

**CORPORATION OF THE CITY OF NEW WESTMINSTER**

**BYLAW NO. 8252, 2021**

A Bylaw of the City of New Westminster representing the  
Five-Year Financial Plan for the years 2021 – 2025, inclusive

WHEREAS pursuant to Section 165 of the Community Charter, Council must establish a Five-Year Financial Plan for the period 2021 – 2025 inclusive;

NOW THEREFORE, the City Council of the Corporation of the City of New Westminster ENACTS AS FOLLOWS:

(1) This bylaw may be cited for all purposes as the “Five-Year Financial Plan (2021 – 2025), Bylaw No. 8252, 2021”.

(2) Council does hereby adopt the Five-Year Financial Plan, for the years 2021 - 2025 inclusive, for each year of the plan, as set out in Schedule A.

(3) Schedules B and C provide supplementary information to the bylaw.

GIVEN FIRST READING this 22<sup>nd</sup> day of February, 2021.

GIVEN SECOND READING this 22<sup>nd</sup> day of February, 2021.

GIVEN THIRD READING this 22<sup>nd</sup> day of February, 2021.

ADOPTED this 22<sup>nd</sup> day of February, 2021.



Jonathan Coté, Mayor



Jacque Killawee, City Clerk

**CORPORATION OF THE CITY OF NEW WESTMINSTER**  
**CONSOLIDATED FINANCIAL PLAN**  
**Schedule 'A' to Bylaw No. 8252, 2021**

	2021	Budget Projections			
	Budget	2022	2023	2024	2025
<b>REVENUE</b>					
Municipal Taxation (see below)	\$ 93,740,726	\$ 98,262,186	\$ 102,743,352	\$ 107,728,030	\$ 113,156,447
Utility Rates	94,010,630	99,034,151	103,836,663	108,925,259	114,318,009
Sale of Services	13,114,033	16,204,569	16,204,569	16,204,569	16,204,569
Grants from Other Governments (1)	13,493,021	4,863,940	4,467,840	2,313,940	2,046,940
Contributions (2)	11,825,944	15,347,230	12,737,830	10,882,930	11,348,530
Other Revenue (3)	14,676,156	17,467,024	17,359,277	17,620,457	17,531,334
<b>Total Revenues</b>	<b>240,860,510</b>	<b>251,179,100</b>	<b>257,349,531</b>	<b>263,675,185</b>	<b>274,605,829</b>
<b>EXPENSES</b>					
<b>General Services</b>					
Police Services	33,018,500	33,548,760	34,193,791	34,874,943	35,532,598
Parks and Recreation	21,567,216	23,175,050	26,729,655	28,105,110	28,493,818
Fire and Rescue	17,992,154	18,447,211	18,908,676	19,380,648	19,731,365
Development Services	6,776,962	6,826,408	6,915,943	7,083,025	7,242,772
Engineering	27,676,745	28,612,567	29,275,030	29,706,663	29,991,531
General Government	25,271,680	27,499,059	27,840,793	28,228,249	28,627,715
Library	4,725,629	4,892,213	4,987,948	5,047,083	5,124,130
	<b>137,028,886</b>	<b>143,001,268</b>	<b>148,851,836</b>	<b>152,425,721</b>	<b>154,743,929</b>
<b>Utilities Services</b>					
Electrical Utility	40,461,408	41,362,477	42,399,920	45,100,835	45,932,865
Water Utility	9,193,135	9,703,125	10,337,579	11,221,061	12,269,442
Sewer Utility	14,077,193	15,260,901	16,812,697	18,502,872	21,217,635
Solid Waste Utility	3,384,977	3,395,161	3,488,343	3,547,544	3,613,197
	<b>67,116,713</b>	<b>69,721,664</b>	<b>73,038,539</b>	<b>78,372,312</b>	<b>83,033,139</b>
<b>Fiscal Expenses</b>					
Interest and Bank Charges	1,995,681	3,980,057	5,672,940	6,913,079	7,280,620
<b>Total Expenses</b>	<b>206,141,280</b>	<b>216,702,989</b>	<b>227,563,315</b>	<b>237,711,112</b>	<b>245,057,688</b>
<b>INCREASE IN TOTAL EQUITY</b>	<b>34,719,230</b>	<b>34,476,111</b>	<b>29,786,216</b>	<b>25,964,073</b>	<b>29,548,141</b>
<b>Reconciliation to Financial Equity</b>					
Amortization of Tangible Capital Assets	25,289,000	26,746,000	30,541,000	33,055,000	32,780,000
Capital Expenses (Schedule B)	(116,262,506)	(163,420,715)	(90,105,720)	(56,952,486)	(44,052,000)
Debt Retirement	(3,955,512)	(5,165,491)	(9,072,367)	(10,938,011)	(11,311,140)
Proceeds on Debt Issuance	25,466,179	88,654,799	38,757,640	17,300,431	6,000,000
Proceeds from Disposal of Assets	-	4,500,000	-	-	-
<b>CHANGE IN FINANCIAL EQUITY (Reserves)</b>	<b>(34,743,609)</b>	<b>(14,209,296)</b>	<b>(93,231)</b>	<b>8,429,007</b>	<b>12,965,001</b>
<b>Financial Equity, beginning of year</b>	<b>122,761,260</b>	<b>88,017,651</b>	<b>73,808,355</b>	<b>73,715,124</b>	<b>82,144,131</b>
<b>FINANCIAL EQUITY (Reserves), end of year</b>	<b>\$ 88,017,651</b>	<b>\$ 73,808,355</b>	<b>\$ 73,715,124</b>	<b>\$ 82,144,131</b>	<b>\$ 95,109,132</b>

Notes:

- (1) Includes capital grants noted on Schedule B.
- (2) Includes capital contributions and DCCs noted on Schedule B.
- (3) Includes proceeds from property sales noted on Schedule C.

<b>Municipal Taxation</b>					
Property Taxes	\$ 92,087,526	\$ 96,574,486	\$ 101,021,652	\$ 105,969,730	\$ 111,360,447
Parcel Taxes	28,900	28,900	27,400	27,400	27,400
Grant-in-Lieu of Taxes	1,149,700	1,184,200	1,219,700	1,256,300	1,294,000
Utilities 1%-in-Lieu of Taxes	474,600	474,600	474,600	474,600	474,600
	<b>\$ 93,740,726</b>	<b>\$ 98,262,186</b>	<b>\$ 102,743,352</b>	<b>\$ 107,728,030</b>	<b>\$ 113,156,447</b>

**CORPORATION OF THE CITY OF NEW WESTMINSTER  
CONSOLIDATED FINANCIAL PLAN**

**Schedule 'A' to Bylaw No. 8252, 2021**

(continued)

**Proportion of Revenues By Funding Source:**

The following Table shows the proportion of total revenue proposed to be raised from each funding source. Property taxes form the second largest portion of revenues. They provide a stable and consistent source of revenues to pay for many services, such as police and fire protection, that are difficult or undesirable to fund on a user-pay basis.

Utilities' rates are the City's largest component of planned revenues. These revenues pay for services including electricity, water, sewer and solid waste and are charged on a user-pay basis. This basis attempts to fairly apportion utility service costs to those that make use of these services.

Other revenue sources, including sale of services, government grants and contributions make up the remainder of total revenues. These revenues fluctuate due to economic conditions and City initiatives.

Revenue Source	% Total Revenue
Taxation	39%
Utility Rates	39%
Sale of Services	5%
Gov't Grants	6%
Contributions	5%
Other Revenue	6%
	100%

**Distribution of Property Taxes Between Property Classes:**

The following Table provides the distribution of property tax revenue between property classes. The City's primary goal is to set tax rates that are sufficient, after maximizing non-tax revenues, to provide for service delivery; city assets; and maintain tax stability. This is accomplished by maintaining the historical relationship between the property classes and applying the same annual tax rate increase across all Classes. A secondary goal is to set tax rates that are competitive within the region; consequently, the City may, from time to time, adjust the property tax distribution between the Classes as deemed necessary.

Class No	Property Class	% Tax Burden
1	Residential	63%
2	Utilities	<1%
4	Major Industry	2%
5	Light Industry	3%
6	Business	31%
8	Recreation/Non-Profit	<1%
9	Farm	<1%
		100%

**Use of Permissive Exemptions:**

The City's Annual Municipal Report contains a list of permissive exemptions granted for the year and the amount of tax revenue foregone. Permissive tax exemption is granted to not-for-profit institutions including religious institutions, some recreational facilities, service organizations and cultural institutions that form a valuable part of our community.

Since the mid-90's the City has generally ceased granting new permissive exemptions from property taxes in order to preserve the tax revenue base. Organizations granted exemption prior to implementation of this practice continue to be considered for exemption provided they make an annual submission showing the use of the property subject to exemption has not been altered. All other applications for permissive exemption from property taxes are reviewed on a case-by-case basis.

**CORPORATION OF THE CITY OF NEW WESTMINSTER**  
**CONSOLIDATED CAPITAL PROGRAM**  
**Schedule 'B' to Bylaw No. 8252, 2021**

Note: This Schedule has been provided as an addendum to Schedule A. The figures in this Schedule are included in the consolidated figures in Schedule A.

	2021 Budget	Budget Projections			
		2022	2023	2024	2025
<b>CAPITAL EXPENSES</b>					
Land	\$ 496,000	\$ 5,850,400	\$ 233,800	\$ -	\$ -
Buildings	34,404,406	60,130,515	29,402,420	12,895,886	10,883,000
Vehicles/Equipment	8,233,100	3,723,100	4,532,600	6,136,600	4,038,600
Other Projects	6,020,700	6,599,400	2,311,500	1,941,500	2,034,300
Park Improvements	3,601,900	3,975,200	4,526,000	3,881,500	2,808,100
Engineering Structures	16,046,100	17,165,000	12,883,900	9,380,000	9,130,000
Water Infrastructure	4,828,200	5,210,000	5,330,000	5,330,000	5,830,000
Sewer Infrastructure	14,453,500	10,965,500	9,077,500	7,437,000	7,480,000
Electrical Distribution System	28,178,600	49,801,600	21,808,000	9,950,000	1,848,000
<b>TOTAL</b>	<b>\$ 116,262,506</b>	<b>\$ 163,420,715</b>	<b>\$ 90,105,720</b>	<b>\$ 56,952,486</b>	<b>\$ 44,052,000</b>
<b>FUNDING SOURCES</b>					
Reserve Funds	\$ 75,456,107	\$ 63,880,616	\$ 43,435,180	\$ 35,765,455	\$ 32,485,000
Development Cost Charges	3,610,720	983,500	2,094,000	901,600	1,499,000
Long Term Debt	25,466,179	88,654,799	38,757,640	17,300,431	6,000,000
Grants from Other Governments	5,092,300	2,767,000	2,420,900	267,000	-
Contributions	6,637,200	7,134,800	3,398,000	2,718,000	4,068,000
<b>TOTAL</b>	<b>\$ 116,262,506</b>	<b>\$ 163,420,715</b>	<b>\$ 90,105,720</b>	<b>\$ 56,952,486</b>	<b>\$ 44,052,000</b>

**City of New Westminister - Development Cost Charge Funding Envelope Plan for the 2009 DCC Bylaw 7311**

**NOTES:**

1. This DCC Funding Envelope Plan is based on the capital projects set out in the 2009 Development Cost Charge Review which forms the basis for the City's DCC Bylaw. The City's DCC Bylaw was amended in 2015 to reflect new rates based on an updated capital project plan.

2. City contributions will be from reserves while other contributions are from provincial / federal government grants.

3. The mainland waterfront parkland acquisition / development (\$16M) was initially funded with debt with the intention that the principal on the debt would be repaid over time using Parks DCCs.

	TTL	2009 - 2020	2021	2022	2023	2024	2025	2026 +
Total DCCs	\$ 87,284,408	\$ 37,570,190	\$ 3,610,720	\$ 983,500	\$ 2,094,000	\$ 901,600	\$ 1,499,000	\$ 40,625,398
Total City & Other Contributions	34,985,065	9,927,539	3,215,213	1,671,513	950,185	594,913	588,313	18,037,388
	<b>\$ 122,269,473</b>	<b>\$ 47,497,729</b>	<b>\$ 6,825,933</b>	<b>\$ 2,655,013</b>	<b>\$ 3,044,185</b>	<b>\$ 1,496,513</b>	<b>\$ 2,087,313</b>	<b>\$ 58,662,785</b>

**CORPORATION OF THE CITY OF NEW WESTMINSTER**  
**CONSOLIDATED STATEMENT OF RESERVES AND DEVELOPMENT COST CHARGES**

**Schedule 'C' to Bylaw No. 8252, 2021**

Note: This Schedule has been provided as an addendum to Schedule A. The reserve figures in this Schedule are included in the consolidated figures in Schedule A. Development Cost Charges are provided for information, but are deferred charges rather than reserves.

FINANCIAL EQUITY (RESERVES)	2021	Budget Projections			
	Budget	2022	2023	2024	2025
<b>Revenues:</b>					
Contributions	\$ 1,997,593	\$ 7,635,805	\$ 7,135,376	\$ 7,150,367	\$ 6,715,668
Land Sale Proceeds	-	4,500,000	-	-	-
	<b>1,997,593</b>	<b>12,135,805</b>	<b>7,135,376</b>	<b>7,150,367</b>	<b>6,715,668</b>
<b>Transfers (to) from:</b>					
Operating Budget	38,714,905	37,535,515	36,206,573	37,044,095	38,734,333
Capital Budget	(75,456,107)	(63,880,616)	(43,435,180)	(35,765,455)	(32,485,000)
	<b>(36,741,202)</b>	<b>(26,345,101)</b>	<b>(7,228,607)</b>	<b>1,278,640</b>	<b>6,249,333</b>
<b>Change in Financial Equity (Reserves)</b>	<b>(34,743,609)</b>	<b>(14,209,296)</b>	<b>(93,231)</b>	<b>8,429,007</b>	<b>12,965,001</b>
<b>Financial Equity, Beginning of Year</b>	<b>122,761,260</b>	<b>88,017,651</b>	<b>73,808,355</b>	<b>73,715,124</b>	<b>82,144,131</b>
<b>Financial Equity, End of Year</b>	<b>88,017,651</b>	<b>73,808,355</b>	<b>73,715,124</b>	<b>82,144,131</b>	<b>95,109,132</b>
<b>CHANGE IN RESERVES</b>					
<b>Non-Statutory Reserves</b>	\$ (28,633,044)	\$ (10,588,300)	\$ 715,992	\$ 8,366,822	\$ 12,902,279
<b>Statutory Reserves</b>					
Cemetery	35,350	35,350	35,350	35,350	35,350
Construction of Municipal Works	(4,396,715)	(3,681,149)	(869,872)	1,030	1,051
Parking Cash In Lieu	24,316	24,803	25,299	25,805	26,321
Park Land Acquisition	-	-	-	-	-
Tax Sale Land	(1,773,516)	-	-	-	-
<b>Change in Reserves</b>	<b>\$ (34,743,609)</b>	<b>\$ (14,209,296)</b>	<b>\$ (93,231)</b>	<b>\$ 8,429,007</b>	<b>\$ 12,965,001</b>
<b>Statutory DCC Reserves</b>					
Drainage DCC	\$ (354,372)	\$ 123,940	\$ 126,420	\$ 128,948	\$ 131,527
Parkland DCC	1,412,650	1,165,704	(224,382)	811,530	1,407,161
Sewer DCC	(644,213)	372,453	379,902	388,001	450,760
Transportation DCC	(590,609)	290,678	582,492	728,142	(507,296)
Water DCC	(292,588)	179,731	183,326	186,993	190,733
<b>Change in DCCs</b>	<b>\$ (469,132)</b>	<b>\$ 2,132,506</b>	<b>\$ 1,047,758</b>	<b>\$ 2,243,614</b>	<b>\$ 1,672,885</b>
<b>RESERVE BALANCES</b>					
<b>Non-Statutory Reserves</b>	\$ 81,352,378	\$ 70,764,078	\$ 71,480,070	\$ 79,846,892	\$ 92,749,171
<b>Statutory Reserves</b>					
Cemetery	822,619	857,969	893,319	928,669	964,019
Construction of Municipal Works	4,602,525	921,376	51,504	52,534	53,585
Parking Cash In Lieu	1,240,129	1,264,932	1,290,231	1,316,036	1,342,357
Park Land Acquisition	-	-	-	-	-
Tax Sale Land	-	-	-	-	-
<b>Total Reserves</b>	<b>\$ 88,017,651</b>	<b>\$ 73,808,355</b>	<b>\$ 73,715,124</b>	<b>\$ 82,144,131</b>	<b>\$ 95,109,132</b>
<b>Statutory DCC Reserves</b>					
Drainage DCC	\$ 447,016	\$ 570,956	\$ 697,376	\$ 826,324	\$ 957,851
Parkland DCC	14,340,172	15,505,876	15,281,494	16,093,024	17,500,185
Sewer DCC	1,397,656	1,770,109	2,150,011	2,538,012	2,988,772
Transportation DCC	483,928	774,606	1,357,098	2,085,240	1,577,944
Water DCC	1,986,556	2,166,287	2,349,613	2,536,606	2,727,339
<b>Total DCC Reserves</b>	<b>\$ 18,655,327</b>	<b>\$ 20,787,833</b>	<b>\$ 21,835,591</b>	<b>\$ 24,079,205</b>	<b>\$ 25,752,090</b>