
Municipal mergers				
Equalization				
other transferts				
Diversification of revenue				
Total inconditionnal transfert				
NET TOTAL TO BE FINANCED				\$ 2 250 100
ALLOCATION OF SURPLUS				\$ -
NET TOTAL TO BE FINANCED taking surplus allocation into account				\$ 2 250 100

BUDGET 2005 FOR LOCAL MUNICIPALITIES				
Ville de Sutton				
COST OF LOCAL SERVICES				
EXPENSES	Operating expenses	Conditional transfers	Services rendered, contributions, fines and interest from investments funds	Net cost to be financed
	(1)	(2)	(3)	(1)-(2)-(3)
General administration				
Property valuation				
Implementation of the law	\$ -			
Other, common				
Other, local	\$ 213 143	\$ -	\$ 35 878	\$ 177 266
Public security				
police	\$ -	\$ -	\$ -	\$ -
fire protection				
civil security and 911				
other	\$ 265			\$ 265
Transport				
arterial road network, common				
local road network	\$ 102 948	\$ 8 428	\$ 10 654	\$ 83 866
public transport				
other				
Local hygiene				
supply and treatment of drinking water	\$ -			\$ -
distribution network for drinking water	\$ 81 227	\$ -	\$ 5 000	\$ 76 227
treatment of used water				
main sewer network				
sewer network	\$ 12 666	\$ -	\$ -	\$ 12 666
waste - treatment and elimination				
waste - pickup and transport	\$ 82 242	\$ -	\$ -	\$ 82 242
watercourses				
environmental protection	\$ -			\$ -
other	\$ -			\$ -
Health and welfare				
social housing	\$ -			
other (food inspection)	\$ -			
other (income security)	\$ -			\$ -
Development, urban planning				
zoning, common	\$ -			
zoning, local	\$ 83 554	\$ -	\$ -	\$ 83 554
urban renovation	\$ -			\$ -
promotion and economic development				
other	\$ -	\$ -	\$ -	\$ -
Leisure and culture				
recreational activities	\$ -			
recreational activities, other	\$ 27 471	\$ -	\$ -	\$ 27 471
cultural activities	\$ 52 556	\$ -	\$ 7 000	\$ 45 556
libraries, common				
libraries, other	\$ 12 223	\$ -	\$ -	\$ 12 223
other, common				
other, local	\$ -	\$ -		\$ -
Electricity				0
Summary 2005				
Total before debt service and investments	\$ 740 154	\$ 8 428	\$ 55 162	\$ 676 566
Supramunicipal contributions				
other common expenses				
% common				
Financing cost	\$ 25 146			\$ 25 146
Reimbursement of long-term debt	\$ 136 000			\$ 136 000
Net debt service				\$ -
Transfert for investment activities				\$ -
Grand total 2003 including debt service	\$ 901 301	\$ 8 428	\$ 55 162	\$ 837 711
Common portion				
% common				
TRANSITION COSTS				\$ 22 667
Grand total 2003 including debt service et transition costs				
other REVENUS				\$ 12 338
UNCONDITIONNAL TRANSFERTS				
Municipal mergers				
Equalization				\$ 4 476
Diversification of revenue				
Total inconditionnal transfert				\$ 4 476
NET TOTAL TO BE FINANCED				\$ 843 564
ALLOCATION OF SURPLUS				\$ -
NET TOTAL TO BE FINANCED taking surplus allocation into account				\$ 843 564

BUDGET 2006

Present town of Sutton

EXPENSES	Operating expenses	Conditional transfers	Services rendered, contributions, fines and interest from investments funds	Net cost to be financed
	(1)	(2)	(3)	(1)-(2)-(3)
General administration				
Property valuation	\$ 68 752	\$ -	\$ -	\$ 68 752
Implementation of the law	\$ 2 500	\$ -	\$ -	\$ 2 500
Other, common	\$ 292 030	\$ -	\$ -	\$ 292 030
Other, local	\$ 392 428	\$ -	\$ 110 300	\$ 282 128
Public security				
police	\$ 630 487	\$ -	\$ -	\$ 630 487
fire protection	\$ 156 980	\$ -	\$ 18 000	\$ 138 980
civil security and 911	\$ -	\$ -	\$ -	\$ -
other	\$ 1 300	\$ -	\$ -	\$ 1 300
Transport				
arterial road network, common	\$ -	\$ -	\$ -	\$ -
local road network	\$ 1 623 410	\$ 132 900	\$ 168 000	\$ 1 322 510
public transport	\$ 4 582	\$ -	\$ -	\$ 4 582
other	\$ -	\$ -	\$ -	\$ -
Local hygiene				
supply and treatment of drinking water	\$ -	\$ -	\$ -	\$ -
distribution network for drinking water	\$ 172 165	\$ -	\$ -	\$ 172 165
treatment of used water	\$ 89 143	\$ -	\$ -	\$ 89 143
main sewer network	\$ -	\$ -	\$ -	\$ -
sewer network	\$ 31 532	\$ -	\$ -	\$ 31 532
waste - treatment and elimination	\$ -	\$ -	\$ -	\$ -
waste - pickup and transport	\$ 293 157	\$ -	\$ -	\$ 293 157
watercourses	\$ -	\$ -	\$ -	\$ -
environmental protection	\$ -	\$ -	\$ -	\$ -
other	\$ -	\$ -	\$ -	\$ -
Health and welfare				
social housing	\$ 6 010	\$ -	\$ -	\$ 6 010
other (food inspection)	\$ -	\$ -	\$ -	\$ -
other (income security)	\$ -	\$ -	\$ -	\$ -
Development, urban planning				
zoning, common	\$ -	\$ -	\$ -	\$ -
zoning, local	\$ 205 235	\$ -	\$ -	\$ 205 235
urban renovation	\$ -	\$ -	\$ -	\$ -
promotion and economic development	\$ 124 924	\$ -	\$ -	\$ 124 924
other	\$ -	\$ -	\$ -	\$ -
Leisure and culture				
recreational activities	\$ -	\$ -	\$ -	\$ -
recreational activities, other	\$ 179 310	\$ -	\$ -	\$ 179 310
cultural activities	\$ 105 112	\$ -	\$ 14 000	\$ 91 112
libraries, common	\$ -	\$ -	\$ -	\$ -
libraries, other	\$ 43 795	\$ -	\$ -	\$ 43 795
other, common	\$ 48 915	\$ -	\$ -	\$ 48 915
other, local	\$ -	\$ -	\$ -	\$ -
Electricity	\$ -	\$ -	\$ -	\$ 0
Summary 2006				
Total before debt service and investments	\$ 4 471 767	\$ 132 900	\$ 310 300	\$ 4 028 567
Supramunicipal contributions				
other common expenses				
% common				
Financing cost	\$ 106 935			\$ 106 935
Reimbursement of long-term debt	\$ 277 200			\$ 277 200
Net debt service				\$ -
Transfer for investment activities				\$ -
Grand total 2003 including debt service	\$ 4 855 902	\$ 132 900	\$ 310 300	\$ 4 412 702
Common portion				
% common				
other REVENUS				\$ 101 000
UNCONDITIONNAL TRANSFERTS				
Municipal mergers				\$ 16 431
Equalization				
Diversification of revenue				
Total inconditionnal transfert				\$ 16 431
NET TOTAL TO BE FINANCED				\$ 4 295 271
ALLOCATION OF SURPLUS				\$ 99 453
NET TOTAL TO BE FINANCED taking surplus allocation into account				\$ 4 195 818
TAXE SPÉCIALE ANCIENNE VILLE				\$ 82 408
NET TOTAL TO BE FINANCED taking surplus allocation into account				\$ 4 113 410

BUDGET 2006 FOR THE AGGLOMERATION

COST OF SERVICES FOR THE AGGLOMERATION				
EXPENSES	Operating expenses	Conditional transfers	Services rendered, contributions, fines and interest from investments funds	Net cost to be financed
	(1)	(2)	(3)	(1)-(2)-(3)
General administration				
Property valuation	\$ 68 752	\$ -	\$ -	\$ 68 752
Implementation of the law	\$ 2 500	\$ -	\$ -	\$ 2 500
Other, common	\$ 292 030	\$ -	\$ -	\$ 292 030
Other, local				
Public security				
police	\$ 630 487	\$ -	\$ -	\$ 630 487
fire protection	\$ 156 980	\$ -	\$ 18 000	\$ 138 980
civil security and 911	\$ -	\$ -	\$ -	\$ -
other				
Transport				
arterial road network, common	\$ -	\$ -	\$ -	\$ -
local road network				
public transport	\$ 4 582	\$ -	\$ -	\$ 4 582
other	\$ -	\$ -	\$ -	\$ -
Local hygiene				
supply and treatment of drinking water				
distribution network for drinking water				
treatment of used water	\$ 89 143	\$ -	\$ -	\$ 89 143
main sewer network	\$ -	\$ -	\$ -	\$ -
sewer network				
waste - treatment and elimination	\$ 10 247	\$ -	\$ -	\$ 10 247
waste - pickup and transport				
watercourses	\$ -	\$ -	\$ -	\$ -
environmental protection				
other				
Health and welfare				
social housing	\$ 6 010	\$ -	\$ -	\$ 6 010
other (food inspection)	\$ -	\$ -	\$ -	\$ -
other (income security)				
Development, urban planning				
zoning, common	\$ -	\$ -	\$ -	\$ -
zoning, local				
urban renovation				
promotion and economic development	\$ 124 924	\$ -	\$ -	\$ 124 924
other				
Leisure and culture				
recreational activities	\$ -	\$ -	\$ -	\$ -
recreational activities, other	\$ 124 368			\$ 124 368
cultural activities				
libraries, common	\$ -	\$ -	\$ -	\$ -
libraries, other	\$ 19 350			\$ 19 350
other, common	\$ 48 915	\$ -	\$ -	\$ 48 915
other, local				
Electricity				
Summary 2006				
Total before debt service and investments	\$ 1 578 288	\$ -	\$ 18 000	\$ 1 560 288
Supramunicipal contributions				
other common expenses				
% common				
Financing cost	\$ -			\$ -
Reimbursement of long-term debt	\$ -			\$ -
Net debt service				\$ -
Transfert for investment activities				\$ -
Grand total 2003 including debt service	\$ 1 578 288	\$ -	\$ 18 000	\$ 1 560 288
Common portion				
% common				
TRANSITION COSTS				
Grand total 2003 including debt service et transition costs				
other REVENUS				\$ -
UNCONDITIONNAL TRANSFERTS				
Municipal mergers				\$ 16 431
Equalization				
Diversification of revenue				
Total inconditionnal transfert				\$ 16 431
NET TOTAL TO BE FINANCED				\$ 1 543 857
ALLOCATION OF SURPLUS				\$ 99 453
NET TOTAL TO BE FINANCED taking surplus allocation into account				\$ 1 444 404

BUDGET 2006 FOR LOCAL MUNICIPALITIES

Canton de Sutton

COST OF LOCAL SERVICES				
EXPENSES	Operating expenses	Conditional transfers	Services rendered, contributions, fines and interest from investments funds	Net cost to be financed
	(1)	(2)	(3)	(1)-(2)-(3)
General administration				
Property valuation				
Implementation of the law				
Other, common				
Other, local	\$ 415 249	\$ -	\$ 74 422	\$ 340 826
Public security				
police	\$ -	\$ -	\$ -	\$ -
fire protection				
civil security and 911				
other	\$ 1 035	\$ -	\$ -	\$ 1 035
Transport				
arterial road network, common				
local road network	\$ 1 520 462	\$ 124 472	\$ 157 346	\$ 1 238 644
public transport				
other				
Local hygiene				
supply and treatment of drinking water	\$ -	\$ -	\$ -	\$ -
distribution network for drinking water	\$ 90 938	\$ -	\$ 3 000	\$ 87 938
treatment of used water				
main sewer network				
sewer network	\$ 18 866	\$ -	\$ -	\$ 18 866
waste - treatment and elimination				
waste - pickup and transport	\$ 200 668	\$ -	\$ -	\$ 200 668
watercourses				
environmental protection				
other	\$ -	\$ -	\$ -	\$ -
Health and welfare				
social housing				
other (food inspection)				
other (income security)	\$ -	\$ -		\$ -
Development, urban planning				
zoning, common				
zoning, local	\$ 121 681	\$ -	\$ -	\$ 121 681
urban renovation	\$ -			\$ -
promotion and economic development				
other	\$ -			\$ -
Leisure and culture				
recreational activities				
recreational activities, other	\$ 27 471	\$ -	\$ -	\$ 27 471
cultural activities	\$ 52 556		\$ 7 000	\$ 45 556
libraries, common				
libraries, other	\$ 12 223	\$ -	\$ -	\$ 12 223
other, commun				
other, local	\$ -	\$ -	\$ -	\$ -
Electricity				0
Summary 2006				
Total before debt service and investments	\$ 2 461 148	\$ 124 472	\$ 241 769	\$ 2 094 907
Supramunicipal contributions				
other common expenses				
% common				
Financing cost	\$ 89 620			\$ 89 620
Reimbursement of long-term debt	\$ 132 500			\$ 132 500
Net debt service				\$ -
Transfer for investment activities				\$ -
Grand total 2003 including debt service	\$ 2 683 268	\$ 124 472	\$ 241 769	\$ 2 317 027
Common portion				
% common				
TRANSITION COSTS				\$ 22 667
Grand total 2003 including debt service et transition costs				
other REVENUS				\$ 88 662
UNCONDITIONAL TRANSFERTS				
Municipal mergers				
Equalization				
Diversification of revenue				
Total inconditionnal transfert				\$ -
NET TOTAL TO BE FINANCED				\$ 2 251 032
ALLOCATION OF SURPLUS				\$ -
NET TOTAL TO BE FINANCED taking surplus allocation into account				\$ 2 251 032

BUDGET 2006 FOR LOCAL MUNICIPALITIES

Ville de Sutton

COST OF LOCAL SERVICES

EXPENSES	Operating expenses	Conditional transfers	Services rendered, contributions, fines and interest from investments funds	Net cost to be financed
	(1)	(2)	(3)	(1)-(2)-(3)
General administration				
Property valuation				
Implementation of the law				
Other, common				
Other, local	\$ 213 143	\$ -	\$ 35 878	\$ 177 266
Public security				
police	\$ -	\$ -	\$ -	\$ -
fire protection				
civil security and 911				
other	\$ 265			\$ 265
Transport				
arterial road network, common				
local road network	\$ 102 948	\$ 8 428	\$ 10 654	\$ 83 866
public transport				
other				
Local hygiene				
supply and treatment of drinking water	\$ -			\$ -
distribution network for drinking water	\$ 81 227	\$ -	\$ 5 000	\$ 76 227
treatment of used water				
main sewer network				
sewer network	\$ 12 666	\$ -	\$ -	\$ 12 666
waste - treatment and elimination				
waste - pickup and transport	\$ 82 242	\$ -	\$ -	\$ 82 242
watercourses				
environmental protection				
other			\$ -	\$ -
Health and welfare				
social housing				
other (food inspection)				
other (income security)	\$ -			\$ -
Development, urban planning				
zoning, common				
zoning, local	\$ 83 554	\$ -	\$ -	\$ 83 554
urban renovation	\$ -			\$ -
promotion and economic development				
other	\$ -	\$ -	\$ -	\$ -
Leisure and culture				
recreational activities				
recreational activities, other	\$ 27 471	\$ -	\$ -	\$ 27 471
cultural activities	\$ 52 556		\$ 7 000	\$ 45 556
libraries, common				
libraries, other	\$ 12 223	\$ -	\$ -	\$ 12 223
other, common				
other, local	\$ -	\$ -	\$ -	\$ -
Electricity				0
Summary 2006				
Total before debt service and investments	\$ 668 295	\$ 8 428	\$ 58 531	\$ 601 336
Supramunicipal contributions				
other common expenses				
% common				
Financing cost	\$ 17 315			\$ 17 315
Reimbursement of long-term debt	\$ 144 700			\$ 144 700
Net debt service				\$ -
Transfert for investment activities				\$ -
Grand total 2003 including debt service	\$ 830 310	\$ 8 428	\$ 58 531	\$ 763 351
Common portion				
% common				
TRANSITION COSTS				\$ 22 667
Grand total 2003 including debt service et transition costs				
other REVENUS				\$ 12 338
UNCONDITIONNAL TRANSFERTS				
Municipal mergers				
Equalization				
Diversification of revenue				
Total inconditionnal transfert				\$ -
NET TOTAL TO BE FINANCED				\$ 773 680
ALLOCATION OF SURPLUS				\$ -
NET TOTAL TO BE FINANCED taking surplus allocation into account				\$ 773 680

BUDGET 2007

Present town of Sutton

EXPENSES	Operating expenses	Conditional transfers	Services rendered, contributions, fines and interest from investments funds	Net cost to be financed
	(1)	(2)	(3)	(1)-(2)-(3)
General administration				
Property valuation	\$ 68 752	\$ -	\$ -	\$ 68 752
Implementation of the law	\$ 2 500	\$ -	\$ -	\$ 2 500
Other, common	\$ 292 030	\$ -	\$ -	\$ 292 030
Other, local	\$ 392 428	\$ -	\$ 110 300	\$ 282 128
Public security				
police	\$ 630 487	\$ -	\$ -	\$ 630 487
fire protection	\$ 156 980	\$ -	\$ 18 000	\$ 138 980
civil security and 911	\$ -	\$ -	\$ -	\$ -
other	\$ 1 300	\$ -	\$ -	\$ 1 300
Transport				
arterial road network, common	\$ -	\$ -	\$ -	\$ -
local road network	\$ 1 623 410	\$ 132 900	\$ 168 000	\$ 1 322 510
public transport	\$ 4 582	\$ -	\$ -	\$ 4 582
other	\$ -	\$ -	\$ -	\$ -
Local hygiene				
supply and treatment of drinking water	\$ -	\$ -	\$ -	\$ -
distribution network for drinking water	\$ 172 165	\$ -	\$ -	\$ 172 165
treatment of used water	\$ 89 143	\$ -	\$ -	\$ 89 143
main sewer network	\$ -	\$ -	\$ -	\$ -
sewer network	\$ 31 532	\$ -	\$ -	\$ 31 532
waste - treatment and elimination	\$ -	\$ -	\$ -	\$ -
waste - pickup and transport	\$ 293 157	\$ -	\$ -	\$ 293 157
watercourses	\$ -	\$ -	\$ -	\$ -
environmental protection	\$ -	\$ -	\$ -	\$ -
other	\$ -	\$ -	\$ -	\$ -
Health and welfare				
social housing	\$ 6 010	\$ -	\$ -	\$ 6 010
other (food inspection)	\$ -	\$ -	\$ -	\$ -
other (income security)	\$ -	\$ -	\$ -	\$ -
Development, urban planning				
zoning, common	\$ -	\$ -	\$ -	\$ -
zoning, local	\$ 205 235	\$ -	\$ -	\$ 205 235
urban renovation	\$ -	\$ -	\$ -	\$ -
promotion and economic development	\$ 124 924	\$ -	\$ -	\$ 124 924
other	\$ -	\$ -	\$ -	\$ -
Leisure and culture				
recreational activities	\$ -	\$ -	\$ -	\$ -
recreational activities, other	\$ 179 310	\$ -	\$ -	\$ 179 310
cultural activities	\$ 105 112	\$ -	\$ 14 000	\$ 91 112
libraries, common	\$ -	\$ -	\$ -	\$ -
libraries, other	\$ 43 795	\$ -	\$ -	\$ 43 795
other, common	\$ 48 915	\$ -	\$ -	\$ 48 915
other, local	\$ -	\$ -	\$ -	\$ -
Electricity	\$ -	\$ -	\$ -	\$ 0
Summary 2007				
Total before debt service and investments	\$ 4 471 767	\$ 132 900	\$ 310 300	\$ 4 028 567
Supramunicipal contributions				\$ -
other common expenses				\$ -
% common	\$ -			\$ -
Financing cost	\$ 91 193			\$ 91 193
Reimbursement of long-term debt	\$ 206 000			\$ 206 000
Net debt service				\$ -
Transfert for investment activities				\$ -
Grand total 2003 including debt service	\$ 4 768 960	\$ 132 900	\$ 310 300	\$ 4 325 760
Common portion	\$ -	\$ -	\$ -	\$ -
% common	\$ -			\$ -
other REVENUS				\$ 101 000
UNCONDITIONNAL TRANSFERTS				
Municipal mergers				
Equalization				
Diversification of revenue				
Total inconditionnal transfert				\$ -
NET TOTAL TO BE FINANCED				\$ 4 224 760
ALLOCATION OF SURPLUS				\$ 99 453
NET TOTAL TO BE FINANCED taking surplus allocation into account				\$ 4 125 307
TAXE SPÉCIALE ANCIENNE VILLE				\$ 6 623
NET TOTAL TO BE FINANCED taking surplus allocation into account				\$ 4 118 684

BUDGET 2007 FOR THE AGGLOMERATION

COST OF SERVICES FOR THE AGGLOMERATION				
EXPENSES	Operating expenses	Conditional transfers	Services rendered, contributions, fines and interest from investments funds	Net cost to be financed
	(1)	(2)	(3)	(1)-(2)-(3)
General administration				
Property valuation	\$ 68 752	\$ -	\$ -	\$ 68 752
Implementation of the law	\$ 2 500	\$ -	\$ -	\$ 2 500
Other, common	\$ 292 030	\$ -	\$ -	\$ 292 030
Other, local				
Public security				
police	\$ 630 487	\$ -	\$ -	\$ 630 487
fire protection	\$ 156 980	\$ -	\$ 18 000	\$ 138 980
civil security and 911	\$ -	\$ -	\$ -	\$ -
other				
Transport				
arterial road network, common	\$ -	\$ -	\$ -	\$ -
local road network				
public transport	\$ 4 582	\$ -	\$ -	\$ 4 582
other	\$ -	\$ -	\$ -	\$ -
Local hygiene				
supply and treatment of drinking water				
distribution network for drinking water				
treatment of used water	\$ 89 143	\$ -	\$ -	\$ 89 143
main sewer network	\$ -	\$ -	\$ -	\$ -
sewer network				
waste - treatment and elimination	\$ 10 247	\$ -	\$ -	\$ 10 247
waste - pickup and transport				
watercourses	\$ -	\$ -	\$ -	\$ -
environmental protection				
other				
Health and welfare				
social housing	\$ 6 010	\$ -	\$ -	\$ 6 010
other (food inspection)	\$ -	\$ -	\$ -	\$ -
other (income security)				
Development, urban planning				
zoning, common	\$ -	\$ -	\$ -	\$ -
zoning, local				
urban renovation				
promotion and economic development	\$ 124 924	\$ -	\$ -	\$ 124 924
other				
Leisure and culture				
recreational activities	\$ -	\$ -	\$ -	\$ -
recreational activities, other	\$ 124 368	\$ -	\$ -	\$ 124 368
cultural activities				
libraries, common	\$ -	\$ -	\$ -	\$ -
libraries, other	\$ 19 350	\$ -	\$ -	\$ 19 350
other, common	\$ 48 915	\$ -	\$ -	\$ 48 915
other, local				
Electricity				
Summary 2007				
Total before debt service and investments	\$ 1 578 268	\$ -	\$ 18 000	\$ 1 560 268
Supramunicipal contributions				
other common expenses				
% common				
Financing cost	\$ 98 755			\$ 98 755
Reimbursement of long-term debt	\$ 26 437			\$ 26 437
Net debt service				\$ -
Transfert for investment activities				\$ -
Grand total 2003 including debt service	\$ 1 703 460	\$ -	\$ 18 000	\$ 1 685 460
Common portion				
% common				
TRANSITION COSTS				
Grand total 2003 including debt service et transition costs				
other REVENUS				\$ -
UNCONDITIONNAL TRANSFERTS				
Municipal mergers				
Equalization				
Diversification of revenue				
Total inconditionnal transfert				\$ -
NET TOTAL TO BE FINANCED				\$ 1 685 460
ALLOCATION OF SURPLUS				\$ 99 453
NET TOTAL TO BE FINANCED taking surplus allocation into account				\$ 1 586 027

BUDGET 2007 FOR LOCAL MUNICIPALITIES

Canton de Sutton

COST OF LOCAL SERVICES

EXPENSES	Operating expenses	Conditional transfers	Services rendered, contributions, fines and interest from investments funds	Net cost to be financed
	(1)	(2)	(3)	(1)-(2)-(3)
General administration				
Property valuation				
Implementation of the law				
Other, common				
Other, local	\$ 415 249	\$ -	\$ 74 422	\$ 340 826
Public security				
police	\$ -	\$ -	\$ -	\$ -
fire protection				
civil security and 911				
other	\$ 1 035	\$ -	\$ -	\$ 1 035
Transport				
arterial road network, common				
local road network	\$ 1 520 462	\$ 124 472	\$ 157 346	\$ 1 238 644
public transport				
other				
Local hygiene				
supply and treatment of drinking water	\$ -	\$ -	\$ -	\$ -
distribution network for drinking water	\$ 90 938	\$ -	\$ 3 000	\$ 87 938
treatment of used water				
main sewer network				
sewer network	\$ 18 866	\$ -	\$ -	\$ 18 866
waste - treatment and elimination				
waste - pickup and transport	\$ 200 668	\$ -	\$ -	\$ 200 668
watercourses				
environmental protection			\$ -	\$ -
other			\$ -	\$ -
Health and welfare				
social housing				
other (food inspection)				
other (income security)	\$ -	\$ -		\$ -
Development, urban planning				
zoning, common				
zoning, local	\$ 121 681	\$ -	\$ -	\$ 121 681
urban renovation	\$ -			\$ -
promotion and economic development				
other	\$ -			\$ -
Leisure and culture				
recreational activities				
recreational activities, other	\$ 27 471	\$ -	\$ -	\$ 27 471
cultural activities	\$ 52 556		\$ 7 000	\$ 45 556
libraries, common				
libraries, other	\$ 12 223	\$ -	\$ -	\$ 12 223
other, commun				
other, local	\$ -	\$ -	\$ -	\$ -
Electricity				0
Summary 2007				
Total before debt service and investments	\$ 2 461 148	\$ 124 472	\$ 241 769	\$ 2 094 907
Supramunicipal contributions				
other common expenses				
% common				
Financing cost	\$ 82 210			\$ 82 210
Reimbursement of long-term debt	\$ 52 300			\$ 52 300
Net debt service				\$ -
Transfer for investment activities				\$ -
Grand total 2003 including debt service	\$ 2 595 658	\$ 124 472	\$ 241 769	\$ 2 229 417
Common portion				
% common				
TRANSITION COSTS				\$ 22 667
Grand total 2003 including debt service et transition costs				
other REVENUS				\$ 88 662
UNCONDITIONNAL TRANSFERTS				
Municipal mergers				
Equalization				
Diversification of revenue				
Total inconditionnal transfert				\$ -
NET TOTAL TO BE FINANCED				\$ 2 163 421
ALLOCATION OF SURPLUS				\$ -
NET TOTAL TO BE FINANCED taking surplus allocation into account				\$ 2 163 421

BUDGET 2007 DES COMPÉTENCES DE PROXIMITÉ

Ville de Sutton

COST OF LOCAL SERVICES				
EXPENSES	Operating expenses	Conditional transfers	Services rendered, contributions, fines and interest from investments funds	Net cost to be financed
	(1)	(2)	(3)	(1)-(2)-(3)
General administration				
Property valuation				
Implementation of the law				
Other, common				
Other, local	\$ 213 143	\$ -	\$ 35 878	\$ 177 266
Public security				
police	\$ -	\$ -	\$ -	\$ -
fire protection				
civil security and 911				
other	\$ 265			\$ 265
Transport				
arterial road network, common				
local road network	\$ 102 948	\$ 8 428	\$ 10 654	\$ 83 866
public transport				
other				
Local hygiene				
supply and treatment of drinking water	\$ -			\$ -
distribution network for drinking water	\$ 81 227	\$ -	\$ 5 000	\$ 76 227
treatment of used water				
main sewer network				
sewer network	\$ 12 666	\$ -	\$ -	\$ 12 666
waste - treatment and elimination				
waste - pickup and transport	\$ 82 242	\$ -	\$ -	\$ 82 242
watercourses				
environmental protection	\$ -		\$ -	\$ -
other	\$ -		\$ -	\$ -
Health and welfare				
social housing				
other (food inspection)				
other (income security)	\$ -			\$ -
Development, urban planning				
zoning, common				
zoning, local	\$ 83 554	\$ -	\$ -	\$ 83 554
urban renovation	\$ -			\$ -
promotion and economic development				
other	\$ -	\$ -	\$ -	\$ -
Leisure and culture				
recreational activities				
recreational activities, other	\$ 27 471	\$ -	\$ -	\$ 27 471
cultural activities	\$ 52 556		\$ 7 000	\$ 45 556
libraries, common				
libraries, other	\$ 12 223	\$ -	\$ -	\$ 12 223
other, common				
other, local	\$ -	\$ -	\$ -	\$ -
Electricity				0
Summary 2007				
Total before debt service and investments	\$ 668 295	\$ 8 428	\$ 58 531	\$ 601 336
Supramunicipal contributions				
other common expenses				
% common				
Financing cost	\$ 8 983			\$ 8 983
Reimbursement of long-term debt	\$ 153 700			\$ 153 700
Net debt service				\$ -
Transfer for investment activities				\$ -
Grand total 2003 including debt service	\$ 830 978	\$ 8 428	\$ 58 531	\$ 764 019
Common portion				
% common				
TRANSITION COSTS				\$ 22 667
Grand total 2003 including debt service et transition costs				
other REVENUS				\$ 12 338
UNCONDITIONNAL TRANSFERTS				
Municipal mergers				
Equalization				
Diversification of revenue				
Total unconditional transfert				\$ -
NET TOTAL TO BE FINANCED				\$ 774 348
ALLOCATION OF SURPLUS				\$ -
NET TOTAL TO BE FINANCED taking surplus allocation into account				\$ 774 348

6.0 TAX IMPACT

The following pages show the tax impact of reconstitution of the former municipalities. The simulations focused on the residential tax bill for each of the former municipalities that might be reconstituted based on:

- A single-family residence with a value equivalent to the average property value in 2004, i.e., \$129,848;
- A single-family residence with a property value of \$100,000;
- A single-family residence with a property value of \$200,000.

Each tax calculation for the period from 2004 to 2007 indicates:

- The tax bill assuming the status quo;
- The agglomeration tax;
- The reconstituted municipality tax; and,
- The tax rates for a single-family residence.

For the former Sutton Township³, the results were also compared with the tax bill of a single-family residence before merger of the two municipalities, i.e., in 2002. For this calculation, we determined the standardized GPT rate in 2002. The tax bill was calculated by the following procedure:

- Determining the current average value of a single-family residence on the 2002 roll. This amount was \$120,148 for the Township and \$122,208 for the former Town of Sutton;
- Calculating the difference between the surplus allocations in 2002 and the average surplus allocations for the period from 1996 to 2000. We also deducted the reduction recorded in the Local Activities Financing Fund in 2002 from this amount;
- Calculating the adjustment factor, which was obtained by dividing the net remainder from the preceding step by the total real estate wealth of the two municipalities in 2002;
- Calculating the standardized GPT rate in 2002 by adding the adjustment factor obtained in the preceding step to the 2002 GPT rate. The standardized GPT rate for 2002 for the former Township amounts to 0.8997 per \$100 valuation.

³ For the former Town, the information required for this calculation has not yet been received.

- Calculating the 2002 tax bill for each municipality based on the standardized GPT rate. The results, which were converted to 2004 current dollars to take inflation into account, amounted to:
 - . Sutton Township: \$1,301;
 - . Former Town of Sutton: not yet calculated.

TAX ACCOUNT FOR A SINGLE FAMILY HOUSE		
	CANTON DE SUTTON	VILLE DE SUTTON
AVERAGE VALUE OF A RESIDENCE INT THE AGGLOMERATION (2004)	\$129 848	\$129 848
TAX ACCOUNT FOR 2002 * (BEFORE MERGER)	\$1 301	N.D
tax account in the present situation		
2004	\$1 383	2 015
2005	\$1 426	\$1 977
2006	\$1 479	\$1 830
AT THE END OF THE TRANSITION PERIOD -2007	\$1 496	\$1 730
TAX ACCOUNT IF THERE IS RECONSTITUTION		
2004	-\$	-\$
2005	\$1 623	\$1 912
2006	\$1 634	\$1 800
AT THE END OF THE TRANSITION PERIOD -2007	\$1 646	\$1 852
INCREASE (REDUCTION)		
2004	-\$	-\$
2005	\$197	\$65
2006	\$155	\$30
AT THE END OF THE TRANSITION PERIOD -2007	\$150	\$122
impact as percentage		
2004	0%	0%
2005	13.8%	-3.3%
2006	10.5%	-1.7%
AT THE END OF THE TRANSITION PERIOD -2007	10.0%	7,1%

INCLUDES TAXES AND CHARGES FOR THE WHOLE. THEREFORE LOCAL IMPROVEMENT TAXES (SECTOR TAXES) ARE NOT INCLUDED.

*BASED ON A SINGLE-FAMILY RESIDENCE OF THE SAME VALUE

PRECEDENT CANTON DE SUTTON

TAX ACCOUNT FOR A SINGLE-FAMILY HOUSE VALUED AT: \$129 848				
AVERAGE MUNICIPAL EVALUATION IN YOUR SECTOR				
	2004	2005	2006	2007*
PRESENT SITUATION	\$1 383	\$1 426	\$1 479	\$1 496
IN THE FORMER CANTON OF SUTTON IS RECONSTITUTED				
AGGLOMERATION TAX		\$530	\$541	\$593
TAX OF THE RECONSTITUTED MUNICIPALITY		\$1 093	\$1 093	\$1 093
TOTAL		\$1 623	\$1 634	\$1 646
INCREASE(REDUCTION)		\$197	\$155	\$150
IMPACT AS PERCENTAGE		14%	10%	10%

INCLUDES TAXES AND CHARGES FOR ALL TAX-PAYERS. THEREFORE LOCAL IMPROVEMENT TAXES (SECTOR TAXES) ARE NOT INCLUDES.
 *AT THE END OF THE MERGER TRANSITION PERIOD

PRECEDENT CANTON DE SUTTON

TAX ACCOUNT FOR A SINGLE-FAMILY HOUSE VALUED AT:		\$100 000		
	2004	2005	2006	2007*
PRESENT SITUATION	\$1 126	\$1 157	\$1 199	\$1 211
IN THE FORMER CANTON OF SUTTON IS RECONSTITUTED				
AGGLOMERATION TAX		\$421	\$429	\$469
TAX OF THE RECONSTITUTED MUNICIPALITY		\$890	\$890	\$859
TOTAL		\$1 310	\$1 319	\$1 328
INCREASE(REDUCTION)		\$153	\$121	\$117
IMPACT AS PERCENTAGE		13%	10%	10%

INCLUDES TAXES AND CHARGES FOR ALL TAX-PAYERS. THEREFORE LOCAL IMPROVEMENT TAXES (SECTOR TAXES) ARE NOT INCLUDES.
 *AT THE END OF THE MERGER TRANSITION PERIOD

PRECEDENT CANTON DE SUTTON

TAX ACCOUNT FOR A SINGLE-FAMILY HOUSE VALUED AT:		\$200 000		
	2004	2005	2006	2007*
PRESENT SITUATION	\$1 986	\$2 057	\$2 139	\$2 164
IN THE FORMER CANTON OF SUTTON IS RECONSTITUTED				
AGGLOMERATION TAX		\$787	\$804	\$883
TAX OF THE RECONSTITUTED MUNICIPALITY		\$1 570	\$1 571	\$1 509
TOTAL		\$2 357	\$2 375	\$2 393
INCREASE(REDUCTION)		\$300	\$236	\$228
IMPACT AS PERCENTAGE		15%	11%	11%

INCLUDES TAXES AND CHARGES FOR ALL TAX-PAYERS. THEREFORE LOCAL IMPROVEMENT TAXES (SECTOR TAXES) ARE NOT INCLUDES.
 *AT THE END OF THE MERGER TRANSITION PERIOD

PRECEDENT CANTON DE SUTTON

TAX RATES AND CHARGES FOR A SINGLE-FAMILY HOUSE VALUED				
	2004	2005	2006	2007*
PRESENT SITUATION				
GENERAL PROPERTY TAX RATE (1)	0,860	0,899	0,941	0,953
CHARGES (WATER,SEWERS,GARBAGE)	\$266	\$258	\$258	\$258
IN THE FORMER CANTON OF SUTTON IS RECONSTITUTED				
TAX LEVIED BY THE CONSEIL D'AGGLOMERATION				
GENERAL PROPERTY TAX RATE (1)		0,366	0,375	0,414
CHARGES (WATER,SEWERS,GARBAGE)		\$54	\$54	\$54
TAXES LEVIED BY THE RECONSTITUTED MUNICIPALITY				
GENERAL PROPERTY TAX RATE (1)		0,680	0,681	0,650
CHARGES (WATER,SEWERS,GARBAGE)		\$209	\$209	\$209

(1) RATE PER \$100 VALUATION
AT THE END OF THE MERGER TRANSITION PERIOD

PRECEDENT VILLE DE SUTTON

TAX ACCOUNT FOR A SINGLE-FAMILY HOUSE VALUED AT: \$129 848				
AVERAGE MUNICIPAL EVALUATION IN YOUR SECTOR				
	2004	2005	2006	2007*
PRESENT SITUATION	\$2 015	\$1 977	\$1 830	\$1 730
IN THE FORMER CANTON OF SUTTON IS RECONSTITUTED				
AGGLOMERATION TAX		\$530	\$541	\$593
TAX OF THE RECONSTITUTED MUNICIPALITY		\$1 382	\$1 258	\$1 259
TOTAL		\$1 912	\$1 800	\$1 852
INCREASE(REDUCTION)		- \$65	-\$30	\$122
IMPACT AS PERCENTAGE		-3.273%	-1.650%	7%

INCLUDES TAXES AND CHARGES FOR ALL TAX-PAYERS. THEREFORE LOCAL IMPROVEMENT TAXES (SECTOR TAXES) ARE NOT INCLUDED.
 *AT THE END OF THE MERGER TRANSITION PERIOD

PRECEDENT VILLE DE SUTTON

TAX ACCOUNT FOR A SINGLE-FAMILY HOUSE VALUED AT:		\$100 000		
AVERAGE MUNICIPAL EVALUATION IN YOUR SECTOR				
	2004	2005	2006	2007*
PRESENT SITUATION	\$1 606	\$1 582	\$1 468	\$1 391
IN THE FORMER CANTON OF SUTTON IS RECONSTITUTED				
AGGLOMERATION TAX		\$421	\$429	\$469
TAX OF THE RECONSTITUTED MUNICIPALITY		\$1 108	\$1 012	\$1 013
TOTAL		\$1 528	\$1 442	\$1 482
INCREASE(REDUCTION)		- \$53	-\$27	\$91
IMPACT AS PERCENTAGE		-3%	-2%	7%

INCLUDES TAXES AND CHARGES FOR ALL TAX-PAYERS. THEREFORE LOCAL IMPROVEMENT TAXES (SECTOR TAXES) ARE NOT INCLUDED.
 *AT THE END OF THE MERGER TRANSITION PERIOD

PRECEDENT VILLE DE SUTTON

TAX ACCOUNT FOR A SINGLE-FAMILY HOUSE VALUED AT: \$200 000				
AVERAGE MUNICIPAL EVALUATION IN YOUR SECTOR				
	2004	2005	2006	2007*
PRESENT SITUATION	\$2 979	\$2 906	\$2 679	\$2 525
IN THE FORMER CANTON OF SUTTON IS RECONSTITUTED				
AGGLOMERATION TAX		\$787	\$804	\$883
TAX OF THE RECONSTITUTED MUNICIPALITY		\$2 027	\$1 836	\$1 838
TOTAL		\$2 814	\$2 641	\$2 721
INCREASE(REDUCTION)		- \$91	-\$38	\$197
IMPACT AS PERCENTAGE		-3%	-1%	8%

INCLUDES TAXES AND CHARGES FOR ALL TAX-PAYERS. THEREFORE LOCAL IMPROVEMENT TAXES (SECTOR TAXES) ARE NOT INCLUDED.
 *AT THE END OF THE MERGER TRANSITION PERIOD

PRECEDENT VILLE DE SUTTON

TAX RATES AND CHARGES FOR A SINGLE-FAMILY HOUSE VALUED				
	2004	2005	2006	2007*
PRESENT SITUATION				
GENERAL PROPERTY TAX RATE (1)	1,373	1,324	1,211	1,134
CHARGES (WATER,SEWERS,GARBAGE)	\$233	\$258	\$258	\$258
IN THE FORMER CANTON OF SUTTON IS RECONSTITUTED				
TAX LEVIED BY THE CONSEIL D'AGGLOMERATION				
GENERAL PROPERTY TAX RATE (1)		0,366	0,375	0,414
CHARGES (WATER,SEWERS,GARBAGE)		\$54	\$54	\$54
TAXES LEVIED BY THE RECONSTITUTED MUNICIPALITY				
GENERAL PROPERTY TAX RATE (1)		0,920	0,824	0,825
CHARGES (WATER,SEWERS,GARBAGE)		\$188	\$188	\$188

(1) RATE PER \$100 VALUATION
 AT THE END OF THE MERGER TRANSITION PERIOD