

REPORT

Finance and Information Technology

To: Mayor Côté and Members of Council **Date:** 2/24/2020
From: Colleen Ponzini, CPA, CGA **File:**
Director of Finance
Item #: 77/2020
Subject: Preliminary Draft 2020 - 2024 Financial Plan

RECOMMENDATION

THAT Council receive this information for discussion today and at the February 25 Special Meeting of Council; and

THAT Council directs staff to incorporate changes endorsed by Council from these discussions.

PURPOSE

The purpose of this report is to present to Council the City's proposed 2020 - 2024 Financial Plan with a focus on the 2020 General Fund Operating and Capital Budgets and the resulting proposed 2020 property tax rate increase.

SUMMARY

This report focuses on the draft 2020 – 2024 Financial Plan – General Fund that staff have prepared that incorporates Council's direction through the Climate Action Budgeting Framework and the Strategic Priorities. The City's Utility Funds have also been updated and included since the 2020 rates were set in November.

The proposed financial plan was also prepared with the results of the public engagement process in mind which were presented in the "Budget 2020 Process – Engagement Results" Council report that was included in the February 3, 2020 Council agenda as Item #12.

ANALYSIS AND DISCUSSION

There is a lot of information in this report that is supported with detailed appendices. In an effort to communicate the issues succinctly, the body of the report is presented in four main sections:

1. General Fund Operations
2. General Fund Capital
3. Reserves and Long-Term Debt
4. Utility Funds Operating and Capital

The six appendices provide more details and have been highly summarized in the body of the report. It is important to review the appendices to get an understanding of the enhancement requests as they are discussed in aggregate in the report.

1. 2020 – 2024 General Fund Financial Plan
2. 2020 General Fund by Reserves, Capital and Operations
3. 2020 Budget Enhancements
4. 2020 Budget Requests that are not included
5. General Fund 2020 – 2024 Capital Program
6. Utility Funds 2020 – 2024 Financial Plans

Staff will also be available to clarify the information for Council during the open workshop deliberations.

Section 1) General Fund Operations

In preparing the proposed operating programs, departments examined their operating and capital programs to ensure they would have the appropriate resources, at the appropriate time, to carry out the City's mandates, plans and programs which are being impacted by growth, new initiatives, aging infrastructure, the economy, and inflation and to accelerate projects that address climate action.

Departments have put forward enhancement requests that have an impact starting in either 2020 or 2021. Those that have been included in the proposed financial plan are described in Appendix 3 and are supported by the Senior Management Team as requests that should be funded to be able to complete the proposed capital program and to address other operating impacts. The inclusion of these enhancements will result in a 4.9% tax rate increase for 2020 and an additional 3.9% increase in 2021 should Council choose to support them.

Recognizing that the proposed tax rate increases are already substantial, the Senior Management Team supports but did not include additional requests that have been described in Appendix 4. These requests would require an additional tax rate increase of 0.94% for 2020 should Council choose to support them.

General Fund Operations 2020

Overall, the City's General Fund operating programs are service oriented with staffing being the largest component 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.

For 2020, staff are proposing a tax rate increase that includes 4.9% for projected wage increments, new staff requirements and other operating expenses; and 1.0% increase that would go towards the 2020 capital levy. Over the next four years there are projected wage increments and new operating requirements that will also require tax rate increases in the range of 1% to 4% as taxation is the main source of revenue to fund on-going operations.

General Fund Operations includes budget line items that relate directly to providing general government services and ultimately have an impact on property taxes. The following table and discussion summarizes and explains the major changes in revenues and expenses for the ***General Fund Base Operating budget for 2020***. The figures are presented in \$000's.

	Operations		
	2019	2020	\$ Chg
REVENUE			
Municipal Taxation	\$ 85,367	\$ 90,855	\$ 5,488
Sale of Services	14,229	14,874	645
Grants from Other Governments	1,884	1,934	50
Contributions	91	91	-
Other Revenue	14,557	15,786	1,229
Total Revenues	116,128	123,540	7,412
EXPENSES			
Salaries, Benefits and Training	88,925	93,489	4,564
Contracted Services	9,755	10,095	340
Supplies and Materials	9,151	9,866	715
Interest and Bank Charges	905	976	71
Cost of Sales	1,466	1,687	221
Grants	1,078	1,008	(70)
Insurance and Claims	1,521	1,707	186
Amortization	18,591	18,855	264
Total Expenses	131,392	137,685	6,293
NET EXPENSES	(15,264)	(14,144)	1,120
Debt Retirement and Internal Adjustments and Transfers			
Amortization of Tangible Capital Assets	18,591	18,855	264
Debt Retirement	(1,096)	(1,556)	(460)
Transfer from Electrical Fund	2,500	2,500	-
Internal Charges	(9,200)	(9,659)	(459)
Internal Recoveries	11,212	11,962	750
NET TRANSFER TO RESERVES	\$ 6,744	\$ 7,958	\$ 1,214
2020 TAX RATE INCREASE		4.90%	
2020 CAPITAL LEVY INCREASE		1.00%	

Revenues to pay for City services are budgeted at approximately \$123.5 million (2019 - \$116.1 million). Of this, taxation revenue contributes \$90.9 million or 74% of total general revenues. The increase in 2020 incorporates \$1.0 million in taxation revenue from new construction, a proposed 4.90% tax rate increase and a 1.0% capital levy. The tax increases translate into an approximate increase of \$159 to the average household and an increase of approximately \$386 to the average business property owner.

The balance of the funds required to pay for general services comes from sale of services, grants, contributions, and other revenues, which have increased by approximately \$1.9 million (including enhancements in Appendix 3). Sales and services have increased by \$0.6M primarily due to Police third party cost recoveries and parking revenues offset by a reduction in Parks revenue at the Canada Games Pool. Other revenues have increased \$1.2M primarily due to increased development fees and permits, parking fines, investment income, and Anvil Conference Centre revenues.

The 2020 General Fund **operating expenses** total approximately \$137.7 million (2019 - \$131.4 million) to provide on-going municipal services including Police and Fire Services; Parks and Recreation Services; Engineering Services relating to traffic and transportation; Development Services; Library; Cultural and Administrative Services.

The net \$6.3 million increase in expenses in 2020 primarily relates to salaries and benefits including salary increments and additional staff and contracted services to deal with work load issues and strategic initiatives which amount to \$4.9M. Other changes include increased insurance premiums, costs for the Q2Q ferry operation, increased supplies for street maintenance, funding to support reconciliation, diversity and inclusion, and increased operating costs for the Anvil Conference Centre.

It is important to clarify that we are already projecting an increase of approximately \$3.6 million for 2021 (3.9%) from the figures that have been included in this proposed financial plan. This is because some of the 2020 enhancements are only for a partial year and some enhancements start in 2021. (Appendix 3)

For Council's consideration, enhancements that departments have requested that *have not been included in the proposed financial plan* are provided in Appendix 4.

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 \$18.9 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.

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 2020, the net transfer to reserves from the operating budget is approximately \$8.0 million.

Note that in the proposed Financial Plan, it will be necessary to redirect the contributions that currently go to the Facility Maintenance reserve to fund the acceleration of projects related to sustainable / active transportation, public realm, and affordability / livability in the City.

2020 Estimated Dollar Increases

The following table shows the estimated dollar increases to average residential and business properties for the proposed 4.9% tax rate increase and 1.0% capital levy. The table also includes the dollar impact of the approved 2020 rate increases in the City's Water, Sewer and Solid Waste Utilities.

2020 Estimated Dollar Increase to Average Residential and Business Properties

<u>Property Type</u>	<u>2020 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)	\$ 514,000	\$ 67	\$ 8	\$ 55
Residential S/F/D ₍₁₎ (avg)	\$ 1,107,300	\$ 143	\$ 16	\$ 122
Residential S/F/D (high)	\$ 2,000,000	\$ 259	\$ 30	\$ 122
Business	\$ 2,963,400	\$ 251	\$ 135	N/A
Light Industry	\$ 4,668,600	\$ 1,202	\$ 264	N/A

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

(2) Proposed 2020 Municipal tax rate increase of 4.9%

(3) Proposed 2020 Capital Levy of 1.0%

(4) Water, Sewer & Solid Waste 2020 rate increase of 7.0%, 7.0% & 12.0%, respectively

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.

In addition to the increases for the 2020 and 2021 enhancements, budgeted figures for 2022 to 2024 of the draft Financial Plan are also projected to increase to accommodate negotiated wage settlements, interest on long term debt, and costs related to the new aquatic and community centre. Based on a review of development and building permit applications to-date, new construction is estimated to contribute approximately \$1.0 million annually in new tax revenue. In order to balance future years budgets, annual tax rate increases in the range of approximately 1.0% to 4.0% will be required in addition to an annual increase of 1.0% for the capital levy.

Capital Levy

The City of New Westminster is one of the oldest municipalities in the Province and like most other Canadian municipalities, the City faces the challenge of replacing aging infrastructure, buildings and equipment. At the same time the City must invest in new services and infrastructure to meet the needs one of the fastest growing communities in the region.

The City's policy is to pay-as-you go (use City reserves) when it comes to its capital program; however, this requires adequate annual contributions into the City's reserves. To ensure City reserves are sustainable over the long term, the City began to implement an annual capital levy. The levy was set to 1.0% in 2018 and an additional 0.5% in 2019. To date the funds raised from the capital levy have been allocated to the replacement of the Canada Games Pool and Centennial Community Centre.

Given the challenges with the operating and capital budgets, staff propose that the capital levy increase be set at 1.0% for 2020. The levy should also be increased 1.0% for 2021 – 2024 to support the capital program as it is included in the proposed financial plan.

Section 2 – General Fund Capital

The General Fund capital program incorporates Council's direction through the Climate Action Budgeting Framework and the Strategic Priorities. In addition, departments have proposed that the programs focus on addressing health and life safety, business continuity, and additional or improved services to the public giving consideration to maintaining critical infrastructure, avoiding failures, addressing barriers, coordinating city projects, and maximizing benefits from partner agencies.

The following three tables show different views of the General Fund capital program.

2020 General Fund Capital as it supports Climate Action

This view of the 2020 capital program summarizes information in Appendix 5 which provides a detailed view of the capital program and how it supports climate action initiatives. The following table shows that of the \$80.1 million in 2020, \$36.0 million is in support of climate action initiatives.

	Capital Program	Estimated Climate Action Related	Other
	2020 Budget	2020 Budget	2020 Budget
General Fund			
Buildings	\$ 34,726,686	\$ 14,353,643	\$ 20,373,043
Engineering Structures	21,351,600	12,643,300	8,708,300
Land	5,342,800	736,800	4,606,000
Other	8,453,800	5,035,825	3,417,975
Park Improvements	4,229,000	2,190,775	2,038,225
Equipment	4,303,100	365,900	3,937,200
Vehicles	1,711,800	621,600	1,090,200
Total General Fund	\$ 80,118,786	\$ 35,947,843	\$ 44,170,943

2020 General Fund Capital by Asset Category

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

The following table summarizes the capital projects and the funding sources (figures presented in \$000's).

	2019 Projections	2019 Budget	2020 Budget
CAPITAL EXPENSES			
Land	\$ 1,175	\$ 644	\$ 5,343
Buildings	19,717	33,213	34,727
Vehicles/Equipment	3,251	5,372	6,015
Other Projects	699	4,407	8,454
Park Improvements	3,172	5,125	4,229
Engineering Structures	8,852	18,026	21,352
TOTAL	\$ 36,867	\$ 66,787	\$ 80,119
FUNDING SOURCES			
Reserve Funds	\$ 29,220	\$ 50,339	\$ 60,784
Development Cost Charges	442	1,918	1,929
Long Term Debt	5,125	6,310	1,579
Grants from Other Governments	1,063	3,606	8,620
Contributions	1,016	4,613	7,207
TOTAL	\$ 36,867	\$ 66,787	\$ 80,119

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

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

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

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

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

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

5-year General Fund Capital Program and Funding Sources

A summary of the City's 2020 to 2024 General Fund Capital Program by Major Project grouping and Funding Sources is shown below. The 5 year program includes the build out of many of the major projects that support climate action and other Council priorities that commence in 2020 with the largest being the replacement of the Canada Games Pool and Centennial Community Centre.

Project Description 2020 - 2024	Preliminary Budget	Reserves	Debt	DCCs	Grants / Contributions
Roads	19,528,000	16,527,900	-	485,100	2,515,000
General Transportation Program	43,493,700	25,024,900	8,654,000	2,179,600	7,635,200
Transportation Structures	3,860,800	3,780,800	-	-	80,000
Parks Facilities Maintenance Program	4,617,900	4,617,900	-	-	-
Civic Facilities Maintenance Program	6,231,600	5,592,000	-	-	639,600
Vehicle & Equipment Replacement Program	12,446,400	12,406,700	-	-	39,700
Parks Maintenance Program	8,880,700	8,522,800	-	-	357,900
Park & Civic Facilities Major Repl. and Additions	38,301,600	16,991,399	17,615,001	1,275,000	2,420,200
Q2Q Ferries & Waterfront DAC Project	6,232,900	175,000	-	-	6,057,900
Information Systems / Networks	6,503,700	6,503,700	-	-	-
Other General Fund Projects	12,348,900	9,386,100	-	-	2,962,800
Parkland Acquisition & Development	9,709,000	6,304,900	-	1,237,100	2,167,000
Canada Games Pool & Centennial Community Centre	102,927,951	18,283,996	81,643,955	-	3,000,000
Total General Fund	275,083,151	134,118,095	107,912,956	5,176,800	27,875,300

Section 3) Reserves and Long-Term Debt***General Fund Reserves***

City Reserves are meant to provide stability and long term sustainability for city operations. It is important to maintain reserves that can address future asset replacement, growth and progressive changes as expected by the community. The reserves are monitored to ensure the annual requirements can be sustained and when it appears that the pressures outweigh the contributions, it becomes necessary to either increase the contributions or decrease the work plans.

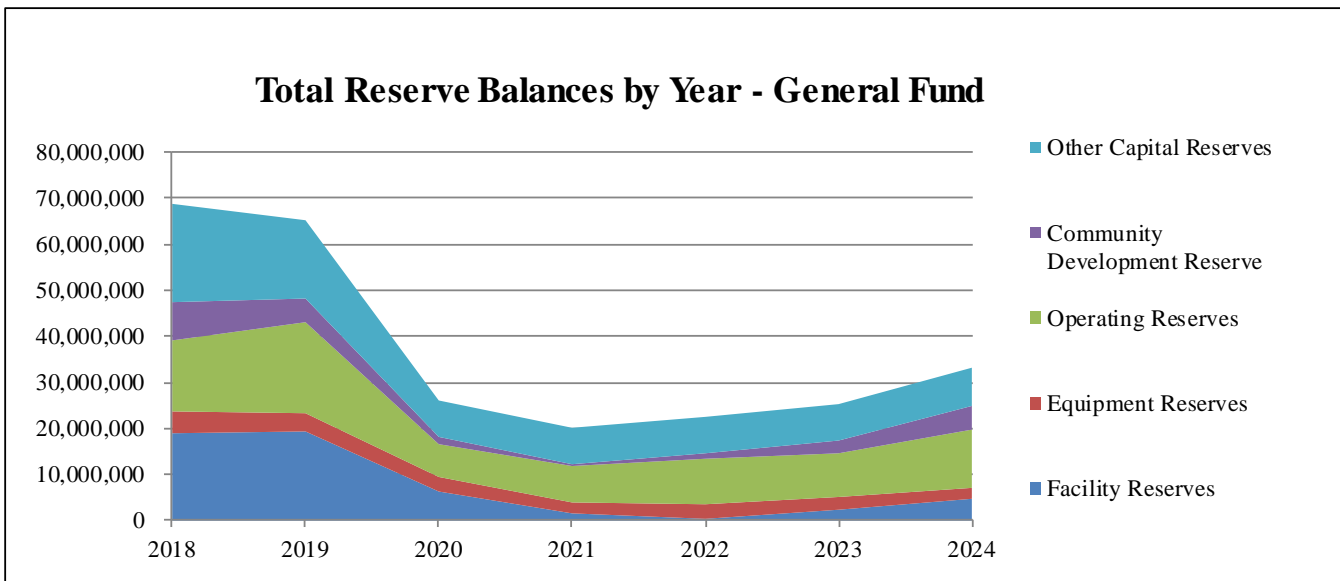
The General Fund reserves receive ongoing funding from the operating budget and in addition, certain amounts that flow directly into reserves because of statutory requirements (such as land sales that must be credited to a reserve) and Council direction. These latter amounts are usually unique in nature or less predictable and therefore, are not conducive to being included in the operating budget. The following table summarizes these items proposed for 2020 (figures presented in \$000's).

	Operations		
	2019	2020	\$ Chg
REVENUE			
Contributions	\$ 7,515	\$ 7,130	\$ (385)
Other Revenue	858	882	24
Total Revenues	8,373	8,012	(361)
Debt Retirement and Internal Adjustments and Transfers			
Debt Retirement	(515)	(530)	(15)
Proceeds from Disposal of Assets	1,967	4,500	2,533
Transfer from Other Funds	2,940	2,940	-
NET TRANSFER TO RESERVES	\$ 12,765	\$ 14,922	\$ 2,157

Items that are credited to reserves include the casino revenues that go directly to the Community Development Fund; proceeds from the disposal of property that go directly to the Construction of Municipal Works Reserve; digital signage revenues that go directly to the Facility Replacement Reserve for the Canada Games Pool and Massey Theatre, and the transfer from the Electrical Fund to General Provisions to help pay for General Fund capital projects.

Two other items that are included in the Reserves section are Parkland DCC’s that are used to pay debt principal for the Westminster Pier Park, and, borrowed funds from the Sewer and Water reserves that were used in the General Fund to pay for the Ewen Avenue reconstruction project. Starting in 2019, the borrowed funds are to be repaid over 20 years from the General Fund without interest.

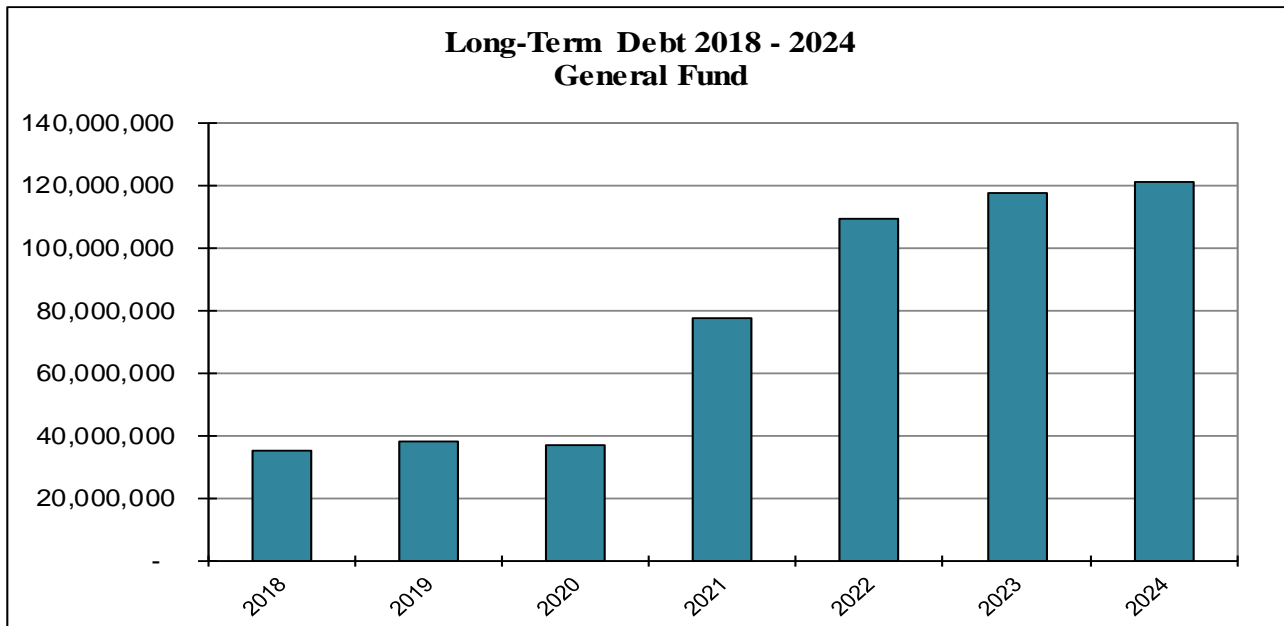
The Financial Plan as presented in this report generates General Fund Reserves balances that decrease from \$65 million in 2019 and recover to \$36 million in 2024 as illustrated in the chart below.



General Fund Long-Term Debt

The Financial Plan as presented in this report requires debt financing for a few large projects such as the replacement of the Canada Games Pool and Centennial Community Centre which is already in progress, and the Massey Theatre and Public Realm projects beginning in 2022. By 2022, the annual debt principle and interest repayments for the General Fund will be in the range of \$10 million.

The following graph shows the projected debt load for the General Fund to 2024. However, the City will be applying for senior level grant funding, and if successful, the reliance on debt funding would be reduced.



Section 4) Utility Funds Operating and Capital

On November 4, 2019, Council approved in principle the City’s 2020 Utility Rates as captured in the 2020 Utility Rates Report (Item #10b). The rates were approved so that they would be in place for a January 1, 2020 implementation.

The 2020 rate increases for the utility funds were as follows:

Water 7%, Sewer 7.0%, Solid Waste 12.0% and Electrical 3.8%. The increase in the electricity rates included redirecting a portion of the electricity rate rider to a climate action reserve fund.

Since the utility rates were approved, the Utility Funds’ financial plans have been modified slightly to reflect more current projections for 2019 and the corresponding impacts on 2020 as funds were carry forward to complete capital projects.

The updated Utility Funds financial plans are included in Appendix 6 with the approved 2020 rate increases. This appendix also includes the detailed Utility Funds capital programs.

NEXT STEPS

There is a great deal of budget information presented in this draft 2020 – 2024 Financial Plan – General Fund. Council questions and feedback is sought at the Open Workshop on February 24 and the Special meeting of Council on February 25.

Moreover, staff would benefit from further Council deliberation on the draft Financial Plan at the March 9 Council meeting.

The public will also have an opportunity to address City Council on the draft budget at the next two Council meetings on February 25 and March 9, which will both be held in Council Chambers.

INTERDEPARTMENTAL LIAISON

All departments were involved in preparing the draft Financial Plan.

CONCLUSION

Staff has prepared the draft 2020 - 2024 Financial Plan - General Fund for Council's consideration and is seeking Council's direction with respect to further refinements to the Financial Plan.

OPTIONS

As this report is being provided as information for discussion, there are three options for Council's consideration.

- 1) That Council receive this information for discussion today and at the February 25 Special Meeting of Council; and
- 2) That Council directs staff to incorporate changes endorsed by Council from these discussions.

Staff recommends options 1 and 2.

ATTACHMENTS

- Appendix #1 - 2020 - 2024 General Fund Financial Plan
- Appendix #2 - 2020 General Fund by Reserves, Capital and Operations
- Appendix #3 - 2020 Budget Enhancements
- Appendix #4 - 2020 Budget Requests That Are Not Included
- Appendix #5 - General Fund 2020 - 2024 Capital Program
- Appendix #6 - Utility Funds 2020 - 2024 Financial Plans

Approved for Presentation to Council



Colleen Ponzini, CPA, CGA
Director of Finance



Lisa Spitale
Chief Administrative Officer

Appendix #1

2020 – 2024 General Fund Financial Plan

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

	2019	2019	2020	\$ Chg	Budget Projections			
	Projections	Budget	Budget		2021	2022	2023	2024
REVENUE								
Municipal Taxation	\$ 84,852,092	\$ 85,366,891	\$ 90,855,272	\$ 5,488,381	\$ 96,337,804	\$ 101,152,979	\$ 107,341,036	\$ 110,346,000
Sale of Services	15,459,175	14,229,209	14,874,287	645,078	14,673,065	14,676,642	14,680,323	15,590,323
Grants from Other Governments	3,116,825	5,490,052	10,553,740	5,063,688	2,033,940	2,200,940	3,239,940	2,467,940
Contributions	11,688,752	14,138,174	16,356,852	2,218,678	12,850,355	10,171,631	10,405,501	9,071,101
Other Revenue	16,809,738	15,414,809	16,668,267	1,253,458	16,140,975	15,986,307	16,047,435	16,207,230
Total Revenues	131,926,582	134,639,135	149,308,418	14,669,283	142,036,139	144,188,499	151,714,235	153,682,594
EXPENSES								
Salaries, Benefits and Training	88,643,942	88,925,226	93,489,183	4,563,957	96,487,564	99,250,324	101,768,667	104,081,921
Contracted Services	11,256,744	9,754,758	10,095,266	340,508	10,039,566	10,241,066	10,241,066	10,242,566
Supplies and Materials	10,082,637	9,150,652	9,866,302	715,650	10,647,302	10,878,302	10,743,802	10,748,802
Interest and Bank Charges	1,033,406	904,751	976,015	71,264	1,008,148	2,410,845	3,274,196	3,736,138
Cost of Sales	1,738,915	1,466,262	1,687,162	220,900	1,687,162	1,687,162	1,687,162	1,687,162
Grants	824,786	1,078,450	1,008,450	(70,000)	1,008,450	1,008,450	1,008,450	1,008,450
Insurance and Claims	1,417,975	1,520,814	1,707,147	186,333	1,765,841	1,827,470	1,892,181	1,960,127
Amortization	18,591,000	18,591,000	18,855,000	264,000	19,242,000	19,042,000	22,595,000	23,163,000
Total Expenses	133,589,405	131,391,913	137,684,525	6,292,612	141,886,033	146,345,619	153,210,524	156,628,166
INCREASE (DECREASE) IN TOTAL EQUITY	(1,662,823)	3,247,222	11,623,893	8,376,671	150,106	(2,157,120)	(1,496,289)	(2,945,572)
Reconciliation to Financial Equity								
Amortization of Tangible Capital Assets	18,591,000	18,591,000	18,855,000	264,000	19,242,000	19,042,000	22,595,000	23,163,000
Capital Expenses	(36,866,700)	(66,786,500)	(80,118,786)	(13,332,286)	(77,037,792)	(55,802,828)	(36,422,145)	(25,701,600)
Debt Retirement	(1,671,764)	(1,610,602)	(2,085,939)	(475,337)	(2,231,379)	(4,024,521)	(5,525,140)	(6,277,005)
Proceeds on Debt Issuance	5,125,130	6,309,700	1,579,133	(4,730,567)	43,722,221	36,570,473	14,813,129	11,228,000
Proceeds from Disposal of Assets	7,295,833	1,967,000	4,500,000	2,533,000	-	-	-	-
Transfer from/(to) Other Funds	5,440,000	5,440,000	5,440,000	-	5,440,000	5,440,000	5,440,000	5,440,000
Internal Charges	(9,320,219)	(9,199,864)	(9,659,040)	(459,176)	(9,906,766)	(10,147,152)	(10,401,034)	(10,748,156)
Internal Recoveries	11,483,488	11,211,769	11,961,535	749,766	12,195,564	12,453,177	12,709,428	12,821,380
CHANGE IN FINANCIAL EQUITY (Reserves)	(1,586,055)	(30,830,275)	(37,904,204)	(7,073,929)	(8,426,046)	1,374,029	1,712,949	6,980,047
Financial Equity, beginning of year	68,953,676	72,151,951	67,367,621	(4,784,330)	29,463,417	21,037,371	22,411,400	24,124,349
FINANCIAL EQUITY (Reserves), end of year	\$ 67,367,621	\$ 41,321,676	\$ 29,463,417	\$ (11,858,259)	\$ 21,037,371	\$ 22,411,400	\$ 24,124,349	\$ 31,104,396

GENERAL FUND CAPITAL BUDGET

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

Appendix #2

2020 General Fund
By Reserve, Capital and Operations

APPENDIX 2

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

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

Operations Category

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

General Capital Category

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

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

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

Reserves Category

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

The items that are included in the reserve category are:

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

- e) Debt retirement paid from DCC Reserves;
- f) The annual transfer from the Electrical Fund to General Provisions to help pay for General Fund capital projects; and
- g) The transfer of borrowed funds to the Sewer and Water Funds from the General Provisions to repay funds that were used to help pay for the Ewen Avenue reconstruction project (in 2017 and 2018).

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

	2019					2020					\$ Chg Total Budgets
	Projections	Total Budget	Reserves	Capital	Operations	Total Budget	Reserves	Capital	Operations	\$ Chg in Operations	
REVENUE											
Municipal Taxation	\$ 84,852,092	\$ 85,366,891	\$ -	\$ -	\$ 85,366,891	\$ 90,855,272	\$ -	\$ -	\$ 90,855,272	\$ 5,488,381	\$ 5,488,381
Sale of Services	15,459,175	14,229,209	-	-	14,229,209	14,874,287	-	-	14,874,287	645,078	645,078
Grants from Other Governments	3,116,825	5,490,052	-	3,606,112	1,883,940	10,553,740	-	8,619,800	1,933,940	50,000	5,063,688
Contributions	11,688,752	14,138,174	7,515,014	6,531,722	91,438	16,356,852	7,130,164	9,135,900	90,788	(650)	2,218,678
Other Revenue	16,809,738	15,414,809	858,107	-	14,556,702	16,668,267	882,134	-	15,786,133	1,229,431	1,253,458
Total Revenues	131,926,582	134,639,135	8,373,121	10,137,834	116,128,180	149,308,418	8,012,298	17,755,700	123,540,420	7,412,240	14,669,283
EXPENSES											
Salaries, Benefits and Training	88,643,942	88,925,226	-	-	88,925,226	93,489,183	-	-	93,489,183	4,563,957	4,563,957
Contracted Services	11,256,744	9,754,758	-	-	9,754,758	10,095,266	-	-	10,095,266	340,508	340,508
Supplies and Materials	10,082,637	9,150,652	-	-	9,150,652	9,866,302	-	-	9,866,302	715,650	715,650
Interest and Bank Charges	1,033,406	904,751	-	-	904,751	976,015	-	-	976,015	71,264	71,264
Cost of Sales	1,738,915	1,466,262	-	-	1,466,262	1,687,162	-	-	1,687,162	220,900	220,900
Grants	824,786	1,078,450	-	-	1,078,450	1,008,450	-	-	1,008,450	(70,000)	(70,000)
Insurance and Claims	1,417,975	1,520,814	-	-	1,520,814	1,707,147	-	-	1,707,147	186,333	186,333
Amortization	18,591,000	18,591,000	-	-	18,591,000	18,855,000	-	-	18,855,000	264,000	264,000
Total Expenses	133,589,405	131,391,913	-	-	131,391,913	137,684,525	-	-	137,684,525	6,292,612	6,292,612
INCREASE (DECREASE) IN TOTAL EQUITY	(1,662,823)	3,247,222	8,373,121	10,137,834	(15,263,733)	11,623,893	8,012,298	17,755,700	(14,144,105)	1,119,628	8,376,671
Reconciliation to Financial Equity											
Amortization of Tangible Capital Assets	18,591,000	18,591,000	-	-	18,591,000	18,855,000	-	-	18,855,000	264,000	264,000
Capital Expenses	(36,866,700)	(66,786,500)	-	(66,786,500)	-	(80,118,786)	-	(80,118,786)	-	-	(13,332,286)
Debt Retirement	(1,671,764)	(1,610,602)	(515,014)	-	(1,095,588)	(2,085,939)	(530,164)	-	(1,555,775)	(460,187)	(475,337)
Proceeds on Debt Issuance	5,125,130	6,309,700	-	6,309,700	-	1,579,133	-	1,579,133	-	-	(4,730,567)
Proceeds from Disposal of Assets	7,295,833	1,967,000	1,967,000	-	-	4,500,000	4,500,000	-	-	-	2,533,000
Transfer from/(to) Other Funds	5,440,000	5,440,000	2,940,000	-	2,500,000	5,440,000	2,940,000	-	2,500,000	-	-
Internal Charges	(9,320,219)	(9,199,864)	-	-	(9,199,864)	(9,659,040)	-	-	(9,659,040)	(459,176)	(459,176)
Internal Recoveries	11,483,488	11,211,769	-	-	11,211,769	11,961,535	-	-	11,961,535	749,766	749,766
CHANGE IN FINANCIAL EQUITY (Reserves)	(1,586,055)	(30,830,275)	12,765,107	(50,338,966)	6,743,584	(37,904,204)	14,922,134	(60,783,953)	7,957,615	1,214,031	(7,073,929)
Financial Equity, beginning of year	68,953,676	72,151,951	(12,765,107)	50,338,966	34,578,092	67,367,621	(14,922,134)	60,783,953	21,505,802	(13,072,290)	(4,784,330)
FINANCIAL EQUITY (Reserves), end of year	\$ 67,367,621	\$ 41,321,676	\$ -	\$ -	\$ 41,321,676	\$ 29,463,417	\$ -	\$ -	\$ 29,463,417	\$ (11,858,259)	\$ (11,858,259)
GENERAL FUND CAPITAL BUDGET											
CAPITAL EXPENSES											
Land	\$ 1,174,900	\$ 644,000	\$ -	\$ 644,000	\$ -	\$ 5,342,800	\$ -	\$ 5,342,800	\$ -	\$ -	4,698,800
Buildings	19,717,300	33,213,000	-	33,213,000	-	34,726,686	-	34,726,686	-	-	1,513,686
Vehicles/Equipment	3,250,600	5,352,300	-	5,352,300	-	6,014,900	-	6,014,900	-	-	662,600
Other Projects	699,400	4,426,600	-	4,426,600	-	8,453,800	-	8,453,800	-	-	4,027,200
Park Improvements	3,172,300	5,124,500	-	5,124,500	-	4,229,000	-	4,229,000	-	-	(895,500)
Engineering Structures	8,852,200	18,026,100	-	18,026,100	-	21,351,600	-	21,351,600	-	-	3,325,500
Total Capital Expenses	\$ 36,866,700	\$ 66,786,500	\$ -	\$ 66,786,500	\$ -	\$ 80,118,786	\$ -	\$ 80,118,786	\$ -	\$ -	\$ 13,332,286
FUNDING SOURCES											
Reserve Funds	\$ 29,220,157	\$ 50,338,966	\$ -	\$ 50,338,966	\$ -	\$ 60,783,953	\$ -	\$ 60,783,953	\$ -	\$ -	10,444,987
Development Cost Charges	442,300	1,918,422	-	1,918,422	-	1,929,400	-	1,929,400	-	-	10,978
Long Term Debt	5,125,130	6,309,700	-	6,309,700	-	1,579,133	-	1,579,133	-	-	(4,730,567)
Grants from Other Governments	1,062,698	3,606,112	-	3,606,112	-	8,619,800	-	8,619,800	-	-	5,013,688
Contributions	1,016,415	4,613,300	-	4,613,300	-	7,206,500	-	7,206,500	-	-	2,593,200
Total Capital Funding	\$ 36,866,700	\$ 66,786,500	\$ -	\$ 66,786,500	\$ -	\$ 80,118,786	\$ -	\$ 80,118,786	\$ -	\$ -	\$ 13,332,286

Appendix #3

2020 Budget Enhancements

APPENDIX 3							
Budget Summary							
These items are included in the proposed 2020 and 2021 General Fund operating programs as presented in this report							
The attached descriptions were provided by Departments							
NOTE: Only items in rows not highlighted in yellow can be adjusted							
#	Dept	Division/Project	Description	2020 Exp	2020 Funding	2020 Net Impact	2021 Net Impact
1	ALL	ALL	Exempt salary adjustments	106,000		106,000	106,000
2	ALL	ALL	Investment income	(220,000)		(220,000)	580,000
3	ALL	ALL	Internal interest allocated to reserves	148,000		148,000	(669,000)
4	ALL	ALL	Increased capital contributions to reserves	270,000		270,000	270,000
5	ALL	ALL	Increased revenues across departments	(375,000)		(375,000)	(75,000)
6	ALL	ALL	Staff re: annual increases and reclassifications	2,583,404		2,583,404	2,250,000
7	ALL	ALL	Long term debt principal	475,337		475,337	145,440
8	ALL	ALL	Long term debt interest	71,264		71,264	32,133
9	CAO	Administration	Manager Public Engagement	172,000		172,000	-
10	CAO	Administration	Manager Major Projects (TFT to FT)	0		-	44,125
11	CAO	Anvil Centre	Convert current building service worker (BSW) to supervisor position	11,000		11,000	-
12	CAO	Anvil Centre Mtce	AUX BSW coverage	60,000		60,000	-
13	CAO	Arts Services	Signage for community art gallery	10,000		10,000	(10,000)
14	CAO	Arts Services	Annual theatre seat inspection and maintenance	9,000		9,000	-
15	CAO	Massey	Massey theatre operating costs net of revenue	0		-	729,000
16	CAO	Anvil Centre Admin	After hours building security	75,500		75,500	-
17	CAO	Anvil Centre Mtce	Fire alarms, chiller, boiler inspections	70,000		70,000	-
18	CAO	Anvil Centre Mtce	Additional materials & supplies	28,000		28,000	-
19	CAO	Anvil Centre Mtce	Elevator repairs	11,400		11,400	-
20	CAO	Culture	Costs related to reconciliation activities	80,000		80,000	-
21	CAO	Administration	Manager Community Arts & Theatre	137,600		137,600	-
22	CAO	Anvil Centre	2 part time building security positions	84,000	(84,000)	-	-
23	CAO	Communications	Communications & Public Engagement Specialist (2 yr TFT)	43,500		43,500	31,500
24	CAO	Arts Services	Increased instructor costs for arts program	10,000	(10,000)	-	-
25	CAO	Anvil Centre	Convert 1 year TFT Coordinator Conference Sales to FT	0		-	-
26	CAO	Administration	Media Gallery Programmer	0		-	46,500
27	DS	Planning	Planning Assistant 1	42,024		42,024	27,951

#	Dept	Division/Project	Description	2020 Exp	2020 Funding	2020 Net Impact	2021 Net Impact
28	DS	Planning	Development Planner 1	60,668		60,668	43,932
29	DS	Building	Clerk - Permits & Licences	38,420		38,420	25,830
30	DS	Building	Building Inspector (Energy)	65,175		65,175	40,425
31	DS	Building	Increase in building permit fees	0	(370,000)	(370,000)	-
32	DS	Climate Action	Corporate Energy Specialist	90,000	(90,000)	-	-
33	DS	Planning	Increase in third party cost recovery	(53,000)		(53,000)	-
34	ENG	DS/ENG Cross Connection	Plumbing Inspector (2yr TFT)	53,825	(14,000)	39,825	53,125
35	ENG	DS/ENG Cross Connection	Building Clerk (2yr TPT)	15,900		15,900	15,400
36	ENG	Transportation	Project Manager, New Mobility	75,000		75,000	75,000
37	ENG	Design & Construction	Engineering Technologist (3 yr TFT)	53,650		53,650	38,850
38	ENG	Building	2 Building Service Workers	67,976		67,976	49,224
39	ENG	Building	Project management to complete city hall	86,400		86,400	(86,400)
40	ENG	Q2Q	Q2Q operations	250,000		250,000	-
41	ENG	Eng Operations	Radio licence fees	14,000		14,000	-
42	ENG	Eng Operations	Materials & supplies for street maintenance	100,000		100,000	-
43	ENG	Eng Ops Parking and Animal Services	Veterinary fees	30,000		30,000	-
44	ENG	Eng Admin	Development Services fees & fill permits	0	(48,000)	(48,000)	-
45	ENG	Parking Meter Revenue	Parking meter rates	0	(400,000)	(400,000)	-
46	ENG	Parking Permits	Parking permit rates	0	(15,000)	(15,000)	-
47	ENG	Transportation	Planning Analyst (TFT to PFT)	35,000		35,000	109,000
48	ENG	Parking & Animal Services	Clerk Typist 2 (TFT to PFT)	54,500	(34,500)	20,000	-
49	ENG	Parking & Animal Services	Street Use & Parking Enforcement Officer	51,730	(51,730)	-	28,770
50	FIN	Insurance & Risk	Insurance Premiums	186,000		186,000	58,694
51	FIN	Purchasing	Intermediate Buyer (TFT to PFT)	0		-	61,500
52	FIN	Fin Svcs	Financial Analyst - Utilities	96,200	(96,200)	-	-
53	HR	Human Resources	Human Resources Specialist (2 yr TFT)	73,080		73,080	52,920
54	HR	Human Resources	Consulting re: diversity and inclusion	70,000		70,000	(20,000)
55	IT	e-Government	Business Analyst	0		-	110,000
56	LIB	Library	iConnect Lab Coordinator	44,329		44,329	32,101
57	LIB	Library	Public online database licences	30,000		30,000	-
58	LIB	Library	Graphics work	5,000		5,000	-
59	LIB	Library	Staff training	4,000		4,000	-
60	LIB	Library	Scheduling software licences	6,000		6,000	-

#	Dept	Division/Project	Description	2020 Exp	2020 Funding	2020 Net Impact	2021 Net Impact
61	LIB	Library	Consultant re: Library Board strategic planning process	18,000		18,000	(18,000)
62	LS	Leg Services	Increase contribution to elections reserve	30,000		30,000	-
63	LS	Intergovernmental & Comm Relations	Operating expenses for new manager	75,000		75,000	-
64	POL	Police	Contracts re: seconded units	96,500		96,500	-
65	POL	Police	Loss of the custodial service revenues	140,200		140,200	-
66	POL	Police	Education and training costs	25,000		25,000	-
67	PKS	Horticulture (Biodiversity)	Gardener 1	54,092		54,092	38,808
68	PKS	Horticulture (Biodiversity)	Labourer 1 (0.8 FTE auxiliary)	31,820		31,820	22,680
69	PKS	Horticulture (Biodiversity)	Labourer 1 (0.8 FTE auxiliary starting in 2021)	0		-	55,525
70	PKS	Horticulture (Biodiversity)	Materials and contracts re: biodiversity strategy implementation	37,700		37,700	(2,700)
71	PKS	Horticulture	Staff costs re: firehall landscaping services	54,500	(51,000)	3,500	-
72	PKS	Horticulture	Materials re: additional landscaped areas being added	7,500	(7,500)	-	-
73	PKS	Horticulture	Horticultural Attendant (will be required in 2022) re: additional public realm landscaped areas	0		-	-
74	PKS	Parks & Open Space	Landscape design technician (TFT to PFT)	72,800		72,800	14,200
75	PKS	Sportsplex	Recreation Facility Clerk (PPT to PFT)	63,800	(63,800)	-	-
76	PKS	Youth Services	2 PT Assistant Program Coordinators (converted from AUX)	107,500	(107,500)	-	-
77	PKS	Filming	Film Coordinator (PT to FT)	3,200	(3,200)	-	-
78	PKS	Filming	Filming Revenues	(43,800)		(43,800)	-
79	PKS	Marketing	Marketing Coordinator (PT 0.6 FTE)	43,000	(43,000)	-	-
80	PKS	Rentals	Facility rentals	(27,000)		(27,000)	-
81	PKS	Recreation Services	Supervisory model restructure	81,700	(81,700)	-	27,650
82	PKS	NWACH	Incremental staff costs will be required in 2022 (\$220K) and 2023 (\$492K)	0		-	-
83	PKS	NWACH	Incremental energy costs will be required in 2023 (\$175K)	0		-	-
84	PKS	Concessions	Security requirements Westminster Pier Park	9,000		9,000	-
85	PKS	CGP	Revenue decrease re: loss of parking capacity during construction (restored in 2024)	227,500		227,500	227,500
86	PKS	CGP	Decreased CGP revenue projections	115,000		115,000	-
87	PKS	Sportsplex	Decreased Sportsplex revenue projections	22,800		22,800	(22,800)
88	Tax	Tax Revenue	Increase in taxation due to new construction		(1,000,000)	(1,000,000)	(1,000,000)
			Total in General Fund			4,181,564	3,539,883

2020- 2024 Budget Enhancement Requests Included in the 2020 - 2021 Operating Program Summary Narratives

Manager, Major Projects

Budget Summary Ref. #10

Council approved this 3 year contract position which expires in September 2021. This position was created to ensure that major and high profile capital projects are well-managed and stay within budget. This senior project management position will be required beyond 2021 to ensure that the City's aggressive capital program is well planned and executed. In 2021, staff will be providing a rationale to convert this contract position to a 1 FTE.

Budget Increment: 2020 – N/A; 2021 - \$44,125

Staffing increment: 1 FTE

Strategic Priority (Primary): Improves Operational Effectiveness/Efficiencies

Climate Action Response (Primary): several Bold Steps

Create BSW Working Supervisor – Evening

Budget Summary Ref. - #11

Create the new position of Evening BSW Supervisor that will also be a working position to replace one of the current BSW positions that is already budgeted for. Due to complicated building system logistics, this position is required to support the current BSW Supervisor with staff scheduling, staff training and development, building maintenance and repairs and event and other activity requirements.

Budget Increment: 2020 - \$11,000;

Staffing Increment: NA

Strategic Priority: Improves Operational Effectiveness/Efficiencies

BSW Wages – Leave Coverage

Budget Summary Ref. - #12

Significant staff leaves for extended periods of time throughout the year have created a need to schedule auxiliary staff to cover fulltime positions. This coverage will ensure that the venue is cleaned and sanitized and that standards expected by guests and clients are met or exceeded. In addition, regular cleaning and maintenance is critical for managing wear and tear on the venue and building systems.

Budget Increment: 2020 - \$60,000;

Staffing Increment: 1 FTE

Strategic Priority: Improves Operational Effectiveness/Efficiencies

Anvil Wayfinding Signage - Community Art Gallery & Theatre

Budget Summary Ref. - #13

Adjust existing exterior signage to reflect the re-naming of the Community Art "Space" to Community Art "Gallery". Install two (2) additional interior signs to assist with way-finding for the Community Art Gallery within the Facility.

Budget: 2020 - \$10,000 (one-time funding)

Staffing increment: N/A

Strategic Priority (Primary): Culture & Economic Development

Climate Action Response (Primary): Quality People-Centred Public Realm

Annual Maintenance - Anvil Theatre Seating

Budget Summary Ref. - #14

Allocation of an additional \$9,000 in scheduled maintenance to the Theatre budget to cover costs related to annual theatre seating inspection and maintenance. The seating system in Anvil Theatre allows for a number of configurations to support both Theatre and Conference Services. Given the heavy and varied utilization of the space, this often means several reconfigurations must be made in short time periods to accommodate various contracted bookings. Significant investment in maintenance has not been made since the system was installed and as the system ages, it requires ongoing investment in preventative maintenance to extend and maximize the life of the asset.

Budget: 2020 - \$9,000

Staffing increment: N/A

Strategic Priority (Primary): Culture & Economic Development

Climate Action Response (Primary): Quality People-Centred Public Realm

Impact in not proceeding:

Potential for equipment failure which will impact our ability to meet contractual obligations for Anvil Centre theatre and conference bookings.

Massey Theatre Operating Costs

Budget Summary Ref. - #15

The City will assume ownership of the Massey Theatre in September 2020. It is anticipated that the School District will transfer the Massey Theatre to the City by September 2020. The Massey Theatre Society will continue to operate the Massey Theatre with an operating agreement with the City. The operating agreement will articulate both the City's and the Society's obligations. At this time, it is anticipated that the City's share of operating costs will be approximately \$729,000. In 2021, staff will have a better understanding of operating costs and will provide a budget rationale for the Massey Theatre.

Budget: 2020 – N/A; 2021 - \$729,000

Staffing increment: N/A

Strategic Priority (Primary): Culture & Economic Development

Climate Action Response (Primary): Quality People-Centred Public Realm

Overnight Security – Contract

Budget Summary Ref. - #16

This position was approved in 2019 and provides security coverage of Anvil Centre overnight to ensure guest, client and staff safety and prevent theft and venue damage. Since overnight security has been in place, there have been no safety issues for guests, clients and staff. Security has been able to intercede or prevent incidents. Inability to lock Anvil Centre to secure site.

Budget Increment: 2020 - \$75,500

Staffing Increment: NA
Strategic Priority: Improves Operational Effectiveness/Efficiencies

Scheduled Building Maintenance

Budget Summary Ref. - #17

Fire Alarm inspections, Chiller & Boiler maintenance & inspections, significant increase in garbage removal due to increased business, building controls (HVAC/Alarms, etc.), ballroom walls inspections, grease trap cleaning, kitchen exhaust fan clean must take place to ensure the long term use of all systems. Systems require regular maintenance to ensure proper functioning for events and other activities. Building systems are nearly at capacity due to the 750+ activities/year at Anvil Centre.

Budget Increment: 2020 - \$70,000
Staffing Increment: NA
Strategic Priority: Improves Operational Effectiveness/Efficiencies

Building Maintenance

Budget Summary Ref. - #18

Increased number of events and larger and longer events are now booked at Anvil Centre. Additional resources such as electricity, gas, cleaning materials and additional auxiliary staff shifts are required to maintain the venue and equipment due to the increase in the number of events and event days booked.

Budget Increment: 2020 - \$28,000
Staffing Increment: .25 Auxiliary
Strategic Priority: Improves Operational Effectiveness/Efficiencies

Unscheduled Maintenance

Budget Summary Ref. - #19

Align unscheduled elevator maintenance with actual costs. Due to elevator challenges (mainly freight elevator caused with numerous users (e.g. office tower, restaurant, deliveries, etc.)), a review of the freight elevator system needs to take place. When the elevator is down, items must be carried up and down front of house stairs, including banquet tables, chairs, staging, podiums, catering, etc.

Budget Increment: 2020 - \$11,400
Staffing Increment: NA
Strategic Priority: Improves Operational Effectiveness/Efficiencies

Reconciliation

Budget Summary Ref. - #20

These resources are required to operationally move forward the city's reconciliation work as a key component of the Reconciliation, Inclusion and Engagement strategic priority area. They will cover costs for honouraria, gifts, travel and consultants required to engage with First Nations and Indigenous groups. These resources will also support the development and delivery of city workshops with staff, council and the community-at-large to further education, awareness and advocacy around reconciliation actions that respond to impacts of colonization and the Indian Act.

Budget Increment: 2020 - 2023 - \$80,000/year
Staffing increment: NA
Strategic Priority (Primary): Reconciliation, Inclusion and Engagement
Climate Action Response (Primary): NA

Request to Move 2 TPT Security to PPT Security

Budget Summary Ref. - #22

Budget is in place for the 2 temporary part-time security to move to permanent part-time security. No change to budget.

Budget Increment: 2020 – NA
Staffing Increment: Temporary to Permanent Part-Time
Strategic Priority: Improves Operational Effectiveness/Efficiencies

Communications and Public Engagement Assistant

Budget Summary Ref. # 23

A Public Engagement and Communications Assistant is required to support implementation of the Climate Emergency Communications and Engagement Strategy, currently under development. Completion of the strategy is expected at the end of March 2020, with implementation to begin in April. The assistant will support development of engagement materials, assist with engagement event planning and logistics, and support related communications functions such as outreach, education and recruitment for the engagement process.

Budget Increment: 2020 - \$43,500; 2021 - \$31,500
Staffing increment: 1.0 FTE
Strategic Priority (Primary): Reconciliation, Inclusion and Engagement
Climate Action Response (Primary): All seven bold steps

New Media Gallery Program Coordinator

Budget Summary Ref. #26

The Program Coordinator organizes and delivers the very popular public, civic & school art + technology programs for New Media Gallery, through the Learning Lab. The NMG Program Coordinator is an auxiliary position currently funded from unused available funding. For 2021, staff will be requesting a 1 FTE staff enhancement, converting this auxiliary position to full-time. Also in 2021, staff will be providing a rationale and business case for this programming position.

Budget Increment: 2021 - \$46,500
Staffing increment: 1.0 FTE
Strategic Priority (Primary): Culture & Economic Development, Organizational Effectiveness
Climate Action Response (Primary): People-Centred Public Realm

Coordinator, Conference Sales

Budget Summary Ref. #25

The Coordinator, Conference Sales position was approved for a one year term (July 2019 to July 2020). For the remainder of 2020, this position is being funded using available resources from an extended sick leave. Council approved this contract as a revenue-generating position. For 2021, staff will be requesting a 1 FTE staff enhancement for this sales position with a business plan

outlining the revenue rationale. To date, the position has generated \$491,000 in gross sales revenue in 7 months.

Budget Increment: 2021 - \$0
Staffing Increment: 1 FTE in 2021
Strategic Priority: Improves Operational Effectiveness/Efficiencies

Development Staff Positions

Budget Summary Ref. #27-29, 31

In support of facilitating development of a range of affordable housing and child care, in January 2020 Council approved an increase to the City's building permit fees to offset the cost of increasing development permitting staff. This was supported by the Urban Development Institute as it would also avoid a slow-down in development review, as current staff is reallocated to focus on other Council Strategic/ Climate Action priorities. These positions would support development application review and building permit issuance for new affordable and market housing projects and child care, schools, and City capital projects. The implication of not funding these positions would be a slow-down in development review and new construction in the city.

Budget Increment: 2020 - \$141K; 2021 - \$98K. 100% offset by more revenue through approved building permit fee increase (Budget Summary Ref. #31, \$370K/year est.)

Staffing increment: 3.0 FTE

Strategic Priority (Primary): Affordable Housing

Climate Action Response (Support): Carbon Free Homes and Buildings

Building Inspector (Energy Specialist)

Budget Summary Ref. #30, 31

This position would be responsible for implementation of the BC Energy Step Code in new buildings toward achieving the City's new carbon emission reduction targets. The implication of not funding these positions would be a delay, or inability, to achieve the City's full Climate Action initiative and emissions reduction targets.

Budget Increment: 2020 - \$65K; 2021 - \$40K. 100% offset by more revenue through approved building permit fee increase (Budget Summary Ref. #31, \$370K/year est.)

Staffing increment: 1.0 FTE

Strategic Priority (Primary): Environment and Climate

Climate Action Response (Primary): Carbon Free Homes and Buildings

Corporate Energy and Emissions Specialist

Budget Summary Ref. #32

This position would oversee updating and implementing the CEEP, and would also support implementation of the Step Code in new buildings toward achieving the City's new carbon emission reduction targets. The implication of not funding this position would be a delay, or inability, to achieve the City's full Climate Emergency response.

Budget Increment: 2020 - \$0K; 2021 - \$0K. Reallocation of existing operating budget

Staffing increment: 1.0 FTE

Strategic Priority (Primary): Environment and Climate

Climate Action Response (Primary): Carbon Free Homes & Buildings; Carbon Free Corporation

Cross Connection – Plumbing Inspector (TFT) & Building Clerk (TPT)

Budget Summary Ref. #34 & 35

A temporary full time Plumbing Inspector position to develop the City's Cross Connection Control Program (CCCP) as mandated by Fraser Health for premise isolation (i.e backflow prevention devices that protect against backflow contamination from private water system into the City's distribution water networks).

A temporary part time clerical support is anticipated to assist the Plumbing Inspector in developing a Cross Connection Program.

Budget Staffing Increment: 2020 -\$55,725 2021 - \$68,525

Staffing increment: 1.5

Strategic Priority (Primary): Organizational Effectiveness

Climate Action Response (Primary): N/A

Impact / Alternatives to Not Proceeding with Proposal: The alternatives for not funding these positions is a delay in the implementation of Cross Connection Control Program and may result in non-compliance with the Drinking Water Protection Act, increased risk to system contamination, public health and potential of the City's operating permit from Fraser Health.

Project Manager, New Mobility

Budget Summary Ref. #36

A new staff position to support emerging and evolving disruptive changes in transportation, including bike share, EV charging, ride hailing, car share and planning for a future with autonomous vehicles. This position would also serve as the project manager for the Q to Q.

Budget Increment: 2020 - \$75,000 2021 - \$75,000

Staffing Increment: 1 TFT

Strategic Priority (Primary): Sustainable Transportation

Climate Action Response (Primary): Bold Step 2

Transportation Planning Analyst

Budget Summary Ref. #47

Convert the TFT Planning Analyst position to RFT. This position supports planning, public engagement, and design for great streets, public realm, and sustainable transportation improvements, manages the sidewalk café program and other encroachment agreements, and supports development application review.

Budget Increment: 2020 - \$35,000 2021 - \$109,000

Staffing Increment: 1FTE

Strategic Priority (Primary): Sustainable Transportation
Climate Action Response (Primary): Bold Steps 2 and 7

Engineering Technologist

Budget Summary Ref. #37

Staff increment to support in project coordination of the City's annual capital program, specifically under the railway portfolio enhancing community livability and safety around rail tracks. This position will assist with implementing the City's whistle cessation program and work toward compliance of Transport Canada's Grade Crossing Regulations and Grade Crossing Standards.

Budget Increment: 2020 - \$53,650; 2021 - \$38,850;

Staffing Increment: 1.0 Temp FTE

Strategic Priority (Primary): N/A

Climate Action Response (Primary): N/A

Building Services Worker

Budget Summary Ref. # 38

There has been an increase in janitorial duties required for civic events, City's ownership of new elevators, increase in the area of the renovated area of City Hall and a 400% increase in the size of the new animal services facility as compared to the existing building. Due to a lack of people available for short term work the City has relied on a shortlist of auxiliary staff. The BSW's consistently deal with homeless people and persons with mental health issues trying to access Parks washrooms to provide an adequate level of service.

Budget Increment: 2020 - \$67,976 2021 - \$ 49,224

Staffing Increment: 2 FTE

Strategic Priority (Primary): Facilities, Infrastructure and Public Realm

Climate Action Response (Primary): Carbon Free Corporation

Project Manager (Aux)

Budget Summary Ref. # 39

Temporary auxiliary salary for the current project manager to work approximately 3 days per week until the end of 2020 to complete the City Hall renovation project. Delivering this capital project requires significant, dedicated staff time and expertise, which exceeds the capacity of current staff.

Budget Increment: 2020 - \$86,400

Staffing Increment: N/A

Strategic Priority (Primary): Facilities, Infrastructure & Public Realm

Climate Action Response (Primary): Carbon Free Corporation

Radio Licence Fees

Budget Summary Ref. #41

\$14,000 for the annual Industry Canada license fees for the mobile and portable radios used throughout the corporation as an essential communication tool for day to day operations and emergency events.

Budget Increment: 2020 - \$14,000 2021 - \$0

Staffing Increment: N/A

Strategic Priority (Primary): Organizational Effectiveness

Climate Action Response (Primary): N/A

Engineering Operations Streets

Budget Summary Ref. #42

\$100,000 increase to the Engineering Streets business unit for annual expenses for maintenance materials such as asphalt, concrete, road salt, ice melt and small tools and equipment.

Budget Increment: 2020 - \$100,000 2021 - \$0**Staffing Increment:** N/A**Strategic Priority (Primary):** Organizational Effectiveness**Climate Action Response (Primary):** N/A**Engineering Operations – Parking & Animal Services**

Budget Summary Ref. #43

\$30,000 increase to the Animal Services veterinary budget. New Westminster supports a no-kill policy and therefore injured or ill animals in care receive prompt veterinary care.

Budget Increment: 2020 - \$30,000**Staffing Increment:** N/A**Strategic Priority (Primary):** Organizational Effectiveness**Climate Action Response (Primary):** N/A**Engineering Operations – Parking Clerk Typist**

Budget Summary Ref. #48

Convert a three year temporary full-time Clerk Typist 2 to a permanent full-time position in Parking Services to support inquiries, complaints, disputes, permits, and monthly parking. This position has improved operational effectiveness, customer service and officer safety. Partially funded from auxiliary.

Budget Increment: 2020 - \$20,000**Staffing Increment:** 1 FTE**Strategic Priority (Primary):** Sustainable Transportation**Climate Action Response (Primary):** Support-Car Light Community**Engineering Operations - Streets**

Budget Summary Ref. #49

A new permanent full-time Street Use & Parking Enforcement Officer to support the City's five year approach to on-street parking fees & rates strategy. The position will support the regulations on SOP's, and pay, permit and timed parking. This position would be fully funded from revenues generated from fines.

Budget Increment: 2020 - \$0 2021 - \$0**Staffing Increment:** 1 FTE**Strategic Priority (Primary):** Sustainable Transportation**Climate Action Response (Primary):** Support-Car Light Community**Financial Analyst – Utilities**

Budget Summary Ref. #52

To provide financial services to the utility operations and support financial systems.

Budget Staffing Increment: 2020 - \$0**Staffing increment:** 1.0 FTE**Strategic Priority (Primary):** Organizational Effectiveness**Climate Action Response (Primary):** N/A

Impact / Alternatives to Not Proceeding with Proposal: Reports will not be provided for management decision making and statutory reports will be delayed or not completed.

Intermediate Buyer conversion from TFT to PFT

Budget Summary Ref. #51

The volume and complexity of work within the City has increased over the past several years. To manage this and to ensure projects are completed on time the position is required. Purchasing is also taking a more active role in supporting business in managing their contracts and to support the City 7 Bold steps.

Budget Increment: 2020 N/A; 2021 - \$61,500

Staffing Increment: 1 Temporary Fulltime to Permanent Fulltime

Strategic Priority (Primary): Operations Effectiveness

Climate Action Response (Support): Yes

Liability and Property Insurance

Budget Summary Ref. #50

The annual cost for Liability and Property Insurance premiums on all City assets are increasing. Due to the number of insurance claims in the last few years relating to severe weather events around the world, the insurance market has become “hard” which has resulted in an increase for the 2020 budget.

Budget Increment: 2020 - \$186,333, 2021 - \$58,694, 2022 - \$61,629, 2023 - \$64,711, 2024 - \$67,946

Staffing Increment: N/A

Strategic Priority (Primary): Operations

Climate Action Response (Support): N/A

HR Specialist (Temp FT – 2 Years)

Budget Summary Ref. #53

Hire temporary full-time 2 year HR Specialist focused on diversity, inclusion, and training. This position will work with the diversity and inclusion consultant to develop and implement a proactive equity, diversity, and inclusion framework which will support and foster an open and inclusive work environment and promote diversity and inclusivity within the City. Also responsible for overseeing corporate training and development for the City as per the recommendation emerging from the organizational review. Cost of position at Payband 5 plus benefits.

Budget Staffing Increment: 2020 - \$73,080; 2021 - \$52,920

Staffing increment: 1.0 FTE (2 year temporary full-time HR Specialist in diversity, inclusion, and training)

Strategic Priority (Primary): Organizational Effectiveness

Climate Action Response (Primary): N/A

Impact / Alternatives to Not Proceeding with Proposal: Delay addressing and advancing diversity, inclusion, and equity issues within our workforce.

Diversity and Inclusion Strategy Development and Implementation

Budget Summary Ref. #54

Retain external consultant to partner with City staff to develop and implement a corporate diversity and inclusion strategy/framework.

Budget Consulting Increment: 2020 - \$70,000; 2021 - \$(20,000)

Strategic Priority (Primary): Organizational Effectiveness

Climate Action Response (Primary): N/A

Impact / Alternatives to Not Proceeding with Proposal: Delay addressing and advancing diversity, inclusion, and equity issues within our workforce.

E-Gov Services

Budget Summary Ref. #55

E-Gov Services has been identified as a priority by Council to enable more digital and on-line services to the community 24/7. This initiative will help streamline current business processes at City Hall as well as improve customer service for residents and the business community. It will also contribute to "car-light" mobility strategy in the City's Climate Action Plan. For 2021, IT Services will require an experienced business analyst to work on this project. Staff will be requesting a 1 FTE staff enhancement with a rationale and business case for this IT position.

Budget Increment: 2020 - \$0; 2021 - \$110,000

Staffing increment: 1 FTE

Strategic Priority (Primary): Organization Effectiveness

Climate Action Response (Primary): Car-Light Community

iConnect Technology Coordinator

Budget Summary Ref. #56

A highlight of the recent renovations at the Main Branch included converting the 2nd floor into the iConnect Technology Centre, featuring a new Technology Learning Lab. This position supports digital learning in the new Lab, and general technology services in the iConnect Centre. Job Responsibilities include: Creating content for digital education; teaching classes that support digital inclusion and more advanced learning; direct service to users accessing other iConnect technology; developing and maintaining partnerships with outside organizations and community groups that support digital learning; training library staff in all areas of digital services; assisting users at the iConnect service desk; ongoing evaluation of iConnect services and digital learning services; making recommendation to Manager regarding future improvements to services.

Budget Increment: 2020 -\$44,329; 2021 \$32,101

Staffing increment: 1 FTE

Strategic Priority (Primary): Library Board Strategic Plan

Climate Action Response (Support): N/A

Library Board Strategic Planning

Budget Summary Ref. #61

The NWPL Board will be undertaking a Strategic Planning process in 2020. Request will cover costs associated with this process, including a consultant and facilitator, public consultation events, and the design and production of the final Strategic Plan.

Budget Increment: 2020 - \$18,000

Staffing increment: N/A

Strategic Priority (Primary): Required by Province of BC

Climate Action Response (Support): N/A

Online Databases – Public

Budget Summary Ref. #57

Online Databases allow the library to provide information to users remotely, and in a scope that would be impossible to provide in a physical format. This increase will allow the library to maintain its current online database licenses, and to increase the number of titles we provide for users. Current subject areas covered include: periodical indexes, auto repair manuals, Canadian history, consumer services and Lynda.com, a technology learning service, and Genealogy databases.

Budget Increment: 2020 - \$30,000

Staffing increment: N/A

Strategic Priority (Primary): Culture and Economic Development

Climate Action Response (Support): N/A

Graphics Work – External Support

Budget Summary Ref # 58

The Library's need to communicate with users and the wider community is significant, and does not have staff capacity to produce the graphics needed for this range of communication. External graphics support will be used for library communications, promotions and informational handouts and signage.

Budget Increment: 2020 - \$5,000; 2021 - \$0; 2022 - \$1,500

Staffing increment: N/A

Strategic Priority (Primary): Organizational Effectiveness

Climate Action Response (Support): N/A

Staff Scheduling Software & Staff Education and Training

Budget Summary Ref # 59 & 60

Scheduling library staff at both locations is a complex and time-consuming activity, due to our non-standard hours, 7-day operation, and our use of Auxiliary staff. New scheduling software will allow us to spend less administrative time on this task, and will allow leave to be more easily tracked, schedules to more accurately reflect public use patterns, and will allow library staff to access their schedules remotely.

The additional training will ensure that library staff have the ability to better meet the needs of our very diverse community, through training in library-specific skills, and more general training.

Budget Increment: 2020 - \$10,000

Staffing increment: N/A

Strategic Priority (Primary): Organizational Effectiveness

Climate Action Response (Support): N/A

2022 Election Reserves

Budget Summary Ref. #62

The City transfers moneys into a reserve each year in preparation for the municipal election every four years. The City expects the cost of the voter software, and computer and tabulator rental that the City relies upon, to increase by 50% for the 2022 election as compared to the 2018 election. This is based on the costs changes between 2014 and 2018. Further in 2019, Council passed a resolution directing staff to significantly change the management of the election from previous years. Council directed the distribution of voters cards and a voter information pamphlet to all households during the 2022 election. These new expenses need be included in the budget.

Budget Increment: 2020 - \$30,000;

Staffing increment: 0 FTE

Strategic Priority (Primary): -

Climate Action Response (Primary): -

Intergovernmental and Community Relations

Budget Summary Ref. #63

This enhancement will support the new Intergovernmental and Community Relations function in the Office of the Mayor. The goal is to advance the long-term strategic and Climate Action priorities of Council by: securing major capital funding for projects that align with senior government priorities, advancing projects and developing relationships with external stakeholders with direct benefit to the City, and influencing the policy decisions of senior levels of government. Key objectives include improving the visibility of New Westminster projects and issues with senior governments in Victoria and Ottawa as well as other key stakeholders across the region.

The enhancement requested will support the Intergovernmental Relations work and ultimately create a return on investment. To improve the likelihood of securing significant additional funding for major capital projects the workplan includes: the development of senior governmental relationships, acquiring knowledge of existing government priorities and developing professional funding proposals that reflect government priorities.

The impact of not resourcing this position will be limited additional funding to the City, and limited new partnerships and government alliances.

Budget Increment: \$75,000

Staffing increment: 0 FTE
Strategic Priority (Primary): All Council priorities
Climate Action Response (Primary): Funding to implement climate action priorities.

Police Contractual Costs

Budget Summary Ref. #64

Increase in contractual costs with seconded units.

Budget Consulting Increment: 2020 - \$96,500
Strategic Priority (Primary): Organizational Effectiveness
Climate Action Response (Primary): N/A

Impact / Alternatives to Not Proceeding with Proposal: These costs are required to remain part of several integrated units. The integrated units provide overall cost and operational efficiencies to the City. Without involvement in these units the City would need to hire additional staff and purchase large capital items.

Police Training Costs

Budget Summary Ref. #66

Increase in mandatory training costs.

Budget Consulting Increment: 2020 - \$25,000
Strategic Priority (Primary): Organizational Effectiveness
Climate Action Response (Primary): N/A

Impact / Alternatives to Not Proceeding with Proposal: The increase in training costs is due to provincially mandated major crime courses. The consequences of not funding these costs would result in the diversion of funds from other necessary training initiatives.

Police Custodial Revenues

Budget Summary Ref. #65

Loss of custodial service revenues.

Budget Consulting Increment: 2020 - \$140,200
Strategic Priority (Primary): Organizational Effectiveness
Climate Action Response (Primary): N/A

Impact / Alternatives to Not Proceeding with Proposal: This loss of revenues is outside the control of the NWPD.

Biodiversity Strategy Implementation

Budget Summary Ref. #67-70

Staffing and operations increment to support implementation of 2018 Environmental Strategy & Action Plan for the development and maintenance of green infrastructure, natural areas and habitat. Focus areas include maintaining naturalized and ecologically sensitive areas, and providing education, outreach and stewardship of these areas. Areas

of particular need include Queensborough foreshore, Glenbrooke ravine, and Lower Hume Park.

Budget Increment: 2020 - \$123,600; 2021 - \$114,300

Staffing increment: 2.6 FTE

Strategic Priority (Primary): Environment and Climate Action

Climate Action Response (Primary): Quality People-Centred Public Realm

Horticulture Services

Budget Summary Ref. #71-73

Staff and operations increment to undertake horticultural maintenance work at City facilities and open spaces that have been previously performed by contract, and sustain maintenance of new park and open space areas coming on-line in 2022 and beyond. Additional, new upcoming areas include: Ewen Avenue, Supportive Housing in Ryall Park, NWACC, Pattullo Bridge Replacement (adjoining City lands), expansion of Westminster Pier Park, Cornwall Park, Raingardens in Queen's Park, Fourth Street Stairs & Front Street Public Realm, and all New Westminster Fire Hall grounds.

Budget Increment: 2020 - \$3,500; 2022 - \$88,250

Staffing increment: 1.8 FTE

Strategic Priority (Primary): Facilities, Infrastructure and Public Realm

Climate Action Response (Primary): Quality People-Centred Public Realm

Park & Open Space Planning – Landscape Design Technician

Budget Summary Ref. #74

Conversion of temporary full-time position to permanent full-time to continue to support implementation of public realm projects that meet the Facility, Infrastructure and Public Realm Strategic Priority in designing public spaces that reflect both our community's inclusion and diversity pledge, and the City's commitment to Reconciliation. In addition, the position will continue to support interdepartmental public realm initiatives related to Climate Action bold steps associated with Car Light Community, Robust Urban Forest and Quality People-Centred Public Realm.

Budget Increment: 2020 - \$72,800; 2021 - \$14,200

Staffing increment: 1.0 FTE

Strategic Priority (Primary): Facilities, Infrastructure and Public Realm

Climate Action Response (Primary): Quality People-Centred Public Realm

Recreation Services Supervision Restructure

Budget Summary Ref. #81

Subsequent to an internal review process involving both exempt and bargaining unit staff, it has been determined that revision to the staffing structure of the Recreation Services Division are warranted. The impetus for this work has been largely driven by the

planning for new and renewed facilities (NWACC and Sportsplex) that will increase the number of programs and services offered to the community, a shift towards a functional program service delivery approach, and approaching retirements of key positions in Recreation Services. Proposed for 2020 is the reduction of management positions through attrition, allowing for the introduction of new bargaining unit supervisory roles. This change increases the overall capacity of the recreation services team while accounting for both the required supervision and leadership functions and allows for a response to increasing immediate operational demands to prepare for the opening of the NWACC.

Budget Increment: 2020 - \$81,700 (funding through NWACC budget); 2021 - \$27,650; To be incorporated into Recreation Services Operating Budget in 2022/23.

Staffing increment: 2.0 FTE

Strategic Priority (Primary): Organizational Effectiveness

Climate Action Response (Primary): N/A

New Westminster Aquatics and Community Centre Budget Summary Ref. #82&83

Forecasted incremental budget increases required for new, larger facility as a result of factors such as increased aquatics areas and associated supervision, and increased building size and associated maintenance services. Incremental increase of \$175K in 2023 for additional electrical energy consumption is a result of shift to 100% electrification of all building mechanical systems allowing for attainment of Canada Green Building Council Net Zero standard (the first of its kind in Canada).

Budget Increment: 2022 - \$220,000; 2023 - \$667,000

Staffing increment: To be finalized during 2020/21

Strategic Priority (Primary): Organizational Effectiveness

Climate Action Response (Primary): Carbon Free Corporation

Recreation Services Revenue Budget Adjustments Budget Summary Ref. #85-87

Current operations forecasted budget impact (revenue reduction) associated with construction impacts for future new pool and community centre; budget adjustment to reflect historical actual operating revenues for Canada Games Pool; and one-time revenue impact due to longer than expected opening of Sportsplex.

Budget Increment: 2020 - \$365,300; 2021 - \$204,700

Staffing increment: N/A

Strategic Priority (Primary): Facilities, Infrastructure and Public Realm

Climate Action Response (Primary): N/A

Recreation Services Organizational Effectiveness

Budget Summary Ref. #75-80, 84

Subsequent to an internal review process that examined emerging recreation service needs and staff capacity, Department organizational re-alignments are proposed to support changes in status of several positions which will result in both conversion of auxiliary positions to permanent part-time roles and conversion of part-time positions to full-time. In all cases, changes are supported using existing budgets and in the area of filming, additional new net revenues are forecasted. Impacted areas include: Sportsplex, Youth Services, Filming Coordination, and Marketing & Communications.

Budget Increment: 2020 - \$61,800 (net savings)

Staffing increment: 1.0 FTE net increase across all positions

Strategic Priority (Primary): Organizational Effectiveness

Climate Action Response (Primary): N/A

Appendix #4

2020 Budget Requests That Are Not Included

APPENDIX 4							
Budget Summary							
These items are not included in the proposed 2020 and 2021 General Fund operating programs as presented in this report							
The attached descriptions were provided by Departments							
#	Dept	Division/Project	Description	2020 Exp	2020 Funding	2020 Net Impact	2020 % Tax Inc
89	CAO	Arts Services	Glass exhibition cases	30,000		30,000	0.04%
90	CAO	Anvil Centre Admin	Legal costs	20,000	(6,600)	13,400	0.02%
91	DS	Planning	Records Coordinator	69,250		69,250	0.08%
92	DS	Building	Staff costs re: e-permitting project	95,000		95,000	0.11%
93	ENG	Transportation	Traffic & Data Technologist	55,000		55,000	0.06%
94	ENG	Infrastructure Planning	Environmental Protection Officer	78,400		78,400	0.09%
95	ENG	Building	Building Maintenance Worker	72,000		72,000	0.08%
96	ENG	Eng Operations	Additional materials & supplies for street maintenance	80,000		80,000	0.09%
97	ENG	Parking & Animal Services	Staff costs re: street use & parking enforcement re snow and ice clearing program	46,700	(20,800)	25,900	0.03%
98	ENG	Streets	Staff costs re: reduce barriers & prevent pedestrian movement during snow & ice events	145,000		145,000	0.17%
99	PKS	Special Events	5 yr. TFT Assistant Program Coordinator	78,500		78,500	0.09%
100	PKS	Special Events	Auxiliary staff re: Grand Prix	18,000		18,000	0.02%
101	PKS	Special Events	Auxiliary Recreation Worker	14,000		14,000	0.02%
102	PKS	Special Events	Auxiliary Assistant Program Coordinator	13,000		13,000	0.02%
103	PKS	Pools	Staff costs: re low barrier access to programs	15,500		15,500	0.02%
			Total			802,950	0.94%

2020- 2024 Budget Enhancement Requests Not Included in Plan Summary Narratives

Anvil Centre – Arts Services

Budget Summary Ref. #89

To purchase free-standing, mobile exhibition plinths with lockable glass cases to showcase community art in various locations in the lobby spaces at Anvil Centre.

Budget Increment: 2020 - \$30,000

Staffing increment:

Strategic Priority (Primary): Organizational Effectiveness

Climate Action Response (Primary): N/A

Alternatives Considered/Consequences of not funding: We will not be able to offer an expanded opportunity to community artists to exhibit their work. We will continue to be limited to exhibition opportunities for artists working in 2-dimensional media only. We will lose an opportunity to animate the main level of Anvil with community art.

Cost of Sales/Operations – Legal Costs

Budget Summary Ref. #90

To align budget with actual legal costs. Currently, Anvil Centre has two lawsuits in play that are resulting in legal costs above and beyond that accounted for in existing budgets.

Budget Increment: 2020 - \$13,400

Staffing increment: n/a

Strategic Priority (Primary): Organizational Effectiveness

Climate Action Response (Primary): N/A

Alternative Considered/Consequences of not funding: Resources to cover these legal costs in 2020 will be found from other City legal resources.

Records Coordinator

Budget Summary Ref. #91

Similar to existing positions in other departments that generate a significant part of the public record, this position would coordinate the planning and implementation of a structured records management protocol for Development Services. This includes the organization of existing electronic and physical records, and ongoing records management within the new system, for development review and permitting which forms a key part of the City's public record. The implication of not funding this position will be an inability to improve existing and ongoing records keeping, and continuing issues with maintaining records to best practice standards.

Budget Increment: 2020 - \$69K

Staffing increment: 1.0 FTE

Strategic Priority (Primary): Organizational Effectiveness

Climate Action Response (Primary): N/A

Auxiliary Enhancement to Develop E-Permitting Platform

Budget Summary Ref. #92

This enhancement would support using auxiliary staff for 2020/2021 to advance planning and development of a digital development review and permitting platform through Tempest Prospero. Once the platform was in place, additional funding would be required to manage ongoing operation and maintenance (est. 0.5 – 1.0 FTE depending on number of departments being served) which is not part of the current enhancement request. The implication of not funding this position will be a delay, or inability, to achieve fully digital development review and permitting. The development review and permitting functions would continue using existing tools and processes.

Budget Increment: 2020 - \$95K

Staffing increment: n/a

Strategic Priority (Primary): Organizational Effectiveness

Climate Action Response (Primary): N/A

Traffic and Data Management Technologist

Budget Summary Ref. #93

A core staff position responsible for transportation data management, and road network management. The position would be responsible for: transportation data collection (all modes); trouble shooting arterial and collector road and signal safety and operations particularly as it relates to optimizing for pedestrian/cyclist/transit; supporting bus speed and reliability planning, analysis and design review; asset management and capital planning for signals, traffic counters, and controllers.

Budget Increment: 2020 - \$55,000 2021 - \$55,000

Staffing Increment: 1 FTE

Strategic Priority (Primary): Sustainable Transportation

Climate Action Response (Primary): Bold Step 2

Impact / Alternatives to Not Proceeding with Proposal:

Without this position, we will continue to be reactive with respect to addressing the needs of priority modes of transportation throughout the road network, and we will continue to conduct data collection, manage data and report, on a project specific basis, and will have limited capacity to report on MTP and climate action targets, potentially resulting in delays or other work being compromised.

Environmental Protection Officer

Budget Summary Ref. #94

The Environmental Protection Officer position supports of the implementation of the Environmental Strategy Action Plan by providing technical, inspectional, regulatory and

enforcement work as well as the developing programs and policies related to such matters as air quality, drinking water (e.g., conservation and quality) & pollution, waste management (e.g., residential curbside solid waste and recycling diversion); erosion and settlement control, inspections of industrial/commercial

Budget Increment: 2020 - \$ 78,400
Staffing Increment: 1 FTE
Strategic Priority (Primary): Environment & Climate
Climate Action Response (Primary): N/A

Impact / Alternatives to Not Proceeding with Proposal:

Without this position, we will continue to experience non-compliance of environmental bylaws and regulations, diversion of existing staff resources in addressing compliance issues and affecting other workflows, deferral of advancing the ESAP goals and actions and missed opportunities. As the City grows, projects and their complexity increase, presenting challenges to manage environmental programs efficiently and in a timely fashion.

Building Maintenance Worker

Budget Summary Ref. #95

Building Maintenance Worker to oversee the inspections of Civic Buildings and performs necessary building repairs and work closely with 3rd parties contractors on more complex building maintenance service/repair job tasks. There is currently three staff delivering all maintenance work for approximately 42 aging buildings. This requires significant staff time and expertise, which well exceeds the capacity of the current maintenance staff. Operational costs and efficiencies would be realized if some of the maintenance tasks are provided by in-house staff.

Budget Increment: 2020 - \$ 72,000
Staffing Increment: 1 FTE
Strategic Priority (Primary): Facilities, Infrastructure and Public Realm
Climate Action Response (Primary): Carbon Free Corporation

Impact / Alternatives to Not Proceeding with Proposal:

Without additional staff, there are two potential consequences; (1) delayed response to regular building repairs and response in emergencies, and (2) lack of regular preventative maintenance program to maintain civic buildings in a state of good repair and associated increase operational costs to the City.

Snow & Ice Removal Enforcement (Priority Areas)

Budget Summary Ref. #97

Auxiliary enforcement staff and associated costs for proactive and progressive enforcement of snow and ice removal from priority identified zones to ensure public safety. This enhancement is anticipated to have been partially funded through increased fine revenue.

Budget Increment: 2020 - \$25,900
Staffing Increment: 1.5 Auxiliary

Strategic Priority (Primary): Sustainable Transportation
Climate Action Response (Primary): No

Impact / Alternatives to Not Proceeding with Proposal:

Without additional staff, there are two potential consequences; (1) delayed response to community inquiries and complaints, and (2) ineffective and a lack of proactive enforcement of regulations in line with the goals of the Master Transportation Plan.

Snow & Ice Removal (Priority Areas) Engineering Ops

Budget Summary Ref. #98

Auxiliary staff and associated costs (vehicles & equipment) to remove barriers and improve walkability in high pedestrian areas within the City during snow and ice events. This enhancement also had Capital Budget implication of \$90,000.

Budget Increment: 2020 - \$145,000 2021 - \$0

Staffing Increment: 3 Auxiliary

Strategic Priority (Primary): Sustainable Transportation

Climate Action Response (Primary): No

Impact / Alternatives to Not Proceeding with Proposal

Without these resources the City will continue to rely on residents and businesses to clear sidewalks, letdowns and bus pads fronting their properties. Staff will continue to educate the community and solicit support to improve walkability during winter conditions. Enforcement staff will continue to respond to complaints and provide proactive enforcement as resources permit.

Special Events Support Staffing

Budget Summary Ref. #99-102

Assistant Program Coordinator and Auxiliary staff support associated with the delivery of the Grand Prix and various special events that occur throughout the year.

Budget Increment: 2020 - \$123,500

Staffing increment: 1.55 FTE

Strategic Priority (Primary): Culture & Economic Development

Climate Action Response (Primary): N/A

Impact / Alternatives to Not Proceeding with Proposal: Auxiliary staff support is required for all City Special Events coordinated through the Parks and Recreation Department. Currently the Special Events business unit has no auxiliary funding, and as such, no resources for front line service delivery, event preparation or advertising. This funding also represents a full-time position associated with the delivery of the Grand Prix cycling event. Staff will bring forward a report outlining options for Council

consideration to adjust the special event portfolio within existing available resources. The options for Council's consideration will include increasing external funding expectations and/or reducing the scope of service delivery.

Low Barrier Access to Recreation Program Staffing

Budget Summary Ref. #103

Tied to the *50 ideas in 50 days* initiative, this request for funding was to implement Free Swimming Lessons for New Westminster Grade 3 students as well as Free Outdoor Fitness Programs during the summer months.

Budget Increment: 2020 - \$15,500

Staffing increment: 0.22 FTE

Strategic Priority (Primary): Reconciliation, Inclusion and Engagement

Climate Action Response (Primary): N/A

Impact / Alternatives to Not Proceeding with Proposal: The proposal for these initiatives were positioned as a pilot for 2020. Without this pilot program the department will continue to offer subsidies specifically for residents with demonstrated need to provide access to programs and services, who qualify and choose swimming and group fitness programming. The pilot was intended to be universally accessible to the community.

Appendix #5

General Fund 2020 – 2024 Capital Program

General Fund 2020 – 2024 Capital Program

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

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

Appendix #6

Updated Utility Funds
2020 – 2024 Financial Plans
2020 – 2024 Capital Program

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

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

ELECTRICAL FUND CAPITAL BUDGET

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

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

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

WATER FUND CAPITAL BUDGET

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

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

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

SEWER FUND CAPITAL BUDGET

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

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

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

SOLID WASTE FUND CAPITAL BUDGET

CAPITAL EXPENSES								
Vehicles/Equipment	\$ 458,900	\$ 650,000	\$ 88,700	\$ (561,300)	\$ 85,000	\$ 85,000	\$ 485,000	\$ 885,000
Total Capital Expenses	\$ 458,900	\$ 650,000	\$ 88,700	\$ (561,300)	\$ 85,000	\$ 85,000	\$ 485,000	\$ 885,000
FUNDING SOURCES								
Reserve Funds	\$ 458,900	\$ 650,000	\$ 88,700	\$ (561,300)	\$ 85,000	\$ 85,000	\$ 485,000	\$ 885,000
Total Capital Funding	\$ 458,900	\$ 650,000	\$ 88,700	\$ (561,300)	\$ 85,000	\$ 85,000	\$ 485,000	\$ 885,000

Utility Funds 2020 – 2024 Capital Program

Projects	Total Capital Plan						Estimated Climate Emergency Related						Other
	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	5 Year Total	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	5 Year Total	5 Year Total
Electrical Fund													
Electrical Distribution System													
Meters	5,250,000	5,250,000	100,000	100,000	100,000	10,800,000	5,250,000	5,250,000	100,000	100,000	100,000	10,800,000	
Electrical New Services	4,577,600	33,000,000	24,500,000	1,250,000	1,250,000	64,577,600	1,000,000	30,000,000	22,000,000	250,000	250,000	53,500,000	11,077,600
Substation Upgrades	18,099,800	13,931,000	3,416,300	1,351,000	400,000	37,198,100	18,099,800	13,931,000	3,416,300	1,351,000	400,000	37,198,100	
Total Electrical Distribution System	27,927,400	52,181,000	28,016,300	2,701,000	1,750,000	112,575,700	24,349,800	49,181,000	25,516,300	1,701,000	750,000	101,498,100	11,077,600
Land													
Property	1,266,979					1,266,979	1,266,979					1,266,979	
Total Land	1,266,979					1,266,979	1,266,979					1,266,979	
Other													
Electrical Other	867,800	250,000	250,000	250,000	250,000	1,867,800	867,800	250,000	250,000	250,000	250,000	1,867,800	
BridgeNet Other	100,000					100,000							100,000
Total Other	967,800	250,000	250,000	250,000	250,000	1,967,800	867,800	250,000	250,000	250,000	250,000	1,867,800	100,000
Equipment													
Electrical Equipment	60,100	5,000	5,000	5,000	5,000	80,100							80,100
Total Equipment	60,100	5,000	5,000	5,000	5,000	80,100							80,100
Vehicles													
Electrical Vehicles	894,600	75,000	30,000	525,000	665,000	2,189,600	444,150	18,750	7,500	218,750	241,250	930,400	1,259,200
Total Vehicles	894,600	75,000	30,000	525,000	665,000	2,189,600	444,150	18,750	7,500	218,750	241,250	930,400	1,259,200
BridgeNet Infrastructure													
BridgeNet Infrastructure	1,384,800	575,630		2,500,000		4,460,430							4,460,430
Total BridgeNet Infrastructure	1,384,800	575,630		2,500,000		4,460,430							4,460,430
Total Electrical Fund	32,501,679	53,086,630	28,301,300	5,981,000	2,670,000	122,540,609	26,928,729	49,449,750	25,773,800	2,169,750	1,241,250	105,563,279	16,977,330
Water Fund													
Other													
Water Other	311,400	140,000	90,000	150,000	150,000	841,400	110,000	70,000	20,000	60,000	60,000	320,000	521,400
Total Other	311,400	140,000	90,000	150,000	150,000	841,400	110,000	70,000	20,000	60,000	60,000	320,000	521,400
Equipment													
Water Equipment	145,000	45,000	45,000	75,000	75,000	385,000							385,000
Total Equipment	145,000	45,000	45,000	75,000	75,000	385,000							385,000
Vehicles													
Water Vehicles	543,100			130,000	25,000	698,100							698,100
Total Vehicles	543,100			130,000	25,000	698,100							698,100
Water Infrastructure													
Hydrants	15,000	15,000	30,000	30,000	30,000	120,000							120,000
Water System Additions	4,329,600	4,175,000	4,680,000	5,300,000	5,300,000	23,784,600							23,784,600
Total Water Infrastructure	4,344,600	4,190,000	4,710,000	5,330,000	5,330,000	23,904,600							23,904,600
Total Water Fund	5,344,100	4,375,000	4,845,000	5,685,000	5,580,000	25,829,100	110,000	70,000	20,000	60,000	60,000	320,000	25,509,100

Projects	Total Capital Plan						Estimated Climate Emergency Related						Other
	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	5 Year Total	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	5 Year Total	5 Year Total
Sewer Fund													
Other													
Sewer Other	455,400	205,000	155,000	140,000	140,000	1,095,400							1,095,400
Total Other	455,400	205,000	155,000	140,000	140,000	1,095,400							1,095,400
Sewer Infrastructure													
Sewer System Additions	18,029,000	7,262,500	7,467,500	8,677,500	7,087,000	48,523,500	11,952,300	4,350,000	4,500,000	4,750,000	3,550,000	29,102,300	19,421,200
Total Sewer Infrastructure	18,029,000	7,262,500	7,467,500	8,677,500	7,087,000	48,523,500	11,952,300	4,350,000	4,500,000	4,750,000	3,550,000	29,102,300	19,421,200
Equipment													
Sewer Equipment	30,000	10,000	10,000	20,000	20,000	90,000							90,000
Total Equipment	30,000	10,000	10,000	20,000	20,000	90,000							90,000
Vehicles													
Sewer Vehicles	63,000	145,000		20,000	245,000	473,000	44,250	36,250			61,250	141,750	331,250
Total Vehicles	63,000	145,000		20,000	245,000	473,000	44,250	36,250			61,250	141,750	331,250
Total Sewer Fund	18,577,400	7,622,500	7,632,500	8,857,500	7,492,000	50,181,900	11,996,550	4,386,250	4,500,000	4,750,000	3,611,250	29,244,050	20,937,850
Solid Waste Fund													
Equipment													
Solid Waste Equipment	88,700	85,000	85,000	85,000	85,000	428,700							428,700
Total Equipment	88,700	85,000	85,000	85,000	85,000	428,700							428,700
Vehicles													
Solid Waste Vehicles				400,000	800,000	1,200,000					100,000	100,000	1,100,000
Total Vehicles				400,000	800,000	1,200,000					100,000	100,000	1,100,000
Total Solid Waste Fund	88,700	85,000	85,000	485,000	885,000	1,628,700					100,000	100,000	1,528,700
Total Utility Funds Capital	56,511,879	65,169,130	40,863,800	21,008,500	16,627,000	200,180,309	39,035,279	53,906,000	30,293,800	6,979,750	5,012,500	135,227,329	64,952,980