



## **SPECIAL CITY COUNCIL MEETING AGENDA**

**Monday, January 23, 2023, 9:00 a.m.**

**Meeting held electronically and open to public attendance**

**Council Chamber, City Hall**

**We recognize and respect that New Westminster is on the unceded and unsurrendered land of the Halkomelem speaking peoples. We acknowledge that colonialism has made invisible their histories and connections to the land. As a City, we are learning and building relationships with the people whose lands we are on.**

**LIVE WEBCAST:** Please note City Council Meetings, Public Hearings, Council Workshops and some Special City Council Meetings are streamed online and are accessible through the City's website at <http://www.newwestcity.ca/council>

	<b>Pages</b>
<b>1. <u>CALL TO ORDER AND LAND ACKNOWLEDGEMENT</u></b>	
The Mayor will open the meeting and provide a land acknowledgement.	
<b>2. <u>BUDGET WORKSHOP PART 1</u></b>	
2.1 Anvil Centre Budget & Operations (Circulated Separately)	3
<b>3. <u>MOTION TO MOVE THE MEETING INTO THE CLOSED MEETING</u></b>	
THAT Council will now go into a meeting which is closed to the public in accordance with Section 90 of the Community Charter, on the basis that the subject matter of all agenda items relate to matters listed under Sections:	
90(1)(k) negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public;	
<b>4. <u>MOTION TO RESUME THE SPECIAL CITY COUNCIL MEETING</u></b>	
<b>5. <u>BUDGET WORKSHOP PART 2</u></b>	
5.1 Building & Planning Permit Revenues (Circulated Separately)	40

5.2	Parking Policy & Financials (Circulated Separately)	47
5.3	Advanced Metering Infrastructure (Circulated Separately)	62

6. END OF THE MEETING

\*Some personal information is collected and archived by the City of New Westminster under Section 26(g)(ii) of the Freedom of Information and Protection of Privacy Act and for the purpose of the City's ongoing commitment to open and transparent government. If you have any questions about the collection of personal information please contact Legislative Services, 511 Royal Avenue, New Westminster, V3L 1H9, 604-527-4523.

# ANVIL CENTRE BUDGET & OPERATIONS



2023-01-20

## 562 Total Activities in 2019

Activities include programs, events, performances, exhibitions & tours

# Agenda

❑ Anvil Centre – High Level Structure by Department

❑ Anvil Centre Background Highlights

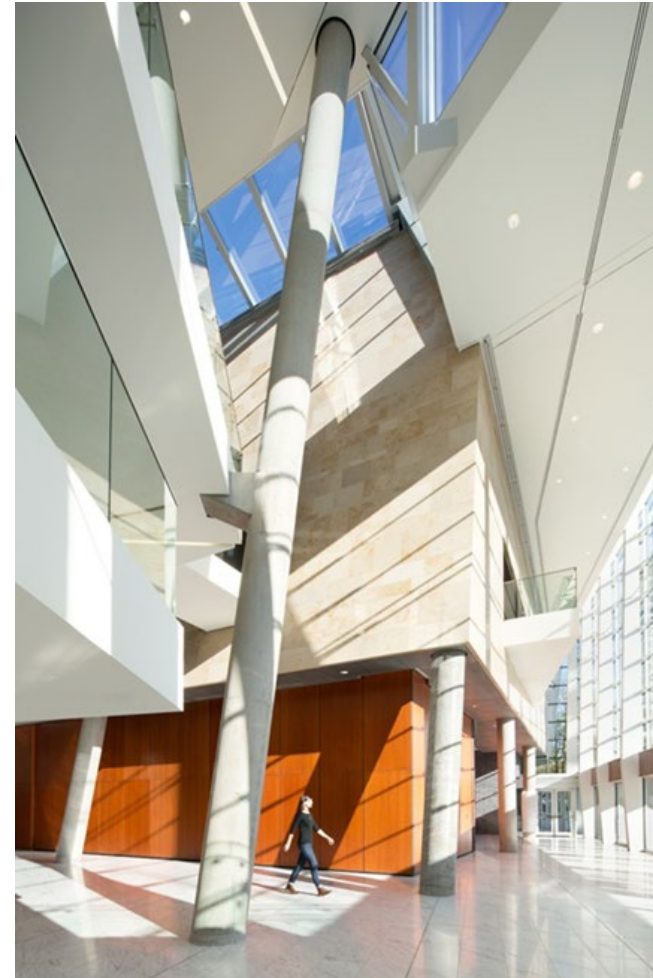
❑ Financial Overview:

- 2022 Operating Revenue
- 2022 Operating Expenditures

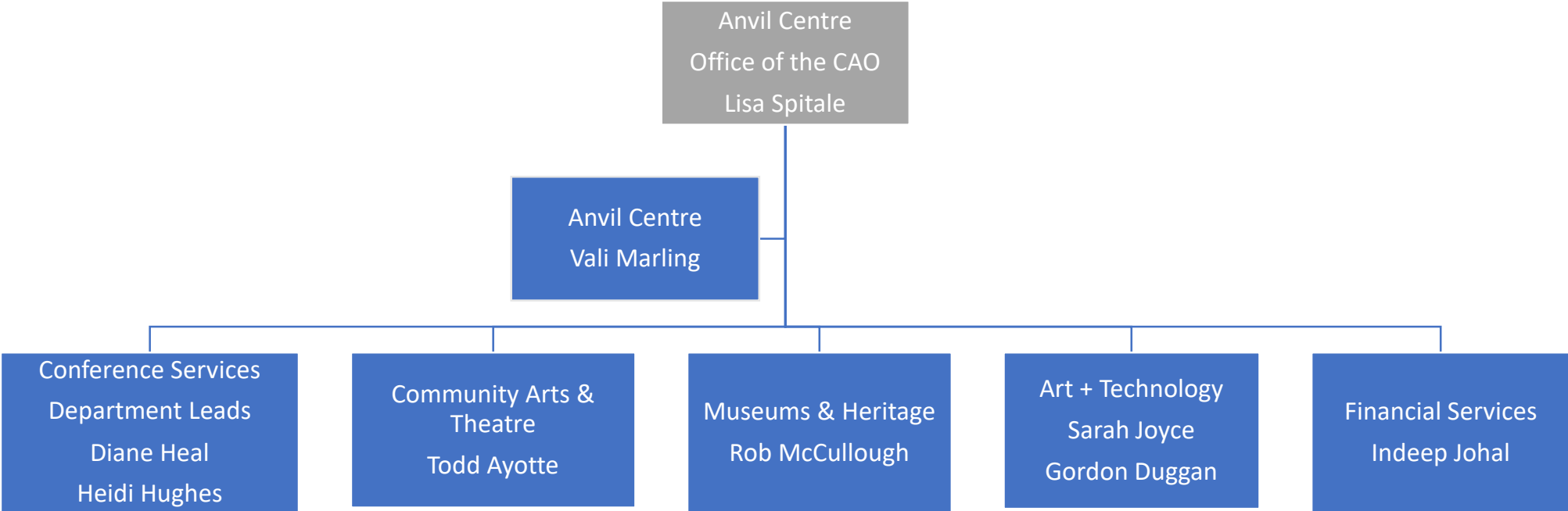
❑ Department Overview: - who we are

▪ Arts Services	▪ Conference Services
▪ Anvil Theatre	▪ Anvil Administration
▪ Art + Technology	▪ Museum & Heritage Services

❑ 2023 Projections - Revenue & Expenditures



# Anvil Centre - High Level Structure by Department



# Background

- DAC (Development Assistance Compensation) Funding stipulation / Economic Stimulus (\$43M)
- Revitalization of Downtown Core
- Opened September 14, 2014
- Civic Centre designed as a hub for both Cultural and Commerce activities



SUNDAY  
SEPT 14  
2014

ANVIL  
CENTRE  
GRAND  
OPENING

NOON - 6PM  
RIBBON CUTTING 1:30PM  
777 COLUMBIA ST





# Financial Overview

## Indeep Johal

# 2022 Operating Budget – Revenue

2022 Operating Budget Revenue is **\$1.80M** for Anvil Conference & Cultural Services

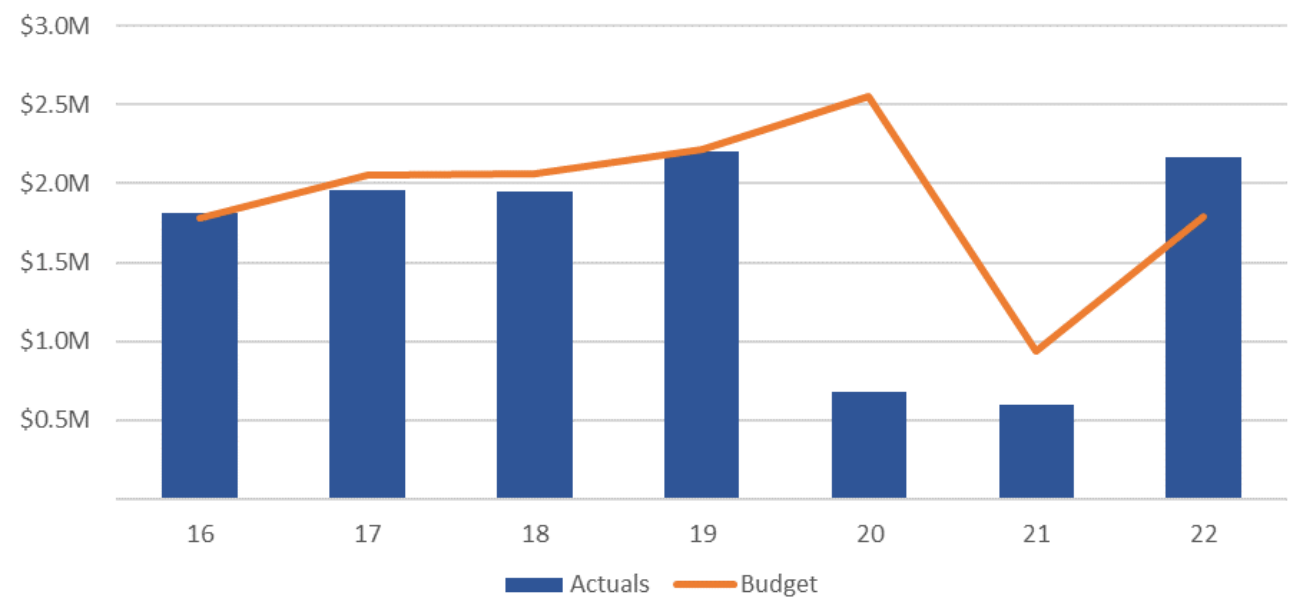
Operating revenue distribution as follows:

1. **\$1.52M** Conference Services
2. **\$0.23M** Community Arts & Theatre
3. **\$0.04M** Museums & Heritage
4. **\$0.01M** Art + Technology



# 2016 – 2022 Revenue Budget vs Actuals

\*\*As at Q3 projected to be below annual revenue targets of **\$1.80M**; prelim year-end results indicate we will exceed budget by **\$0.40M**; forecasting total actual revenue to be **\$2.20M**.

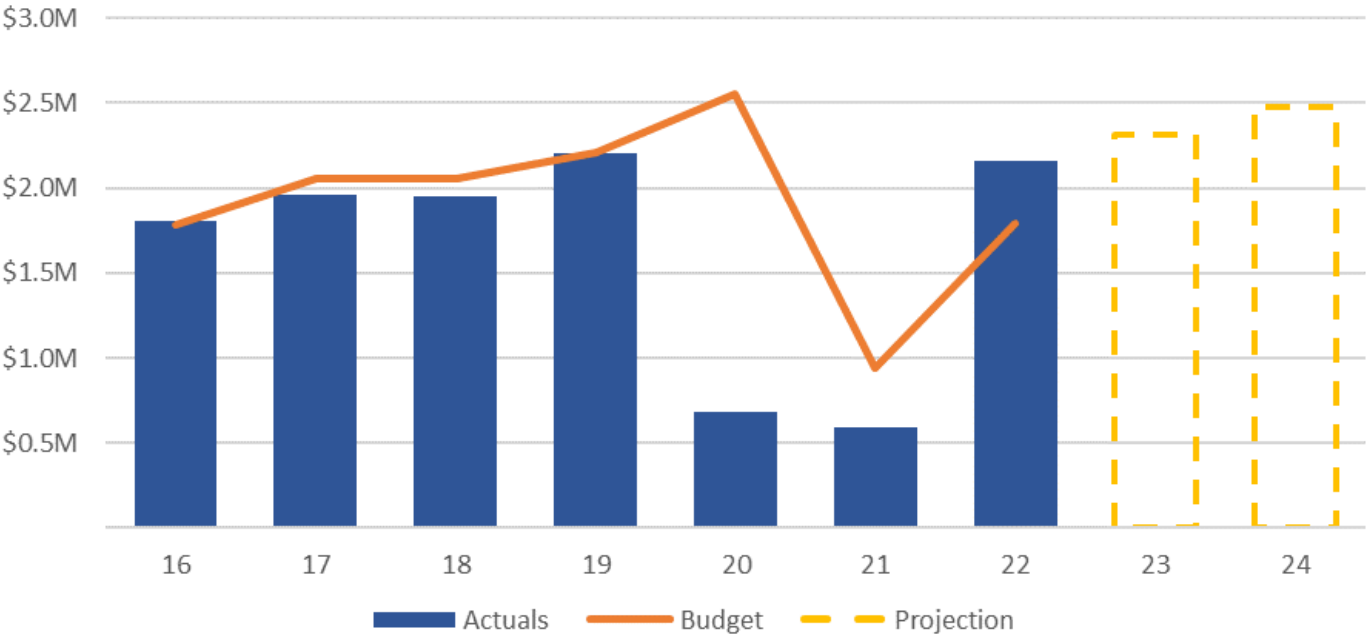


Positive variance primarily due to:

- **\$0.23M** Anvil Conference Centre
  - Room booking and audio visual
- **\$0.13M** Museums & Heritage
  - Federal Grant – COVID Recovery



# 2023-2024 Revenue Projections



Based on pre-pandemic performance, Anvil Conference & Cultural Services revenues are projected to grow by **7% Y/Y** through 2023/2024 as the sector recovers from COVID-19 pandemic.

# 2022 Operating Budget – Expenses

2022 Operating Expenditure Budget is **\$4.9M** + \$2.7M Capital Contribution/Amortization

## Major Programs/Expenses:

- 1. **\$2.90M** Anvil Centre Administration
- 2. **\$2.20M** Conference Services
- 3. **\$1.06M** Community Arts & Theatre
- 4. **\$0.87M** Museums & Heritage
- 5. **\$0.57M** Art + Technology

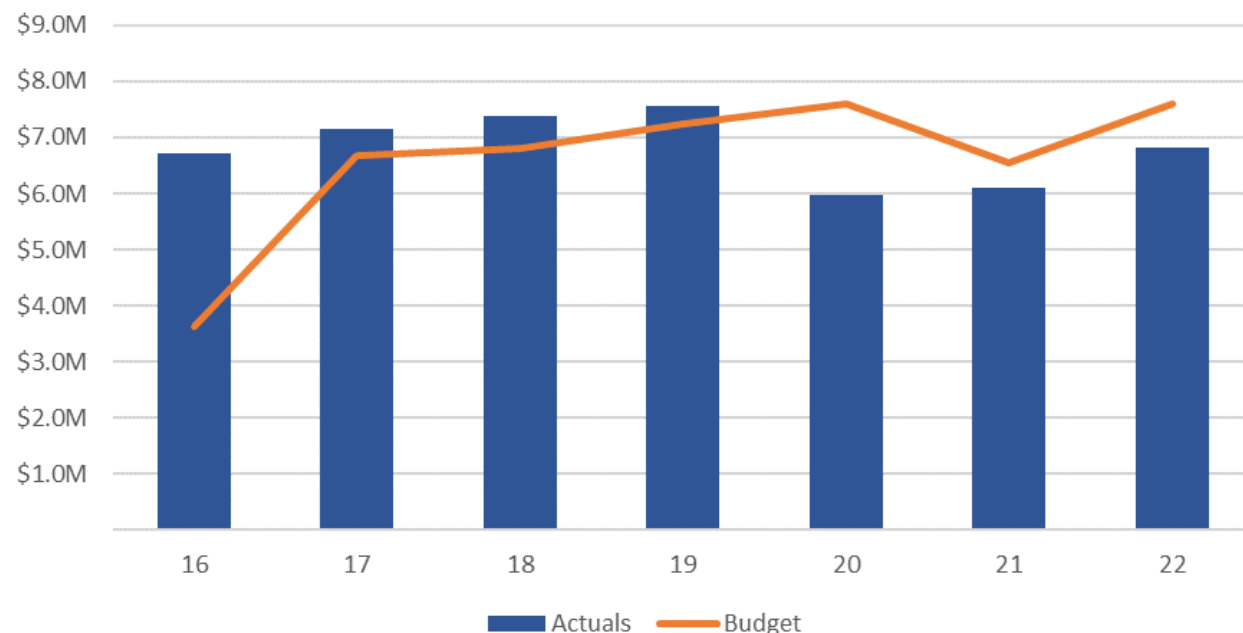
## Expenses by Major Category:

- 1. **\$3.1M** Salary/Benefits/Training\*
- 2. **\$2.7M** Capital Contribution/Amortization
- 3. **\$1.1M** Cost of Sales\*
- 4. **\$0.5M** Contracted Services\*
- 5. **\$0.2M** Supplies & Materials

\*External Events are partial cost recovery (full cost recovery on catering, labor, AV, Liquor, and exclude amortization);  
\*Internal or City Sponsored Events are City Funded and therefore staffing levels need to be maintained to support the community’s ongoing needs.

# 2016 – 2022 Expense Budget vs Actuals

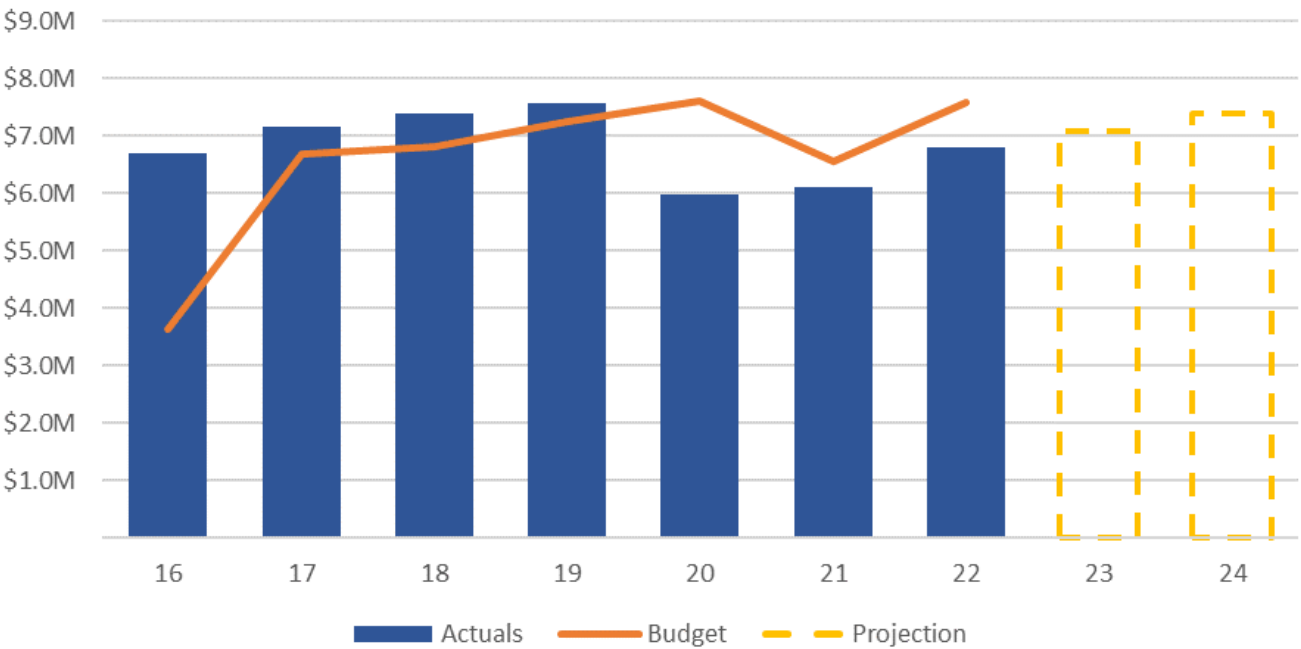
**\*\*As at Q3 projected to be below annual expense targets of \$7.60M; prelim year end results indicate we will be below budget by \$0.40M; forecasting total actual expenses to be \$7.20M.**



Positive variance primarily due to:

- **\$0.22M** Museums & Heritage
  - \$0.15M Salaries & Benefits
  - \$0.05M Supplies & Materials
  - \$0.02M Contracted Services
- **\$0.07M** Community Art & Theatre
  - \$0.03M Salaries & Benefits
  - \$0.02M Supplies & Materials
  - \$0.02M Contracted Services

# 2023-2024 Expense Projections



Based on pre-pandemic performance, Anvil Conference & Cultural Services expenses are projected to grow by **4% Y/Y** through 2023/2024 as the sector recovers from COVID-19 pandemic.

# 2022 Financial Summary Budget vs Actuals “Prelim”

The 2022 “preliminary” year end projection is a net positive variance of ~**\$0.80M**.

## 2022 Budget vs 2022 Actuals (Preliminary)

	2022 Budget	2022 Actuals (Proj.)	Variance
Revenue	\$1.80M	\$2.20M	\$0.40M
Expenses	\$7.60M	\$7.20M	\$0.40M
<b>Net</b>	<b>\$5.80M</b>	<b>\$5.00M</b>	<b>\$0.80M</b>

## Highlights on Key Cost Drivers:

- **Variable Costs:** Cost of Sales: Catering, Liquor, AV, Utility and General Overhead (some of which is recovered from external event holders/third parties and some of which is City Funded)
- **Fixed Costs:** Capital Contribution/Amortization/City Funded Labor and General Overhead

\*Anvil staff monitor the gross margin and competitive edge when hosting external events and work with staff to continue to improve and/or find efficiencies to optimize the space utilization.

# Anvil Centre Department Overviews



# COMMUNITY ARTS & THEATRE

Public Art Program

Anvil Studio Arts Program

Community Art Gallery at Anvil

Anvil Theatre

Poet Laureate Program

Planning, Partnerships & Engagement



Top to bottom:

Family Day Workshop  
Anvil Centre

*Future Ancestors*  
Banner Installation  
Artist Michelle Sound

*Hey Viola!* A musical exploration  
of the life of Viola Desmond  
Anvil Theatre.

# Art Services - Who We Are

Manager, Community Arts & Theatre – Todd Ayotte

Public Art Coordinator – Quyen Hoang

Arts Programmer – Hannah Bennett

Recreation Leaders/Attendants

Art Educators/Instructors



Top to bottom:

*Welcome to the Zoo*  
Public Art Installation  
Artist Nathan Lee  
Queen's Park

Studio Arts Program  
Anvil Cultural Studios

Community Art Gallery Exhibition  
Artist Paul Gravett

Dance Program  
Anvil Dance Studio



# Art Services – What We Do

## Community Art

- Deliver a range of art programs in the Anvil Cultural Studios for all ages and abilities;
- Facilitate community rentals and activations of the Cultural Studios;
- Partner with the ACNW to showcase exhibitions by local and emerging artists in the Community Art Gallery;
- Support and facilitate the Poet Laureate's work with the community.

## Public Art

- Coordinate selection, design, fabrication and installation of public art projects; planning, education, engagement, maintenance, conservation.

## Planning & Engagement

- Advance civic arts policy development; capital and strategic planning; support the community grants program;
- Liaise with and support civic operational partners (Massey Theatre Society, Arts Council of New Westminster, Vagabond Players), artists and arts organizations.

# Art Services – Operational Model

## Community Art

- City funded service delivery model (overhead, staffing, operating expenses);
- Revenue streams serve to offset expenses to meet approved net budget;
- Revenue sources include program registration fees, studio rentals;
- Cost-recovery delivery model for registered programs (direct costs).

## Public Art

- City funded service delivery model;
- Public Art projects are funded through a capital funding “percentage for public art” funding and an annual contribution to the Public Art Reserve equal to \$2.00 per citizen from property taxes;
- Funding supports all fees related to design, fabrication, installation, maintenance and conservations as well as communications, programming and educational initiatives.

# Art Services - Discussion

## Looking Back

- PHO restrictions severely affected the arts sector overall;
- Art Services continued to offer programs, focusing on adaptive formats;
- Budget adjustments were made in response - reduced revenue (program registration) and direct expenditures (instructor costs, program materials, marketing).

## Current Considerations/Impacts

- Registered programs have recovered and are returning to pre-COVID levels;
- Increases in operating costs (staffing, promotion, program materials);
- Need to maintain a programming balance in the Anvil Studios (to ensure community access);
- Although our Studio rental costs are competitive, there are still some community organizations that are experiencing barriers to access;
- Lack of broad community awareness of the Studio rental/activation opportunities (workshop space, rehearsal space, practice space).

## Looking Forward

- Continue to deliver a range of registered programs, with a focus on new opportunities for youth;
- Finalize a 10-year Public Art Plan to guide the Public Art Program;
- Work with the Arts Council to implement the Community Art Gallery Pilot Project and support the 20th Anniversary of the New West Culture Crawl;
- Identify and advance opportunities to partner externally and cross-departmentally to animate Anvil Centre in new ways and increase community access and usage of the Studios;
- Re-establish Drop-In Art Making Workshops at Anvil (post-COVID).

# Anvil Theatre - Who We Are

## City Staff

Manager, Community Arts & Theatre – Todd Ayotte

## Massey Theatre Society Staff

Department Lead - Jessica Schneider

Booking Coordinator - Minna Nikula

Co-Technical Directors - Stephen Jackson, Shawn Sorensen

Performing Arts Liaison – Fleur Sweetman

Guest Services – Patrick Forde

Note that Anvil Theatre is operated through a Service Agreement with the Massey Theatre Society, under the direction of the Manager, Community Arts and Theatre.



Top to bottom:

Coastal Dance Festival  
Patrick Street Productions  
PuSH Festival

Anvil Theatre

# Anvil Theatre– What We Do

## Theatre Operations

- Oversee theatre operations and planning;
- Administration, booking, audience services, ticketing;
- Marketing, promotions, audience development;
- Technical services;
- Specialized equipment maintenance.

## Programming & Audience Development

- Curate performing arts programming;
- Support presentation partnerships;
- Facilitate cultural rentals.

## Cross-Departmental Support

- Provide specialized support for theatre activations from other Anvil departments and the City.

# Anvil Theatre - Operational model

- An integral business function within Anvil Centre, operated through a Service Agreement with the Massey Theatre Society, under the direction of the Manager, Community Arts and Theatre;
- As Owner and Primary Operator of Anvil Centre, the City retains ultimate operating responsibility for all aspects of the facility's operations;
- City funded service delivery model (overhead, staffing, operating expenses);
- Revenue streams serve to offset expenses to meet approved net budget;
- Revenue sources include theatre rentals, ticket sales, event staff charges, bar and concession sales, equipment rental.

# Anvil Theatre - Discussion

## Looking Back

- PHO restrictions severely affected the arts sector overall;
- Community-based arts organizations were significantly impacted;
- Anvil Theatre continued to offer programs, pivoting to focus on adaptive/virtual formats;
- Budget adjustments were made in response - reduced revenue (rentals, ticket sales) and expenditures (programming costs).

## Current Considerations/Impacts

- Baseline has shifted post-COVID; loss of momentum in audience development;
- Inflation is impacting audiences (reduction in discretionary spending);
- Increased operating costs (direct purchases, staffing, promotion and artists' fees);
- Available niche presentations and touring opportunities are limited as sectoral impacts continue;
- Need to balance growth in relation to resources invested;
- Need to continue to mitigate risks inherent in theatre programming;
- Consider impact of sectoral challenges related to staffing and specialization gaps.

## Looking Forward

- Reengage and build audiences; continue to reestablish, rebuild and stabilize;
- Maintain and expand cultural renters and programming partners;
- Develop a long-term Operational plan for Anvil Theatre.

# ART + TECHNOLOGY

New Media Gallery  
theLAB  
Outreach

World Class Exhibitions

Educational Partnerships

Community + Public Programs

Creative Technology Events



# Art + Technology

## Who We Are

Executive Director / Curator (manager) : Gordon Duggan

Director /Curator (manager) : Sarah Joyce

Program Coordinator: Stephen O'Shea

Specialist Auxiliary Instructors: Hope Akello, Stéphane Bernard, Victoria Gibson, Alanna Ho, Chris Jung, Sara Korzek, Louise Lathey, Jae Lew, Mark Nazemi, Corinna Tang, Mimi Xia.

Auxiliary Preparators: Daniel Jeffries, Eilidh Keegan-Henry



# Art + Technology – Operational Model

## New Media Gallery

- City-funded service delivery of services (FT staff, Auxiliary staff, operating expenses)
- City budgets are subsidized through revenue sources (donations, sponsorship, honorariums, partnerships)
- City budgets are subsidized by NMG Sustainability Model (re-use, recycle and recover)
- Restricted outsourcing of expertise (almost all operations are developed in-house)

## The LAB & Outreach

- City-Funded service delivery (FT staff)
- Cost-recovery development & delivery of registered programs (auxiliary staff)
- Revenue sources include registered & school programs, donations, speaking fees, internal civic departmental transfers (civic collaborations), services, grants and donations in-kind

# Art + Technology– What We Do

- **Operate** a world-class, internationally recognized, Civic Art Gallery (New Media Gallery)
- **Nurture** radical, responsive and people-centred engagement
- **Delight**, encourage and inspire through the careful development of exhibitions, programs & partnerships
- **Develop** exhibitions that explore our rapidly changing world, affect public perception & change lives
- **Design** exhibitions around sustainable practices to meet eco standards and achieve significant cost savings
- **Liaise** with artists from diverse backgrounds who offer multiple perspectives on contemporary issues.
- **Educate** through responsive community programming for diverse age groups, backgrounds and affordability.  
K12, Post-Secondary, Public, Professional: Lessons, Workshops, Demos, Talks, Panels, Events, Films, Mentorships
- **Manage** a diverse range of technology that can move from exhibition, into the LAB to support programming
- **Cultivate** meaningful external liaisons & partnerships (Science World, ISEA, Cern, TRIUMF, Swiss Consulate, Howe Sound Biosphere, Purpose Society, SD40, UBC, SFU, Douglas College, Powell Street Festival, BC4Afghans... )
- **Align** with Council's Culture & Economic Development Strategic Priority and overarching goals of the Art Strategy.

# Art + Technology - Discussion

## 2019 (Pre-COVID)

- 29,000 visitors, 51,000 revenue, 132 programs

## COVID

- PHO restrictions are seen as opportunities to explore new ways of working (eg. micro residencies, videos)
- Online engagement offers increased efficiency, accessibility and opportunities.
- Fully booked exhibitions (restricted-attendance, booked 9 weeks ahead, waiting lists)

## 2022

- Registered programs have exceeded pre-COVID numbers
- External Partnerships have increased in number and importance
- Audience numbers returning to 2019 levels
- Operating costs increased over pre-COVID (staffing, promotion, materials, shipping, fees)

## 2023

- Audience numbers return to pre-COVID and increase
- Continue to curate and deliver world-class exhibitions, accompanied by personal engagement theory
- Expand community Art + Technology programs (Youth Mentorship, Seniors, French, Mandarin, School Programs)
- Special Partnership Programs for disadvantaged, vulnerable + marginalized populations (ie. BC4Afghans, Purpose Society Mentorship, Howe Sound Biosphere & Biosphere Soundscapes Partnership, New Works)
- 1<sup>st</sup> Quarter 2023 : 29 registered programs, 25 school programs (anticipated), 10 University programs
- Pay What You Can Pilot, Tap to Donate, Attention Economics

# Conference Services Department

Anvil Administration

Sales & Marketing

Building & Event Operations

Event Management Services

Catering, Liquor and Audio Visual Services



Marketed and promoted as a valid destination for meetings, conferences, special events and festivals, the Conference Services Department provides event services to external clients as well as internal City Departments Stakeholders and Partners to have a positive economic and cultural impact on the City's downtown core.

The Anvil Conference Centre generates economic, cultural and social impact as a vibrant gathering place for residents and visitors to the City.



Top to bottom:

*Client Reception  
Anvil Centre*

*Client Wedding Reception  
Anvil Ballroom*

# WHO WE ARE

## Anvil Centre Administration

General Manager – Vali Marling

Administration – Kathy McLellan

Administration – Jess Jang

## Sales & Marketing

Manager, Sales & Marketing – Heidi Hughes

Sales Coordinator – Ellen Leung

Sales Coordinator – Mary Kyritsis

## Event Services

Conference Services Manager – Diane Heal

Event Manager – Colin Gibson

Event Coordinator – Danell Smith

Duty Manager – Jordan Hagan



# WHAT WE DO

- Promote Anvil Conference Centre to local and regional market as full service
- Generate revenue through the selling and contracting of event space and services
- Build & maintain strong relationships with our clients
- Work with external stakeholders and partners (DBIA, Tourism New West, Inn at the Quay, City Special Events, City Film Coordinator to ensure sustainable growth in both cultural and economic impact
- Provide event management services: event design, logistics, catering, audio visual, staffing, liquor, and direct billing / invoicing.
- Collaborate with all Anvil Centre departments on building operations to optimize community access and space utilization

# WHO WE WELCOME

Market	Events	Conference Clients
Government	AGMs Conferences Tradeshows Meetings Awards Galas & Banquets Training & Workshops Holiday Parties	    
Corporate		
Association & Union & Non-Profit		
Social Non-Profit	Weddings Celebrations of Life Retirement Dinners	      
		    
		       

# Conferences Services – Environmental Scan

## Looking Back

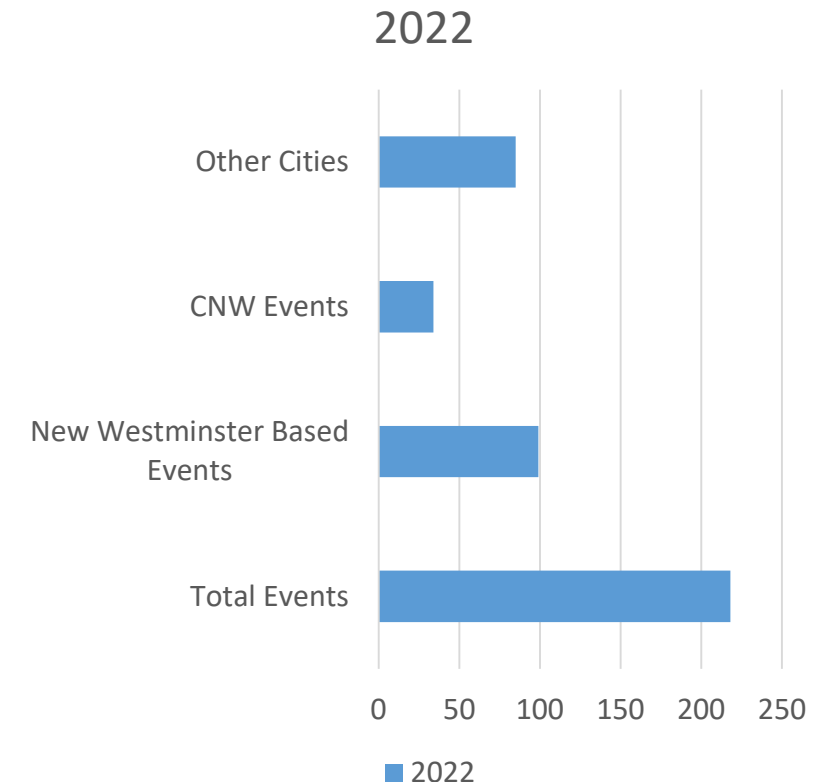
- PHO restrictions decimated the meetings and events industry
- Anvil Centre hosted COVID-19 Vaccination Clinics
- Supported community by sourcing and booked essential events during the pandemic
- Cancelled events & rebooked for future dates

## Current Considerations/Impacts

- Events industry has reopened with pent up demand for live in person events
- Inflation is impacting cost of services (catering / labour)

## Looking Forward

- Event margins need to be closely monitored due to rising costs for services – margin review currently taking place
- Event booking and space allocation policies and fee schedules to be reviewed to ensure maximum revenue generation, space utilization and balance with community access for continued growth in both economic and cultural impact



# MUSEUMS & HERITAGE SERVICES

New Westminster Museum

New Westminster Archives

Public and School Heritage Programming

Irving House & Samson V

Research and Engagement

City Commemoration & Planning



*Heritage is not the same as history, rather it is the summation of those things we value from our shared past to retain and build off for a good future.*

**Responsible** for collecting, documenting, researching, promoting, and preserving the heritage (history, culture and values) of the New Westminster area.

**Aim** to inform and support values-based conversations and decisions about the City of New Westminster.

Top to bottom:  
"The 215", Johnny Bandura  
NWSS Drama Students Archival Research visit "Reconciling"  
Culinary Heritage, Cooking for Diwali in the Langar Hall, Sukh Sagar  
Gurdwara

## Who We Are

Manager, Museums and Heritage Services – Rob McCullough

Archivist – Erin Brown-Osterman

Curator – Oana Capota (on leave to Aug 2023)

Curator, Temporary – Linda Tzang (to Dec. 2023)

Heritage Program Coordinator– Rebeca Salas

Registrar – Allan Blair

Auxiliary staff for tours, programs and exhibition development



Top to bottom:  
*Reconciling* exhibition, March 2022  
*You are what you Eat: Community Food Security*, May 2019  
Okihiro Family Heritage Walk, July 23, 2022  
Komagata Maru Plaque unveiling, October 4, 2022

# WHAT WE DO

- Provide services connecting people with each other and the City's heritage through school programming, public engagement and community collaboration;
- Research, develop, design and fabricate heritage exhibitions at Anvil Centre, Irving House, Samson V and throughout the city;
- Oversee stewardship of, and access to, New Westminster civic and community archival records (bylaw 7987:2018);
- Develop city processes, policies and procedures that acknowledge the memory of people, places, events and ideas associated with New Westminster.
- Gather, care for and provide access to objects reflective of New Westminster's diversity, identity and values; both in the public realm and museums spaces;
- Technical research support for city planning, development, strategic direction and the community at large;
- Participate in, and lead, the development and activation of culture and heritage-related policies, programs and initiatives in the areas of reconciliation, inclusion, commemoration and city granting;

# Museums and Heritage Services– Operational Model

## Museums and Archives

- City funded service delivery model (overhead, staffing, operating expenses)
  - Funding supports archival reference services, tours, heritage program development and delivery, exhibition development and fabrication, City research initiatives, Interpretive plaques, collections care and conservation and facility maintenance
- Revenue streams serve to supplement city funding
  - Sources include program registration fees, donations, senior government grants, archival reproductions, book sales and space rentals
- Cost-recovery delivery model for registered programs
  - recoveries accommodated through registration fees and grants

# Museums and Heritage Services- Discussion

## Looking Back

- PHO restrictions encumbered heritage sector; program and gallery attendance suffered
- Heritage Services initiated virtual programming and adaptive visitation
- Service budgets were adjusted to address reduced revenues; provincial and federal recovery programs introduced to sustain heritage operations
- Heritage Services responded to deep-seated societal inequities through greater engagement and collaboration with equity-deserving communities.
- Heritage Services initiated research into the histories of marginalized groups

## Current Considerations/Impacts

- Registered programs have recovered; gallery visitation still recovering at Anvil but Irving House and Samson V have recovered;
- Improved and strengthened relationships with previously underserved groups have accommodated the development and delivery of new programs reflecting a broader spectrum of the City's heritage.
- Increase operating costs (staffing, promotion, program & exhibition costs);

## Looking Forward

- Continue to deliver a range of programs, exhibitions and services; prioritizing school programs and collaborations with underrepresented groups and long term gallery redevelopment;
- Develop strategic plan for Museum and Archives, informed through relationships strengthened during the pandemic;
- Complete City Commemoration policy to holistically acknowledge the memory of people, places, events and ideas associated with New Westminster
- Restructure colonial interpretation and narratives associated with Irving House and Samson V.



ANVIL CENTRE  
NEW WESTMINSTER

# Building & Planning Permit Revenues

Jackie Teed, Acting Director, Climate Action, Planning & Development

Serena Trachta, Manager, Building Inspection Services

Lorraine Lyle, Senior Manager, Finance Services

January 2023

# Development Drivers

SOME EXTERNAL DRIVERS “City has no control”		INTERNAL DRIVERS “City has control”
Global/Country/Province	Region	
<ul style="list-style-type: none"><li>• Economic Health</li><li>• Financing (interest rates, borrowing rules)</li><li>• Labour (costs, availability)</li><li>• Material &amp; Equipment (costs, availability)</li></ul>	<ul style="list-style-type: none"><li>• Financial Health (residents &amp; businesses)</li><li>• Land Value</li><li>• Regional Land Availability</li><li>• Demand (amount, type)</li></ul>	<ul style="list-style-type: none"><li>• Land Availability<ul style="list-style-type: none"><li>• Official Community Plan</li><li>• Rezoning</li></ul></li><li>• Fees, Rates, Charges</li></ul>

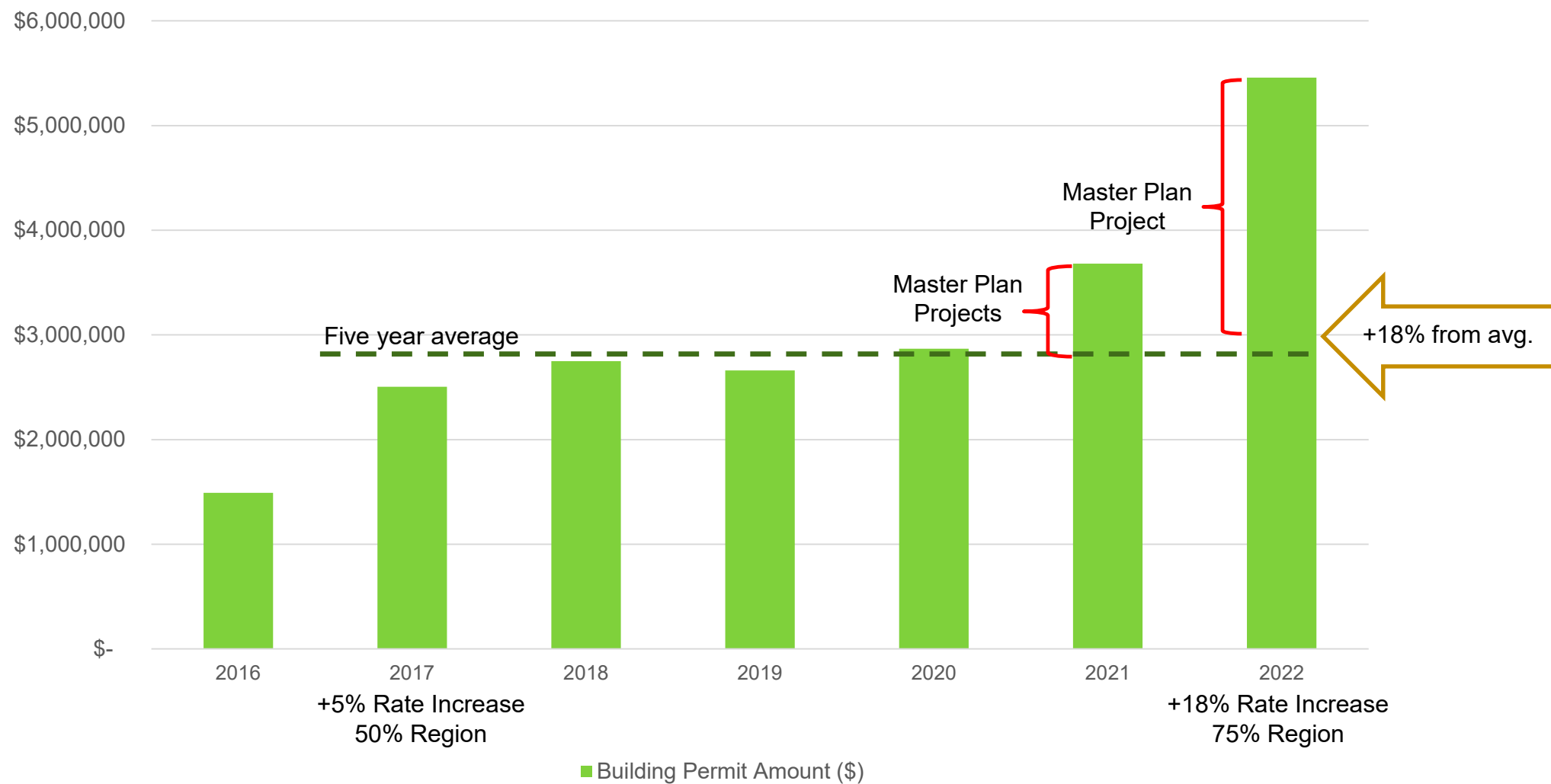
## “Whole Project” Cost Recovery Model

- Largest portion collected at Building Permit issuance

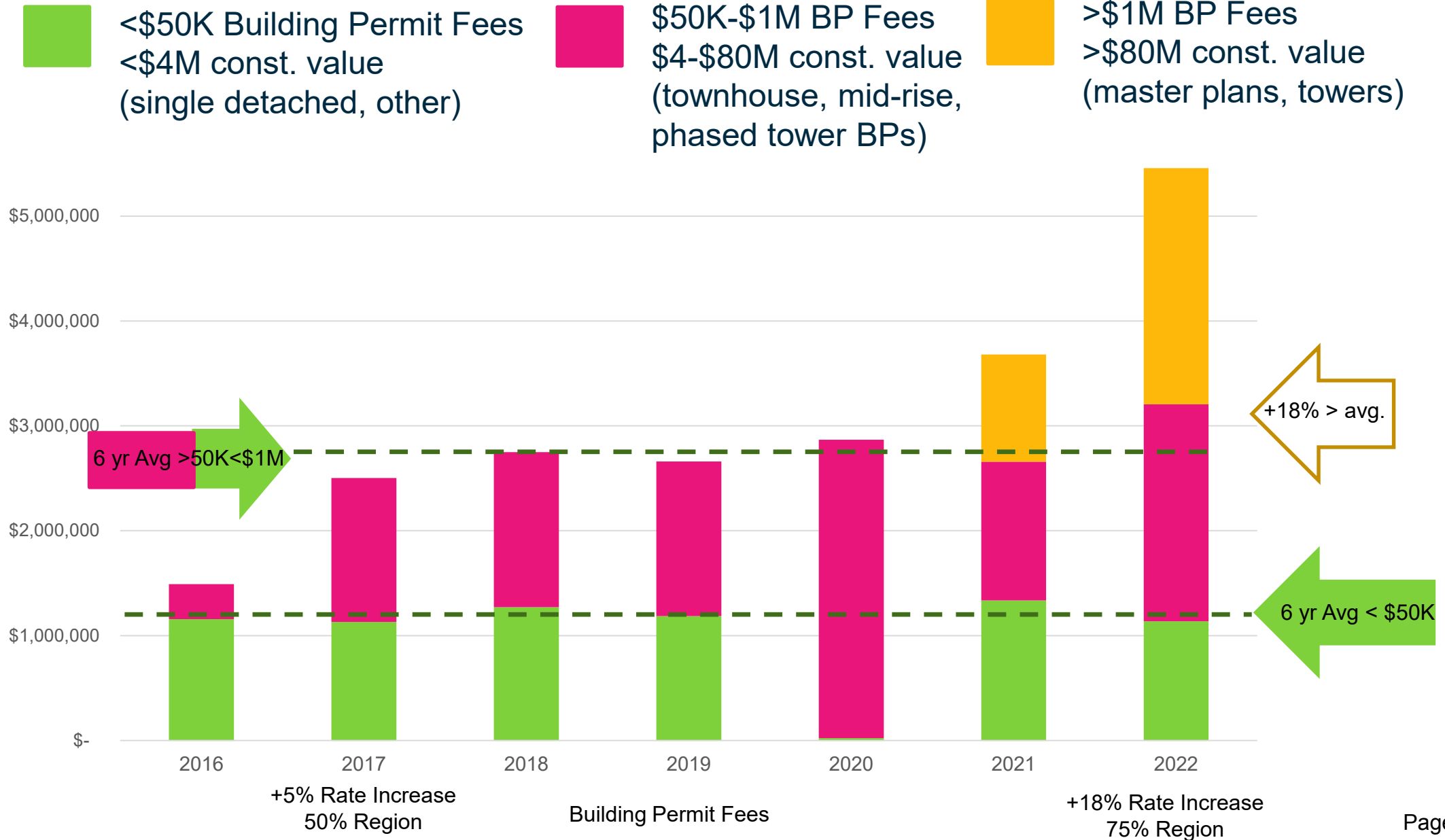
## Annual revenue forecasts: “jazz, not classical”

- Permits allow development vs. require development
- Single detached development most sensitive to market conditions

# Building Permit Revenue – annual total



# Building Permit Revenue – by project type



# Planning Permit Revenue – total



# Forecasting Tools

PLANNING PROJECT PIPELINE Leading Indicator	PLANNING + BUILDING PIPELINES Affiliated Works	DATA MANAGEMENT Impacts
<ul style="list-style-type: none"><li>• 2023 Planning Pipeline<ul style="list-style-type: none"><li>• 5 large residential projects<ul style="list-style-type: none"><li>• 3 BPs in 2023</li><li>• 2 BPs in 2024</li></ul></li></ul></li><li>• 2024 Planning Pipeline<ul style="list-style-type: none"><li>• 2 large projects<ul style="list-style-type: none"><li>• BPs in 2025+</li></ul></li></ul></li></ul>	<ul style="list-style-type: none"><li>• Planning Pipeline<ul style="list-style-type: none"><li>• Parks</li><li>• Engineering</li><li>• Building</li><li>• Trees</li></ul></li><li>• Building Pipeline<ul style="list-style-type: none"><li>• Engineering</li><li>• Property Tax</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Revenue projections = Prior + Pipeline + Market</li><li>• Enhanced Data Collection<ul style="list-style-type: none"><li>• Granular detail</li><li>• Real-time data</li></ul></li><li>• Process Efficiencies<ul style="list-style-type: none"><li>• Streamline permitting</li></ul></li></ul>



# PARKING POLICY & FINANCIALS

Council Budget Workshop – January 23, 2023

Mike Anderson, Gabe Beliveau, Shawn Sheehan, Lisa Leblanc, Indeeep Johal

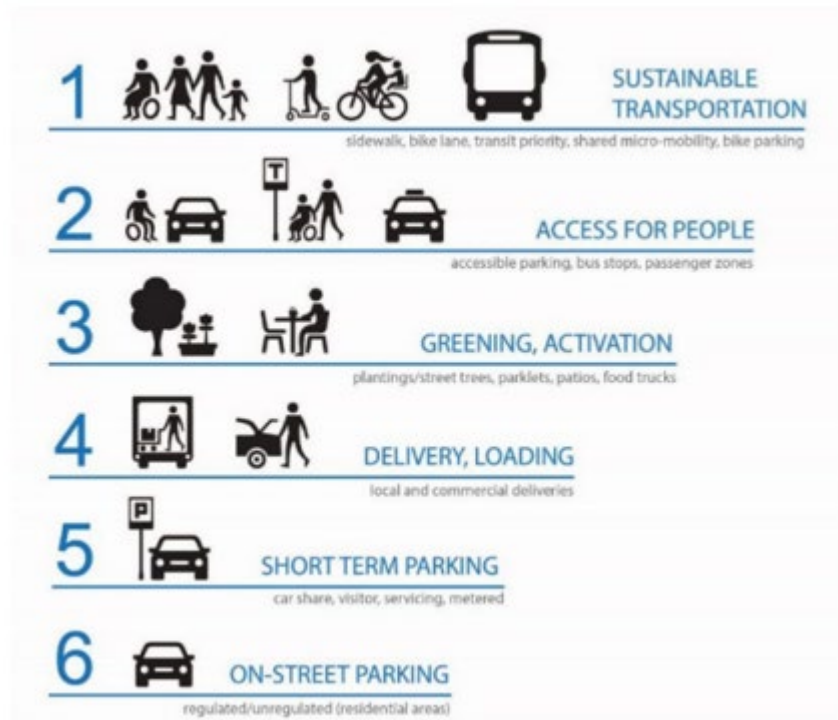


NEW WESTMINSTER

# Outline

- Guiding Principles
- Financial summary
- Residential permit parking
- On-street paid parking
- Enforcement

# Guiding Principles



## PRICE ON-STREET PARKING HIGHER THAN OFF-STREET

- Reflect growing demands for curbside space for priority needs
- Reflect the high value of public street space
- Encourage people to choose off-street parking where available

## PRICE ON-STREET PARKING HIGHER THAN TRANSIT

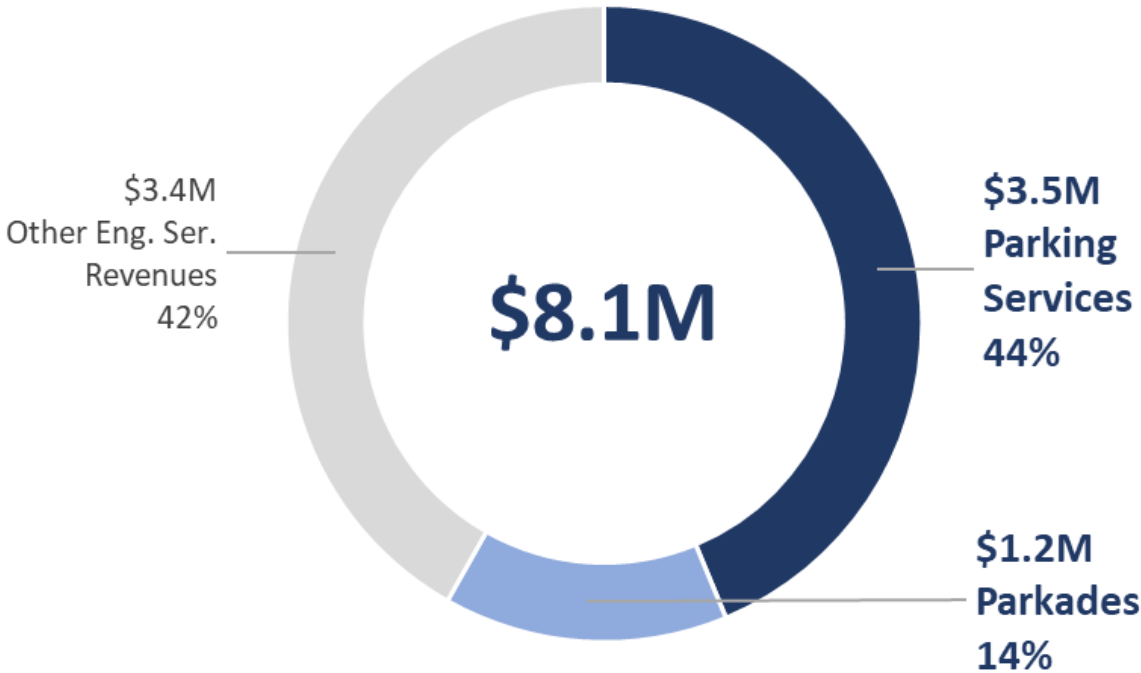
- Adjust pricing over time to match or exceed cost of one-zone transit fare

## PRICE PERMITS TO ENCOURAGE BEHAVIOUR CHANGE

- Encourage residents to rethink parking needs and store vehicles off-street
- Encourage residents to consider reducing car ownership

# 2022 Actual Operating Revenue vs City Budget

At **\$4.7M**, Parking represents **58%** of 2022 Engineering Services operating revenue of **\$8.1M** and **2%** of City's Total 2022 Budgeted operating revenues.



Parking division consists of 2 departments:

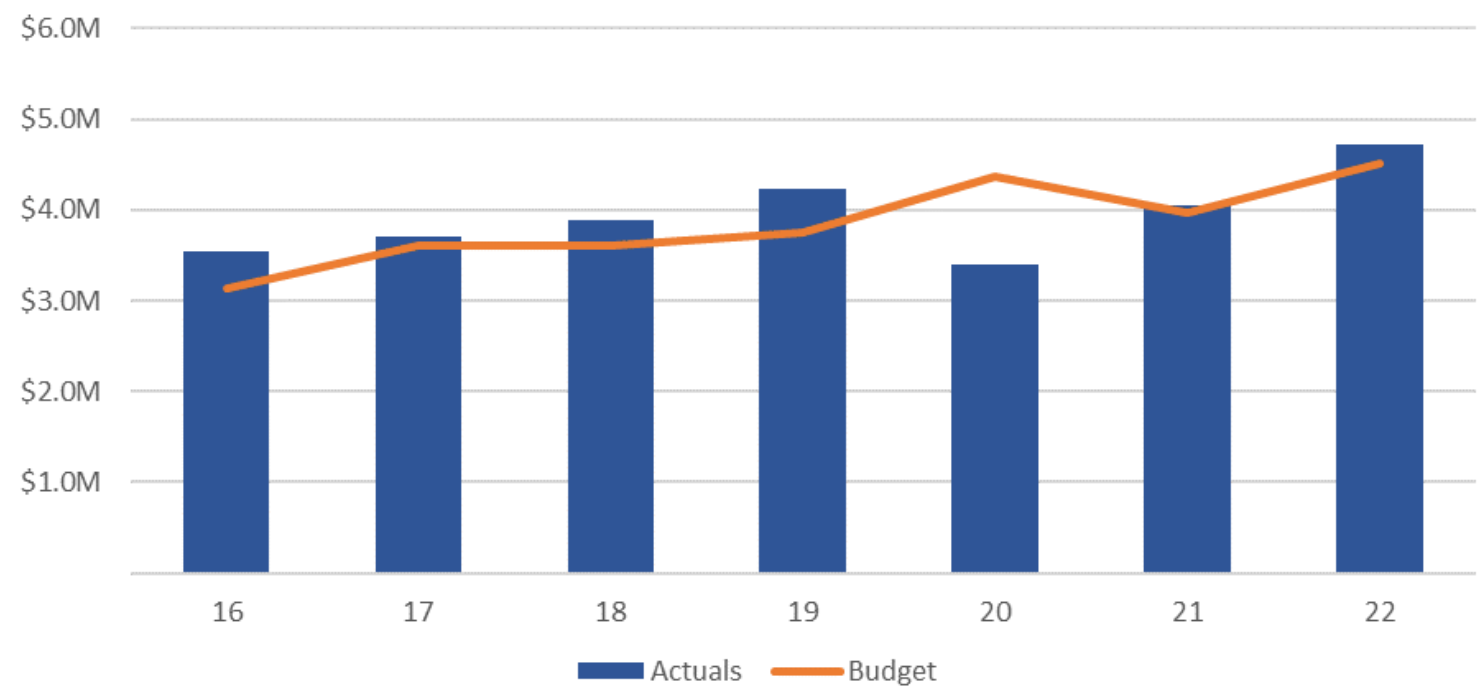
- 1. **Parkades**
  - Downtown Parkade
  - Anvil Centre Parkade
  - Columbia Station Parkade
- 2. **Parking Services**
  - Parking Services

# Financial Summary - 2022

	2022 Budget	2022 Actuals (Prelim.)	Variance
<b>Revenue</b>			
Sale of Services	\$3.5M	\$3.8M	+\$0.3M
Other Revenue	\$1.0M	\$0.9M	-\$0.1M
<b>Total Revenue</b>	<b>\$4.5M</b>	<b>\$4.7M</b>	<b>+\$0.2M</b>
<b>Expenses</b>			
Salaries/Benefits/Training	\$0.8M	\$0.6M	+\$0.2M
Contracted Services	\$0.4M	\$0.4M	-
Supplies and Materials	\$0.1M	\$0.1M	-
<b>Total Expenses</b>	<b>\$1.3M</b>	<b>\$1.1M</b>	<b>+\$0.2M</b>
<b>Net</b>	<b>\$3.2M</b>	<b>\$3.6M</b>	<b>+\$0.4M</b>

2022 “preliminary” year end numbers are reporting a positive net variance of **+\$0.4M** due to overall transactional volume at paystations offset by below target parking tickets which could be a combination of being short staffed or increased compliance.

# 2016 – 2022 Revenue Budget vs Actuals



At **\$4.7M**, Parking revenue is **\$0.2M** above 2022 budget target as we recover from the Covid Impacts.

# 2022 Parkade Revenue

At **\$1.2M**, Parkade revenue is **\$0.3M** above 2022 budget target, primarily due to Parking Meter Revenue.

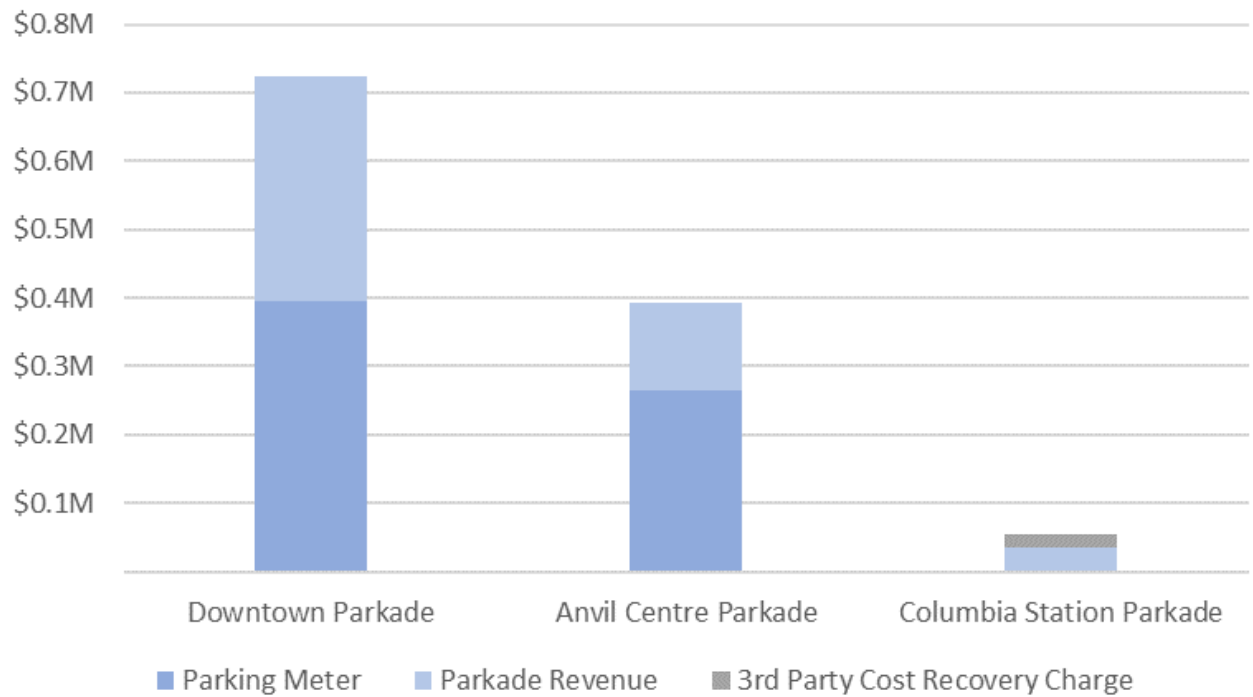
Parkade revenue distribution:

- \$0.6M, 56% Parking Meter Revenue
- \$0.5M, 42% Parkade Revenue
- \$0.1M, 2% 3rd Party Cost Recovery Charge

2022 Operations Summary:

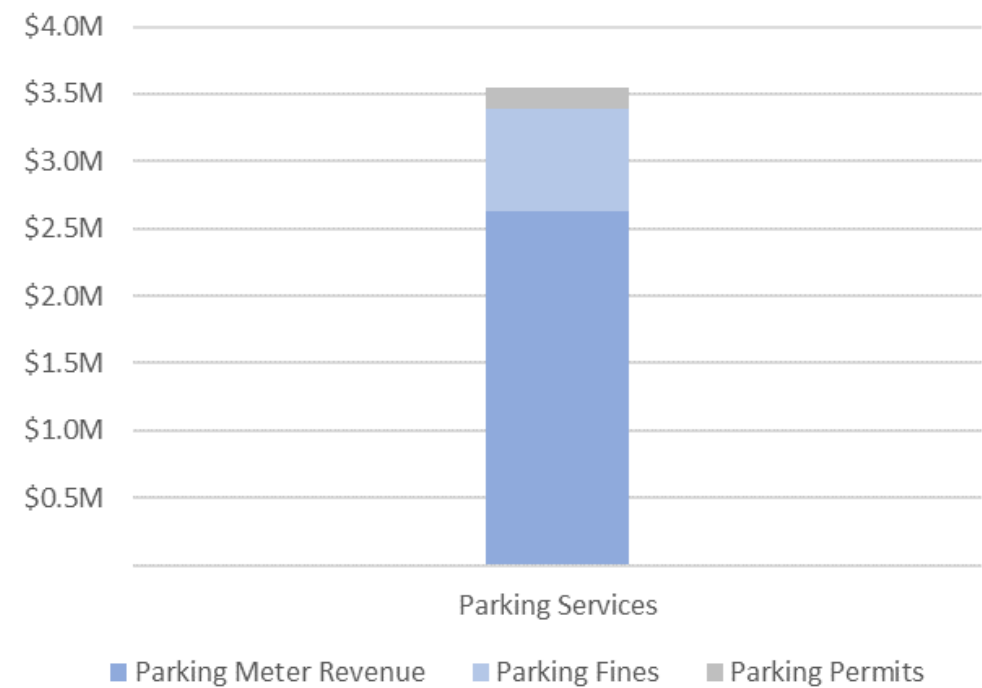
Revenue	\$1.2M
<u>Expenses</u>	<u>\$0.2M</u>
Net	\$1.0M

FTE: Nil



# 2022 Parking Services Revenue

At **\$3.5M**, Parking Services revenue is **\$0.1M** below 2022 budget target, primarily due to Parking Fines.



Parking Services revenue distribution:

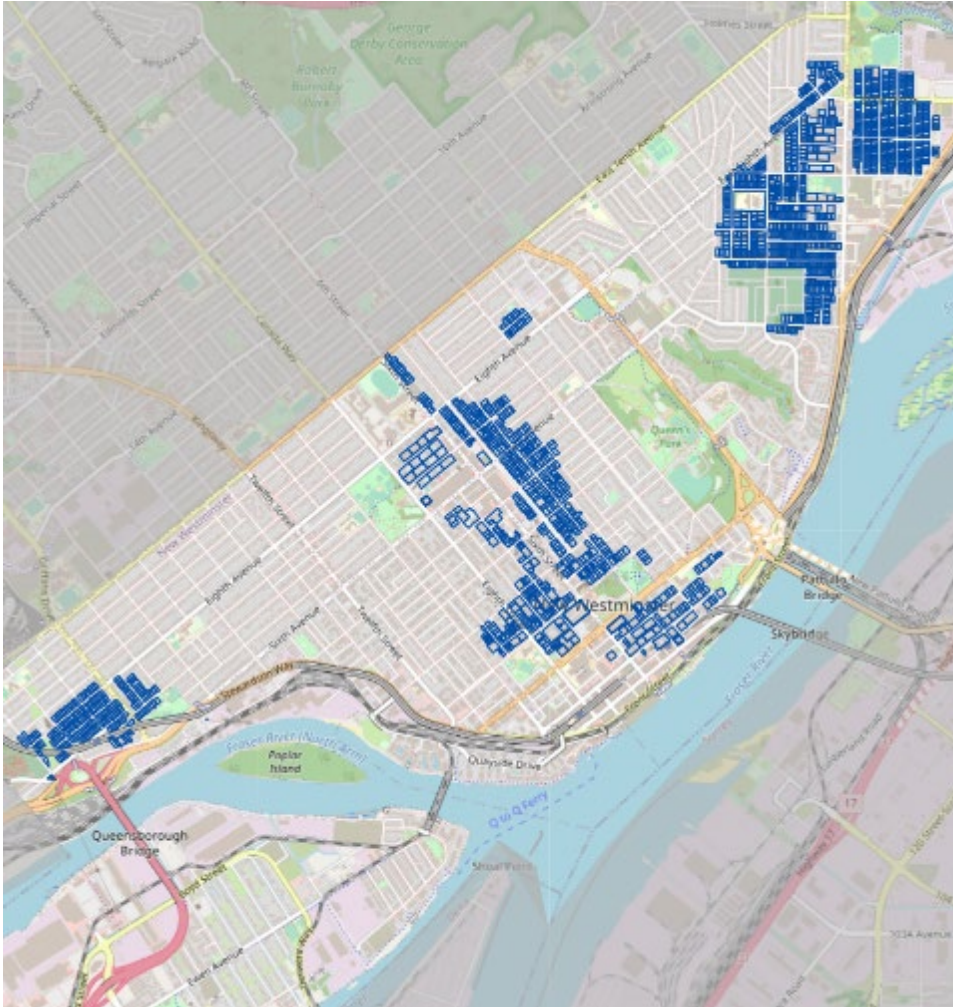
- \$2.6M, 74% Parking Meter Revenue
- \$0.8M, 22% Parking Fines
- \$0.1M, 4% Parking Permits

2022 Operations Summary:

Revenue	\$3.5M
<u>Expenses</u>	<u>\$0.9M</u>
Net	\$2.6M

FTE: 9.5

# Residential Parking Permits



## **INTENDED FOR RESIDENTIAL STREETS WITH:**

- Chronic heavy demand by non-residents (e.g., SkyTrain, Douglas College, Hospital)
- At least 50% single-family or older low-rise multi-family frontages

## **NOT INTENDED FOR:**

- Short-term intermittent parking issues
- High-density multi-family

# User Fees & Rates - Permits

Parking User Fees & Rates are set in accordance with the Five-Year Approach to On-Street Parking Fees and Rates

	2020	2021	2022	2023	2024
First	\$22	\$28	\$33	\$44	\$55
Second	\$22	\$28	\$33	\$44	\$55
Third	\$82.50	\$94	\$110	\$110	\$110
Fourth	\$82.50	\$94	\$110	\$110	\$110
Visitor	\$22	\$28	\$33	\$44	\$55

All rates include 10% Climate Action Levy

Parking permits revenue has increased by 20% Y/Y since implementation of **Five-Year Approach to On-Street Parking Fees and Rates.**

This Y/Y increase is representative of annual permit fee increase with number of permits remaining relatively fixed.

# On-Street Paid Parking



## **INTENDED FOR COMMERCIAL STREETS:**

- To encourage turnover of customers
- To discourage long-term parking, including by employees

# User Fees & Rates – On-Street Parking

Parking User Fees & Rates are set in accordance with the Five-Year Approach to On-Street Parking Fees and Rates

Area	2020	2021	2022	2023	2024
Downtown Uptown Sapperton	\$3.00	\$3.10	\$3.25	\$3.50	\$3.75
Other (Twelfth St)	\$2.50	\$2.60	\$2.75	\$3.00	\$3.25
All rates include \$0.25 per hour Climate Action Levy					

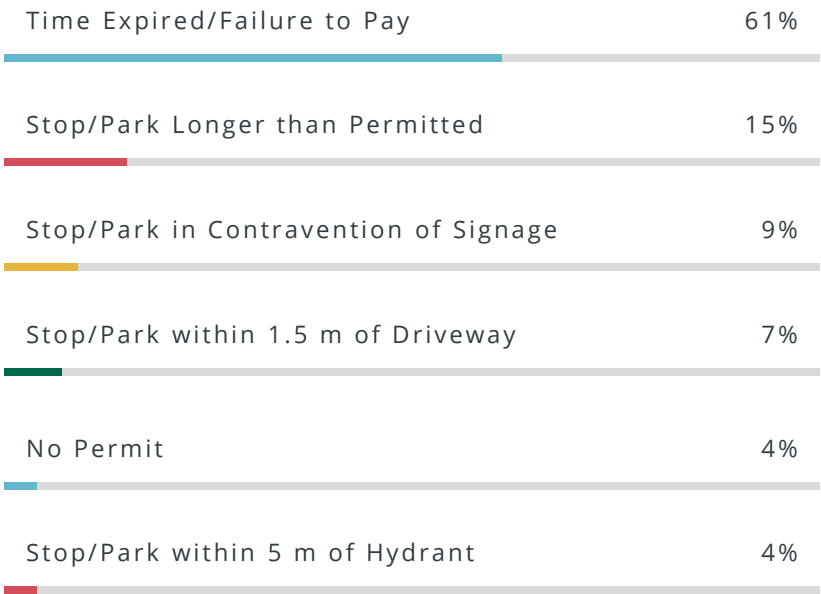
Parking meter revenue has increased by 20% Y/Y since implementation of **Five-Year Approach to On-Street Parking Fees and Rates.**

This Y/Y increase is representative of annual on-street parking rate increases and growth in parking meter usage.

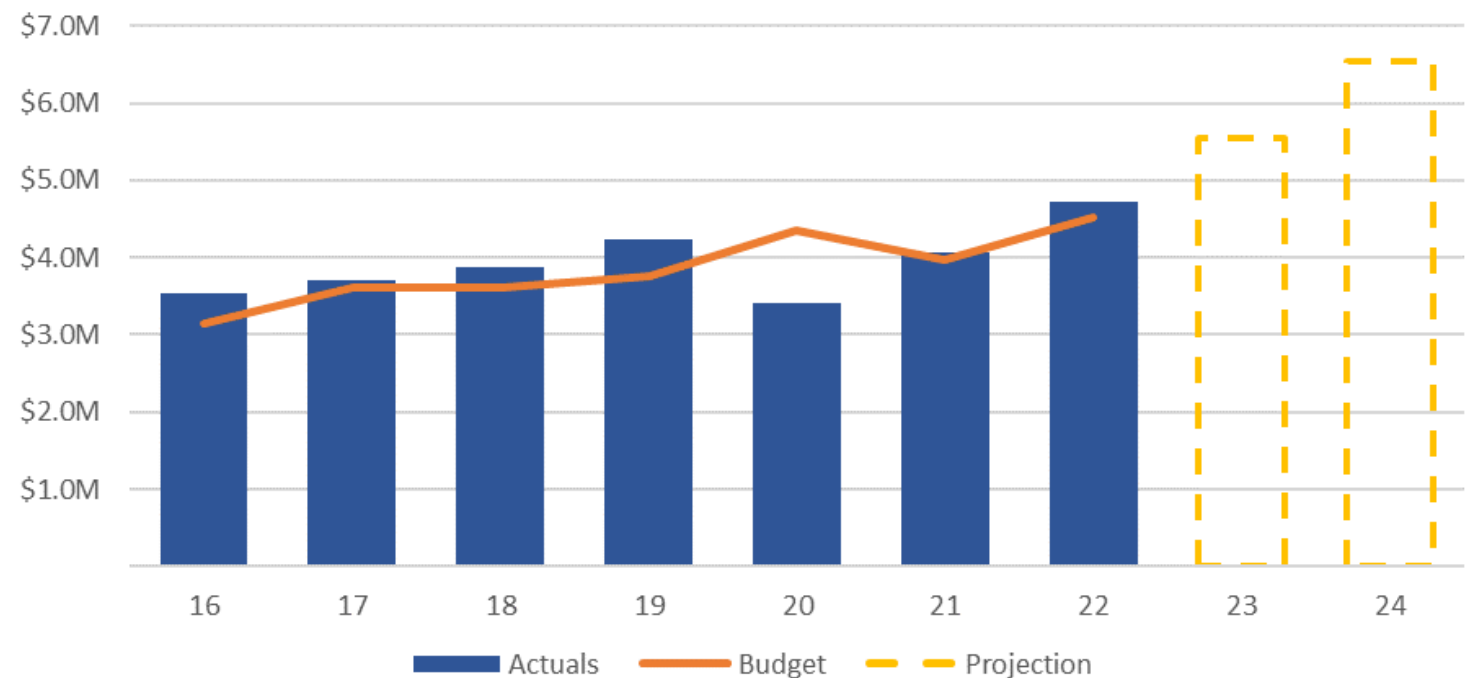
# Enforcement



## TOP 6 VIOLATIONS TICKETED



# 2023 – 2024 Parking Revenue Projection



Parking Revenues are projected to grow by **18%** Y/Y through 2023/2024 with review of **Five-Year Approach to On-Street Parking Fees & Rates** scheduled for 2024.

# Questions?



**ADVANCED METERING INFRASTRUCTURE**

**A MODERN ENERGY-SAVING**

**ELECTRICAL GRID FOR OUR CITY**



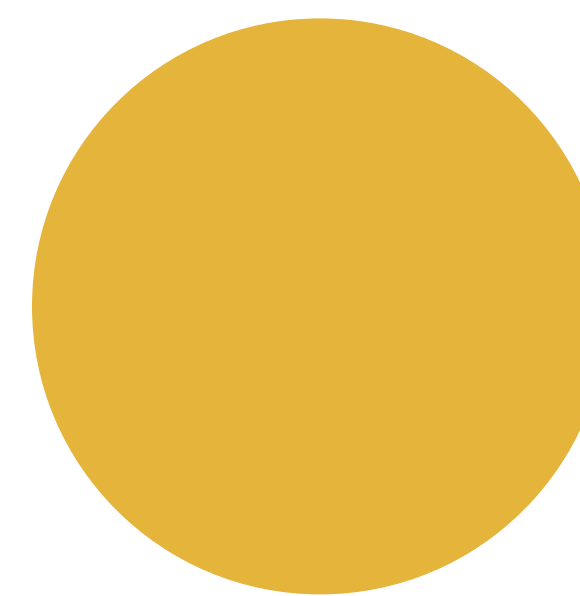
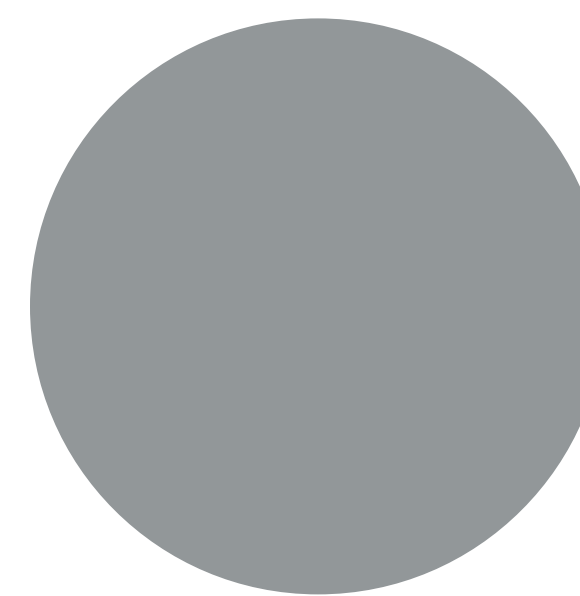
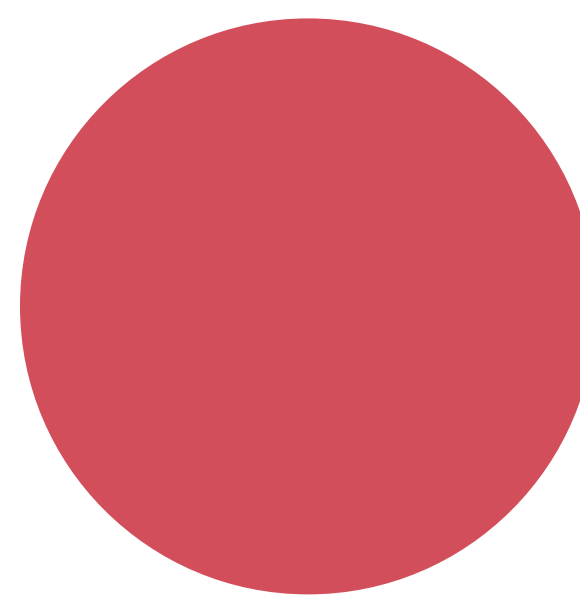
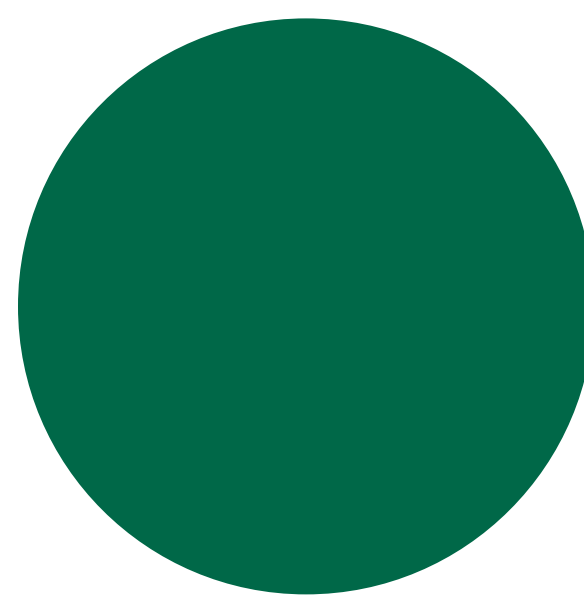
NEW WESTMINSTER



ADVANCED METERING INFRASTRUCTURE  
A MODERN ENERGY-SAVING  
ELECTRICAL GRID FOR OUR CITY



NEW WESTMINSTER



## ADVANCED METERS ARE COMING SOON

The New Westminster Electric Utility will be upgrading existing electrical meters, which are at end-of-life, with a more capable metering system known as advanced metering infrastructure (AMI).

AMI will be better able to support the dynamic needs of a modern grid and will accommodate new and sustainable technologies that are part of New Westminster's climate emergency response. An upgraded system will improve operational efficiency, provide customers with new ways to conserve, and support options such as electric vehicles and solar panels.



## BACKGROUND

### 2012 – Council Declines Proceeding in Parallel w/ BCH

Council presented with opportunity to “piggy-back” on BCH’s rates for Itron meters.

### 2017-2018 –Decision Making Framework

- 4 choices presented to council
  - Fully Automated AMI
  - 2-way communication only
  - 1-way communication
  - Do nothing



### 2018 – Original Scope & Budget

Initial scope was limited to supply & install of new meters

### 2019-2020 RFQ + RFP

- Completed RFQ Process
- Completed RFP Process
- Entered into contract negotiations with lead proponent
- Extensive work to develop Statement of Work
- Gap in Scope Identified – IT investments needed
- Significant delays as a result of COVID
- Risk to City - Terminated contract negotiations

### 2020 to '21- ~ 1 Year Pause due to Covid

### 2021 to '22- Re-issued RFP & Signed Contract

- Re-issued RFP
- Negotiated with lead vendor
- Signed Contract
- Began detailed planning process



## WHY AMI?

Meters are one part of a collective system which impacts many areas of our utility as well as our customers.

### Benefits include:

- ✓ Existing infrastructure has reached end-of-life (costly to maintain & being phased out)
- ✓ Outage response times will be faster and more targeted
- ✓ Enhanced safety features will help protect your home and community
- ✓ Theft and tamper detection and voltage monitoring functionality (increased revenue)
- ✓ Billing and data accuracy and management through functionality such as real-time power factor data and support of automated demand reset
- ✓ The utility will have improved operational efficiency and will reduce costs over time
- ✓ A modernized grid will support innovative technologies such as electric vehicles and solar panels
- ✓ Reduced truck-rolls reduces city's GHG emissions and environmental impact
- ✓ Option for time of use billing (BCH has begun discussions)
- ✓ Having greater insight into your energy usage will help you reduce energy waste and save money



# HOW AMI WORKS



## COMMUNICATIONS

Advanced meters communicate using safe, secure low-level radio signals, just like an FM radio or a TV. The signals from the meters are much lower than common household devices such as Wi-Fi routers, cell phones, and baby monitors.



## PRIVACY PROTECTION

Advanced meters measure electricity use. No personal information is ever transmitted, and the meters will not indicate which appliances you're using.



## GREATER PRECISION

Currently, your meter is read manually approximately every two months. Your new advanced meter will transmit your energy consumption on more frequent intervals.



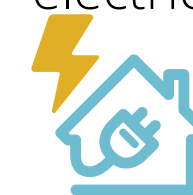
## ENERGY MANAGEMENT

Information is transmitted across a secure, wireless network back to the electric utility. This will result in more timely information which will allow the utility to manage the flow of electricity throughout the city's electrical system and measure the quality of power being delivered more efficiently.



## IMPROVED TRACKING

Advanced meters are just one part of a collective system upgrade. Once the system is functioning as a whole, you'll be able to track how much and when your household is using electricity so you can make informed choices.



## OUTAGE RESPONSE

When an outage occurs, advanced meters will provide information about the power outage and the location. This will result in quicker response and restoration.



## KEY MESSAGES

- The City of New Westminster's existing electric metering infrastructure has aged, becoming obsolete, and costly to maintain. Most of our existing meters will have to be replaced over the next five years to meet accuracy requirements.
- Advanced meters are a critical step to modernizing the City's electrical grid and will enable the electrical utility to keep providing reliable, cost-effective service to our customers.
- Advanced meters are the current industry standard and are used on more than 70 per cent of Canadian homes and this number continues to grow.
- Improve Data leads to operational efficiencies and customer service
- Another step towards our Bold Climate Action response



## KEY MESSAGES

- Advanced meters communicate using safe, secure low-level radio signals, just like an FM radio or TV. The signals from the meters are much lower than common household devices, such as Wi-Fi routers, cell phones and baby monitors.
- Advanced meters are certified to meet both government and professional safety standards, including rigorous safety checks enforced by Measurement Canada and Industry Canada.
- The new electrical meters will only record electricity use at specified intervals. They will not give us access to any real-time information, and can't tell us which appliances you're using.

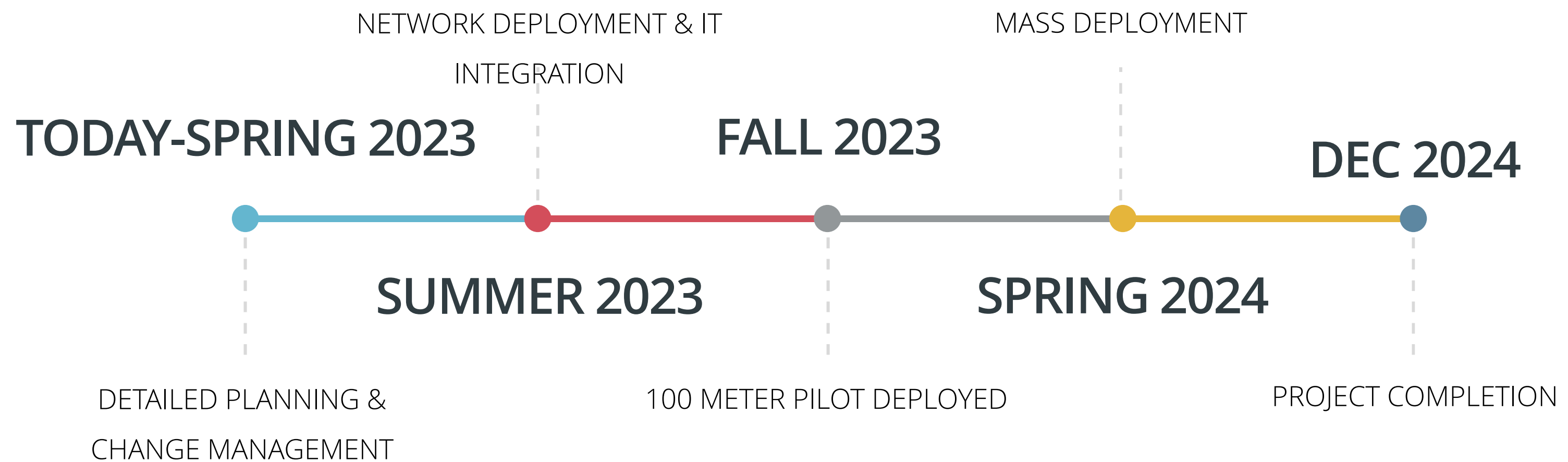


## KEY MESSAGES

- Customers can choose to receive an advanced meter with the wireless transmissions disabled. In this case, a monthly fee will be charged to recover the costs of manually reading non-standard meters. The associated details and costs are still being finalized.
- We'll keep City employees informed throughout this change, and we're committed to working with employees as we transition to this new system.
- We're currently in the final stages of detailed planning phase



# PROJECT TIMELINE





## PRIVACY & PERSONAL INFORMATION

We place a high priority on customer privacy and the protection of personal information. All personal information we collect is managed in accordance with the Freedom of Information and Protection of Privacy Act.

The Office of the Information and Privacy Commissioner for British Columbia has received notice of the City's project and the City has completed a Privacy Impact Assessment to ensure correct measures are in place to protect privacy and information.

## Project Budget

- 2022-2026 Existing Approved Capital Plan: \$10M to procure and install meters only
- Source of Funds: Electrical Reserve
- Project Committed at \$10M: Contracts Awarded to the following key vendors:
  - KTI – 37,511 meters
  - Harris – MDM, integration
  - JTS Consultant
- Pending Commitments ~\$4.5M (subject to Council approval of Budget Adjustment):
  - KTI – deployment and installation
  - Harris – Silverblaze Customer Portal and Automated Invoicing
  - Ongoing Internal Staff Overhead of ~15-20% of total project budget

## Project Budget

Original Budget, developed in 2018, is \$10M

2023 Forecasting \$14M to \$16m due to the following scope items:

### Added Scope:

- ✓ Purchase and integrate Meter Data Management software: \$320k
- ✓ Other IT related upgrades and integration: \$430k
- ✓ Additional staffing to support the project and ongoing operations: \$1,050k
- ✓ Inflation on meters and installation: \$1,410k
- ✓ Nearly 700 additional meters: \$349k
- ✓ Allocation of internal staff hours: \$1,775k\*

\*Internal Overhead is estimated at approx. 10-12% of Total Project Cost to mitigate against long term reliance and cost of external resources; resiliency to maintain the system ongoing from City Electrical, IT and Finance staff.



## Project Forecast as at January 2023 – Budget Gap over \$4M

### Cost by Category:

Expense Category	Pending Budget Adjustment ('millions)	% of Total Budget	\$ Average per Meter (37,511 meters)
Project / program management - external	\$0.5	3.4%	\$13.33
Hardware and extended warranty	\$7.1	48.6%	\$189.28
Deployment and installation	\$3.3	22.6%	\$87.97
Additional software and technology upgrades and infrastructure	\$0.8	5.5%	\$21.33
Incremental internal staffing	\$1.1	7.5%	\$29.32
Internal overhead	\$1.8	12.4%	\$47.99
<b>Total – excluding Contingency</b>	<b>\$14.6</b>	<b>100%</b>	<b>\$389.22</b>

Recommended project contingency of 5% or \$700k utilized at project level

Recommended project reserve of 5% or \$700k utilized at the discretion of the Steering Committee

Total project contingency + project reserve = \$1.4M, or 10% of current project forecast

Total recommended project Budget is \$16.0M



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