



2026-2030

# Electric Utility Strategic Plan



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# Executive Summary

New Westminister's Electrical Utility, established in 1891 as the oldest continuously operating electrical utility in British Columbia, serves as a critical foundation for community energy security and climate resilience. This strategic plan aligns our utility operations with the City's broader vision of creating a vibrant, resilient community where everyone can thrive, while supporting the journey toward carbon neutrality by 2050.

Operating within the Energy and Climate Action Department, the utility serves approximately 40,000 customers through strategic priorities that mirror the City's commitment to excellence, innovation, and community service. This plan establishes a framework for sustainable growth, enhanced reliability, and climate leadership over the next five years.

# Message from The Commission Chair

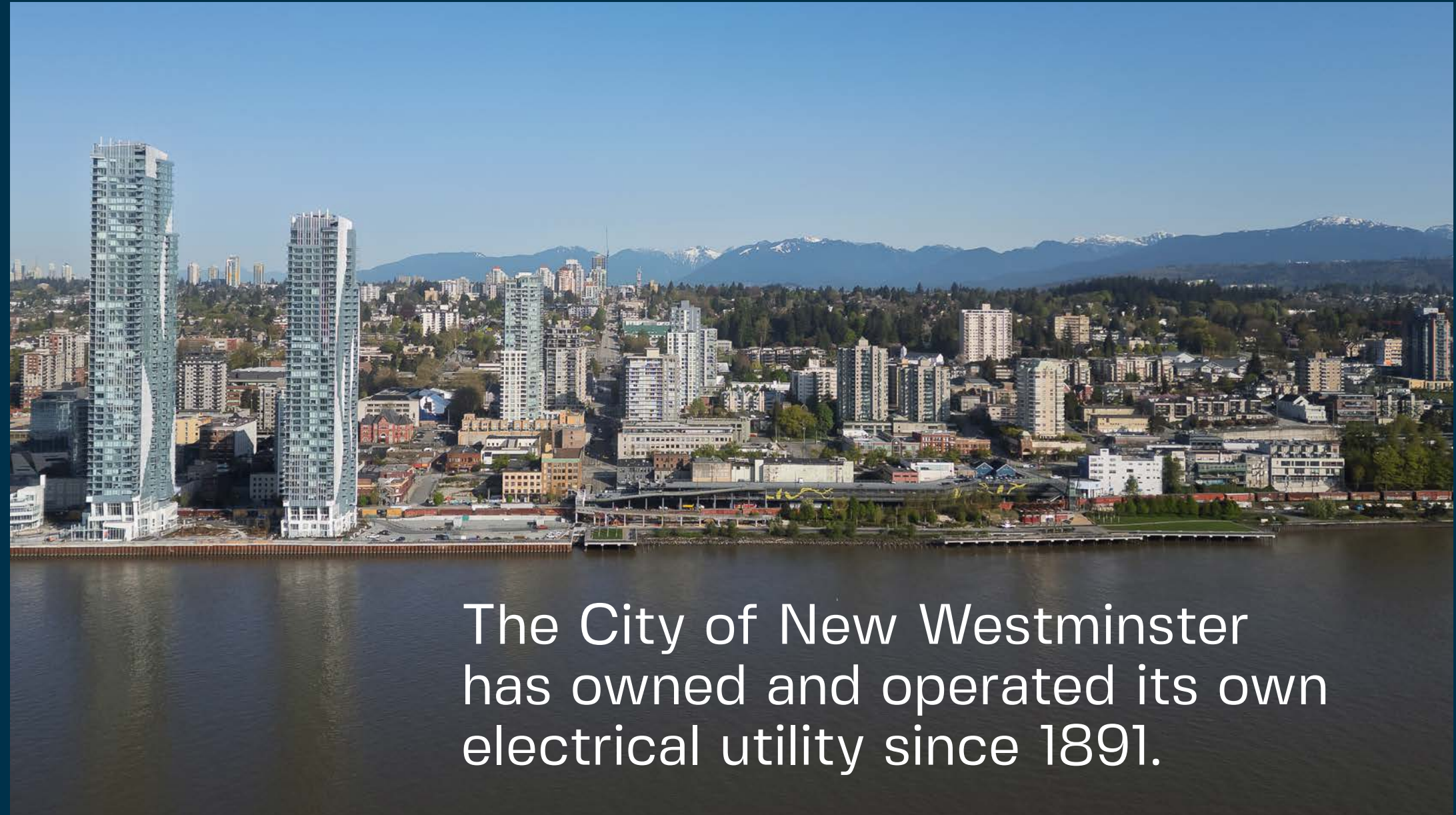
The City of New Westminster has owned and operated its own electrical utility since 1891. Through all these years it has provided residents and business in New Westminster reliable electrical services. More recently, with the addition of BridgeNet, high speed data services are also offered. This Strategic Plan builds on that tradition, by positioning the Utility to meet the challenges of global warming and rapid population growth, resulting in the need for greater electrification and strong initiatives supporting climate action.

The Electrical Utility Strategic Plan reflects effective governance based on community values that serve as the foundation for policy and financial decision making, exceptional service delivery and accountability to all customers. This dynamic plan is the primary tool guiding the New Westminster Utility Commission (NWUC) and City Council to establish, communicate and drive corporate policy, innovation, partnerships and investment strategies.

The NWUC and City staff will regularly engage with rate payers, businesses and residents to ensure the services offered continue to be of exceptional quality and affordable for everyone. The Electrical Utility Strategic Plan will be renewed every five years, or as required to ensure the Utility evolves as it must to continue to meet new and emerging challenges.

Finally, I am pleased to recognize the professional leadership and the dedicated staff of the NWUC, who take pride in the work they do behind the scenes to deliver electrical utility services. On behalf of the Utility Commission, I would like to thank Lisa Spitale for her leadership and meaningful contributions to our work. We are pleased to welcome Donnie Rosa, the City of New Westminster's new Chief Administrative Officer, and look forward to working together in service to the community.

You can feel confident that we'll provide reliable power to keep your home comfortable, your devices charged, and your daily life running smoothly.



The City of New Westminster  
has owned and operated its own  
electrical utility since 1891.

## Utility Commission members



**LINO SIRACUSA**  
Chair



**SALLY BHULLAR-GILL**  
Commissioner



**MAYA CHOROBIK**  
Commissioner



**ELIZABETH FLETCHER**  
Commissioner

## Staff & Council



**PATRICK JOHNSTONE**  
Mayor, Commissioner



**LISA SPITALE**  
CAO, Commissioner



**DONNIE ROSA**  
Incoming CAO  
Commissioner



**PAUL MINHAS**  
Councillor, Commissioner



**DAVE BAINS**  
Director Energy and  
Climate Action

Message from

# The Director of Energy and Climate Action



The challenges before us are significant: rapid population growth, aging infrastructure, climate change impacts, and the complex demands of electrification. However, I see these not as obstacles, but as opportunities to demonstrate what visionary leadership and strategic collaboration can accomplish. We will meet these challenges head-on with data-driven decision making, innovative partnerships, and an unwavering commitment to serving every member of our community.

My commitment to you—our customers, our community, and our dedicated team—is to lead with transparency, accountability, and relentless pursuit of excellence. We will build upon our reputation for reliability while pioneering new approaches to energy delivery, climate resilience, and community engagement. Our success will be measured not only by the lights that stay on and the emissions we reduce, but by the trust we build, the partnerships we forge, and the legacy we create for future generations.

This strategic plan represents more than a roadmap; it is our declaration of intent to achieve the highest levels of performance, recognition, and impact. Together, we will position New Westminister as the premier example of how municipal utilities can drive climate action, support sustainable growth, and deliver exceptional value to the communities they serve.

The future of energy is being written today, and we will ensure that New Westminister's story is one of leadership, innovation, and success.

**W**e stand at the threshold of unprecedented transformation in the energy sector. I'm honoured and excited to lead the Energy and Climate Action Department during this pivotal moment in our city's history. The integration of our electrical utility with climate action initiatives creates a powerful opportunity—not just for operational excellence, but for leadership that will define New Westminister as a beacon of innovation and sustainability for decades to come.

Our department brings together a history of reliability with a bold vision for the future. We honor the 134-year legacy of electrical service that has powered our community's growth while simultaneously embracing the urgent imperative to lead the way toward a clean energy future. Today, we are building on that foundation—modernizing our infrastructure, advancing electrification, and aligning long-term planning with climate resilience and community needs through transformation, innovation, and setting new standards for what a municipal energy and climate department can achieve.

**We honour the 134-year legacy of electrical service that has powered our community's growth...**



**DAVE BAINS**

Director Energy and Climate Action



# Our Foundation

## Vision

Establish New Westminster as a leader and model city for financially and environmentally sustainable energy and climate equity, driving toward net-zero emissions by 2050 while enhancing efficiency, resilience and inclusivity.

## Mission

To provide progressive, reliable, and innovative energy solutions that support and reflect the diverse community we serve while advancing climate action, ensuring energy security, and contributing to community resilience and prosperity.

## Core Values

### INTEGRITY & ACCOUNTABILITY

Prudent stewardship of community resources and transparent operations.

### INNOVATION & EXCELLENCE

Embracing emerging technologies and striving for industry leadership.

### RELIABILITY & SERVICE

Ensuring dependable energy delivery and responsive customer service.

### SUSTAINABILITY & RESILIENCE

Balancing environmental responsibility with long-term viability.

### COLLABORATION & PARTNERSHIP

Building strong relationships with customers, stakeholders, and strategic partners.



# Our Organization

## Governance Structure

City Council provides policy direction while the New Westminster Utility Commission offers specialized stewardship tailored to municipal utility operations. The Commission provides strategic oversight, policy guidance, advocacy, and accountability for utility operations while ensuring alignment with broader municipal objectives.

### COMMISSION MEMBERS:

- Lino Siracusa, Chair
- Mayor Patrick Johnstone, Commissioner
- Sally Bhullar-Gill, Commissioner
- Maya Chorobik, Commissioner
- Councillor Paul Minhas, Commissioner
- Lisa Spitale, Commissioner
- Elizabeth Fletcher, Commissioner

### COMMISSION RESPONSIBILITIES:

- Strategic oversight and policy direction
- Rate setting recommendations
- Performance monitoring
- Interest holder representation
- Risk management oversight

The Commission meets bimonthly to review operational performance, set strategic direction, and ensure regulatory compliance. This governance model combines municipal accountability with utility-specific expertise, enabling responsive decision-making while maintaining public oversight.


The City of New Westminster retains full ownership of the Electric Utility and its assets and receives annual budget transfers used to offset property taxes.



# Energy and Climate Action

The integration of the City’s electric utility with the climate action division to create the Energy and Climate Action Department has established a powerful, future-ready team that delivers on providing reliable, affordable, and low-carbon energy as an essential community service. This structure accelerates clean energy adoption, strengthens climate resilience, and ensures that utility planning is aligned with bold emissions reduction goals—advancing equity, sustainability, and long-term value for the community.

## Key Statistics & Infrastructure

 **40,000**  
residential and commercial accounts

 **3**  
69kV substations with 200 MVA combined capacity

 **\$67.7M**  
Annual Revenue (2024)

 **15.3 km<sup>2</sup>**  
Complete municipal electrical distribution

 **92,000**  
residents population served (2024)

 **134**  
years of continuous operation

## Core Services

### ELECTRICAL OPERATIONS

- Electricity distribution through comprehensive grid infrastructure spanning the entire municipality
- Preventative and corrective maintenance programs ensuring system reliability and safety
- Construction and system expansion projects to support community growth
- Grid coordination with BC Hydro and external partners for seamless power delivery
- 24/7 emergency response capabilities for power outages and system emergencies

### ELECTRICAL SERVICES

- City facility electrical system maintenance and upgrades for municipal buildings and infrastructure
- Advanced Metering Infrastructure (AMI) operations enabling smart grid capabilities
- Streetlight and traffic signal maintenance ensuring safe transportation corridors
- Cross-departmental electrical support for parks, facilities, and municipal operations
- Electrical safety inspections and code compliance services

### ENGINEERING, DESIGN & PLANNING

- In-house engineering and design services for electrical infrastructure projects
- Standards and policy development ensuring consistent, safe, and efficient operations
- Capital project planning and management from conception through commissioning
- Long-term infrastructure planning aligned with community growth projections
- Technical consulting services for municipal departments and external partners

### CLIMATE ACTION & CONSERVATION

- Community Energy and Emissions Plan implementation driving local climate action
- Energy Save New West efficiency programs helping customers reduce emissions and energy consumption
- Climate resilience and adaptation planning for infrastructure and community preparedness
- Greenhouse gas reduction policies and initiatives supporting municipal and regional climate targets
- Clean energy advocacy and education programs for community engagement

### BRIDGENET

- Dark fiber optic network operations providing high-speed connectivity infrastructure
- High-speed internet infrastructure enabling economic development and digital equity
- Multi-provider service enablement creating competitive telecommunications options
- Digital equity advancement ensuring all community members have access to digital services
- Smart city infrastructure foundation supporting municipal digital transformation

### ENERGY SAVE NEW WEST

- Concierge program for residents and business owners navigating energy efficiency an electrification rebate and incentive programs.
- Localized high performance new home and home energy retrofit program delivery
- Multi-lingual support for energy services
- Resident energy and climate action education and awareness
- Builder and trades training programs for high quality energy efficient construction and retrofits.



# Strategic Context

## Key Challenges

### Provincial Housing Legislation Impact

New Westminster's population is projected to grow by 22% from approximately 92,000 to 112,000 by 2034, requiring substantial infrastructure investment.

### Aging Infrastructure / Building Resilience

With systems dating back decades, critical assets including substations, transformers, and distribution lines require modernization and replacement to maintain reliability standards.

### Financial Sustainability

Limited regional customer base, higher demand, rates and regulatory pressures, increasing capital costs, single main supplier, and changing housing development/financing will have operational and financial implications.

### Climate Emergency Declaration, Community

Aligned with City and Council priorities, Community Energy and Emissions Plan (CEEP 2050), eMobility Strategy and Corporate Energy and Emissions Reduction Strategy (CEERS).

### Electrification Demands

Growing adoption of electric vehicles, heat pumps, and building electrification is driving unprecedented load growth and changing consumption patterns.

### Renewables Integration and Added Generation

Expand community solar projects, district energy opportunities, battery storage and collaboration with BC Hydro. Integration of smart grid technologies.

### Cybersecurity Threats

Increasing digitalization of grid infrastructure requires enhanced cybersecurity measures and resilience planning against potential attacks.

### Policy and Regulatory

Stay pro-actively involved with evolving low-carbon mandates. Advocate for renewable energy mandates in new developments. Incentivize efficiency for windows/ doors, hot water etc.).

### Skilled Workforce Shortage

Competition for qualified electrical workers, engineers, and technicians creates recruitment and retention challenges across the utility sector.

### Extreme Weather Events

Climate change is increasing frequency and intensity of storms, flooding, and heat events that threaten system reliability and require adaptation measures.

### Regulatory Environment

Municipal utility operating within BC Hydro territory with Electric Utility Commission oversight, while navigating evolving provincial energy policies and federal clean electricity regulations.

### Supply Chain Disruptions

Global supply chain challenges for critical equipment like transformers, switchgear, and specialized components require strategic inventory management and longer procurement lead times.

### Customer Expectations

Digital-first customer service expectations, real-time outage information, and demand for renewable energy options require technology investments and service evolution.



## Organizational Foundation

# Energy and Climate Action positioned as an Essential Community Service

Supporting the City’s commitment to community safety, sustainability, and prosperity through reliable, affordable, and increasingly clean energy services.



Work with energy partners to identify, develop and create new energy and revenue opportunities.



Continue to take action on climate change through implementing low-carbon resilient strategies to achieve net zero emissions community-wide by 2050.



Explore energy storage and alternative energy sources such as solar and district energy systems to meet increased demand.



Assess flexible rate options to support demand management and increase energy management opportunities for customers.



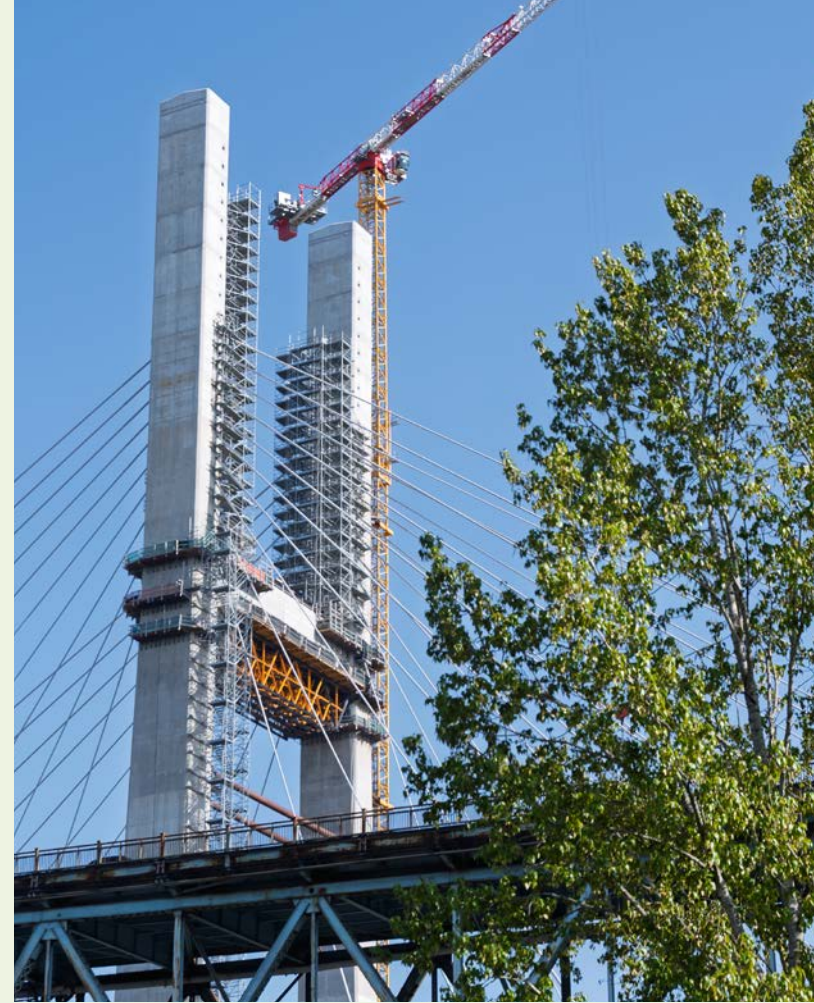
Be entrepreneurial and innovative to generate revenue and reduce costs.

# Strategic Priorities

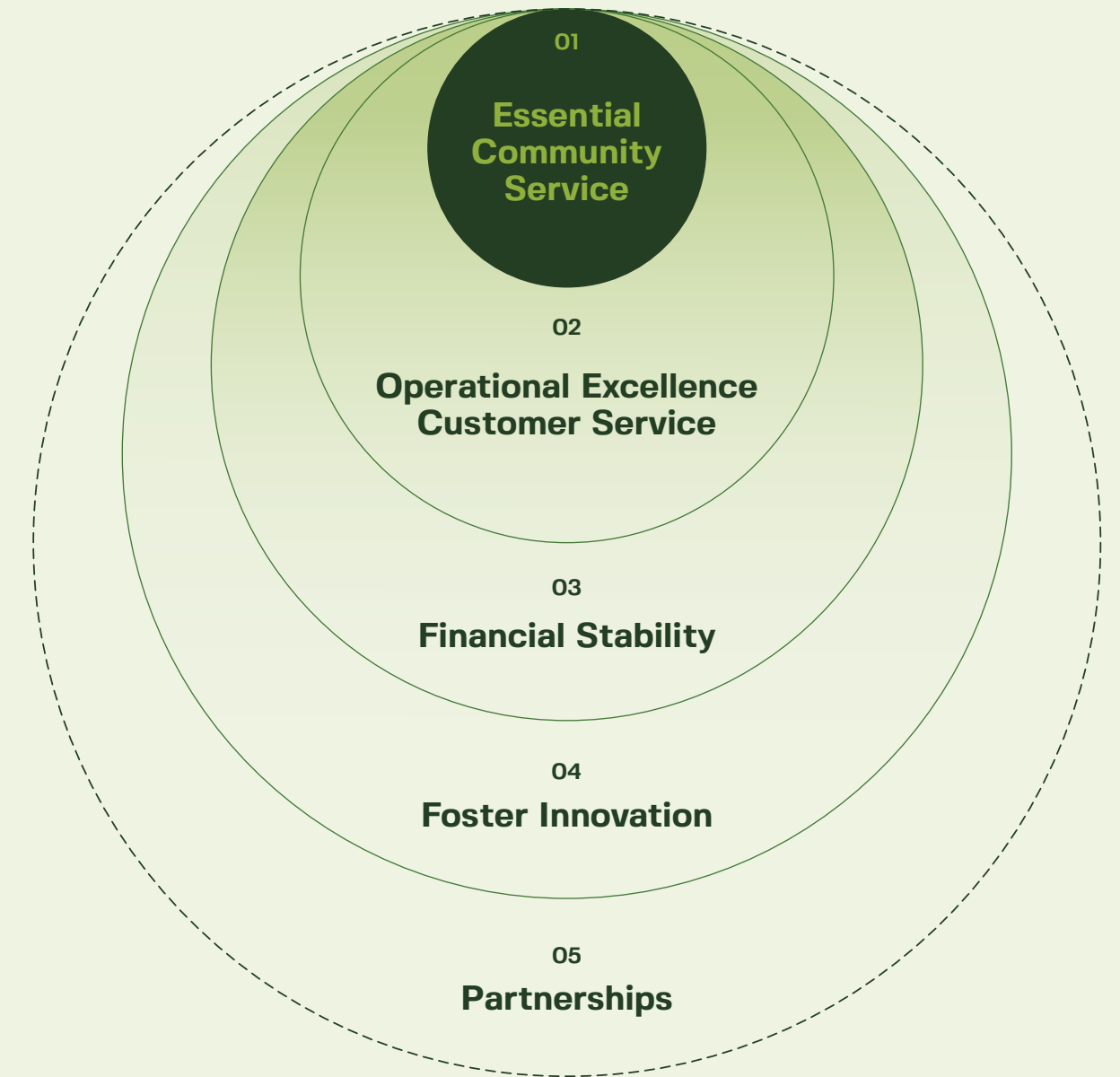
## Commitment to Excellence

This strategic plan serves as our roadmap for the next five years, ensuring that New Westminster’s Electrical Utility continues to provide exceptional service while advancing community climate goals and supporting sustainable growth. Through strategic alignment with City priorities, collaborative partnerships, and commitment to innovation, we will build upon our 134-year legacy of service to meet the evolving needs of our community.

Regular review and assessment of our progress will ensure this plan remains responsive to changing conditions and continues to guide us toward our vision of energy leadership, climate resilience, and community prosperity.



## Five Strategic Priorities (2025 – 2030)



## Climate Action & Environment

This strategic plan directly supports the City of New Westminster’s broader policy framework through delivering reliable low-carbon energy to ensure sustainable community growth and development. Advancing energy efficiency and electrification programs, and developing climate change resilient policies, underpins our ability to deliver safe, optimized, transparent and equitable services.



STRATEGIC PRIORITY 1

# Essential Community Service

Collaborate across disciplines to identify, streamline and implement opportunities to accelerate the delivery of low-carbon, climate-resilient solutions throughout the community—while ensuring energy remains affordable and reliable for all customers.

**Key Challenges Addressed**

- ✔ Provincial Housing Legislation Impact (22% population growth to 112,000 by 2034)
- ✔ Aging infrastructure requiring climate-resilient modernization
- ✔ Electrification demands from buildings and transportation driven by climate action
- ✔ Extreme weather events and grid resilience needs

**Objectives**

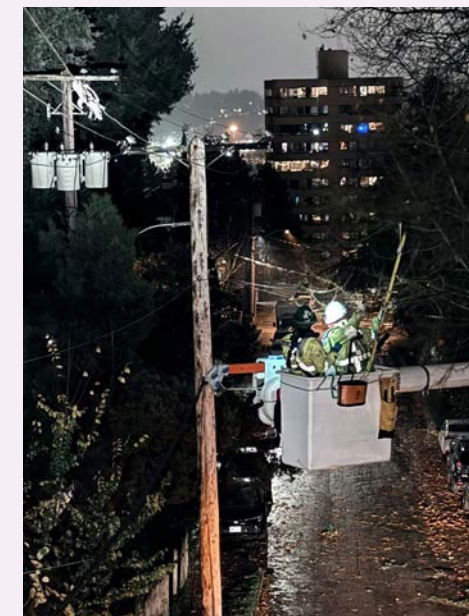
- Operate, maintain and manage an efficient and reliable electric utility
- Provide electrical services, design and capital project delivery to support City infrastructure and ongoing operations
- Develop and maintain city-wide climate action strategies
- Design and implement climate policy, tools, and community energy and emissions reduction programs
- Be the center of innovation on climate action and energy solutions for the City

**Intended Outcomes**

- Enhance strategic decision making to leverage the opportunities of the City’s Electrical Utility mandate and the trend towards electrification
- Track annual progress towards Seven Bold Steps for Climate Action goals and targets and report out through a public facing dashboard
- Achieve direct alignment with the public policy goals of Council and provide effective communication with the public/ratepayers
- Further the Utility’s resilience through diversification within the renewable energy and energy storage sectors

**STRATEGIC INITIATIVES**

- ⚡ **Climate-Integrated Infrastructure Planning:** Systematic replacement of aging infrastructure with climate-resilient, electrification-ready systems aligned with CEEP 2050 goals.
- 📄 **Strategic Asset Management:** Risk-based capital planning that supports both reliability and emissions reduction targets.
- 🌐 **Electrification-Ready Grid:** Proactive capacity expansion to support EV adoption, heat pump installations, and building electrification.
- 🔗 **Climate Resilience Enhancement:** Underground cables, flood-resistant equipment, and backup systems designed for extreme weather events.
- 🔌 **Smart Grid Foundation:** Advanced metering and grid monitoring that enables both reliability improvements and demand response for climate goals.



STRATEGIC PRIORITY 2

# Operational Excellence & Customer Service

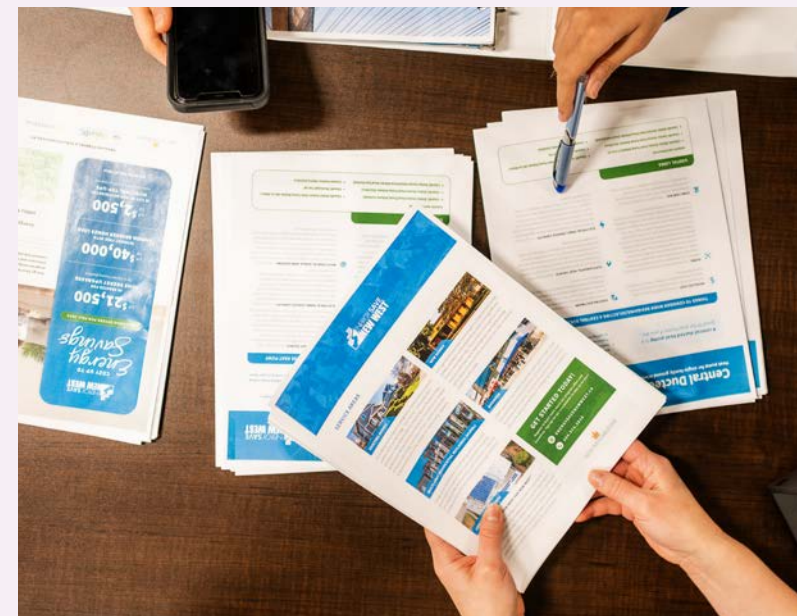
Ensure customers have reliable, effective utility services and climate solutions through strategic asset management and integrated policies that enhance operations and planning.

**Key Challenges Addressed**

- ✔ Customer expectations for integrated utility and climate action driven electrification services
- ✔ Skilled workforce shortage requiring diverse climate change policy and energy utility expertise
- ✔ Cybersecurity threats from increasing digitalization
- ✔ Supply chain disruptions affecting both utility and climate technology adoption

**Objectives**

- Ensure long-term continuity, reliability, resilience and capacity of the electrical system with strategic asset management
- Enhance customer service with robust emergency response plans, shared objectives and streamlined workflows between climate and utility teams
- Embed climate action into all operational processes and customer interactions



STRATEGIC INITIATIVES

- 🗨️ **Integrated Customer Experience:** Unified portal for utility services, energy efficiency programs, electrification support, and climate solutions.
- 📅 **Strategic Asset Management Plan:** Long-term asset planning that incorporates climate risk mitigation and emissions reduction opportunities.
- 👤 **Workforce Excellence:** Diverse skills development addressing growing complexity of energy and climate projects, including planned 2025+ staff additions (Climate Planner, EV Project Manager, etc.).
- ★ **Enhanced customer service:** Improved outage restoration; integrated climate solutions; informed options and programs to ensure successful electrification and reduced emissions.
- 📱 **Pilot Program Platform:** Early testing and agile approach for new utility and low-carbon electrification initiatives.
- 🏆 **Climate Action Centre of Excellence:** Lead as a Centre of Excellence which delivers, advises on, monitors, aggregates and markets all climate and environmental deliverables, as well as delivering targeted retrofitting programs and initiatives.
- 🌐 **Business Continuity:** Enabling accelerated implementation and risk management plans and ensure business continuity plans are in place.



STRATEGIC PRIORITY 3

# Financial Sustainability

Meet financial performance targets of the City and generate revenue to support operations in an effective and efficient manner while ensuring the utility is not a constraint on growth.

**Key Challenges Addressed**

- ✔ Financial sustainability with limited customer base during rapid growth
- ✔ Infrastructure investment needs for electrification and climate resilience
- ✔ Revenue diversification opportunities from climate action integration
- ✔ Cost management during organizational transformation



**Objectives**

- Ensure the Utility is financially sustainable and producing revenue to support utility operations and targeted annual dividend within the City
- Diversify revenue sources and explore new sources of revenue/funding to support expanded capacity
- Enhance government relations activities to maximize benefits and strategic alignment on programs and incentives
- Align policies to support mandated growth and transit oriented development in a cost effective way

**Intended Outcomes**

- BridgeNet continues its critical role in enabling smart city infrastructure and expanding its reach and capabilities to support economic development, innovation and community connectivity.
- Low carbon fuel credits become significant revenue stream
- 10-year growth plan attracts investment and communicates community value
- Capital investments that cost-effectively deliver expanded electrical capacity



**STRATEGIC INITIATIVES**

- 🏢 **BridgeNet Marketing Plan:** Increase awareness, value proposition and attract new and emerging business opportunities and key partners.
- 💰 **Integrated Revenue Diversification:** Energy consulting, climate services, EV charging, thermal energy networks, and green retrofitting programs.
- 🏠 **10-Year Growth Plan:** Communicate value proposition to residents and customers while identifying capital investments for electrical capacity.
- 📄 **Grant Funding Optimization:** Leverage integrated energy and climate mandate to access federal and provincial funding streams.
- 📊 **Strategic Rate Design:** Rate options that support both financial sustainability and climate goals.

STRATEGIC PRIORITY 4

# Foster Innovation

Provide innovative, creative and sustainable utility solutions for the City and explore new and emerging technologies to enhance situational awareness, meet net zero targets and expand energy supply sources.

**Key Challenges Addressed**

- ✔ Climate commitments requiring innovative solutions for net zero by 2050
- ✔ Renewables integration and energy storage deployment
- ✔ Electrification demands requiring new technologies and approaches
- ✔ Innovation culture development in integrated organization

**Objectives**

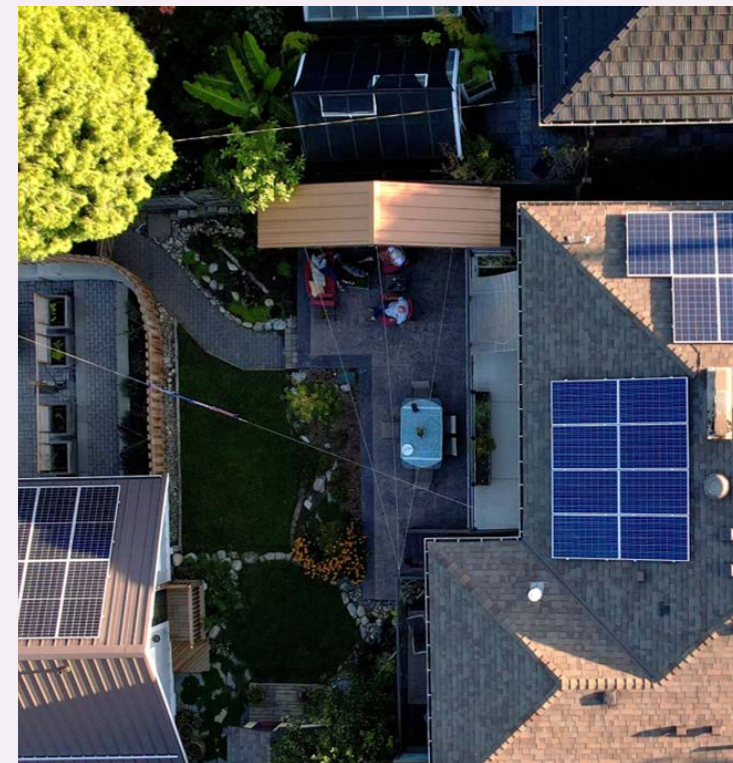
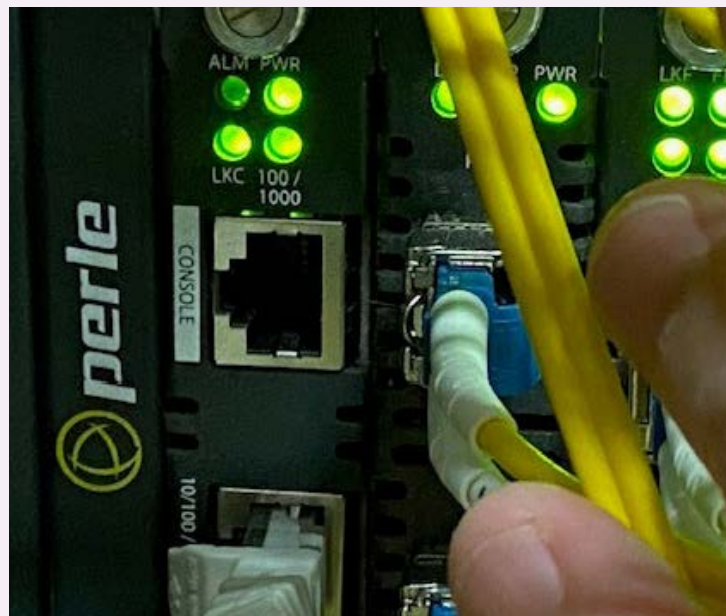
- Embed long-term planning and innovation into core utility functions to address New Westminister’s electrification and resilience goals
- Ensure reliability of the electrical system while advancing climate solutions
- Encompass a culture that embodies innovation and an entrepreneurial spirit
- Effectively communicate value proposition with residents, customers and partners
- Enable accelerated implementation of plans with balanced risk management

**Intended Outcomes**

- Modernization improves both utility efficiency and climate impact measurement
- Service diversification creates new revenue streams while advancing climate goals
- Green job training programs support local economic development
- Climate justice initiatives ensure equitable access to clean energy solutions
- Agile implementation accelerates project delivery and reduces waste
- Team strengthened with diverse skills for energy and climate project complexity

**STRATEGIC INITIATIVES**

-  **Modernization and Improved Data:** Leverage advanced metering and energy-efficient technologies for both utility and climate optimization
-  **Team Development:** Strengthen the team with diverse skills to address growing complexity of energy and climate projects and bring in innovative thinking.
-  **Service Diversification:** Expand EV charging infrastructure, thermal energy networks, renewable energy generation and storage solutions
-  **Economic Opportunities:** Develop green job training programs in partnership with local stakeholders
-  **Rate Flexibility Options:** Provide time-of-use and demand management programs that support efficiency and climate goals
-  **Climate Justice Programs:** Address energy poverty through targeted retrofitting programs and inclusive policies for low-income areas with tailored EV and renewable energy initiatives
-  **Agile Innovation Framework:** Enable early phase testing and agile approach to reduce delays and wastage
-  **Community Solar and Storage:** Distributed renewable energy and battery storage systems integrated with utility operations



STRATEGIC PRIORITY 5

# Partnerships

Focus on enhancing strategic partnerships with the Provincial Government, BC Hydro and key organizations to address the growth needs of the City while advancing climate action.

**Key Challenges Addressed**

- ✔ Regulatory environment requiring transformed relationships with BC Hydro and Province is essential for the success of the Utility in meeting its goals
- ✔ Policy and regulatory alignment for integrated energy and climate action
- ✔ Infrastructure funding needs for growth and climate resilience
- ✔ Regional coordination for climate and energy initiatives

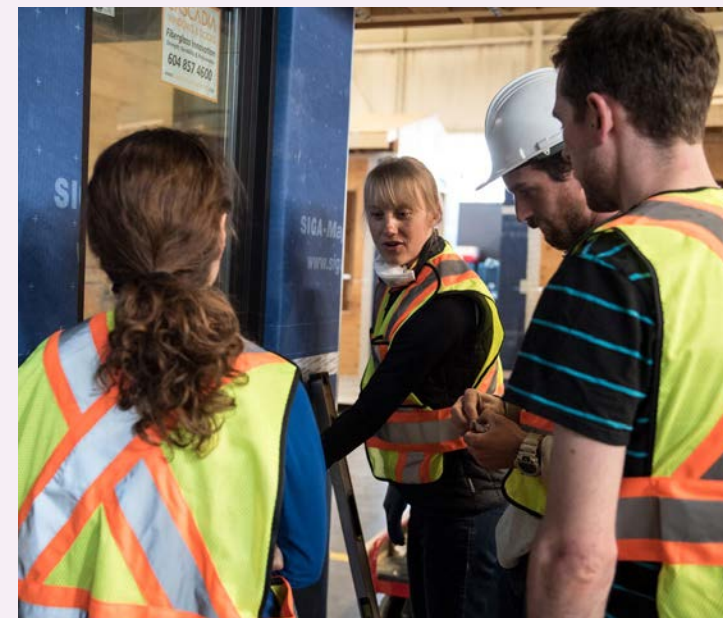


**Objectives**

- Cultivate a relationship with the Provincial Government and BC Hydro that advances opportunities on joint planning initiatives and capital infrastructure funding opportunities
- Change the relationship with the Provincial Government and BC Hydro from municipal utility customer to strategic partner in order to minimize risk and maximize opportunities
- Develop integrated partnerships that advance both utility and climate action goals

**Intended Outcomes**

- Partnership with BC Hydro enabling grid optimization and enhanced electricity supply
- Large load customers benefit from GHG reduction incentives and carbon credit opportunities
- Regional collaboration accelerates emission reduction across Metro Vancouver
- Community engagement builds trust and support for integrated energy-climate initiatives
- Provincial and federal alignment maximizes CleanBC and federal funding opportunities



**STRATEGIC INITIATIVES**

- 🔌 **BC Hydro Strategic Partnership:** Transform relationship to strategic partner status for grid optimization, joint planning, and added supply capacity
- 🔔 **Provincial Government Engagement:** Deep relationship cultivation for CleanBC alignment, infrastructure funding, and policy development
- 🗺️ **Regional Climate Collaboration:** Align emission reduction targets with neighboring municipalities, Fortis, YVR, and regional utilities
- 👤 **Indigenous Community Partnerships:** Co-develop energy projects with Indigenous communities ensuring cultural respect and mutual benefit
- 📄 **Large Load Customer Engagement:** Awareness of benefits and incentives, particularly related to GHG emissions and carbon credits
- 📄 **Federal Alignment:** Strategic positioning for federal clean electricity regulations and funding opportunities
- 🗣️ **Community Transparency:** Ensure public trust through transparent communication and community engagement



# Implementation Framework

## INTEGRATED GOVERNANCE STRUCTURE

- Energy and Climate Action Department Leadership Team providing unified strategic oversight
- Cross-functional project teams spanning utility operations and climate action
- Community stakeholder advisory group with Indigenous, business, and residential representation
- Quarterly integrated performance reviews and adaptive management approach

## ORGANIZATIONAL INTEGRATION SUCCESS FACTORS

- Unified Culture: Entrepreneurial spirit and innovation mindset across all staff
- Shared Metrics: Performance indicators that measure both utility excellence and climate progress
- Agile Implementation: Early phase testing, rapid iteration, and risk-balanced acceleration
- Continuous Learning: Regular adaptation based on emerging technologies and policy changes

## RISK MANAGEMENT AND BUSINESS CONTINUITY

- Integrated risk register covering utility, climate, financial, and partnership risks
- Business continuity plans that address both utility operations and climate service delivery
- Scenario planning for policy changes, technology disruption, and climate impacts
- Financial resilience measures supporting both utility dividends and climate investments

## PERFORMANCE MONITORING AND ADAPTATION

- Real-time dashboard tracking utility performance and seven bold steps for climate action progress
- Annual integrated community report demonstrating value creation
- Stakeholder feedback mechanisms ensuring responsive service delivery
- Benchmarking against leading integrated utility-climate organizations globally

# Strategic Implementation Timeline

## 2026-2027 FOUNDATION BUILDING

- ▶ Release Strategic Plan and undertake public communication activities
- ▶ Complete strategic asset management planning
- ▶ Implement advanced metering and grid automation systems
- ▶ Enhance workforce development and recruitment programs
- ▶ Establish performance monitoring and data analytics capabilities
- ▶ Develop strategic partnerships and collaboration goals

## 2027-2028 CAPACITY EXPANSION

- ▶ Execute major infrastructure modernization projects
- ▶ Expand renewable energy integration and storage capabilities
- ▶ Develop comprehensive community electrification programs
- ▶ Strengthen partnerships and collaboration initiatives

## 2029+ LEADERSHIP & INNOVATION

- ▶ Demonstrate municipal utility leadership in climate action
- ▶ Achieve significant progress toward emission reduction goals
- ▶ Establish New Westminster as a model for sustainable energy systems
- ▶ Prepare for long-term growth and evolving community needs
- ▶ Scale successful pilot programs and innovative solutions
- ▶ Evaluate and update strategic plan based on emerging technologies and policy changes

This integrated timeline ensures coordinated implementation across all strategic priorities, with each phase building upon previous achievements while maintaining focus on the central goal of community energy security and climate resilience.



**Questions Contact:**

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