



## **REPORT**

### *Finance and Information Technology*

**To:** Mayor Côté and Members of Council      **Date:** 4/20/2020  
**From:** Lorraine Lyle, CPA, CGA      **File:**  
Acting Director of Finance  
**Item #:** 146/2020  
**Subject: Draft 2020 - 2024 Financial Plan**

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#### **RECOMMENDATION**

*THAT Council receives this report for information; and*

*That Council provides staff with direction to prepare the consolidated 2020 to 2024 Financial Plan Bylaw; and*

*That Council provides staff with direction to prepare the corresponding 2020 Tax Rates Bylaw.*

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#### **PURPOSE**

The purpose of this report is to provide the residents of the City of New Westminster with information on the City's draft 2020 - 2024 Financial Plan (the "Financial Plan") in accordance with Section 166 of the Community Charter. Residents are invited to review and comment on the Financial Plan.

It is necessary the City to adopt a Financial Plan prior to adopting a tax bylaw which is required to be in place by May 14<sup>th</sup>, 2020. Should it be deemed necessary, the City is able to file a Financial Plan Amendment Bylaw during the year.

## **SUMMARY**

The City's draft 2020 - 2024 Financial Plan has been prepared based on the City's financial policies and budget principles that strive to find a balance between affordability and providing resources to service a growing community. The Financial Plan includes the operating and capital budgets for the General Fund and each of the Utility Funds (see Attachments 1 and 2)

The General Fund budget can be broken down into three categories - operations, capital and reserves (see Attachment 1B). The operating budget is the largest category and is the focus of the General Fund discussion. The operating budget is key to deriving the City's annual property tax rates. It includes ongoing revenues (municipal taxation, sale of services, etc.) and expenses (salaries, supplies and materials etc.) associated with providing general city services, including police, fire and rescue, parks and recreation, library, engineering, development services, cultural and administrative support services.

For 2020 General Fund operating revenues to pay for services are budgeted at approximately \$121.5 million (2019 - \$116.1 million). Of this, taxation revenue contributes \$89.3 million or 73% of total general revenues. The increase in 2020 incorporates a proposed 3.1% tax rate increase for operations. There is also a proposed 1.0% emergency fund levy. The balance of funds required to pay for general services come from sale of services, contributions, and other revenues, as well as internal transfers.

General Fund operational expenses total approximately \$136.0 million (2019 – \$131.4 million). The net \$4.6 million increase primarily relates to salaries and benefits to accommodate salary increments as well as additional staff to deal with work load issues and strategic initiatives.

The draft General Fund capital budget has been prepared within the framework of the City's long range capital plan. For 2020, the proposed capital budget is \$80.1 million (2019 - \$66.8 million) and includes funding for annual maintenance and replacement of transportation infrastructure, civic facilities, vehicles and equipment, as well as funding for major buildings projects such as the replacement of the Canada Games Pool and Centennial Community Centre, City Hall renovations, and the Queen's Park Sportsplex. Funding for the capital program is provided from reserves, development cost charges, grants, borrowing and contributions.

The City owns, operates and maintains four utilities including an Electrical Distribution Utility, Water Distribution Utility, Sewer and Drainage Utility and Solid Waste / Recycling Utility. 2020 Water, Sewer and Solid Waste Utility rate increases, previously approved by Council, are 7.0%, 7.0% and 12.0%, respectively and are primarily to offset increasing costs

from Metro Vancouver, fund utility infrastructure replacement and build utility reserves to meet targeted levels. The Electrical Utility had a rate increase of 2.8% and a 1.0% increase in the Rate Rider effective January 1, 2020.

The 2020 capital budgets for the Utility Funds total approximately \$56.5 million (2019 - \$57.0 million) primarily for the replacement of utility infrastructure and vehicles.

The following table shows the estimated dollar increases to average residential and business properties for the proposed 3.1% tax rate increase and 1.0% emergency fund levy. The table also includes the dollar impact of the approved 2020 rate increases in the City’s Water, Sewer and Solid Waste Utilities.

<u>2020 Estimated Dollar Increase to Average Residential and Business Properties</u>				
		<u>Dollar Increase to Average Residential and Business Properties</u>		
<u>Property Type</u>	<u>2020 Assessment</u>	<u>Municipal Tax</u> (2)	<u>Capital Levy</u> (3)	<u>Utility Fees</u> (4)
Residential Strata (avg)	\$ 514,000	\$ 33	\$ 14	\$ 55
Residential S/F/D <sub>(1)</sub> (avg)	\$ 1,106,700	\$ 74	\$ 29	\$ 122
Residential S/F/D (high)	\$ 2,000,000	\$ 554	\$ 53	\$ 122
Business	\$ 2,956,500	\$ 919	\$ 140	N/A
Light Industry	\$ 4,668,600	\$ (555)	\$ 259	N/A

(1) Single family dwelling (S/F/D)  
 (2) Proposed 2020 Municipal tax rate increase of 3.1%  
 (3) Proposed 2020 Emergency Fund Levy of 1.0%  
 (4) Water, Sewer & Solid Waste 2020 rate increase of 7.0%, 7.0% & 12.0%, respectively

See Attachment 3 for additional information on the “Dollar Impact of the Proposed 2020 Tax and Utility Rate Increases”.

Budgeted figures for 2021 to 2024 of the draft Financial Plan (Attachment 1A) are projections based on best estimates of future events that may materially affect the City’s budget, including annual wage increments, increases in operating costs and a growing capital program. Accommodating these costs dictate future tax rate increases which are projected to range from 1.0% to 5.7%. In addition there is a proposed annual capital levy of 1.0%.

When building the City’s Five-Year Financial Plan the following budget drivers are considered and factored into long range financial projections.

### **Growing Community Driving New Initiatives and Capital Investment**

Growth in terms of new development helps add to the City's property tax base, but it also places pressure on City services and infrastructure with increased demand and use. In consideration of these pressures, the City has invested and continues to invest in new initiatives and amenities. This investment comes at a one-time capital cost and ongoing operating, maintenance and financing costs.

### **Aging Infrastructure and Annual Funding Gap**

Like most other Canadian municipalities, the City of New Westminster faces the challenge of replacing aging infrastructure, buildings and equipment while at the same time adding new capital stock to address the needs of a growing community.

### **Annual Wage / Benefits Increment**

As a service based organization, the City's major cost is salaries and benefits, representing approximately 68% of the total general operating budget. These costs increase with the demand for services, level of service and negotiated wage settlements.

### **External Factors**

Increases driven by changes in the economy and inflation. In order to mitigate the impact of these cost drivers on the City's tax rates, the City has optimized the use of new taxation revenue generated from new development in the City and continues to fund salaries and benefits at 97% of actual budget, relying on staff vacancies to ensure this budget target is achieved.

### **Covid Implications**

It is recognized that the Draft Financial Plan as presented in this report is an amendment from the Preliminary Draft 2020 – 2024 Financial Plan presented on February 24, 2020. In recognition of the COVID challenges to the community, the 2020 General Fund Operating budget in this report reduces the proposed property tax increase from 4.9% to 3.1%.

Staff recognizes that the situation under COVID continues to be uncertain for the community and for the City of New Westminster. It is recognized that this Draft Financial Plan is based on assumptions and funding allocations compiled prior to COVID and staff anticipate that further refinements will need to be made over 2020 to reflect the financial realities from the COVID pandemic to the City's level of services and programs.

## **ANALYSIS AND DISCUSSION**

The Financial Plan includes the operating and capital budgets for years 2020 to 2024, as required by the Community Charter. The following analysis provides an overview of operating and capital budgets for the General Fund and each of the Utility Funds.

### ***General Fund***

The 2020 – 2024 Financial Plan for the General Fund is presented in Attachment 1. Attachment 1B breaks down the General Fund for 2019 and 2020 into three categories – the annual operating budget, and categories that reflect budget items that are unique to capital and reserves.

The General Fund operating budget is the most significant component and the driver of annual property tax rates. The following table and discussion summarizes and explains the major changes in revenues and expenses for 2020. The figures are presented in \$000's.

	Operations		
	2019	2020	\$ Chg
<b>REVENUE</b>			
Municipal Taxation	\$ 85,367	<b>\$ 89,306</b>	\$ 3,939
Sale of Services	14,229	<b>14,657</b>	428
Grants / Contributions	1,975	<b>2,025</b>	50
Other Revenue	14,557	<b>15,469</b>	912
<b>Total Revenues</b>	<b>116,128</b>	<b>121,456</b>	<b>5,328</b>
<b>EXPENSES</b>			
Salaries, Benefits and Training	88,925	<b>92,674</b>	3,749
Contracted Services	9,755	<b>9,432</b>	(323)
Supplies and Materials	9,151	<b>9,691</b>	540
Other Budget Line Items	4,066	<b>4,403</b>	337
Interest and Bank Charges	905	<b>976</b>	71
Amortization	18,591	<b>18,855</b>	264
<b>Total Expenses</b>	<b>131,392</b>	<b>136,031</b>	<b>4,639</b>
<b>NET EXPENSES</b>	<b>(15,264)</b>	<b>(14,575)</b>	<b>689</b>
<b>Debt Retirement &amp; Internal Adjustments and Transfers</b>			
Amortization of Tangible Capital Assets	18,591	<b>18,855</b>	264
Debt Retirement	(1,096)	<b>(1,556)</b>	(460)
Transfer from Electrical Fund	2,500	<b>2,500</b>	-
Internal Charges	(9,200)	<b>(9,659)</b>	(459)
Internal Recoveries	11,212	<b>11,962</b>	750
<b>NET TRANSFER TO RESERVES</b>	<b>\$ 6,744</b>	<b>\$ 7,527</b>	<b>\$ 783</b>
<b>2020 TAX RATE INCREASE</b>		<b>3.10%</b>	
<b>2020 EMERGENCY FUND LEVY</b>		<b>1.00%</b>	

Revenues to pay for City services are budgeted at approximately \$121.5 million (2019 - \$116.1 million). Of this, taxation revenue contributes \$89.3 million or 74% of total general revenues. The increase in 2020 incorporates \$1.0 million in taxation revenue from new construction, a proposed 3.1% tax rate increase and a 1.0% emergency fund levy. The tax increases translate into an approximate increase of \$103 to the average household and an increase of approximately \$919 to the average business property owner.

The balance of the funds required to pay for general services comes from sale of services, grants, contributions, and other revenues, which have increased by approximately \$1.4 million. Sales and services have increased by \$0.4 million primarily due to Police third party cost recoveries and parking meter rates. Other revenues have increased \$0.9 million due to increased building, development and other permit fees and Anvil Conference Centre sales.

The 2020 General Fund operating expenses total approximately \$136.4 million (2019 - \$131.4 million) to provide on-going municipal services including Police and Fire Services; Parks and Recreation Services; Engineering Services relating to traffic and transportation; Development Services; Library; Cultural and Administrative Services.

The net \$4.6 million increase in expenses primarily relates to salaries and benefits reflecting wage increments and additional staff to deal with work load issues and strategic initiatives. Other changes include increased vehicle and property insurance premiums and increases in debt repayments.

Following the “Net Expense” line in the above table are adjustments and internal transfers that are budgeted for and need to be taken into account when reconciling to the annual “Net Transfer to Reserves” figure. A key adjustment in this reconciliation is to add back \$18.8 million related to Amortization of Tangible Capital Assets (TCA) previously deducted under Expenses. This is a non-cash item that does not directly impact City reserves or property taxes. In this section there are also internal transfers to be accounted for. The General Fund recovers a portion of its direct operating expenses for administration, billing/collections and fleet services from the Utility Fund. In 2019, the General Fund began repaying the Water and Sewer Reserves for funds borrowed to help pay for Ewen Avenue reconstruction.

Each year the General Fund budgets to transfer funds into capital reserves for the replacement and maintenance of equipment, facilities and infrastructure. The General Fund also budgets to transfer monies from reserves to fund specific operating costs<sup>1</sup>.

For 2020, the net transfer to reserves from the operating budget is approximately \$7.5 million.

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<sup>1</sup> Community Development Reserve transfers funds into the General Operating Budget to pay for debt servicing costs and consulting costs relating to specific strategic/departamental projects.

### ***2020 General Fund Capital***

For 2020 the proposed capital budget is \$80.1 million (2019 - \$66.8 million) and includes funding for annual maintenance and replacement of transportation infrastructure, civic facilities, vehicles and equipment, as well as funding for major buildings projects such as the replacement of the Canada Games Pool and Centennial Community Centre, City Hall renovations, and the Queen's Park Sportsplex. Funding for the capital budget is provided from reserves, development cost charges, grants, borrowing and contributions.

The following table summarizes the capital projects and the funding sources (figures presented in \$000's). The 2020 – 2024 Capital Program for the General Fund is presented in Attachment 1C.

	2019 Projections	2019 Budget	2020 Budget
<b>CAPITAL EXPENSES</b>			
Land	\$ 1,175	\$ 644	\$ 5,343
Buildings	19,735	33,213	34,727
Vehicles/Equipment	3,284	5,372	6,015
Other Projects	706	4,407	8,454
Park Improvements	3,221	5,125	4,229
Engineering Structures	8,471	18,026	21,352
<b>Total</b>	<b>\$ 36,593</b>	<b>\$ 66,787</b>	<b>\$ 80,119</b>
<b>FUNDING SOURCES</b>			
Reserve Funds	28,431	50,339	60,784
Development Cost Charges	443	1,918	1,929
Long Term Debt	5,127	6,310	1,579
Grants from Other Governments	1,348	3,606	8,620
Contributions	1,245	4,613	7,207
<b>Total</b>	<b>\$ 36,593</b>	<b>\$ 66,787</b>	<b>\$ 80,119</b>

For 2020, under the Land category, the City is budgeting funds for the potential acquisitions of land for parks and or greenways.

Within the Buildings category, the largest expenses are for the City Hall renovation, the Queen's Park Sportsplex, the Massey Theatre renovation, and the City's largest project to date, the replacement of the Canada Games Pool and Centennial Community Centre.



The Vehicles and Equipment category includes IT enhancements; replacement of the Works Yard fuel tanks; replacement of Police and Fire Services equipment; and replacements for various City vehicles, including implementation of City fleet and equipment-related energy projects of the corporate energy and emissions reduction strategy.

The Other Projects category includes projects for child care; affordable housing; arts and culture; transportation studies; and various corporate, environmental, and sustainability initiatives. The largest projects in this category relate to child care and affordable housing.

In the Park Improvements category, the City focuses on required maintenance of current park assets. In 2020, the major projects include the replacement of the Westminster Pier Park playground, planning for expansion west of the Westminster Pier Park, and replacement of the tugger play structure at the Quay.

The Engineering Structures category focuses mainly on maintaining the City's transportation infrastructure. It includes funding for walking, safety and accessibility improvements; general roads and structural maintenance. In 2020, a range of projects will support a shift to sustainable modes, including design for the Rotary Crosstown Greenway and Agnes Greenway, and construction for phase 3 the Braid St. section of the Brunette Fraser River Greenway.

## **UTILITY FUNDS**

The City owns, operates and maintains four utilities including an Electrical Distribution Utility, Water Distribution Utility, Sewerage and Drainage Utility and Solid Waste/ Recycling Utility.

The budgets for the Utilities are presented in Attachment 2. The following table summarizes the Electric, Water, Sewer and Solid Waste Utility user rate adjustments that were previously approved and effective for January 1, 2020.

	<b>Electric</b>	<b>Water</b>	<b>Sewer</b>	<b>Solid Waste</b>	<b>Total</b>
Average Single Family Household	Based on 1,000 KWH	net of 5% discount	net of 5% discount	net of 5% discount	
Current 2019	\$ 1,454	\$ 564	\$ 796	\$ 222	\$ 3,036
Proposed 2020 \$ Increase	\$ 41	\$ 39	\$ 56	\$ 27	\$ 163
Proposed 2020	\$ 1,495	\$ 603	\$ 852	\$ 249	\$ 3,199
2020 % Rate Increase	<u>2.8%</u>	<u>7.0%</u>	<u>7.0%</u>	<u>12.0%</u>	<u>5.4%</u>

The budgets in the draft Five-Year Financial Plan for the Utilities are projections based on best estimates of future events that may materially affect the City such as annual wage increments,

and increasing fees charged by Metro Vancouver and BC Hydro. The budgets also include funding to support some of the City's major initiatives including a District Energy System, the BridgeNet Dark Fibre Utility, and a Queensborough Substation. The proposed rates are also required to fund utility infrastructure replacement and to build utility reserves.

## **ANALYSIS AND DISCUSSION**

### **Electric Utility Fund**

The Electric Utility provides electrical distribution services to residential and commercial customers in New Westminster. The Utility purchases electricity from BC Hydro and resells it to its customers. Following is a summary of the key budget elements for the Electrical Utility, details are provided in Attachment 2. The following is a summary of the key budget elements as well as the proposed rate increases for the Electric Utility:

	<b>Budget Projections (\$000)</b>				
<b>Electric Utility</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>	<b>53,754</b>	<b>54,905</b>	<b>55,958</b>	<b>60,096</b>	<b>59,302</b>
<b>Operating Expenses</b>	<b>41,147</b>	<b>43,676</b>	<b>47,160</b>	<b>48,743</b>	<b>49,752</b>
<b>Capital</b>	<b>32,502</b>	<b>53,087</b>	<b>28,301</b>	<b>5,981</b>	<b>2,670</b>
<b>Reserves</b>	<b>21,606</b>	<b>18,471</b>	<b>17,787</b>	<b>19,178</b>	<b>21,571</b>
<b>Rate Increase</b>	<b>2.8%</b>	<b>2.8%</b>	<b>2.8%</b>	<b>2.8%</b>	<b>2.8%</b>

Of note, the Utility rate increases differ from BC Hydro's proposed rate increases in order to provide a more balanced and consistent approach. The Utility is proposing a 2.8% increase annually through to 2024.

Revenues generated through the sale of electricity are used to operate and maintain the electrical distribution system. Given the large capital projects that the Electric Utility will undertake over the next 5 years, a rate increase of 2.8% from 2020 to 2024 is being proposed; BC Hydro's rate increases fluctuate annually during that span. The proposed rate increases are primarily required to off-set the increase in operating expenses and to fund the Utility's capital program while maintaining the reserve funds at reasonable levels.

Most of the Utility's operating expenses (77% for 2020) relate to the purchase of electricity from BC Hydro which is expected to grow over the five-year period. Other operating costs such as salaries / benefits, contracted services etc. increase in accordance with negotiated agreements. Under operating expenses, interest expense is anticipated to rise as the Utility's debt load increases to fund substations, BridgeNet and District Energy Systems.

The Utility's capital budget primarily provides for major replacements and additions to the Electric Utility's distribution infrastructure including the overhead system (poles, wires and transformers), underground system (ducts, service hubs, wires and transformers) and two existing substations.

The capital budget also includes major investment for detailed design and implementation of a substation located in Queensborough; installation on the remaining Phase 2 and Phase 3 for the BridgeNet Dark Fibre network; a new Advanced Meter Infrastructure (AMI) replacement project; and a District Energy System in Sapperton.

Finally the Utility implemented the rate changes as of January rather than April 1<sup>st</sup> as was the case in previous years.

### ***Climate Action Levy***

In addition to the rate increase, the Electric Utility amended the existing 5% Rate Rider and implemented a new Climate Action Levy through the re-allocation of half of the 5% Rate Rider. This Climate Action Levy would be used to fund projects and initiatives that are in-line with the City's Environmental strategies and goals. Customers would see no net financial impact due to this change; however, the Electric Utility would see a net decrease of approximately \$1.2M annually to its reserves. In addition the Climate Action Levy was increased by 1%. This increase costs electrical customers approximately \$15 per 1,000 KWH.

### **Water Utility Fund**

The Water Utility provides a water distribution system for the citizens and businesses of New Westminster. The Utility purchases potable water from Metro Vancouver's Greater Vancouver Water District and distributes it to residents and businesses. Following is a summary of the key budget elements for the Water Utility, details are provided in Attachment 2.

	<b>Budget Projections (\$000)</b>				
<b>Water Utility</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>	<b>13,526</b>	<b>14,233</b>	<b>15,222</b>	<b>16,281</b>	<b>17,416</b>
<b>Operating Expenses</b>	<b>8,894</b>	<b>9,394</b>	<b>10,173</b>	<b>11,126</b>	<b>12,190</b>
<b>Capital</b>	<b>5,344</b>	<b>4,375</b>	<b>4,845</b>	<b>5,685</b>	<b>5,580</b>
<b>Reserves</b>	<b>3,902</b>	<b>4,616</b>	<b>5,107</b>	<b>4,932</b>	<b>5,076</b>
<b>Rate Increase</b>	<b>7.0%</b>	<b>7.0%</b>	<b>7.0%</b>	<b>7.0%</b>	<b>7.0%</b>

Revenues generated through water user rates are used to operate and maintain the water distribution system. Water user rates are projected to increase by 7.0% annually over the next five years primarily to address increasing operating costs driven by bulk water purchases from

Metro Vancouver, the funding of the Utility's capital program, and with the aim towards building capital reserves to address future needs.

Metro Vancouver proposed annual water rate increases from 2020 to 2024 are 6.0%, 6.1%, 8.8%, 9.9% and 10.1% respectively. A significant portion of the Metro Vancouver rate increase is related to the regional capital program (reservoir upgrades, transmission mains, marine crossings, etc.).

The Water Utility's capital budget primarily provides for replacements of end of life city water mains, associated trench restoration, new additions to meet future population growth and the replacement of equipment and service vehicles. It also includes provision for the assessment of the network for system optimization and prioritization of improvements. The development of the capital program is guided by the City's Asset Management process and the Master Water Servicing Plan which was updated in 2016.

Over the next five years the Water Utility's capital budget is in the range of \$4.3M to \$5.7M annually. The capital program includes moving forward with replacing aging watermains that have reached or exceeded their remaining service life and/or experiencing leak failures, responding to emergent system needs, replacing watermains opportunistically in conjunction with the annual sewer separation program and enhancing the water conservation program. The cost of watermain replacement has increased due to market conditions and new environmental requirements for handling excavated materials.

Reserves for the Water Utility are an accumulation of surpluses from current operations to finance future capital and operational requirements with an objective of maintaining a reserve equivalent to 5% to 10% of the Utility's asset replacement value. The proposed Financial Plan will increase the reserve balance from approximately 2% to 3% of the asset replacement value by 2024.

### **Sewerage and Drainage Utility Fund**

The Sewerage and Drainage Utility provides a sanitary and storm water collection system and floodplain management for the citizens and businesses of New Westminster. The Utility purchases trunk sewerage and wastewater treatment services from Metro Vancouver's Greater Vancouver Sewerage and Drainage District. Following is a summary of the key budget elements for the Sewer Utility, details are provided in Attachment 2.

	<b>Budget Projections (\$000)</b>				
<b>Sewer Utility</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenues</b>	<b>25,046</b>	<b>24,116</b>	<b>25,781</b>	<b>27,563</b>	<b>29,465</b>
<b>Operating Expenses</b>	<b>13,250</b>	<b>14,716</b>	<b>16,485</b>	<b>18,261</b>	<b>19,527</b>
<b>Capital</b>	<b>18,577</b>	<b>7,623</b>	<b>7,633</b>	<b>8,858</b>	<b>7,492</b>
<b>Reserves</b>	<b>6,769</b>	<b>9,780</b>	<b>12,728</b>	<b>14,537</b>	<b>18,528</b>
<b>Rate Increase</b>	<b>7.0%</b>	<b>7.0%</b>	<b>7.0%</b>	<b>7.0%</b>	<b>7.0%</b>

Revenues generated through sewer user rates are used to operate and maintain the sanitary and storm water collection system, as well as for floodplain protection. Sewer and Drainage Utility user rates are projected to increase by 7.0% annually over the next five years primarily to address increasing operating costs driven by increases in regional sewage conveyance and treatment costs from Metro Vancouver, the funding of the Utility's capital program, and building capital reserves to address future needs.

Metro Vancouver proposed annual sewer rate increases for the Fraser Sewage Area from 2020 to 2024 are 8.0%, 13.9%, 15.6%, 13.4% and 8.1% respectively. Metro Vancouver has embarked on a multi-year major capital program to upgrade a number of regional sewage treatment facilities which is a key driver for the increasing regional sewerage levies.

The Sewer and Drainage Utility's capital budget primarily provides for the rehabilitation and replacement of existing sewers, the sewer separation program (a legislative commitment under the Metro Vancouver's Integrated Liquid Waste and Resource Management Plan (ILWRMP)) with installation of new storm sewers, associated trench restoration, drainage and floodplain protection works, replacement of pump stations, equipment and service vehicles. It also includes provisions for the assessment of the network for system optimization and prioritization of improvements. The development of the capital program is guided by the City's asset management plans and the Master Sewer/Drainage Servicing Plan which was updated in 2016. Over the next five years the Sewerage and Drainage Utility's capital budget is in the range of \$18.6M (2020) to \$7.5M (2024) annually.

The City Sewer Utility provides for both storm and sanitary services along with flood protection and a mandated combined sewer separation program. The volume and complexity of work involved and rate increases from Metro Vancouver are placing significant financial pressure on the Utility. The 2020 program includes some provisions for annual rehabilitation of end of life sewers, sewer separation in the Kelvin area, implementing the Integrated Storm Water Management Program and replacement of the Boundary Street drainage pump station. A key factor for the capital budget increase is the construction cost for combined sewer separation due to market conditions and new environmental requirements for handling excavated materials. The annual combined sewer separation budget has increased from \$2.3M (2017) and \$2.7M (2019) to \$3.8M (2020) which in large part is related to contaminated

materials disposal. Another significant factor in the 2020 capital program is the Boundary Pump Station replacement which is estimated to cost \$6.0M.

Reserves for the Sewerage and Drainage Utility are an accumulation of surpluses from current operations to finance future capital and operational requirements with an objective of maintaining a reserve equivalent to 5% to 10% of the Utility's asset replacement value. This proposed financial plan will increase the reserve balance from approximately 2% to 5% of the asset replacement value by 2024.

### **Solid Waste Utility Fund**

The Solid Waste Utility provides garbage, recycling and organics collection services for the citizens and a number of businesses in New Westminster. The following is a summary of the key budget elements for the Solid Waste Utility, details are provided in Attachment 2.

Solid Waste Utility	Budget Projections (\$000)				
	2020	2021	2022	2023	2024
<b>Revenues</b>	<b>4,085</b>	<b>4,469</b>	<b>4,839</b>	<b>5,245</b>	<b>5,692</b>
<b>Operating Expenses</b>	<b>3,336</b>	<b>3,411</b>	<b>3,451</b>	<b>3,571</b>	<b>3,645</b>
<b>Capital</b>	<b>89</b>	<b>85</b>	<b>85</b>	<b>485</b>	<b>885</b>
<b>Reserves</b>	<b>(1,526)</b>	<b>(1,026)</b>	<b>(237)</b>	<b>477</b>	<b>1,174</b>
<b>Rate Increase</b>	<b>12.0%</b>	<b>12.0%</b>	<b>10.0%</b>	<b>10.0%</b>	<b>10.0%</b>

Revenues generated through solid waste user rates are used to operate and maintain these services. The standard Solid Waste user rates in 2020 are projected to increase by approximately \$27 for an average single family household and \$3 for an average residential strata unit to pay for increasing operating and capital costs primarily related to tipping fees paid to Metro Vancouver's Greater Vancouver Sewerage and Drainage District (and other organizations depending on the waste stream) for the disposal of garbage, recyclables and organic waste; as well as to maintain the Utility's fleet of collection vehicles; and to build capital reserves that can meet future vehicle replacements.

Solid Waste Utility revenues include a financial contribution from Recycle BC for the collection of residential printed paper and recyclable packaging materials through the City's curbside, depot and multifamily recycling programs. The incentive rates from the Recycle BC contract were set in 2019 and will remain static until 2023.

The Solid Waste Utility capital budget provides for replacement of the Utility's automated garbage/recycling packers and replacement of garbage/recycling/yard & food scraps carts and disposal bins. In 2020, the Solid Waste capital budget includes \$85k for replacement collection carts and disposal bins. Equipment replacement funds are built up over a period of 7 years for the replacement of each garbage/recycling packer. In 2019, the last

garbage/recycling packer from the initial purchase of vehicles required to launch the automated program was replaced. The City does not anticipate purchasing another replacement garbage/recycling packer until 2023 and will stagger equipment purchases out at no more than 1-2 vehicles per year from 2023 onward.

The Solid Waste Reserves are projected to be in a net negative position until 2024. Investment in garbage and recycling vehicles increased in the last 5 years and it is taking time to replenish the reserves. Tipping fee increases, primarily for organic waste processing, also contributed to the negative reserve balance.

### **INTERDEPARTMENTAL LIAISON**

All departments were involved in preparing the draft Financial Plan.

### **CONCLUSION**

After considerable effort by Council and city departments, the draft Financial Plan is ready for public review and input. This plan incorporates the operating and capital budgets for the General Fund and each of the Utility funds for the years 2020 – 2024.

The remaining steps in the 2020 budget process are to complete public consultation process, finalize the Financial Plan and bring the Financial Plan Bylaw forward for adoption.

### **OPTIONS**

There are 3 options for Council's consideration

- 1) That Council direct staff to prepare the consolidated 2020 to 2024 Financial Plan Bylaw as presented in this report; and
- 2) That Council direct staff to prepare the 2020 corresponding Tax Rates Bylaw based on the rates presented in this report; or
- 3) That Council provides staff with other direction.

Staff recommends options 1 and 2.

### **ATTACHMENTS**

Attachment #1 - General Fund Budgets

Attachment #2 - Utility Fund Budgets

Attachment #3 - Dollar Impact on Proposed Tax & Utilities Rates

Attachment #4 - Comment Sheet

Approved for Presentation to Council



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Lorraine Lyle, CPA, CGA  
Acting Director of Finance



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Lisa Spitale  
Chief Administrative Officer



## Attachment #1

### General Fund Budgets

Attachment 1A – General Fund Budget

Attachment 1B – Budget Categories

Attachment 1C – General Fund Capital Projects

Attachment 1A  
General Fund Budget

**CORPORATION OF THE CITY OF NEW WESTMINSTER  
GENERAL FUND BUDGET**

	2019	2019	2020	\$ Chg	Budget Projections			
	Projections	Budget	Budget		2021	2022	2023	2024
<b>REVENUE</b>								
Municipal Taxation	\$ 84,852,092	\$ 85,366,891	\$ 89,305,600	\$ 3,938,709	\$ 96,270,831	\$ 101,857,070	\$ 107,045,425	\$ 110,219,807
Sale of Services	15,459,175	14,229,209	14,656,787	427,578	15,118,065	14,676,642	14,680,323	15,590,323
Grants from Other Governments	3,116,825	5,490,052	10,553,740	5,063,688	2,033,940	2,200,940	3,239,940	2,467,940
Contributions	11,688,752	14,138,174	16,356,852	2,218,678	12,850,355	10,171,631	10,405,501	9,071,101
Other Revenue	16,809,738	15,414,809	16,351,467	936,658	16,237,775	15,986,307	16,047,435	16,207,230
<b>Total Revenues</b>	<b>131,926,582</b>	<b>134,639,135</b>	<b>147,224,446</b>	<b>12,585,311</b>	<b>142,510,966</b>	<b>144,892,590</b>	<b>151,418,624</b>	<b>153,556,401</b>
<b>EXPENSES</b>								
<b>General Services</b>								
Police Services	30,505,381	30,373,845	31,601,100	1,227,255	32,093,235	32,681,538	33,306,388	33,983,187
Parks and Recreation	21,392,833	21,592,971	22,182,211	589,240	22,752,239	23,552,503	27,325,979	28,027,887
Fire & Rescue	16,524,120	17,223,940	17,761,620	537,680	18,169,482	18,525,368	18,991,704	19,472,674
Development Services	5,313,723	5,534,260	5,930,696	396,436	6,686,189	7,025,943	6,808,519	6,963,971
Engineering	26,538,608	27,193,396	27,237,953	44,557	29,248,207	29,528,216	29,949,073	30,292,118
General Government	28,109,609	24,121,889	25,798,929	1,677,040	27,869,776	28,696,282	28,762,396	29,273,448
Library	4,171,725	4,446,861	4,542,442	95,581	4,821,851	4,873,265	4,931,269	5,017,743
	132,555,999	130,487,162	135,054,951	4,567,789	141,640,979	144,883,115	150,075,328	153,031,028
<b>Fiscal Expenses</b>								
Interest and Bank Charges	1,033,406	904,751	976,015	71,264	1,008,148	2,410,845	3,274,196	3,736,138
<b>Total Expenses</b>	<b>133,589,405</b>	<b>131,391,913</b>	<b>136,030,966</b>	<b>4,639,053</b>	<b>142,649,127</b>	<b>147,293,960</b>	<b>153,349,524</b>	<b>156,767,166</b>
<b>INCREASE (DECREASE) IN TOTAL EQUITY</b>	<b>(1,662,823)</b>	<b>3,247,222</b>	<b>11,193,480</b>	<b>7,946,258</b>	<b>(138,161)</b>	<b>(2,401,370)</b>	<b>(1,930,900)</b>	<b>(3,210,765)</b>
<b>Reconciliation to Financial Equity</b>								
Amortization of Tangible Capital Assets	18,591,000	18,591,000	18,855,000	264,000	19,242,000	19,042,000	22,595,000	23,163,000
Capital Expenses	(36,866,700)	(66,786,500)	(80,118,786)	(13,332,286)	(77,037,792)	(55,802,828)	(36,422,145)	(25,701,600)
Debt Retirement	(1,671,764)	(1,610,602)	(2,085,939)	(475,337)	(2,231,379)	(4,024,521)	(5,525,140)	(6,277,005)
Proceeds on Debt Issuance	5,125,130	6,309,700	1,579,133	(4,730,567)	43,722,221	36,570,473	14,813,129	11,228,000
Proceeds from Disposal of Assets	7,295,833	1,967,000	4,500,000	2,533,000	-	-	-	-
Transfer from/(to) Other Funds	5,440,000	5,440,000	5,440,000	-	5,440,000	5,440,000	5,440,000	5,440,000
Internal Charges	(9,320,219)	(9,199,864)	(9,659,040)	(459,176)	(9,906,766)	(10,147,152)	(10,401,034)	(10,748,156)
Internal Recoveries	11,483,488	11,211,769	11,961,535	749,766	12,195,564	12,453,177	12,709,428	12,821,380
<b>CHANGE IN FINANCIAL EQUITY (Reserves)</b>	<b>(1,586,055)</b>	<b>(30,830,275)</b>	<b>(38,334,617)</b>	<b>(7,504,342)</b>	<b>(8,714,313)</b>	<b>1,129,779</b>	<b>1,278,338</b>	<b>6,714,854</b>
<b>Financial Equity, beginning of year</b>	<b>68,953,666</b>	<b>72,151,951</b>	<b>67,367,611</b>	<b>(4,784,340)</b>	<b>29,032,994</b>	<b>20,318,681</b>	<b>21,448,460</b>	<b>22,726,798</b>
<b>FINANCIAL EQUITY (Reserves), end of year</b>	<b>\$ 67,367,611</b>	<b>\$ 41,321,676</b>	<b>\$ 29,032,994</b>	<b>\$ (12,288,682)</b>	<b>\$ 20,318,681</b>	<b>\$ 21,448,460</b>	<b>\$ 22,726,798</b>	<b>\$ 29,441,652</b>

**GENERAL FUND CAPITAL BUDGET**

<b>CAPITAL EXPENSES</b>								
Land	\$ 1,174,900	\$ 644,000	\$ 5,342,800	\$ 4,698,800	\$ -	\$ -	\$ -	\$ -
Buildings	19,717,300	33,213,000	34,726,686	1,513,686	54,837,192	36,256,228	12,922,545	10,990,000
Vehicles/Equipment	3,250,600	5,352,300	6,014,900	662,600	3,834,600	2,490,600	3,715,600	3,901,600
Other Projects	699,400	4,426,600	8,453,800	4,027,200	1,668,500	1,439,000	1,185,000	760,000
Park Improvements	3,172,300	5,124,500	4,229,000	(895,500)	1,090,000	2,817,000	3,910,000	2,785,000
Engineering Structures	8,852,200	18,026,100	21,351,600	3,325,500	15,607,500	12,800,000	14,689,000	7,265,000
<b>Total Capital Expenses</b>	<b>\$ 36,866,700</b>	<b>\$ 66,786,500</b>	<b>\$ 80,118,786</b>	<b>\$ 13,332,286</b>	<b>\$ 77,037,792</b>	<b>\$ 55,802,828</b>	<b>\$ 36,422,145</b>	<b>\$ 25,701,600</b>
<b>FUNDING SOURCES</b>								
Reserve Funds	\$ 29,220,157	\$ 50,338,966	\$ 60,783,953	\$ 10,444,987	\$ 27,626,871	\$ 16,171,655	\$ 17,292,316	\$ 12,263,300
Development Cost Charges	442,300	1,918,422	1,929,400	10,978	350,700	300,700	1,787,700	808,300
Long Term Debt	5,125,130	6,309,700	1,579,133	(4,730,567)	43,722,221	36,570,473	14,813,129	11,228,000
Grants from Other Governments	1,062,698	3,606,112	8,619,800	5,013,688	100,000	267,000	1,306,000	534,000
Contributions	1,016,415	4,613,300	7,206,500	2,593,200	5,238,000	2,493,000	1,223,000	868,000
<b>Total Capital Funding</b>	<b>\$ 36,866,700</b>	<b>\$ 66,786,500</b>	<b>\$ 80,118,786</b>	<b>\$ 13,332,286</b>	<b>\$ 77,037,792</b>	<b>\$ 55,802,828</b>	<b>\$ 36,422,145</b>	<b>\$ 25,701,600</b>

Attachment 1B  
Budget Categories

The Financial Plan – General Fund presentation aligns with the City’s financial statement presentation. This is a more comprehensive view that includes operations, capital and reserves categories of the Financial Plan – General Fund.

The tables included in this appendix show how the General Fund budgets for 2020 break out in to each category; the break out for 2019 has been provided for comparison. The following summarizes the key budget items within each category.

### **Operations Category**

The General Fund operating budget is the largest category and key to deriving the City’s annual property tax rates. It includes the ongoing revenues (municipal taxation, sale of services etc.) and expenses (salaries, supplies and materials etc.) associated with providing general city services, including police, fire and rescue, parks, culture, recreation, library, engineering, development services and support services.

### **General Capital Category**

The capital category defines how the City’s capital program is to be funded in the year. The items that are included in the capital section include:

- a) Capital expenses
- b) Revenues from capital grants, contributions, and DCC’s;
- c) Proceeds from debt to fund capital;
- d) Transfers from reserves to fund capital;

The capital expense and funding sources are summarized at the bottom of the tables in this appendix.

### **Reserves Category**

Certain budget items directly impact reserves because of statutory requirements (i.e. land sales must be credited to a special reserve) and Council direction. These items are usually unique in nature (casino revenues) and / or less predictable (property sales) and therefore, not conducive to being included in the operating budget.

The items that are included in the reserve category are:

- a) Casino Revenues that go directly to the Community Development Fund;
- b) Proceeds from the disposal of land that go directly to the Construction of Municipal Works Reserve;
- c) Parkland DCC Revenues which are recognized to retire a portion of the short term debt incurred for Westminster Pier Park;
- d) Digital Signage Revenues that go directly to the Facility Replacement Reserve for the Canada Games Pool and Massey Theatre;
- e) Debt retirement paid from DCC Reserves;

- f) The annual transfer from the Electrical Fund to General Provisions to help pay for General Fund capital projects; and
- g) The transfer of borrowed funds from the Sewer and Water Funds to General Provisions to help pay for the Ewen Avenue reconstruction project (in 2017 and 2018) and the repayments that began in 2019.

**CORPORATION OF THE CITY OF NEW WESTMINSTER  
GENERAL FUND BUDGET**

	2019					2020						
	Projections	Total Budget	Reserves	Capital	Operations	Total Budget	Reserves	Capital	Operations	\$ Chg in Operations	\$ Chg Total Budgets	
<b>REVENUE</b>												
Municipal Taxation	\$ 84,852,092	\$ 85,366,891	\$ -	\$ -	\$ 85,366,891	\$ 89,305,600	\$ -	\$ -	\$ 89,305,600	\$ 3,938,709	\$ 3,938,709	
Sale of Services	15,459,175	14,229,209	-	-	14,229,209	14,656,787	-	-	14,656,787	427,578	427,578	
Grants from Other Governments	3,116,825	5,490,052	-	3,606,112	1,883,940	10,553,740	-	8,619,800	1,933,940	50,000	5,063,688	
Contributions	11,688,752	14,138,174	7,515,014	6,531,722	91,438	16,356,852	7,130,164	9,135,900	90,788	(650)	2,218,678	
Other Revenue	16,809,738	15,414,809	858,107	-	14,556,702	16,351,467	882,134	-	15,469,333	912,631	936,658	
<b>Total Revenues</b>	<b>131,926,582</b>	<b>134,639,135</b>	<b>8,373,121</b>	<b>10,137,834</b>	<b>116,128,180</b>	<b>147,224,446</b>	<b>8,012,298</b>	<b>17,755,700</b>	<b>121,456,448</b>	<b>5,328,268</b>	<b>12,585,311</b>	
<b>EXPENSES</b>												
Salaries, Benefits and Training	88,643,942	88,925,226	-	-	88,925,226	92,674,224	-	-	92,674,224	3,748,998	3,748,998	
Contracted Services	11,256,744	9,754,758	-	-	9,754,758	9,432,366	-	-	9,432,366	(322,392)	(322,392)	
Supplies and Materials	10,082,637	9,150,652	-	-	9,150,652	9,690,602	-	-	9,690,602	539,950	539,950	
Interest and Bank Charges	1,033,406	904,751	-	-	904,751	976,015	-	-	976,015	71,264	71,264	
Cost of Sales	1,738,915	1,466,262	-	-	1,466,262	1,687,162	-	-	1,687,162	220,900	220,900	
Grants	824,786	1,078,450	-	-	1,078,450	1,008,450	-	-	1,008,450	(70,000)	(70,000)	
Insurance and Claims	1,417,975	1,520,814	-	-	1,520,814	1,707,147	-	-	1,707,147	186,333	186,333	
Amortization	18,591,000	18,591,000	-	-	18,591,000	18,855,000	-	-	18,855,000	264,000	264,000	
<b>Total Expenses</b>	<b>133,589,405</b>	<b>131,391,913</b>	<b>-</b>	<b>-</b>	<b>131,391,913</b>	<b>136,030,966</b>	<b>-</b>	<b>-</b>	<b>136,030,966</b>	<b>4,639,053</b>	<b>4,639,053</b>	
<b>INCREASE (DECREASE) IN TOTAL EQUITY</b>	<b>(1,662,823)</b>	<b>3,247,222</b>	<b>8,373,121</b>	<b>10,137,834</b>	<b>(15,263,733)</b>	<b>11,193,480</b>	<b>8,012,298</b>	<b>17,755,700</b>	<b>(14,574,518)</b>	<b>689,215</b>	<b>7,946,258</b>	
<b>Reconciliation to Financial Equity</b>												
Amortization of Tangible Capital Assets	18,591,000	18,591,000	-	-	18,591,000	18,855,000	-	-	18,855,000	264,000	264,000	
Capital Expenses	(36,866,700)	(66,786,500)	-	(66,786,500)	-	(80,118,786)	-	(80,118,786)	-	-	(13,332,286)	
Debt Retirement	(1,671,764)	(1,610,602)	(515,014)	-	(1,095,588)	(2,085,939)	(530,164)	-	(1,555,775)	(460,187)	(475,337)	
Proceeds on Debt Issuance	5,125,130	6,309,700	-	6,309,700	-	1,579,133	-	1,579,133	-	-	(4,730,567)	
Proceeds from Disposal of Assets	7,295,833	1,967,000	1,967,000	-	2,500,000	4,500,000	4,500,000	-	-	-	2,533,000	
Transfer from/(to) Other Funds	5,440,000	5,440,000	2,940,000	-	2,500,000	5,440,000	2,940,000	-	2,500,000	-	-	
Internal Charges	(9,320,219)	(9,199,864)	-	-	(9,199,864)	(9,659,040)	-	-	(9,659,040)	(459,176)	(459,176)	
Internal Recoveries	11,483,488	11,211,769	-	-	11,211,769	11,961,535	-	-	11,961,535	749,766	749,766	
<b>CHANGE IN FINANCIAL EQUITY (Reserves)</b>	<b>(1,586,055)</b>	<b>(30,830,275)</b>	<b>12,765,107</b>	<b>(50,338,966)</b>	<b>6,743,584</b>	<b>(38,334,617)</b>	<b>14,922,134</b>	<b>(60,783,953)</b>	<b>7,527,202</b>	<b>783,618</b>	<b>(7,504,342)</b>	
<b>Financial Equity, beginning of year</b>	<b>68,953,666</b>	<b>72,151,951</b>	<b>(12,765,107)</b>	<b>50,338,966</b>	<b>34,578,092</b>	<b>67,367,611</b>	<b>(14,922,134)</b>	<b>60,783,953</b>	<b>21,505,792</b>	<b>(13,072,300)</b>	<b>(4,784,340)</b>	
<b>FINANCIAL EQUITY (Reserves), end of year</b>	<b>\$ 67,367,611</b>	<b>\$ 41,321,676</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 41,321,676</b>	<b>\$ 29,032,994</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 29,032,994</b>	<b>\$ (12,288,682)</b>	<b>\$ (12,288,682)</b>	
<b>GENERAL FUND CAPITAL BUDGET</b>												
<b>CAPITAL EXPENSES</b>												
Land	\$ 1,174,900	\$ 644,000	\$ -	\$ 644,000	\$ -	\$ 5,342,800	\$ -	\$ 5,342,800	\$ -	\$ -	4,698,800	
Buildings	19,717,300	33,213,000	-	33,213,000	-	34,726,686	-	34,726,686	-	-	1,513,686	
Vehicles/Equipment	3,250,600	5,352,300	-	5,352,300	-	6,014,900	-	6,014,900	-	-	662,600	
Other Projects	699,400	4,426,600	-	4,426,600	-	8,453,800	-	8,453,800	-	-	4,027,200	
Park Improvements	3,172,300	5,124,500	-	5,124,500	-	4,229,000	-	4,229,000	-	-	(895,500)	
Engineering Structures	8,852,200	18,026,100	-	18,026,100	-	21,351,600	-	21,351,600	-	-	3,325,500	
<b>Total Capital Expenses</b>	<b>\$ 36,866,700</b>	<b>\$ 66,786,500</b>	<b>\$ -</b>	<b>\$ 66,786,500</b>	<b>\$ -</b>	<b>\$ 80,118,786</b>	<b>\$ -</b>	<b>\$ 80,118,786</b>	<b>\$ -</b>	<b>\$ -</b>	<b>13,332,286</b>	
<b>FUNDING SOURCES</b>												
Reserve Funds	\$ 29,220,157	\$ 50,338,966	\$ -	\$ 50,338,966	\$ -	\$ 60,783,953	\$ -	\$ 60,783,953	\$ -	\$ -	10,444,987	
Development Cost Charges	442,300	1,918,422	-	1,918,422	-	1,929,400	-	1,929,400	-	-	10,978	
Long Term Debt	5,125,130	6,309,700	-	6,309,700	-	1,579,133	-	1,579,133	-	-	(4,730,567)	
Grants from Other Governments	1,062,698	3,606,112	-	3,606,112	-	8,619,800	-	8,619,800	-	-	5,013,688	
Contributions	1,016,415	4,613,300	-	4,613,300	-	7,206,500	-	7,206,500	-	-	2,593,200	
<b>Total Capital Funding</b>	<b>\$ 36,866,700</b>	<b>\$ 66,786,500</b>	<b>\$ -</b>	<b>\$ 66,786,500</b>	<b>\$ -</b>	<b>\$ 80,118,786</b>	<b>\$ -</b>	<b>\$ 80,118,786</b>	<b>\$ -</b>	<b>\$ -</b>	<b>13,332,286</b>	

Attachment 1C

General Fund Capital Program



# General Fund 2020 – 2024 Capital Program

Projects	Total Capital Plan						Estimated Climate Emergency Related						Other
	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	5 Year Total	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	5 Year Total	5 Year Total
<b>General Fund</b>													
<b>Buildings</b>													
Anvil Centre	248,000	102,000	80,000	75,000		505,000		60,000				60,000	445,000
City Hall	4,569,200		350,000		280,000	5,199,200	1,073,550				280,000	1,353,550	3,845,650
Fraser River Discovery Centre	65,000					65,000							65,000
Fire Halls	91,700	49,000	25,000	105,000	144,000	414,700	29,600	25,000	25,000	105,000	25,000	209,600	205,100
Irving House	117,800					117,800							117,800
Library	425,600	8,000		65,000		498,600	60,750					60,750	437,850
Other Facilities	1,241,100	325,000	325,000	425,000	325,000	2,641,100	327,500	325,000	325,000	355,000	325,000	1,657,500	983,600
Police Services Facility	272,600	80,000			75,000	427,600	205,000					205,000	222,600
Works Yard	150,000				100,000	250,000					100,000	100,000	150,000
Massey Theatre	1,681,500	5,000,000	5,000,000	5,000,000	10,000,000	26,681,500							26,681,500
Canada Games Pool	19,615,486	47,563,192	30,338,728	6,830,545		104,347,951	9,752,993	24,476,596	15,164,364	3,415,273		52,809,226	51,538,725
Century House	361,100			172,000		533,100	264,100			111,000		375,100	158,000
Greenhouse	115,000	45,000		35,000		195,000	35,000	45,000		35,000		115,000	80,000
Moody Park Arena	627,500	930,000	50,000	110,000		1,717,500	240,750	465,000				705,750	1,011,750
Queensborough Comm Centre			42,500			42,500							42,500
Queens Park Facilities	5,145,100	735,000	45,000	105,000	66,000	6,096,100	2,364,400	350,000		75,000	37,500	2,826,900	3,269,200
<b>Total Buildings</b>	<b>34,726,686</b>	<b>54,837,192</b>	<b>36,256,228</b>	<b>12,922,545</b>	<b>10,990,000</b>	<b>149,732,651</b>	<b>14,353,643</b>	<b>25,746,596</b>	<b>15,514,364</b>	<b>4,096,273</b>	<b>767,500</b>	<b>60,478,376</b>	<b>89,254,275</b>
<b>Engineering Structures</b>													
Cycling and Greenways	4,644,900	1,600,000	3,830,000	5,269,000	1,545,000	16,888,900	4,644,900	1,600,000	3,830,000	5,269,000	1,545,000	16,888,900	
Great Streets	151,600					151,600	151,600					151,600	
Livable Neighbourhoods	320,200	260,000	260,000	260,000	160,000	1,260,200	277,650	220,000	220,000	220,000	120,000	1,057,650	202,550
Managed Roads	6,107,800	6,810,000	6,350,000	6,700,000	4,550,000	30,517,800	330,550	1,807,500	1,762,500	1,950,000		5,850,550	24,667,250
Major Repairs and Rehab	858,200	750,000	750,000	750,000		3,108,200	376,900	325,000	325,000	325,000		1,351,900	1,756,300
Railway Improvements	1,099,400	700,000	200,000	200,000		2,199,400							2,199,400
Special Projects	5,238,300	3,877,500	175,000	525,000	25,000	9,840,800	4,180,900	3,577,500	25,000	400,000	25,000	8,208,400	1,632,400
Transit	30,000	60,000	60,000	60,000	60,000	270,000	30,000	60,000	60,000	60,000	60,000	270,000	
Walking	2,901,200	1,550,000	1,175,000	925,000	925,000	7,476,200	2,650,800	1,550,000	1,175,000	925,000	925,000	7,225,800	250,400
<b>Total Engineering Structures</b>	<b>21,351,600</b>	<b>15,607,500</b>	<b>12,800,000</b>	<b>14,689,000</b>	<b>7,265,000</b>	<b>71,713,100</b>	<b>12,643,300</b>	<b>9,140,000</b>	<b>7,397,500</b>	<b>9,149,000</b>	<b>2,675,000</b>	<b>41,004,800</b>	<b>30,708,300</b>
<b>Land</b>													
Property	5,342,800					5,342,800	736,800					736,800	4,606,000
<b>Total Land</b>	<b>5,342,800</b>					<b>5,342,800</b>	<b>736,800</b>					<b>736,800</b>	<b>4,606,000</b>
<b>Other</b>													
Affordable Housing	1,559,200	400,000	250,000			2,209,200	1,559,200	400,000	250,000			2,209,200	
Arts and Culture	427,500	160,000	198,000	160,000	160,000	1,105,500							1,105,500
Child Care	4,336,400					4,336,400	2,352,300					2,352,300	1,984,100
Corporate Efficiencies/ Strategies	715,100	253,500	136,000			1,104,600	142,150	89,250	43,000			274,400	830,200
Environment, Parks & Sustainability	873,300	515,000	615,000	785,000	360,000	3,148,300	743,975	458,750	577,500	578,750	322,500	2,681,475	466,825
Reconciliation	100,000	100,000				200,000							200,000
Transportation Studies/Programs	442,300	240,000	240,000	240,000	240,000	1,402,300	238,200	50,000	50,000	50,000	50,000	438,200	964,100
<b>Total Other</b>	<b>8,453,800</b>	<b>1,668,500</b>	<b>1,439,000</b>	<b>1,185,000</b>	<b>760,000</b>	<b>13,506,300</b>	<b>5,035,825</b>	<b>998,000</b>	<b>920,500</b>	<b>628,750</b>	<b>372,500</b>	<b>7,955,575</b>	<b>5,550,725</b>

Projects	Total Capital Plan						Estimated Climate Emergency Related						Other
	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	5 Year Total	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	5 Year Total	5 Year Total
<b>Park Improvements</b>													
Athletic Fields			90,000	785,000	1,200,000	2,075,000							2,075,000
Outdoor Pools	280,400	55,000	95,000	60,000		490,400	67,500	13,750	23,750	15,000		120,000	370,400
Park Development	1,513,100	260,000	1,960,000	2,530,000	1,030,000	7,293,100	1,011,750	260,000	1,730,000	1,030,000	1,030,000	5,061,750	2,231,350
Playgrounds	776,100	470,000	220,000	200,000	220,000	1,886,100	470,300	225,000	100,000	100,000	100,000	995,300	890,800
Parks Infrastructure/Furniture	1,627,300	305,000	452,000	335,000	335,000	3,054,300	641,225	100,000	262,500	215,000	215,000	1,433,725	1,620,575
Playing Surfaces	32,100					32,100							32,100
<b>Total Park Improvements</b>	<b>4,229,000</b>	<b>1,090,000</b>	<b>2,817,000</b>	<b>3,910,000</b>	<b>2,785,000</b>	<b>14,831,000</b>	<b>2,190,775</b>	<b>598,750</b>	<b>2,116,250</b>	<b>1,360,000</b>	<b>1,345,000</b>	<b>7,610,775</b>	<b>7,220,225</b>
<b>Equipment</b>													
Anvil Centre	259,800	94,000	61,000	65,000	10,000	489,800				30,000		30,000	459,800
Engineering Services	1,116,900	7,000	32,000	32,000		1,187,900							1,187,900
Fire Services	319,100	221,600	221,600	221,600	221,600	1,205,500							1,205,500
Information Technology	2,196,700	1,321,000	847,000	717,000	1,422,000	6,503,700	354,900	245,000	162,500	147,500	92,500	1,002,400	5,501,300
Police	238,600	100,000	120,000	170,000	200,000	828,600							828,600
Parks Recreation	147,000	135,000	89,000	10,000	66,000	447,000	11,000	11,000	11,500		11,500	45,000	402,000
Library	25,000	46,000				71,000							71,000
<b>Total Equipment</b>	<b>4,303,100</b>	<b>1,924,600</b>	<b>1,370,600</b>	<b>1,215,600</b>	<b>1,919,600</b>	<b>10,733,500</b>	<b>365,900</b>	<b>256,000</b>	<b>174,000</b>	<b>177,500</b>	<b>104,000</b>	<b>1,077,400</b>	<b>9,656,100</b>
<b>Vehicles</b>													
Engineering Services Vehicles	1,030,000	985,000	895,000	1,225,000	755,000	4,890,000	462,500	605,000	462,500	592,500	428,750	2,551,250	2,338,750
Fire Services Vehicles			50,000	95,000	872,000	1,017,000			12,500	23,750	215,000	251,250	765,750
Parks Vehicles	296,800	390,000		490,000	55,000	1,231,800	86,600	255,000		95,000		436,600	795,200
Police Services Vehicles	385,000	535,000	175,000	690,000	300,000	2,085,000	72,500	133,750	43,750	172,500	25,000	447,500	1,637,500
<b>Total Vehicles</b>	<b>1,711,800</b>	<b>1,910,000</b>	<b>1,120,000</b>	<b>2,500,000</b>	<b>1,982,000</b>	<b>9,223,800</b>	<b>621,600</b>	<b>993,750</b>	<b>518,750</b>	<b>883,750</b>	<b>668,750</b>	<b>3,686,600</b>	<b>5,537,200</b>
<b>Total General Fund</b>	<b>80,118,786</b>	<b>77,037,792</b>	<b>55,802,828</b>	<b>36,422,145</b>	<b>25,701,600</b>	<b>275,083,151</b>	<b>35,947,843</b>	<b>37,733,096</b>	<b>26,641,364</b>	<b>16,295,273</b>	<b>5,932,750</b>	<b>122,550,326</b>	<b>152,532,825</b>

Attachment #2

Utility Fund Budgets

**CORPORATION OF THE CITY OF NEW WESTMINSTER  
ELECTRICAL FUND BUDGET**

	2019	2019	2020	\$ Chg	Budget Projections			
	Projections	Budget	Budget		2021	2022	2023	2024
<b>REVENUE</b>								
Utility Rates	\$ 49,925,829	\$ 49,381,764	\$ 51,725,942	\$ 2,344,178	\$ 53,166,455	\$ 54,647,300	\$ 56,169,610	\$ 57,734,544
Sale of Services	37,980	49,825	49,825	-	49,825	49,825	49,825	49,825
Grants from Other Governments	10,000	50,000	50,000	-	-	-	1,250,000	-
Capital Contributions and DCC's	2,893,600	2,107,500	1,788,800	(318,700)	1,500,000	1,000,000	2,250,000	1,000,000
Other Revenue	119,976	105,341	139,371	34,030	188,802	260,637	376,374	517,477
<b>Total Revenues</b>	<b>52,987,385</b>	<b>51,694,430</b>	<b>53,753,938</b>	<b>2,059,508</b>	<b>54,905,082</b>	<b>55,957,762</b>	<b>60,095,809</b>	<b>59,301,846</b>
<b>EXPENSES</b>								
Salaries, Benefits and Training	2,779,588	3,117,764	3,205,691	87,927	3,294,153	3,483,071	3,362,901	3,444,628
Contracted Services	1,375,651	1,806,337	1,817,106	10,769	2,128,090	2,139,294	2,150,105	2,193,000
Supplies and Materials	572,430	330,982	700,000	369,018	700,000	700,000	700,000	700,000
Interest and Bank Charges	812,491	818,496	905,123	86,627	1,519,593	2,903,301	3,634,551	3,650,801
Utility Purchases and Levies	31,567,316	31,082,384	31,733,044	650,660	32,256,639	32,256,639	33,030,798	33,823,537
Amortization	2,738,000	2,738,000	2,786,000	48,000	3,778,000	5,678,000	5,865,000	5,940,000
<b>Total Expenses</b>	<b>39,845,476</b>	<b>39,893,963</b>	<b>41,146,964</b>	<b>1,253,001</b>	<b>43,676,475</b>	<b>47,160,305</b>	<b>48,743,355</b>	<b>49,751,966</b>
<b>INCREASE IN TOTAL EQUITY</b>	<b>13,141,909</b>	<b>11,800,467</b>	<b>12,606,974</b>	<b>806,507</b>	<b>11,228,607</b>	<b>8,797,457</b>	<b>11,352,454</b>	<b>9,549,880</b>
<b>Reconciliation to Financial Equity</b>								
Amortization of Tangible Capital Assets	2,738,000	2,738,000	2,786,000	48,000	3,778,000	5,678,000	5,865,000	5,940,000
Capital Expenses	(13,411,500)	(36,489,400)	(32,501,679)	3,987,721	(53,086,630)	(28,301,300)	(5,981,000)	(2,670,000)
Debt Retirement	(996,931)	(972,296)	(1,479,992)	(507,696)	(2,359,216)	(4,097,765)	(5,094,312)	(5,254,989)
Proceeds on Debt Issuance	5,048,100	20,320,900	18,219,779	(2,101,121)	42,575,630	22,500,000	500,000	-
Proceeds from Disposal of Assets	23,005	-	-	-	-	-	-	-
Transfer from/(to) Other Funds	(6,000,000)	(6,000,000)	(6,000,000)	-	(6,000,000)	(6,000,000)	(6,000,000)	(6,000,000)
Internal Charges	(1,788,225)	(1,713,959)	(1,896,044)	(182,085)	(1,930,347)	(1,962,658)	(1,995,927)	(2,029,246)
Internal Recoveries	2,441,623	2,627,793	2,597,186	(30,607)	2,659,026	2,702,171	2,744,833	2,856,969
<b>CHANGE IN FINANCIAL EQUITY (Reserves)</b>	<b>1,195,981</b>	<b>(7,688,495)</b>	<b>(5,667,776)</b>	<b>2,020,719</b>	<b>(3,134,930)</b>	<b>(684,095)</b>	<b>1,391,048</b>	<b>2,392,614</b>
Financial Equity , beginning of year	26,077,690	26,037,191	27,273,671	1,236,480	21,605,895	18,470,965	17,786,870	19,177,918
<b>FINANCIAL EQUITY (Reserves), end of year</b>	<b>\$ 27,273,671</b>	<b>\$ 18,348,696</b>	<b>\$ 21,605,895</b>	<b>\$ 3,257,199</b>	<b>\$ 18,470,965</b>	<b>\$ 17,786,870</b>	<b>\$ 19,177,918</b>	<b>\$ 21,570,532</b>

**ELECTRICAL FUND CAPITAL BUDGET**

<b>CAPITAL EXPENSES</b>								
Land	\$ 3,850,100	\$ 2,863,100	\$ 1,266,979	\$ (1,596,121)	\$ -	\$ -	\$ -	\$ -
Vehicles/Equipment	2,644,600	3,296,900	2,339,500	(957,400)	655,630	35,000	3,030,000	670,000
Other Projects	38,700	506,500	967,800	461,300	250,000	250,000	250,000	250,000
Electrical Distribution System	6,878,100	29,822,900	27,927,400	(1,895,500)	52,181,000	28,016,300	2,701,000	1,750,000
<b>Total Capital Expenses</b>	<b>\$ 13,411,500</b>	<b>\$ 36,489,400</b>	<b>\$ 32,501,679</b>	<b>\$ (3,987,721)</b>	<b>\$ 53,086,630</b>	<b>\$ 28,301,300</b>	<b>\$ 5,981,000</b>	<b>\$ 2,670,000</b>
<b>FUNDING SOURCES</b>								
Reserve Funds	\$ 5,469,800	\$ 14,011,000	\$ 12,443,100	\$ (1,567,900)	\$ 9,011,000	\$ 4,801,300	\$ 1,981,000	\$ 1,670,000
Long Term Debt	5,048,100	20,320,900	18,219,779	(2,101,121)	42,575,630	22,500,000	500,000	-
Grants from Other Governments	-	50,000	50,000	-	-	-	1,250,000	-
Contributions	2,893,600	2,107,500	1,788,800	(318,700)	1,500,000	1,000,000	2,250,000	1,000,000
<b>Total Capital Funding</b>	<b>\$ 13,411,500</b>	<b>\$ 36,489,400</b>	<b>\$ 32,501,679</b>	<b>\$ (3,987,721)</b>	<b>\$ 53,086,630</b>	<b>\$ 28,301,300</b>	<b>\$ 5,981,000</b>	<b>\$ 2,670,000</b>

**CORPORATION OF THE CITY OF NEW WESTMINSTER  
WATER FUND BUDGET**

	2019	2019	2020	\$ Chg	Budget Projections			
	Projections	Budget	Budget		2021	2022	2023	2024
<b>REVENUE</b>								
Utility Rates	\$ 12,345,560	\$ 13,525,000	\$ 13,209,000	\$ (316,000)	\$ 14,134,000	\$ 15,123,000	\$ 16,182,000	\$ 17,317,000
Sale of Services	19,945	99,183	99,000	(183)	99,000	99,000	99,000	99,000
Grants from Other Governments	9,250	10,000	-	(10,000)	-	-	-	-
Capital Contributions and DCC's	39,680	217,800	217,800	-	-	-	-	-
<b>Total Revenues</b>	<b>12,414,435</b>	<b>13,851,983</b>	<b>13,525,800</b>	<b>(326,183)</b>	<b>14,233,000</b>	<b>15,222,000</b>	<b>16,281,000</b>	<b>17,416,000</b>
<b>EXPENSES</b>								
Salaries, Benefits and Training	598,396	600,124	702,289	102,165	720,291	737,845	756,039	774,689
Contracted Services	489,880	176,045	146,045	(30,000)	116,045	116,045	116,045	116,045
Supplies and Materials	240,624	139,137	139,137	-	139,137	139,137	139,137	139,137
Utility Purchases and Levies	6,436,726	6,532,519	6,928,280	395,761	7,393,761	8,110,724	8,973,576	9,959,155
Amortization	918,996	919,000	978,000	59,000	1,025,000	1,069,000	1,141,000	1,201,000
<b>Total Expenses</b>	<b>8,684,622</b>	<b>8,366,825</b>	<b>8,893,751</b>	<b>526,926</b>	<b>9,394,234</b>	<b>10,172,751</b>	<b>11,125,797</b>	<b>12,190,026</b>
<b>INCREASE IN TOTAL EQUITY</b>	<b>3,729,813</b>	<b>5,485,158</b>	<b>4,632,049</b>	<b>(853,109)</b>	<b>4,838,766</b>	<b>5,049,249</b>	<b>5,155,203</b>	<b>5,225,974</b>
<b>Reconciliation to Financial Equity</b>								
Amortization of Tangible Capital Assets	918,996	919,000	978,000	59,000	1,025,000	1,069,000	1,141,000	1,201,000
Capital Expenses	(3,979,400)	(5,463,400)	(5,344,100)	119,300	(4,375,000)	(4,845,000)	(5,685,000)	(5,580,000)
Transfer from/(to) Other Funds	220,000	220,000	220,000	-	220,000	220,000	220,000	220,000
Internal Charges	(1,177,640)	(1,320,901)	(1,313,784)	7,117	(1,338,421)	(1,373,666)	(1,406,611)	(1,351,407)
Internal Recoveries	258,837	305,722	328,296	22,574	344,059	370,869	400,467	428,891
<b>CHANGE IN FINANCIAL EQUITY (Reserves)</b>	<b>(29,394)</b>	<b>145,579</b>	<b>(499,539)</b>	<b>(645,118)</b>	<b>714,404</b>	<b>490,452</b>	<b>(174,941)</b>	<b>144,458</b>
Financial Equity , beginning of year	4,430,841	4,696,574	4,401,447	(295,127)	3,901,908	4,616,312	5,106,764	4,931,823
<b>FINANCIAL EQUITY (Reserves), end of year</b>	<b>\$ 4,401,447</b>	<b>\$ 4,842,153</b>	<b>\$ 3,901,908</b>	<b>\$ (940,245)</b>	<b>\$ 4,616,312</b>	<b>\$ 5,106,764</b>	<b>\$ 4,931,823</b>	<b>\$ 5,076,280</b>

**WATER FUND CAPITAL BUDGET**

<b>CAPITAL EXPENSES</b>								
Vehicles/Equipment	\$ 27,400	\$ 560,700	\$ 688,100	\$ 127,400	\$ 45,000	\$ 45,000	\$ 205,000	\$ 100,000
Other Projects	44,300	315,500	311,400	(4,100)	140,000	90,000	150,000	150,000
Water Infrastructure	3,907,700	4,587,200	4,344,600	(242,600)	4,190,000	4,710,000	5,330,000	5,330,000
<b>Total Capital Expenses</b>	<b>\$ 3,979,400</b>	<b>\$ 5,463,400</b>	<b>\$ 5,344,100</b>	<b>\$ (119,300)</b>	<b>\$ 4,375,000</b>	<b>\$ 4,845,000</b>	<b>\$ 5,685,000</b>	<b>\$ 5,580,000</b>
<b>FUNDING SOURCES</b>								
Reserve Funds	\$ 3,930,470	\$ 5,235,600	\$ 5,126,300	\$ (109,300)	\$ 4,375,000	\$ 4,845,000	\$ 5,685,000	\$ 5,580,000
Development Cost Charges	-	217,800	217,800	-	-	-	-	-
Grants from Other Governments	9,250	10,000	-	(10,000)	-	-	-	-
Contributions	39,680	-	-	-	-	-	-	-
<b>Total Capital Funding</b>	<b>\$ 3,979,400</b>	<b>\$ 5,463,400</b>	<b>\$ 5,344,100</b>	<b>\$ (119,300)</b>	<b>\$ 4,375,000</b>	<b>\$ 4,845,000</b>	<b>\$ 5,685,000</b>	<b>\$ 5,580,000</b>

**CORPORATION OF THE CITY OF NEW WESTMINSTER  
SEWER FUND BUDGET**

	2019 Projections	2019 Budget	2020 Budget	\$ Chg	Budget Projections			
					2021	2022	2023	2024
<b>REVENUE</b>								
Utility Rates	\$ 20,759,700	\$ 20,923,000	\$ 22,213,000	\$ 1,290,000	\$ 23,769,000	\$ 25,434,000	\$ 27,216,000	\$ 29,119,000
Sale of Services	735,546	160,307	271,000	110,693	271,000	271,000	271,000	271,000
Grants from Other Governments	-	202,600	-	(202,600)	-	-	-	-
Capital Contributions and DCC's	182,300	862,000	2,541,500	1,476,900	55,500	55,500	55,500	55,000
Other Revenue	-	46,000	20,000	(26,000)	20,000	20,000	20,000	20,000
<b>Total Revenues</b>	<b>21,677,546</b>	<b>22,193,907</b>	<b>25,045,500</b>	<b>2,648,993</b>	<b>24,115,500</b>	<b>25,780,500</b>	<b>27,562,500</b>	<b>29,465,000</b>
<b>EXPENSES</b>								
Salaries, Benefits and Training	758,866	941,559	963,919	22,360	989,529	1,015,474	1,042,375	1,069,944
Contracted Services	1,484,580	895,573	770,573	(125,000)	770,573	770,573	770,573	770,573
Supplies and Materials	159,439	156,904	151,550	(5,354)	156,550	156,550	156,550	156,550
Utility Purchases and Levies	8,723,337	8,723,337	9,420,934	697,597	10,730,444	12,404,393	14,066,582	15,205,975
Amortization	1,721,000	1,721,000	1,943,000	222,000	2,069,000	2,138,000	2,225,000	2,324,000
<b>Total Expenses</b>	<b>12,847,222</b>	<b>12,438,373</b>	<b>13,249,976</b>	<b>811,603</b>	<b>14,716,096</b>	<b>16,484,990</b>	<b>18,261,080</b>	<b>19,527,042</b>
<b>INCREASE IN TOTAL EQUITY</b>	<b>8,830,324</b>	<b>9,755,534</b>	<b>11,795,524</b>	<b>2,039,990</b>	<b>9,399,404</b>	<b>9,295,510</b>	<b>9,301,420</b>	<b>9,937,958</b>
<b>Reconciliation to Financial Equity</b>								
Amortization of Tangible Capital Assets	1,721,000	1,721,000	1,943,000	222,000	2,069,000	2,138,000	2,225,000	2,324,000
Capital Expenses	(6,878,200)	(14,381,100)	(18,577,400)	(4,196,300)	(7,622,500)	(7,632,500)	(8,857,500)	(7,492,000)
Transfer from/(to) Other Funds	340,000	340,000	340,000	-	340,000	340,000	340,000	340,000
Internal Charges	(1,268,695)	(1,353,155)	(1,476,356)	(123,201)	(1,504,711)	(1,544,224)	(1,581,422)	(1,528,026)
Internal Recoveries	258,852	290,871	307,579	16,708	330,004	351,785	380,904	409,024
<b>CHANGE IN FINANCIAL EQUITY (Reserves)</b>	<b>3,003,281</b>	<b>(3,626,850)</b>	<b>(5,667,653)</b>	<b>(2,040,803)</b>	<b>3,011,197</b>	<b>2,948,571</b>	<b>1,808,402</b>	<b>3,990,956</b>
Financial Equity , beginning of year	9,432,991	9,534,557	12,436,272	2,901,715	6,768,619	9,779,816	12,728,387	14,536,789
<b>FINANCIAL EQUITY (Reserves), end of year</b>	<b>\$ 12,436,272</b>	<b>\$ 5,907,707</b>	<b>\$ 6,768,619</b>	<b>\$ 860,912</b>	<b>\$ 9,779,816</b>	<b>\$ 12,728,387</b>	<b>\$ 14,536,789</b>	<b>\$ 18,527,745</b>

**SEWER FUND CAPITAL BUDGET**

<b>CAPITAL EXPENSES</b>								
Vehicles/Equipment	\$ 7,500	\$ 35,000	\$ 93,000	\$ 58,000	\$ 155,000	\$ 10,000	\$ 40,000	\$ 265,000
Other Projects	279,400	653,100	455,400	(197,700)	205,000	155,000	140,000	140,000
Sewer Infrastructure	6,591,300	13,693,000	18,029,000	4,336,000	7,262,500	7,467,500	8,677,500	7,087,000
<b>Total Capital Expenses</b>	<b>\$ 6,878,200</b>	<b>\$ 14,381,100</b>	<b>\$ 18,577,400</b>	<b>\$ 4,196,300</b>	<b>\$ 7,622,500</b>	<b>\$ 7,632,500</b>	<b>\$ 8,857,500</b>	<b>\$ 7,492,000</b>
<b>FUNDING SOURCES</b>								
Reserve Funds	\$ 6,695,900	\$ 13,316,500	\$ 16,035,900	\$ 2,719,400	\$ 7,567,000	\$ 7,577,000	\$ 8,802,000	\$ 7,437,000
Development Cost Charges	95,800	-	887,100	887,100	55,500	55,500	55,500	55,000
Grants from Other Governments	-	202,600	-	(202,600)	-	-	-	-
Contributions	86,500	862,000	1,654,400	792,400	-	-	-	-
<b>Total Capital Funding</b>	<b>\$ 6,878,200</b>	<b>\$ 14,381,100</b>	<b>\$ 18,577,400</b>	<b>\$ 4,196,300</b>	<b>\$ 7,622,500</b>	<b>\$ 7,632,500</b>	<b>\$ 8,857,500</b>	<b>\$ 7,492,000</b>

**CORPORATION OF THE CITY OF NEW WESTMINSTER  
SOLID WASTE FUND BUDGET**

	2019 Projections	2019 Budget	2020 Budget	\$ Chg	Budget Projections			
					2021	2022	2023	2024
<b>REVENUE</b>								
Utility Rates	\$ 2,960,115	\$ 3,132,000	\$ 3,306,000	\$ 174,000	\$ 3,690,000	\$ 4,060,000	\$ 4,466,000	\$ 4,913,000
Other Revenue	959,000	814,000	779,000	(35,000)	779,000	779,000	779,000	779,000
<b>Total Revenues</b>	<b>3,919,115</b>	<b>3,946,000</b>	<b>4,085,000</b>	<b>139,000</b>	<b>4,469,000</b>	<b>4,839,000</b>	<b>5,245,000</b>	<b>5,692,000</b>
<b>EXPENSES</b>								
Salaries, Benefits and Training	949,586	834,699	939,292	104,593	961,684	984,378	1,007,900	1,032,013
Contracted Services	28,284	47,120	47,620	500	47,120	47,120	47,120	47,120
Supplies and Materials	58,374	40,000	34,500	(5,500)	40,000	40,000	40,000	40,000
Utility Purchases and Levies	1,963,534	1,883,952	1,930,706	46,754	1,986,882	2,043,175	2,099,923	2,131,945
Amortization	459,000	459,000	384,000	(75,000)	375,000	336,000	376,000	394,000
<b>Total Expenses</b>	<b>3,458,778</b>	<b>3,264,771</b>	<b>3,336,118</b>	<b>71,347</b>	<b>3,410,686</b>	<b>3,450,673</b>	<b>3,570,943</b>	<b>3,645,078</b>
<b>INCREASE IN TOTAL EQUITY</b>	<b>460,337</b>	<b>681,229</b>	<b>748,882</b>	<b>67,653</b>	<b>1,058,314</b>	<b>1,388,327</b>	<b>1,674,057</b>	<b>2,046,922</b>
<b>Reconciliation to Financial Equity</b>								
Amortization of Tangible Capital Assets	459,000	459,000	384,000	(75,000)	375,000	336,000	376,000	394,000
Capital Expenses	(458,900)	(650,000)	(88,700)	561,300	(85,000)	(85,000)	(485,000)	(885,000)
Proceeds from Disposal of Assets	40,660	-	-	-	-	-	-	-
Internal Charges	(1,007,202)	(976,662)	(995,666)	(19,004)	(1,015,924)	(1,038,255)	(1,060,654)	(1,085,620)
Internal Recoveries	119,181	128,386	146,294	17,908	167,516	187,953	210,016	226,191
<b>CHANGE IN FINANCIAL EQUITY (Reserves)</b>	<b>(386,924)</b>	<b>(358,047)</b>	<b>194,810</b>	<b>552,857</b>	<b>499,906</b>	<b>789,025</b>	<b>714,419</b>	<b>696,493</b>
Financial Equity , beginning of year	(1,333,805)	(1,304,754)	(1,720,729)	(415,975)	(1,525,919)	(1,026,013)	(236,988)	477,431
<b>FINANCIAL EQUITY (Reserves), end of year</b>	<b>\$ (1,720,729)</b>	<b>\$ (1,662,801)</b>	<b>\$ (1,525,919)</b>	<b>\$ 136,882</b>	<b>\$ (1,026,013)</b>	<b>\$ (236,988)</b>	<b>\$ 477,431</b>	<b>\$ 1,173,924</b>
<b>SOLID WASTE FUND CAPITAL BUDGET</b>								
<b>CAPITAL EXPENSES</b>								
Vehicles/Equipment	\$ 458,900	\$ 650,000	\$ 88,700	\$ (561,300)	\$ 85,000	\$ 85,000	\$ 485,000	\$ 885,000
<b>Total Capital Expenses</b>	<b>\$ 458,900</b>	<b>\$ 650,000</b>	<b>\$ 88,700</b>	<b>\$ (561,300)</b>	<b>\$ 85,000</b>	<b>\$ 85,000</b>	<b>\$ 485,000</b>	<b>\$ 885,000</b>
<b>FUNDING SOURCES</b>								
Reserve Funds	\$ 458,900	\$ 650,000	\$ 88,700	\$ (561,300)	\$ 85,000	\$ 85,000	\$ 485,000	\$ 885,000
<b>Total Capital Funding</b>	<b>\$ 458,900</b>	<b>\$ 650,000</b>	<b>\$ 88,700</b>	<b>\$ (561,300)</b>	<b>\$ 85,000</b>	<b>\$ 85,000</b>	<b>\$ 485,000</b>	<b>\$ 885,000</b>

## Attachment #3

Dollar Impact on Proposed Tax & Utilities Rate Increase



Impact Comparison With 2019

Assessed Value	Avg. Residential Strata					Avg. Single Family Home					Single Family Home (high range)					
	514,000			558,600		1,107,000			1,204,300		2,000,000			2,000,000		
	Municipal 2020	Capital Levy 2020	Total 2020	Total 2019	% Inc	Municipal 2020	Capital Levy 2020	Total 2020	Total 2019	% Inc	Municipal 2020	Capital Levy 2020	Total 2020	Total 2019	% Inc	
Property Taxation																
Municipal (1)	1,401.75	13.60	1,415.34	1,368.53	3.42	3,018.94	29.28	3,048.22	2,944.65	3.52	5,454.27	52.90	5,507.17	4,899.84	12.39	
Utilities																
Sewer	479.25	-	479.25	447.90	7.0	852.15	-	852.15	796.40	7.0	852.15	-	852.15	796.40	7.0	
Water	315.65	-	315.65	295.00	7.0	603.96	-	603.96	564.45	7.0	603.96	-	603.96	564.45	7.0	
Solid Waste (2)	25.48	-	25.48	22.75	12	248.36	-	248.36	221.75	12	248.36	-	248.36	221.75	12	
	820.38	-	820.38	765.65	7.15	1,704.47	-	1,704.47	1,582.60	7.70	1,704.47	-	1,704.47	1,582.60	7.70	
	2,222.13	13.60	2,235.73	2,134.18	4.76	4,723.41	29.28	4,752.69	4,527.25	4.98	7,158.73	52.90	7,211.64	6,482.44	11.25	
			46.82					103.57					607.33			
<b>Municipal Tax/Levy Increase</b>			46.82					103.57					607.33			
<b>Utility Dollar Increase</b>			54.73					121.87					121.87			
<b>Total Increase</b>			<b>\$101.55</b>					<b>\$225.44</b>					<b>\$729.20</b>			

(1) Home Owner Grant reduces by \$5 per \$1000 of assessed value for properties with assessed values in excess of \$1,650,000. A property over \$1,764,000 will be ineligible for the basic home owner grant.

(2) Strata units only pay for organics. Garbage pick-up is usually done by an independent company.

Attachment #4

Comment Sheet

# City of New Westminster Draft Five Year Financial Plan, 2020 – 2024

## **COMMENT SHEET**

*(Due Date for Submission is 2:00pm, Monday, April 27, 2020)*

**Name:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**Comments:**

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**Please forward to:**

**Acting Director of Finance  
City of New Westminster  
511 Royal Avenue  
New Westminster, BC  
V3L 1H9**

**Fax: (604) 521 – 3895  
nwfinance@newwestcity.ca**