

REPORT

Finance and Information Technology

To: Mayor Côté and Members of Council **Date:** 3/11/2019
From: Colleen Ponzini, CPA, CGA **File:**
Acting Chief Financial Officer
Item #: 103/2019
Subject: Draft 2019 - 2023 Financial Plan

RECOMMENDATION

THAT Council receives this report for information; and

That Council provides staff with direction to prepare the consolidated 2019 to 2023 Financial Plan Bylaw; and

That Council provides staff with direction to prepare the corresponding 2019 Tax Rates Bylaw.

PURPOSE

The purpose of this report is to provide the residents of the City of New Westminster with information on the City's draft 2019 - 2023 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.

SUMMARY

The City's draft 2019 - 2023 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 2019 General Fund operating revenues to pay for services are budgeted at approximately \$116.1 million (2018 - \$108.2 million). Of this, taxation revenue contributes \$85.4 million or 74% of total general revenues. The increase in 2019 incorporates a proposed 4.78% tax rate increase for operations which includes 1.8% for the Provincial Employer Health Tax. There is also a proposed 0.5% capital levy to be used for the future replacement of the Canada Games Pool and Centennial Community Centre. 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 \$131.4 million (2017 - \$124.1 million). The net \$7.3 million increase relates to salaries and benefits to accommodate salary increments as well as additional staff and contracted services to deal with work load issues and strategic initiatives, the provincially imposed Employer Health Tax and other operating expenses.

The draft General Fund capital budget has been prepared within the framework of the City's long range capital plan. For 2019, the proposed capital budget is \$66.8 million (2018 - \$63.4 million) and includes funding for annual maintenance and replacement of transportation infrastructure, civic facilities, vehicles and equipment, as well as funding for strategic priorities such as City Hall renovations, the relocation of the Animal Services and Tow Yard, the Uptown Library upgrades, and the replacement of the Canada Games Pool and Centennial Community Centre. 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. 2019 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 will have a rate increase of 2.8% effective April 1, 2019.

The 2019 capital budgets for the Utility Funds total approximately \$57.0 million (2018 - \$40.3 million) primarily for the replacement of utility infrastructure and vehicles.

The overall dollar impact of the City's draft Financial Plan on residential and business property owners for 2019 is summarized in the following table:

2019 Estimated Dollar Increase to Average Residential and Business Properties

<u>Property Type</u>	<u>2019 Assessment</u>	<u>Dollar Increase to Average Residential and Business Properties</u>		
		<u>Municipal Tax</u> ⁽²⁾	<u>Capital Levy</u> ⁽³⁾	<u>Utility Fees</u> ⁽⁴⁾
Residential Strata (avg)	\$ 558,600	\$ 50	\$ 6	\$ 51
Residential S/F/D ⁽¹⁾ (avg)	\$ 1,204,300	\$ 104	\$ 14	\$ 113
Residential S/F/D (high)	\$ 2,000,000	\$ 173	\$ 23	\$ 113
Business	\$ 2,838,100	\$ 944	\$ 127	N/A
Light Industry	\$ 4,739,700	\$ 1,945	\$ 256	N/A

(1) Single family dwelling (S/F/D)

(2) Proposed 2019 Municipal tax rate increase of 4.78%

(3) Proposed 2019 Capital Levy of 0.5%

(4) Water, Sewer & Solid Waste 2019 rate increase of 7.0%, 7.0% & 12.0%, respectively

See Attachment 3 for additional information on the “Dollar Impact of the Proposed 2019 Tax and Utility Rate Increases”.

Budgeted figures for 2020 to 2023 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 1.6% to 4.2%. 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 67% 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.

ANALYSIS AND DISCUSSION

The Financial Plan includes the operating and capital budgets for years 2019 to 2023, 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 2019 – 2023 Financial Plan for the General Fund is presented in Attachment 1. Attachment 1B breaks down the General Fund for 2018 and 2019 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 2019. The figures are presented in \$000's.

	Operations		
	2018 Budget	2019 Budget	\$ Chg
REVENUE			
Municipal Taxation	\$ 80,094	\$ 85,367	\$ 5,273
Sale of Services	13,727	14,229	502
Grants from Other Governments	1,924	1,884	(40)
Contributions	66	91	25
Other Revenue	12,436	14,557	2,121
Total Revenues	108,247	116,128	7,881
EXPENSES			
Salaries, Benefits and Training	83,256	88,925	5,669
Contracted Services	9,568	9,755	187
Supplies and Materials	9,065	9,151	86
Interest and Bank Charges	895	905	10
Cost of Sales	1,144	1,466	322
Grants	993	1,078	85
Insurance and Claims	1,366	1,521	155
Amortization	17,836	18,591	755
Total Expenses	124,123	131,392	7,269
NET EXPENSES	(15,876)	(15,264)	612
Debt Retirement & Internal Adjustments and Transfers			
Amortization of Tangible Capital Assets	17,836	18,591	755
Debt Retirement	(1,110)	(1,096)	14
Transfer from Other Funds	2,500	2,500	-
Internal Charges	(8,580)	(9,200)	(620)
Internal Recoveries	10,806	11,212	406
NET TRANSFER TO RESERVES	\$ 5,576	\$ 6,743	\$ 1,167
2019 TAX RATE INCREASE		4.78%	
2019 CAPITAL LEVY		0.50%	

Revenues to pay for City services are budgeted at approximately \$116.1 million (2018 - \$108.2 million). Of this, taxation revenue contributes \$85.4 million or 74% of total general revenues. The increase in 2019 incorporates \$1.2 million in taxation revenue from new construction, a proposed 4.78% tax rate increase and a 0.5% capital levy. The tax increases translate into an approximate increase of \$118 to the average household and an increase of approximately \$1,071 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 \$2.6

million. Sales and services have increased by \$0.5 million primarily due to Police third party cost recoveries offset by a reduction in Parks program revenue due to the collapse of the Arenex facility. Other revenues have increased \$2.1million due to increased rates for engineering and development permits and fees which have also increased in volume due to development activity, investment income, and Anvil Conference Centre and Theatre revenues.

The 2019 General Fund operating expenses total approximately \$131.4 million (2018 - \$124.1 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 \$7.3 million increase in expenses primarily relates to salaries and benefits, of which the Provincial Employer Health Tax is \$1.5million (1.8% tax rate increase). The increase in salaries and benefits also reflects wage increments and additional staff to deal with work load issues and strategic initiatives. Other changes include increased vehicle and property insurance premiums, funding for special events, enhancement of the Q2Q ferry operation, increased supply costs for facility management and increased operating costs for the Anvil Conference Centre.

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 \$18.6 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. Starting in 2019, the General Fund will be 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 costs¹.

For 2019, the net transfer to reserves from the operating budget is approximately \$6.7 million.

¹ 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.

2019 General Fund Capital

For 2019 the proposed capital budget is \$66.8 million (2018 - \$63.4 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 City Hall renovations, the relocation of the Animal Services Facility and Tow Yard, the Uptown Library upgrades, and the replacement of the Canada Games Pool and Centennial Community Centre. 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). Appendix 1C provides additional information pertaining to the significant capital projects (>\$100,000) being proposed for 2019.

	2018 Projections	2018 Budget	2019 Budget
CAPITAL EXPENSES			
Land	\$ 180	\$ 847	\$ 644
Buildings	9,283	23,978	33,213
Vehicles/Equipment	2,716	6,048	5,352
Other Projects	875	3,001	4,427
Park Improvements	2,096	5,433	5,125
Engineering Structures	15,070	24,134	18,026
Total	\$ 30,220	\$ 63,441	\$ 66,787
FUNDING SOURCES			
Reserve Funds	\$ 23,710	\$ 50,103	\$ 50,340
Development Cost Charges	43	1,288	1,918
Long Term Debt	4,170	7,232	6,310
Grants from Other Governments	1,736	3,102	3,606
Contributions	561	1,716	4,613
Total	\$ 30,220	\$ 63,441	\$ 66,787

For 2019, under the Land category, the City is budgeting funds for the potential acquisition of land to accommodate a proposed greenway.

Within the Buildings category, the main expenses are for the continuation of a number of multi-year projects, such as the City Hall renovation, relocation of the Animal Services Facility and Tow Yard, the Uptown Library renovation. Other major projects are the new Sportsplex in Queens Park 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 PC, monitor and laptop replacements; IT enhancements; and replacements for various City vehicles.

The Other Projects category includes child care and affordable housing projects, the Downtown Transportation plan, technical assessments for the Pattullo Bridge Replacement, and studies for the Connaught Heights Special Study Area.

In the Park Improvements category, the City focuses on required maintenance of current park assets. In 2019, the major projects include the completion of the Queens Park washroom and concession building and the replacement of the Mercer Skate Board Park, the replacement of the Westminster Pier Park Playground, and upgrades to the tennis court at the Queensborough Community Centre.

The Engineering Structures category focuses mainly on maintaining the City's transportation infrastructure. It includes funding for continuation of the rehabilitation of Ewen Avenue; walking, safety and accessibility improvements; and general roads and structural maintenance. This category also includes phase 3 work on the Braid St. section of the Brunette Fraser River Greenway under a cost sharing agreement with the Federal Government and TransLink; dock upgrades and the continuation of a ferry crossing between Queensborough and the Quay; and design and construction elements for a greenway between Westminster Pier Park and Sapperton Landing, which will be funded through DAC.

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 Water, Sewer and Solid Waste Utility user rate adjustments that were previously approved and effective for January 1, 2019. The Electrical Utility has an increase of 2.8% effective April 1, 2019.

	Electrical	Water	Sewer	Solid Waste	Total
Average Single Family Household	Based on 1,000 KWH	net of 5% discount	net of 5% discount	net of 5% discount	
Current 2018	\$ 1,414	\$ 528	\$ 744	\$ 198	\$ 2,884
Proposed 2019 \$ Increase	\$ 40	\$ 37	\$ 52	\$ 24	\$ 153
Proposed 2019	\$ 1,454	\$ 565	\$ 796	\$ 222	\$ 3,037
2019 % Rate Increase	<u>2.8%</u>	<u>7.0%</u>	<u>7.0%</u>	<u>12.0%</u>	<u>5.3%</u>

The Utilities' budgets for the last four years (2020-2023) of the draft Five-Year Financial Plan are projections based on best estimates of future events that may materially affect the

City's budget such as annual wage increments, increasing fees charged by Metro Vancouver and BC Hydro. The proposed rates are also required to fund utility infrastructure replacement and to build utility reserves to meet targeted levels.

ANALYSIS AND DISCUSSION

Electrical Utility Fund

The Electrical 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.

	Budget Projections (\$000)				
Electrical Utility	2019	2020	2021	2022	2023
Revenues	51,694	53,289	52,762	53,924	55,112
Operating Expenses	39,894	42,142	43,861	44,033	44,883
Capital	36,489	28,222	4,570	6,165	3,030
Reserves	18,349	14,990	15,554	15,593	19,110
Rate Increase	2.8%	2.8%	2.8%	2.8%	2.8%

Revenues generated through the sale of electricity are used to operate and maintain the electrical distribution system. Given the large capital projects that the Electrical Utility will undertake over the next 5 years, a flat rate increase of 2.8% from 2019 to 2023 is being proposed in order to build reserves to approximately 10% of the replacement value of the Utility's assets by 2023; these increases are required to off-set the increase in operating expenses and to fund the Utility's capital program. With the recent announcement of BC Hydro's rate increases, the 2019 rate increase of 1.8% will most likely be on an interim basis until the British Columbia Utilities Commission is able to review their revenue requirement application (RRA) later on this fall.

Most of the Utility's operating expenses (78% for 2019) relate to the purchase of electricity from BC Hydro which is expected to grow annually by 1.62% per year over the next five years. Other operating costs such as salaries and benefits, and contracted services increase in accordance with negotiated agreements. Under operating expenses, interest expense is anticipated to increase as the Utility's debt load increases to fund certain capital projects.

The Utility's capital budget primarily provides for major replacements and additions to the Electrical 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 future substation located in Queensborough, installation on the remaining Phase 2 and Phase 3 for the BridgeNet Dark Fiber network; as well as the possible implementation of an interim District Energy System.

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.

	Budget Projections (\$000)				
Water Utility	2019	2020	2021	2022	2023
Revenues	13,852	14,570	15,583	16,666	17,826
Operating Expenses	8,367	9,240	10,150	11,225	12,446
Capital	5,463	2,850	3,310	3,825	4,725
Reserves	4,842	7,496	9,834	11,695	12,653
Rate Increase	7.0%	7.0%	7.0%	7.0%	7.0%

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 establishing appropriate capital reserves to address future needs.

Metro Vancouver proposed annual water rate increases from 2019 to 2023 are 5.8%, 10.9%, 11.0%, 11.7% and 11.6% 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 growth demands 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 \$2.9 to \$5.5 million annually. The capital program includes moving forward with replacing aging watermains that have reached the end or exceeded their useful service life, responding to emergent system needs, replacing watermains opportunistically in conjunction with the annual sewer separation and paving programs and enhancing the water conservation programs.

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 3% to 8% of the asset replacement value by 2023.

Sewerage and Drainage Utility Fund

The Sewer and Drainage Utility provides a sanitary and storm water collection system 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.

	Budget Projections (\$000)				
Sewer Utility	2019	2020	2021	2022	2023
Revenues	22,194	23,745	24,216	25,893	27,687
Operating Expenses	12,438	13,237	14,573	16,044	17,214
Capital	14,381	9,111	7,001	6,331	8,156
Reserves	5,908	8,474	12,380	17,202	20,907
Rate Increase	7.0%	7.0%	7.0%	7.0%	7.0%

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 establishing appropriate capital reserves to address future needs.

Metro Vancouver proposed annual sewer rate increases for the Fraser Sewage Area from 2019 to 2023 are 8.2%, 9.3%, 12.8%, 13.0% and 8.7% respectively. It should be noted that 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 combined 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 works, replacement of pump stations, 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 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 \$6.3 to \$14.4 million annually.

The 2019 capital budget is lower than 2018 as storm drainage and sanitary sewer works associated with the Ewen Avenue Streetscape Improvement Project and the Wood Street drainage pump station replacement are largely completed. The 2019 program includes provision for annual rehabilitation of end of life sewers, rehabilitation/replacement of the 6th Street outfall, sewer separation in the Kelvin area and within Queens Park, implementing the Integrated Storm Water Management Program and replacement of the Boundary Street drainage pump station.

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 7% of the asset replacement value by 2023.

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)				
	2019	2020	2021	2022	2023
Revenues	3,946	4,324	4,605	4,909	5,236
Operating Expenses	3,265	3,364	3,419	3,444	3,570
Capital	650	85	85	85	485
Reserves	(1,663)	(1,207)	(526)	405	1,208
Rate Increase	12.0%	12.0%	8.0%	8.0%	8.0%

Revenues generated through solid waste user rates are used to operate and maintain these services. The standard Solid Waste user rates in 2019 are projected to increase by approximately \$24 for an average single family household and \$2.40 for a residential strata unit to pay for increasing operating and capital costs primarily related to tipping fees paid 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 recycling vehicles; and to build capital reserves to meet future vehicle replacement.

Tipping fees for municipal garbage disposal across all Metro Vancouver waste disposal facilities will increase from \$103/t to \$108/t in 2019 (5% increase). Garbage tipping rates for residential and commercial drop-off varies depending on the tonnage per load. In 2019,

these rates vary between \$90 for commercial loads over 9 MT; \$120 for loads between 1-9 MT; and, \$142 for loads under 1 MT.

Due to the closure of the major organics processing facility in Richmond, the City needs to secure a new disposal/processing facility for the organic waste for 2019 and onward. The cost of processing organic waste is forecasted to increase substantially due to unsettled market conditions and increasingly stringent regulatory requirements. As a result, organics processing fees represented in the budget are expected to increase from 41% of the City's total solid waste disposal costs in 2018 to approximately 52% in 2019.

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 will increase nominally in 2019. The City also receives financial contributions from various other stewardship programs in place at the City's Recycling Depot.

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. There are funds in the capital budget to purchase a rear-load packer in 2019 and for the replacement of an automated garbage/recycling packer in 2023 which will be at the end of its expected service life.

For a number of years the Solid Waste Utility has been subsidized from the General Fund. Investment in the garbage and recycling vehicles has increased in the last 5 years and it is taking time to replenish the reserves to a level that will sustain the fleet replacement program. In addition, tipping fee increases primarily for organic waste processing has also contributed to a negative reserve balance until 2022.

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 2019 – 2023.

The remaining steps in the 2019 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 2019 to 2023 Financial Plan Bylaw as presented in this report; and
- 2) That Council direct staff to prepare the 2019 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 Funds Budgets

Attachment #3 - Dollar Impact on Proposed Tax & Utilities Rate Increase

Attachment #4 - Comment Sheet

Approved for Presentation to Council



Colleen Ponzini, CPA, CGA
Acting Chief Financial Officer



Lisa Spitale
Chief Administrative Officer

Attachment #1

General Fund Budgets

Attachment 1A – General Fund Budget

Attachment 1B – Budget Categories

Attachment 1C – 2019 Capital Projects

Attachment 1A

General Fund Budget

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

	2018	2018	2019	\$ Chg	Budget Projections			
	Projections	Budget	Budget		2020	2021	2022	2023
REVENUE								
Municipal Taxation	\$ 79,394,780	\$ 80,093,549	\$ 85,366,891	\$ 5,273,342	\$ 89,623,012	\$ 92,939,061	\$ 97,959,664	\$ 104,049,513
Sale of Services	13,916,442	13,726,733	14,229,209	502,476	14,324,387	14,327,865	14,331,442	14,335,123
Grants from Other Governments	3,793,942	5,026,280	5,490,052	463,772	5,511,940	2,974,440	2,949,440	2,736,940
Contributions	8,568,068	10,469,936	14,138,174	3,668,238	11,153,702	11,273,405	10,269,681	7,931,551
Other Revenue	18,061,866	13,363,804	15,414,809	2,051,005	15,266,496	15,072,310	15,195,754	15,376,282
Total Revenues	123,735,098	122,680,302	134,639,135	11,958,833	135,879,537	136,587,081	140,705,981	144,429,409
EXPENSES								
Salaries, Benefits and Training	83,289,224	83,256,156	88,925,226	5,669,070	90,875,568	92,574,310	94,906,838	97,268,436
Contracted Services	9,677,102	9,567,878	9,754,758	186,880	10,022,218	10,002,218	10,149,718	10,149,718
Supplies and Materials	9,407,978	9,064,988	9,150,652	85,664	9,172,738	9,214,445	9,438,656	9,490,371
Interest and Bank Charges	903,703	894,867	904,751	9,884	1,130,829	1,742,811	3,631,507	4,577,494
Cost of Sales	1,626,557	1,143,850	1,466,262	322,412	1,484,662	1,484,662	1,484,662	1,484,662
Grants	804,148	993,100	1,078,450	85,350	1,008,450	1,008,450	1,008,450	1,008,450
Insurance and Claims	1,429,264	1,365,814	1,520,814	155,000	1,520,814	1,520,814	1,520,814	1,520,814
Amortization	16,961,274	17,836,000	18,591,000	755,000	18,925,000	19,163,000	21,841,000	22,425,000
Loss on Disposals	732,272	-	-	-	-	-	-	-
Total Expenses	124,831,522	124,122,653	131,391,913	7,269,260	134,140,279	136,710,710	143,981,645	147,924,945
INCREASE (DECREASE) IN TOTAL EQUITY	(1,096,424)	(1,442,351)	3,247,222	4,689,573	1,739,258	(123,629)	(3,275,664)	(3,495,536)
Reconciliation to Financial Equity								
Amortization of Tangible Capital Assets	16,961,274	17,836,000	18,591,000	755,000	18,925,000	19,163,000	21,841,000	22,425,000
Capital Expenses	(30,219,400)	(63,440,350)	(66,786,500)	(3,346,150)	(53,334,300)	(81,014,300)	(45,833,000)	(17,439,600)
Debt Retirement	(1,625,006)	(1,610,602)	(1,610,602)	-	(1,940,909)	(2,710,737)	(3,913,915)	(5,445,131)
Proceeds on Debt Issuance	4,170,000	7,232,000	6,309,700	(922,300)	18,465,800	55,922,900	28,294,900	2,038,500
Loss on Disposals	732,272	-	-	-	-	-	-	-
Proceeds from Disposal of Assets	4,820,363	2,938,000	1,967,000	(971,000)	-	-	-	-
Transfer from/(to) Other Funds	13,726,157	13,380,890	5,440,000	(7,940,890)	5,440,000	5,440,000	5,440,000	5,440,000
Internal Charges	(8,697,997)	(8,580,390)	(9,199,861)	(619,471)	(9,421,640)	(9,636,472)	(9,826,700)	(10,020,497)
Internal Recoveries	11,364,376	10,806,341	11,211,769	405,428	11,315,987	11,462,624	11,631,617	11,801,730
CHANGE IN FINANCIAL EQUITY (Reserves)	10,135,615	(22,880,462)	(30,830,272)	(7,949,810)	(8,810,804)	(1,496,614)	4,358,238	5,304,466
Financial Equity, beginning of year	62,016,336	66,107,552	72,151,951	6,044,399	41,321,679	32,510,875	31,014,261	35,372,499
FINANCIAL EQUITY (Reserves), end of year	\$ 72,151,951	\$ 43,227,090	\$ 41,321,679	\$ (1,905,411)	\$ 32,510,875	\$ 31,014,261	\$ 35,372,499	\$ 40,676,965

GENERAL FUND CAPITAL BUDGET

CAPITAL EXPENSES								
Land	\$ 179,900	\$ 847,000	\$ 644,000	\$ (203,000)	\$ -	\$ -	\$ -	\$ -
Buildings	9,282,700	23,978,200	33,213,000	9,234,800	35,544,700	63,679,700	24,310,400	5,386,000
Vehicles/Equipment	2,715,600	6,048,050	5,352,300	(695,750)	2,507,600	2,769,600	2,183,600	3,273,600
Other Projects	875,300	3,000,600	4,426,600	1,426,000	2,850,000	645,000	645,000	540,000
Park Improvements	2,096,100	5,432,900	5,124,500	(308,400)	842,000	1,180,000	2,362,000	950,000
Engineering Structures	15,069,800	24,133,600	18,026,100	(6,107,500)	11,590,000	12,740,000	16,332,000	7,290,000
Total Capital Expenses	\$ 30,219,400	\$ 63,440,350	\$ 66,786,500	\$ 3,346,150	\$ 53,334,300	\$ 81,014,300	\$ 45,833,000	\$ 17,439,600
FUNDING SOURCES								
Reserve Funds	\$ 23,708,763	\$ 50,102,610	\$ 50,338,966	\$ 236,356	\$ 27,333,400	\$ 20,039,800	\$ 13,581,500	\$ 14,012,000
Development Cost Charges	43,275	1,287,600	1,918,422	630,822	282,100	1,498,600	248,600	248,600
Long Term Debt	4,170,000	7,232,000	6,309,700	(922,300)	18,465,800	55,922,900	28,294,900	2,038,500
Grants from Other Governments	1,736,357	3,102,340	3,606,112	503,772	3,628,000	1,090,500	1,065,500	853,000
Contributions	561,005	1,715,800	4,613,300	2,897,500	3,625,000	2,462,500	2,642,500	287,500
Total Capital Funding	\$ 30,219,400	\$ 63,440,350	\$ 66,786,500	\$ 3,346,150	\$ 53,334,300	\$ 81,014,300	\$ 45,833,000	\$ 17,439,600

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 2019 break out in to each category; the break out for 2018 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 start in 2019.

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

	2018					2019					\$ Chg Total Budgets
	Projections	Total Budget	Reserves	Capital	Operations	Total Budget	Reserves	Capital	Operations	\$ Chg in Operations	
REVENUE											
Municipal Taxation	\$ 79,394,780	\$ 80,093,549	\$ -	\$ -	\$ 80,093,549	\$ 85,366,891	\$ -	\$ -	\$ 85,366,891	\$ 5,273,342	\$ 5,273,342
Sale of Services	13,916,442	13,726,733	-	-	13,726,733	14,229,209	-	-	14,229,209	502,476	502,476
Grants from Other Governments	3,793,942	5,026,280	-	3,102,340	1,923,940	5,490,052	-	3,606,112	1,883,940	(40,000)	463,772
Contributions	8,568,068	10,469,936	7,400,398	3,003,400	66,138	14,138,174	7,515,014	6,531,722	91,438	25,300	3,668,238
Other Revenue	18,061,866	13,363,804	927,482	-	12,436,322	15,414,809	858,107	-	14,556,702	2,120,380	2,051,005
Total Revenues	123,735,098	122,680,302	8,327,880	6,105,740	108,246,682	134,639,135	8,373,121	10,137,834	116,128,180	7,881,498	11,958,833
EXPENSES											
Salaries, Benefits and Training	83,289,224	83,256,156	-	-	83,256,156	88,925,226	-	-	88,925,226	5,669,070	5,669,070
Contracted Services	9,677,102	9,567,878	-	-	9,567,878	9,754,758	-	-	9,754,758	186,880	186,880
Supplies and Materials	9,407,978	9,064,988	-	-	9,064,988	9,150,652	-	-	9,150,652	85,664	85,664
Interest and Bank Charges	903,703	894,867	-	-	894,867	904,751	-	-	904,751	9,884	9,884
Cost of Sales	1,626,557	1,143,850	-	-	1,143,850	1,466,262	-	-	1,466,262	322,412	322,412
Grants	804,148	993,100	-	-	993,100	1,078,450	-	-	1,078,450	85,350	85,350
Insurance and Claims	1,429,264	1,365,814	-	-	1,365,814	1,520,814	-	-	1,520,814	155,000	155,000
Amortization	16,961,274	17,836,000	-	-	17,836,000	18,591,000	-	-	18,591,000	755,000	755,000
Loss on Disposals	732,272	-	-	-	-	-	-	-	-	-	-
Total Expenses	124,831,522	124,122,653	-	-	124,122,653	131,391,913	-	-	131,391,913	7,269,260	7,269,260
INCREASE (DECREASE) IN TOTAL EQUITY	(1,096,424)	(1,442,351)	8,327,880	6,105,740	(15,875,971)	3,247,222	8,373,121	10,137,834	(15,263,733)	612,238	4,689,573
Reconciliation to Financial Equity											
Amortization of Tangible Capital Assets	16,961,274	17,836,000	-	-	17,836,000	18,591,000	-	-	18,591,000	755,000	755,000
Capital Expenses	(30,219,400)	(63,440,350)	-	(63,440,350)	-	(66,786,500)	-	(66,786,500)	-	-	(3,346,150)
Debt Retirement	(1,625,006)	(1,610,602)	(500,398)	-	(1,110,204)	(1,610,602)	(515,014)	-	(1,095,588)	14,616	-
Proceeds on Debt Issuance	4,170,000	7,232,000	-	7,232,000	-	6,309,700	-	6,309,700	-	-	(922,300)
Loss on Disposals	732,272	-	-	-	-	-	-	-	-	-	-
Proceeds from Disposal of Assets	4,820,363	2,938,000	2,938,000	-	-	1,967,000	1,967,000	-	-	-	(971,000)
Transfer from/(to) Other Funds	13,726,157	13,380,890	10,880,890	-	2,500,000	5,440,000	2,940,000	-	2,500,000	-	(7,940,890)
Internal Charges	(8,697,997)	(8,580,390)	-	-	(8,580,390)	(9,199,861)	-	-	(9,199,861)	(619,471)	(619,471)
Internal Recoveries	11,364,376	10,806,341	-	-	10,806,341	11,211,769	-	-	11,211,769	405,428	405,428
CHANGE IN FINANCIAL EQUITY (Reserves)	10,135,615	(22,880,462)	21,646,372	(50,102,610)	5,575,776	(30,830,272)	12,765,107	(50,338,966)	6,743,587	1,167,811	(7,949,810)
Financial Equity, beginning of year	62,016,336	66,107,552	(21,646,372)	50,102,610	37,651,314	72,151,951	(12,765,107)	50,338,966	34,578,092	(3,073,222)	6,044,399
FINANCIAL EQUITY (Reserves), end of year	\$ 72,151,951	\$ 43,227,090	\$ -	\$ -	\$ 43,227,090	\$ 41,321,679	\$ -	\$ -	\$ 41,321,679	\$ (1,905,411)	\$ (1,905,411)

GENERAL FUND CAPITAL BUDGET

CAPITAL EXPENSES											
Land	\$ 179,900	\$ 847,000	\$ -	\$ 847,000	\$ -	\$ 644,000	\$ -	\$ 644,000	-	-	(203,000)
Buildings	9,282,700	23,978,200	-	23,978,200	-	33,213,000	-	33,213,000	-	-	9,234,800
Vehicles/Equipment	2,715,600	6,048,050	-	6,048,050	-	5,352,300	-	5,352,300	-	-	(695,750)
Other Projects	875,300	3,000,600	-	3,000,600	-	4,426,600	-	4,426,600	-	-	1,426,000
Park Improvements	2,096,100	5,432,900	-	5,432,900	-	5,124,500	-	5,124,500	-	-	(308,400)
Engineering Structures	15,069,800	24,133,600	-	24,133,600	-	18,026,100	-	18,026,100	-	-	(6,107,500)
Total Capital Expenses	\$ 30,219,400	\$ 63,440,350	\$ -	\$ 63,440,350	\$ -	\$ 66,786,500	\$ -	\$ 66,786,500	\$ -	\$ -	\$ 3,346,150
FUNDING SOURCES											
Reserve Funds	\$ 23,708,763	\$ 50,102,610	\$ -	\$ 50,102,610	\$ -	\$ 50,338,966	\$ -	\$ 50,338,966	-	-	236,356
Development Cost Charges	43,275	1,287,600	-	1,287,600	-	1,918,422	-	1,918,422	-	-	630,822
Long Term Debt	4,170,000	7,232,000	-	7,232,000	-	6,309,700	-	6,309,700	-	-	(922,300)
Grants from Other Governments	1,736,357	3,102,340	-	3,102,340	-	3,606,112	-	3,606,112	-	-	503,772
Contributions	561,005	1,715,800	-	1,715,800	-	4,613,300	-	4,613,300	-	-	2,897,500
Total Capital Funding	\$ 30,219,400	\$ 63,440,350	\$ -	\$ 63,440,350	\$ -	\$ 66,786,500	\$ -	\$ 66,786,500	\$ -	\$ -	\$ 3,346,150

Attachment 1C

2019 Capital Projects

2019 General Fund Capital Budget Summary: Projects > \$100,000

Capital	Dollars (\$)	Comments
Land		
Total 2019 Land Budget = \$644,000		
Property Waterfront Greenway	540,600	• Property located along the Fraser River required to be purchased to accommodate proposed greenway.
Buildings		
Total 2019 Buildings Budget = \$33,213,000		
The City owns, maintains and operates 32 major facilities such as City Hall, the Police Building, three Fire Halls, the Canada Games Pool and nine other parks and recreation facilities. Each facility has a Facility Maintenance Plan which inventories the components of the facility and estimates the time of replacement based on the useful life of each component. In order to fund the Facility Maintenance Plans, an annual provision is charged to each department responsible for operating a facility and this annual provision is placed into the Facility Maintenance Reserve.		
Buildings Parks		
Canada Games Pool:		
New Westminster Aquatic and Community Centre	7,048,200	• The current Canada Games Pool is a facility reaching the end of its service life. The City is looking at redeveloping the pool and the neighbouring Centennial Community Centre. The 2019 work plan includes completion of the schematic design, design development and construction & contract document.
Century House:		
Century House HVAC System Upgrades	819,400	• Upgrade the HVAC system to include air cooling system.
Greenhouse:		
Greenhouse Replace Main Building Roof Membrane	190,000	• Replace the main greenhouse building roof.
Moody Park Arena:		
Moody Park Arena Replace Ice Plant System	470,000	• Replace chiller with a plate and frame chiller complete with high pressure receiver, brine pump with motor and variable frequency drive, engine room fan, 2 oil separators, and install vent line sensor and replace ammonia detection system.
Queen's Park Facilities		
Queen's Park Sportsplex	5,492,200	• Construct the Queen's Park Sportsplex Facility to replace Arenex building.
Queen's Park Operations Yard	150,000	• Renovation to offices and the changing/drying gear areas.
Queen's Park Arena Replace East Fire Stair	135,000	• Replacement of the arena east side wooden emergency exit stairs.
Queen's Park Arena Replace Ice Plant System	550,000	• Replace chiller with a plate and frame chiller complete with high pressure receiver, brine pump with motor and variable frequency drive, engine room fan, 2 oil separators, and install vent line sensor and replace ammonia detection system.
Buildings Civic		
City Hall:		
City Hall Major Renovation	6,296,700	• Major renovation of City Hall associated with consolidation of departments to provide operational efficiencies.
Irving House:		
Irving House Restore Hallway and Stairs	104,000	• Restoration of the Irving House hallway and stairs.
Library:		
Library Uptown West Exterior Water Ingress Repairs	100,000	• Investigate and rehabilitate significant water ingress on west wall of building that is causing mold and other damage.
Uptown Library Building Renovation	1,228,000	• To complete the uptown library renovation.

2019 General Fund Capital Budget Summary: Projects > \$100,000

Capital	Dollars (\$)	Comments
Other Facilities:		
Animal Services Facility & Tow Yard	8,236,900	• This is a multi-year project for the relocation and construction of a new facility.
Civic Facility Energy Upgrade	115,000	• Implementation of energy conservation measures in civic buildings in order to reduce the City's carbon footprint.
Massey Theatre	799,800	• Update 2015 Massey condition assessment study to include 9000 sqft gym, a strategy to share space between Massey Theatre Society and Parks & Recreation, and the best approach to sequence renovations and to minimize business impacts on the Massey Theatre Society. Additionally, subject to Council approval, to retain Architectural consultant to prepare design drawings and specifications for renovations.
Vehicles		
Total 2019 Vehicles Budget = \$1,390,500		
The City maintains a fleet of vehicles and other automotive equipment currently comprised of approximately 170 vehicles and 50 pieces of equipment, such as trailers, sanders, and chippers. Departments that use this equipment are charged an annual provision, which is placed into the Equipment Replacement Reserve and used to fund the replacement of the vehicle at the end of its useful life. The condition and maintenance history of each unit scheduled for replacement is reviewed by the Fleet Manager to determine whether to replace or extend the service life of the unit.		
Equipment		
Total 2019 Equipment Budget = \$3,961,800		
The equipment budget funds the replacement of a wide range of office and operational equipment (excluding vehicles) for all City departments. The specific components change from year to year, but the category as a whole reflects a commitment to staying current with emerging technology. The following is a summary of the major equipment being purchased in 2019.		
Anvil Centre:		
Anvil Centre Signage	100,000	• To work with a sign expert to determine more effective signage outside the Anvil Centre.
Anvil Centre Speaker Replacement	110,000	• Speaker replacement to install appropriate system for venue in multiple configurations and for more diverse performing arts.
Fire Services:		
NWFRS Lock Box Program	101,800	• Over a five year period provide lock box devices to 592 properties in City of New Westminster.
Turnout Gear Replacement Program	128,700	• Fire turnout gear is issued to all personnel involved in fire suppression or investigation activities.
Information Technology:		
E Government Improvements	277,400	• To move toward e-government and 24/7: "One-Stop Shopping" E Gov Portal, E-Tax Billing, Tax Credit payment, E-Tax Deferment.
E-Docs Open Text Licenses	120,000	• E-Doc Upgrade to newer version; Additional licenses and functionalities to work with E-mail Server for better document management.
E-Plan Approval	150,000	• To implement E-Plan Approval to allow electronic submissions of architectural plans for inspections and approvals.
JDE Upgrade	123,500	• To complete the upgrade to JDE 9.2.
Network Communication Infrastructure	100,000	• To improve the reliability and performance of the infrastructure at City Hall, improve reliability of wireless communications, upgrade communications gear at civic facilities, and expand Wi-Fi capabilities at arenas and community centres.
Network System Technology	140,400	• Continue to enhance performance, improve reliability, and increase system availability.
PC/Monitor/Laptop Replacement	788,500	• The City's PCs, monitors, and laptops are scheduled for replacement every 5 years.
Police:		
Police Admin Systems/Servers	100,000	• The project includes installation of corporate WIFI, upgrades to security servers and cameras, lifecycle replacement of police IT system servers, and related software upgrades.
Police Equipment Upgrade	170,000	• To upgrade the suite of patrol weapons as new technologies become available.

2019 General Fund Capital Budget Summary: Projects > \$100,000

Capital	Dollars (\$)	Comments
Other		
Total 2019 Other Budget = \$4,426,600		
Other Projects include corporate projects that do not fit into other capital project categories.		
Other:		
Affordable Housing Project	200,000	• The funds will be used to pay for site preparation, consulting assistance and the costs of City permits.
CEEP Update 2.0	100,000	• To update the existing CEEP to guide the program for the next 10 years.
Child Care Projects	1,987,000	• Projects to accommodate increased demand for child care in neighbourhoods that are currently under resourced.
Connaught Heights Area Study	138,400	• The new OCP identified the 22nd SkyTrain Station as a Special Study Area.
Transportation Studies/Programs:		
Downtown Transportation Plan	138,300	• To develop a neighbourhood level transportation plan to support the Downtown Community Plan, including pedestrian, cycling and vehicular travel.
Pattullo Mitigation	170,100	• To undertake various technical assessments from the City's perspective in response to TransLink 's Pattullo Bridge Replacement Project to mitigate impacts.
Signal Timing Reviews/Corridor Studies	138,600	• Signal timing review at various locations.
Park Improvements		
Total 2019 Park Improvements Budget = \$5,124,500		
The City maintains an extensive inventory of parks infrastructure including many kilometers of pathways, irrigation systems and fences, park furnishings, playgrounds, playing surfaces and athletic fields. Maintenance of this infrastructure is in accordance with the Parks, Culture & Recreation Comprehensive Plan and the Trails and Greenways Plans. The source of funding for these capital maintenance programs comes from the City's reserve funds.		
Outdoor Pools:		
Hume Pool Concrete and Deck Work	100,000	• Concrete and deck repairs for the Hume Park Pool .
Park Development:		
Off Leash Dog Enclosure	130,700	• New off leash dog enclosure. Relocation of Downtown and Queensborough off leash parks.
Parks Infrastructure/Furniture:		
Community Message Board for the Queensborough Community Centre	165,000	• The current Read-a-Board will be removed to make way for the new Ewen Avenue road alignment. It will be replaced with a new LED Message Centre.
Irrigation Central Control System	163,200	• Upgrading to a modernized computerized control system that links all irrigation and spray pools. Project will be completed over several years.
Mercer Skate Board Park Replacement	188,400	• The Mercer skate board park will be relocated in parallel with construction of the new secondary school.
Queens Park Driveway Lighting	148,500	• Replace end-of-life streetlights at the driveway around new site.
Queen's Park Replace Washroom & Concession Building	1,055,200	• Reconstruction of the Queen's Park washroom and concession facility, which is old and under capacity for its current public demand load.
Queensborough Community Centre Driveway Lighting	100,000	• Replace end-of-life driveway lights and multi-use pathway connecting Ewen Ave to Boro All Wheel park, Ryall park and Queensborough Community Centre
Queensborough Community Centre Front Driveway	243,400	• To address driveway "slippage" along drainage canal due to pile driving for the new extension of the community centre.
Ryall Park Fencing/Landscape	100,000	• To provide fencing and landscaping for Ryall Park.
Upgrade Tipperary Park Sidewalk	150,000	• Replacement and addition of walkways in Tipperary Park. The current asphalt pathways are in poor shape and pose many hazards to pedestrian safety in the park. Some areas are in need of additional walkways.
Westminster Pier Park Timber Wharf Improvements	115,000	• To provide shade components at Westminster Pier Park. Users of the park are finding the park to be extremely hot without shade, especially for the younger users in the areas of the playgrounds.

2019 General Fund Capital Budget Summary: Projects > \$100,000

Capital	Dollars (\$)	Comments
Playgrounds:		
Playground Refurbish Connaught Heights	343,900	• Playground is old and in need of upgrades to bring it up to new safety and code standards.
Queen's Park Replace playground equipment	100,000	• To replace end-of-life equipment.
Tugger Replacement	200,000	• Replacement of the Tugger play structure at the Quay
Westminster Pier Park Playground	450,000	• Replace the Westminster Pier Park playground that will be impacted by the Sixth St. pedestrian overpass.
Playing Surfaces:		
Queensborough Community Centre Tennis Court	336,500	• To repair and upgrade the tennis courts, as one side of the courts has sunk due to unstable ground.
Engineering Structures		
Total 2019 Engineering Structures Budget = \$18,026,100		
The City maintains an extensive network of public works infrastructure including hundreds of kilometers of roads and sidewalks. Included in the maintenance of these networks are programs for traffic signalization, street lighting, traffic calming, major road network and multi-modal initiatives. Maintenance of this infrastructure is based on various engineering maintenance plans that have been developed over the years. Proper annual maintenance programs require a stable source of funding, which to-date has come from the City's reserve funds.		
Cycling and Greenways:		
Brunette Fraser Regional Greenway - Braid St.	1,257,700	• Phase 3 construction of the Braid St section of Brunette Fraser Regional Greenway.
Crosstown Greenway Improvement	158,000	• Detailed designs for road rebuild after water main replacements. Various spot improvements as identified in the Sapperton Transportation Plan, Connaught Heights Traffic Calming Plan, and input from ActBiPed.
Cycling & Greenway Network Improvements	131,000	• To complete greenway and bikeway connectivity gaps and spot improvements for safety, comfort and convenience.
Great Streets:		
Sixth Street Great Street	150,000	• To undertake a design for 6th Street public realm, from Front St to 10th Ave in support of 6th Street as a Great Street in the Master Transportation Plan.
Livable Neighbourhoods:		
Traffic calming	186,400	• Traffic calming for Connaught Heights, McBride-Sapperton, Massey Victory Heights and Downtown. To consider final recommendations from Brow of the Hill 2007 Traffic Calming Plan.
Major Repairs and Rehab:		
Esplanade Repairs	630,000	• Esplanade Timber Deck Reconstruction Program and repairs to sink holes on pathway adjacent to bulk head.
Structures Rehabilitation	200,000	• Rehabilitation of City engineering structures at various locations.
Managed Roads:		
Boyd/Duncan Intersection and Signal	535,700	• Access improvements required for adjacent development projects in Queensborough.
Gen Inspection & Maintenance	201,800	• Road maintenance at various locations including line marking, crack sealing, crosswalk and sidewalk inspections and maintenance.
McBride Blvd Safety and Transit	100,000	• Analysis and preliminary design for safety, transit priority and network optimization improvements along McBride, including intersections, from 10th Ave to Memorial Dr.
Pavement Management	3,915,600	• Various Locations - Pavement repairs, repaving, and rehabilitation to maintain operational level.
Road Safety Improvements	262,300	• To complete the remaining "short term" road safety improvements as outlined in the 2016 Intersection Safety Review, and to conduct analysis and design work towards addressing the "medium term" and "long term" issues.
Replace Traffic Controller	250,000	• Asset management. Replace failing traffic controllers; replacement controllers are typically upgraded equipment to improve functionality and signal operations.
Signal at Carnarvon/McInnes	200,000	• Install a DCC signal at Carnarvon & McInnis.
Street Lighting Improvements	400,000	• Asset management. Complete first phase of street lighting replacement in Massey Victory Heights; street lighting asset condition in this neighbourhood is rated as 'critical'
Traffic Signal Install and Improvements	1,073,500	• Asset management. To complete detailed design and tender-ready packages for several locations.

2019 General Fund Capital Budget Summary: Projects > \$100,000

Capital	Dollars (\$)	Comments
Railway Improvements:		
Rail Crossing Upgrades Other	750,000	• Rail crossing upgrades as part of the Whistle Cessation Initiative.
Rail Signal at 501 Boyd Access	350,000	• Developer obligation to provide signalized railway access at 501 Boyd
Special Projects:		
Accessible Pedestrian Connections	1,500,000	• To provide accessible pedestrian connections to the waterfront.
Ewen Ave Phase 3	900,300	• To complete Phase 3 of Ewen Avenue streetscape improvements.
Q to Q Quayside to Queensborough Pedestrian Ferries	1,029,300	• Pedestrian / bicycle ferry service between Queensborough and the Downtown Quay, including dock replacement at Port Royal and to consider replacement of wooden float at Quayside.
Riverfront Connection Pier to Landing	1,500,000	• Project charter, strategy for regulatory and other stakeholder engagement and approvals, detailed design and Class B cost estimate, and construction of elements not impacted by the Pattullo Bridge.
Walking:		
Pedestrian Crossing Improvements	518,700	• Annual Program. Design and installation of crosswalks, special crosswalks, and pedestrian activated traffic signals.
Queensborough Transportation Howes St	127,900	• Queensborough transportation road improvements on Howes Street from Salter Street to Ewen Ave.
Salter Street Work Project	470,000	• To upgrade Salter St. in accordance with DCC program. A portion of the work will be undertaken by development through DCC rebate.
Walking Infrastructure Improvements	648,500	• Projects include Local Area Improvement sidewalk on Phillips St; Tipperary Park path upgrade; walking connectivity spot improvements; parklet and minor public realm improvements, and: detailed designs for sidewalk and lighting at various locations.

Attachment #2

Utility Fund Budgets

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

	2018	2018	2019	\$ Chg	Budget Projections			
	Projections	Budget	Budget		2020	2021	2022	2023
REVENUE								
Utility Rates	\$ 48,254,102	\$ 46,349,510	\$ 49,381,764	\$ 3,032,254	\$ 50,434,552	\$ 51,508,922	\$ 52,580,330	\$ 53,674,236
Sale of Services	153,257	49,825	49,825	-	49,825	49,825	49,825	49,825
Capital Contributions and DCC's	1,174,700	2,112,500	2,157,500	(5,000)	2,665,000	1,000,000	1,000,000	1,000,000
Other Revenue	103,021	25,726	105,341	79,615	139,371	203,675	294,127	387,475
Total Revenues	49,685,080	48,537,561	51,694,430	3,106,869	53,288,748	52,762,422	53,924,282	55,111,536
EXPENSES								
Salaries, Benefits and Training	2,655,656	3,009,752	3,117,764	108,012	3,265,337	3,357,792	3,366,581	3,360,904
Contracted Services	1,759,230	1,795,780	1,806,337	10,557	1,817,106	2,128,090	2,139,294	2,150,105
Supplies and Materials	831,483	330,892	330,982	90	331,074	331,168	331,263	331,263
Interest and Bank Charges	607,532	587,775	818,496	230,721	1,591,659	2,234,800	2,234,800	2,234,800
Utility Purchases and Levies	30,668,361	29,474,852	31,082,384	1,607,532	31,245,567	31,761,119	31,761,119	32,523,386
Amortization	2,193,550	2,207,000	2,738,000	531,000	3,891,000	4,048,000	4,200,000	4,283,000
Loss on Disposals	145,149	-	-	-	-	-	-	-
Total Expenses	38,860,961	37,406,051	39,893,963	2,487,912	42,141,743	43,860,969	44,033,057	44,883,458
INCREASE IN TOTAL EQUITY	10,824,119	11,131,510	11,800,467	618,957	11,147,005	8,901,453	9,891,225	10,228,078
Reconciliation to Financial Equity								
Amortization of Tangible Capital Assets	2,193,550	2,207,000	2,738,000	531,000	3,891,000	4,048,000	4,200,000	4,283,000
Capital Expenses	(10,952,600)	(14,949,700)	(36,489,400)	(21,539,700)	(28,222,000)	(4,570,000)	(6,165,000)	(3,030,000)
Debt Retirement	(963,468)	(939,416)	(972,296)	(32,880)	(1,975,761)	(2,841,468)	(2,931,920)	(3,025,268)
Proceeds on Debt Issuance	8,022,000	4,500,000	20,320,900	15,820,900	16,822,000	-	-	-
Loss on Disposals	145,149	-	-	-	-	-	-	-
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	(1,903,977)	(1,736,065)	(1,713,959)	22,106	(1,744,587)	(1,773,053)	(1,800,086)	(1,828,011)
Internal Recoveries	2,111,944	2,495,785	2,627,793	132,008	2,723,208	2,799,564	2,844,622	2,889,023
CHANGE IN FINANCIAL EQUITY (Reserves)	3,476,717	(3,290,886)	(7,688,495)	(4,447,609)	(3,359,135)	564,496	38,841	3,516,822
Financial Equity , beginning of year	22,560,474	20,228,124	26,037,191	5,809,067	18,348,696	14,989,561	15,554,057	15,592,898
FINANCIAL EQUITY (Reserves), end of year	\$ 26,037,191	\$ 16,937,238	\$ 18,348,696	\$ 1,361,458	\$ 14,989,561	\$ 15,554,057	\$ 15,592,898	\$ 19,109,720

ELECTRICAL FUND CAPITAL BUDGET

CAPITAL EXPENSES								
Land	\$ 5,636,900	\$ 2,250,000	\$ 2,863,100	\$ 613,100	\$ -	\$ -	\$ -	\$ -
Vehicles/Equipment	1,542,200	2,660,000	3,296,900	636,900	3,772,000	80,000	185,000	530,000
Other Projects	43,500	200,000	506,500	306,500	250,000	50,000	100,000	100,000
Electrical Distribution System	3,730,000	9,839,700	29,822,900	19,983,200	24,200,000	4,440,000	5,880,000	2,400,000
Total Capital Expenses	\$ 10,952,600	\$ 14,949,700	\$ 36,489,400	\$ 21,539,700	\$ 28,222,000	\$ 4,570,000	\$ 6,165,000	\$ 3,030,000
FUNDING SOURCES								
Reserve Funds	\$ 2,631,300	\$ 8,337,200	\$ 14,011,000	\$ 5,673,800	\$ 8,735,000	\$ 3,570,000	\$ 5,165,000	\$ 2,030,000
Long Term Debt	7,146,600	4,500,000	20,320,900	15,820,900	16,822,000	-	-	-
Grants from Other Governments	-	-	50,000	50,000	1,665,000	-	-	-
Contributions	1,174,700	2,112,500	2,107,500	(5,000)	1,000,000	1,000,000	1,000,000	1,000,000
Total Capital Funding	\$ 10,952,600	\$ 14,949,700	\$ 36,489,400	\$ 21,539,700	\$ 28,222,000	\$ 4,570,000	\$ 6,165,000	\$ 3,030,000

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

	2018 Projections	2018 Budget	2019 Budget	\$ Chg	Budget Projections			
					2020	2021	2022	2023
REVENUE								
Utility Rates	\$ 12,639,489	\$ 12,194,000	\$ 13,525,000	\$ 1,331,000	\$ 14,471,000	\$ 15,484,000	\$ 16,567,000	\$ 17,727,000
Sale of Services	709,866	99,183	99,183	-	99,183	99,183	99,183	99,183
Grants from Other Governments	-	10,000	10,000	-	-	-	-	-
Capital Contributions and DCC's	32,410	217,800	217,800	-	-	-	-	-
Total Revenues	13,381,765	12,520,983	13,851,983	1,331,000	14,570,183	15,583,183	16,666,183	17,826,183
EXPENSES								
Salaries, Benefits and Training	557,703	663,835	600,124	(63,711)	702,289	720,159	737,845	756,039
Contracted Services	538,550	86,045	176,045	90,000	116,045	116,045	116,045	116,045
Supplies and Materials	164,635	139,137	139,137	-	139,137	139,137	139,137	139,137
Utility Purchases and Levies	6,109,162	6,021,732	6,532,519	510,787	7,333,153	8,191,327	9,218,133	10,361,247
Amortization	852,239	861,000	919,000	58,000	949,000	983,000	1,014,000	1,074,000
Total Expenses	8,222,289	7,771,749	8,366,825	595,076	9,239,624	10,149,668	11,225,160	12,446,468
INCREASE IN TOTAL EQUITY	5,159,476	4,749,234	5,485,158	735,924	5,330,559	5,433,515	5,441,023	5,379,715
Reconciliation to Financial Equity								
Amortization of Tangible Capital Assets	852,239	861,000	919,000	58,000	949,000	983,000	1,014,000	1,074,000
Capital Expenses	(3,626,010)	(6,384,600)	(5,463,400)	921,200	(2,850,000)	(3,310,000)	(3,825,000)	(4,725,000)
Transfer from/(to) Other Funds	(3,035,207)	(2,899,635)	220,000	3,119,635	220,000	220,000	220,000	220,000
Internal Charges	(1,145,854)	(1,275,631)	(1,320,901)	(45,270)	(1,317,971)	(1,337,871)	(1,366,751)	(1,396,828)
Internal Recoveries	246,740	280,105	305,722	25,617	322,045	349,278	377,911	406,333
CHANGE IN FINANCIAL EQUITY (Reserves)	(1,548,616)	(4,669,527)	145,579	4,815,106	2,653,633	2,337,922	1,861,183	958,220
Financial Equity , beginning of year	6,245,190	6,094,174	4,696,574	(1,397,600)	4,842,153	7,495,786	9,833,708	11,694,891
FINANCIAL EQUITY (Reserves), end of year	\$ 4,696,574	\$ 1,424,647	\$ 4,842,153	\$ 3,417,506	\$ 7,495,786	\$ 9,833,708	\$ 11,694,891	\$ 12,653,111

WATER FUND CAPITAL BUDGET

CAPITAL EXPENSES								
Vehicles/Equipment	\$ 126,800	\$ 665,000	\$ 560,700	\$ (104,300)	\$ 45,000	\$ 45,000	\$ 45,000	\$ 200,000
Other Projects	73,900	365,400	315,500	(49,900)	120,000	80,000	80,000	145,000
Water Infrastructure	3,425,310	5,354,200	4,587,200	(767,000)	2,685,000	3,185,000	3,700,000	4,380,000
Total Capital Expenses	\$ 3,626,010	\$ 6,384,600	\$ 5,463,400	\$ (921,200)	\$ 2,850,000	\$ 3,310,000	\$ 3,825,000	\$ 4,725,000
FUNDING SOURCES								
Reserve Funds	\$ 3,593,600	\$ 6,156,800	\$ 5,235,600	\$ (921,200)	\$ 2,850,000	\$ 3,310,000	\$ 3,825,000	\$ 4,725,000
Development Cost Charges	-	217,800	217,800	-	-	-	-	-
Grants from Other Governments	-	10,000	10,000	-	-	-	-	-
Contributions	32,410	-	-	-	-	-	-	-
Total Capital Funding	\$ 3,626,010	\$ 6,384,600	\$ 5,463,400	\$ (921,200)	\$ 2,850,000	\$ 3,310,000	\$ 3,825,000	\$ 4,725,000

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

	2018	2018	2019	\$ Chg	Budget Projections			
	Projections	Budget	Budget		2020	2021	2022	2023
REVENUE								
Utility Rates	\$ 19,555,193	\$ 19,119,000	\$ 20,923,000	\$ 1,804,000	\$ 22,386,000	\$ 23,954,000	\$ 25,631,000	\$ 27,425,000
Sale of Services	711,166	160,307	160,307	-	160,307	160,307	160,307	160,307
Grants from Other Governments	2,171,900	1,943,000	202,600	(1,740,400)	-	-	-	-
Capital Contributions and DCC's	2,419,257	2,172,300	862,000	(3,050,700)	1,152,800	55,500	55,500	55,500
Other Revenue	19,095	46,000	46,000	-	46,000	46,000	46,000	46,000
Total Revenues	24,876,611	23,440,607	22,193,907	(2,987,100)	23,745,107	24,215,807	25,892,807	27,686,807
EXPENSES								
Salaries, Benefits and Training	650,920	879,110	941,559	62,449	963,919	989,331	1,015,474	1,042,375
Contracted Services	1,174,987	523,536	895,573	372,037	715,573	715,573	715,573	715,573
Supplies and Materials	137,043	148,118	156,904	8,786	156,904	156,904	156,904	156,904
Utility Purchases and Levies	8,064,575	8,314,775	8,723,337	408,562	9,534,607	10,755,037	12,153,192	13,210,520
Amortization	1,665,297	1,602,000	1,721,000	119,000	1,866,000	1,956,000	2,003,000	2,089,000
Total Expenses	11,692,822	11,467,539	12,438,373	970,834	13,237,003	14,572,845	16,044,143	17,214,372
INCREASE IN TOTAL EQUITY	13,183,789	11,973,068	9,755,534	(2,217,534)	10,508,104	9,642,962	9,848,664	10,472,435
Reconciliation to Financial Equity								
Amortization of Tangible Capital Assets	1,665,297	1,602,000	1,721,000	119,000	1,866,000	1,956,000	2,003,000	2,089,000
Capital Expenses	(11,296,768)	(18,039,200)	(14,381,100)	3,658,100	(9,110,800)	(7,000,500)	(6,330,500)	(8,155,500)
Proceeds from Disposal of Assets	1,474	-	-	-	-	-	-	-
Transfer from/(to) Other Funds	(4,690,950)	(4,481,255)	340,000	4,821,255	340,000	340,000	340,000	340,000
Internal Charges	(1,321,040)	(1,453,214)	(1,353,155)	100,059	(1,350,289)	(1,367,687)	(1,397,526)	(1,426,744)
Internal Recoveries	264,433	269,298	290,871	21,573	312,988	335,612	357,895	386,074
CHANGE IN FINANCIAL EQUITY (Reserves)	(2,193,765)	(10,129,303)	(3,626,850)	6,502,453	2,566,003	3,906,387	4,821,533	3,705,265
Financial Equity , beginning of year	11,728,322	8,853,588	9,534,557	680,969	5,907,707	8,473,710	12,380,097	17,201,630
FINANCIAL EQUITY (Reserves), end of year	\$ 9,534,557	\$ (1,275,715)	\$ 5,907,707	\$ 7,183,422	\$ 8,473,710	\$ 12,380,097	\$ 17,201,630	\$ 20,906,895

SEWER FUND CAPITAL BUDGET

CAPITAL EXPENSES								
Vehicles/Equipment	\$ 77,100	\$ 35,000	\$ 35,000	\$ -	\$ 48,000	\$ 155,000	\$ 10,000	\$ 20,000
Other Projects	73,900	221,500	653,100	431,600	145,000	95,000	95,000	120,000
Sewer Infrastructure	11,145,768	17,782,700	13,693,000	(4,089,700)	8,917,800	6,750,500	6,225,500	8,015,500
Total Capital Expenses	\$ 11,296,768	\$ 18,039,200	\$ 14,381,100	\$ (3,658,100)	\$ 9,110,800	\$ 7,000,500	\$ 6,330,500	\$ 8,155,500
FUNDING SOURCES								
Reserve Funds	\$ 6,705,611	\$ 13,923,900	\$ 13,316,500	\$ (607,400)	\$ 7,958,000	\$ 6,945,000	\$ 6,275,000	\$ 8,100,000
Development Cost Charges	1,891,089	2,172,300	-	(2,172,300)	322,800	55,500	55,500	55,500
Grants from Other Governments	2,171,900	1,943,000	202,600	(1,740,400)	-	-	-	-
Contributions	528,168	-	862,000	862,000	830,000	-	-	-
Total Capital Funding	\$ 11,296,768	\$ 18,039,200	\$ 14,381,100	\$ (3,658,100)	\$ 9,110,800	\$ 7,000,500	\$ 6,330,500	\$ 8,155,500

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

	2018 Projections	2018 Budget	2019 Budget	\$ Chg	Budget Projections			
					2020	2021	2022	2023
REVENUE								
Utility Rates	\$ 2,647,134	\$ 2,750,000	\$ 3,132,000	\$ 382,000	\$ 3,510,000	\$ 3,791,000	\$ 4,095,000	\$ 4,422,000
Other Revenue	841,016	814,000	814,000	-	814,000	814,000	814,000	814,000
Total Revenues	3,488,150	3,564,000	3,946,000	382,000	4,324,000	4,605,000	4,909,000	5,236,000
EXPENSES								
Salaries, Benefits and Training	902,663	834,334	834,699	365	938,637	961,514	984,378	1,007,900
Contracted Services	63,738	47,120	47,120	-	47,120	47,120	47,120	47,120
Supplies and Materials	28,847	40,000	40,000	-	40,000	40,000	40,000	40,000
Utility Purchases and Levies	1,819,971	1,400,000	1,883,952	483,952	1,917,536	1,958,794	2,000,199	2,041,754
Amortization	377,876	429,000	459,000	30,000	421,000	412,000	372,000	433,000
Loss on Disposals	40,855	-	-	-	-	-	-	-
Total Expenses	3,233,950	2,750,454	3,264,771	514,317	3,364,293	3,419,428	3,443,697	3,569,774
INCREASE IN TOTAL EQUITY	254,200	813,546	681,229	(132,317)	959,707	1,185,572	1,465,303	1,666,226
Reconciliation to Financial Equity								
Amortization of Tangible Capital Assets	377,876	429,000	459,000	30,000	421,000	412,000	372,000	433,000
Capital Expenses	(351,200)	(915,000)	(650,000)	265,000	(85,000)	(85,000)	(85,000)	(485,000)
Loss on Disposals	40,855	-	-	-	-	-	-	-
Proceeds from Disposal of Assets	8,691	-	-	-	-	-	-	-
Internal Charges	(1,022,875)	(916,308)	(976,662)	(60,354)	(982,003)	(992,563)	(1,001,316)	(1,012,774)
Internal Recoveries	104,250	110,079	128,386	18,307	142,264	160,570	180,332	201,692
CHANGE IN FINANCIAL EQUITY (Reserves)	(588,203)	(478,683)	(358,047)	120,636	455,968	680,579	931,319	803,144
Financial Equity , beginning of year	(716,551)	(750,755)	(1,304,754)	(553,999)	(1,662,801)	(1,206,833)	(526,254)	405,065
FINANCIAL EQUITY (Reserves), end of year	\$ (1,304,754)	\$ (1,229,438)	\$ (1,662,801)	\$ (433,363)	\$ (1,206,833)	\$ (526,254)	\$ 405,065	\$ 1,208,209

SOLID WASTE FUND CAPITAL BUDGET

CAPITAL EXPENSES								
Vehicles/Equipment	\$ 351,200	\$ 915,000	\$ 650,000	\$ (265,000)	\$ 85,000	\$ 85,000	\$ 85,000	\$ 485,000
Total Capital Expenses	\$ 351,200	\$ 915,000	\$ 650,000	\$ (265,000)	\$ 85,000	\$ 85,000	\$ 85,000	\$ 485,000
FUNDING SOURCES								
Reserve Funds	\$ 351,200	\$ 915,000	\$ 650,000	\$ (265,000)	\$ 85,000	\$ 85,000	\$ 85,000	\$ 485,000
Total Capital Funding	\$ 351,200	\$ 915,000	\$ 650,000	\$ (265,000)	\$ 85,000	\$ 85,000	\$ 85,000	\$ 485,000

Attachment #3

Dollar Impact on Proposed Tax & Utilities Rate Increase

Impact comparison with 2018 with a 4.78% tax rate increase and a 0.5% capital levy in 2019

Assessed Value	Avg. Residential Strata					Avg. Single Family Home					Single Family Home (high range)				
	558,600		512,400			1,204,300		1,104,800			2,000,000		1,834,700		
	Municipal 2019	Capital Levy 2019	Total 2019	Total 2018	% Inc	Municipal 2019	Capital Levy 2019	Total 2019	Total 2018	% Inc	Municipal 2019	Capital Levy 2019	Total 2019	Total 2018	% Inc
Property Taxation															
Municipal (1)	1,358.99	6.48	1,365.48	1,309.06	4.31	2,929.89	13.98	2,943.87	2,825.39	4.19	4,865.71	23.22	4,888.93	4,693.10	4.17
Utilities															
Sewer	447.90	-	447.90	418.60	7.0	796.40	-	796.40	744.30	7.0	796.40	-	796.40	744.30	7.0
Water	295.10	-	295.10	275.80	7.0	564.45	-	564.45	527.55	7.0	564.45	-	564.45	527.55	7.0
Solid Waste (2)	22.75	-	22.75	20.35	12	221.75	-	221.75	198.00	12	221.75	-	221.75	198.00	12
	765.75	-	765.75	714.75	7.14	1,582.60	-	1,582.60	1,469.85	7.67	1,582.60	-	1,582.60	1,469.85	7.67
	2,124.74	6.48	2,131.23	2,023.80	5.31	4,512.49	13.98	4,526.47	4,295.24	5.38	6,448.31	23.22	6,471.53	6,162.95	5.01
Municipal Tax/Levy Increase			56.42					118.48					195.83		
Utility Dollar Increase			51.01					112.75					112.75		
Total Increase			\$107.43					\$231.23					\$308.58		

(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

