



**CITY COUNCIL WORKSHOP  
AGENDA**

**Monday, January 8, 2024, 3:45 p.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>

---

**Pages**

- 1. **CALL TO ORDER AND LAND ACKNOWLEDGEMENT**  
The Mayor will open the meeting and provide a land acknowledgement.
- 2. **CHANGES TO THE AGENDA**  
Urgent/time sensitive matters only
- 3. **BUDGET 2024: COUNCIL WORKSHOP (PART FIVE)**
  - 3.1 **Budget 2024: Refined 2024 - 2028 General Fund Capital Plan and Funding Strategy**
    - a. **Presentation (On Table)** 3
      - a. **ON TABLE Photos: Sixth Avenue at Second Street Intersection** 21
    - b. **Report (Circulated Separately)** 26  
The purpose of this report is to present Council with the updated 2024 – 2028 General Fund Capital Plan that incorporated Council’s feedback from the October 16th capital budget workshop and staff proposed amendments since the workshop.

**Recommendation:**

**THAT** Council approve the \$15.4M capital expenditure budget carry over from 2023 into the 2024 – 2028 General Fund Capital Plan.

**THAT** Council approve the \$5.2M proposed refinements in the updated Capital Plan.

**THAT** Council instruct staff to incorporate the updated \$208.7M 2024 – 2028 General Fund Capital Plan into the City's 2024 – 2028 Consolidated Five Year Financial Plan Bylaw and bring forward for three readings; and

**THAT** Council receive the information about the Second Street and Sixth Avenue intersection contained in this report and provide direction to staff.

**4. END OF THE MEETING**

\*Some personal information is collected and archived by the City of New Westminister 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 Westminister, V3L 1H9, 604-527-4523.

# BUDGET

# 2024



## 2024 GENERAL FUND CAPITAL BUDGET & 2024 – 2028 CAPITAL PLAN

January 8, 2024



NEW WESTMINSTER

**ON TABLE**  
Council Workshop  
January 8, 2024  
re: Item 3.1.a

# Agenda

1. Purpose
2. Recap of October 16, 2023 Presentation
3. Updated Capital Budget
4. Funding Strategy
5. Risks
6. Next Steps
7. Recommendation
8. Discussion

# Purpose

Present the updated 2024 – 2028 General Fund Capital Plan and Funding Strategy after feedback from the October 16, 2023 Workshop

# Recap of October 16, 2023

Strategic Priorities ( <i>\$ in Millions</i> )	Scenario 1	Scenario 2	Scenario 3
Asset Management and Infrastructure	99.2	114.0	142.5
Safe Movement of People	35.8	45.9	54.5
Community Belonging and Connecting	15.2	15.8	15.9
Homes and Housing Options	12.1	12.2	12.3
People-Centered Economy	0.2	0.2	0.3
<b>Grand Total</b>	<b>162.5</b>	<b>188.1</b>	<b>225.4</b>
<b>Estimated Reserve Balance as of Dec 31, 2028</b>			
	<b>129.0</b>	<b>106.3</b>	<b>71.5</b>
<b>Reserve to Current Replacement Value (CRV)</b>			
	<b>7.2%</b>	<b>5.9%</b>	<b>4.0%</b>

# What staff heard

Council was in favour of Scenario 2 with the addition of the following projects:

- Implementation of the Active Network Transportation Plan - \$1.7M
- Installation and improvement of bus stops/shelters and Bus Speed and Reliability Strategy - \$1.5M

# Project Updates

- Fleet replacement - \$1.6M
  - \$1.3M inflationary adjustments
  - \$0.3M for vehicle replacement
- Misc. adjustments - \$0.4M



# Updates to the Capital Budget

Council Request	
Active Network Transportation Plan (ANTP)	\$1.7M
Transit – bus stops/shelters, Bus Speed and Reliability Strategy	\$1.5M
<b>Total</b>	<b>\$3.2M</b>

Project Updates	
Fleet Replacement	\$1.6M
Adjustments of other capital projects	\$0.4M
<b>Total</b>	<b>\$2.0M</b>

# Carry-Forward Projects

## Some of the \$15.4M carry-forward projects are:

Westminster Pier Park Expansion	\$2.0M
EV Charging Infrastructure at Civic Buildings	\$1.1M
Traffic Signal Installation and Improvements	\$1.0M
Replacement of Rescue Truck Unit #450	\$1.0M
Property Purchase for Waterfront Greenway	\$0.7M
McInnis Overpass Improvements	\$0.5M

# Updated Capital Budget

Updated 2024 - 2028 General Fund Capital Plan	Scenario 2 \$M	Carryover from 2023 \$M	Refinement \$M	Updated Capital Plan \$M
Asset Management and Infrastructure	114.0	7.4	1.8	123.2
Safe Movement of People	45.9	3.6	3.4	52.9
Community Belonging and Connecting	15.8	3.1	(0.1)	18.8
Homes and Housing Options	12.2	1.2	0.1	13.5
People-Centered Economy	0.2	0.1	-	0.3
<b>Grand Total</b>	<b>188.1</b>	<b>15.4</b>	<b>5.2</b>	<b>208.7</b>
<b>Estimated Reserve Balance as of Dec 31, 2028</b>				<b>108.6</b>
<b>Reserve to Current Replacement Value (CRV)</b>				<b>6.0%</b>

# Funding Strategy Assumptions

- Operating Budget remains constant and won't drain reserve balances
- Grant Funding is built into model when grants are secured or high probability of securing
- All general reserve balances are built into model even if they are internally restricted

# Climate Action Reserve Fund

Climate Action Reserve Fund (\$ Million)	2024	2025	2026	2027	2028
Civic Buildings Energy Projects	0.22	0.22	0.23	0.24	0.24
EV Charging Infrastructure at Civic Buildings	0.95	-	-	-	-
Natural Environment Enhancement	0.05	0.03	0.03	0.03	0.04
Corporate Energy and Emissions Plan Update 2.0	0.77	0.25	0.25	0.25	0.25
Community and & Corporate EV Charging Strategy	0.55	0.25	0.25	0.25	0.25
Climate Changing Resilience & Adaptation	0.10	-	-	-	-
KPI Dashboard Software	0.02	-	-	-	-
Climate Action Decision Making Framework	0.10	-	-	-	-
Green Infrastructure Network	-	-	-	0.35	0.15
Corporate Electric Vehicles	1.30	0.70	0.87	1.33	3.11
<b>Sub-Total</b>	<b>4.06</b>	<b>1.45</b>	<b>1.63</b>	<b>2.45</b>	<b>4.04</b>
3rd party Grants/Contributions	(0.29)	(0.29)	(0.29)	(0.29)	(0.29)
<b>Net CARF Contributions</b>	<b>3.77</b>	<b>1.16</b>	<b>1.34</b>	<b>2.16</b>	<b>3.75</b>
<b>Cumulative Total</b>	<b>3.77</b>	<b>4.93</b>	<b>6.27</b>	<b>8.43</b>	<b>12.18</b>

- Preliminary estimate at December 2023 ~ \$42.0M
- \$12.2M projected to be spent which is in alignment with the climate action plans and strategies
- Climate Action Decision Making Framework to be finalized early 2024

# Growing Communities Fund

Growing Communities Fund (\$ Million)	2023	2024	2025	2026	2027
Bus Shelters Improvements	0.01	0.05	0.05	0.05	0.05
Bus Stop Improvements	0.05	0.08	0.08	0.08	0.08
Pedestrian Crossing Improvements	0.05	0.33	0.27	0.27	0.28
Road Safety Improvements	0.18	0.17	0.16	0.17	0.17
Street Lighting Improvements	0.01	2.44	1.00	0.15	0.15
Traffic Signal Installation & Improvements	0.06	1.55	0.53	0.55	0.56
Transit Priority	0.13	0.24	0.24	0.24	0.24
Walking Infrastructure Improvements	0.73	0.40	0.40	0.75	0.75
<b>Sub-Total</b>	<b>1.22</b>	<b>5.26</b>	<b>2.73</b>	<b>2.26</b>	<b>2.28</b>
3rd party Grants/Contributions	(0.32)	(0.66)	(0.25)	(0.11)	-
<b>Net GCF Contributions</b>	<b>0.90</b>	<b>4.60</b>	<b>2.48</b>	<b>2.15</b>	<b>2.28</b>
<b>Cumulative Total</b>	<b>0.90</b>	<b>5.50</b>	<b>7.98</b>	<b>10.13</b>	<b>12.41</b>

- \$15.85M received March 2023
- \$12.4M projected to be spent on eligible infrastructure projects
- Future projects to be identified for balance of funding
- Funds should be **fully spent by December 2027** to meet the spending criteria

# Parks Reserve Fund

- No spending anticipated in 2024
- Collaboration with Rights and Title Holders to establish principles/criteria for a riverfront project
- Community engagement to take place once principles/criteria are developed

# Funding Strategy Summary

Funding Strategy (millions)		
Grants/Contributions		\$ 22.4
Development Cost Charges		8.8
Reserves		
Climate Action Reserve	\$ 12.2	
Growing Communities Fund	12.4	
General Reserves	152.9	177.5
<b>Total Capital Plan</b>		<b>\$ 208.7</b>



# Budget Risks

## General Risks:

- Global economic conditions
- Climate change impact
- Fluctuations in energy prices
- Supply chain disruptions

## Inflation:

- Capital budget exposed to rising inflation
- CPI and IPPI increase rates
- Specific project cost escalations

## Grant Funding:

- Uncertainty in grant approvals

## City Reserves:

- Reserve balances being finalized

## Master Plans:

- Risks of misalignment with master plans that are not yet developed
- Risks associated with estimated asset value

# Budget Timeline and Next Steps

Date	Description
May 8 2023	2024 Budget Engagement Framework & Timelines
Jun 12 2023	Quarter 1 Operating & Capital Performance Report
Sep 11 2023	Quarter 2 Capital & Operating Performance Report
Aug 28 2023	2024 Engagement Results: What We Heard Report
Oct 16 2023	**2024 General Fund Capital Budget **Open Council Workshop
Oct 30 2023	2024 User Fees (Three Readings)
Nov 6 2023	2024 User Fees (Adoption)
Nov 20, 2023	2024 Budget Council Workshop: Strategic Priorities Plan Implementation
Nov 27 2023	2024 Utility Budget: Capital and Operating
Dec 4 2023	2024 Utility Rates (Three Readings)
Dec 11 2023	2024 General Fund Budget: Proposed Service Enhancements
Dec 11 2023	2024 Utility Rates (Adoption)
Dec 11 2023	Quarter 3 Capital & Operating Performance Report
<b>Jan 8 2024</b>	<b>2024 Budget Workshop: Capital Update</b>
Jan 22 2024	2024 Budget Workshop: Operating Update
Feb 2024	2024 DRAFT Budget & 5 Year Financial Plan Bylaw (Presentation)
Feb 2024	2024 DRAFT Budget & 5 Year Bylaw post on City Website
Feb 2024	2024 DRAFT Budget & 5 Year Financial Plan Bylaw (Three Readings)
Feb 2024	2024 DRAFT Budget & 5 Year Financial Plan Bylaw (Adoption)

# Recommendation

1. THAT Council approve the \$15.4M capital expenditure budget carry over from 2023 into the 2024 – 2028 General Fund Capital Plan.
2. THAT Council approve the \$5.2M proposed refinements in the updated Capital Plan.
3. THAT Council instruct staff to incorporate the updated \$208.7M 2024 – 2028 General Fund Capital Plan into the City's 2024 – 2028 Consolidated Five Year Financial Plan Bylaw and bring forward for three readings; and
4. THAT Council receive the information about the Second Street and Sixth Avenue intersection contained in this report and provide direction to staff.

# Discussion

# Sixth Avenue at Second Street



AFFORDABLE  
HOUSING  
FOR A FUTURE  
CALL 815-1234

6th Ave





6th Ave.





**REPORT**  
***Office of the Chief Administrative Officer***  
***And***  
***Finance Department***

**To:** Mayor Johnstone and Members of Council  
**Date:** January 8, 2024

**From:** Dean Gibson  
Acting Chief Administrative Officer  
**File:**

Shehzad Somji  
CFO/Director of Finance  
**Item #:** 2024-15

**Subject: Budget 2024: Refined 2024 – 2028 General Fund Capital Plan and Funding Strategy**

---

**RECOMMENDATION**

**THAT** Council approve the \$15.4M capital expenditure budget carry over from 2023 into the 2024 – 2028 General Fund Capital Plan.

**THAT** Council approve the \$5.2M proposed refinements in the updated Capital Plan.

**THAT** Council instruct staff to incorporate the updated \$208.7M 2024 – 2028 General Fund Capital Plan into the City’s 2024 – 2028 Consolidated Five Year Financial Plan Bylaw and bring forward for three readings; and

**THAT** Council receive the information about the Second Street and Sixth Avenue intersection contained in this report and provide direction to staff.

---

**PURPOSE**

The purpose of this report is to present Council with the updated 2024 – 2028 General Fund Capital Plan that incorporated Council’s feedback from the October 16th capital budget workshop and staff proposed amendments since the workshop.

**SUMMARY**

At the October 16, 2023 Council Workshop on the General Fund Five-Year Capital Plan, staff presented three distinct scenarios, each tailored to meet specific financial parameters and strategic priorities. These scenarios encompassed a financial range of \$162.5M to \$225.4M in capital investments over the Five Year Capital Plan.

Council members discussed the three scenarios during the workshop and instructed staff to use Scenario 2 as a base and update the Five Year Capital Plan incorporating Council’s feedback.

Since the workshop, Finance staff worked collaboratively with all departments to incorporate Council’s feedback in the revised Capital Plan and identified funding to support incremental investments.

The updated 2024 – 2028 Capital Plan has increased by \$20.6M from \$188.1M in Scenario 2 to \$208.7M. This is primarily due to \$15.4M being carried over from 2023. The remaining \$5.2M increase is driven by incorporating Council’s feedback with a few amendments staff believe are important to include in the updated Capital Plan.

**BACKGROUND**

At the October 16, 2023 City Council Workshop, staff presented the following three General Fund Five-Year Capital Plan scenarios, each with increasing levels of investment, along with their corresponding funding strategies:

Strategic Priorities ( <i>\$ in Millions</i> )	Scenario 1	Scenario 2	Scenario 3
Asset Management and Infrastructure	99.2	114.0	142.5
Safe Movement of People	35.8	45.9	54.5
Community Belonging and Connecting	15.2	15.8	15.9
Homes and Housing Options	12.1	12.2	12.3
People-Centered Economy	0.2	0.2	0.3
<b>Grand Total</b>	<b>162.5</b>	<b>188.1</b>	<b>225.4</b>
<b>Estimated Reserve Balance as of Dec 31, 2028</b>	<b>129.0</b>	<b>106.3</b>	<b>71.5</b>
<b>Reserve to Current Replacement Value (CRV)</b>	<b>7.2%</b>	<b>5.9%</b>	<b>4.0%</b>

Council provided comments and feedback during the workshop that are incorporated into the 2024 Budget.

**2024 APPROVED ADJUSTED BUDGET TIMELINES**

The approved 2024 budget timelines were based on a best practice approach, which aimed to have the Draft Five-Year Financial Plan to Council before the New Year. A Draft Budget and Five-Year Financial Plan will be presented in early 2024. The Draft Five-Year

Financial Plan includes the annual Budget and associated Utility and Property Tax Revenue Rate increases.

The table below outlines updated key dates for the 2024 Budget process, which includes public feedback and Council input delivered via Open Council Workshops:

Date	Description
May 8 2023	2024 Budget Engagement Framework & Timelines
Jun 12 2023	Quarter 1 Operating & Capital Performance Report
Sep 11 2023	Quarter 2 Capital & Operating Performance Report
Aug 28 2023	2024 Engagement Results: What We Heard Report
Oct 16 2023	**2024 General Fund Capital Budget **Open Council Workshop
Oct 30 2023	2024 User Fees (Three Readings)
Nov 6 2023	2024 User Fees (Adoption)
Nov 20, 2023	2024 Budget Council Workshop: Strategic Priorities Plan Implementation
Nov 27 2023	2024 Utility Budget: Capital and Operating
Dec 4 2023	2024 Utility Rates (Three Readings)
Dec 11 2023	2024 General Fund Budget: Proposed Service Enhancements
Dec 11 2023	2024 Utility Rates (Adoption)
Dec 11 2023	Quarter 3 Capital & Operating Performance Report
<b>Jan 8 2024</b>	<b>2024 Budget Workshop: Capital Update</b>
Jan 22 2024	2024 Budget Workshop: Operating Update
Feb 2024	2024 DRAFT Budget & 5 Year Financial Plan Bylaw (Presentation)
Feb 2024	2024 DRAFT Budget & 5 Year Bylaw post on City Website/Paper
Feb 2024	2024 DRAFT Budget & 5 Year Financial Plan Bylaw (Three Readings)
Feb 2024	2024 DRAFT Budget & 5 Year Financial Plan Bylaw (Adoption)

**UPDATES TO THE CAPITAL BUDGET**

At the October 16, 2023 City Council Workshop, Council directed staff to pursue Scenario 2 and incorporate specific capital items from Scenario 3.

Since the workshop, the proposed 2024 – 2028 Capital Plan has increased by \$20.6M from \$188.1M to \$208.7M in the updated Plan. This is primarily due to a \$15.4M capital expenditure budget carried over from 2023. Different than routine operating expenses, capital expenditures are dependent on the progress of capital projects. Some capital projects can be quite unique and complicated which makes forecasting of project spending a challenge. At each quarter, project staff review project progress, update the spending forecast, and instruct Finance staff to adjust the multi-year project budgets accordingly. It is anticipated that \$15.4M of the 2023 capital budget, since the October workshop, will be deferred to 2024.

The remaining **\$5.2M** increase is driven by incorporating Council’s feedback along with amendments proposed by staff:

- Based on Council’s feedback, investment in the Active Network Transportation Plan has increased by **\$1.7M** from \$16.9M to \$18.6M over the next five years.

- Based on Council’s feedback, investments in Transit, which include installation & improvement of bus stops/shelters and implementation of the Bus Speed and Reliability Strategy, has increased by **\$1.5M** from \$0.3M to \$1.8M over the next five years.
- Staff propose to increase the investment in fleet replacements by **\$1.6M** which includes a \$1.3M inflationary adjustment and \$0.3M for three new vehicles. New vehicle prices have increased significantly due to inflation and supply chain issues. A \$1.3M inflationary adjustment is required to bring all new vehicle estimates closer to market price. Since the October 16 capital plan workshop, three more vehicles have been identified as having reached their estimated useful lives within the next five years.
- The remaining **\$0.4M** net increase is a result of budget re-allocations and minor adjustments to other capital projects.

Updated 2024 - 2028 General Fund Capital Plan	Scenario 2 \$M	Carryover from 2023 \$M	Refinement \$M	Updated Capital Plan \$M
Asset Management and Infrastructure	114.0	7.4	1.8	123.2
Safe Movement of People	45.9	3.6	3.4	52.9
Community Belonging and Connecting	15.8	3.1	(0.1)	18.8
Homes and Housing Options	12.2	1.2	0.1	13.5
People-Centered Economy	0.2	0.1	-	0.3
<b>Grand Total</b>	<b>188.1</b>	<b>15.4</b>	<b>5.2</b>	<b>208.7</b>
<b>Estimated Reserve Balance as of Dec 31, 2028</b>				<b>108.6</b>
<b>Reserve to Current Replacement Value (CRV)</b>				<b>6.0%</b>

Funding for the \$5.2M increase in capital investments is fully offset by higher than expected interest, building permits and other revenue since the October 16<sup>th</sup> workshop. The projected Reserve to Current Replacement Value of the City’s assets is projected to remain at around 6.0%.

**FUNDING STRATEGY**

When developing the funding strategy for the proposed General Fund Five Year Capital Plan, staff take into account the four guiding financial principles (Sustainable, Adaptable, Stable and Accountable) that align with the City’s core values. Generally capital projects will be funded by four funding sources which are senior government Grants or Third Party Contributions, Development Cost Charges (DCC), Debt and City Reserves.

- Senior Government Grants or Third Party Contributions – when considering the funding source for a capital project, staff will first pursue government grants / third party contributions whenever possible. It is important to note when pursuing

government grants, it is often a requirement that the capital project must already be in the approved capital plan before the grant application is accepted. In this case, the project will first be funded by reserves and then switched to grant funding when confirmed.

- Development Cost Charge (DCC) – Staff will consider funding from DCC if the purpose of doing the project is to meet future growth.
- Debt – Staff will consider debt funding if the cost of borrowing is comparatively low or there are insufficient funds in the reserves to finance the project.
- Reserves – Reserves are funds set aside by the City to fund capital investments or to stabilize rates. There are statutory and non-statutory reserves. Statutory reserves are required by legislation. Council may, by bylaw, establish a non-statutory reserve fund for a specific purpose. Staff will consider funding a capital project by Reserve if the above three funding sources are not available or deemed not appropriate.

During 2022 and 2023, the City established the following three distinct Reserve Funds:

**CLIMATE ACTION RESERVE FUND (CARF)**

The Climate Action Reserve Fund (CARF) is established to receive funding to provide investments in one-time funding for both Capital and Operating investments to accelerate climate mitigation and adaptation projects, actions and initiatives that target energy and greenhouse gas reductions associated with City lands, facilities, or infrastructure, or Community services.

Money received from the sale of the City’s low carbon fuel credits, government grants or third party contributions for the purpose of funding carbon neutrality, contributions from annual operating budgets as authorized by Council, and any interest earned and accrued, may be deposited into the Reserve Fund.

To enable transparent and consistent identification and prioritization of projects which can be supported with monies from the CARF, the City retained KPMG to develop a Climate Action Decision Making Framework (CADMF), work on which was initiated in July 2023. Development of the CADMF will enable the City to allocate funds from the CARF to projects that will specifically advance the City’s goals to meet the greenhouse gas reduction targets from the City’s Climate Emergency Declaration.

Staff aimed to deliver a framework in fall 2023 to allow Finance to independently beta-test the framework on a small subset of projects in the 2024 budget. On September 11, 2023, staff presented the recommended guiding principles and the CADMF structure and criteria to Council in a workshop. Through the workshop discussion and Council feedback, the guiding principles and CADMF have been developed.

Since the September workshop, staff have been working with KPMG to incorporate Council’s feedback in the proposed CADMF and conducting some beta-testing with a sample of projects from the 2024 budget. Staff continue to work with KPMG to complete some adjustments to the framework as a result of the testing and anticipate final delivery of the framework in early 2024. Staff will continue to work on the process of integrating the framework into the budget process and will work interdepartmentally to support internal training in preparation to apply it more broadly in the 2025 budget process.

Below is a sample list of projects/initiatives which are in alignment with the City’s climate action plans and strategies and the emerging CADMF guiding principles, and which *may* meet the eligibility criteria of the CADMF. These projects/initiatives formed part of the updated 2024 – 2028 General Fund Capital Plan for Council approval. Final approval for the use of CARF will be subject to alignment with the adopted CADMF.

Climate Action Reserve Fund (\$ Million)	2024	2025	2026	2027	2028
Civic Buildings Energy Projects	0.22	0.22	0.23	0.24	0.24
EV Charging Infrastructure at Civic Buildings	0.95	-	-	-	-
Natural Environment Enhancement	0.05	0.03	0.03	0.03	0.04
Corporate Energy and Emissions Plan Update 2.0	0.77	0.25	0.25	0.25	0.25
Community and & Corporate EV Charging Strategy	0.55	0.25	0.25	0.25	0.25
Climate Changing Resilience & Adaptation	0.10	-	-	-	-
KPI Dashboard Software	0.02	-	-	-	-
Climate Action Decision Making Framework	0.10	-	-	-	-
Green Infrastructure Network	-	-	-	0.35	0.15
Corporate Electric Vehicles	1.30	0.70	0.87	1.33	3.11
<b>Sub-Total</b>	<b>4.06</b>	<b>1.45</b>	<b>1.63</b>	<b>2.45</b>	<b>4.04</b>
Estimated 3rd party Grants/Contributions	(0.29)	(0.29)	(0.29)	(0.29)	(0.29)
<b>Net CARF Contributions</b>	<b>3.77</b>	<b>1.16</b>	<b>1.34</b>	<b>2.16</b>	<b>3.75</b>
<b>Cumulative Total</b>	<b>3.77</b>	<b>4.93</b>	<b>6.27</b>	<b>8.43</b>	<b>12.18</b>

**GROWING COMMUNITIES FUND RESERVE FUND (GCFRF)**

The Growing Communities Fund Reserve Fund is established to place the Provincial Growing Communities Fund in a separate dedicated reserve fund. The GCFRF is a one-time grant to all B.C. municipalities and regional districts to address their community’s infrastructure and amenity needs. The eligible infrastructure projects as per the Province’s communication are:

- Public drinking water supply, treatment facilities and water distribution
- Development finance portions of infrastructure costs that support affordable/attainable housing. These may include DCCs or subdivision servicing charges payable or similar costs
- Childcare facilities
- Municipal or regional capital projects that service, directly or indirectly, neighbouring First Nation communities

- Wastewater conveyance and treatment facilities
- Storm water management
- Solid waste management infrastructure
- Public safety/emergency management equipment and facilities not funded by senior level government
- Local road improvements and upgrades
- Sidewalks, curbing and lighting
- Active transportation amenities not funded by senior level government
- Improvements that facilitate transit service
- Natural hazard mitigation
- Park additions/maintenance/upgrades including washrooms/meeting space and other amenities; and
- Recreation related amenities

The City of New Westminster received \$15.85M in March 2023 as part of the Growing Communities Fund. The provincial government requests that the funds be expended within approximately five years of receipt.

The following table identifies projects that meet the eligibility criteria of the Funds and are part of the updated 2024 – 2028 General Fund Capital Plan for Council approval. In order to meet the 5-year spending criteria, the City should plan to fully spend the GCF by Decemebr 2027.

Growing Communities Fund (\$ Million)	2023	2024	2025	2026	2027
Bus Shelters Improvements	0.01	0.05	0.05	0.05	0.05
Bus Stop Improvements	0.05	0.08	0.08	0.08	0.08
Pedestrian Crossing Improvements	0.05	0.33	0.27	0.27	0.28
Road Safety Improvements	0.18	0.17	0.16	0.17	0.17
Street Lighting Improvements	0.01	2.44	1.00	0.15	0.15
Traffic Signal Installation & Improvements	0.06	1.55	0.53	0.55	0.56
Transit Priority	0.13	0.24	0.24	0.24	0.24
Walking Infrastructure Improvements	0.73	0.40	0.40	0.75	0.75
<b>Sub-Total</b>	<b>1.22</b>	<b>5.26</b>	<b>2.73</b>	<b>2.26</b>	<b>2.28</b>
Estimated 3rd party Grants/Contributions	(0.25)	(0.41)	(0.58)	(0.11)	-
<b>Net GCF Contributions</b>	<b>0.97</b>	<b>4.85</b>	<b>2.15</b>	<b>2.15</b>	<b>2.28</b>
<b>Cumulative Total</b>	<b>0.97</b>	<b>5.82</b>	<b>7.97</b>	<b>10.12</b>	<b>12.40</b>

**PARKS RESERVE FUND (PRF)**

The Parks Reserve Fund was created from the insurance settlement of the Westminster Pier Park fire that occurred on September 13, 2020. A spending plan for the fund will be determined and provided to Council after collaboration with Rights and Title Holders to establish principles/criteria for a riverfront project that reflects Indigenous rights, history, values and priorities. Together, the project partners would then co-create a subsequent



process and timeline for community engagement, concept development and implementation, funded through the insurance proceeds

**FUNDING SUMMARY**

The \$208.9M proposed Five Year Capital Plan will be funded from the following sources:

- Grants/Contributions - \$22.4M
- Development Cost Charges - \$8.8M
- Reserves - \$177.5M

**ADDITIONAL BUDGET CONSIDERATION**

At the November 6<sup>th</sup> council meeting, council passed the following motion:

**THAT** Council direct staff to report back as part of the 2024 budget process regarding the opportunity to prioritize the installation of a fully controlled traffic signal at the intersection of Second Street and Sixth Avenue.

In reviewing the above motion, staff note that the work plan for traffic signals includes replacing and installing one signal annually. That means that across the 5-year plan, only 5 signals have been identified and prioritized for replacement, upgrade or as a new installations. Locations are prioritized based on safety, condition, risk and level of service criteria. To implement the above motion, there are 2 options: 1. Either staff will have to reprioritize the current work plan by removing a previously planned signal from the 5-year plan and replacing it with the Second Street and Sixth Avenue signal, or; 2. An additional \$500,000 would have to be added to the Capital Plan as a place holder to enable an additional signal to be considered. This may have the unintended consequence of delaying the planned replacement of a signal that is at end-of-life, which could lead to some safety and operational concerns should an older signal fail.

Staff also note that this location was the subject of technical analysis, a subsequent Council report, and Council deliberation in 2019, which resulted in Council directing staff to implement the existing signal and other recent intersection upgrades that have since been installed at this location. Implementing the November 6, 2024 council motion could lead to the replacement of recently installed signal infrastructure. Staff also wish to draw to Council’s attention that, while there have been crashes at the intersection of Sixth Avenue and 2<sup>nd</sup> Street, there have been no serious injuries or fatalities at this location, and nor have there been any pedestrian or cyclist-involved crashes. The location was not identified as an area of significant safety concern in the latest Intersection Safety Study, as reported to Council on September 11, 2023. In that Study, this location did not appear in the initial screening for top 51 high collision risk intersections, nor in the final list of top 25 locations for safety concerns.

To fully understand the requirements and concerns of this intersection, an updated technical analysis is needed to assess the implications and complete a signal warrant analysis for signal changes at this intersection. Should Council wish to pursue this further, staff propose that Council direct staff to undertake the technical analysis required for the Second Street and Sixth Avenue intersection and report back to council with additional information on whether the intersection warrants changes, the technical implications, and the potential cost.

Subject to Council direction, the funding for this technical analysis will be sourced from the current traffic signal installation and improvement program (BU 10966), and it will require that staff efforts be redirected from other road safety work plan tasks to support the necessary analysis, resulting in a delay to other road safety technical analysis at documented locations of concern.

**INTERDEPARTMENTAL LIAISON**

All departments participate in the annual budget process. The Senior Management Team (SMT) provides overall direction.

**OPTIONS**

The following options are presented for Council's consideration:

- 1. THAT Council approve the \$15.4M capital expenditure budget carry over from 2023 into the 2024 – 2028 General Fund Capital Plan.
- 2. THAT Council approve the \$5.2M proposed refinements in the updated Capital Plan.
- 3. THAT Council instruct staff to incorporate the updated \$208.7M 2024 – 2028 General Fund Capital Plan into the City's 2024 – 2028 Consolidated Five Year Financial Plan Bylaw and bring forward for three readings; and
- 4. THAT Council receive the information about the Second Street and Sixth Avenue intersection contained in this report and provide direction to staff.
- 5. That Council provide staff with alternative direction.

**Staff recommend Options 1, 2, 3, and 4.**

**NEXT STEPS**

This report and the attachments will be available in the 2024 Budget section of the City’s website.

The Draft 2024 – 2028 Five Year Financial Plan Bylaw will be presented to Council at a Council meeting in February 2024

**CONCLUSION**

Council’s feedback of this 2024 – 2028 refined General Fund Capital Plan and approval of the Budget 2024: Operating and Capital Utility Budgets will help form the basis for the 2024 – 2028 consolidated Five Year Financial Plan Bylaw.

**ATTACHMENTS**

Attachment 1 – Refined 2024 - 2028 General Fund Capital Plan by Funding Sources

Attachment 2 – October 16, 2023 Proposed 2024 General Fund Capital Budget & 2024 - 2028 Five Year Capital Plan by Funding Strategy Council Report

**APPROVALS**

This report was prepared by:

Alex Tam  
Senior Financial Analyst

Indeep Johal  
Manager, Financial Services

Gary So  
Senior Manager, Financial Services

This report was approved by:

Shehzad Somji  
CFO/Director of Finance

Dean Gibson  
Acting Chief Administrative Officer

*Attachment #1*

*Refined 2024 - 2028 General Fund Capital Plan  
by Funding Sources*

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan						Funding Sources		
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
1	10000	GIS Implementation Enhancement	Scope/Outcome - Continual Improvements to the GIS systems. Depending on the operational and functional needs in the year, it includes expanding spatial information on City Assets in GIS, consolidating Electrical GIS maps, GIS applications on Mobile devices, Asset maintenance/management layers and other GIS enhancements. Additional features includes interfacing with E-Gov systems.	05 Asset Management and Infrastructure	36,000	37,000	38,000	39,000	40,000	190,000	-	-	190,000
2	10001	Network System Technology	Scope/Outcome - General equipment refresh to continue to enhance network systems performance, improve reliability, increase system availability; include keeping up with server software release upgrades, storage capacity and VMWare.  In 2023, Main SAN storage system is due to be replaced (end of life). In 2024, Our backup system (Cohesity) is due to be replaced (end of life in 2025). In addition, there are some sizeable Vmware ESX server refreshes scheduled for 2023, 2025 and 2027.	05 Asset Management and Infrastructure	280,080	130,000	35,000	130,000	-	575,080	-	-	575,080
3	10002	Network Comm Infrastructure	Scope/Outcome - Improve the reliability of network infrastructure; upgrading old switches to increase network performance at City Hall, improve the reliability of wireless communications, & upgrading communications equipment in all of our Civic facilities; basic Cloud technologies will be deployed to ensure connectivity to mainstream/capable providers, e.g. Microsoft Azure.	05 Asset Management and Infrastructure	120,000	140,000	100,000	110,000	50,000	520,000	-	-	520,000
4	10007	Telephone System Enhancement	Scope/Outcome - Telephone System: new phones & licenses to the current VOIP telephone system for new employees, enhance features etc. The main City Hall telephone system is planned for replacement in 2025 as current VOIP system will become obsolete and not supported by the vendor.	05 Asset Management and Infrastructure	7,000	7,000	7,000	7,000	7,000	35,000	-	-	35,000
5	10008	Network Prod Tools & Training	Scope/Outcome - On-going technology training for staff and new employees. Tools and software licenses for providing on-line corporate technology training.	05 Asset Management and Infrastructure	10,000	10,000	10,000	10,000	10,000	50,000	-	-	50,000
6	10017	Scott Bottle Replace Program	Project Scope/Outcome: Annual Replacement of SCBA (Self Contained Breathing Apparatus) per WorkSafeBC, NFPA and Manufacturer's specifications and based on a maximum life expectancy of 15 years. Costs include installation of a 'heads up display' to all SCBA mask assemblies and annual flow tests after usage in extreme conditions. Life cycling these SCBA reduces a one time large Capital expense every 5 years.  Project Phase: Planning/Procurement	05 Asset Management and Infrastructure	27,000	28,000	29,000	30,000	31,000	145,000	-	-	145,000
7	10018	Turnout Gear Replace Program	Project Scope/Outcome: On average, the department replaces 22 sets of (Fire Turn Out Gear- TOG) every years on top of replacement due to physical damage or damage from exposure to hazardous chemicals or TOG needed for all new FFs (average 4 recruit FF/ year). Replacement schedule is based of NFPA and manufacturers recommendations of life expectancy of 8 years, our TOG is rotated from front line use at 5 - 6 years to spare TOG ensuring a adequate supply of compliant TOG.  Project Phase: Planning/Procure	05 Asset Management and Infrastructure	98,000	101,000	104,000	107,000	110,000	520,000	-	-	520,000
8	10029	Parks Small Equipment Replace	Scope/Outcome: Small equipment such as blowers, line trimmers, lawn mowers, etc. are not covered under the Vehicle Equipment Replacement Reserve. 7 Bold Steps: Consider electric where feasible (I believe this is already the case)	05 Asset Management and Infrastructure	24,000	25,000	26,000	27,000	28,000	130,000	-	-	130,000
9	10065	Accessibility Improvements	Scope/Outcome: Implementation of spot improvements to enhance public realm accessibility.	04 Safe Movement of People	47,017	27,000	28,000	29,000	30,000	161,017	-	-	161,017
10	10093	Traffic Calming	Scope/Outcome: Plan, design and implement traffic calming projects city-wide based on neighbourhood plans.	04 Safe Movement of People	520,709	212,000	218,000	225,000	232,000	1,407,709	-	-	1,407,709
11	10109	Park Fixtures Rep/Rpl	Scope/Outcome: Annual park equip./fixture/structure/trail replacement/repair	05 Asset Management and Infrastructure	98,994	59,000	61,000	63,000	65,000	346,994	-	-	346,994
12	10119	Street Tree Replacement	Scope/Outcome: Ongoing tree planting program on City-owned and private lands to support a city-wide tree canopy cover goal of 27% by 2030.	05 Asset Management and Infrastructure	130,000	70,000	70,000	150,000	70,000	490,000	-	-	490,000
13	10177	Samson V	Scope/Outcome: Annual capital maintenance for Samson V.	05 Asset Management and Infrastructure	85,000	-	-	-	-	85,000	-	-	85,000

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan						Funding Sources		
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
14	10254	E Government Improvements	Scope/Outcome - Develop & implement "One-Stop Shopping" eGov Services to provide City services on-line 24/7; include Web Portal, Customer Relationship Management (CRM), & reporting capabilities. Phase I (CRM foundation) to be completed in Q4-2023. Phase II will include the single sign on portal and new features and analytics, to be implemented in subsequent years; expected outcome: increase in online; reduce in person visits & overall carbon footprint	05 Asset Management and Infrastructure	50,000	255,000	50,000	50,000	50,000	455,000	-	-	455,000
15	10255	Technology Tools	Scope/Outcome - Collaboration and productivity tools for office and administrative support, general software utilities.	05 Asset Management and Infrastructure	58,239	22,000	23,000	24,000	25,000	152,239	-	-	152,239
16	10287	Transportation Counts	Scope/Outcome: Collection and analysis of transportation data, and MTP monitoring and evaluation.	05 Asset Management and Infrastructure	55,237	42,000	43,000	44,000	45,000	229,237	-	-	229,237
17	10450	Park Fixture/Structure Paint	Scope/Outcome: Annual Park assets maintenance, including structure, painting, fencing replacement/repair, etc.	05 Asset Management and Infrastructure	93,000	96,000	99,000	102,000	105,000	495,000	-	-	495,000
18	10492	Gen Inspection & Maintenance	Scope/Outcome: Various Locations. This is for road and sidewalk maintenance activities including; line marking, bike lane and crosswalk painting, crack sealing, inspections and replacement.	05 Asset Management and Infrastructure	374,075	318,000	328,000	338,000	348,000	1,706,075	-	-	1,706,075
19	10511	Printer Replacement	Scope/Outcome - To replace office production printers and copiers every 6 years. Replacement cycle to be postponed from 2022 to 2023 due to lower volume usage as many staff worked from home during Covid-19 pandemic.	05 Asset Management and Infrastructure	339,721	-	-	-	50,000	389,721	-	-	389,721
20	10570	Structures Rehabilitation	Scope/Outcome: Rehab of City Engineering structures in various locations	05 Asset Management and Infrastructure	993,962	500,000	200,000	270,000	270,000	2,233,962	-	1,500,000	733,962
21	10587	Parks Washroom Repairs	Scope/Outcome: Washroom repairs and upgrades. Annual repairs due to vandalism, regular wear and tear, etc.	05 Asset Management and Infrastructure	10,000	10,000	10,000	10,000	10,000	50,000	-	-	50,000
22	10590	Playgrounds Area Top-up	Scope/Outcome: Annual play surface top up and repair	05 Asset Management and Infrastructure	21,000	22,000	23,000	24,000	25,000	115,000	-	-	115,000
23	10663	Disaster Recovery Server Room	Scope/Outcome - Plan to have Disaster Recovery backup to the Cloud (Microsoft Azure) to mitigate earthquake or major local disasters. Majority of mission critical systems should be backed up to the Cloud using Microsoft Azure for fast recovery. Project will be done in stages over several years.	05 Asset Management and Infrastructure	137,000	54,000	56,000	58,000	60,000	365,000	-	-	365,000
24	10669	Pks Landscaping and Irrigation	Scope/Outcome: Annual repair/maintenance of the automated system will ensure all systems are operating within parameter, reduce the number of trips throughout the City and ensure our trees, plants and other green assets received the right amount of water needed during the dry weather	05 Asset Management and Infrastructure	31,000	32,000	33,000	34,000	35,000	165,000	-	-	165,000
25	10691	Police Admin Systems/Servers	Project Scope/Outcome:NetApp Primary Storage, Network switch upgrades, 2 Factor ID software, WIFI Upgrades, MDT Refresh, external website refresh	05 Asset Management and Infrastructure	130,000	150,000	100,000	100,000	100,000	580,000	-	-	580,000
26	10716	Signal Timing Rev/Corridor Stu	Scope/Outcome: Signal timing analysis at various locations, as needed to improve operations and safety.	04 Safe Movement of People	56,000	22,000	23,000	24,000	25,000	150,000	-	-	150,000
27	10827	PC/Monitor/Laptop Replacement	Scope/Outcome - Additional laptops, monitors, docking stations for remote work environment. Monitors are due for replacement in 2023 as the majority will be over 9-10 years old then. General recurring refresh of over 350 PCs and 210 laptops to be replaced in 2025-2027 as they reach their end of life. All equipment will meet energy savings and City environmental policies.	05 Asset Management and Infrastructure	57,418	515,000	229,000	140,000	140,000	1,081,418	-	-	1,081,418
28	10828	IT Security Enhancement	Scope/Outcome - On-going Systems Network security enhancements to safeguard against increasing sophistication by hackers and virus attacks. Advanced IT security with integrated intelligence and detection features are required to better safeguard our computer network and mission critical systems against ransomware.	05 Asset Management and Infrastructure	52,000	54,000	56,000	58,000	60,000	280,000	-	-	280,000
29	10957	QCC Weight Room Equip Repl	Scope/Outcome: On going equipment replacement and upgrades for the centres fitness room. Equipment includes cardio equipment such as treadmills, lifecycles and free weights	05 Asset Management and Infrastructure	125,550	15,000	15,000	15,000	15,000	185,550	-	-	185,550
30	10966	Traffic Signal Install&Improve	Scope/Outcome: Design for replacement of end-of-life traffic signals, installation of new signals, and improvement of intersection infrastructure.	04 Safe Movement of People	1,554,276	530,000	546,000	562,000	579,000	3,771,276	247,500	318,000	3,205,776

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan						Funding Sources		
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
31	11032	Esplanade Repairs	Scope/Outcome: Esplanade Boardwalk Repair/Reconstruction including pile posting, pile caps, timber decking and sinkhole repairs on pathways adjacent to bulk head where needed. Multi-Year Program.	05 Asset Management and Infrastructure	913,453	340,000	50,000	250,000	150,000	1,703,453	-	-	1,703,453
32	11035	Road Safety Improvements	Scope/Outcome: Implementation of Intersection Safety Study recommendations, spot improvements for road safety, and completion of road safety reviews.	04 Safe Movement of People	173,506	160,000	165,000	170,000	175,000	843,506	-	337,000	506,506
33	11037	Pattullo Mitigation	Scope/Outcome: Provide city project coordination service in support of the Province delivery of the Pattullo Bridge Replacement Project. Capacity funding provided by the Province for project coordinator and consulting services.	04 Safe Movement of People	285,205	-	-	-	300,000	585,205	-	-	585,205
34	11050	Corporate Scanner	Scope/Outcome - General refresh of corporate scanners. To scan and digitize all building plans and storing them electronically; Replacement cycle for 2 corporate scanners every 6-7 years.	05 Asset Management and Infrastructure	-	-	20,000	20,000	-	40,000	-	-	40,000
35	11057	Rail Crossing Upgrades - Mainland	Scope/Outcome: Rail crossing safety improvements, and Whistle Cessation Initiative for mainland crossings.	05 Asset Management and Infrastructure	1,252,638	500,000	-	-	1,333,000	3,085,638	-	86,430	2,999,208
36	11130	Street Lighting Improvements	Scope/Outcome: Replacement of failing lighting infrastructure. Includes upgrade/replacement/maintenance to address light deficient areas City-wide.	04 Safe Movement of People	2,440,000	1,000,000	150,000	150,000	833,000	4,573,000	-	-	4,573,000
37	11131	Rpl Traffic Controller	Scope/Outcome: Replacement of outdated signal controllers with upgraded equipment to improve functionality and signal operations.	05 Asset Management and Infrastructure	28,160	22,000	23,000	24,000	25,000	122,160	-	-	122,160
38	11147	Police Equipment Upgrade	Project Scope/Outcome: police equipment replacement program (Redsights for 2022 and specialized weapons for 2023)	05 Asset Management and Infrastructure	180,000	150,000	130,000	100,000	75,000	635,000	-	-	635,000
39	11192	Cycling & Greenway Network Imp	Scope/Outcome: Upgrades to existing greenways and bikeways, installation of bike parking, and capital costs associated with e-bike share implementation.	04 Safe Movement of People	117,013	50,000	50,000	50,000	50,000	317,013	-	15,000	302,013
40	11193	Front Str Parkade Remediation	Scope/Outcome: Replace entrance sign posts, old steel railings on 3 sets of staircases in the parkade. Including Hazmat work	05 Asset Management and Infrastructure	728,964	220,000	220,000	-	50,000	1,218,964	-	-	1,218,964
41	11247	QPF Lacrosse floor refinishing	The floor needs to be refinished every 3 to 4 years to ensure a uniform play surface. Ongoing maintenance to extend life of the floor.	05 Asset Management and Infrastructure	-	-	-	-	20,000	20,000	-	-	20,000
42	11261	Struct Collapse equip updates	Project Scope/Outcome: Ongoing training and development of the Special Operations core service model. Requires ongoing training and replacement of consumables and equipment due to wear and tear as well as life expectancy of specialized pneumatic tools and shore & lifting equipment.  Project Phase: Procure	05 Asset Management and Infrastructure	41,000	42,000	43,000	44,000	45,000	215,000	-	-	215,000
43	11262	SCBA Mask rpl program	Project Scope/Outcome: Due to the age of our current SCBA's bottles, many are coming to the end of their life cycle. A more economic way to replace this equipment as it expires is to do it over the next five years. New standards require us to replace 30 minute bottles with 45 min bottles. New safety technology continues to develop and be assessed for feasibility.  Project Phase: Procure	05 Asset Management and Infrastructure	22,000	23,000	24,000	25,000	26,000	120,000	-	-	120,000
44	11359	Hydraulic Rescue Tools	Project Scope/Outcome: Hydraulic rescue tools used for auto extrication in response to motor vehicle incidents and other rescue applications. Current tools are in need of replacement as they are coming to the end of their life cycle. Replacement cost outweighs repair of or upgrading existing tools.  Project Phase: Procure	05 Asset Management and Infrastructure	21,000	22,000	23,000	24,000	25,000	115,000	-	-	115,000
45	11360	Hose and Equipment	Project Scope/Outcome: Replacement of fire hose, couplings, and auxiliary equipment. After inventory of current fire hose of various sizes, much of our current inventory is at or near the end of its life cycle. Annual testing of hose is required under NFPA (National Fire Protection Agency) standards.  Project Phase: Procure	05 Asset Management and Infrastructure	21,000	22,000	23,000	24,000	25,000	115,000	-	-	115,000

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan						Funding Sources		
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
46	11362	Portable Radio Batteries	Project Scope/Outcome: Replacement of Portable E-Comm Radio Batteries. Batteries are at the end of their life cycle. Newer technology batteries and chargers have been developed for existing radios. Project Phase: Procure	05 Asset Management and Infrastructure	5,244	2,000	2,000	2,000	2,000	13,244	-	-	13,244
47	11372	QCC comp equip/secur camera/sw	Scope/Outcome - Significant number of building security cameras at the arenas, community centres and civic premises are of low resolution and over 8-10 years old and due for replacement. Newer cameras will have better resolution and be more energy efficient.	05 Asset Management and Infrastructure	-	-	-	50,000	20,000	70,000	-	-	70,000
48	11375	QPX Gym &Trampoline Equip	Scope/Outcome: Aging gymnastics and trampoline equipment is in need of ongoing maintenance and/or replacement.	05 Asset Management and Infrastructure	15,000	-	15,000	-	18,000	48,000	-	-	48,000
49	11380	QPF Rpl Concession Equip	Scope/Outcome: Concession cooking equipment and furnishing replacement and renewal program	05 Asset Management and Infrastructure	-	-	30,000	-	-	30,000	-	-	30,000
50	11465	GB Firehall EOC Infra upgrade	Project Scope/Outcome: replace and upgrade technology/infrastructure in both the mobile command unit as well as Emergency Operation Centre, EOC at City Hall. Level 1 and 2 EOC at Glenbrooke requires ongoing maintenance and upgrades. Level 3 will be based at City Hall. Project Phase: Procure/Install	05 Asset Management and Infrastructure	26,000	27,000	28,000	29,000	30,000	140,000	-	-	140,000
51	11468	Data Mining/Reporting Tools	Scope/Outcome - Corporate data mining tools and reporting; developing Business Intelligence repositories for routine business reports.	05 Asset Management and Infrastructure	31,000	32,000	33,000	34,000	35,000	165,000	-	-	165,000
52	11476	Fleet Service small tools	Scope/Outcome: This funding allows fleet services to purchase general small tools, this includes; the proper electronic equipment to work on the newer vehicle technologies, tools enabling enhanced operational efficiencies and replacing end of life tools.	05 Asset Management and Infrastructure	15,000	15,000	15,000	20,000	20,000	85,000	-	-	85,000
53	11484	Photocopier Upgrades	Project Scope/Outcome: Photocopier Replacement Program	05 Asset Management and Infrastructure	-	50,000	-	-	-	50,000	-	-	50,000
54	11509	Old Schoolhouse park Washroom	Scope/Outcome: Design and construct park washrooms to serve the growing community	01 Community Belonging and Connecting	-	34,000	-	250,000	-	284,000	-	-	284,000
55	11510	Irrigation Central Control Sys	Scope/Outcome: Upgrading to a modernized computerized control system that links all irrigation and spray pools to be controlled over the internet. System allows for automatic irrigation adjustments based on weather, data, etc. without having to go to each location. Project will be completed over the next several years.	05 Asset Management and Infrastructure	124,826	-	-	-	-	124,826	-	-	124,826
56	11541	Q2Q Quayside QB PED Ferry	Scope/Outcome: Improvement of Q to Q Ferry docks and passenger facilities.	04 Safe Movement of People	351,300	27,000	28,000	29,000	30,000	465,300	-	-	465,300
57	11543	Decorative Lighting program	Scope/Outcome: The Decorative Lighting Program will develop a cohesive decorative lighting scheme for the City that would include both seasonal and permanent decorative lighting and highlight the unique characteristics of different neighbourhoods and landmarks. It would contribute to public wayfinding, beautification and revitalization and to a sense of community identity and pride. 7 Bold Steps: Must be LED	01 Community Belonging and Connecting	-	-	15,000	-	-	15,000	-	-	15,000
58	11575	Hazardous Material Response	Project Scope/Outcome: Ongoing support of the Hazardous Material Response Team that require replacement of PPE that has exceeded its manufacturers recommended replacement schedule. This include consumables and equipment, certified CBRN entry suits and detection equipment. The Hazardous Materials Program is supported by a comprehensive training program utilizing external training providers. Project Phase: Procure	05 Asset Management and Infrastructure	26,000	27,000	28,000	29,000	30,000	140,000	-	-	140,000
59	11576	Tempest Enhancements	Scope/Outcome - Tempest System Enhancements include functional enhancements and other workflow improvements that departments request are operationally required during the year. This will also encompass integration work required to work with E-Gov Project.	05 Asset Management and Infrastructure	41,000	42,000	43,000	44,000	45,000	215,000	-	-	215,000
60	11579	Dept Emerg Cabinet Supplies	Supplies in the facility emergency cabinets (water, food supplies, etc.) need to be restocked every 4 years.	05 Asset Management and Infrastructure	-	-	-	25,000	-	25,000	-	-	25,000
61	11582	CH Major Reno	Scope/Outcome: The remaining budget carry-forward is for the Public Art component of this major capital project which was delayed due to COVID and staff capacity.	05 Asset Management and Infrastructure	65,785	-	-	-	-	65,785	-	-	65,785



Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan						Funding Sources		
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
62	11586	POL Minor Building Renos	Project Scope/Outcome: 2023 feasibility review of washrooms and building security; define scope and project budget for implementation and construction in 2024	05 Asset Management and Infrastructure	50,000	100,000	50,000	50,000	50,000	300,000	-	-	300,000
63	11590	Natural Environment Enhancemen	Scope/Outcome: To support environmental enhancement along watercourse corridors including the Brunette River/Glenbrook Ravine and invasive species management and to commence natural asset management.	05 Asset Management and Infrastructure	50,900	32,000	33,000	34,000	35,000	184,900	-	-	184,900
64	11596	Off Leash Dog Enclosure	Scope/Outcome: New off leash dog enclosures. Relocation of Downtown and Queensborough off leash parks.	05 Asset Management and Infrastructure	62,785	-	-	50,000	-	112,785	-	-	112,785
65	11685	CH HVAC at Council Chambers	Scope/Outcome: The original HVAC system is nearing the end of its service life and is in need of replacement and will provide for better reliability for air supply and ventilation. Opportunity to improve efficiency and reduce GHG emissions.	05 Asset Management and Infrastructure	280,000	-	-	-	-	280,000	-	-	280,000
66	11691	Uptown Library Building Reno	Scope/Outcome: The remaining budget carry-forward is for the Public Art component of this major capital project which was delayed due to COVID and staff capacity. Work is now underway.  Estimated Completion: 2024	05 Asset Management and Infrastructure	45,000	-	-	-	-	45,000	-	-	45,000
67	11754	Sidewalk Replacement	Scope/Outcome: Replacement/repair of existing sidewalks in poor condition (asset management).	05 Asset Management and Infrastructure	400,000	400,000	750,000	750,000	750,000	3,050,000	-	-	3,050,000
68	11755	Bus Stop Improvements	Scope/Outcome: Accessibility improvements at bus stops, installation of benches, and minor improvements to transit-related street infrastructure.	04 Safe Movement of People	75,000	75,000	75,000	75,000	75,000	375,000	-	-	375,000
69	11756	Sustain Transp Promo & Enable	Scope/Outcome: Programming to promote sustainable transportation and demand management, per corporate and community plans.	04 Safe Movement of People	52,000	54,000	56,000	58,000	60,000	280,000	-	-	280,000
70	11762	Massey Theatre	Scope/Outcome: Major rehabilitation project to Massey Theatre to address life safety, accessibility and code compliance.	05 Asset Management and Infrastructure	15,028,884	4,000,000	-	-	-	19,028,884	-	-	19,028,884
71	11765	Pavement Mgmt/ All Roads & Lane	Scope/Outcome: -Repaving of the Major Road Network to meet prescribed targets. -Extending paving Works with offsites for new developments to complete entire Street paving. -Increased pavement thickness on Collector roads and Bus stops to address pavement failure from increased bus weights. -Paving Collector and Arterial roads at proper intervals to extend life, in order to avoid the need for full reconstruction.	05 Asset Management and Infrastructure	4,150,000	4,150,000	3,450,000	3,450,000	4,150,000	19,350,000	-	3,025,000	16,325,000
72	11766	New Sidewalks	Scope/Outcome: Design and installation of new sidewalks, including lighting improvements, to complete gaps in pedestrian network.	04 Safe Movement of People	290,000	-	-	810,000	800,000	1,900,000	-	-	1,900,000
73	11813	Sixth Street Great Street	Scope/Outcome: Implementation of public realm improvements on Belmont Street, Sixth Street and Sixth Avenue per Uptown Streetscape Vision.	04 Safe Movement of People	4,420,070	500,000	-	-	333,000	5,253,070	2,871,000	-	2,382,070
74	11834	AC Website Updates	Scope/Outcome: Priority 1 To update Anvil Centre website, improve information and access for guests / website users.  Completion Date: September 30, 2023	01 Community Belonging and Connecting	-	20,000	-	20,000	-	40,000	-	-	40,000
75	11838	AC Interior Signage	Scope/Outcome: Priority 1 Maintenance for exterior facing digital signs, replace light bulbs, upgrade software.	01 Community Belonging and Connecting	-	15,000	-	15,000	-	30,000	-	-	30,000
76	11842	Queensborough Tree Planting	Scope/Outcome: Ongoing tree planting in Queensborough to support a city-wide tree canopy cover goal of 27% by 2030. Tree planting specifically in Queensborough is funded by VAC.	05 Asset Management and Infrastructure	18,970	12,000	-	12,000	12,000	54,970	-	-	54,970
77	11850	QP Wayfinding Signage	Scope/Outcome: Replacement of current park map and new way finding signage throughout the park.	04 Safe Movement of People	21,924	-	-	-	-	21,924	-	-	21,924

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan						Funding Sources		
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
78	11855	QB rpl Read-A-Board Sign	Scope/Outcome: With the Ewen Avenue Revitalization Project the current Read-o-Board which was funded partially by the Queensborough Special Programs Committee has been removed to make way for the new road alignment. The replacement of the Read-o-Board with a new LED Message Centre is proposed in response to the community's need to be advised of the activities that are happening in Queensborough and for the City to share information with its residents.  The sign will also provide way-finding to amenities in the park such as Queensborough Community Centre, New Westminster Public Library, Fitness Centre and consideration will also be given to including the two public schools which are part this "community campus". Funded by VAC.  Project Timeline: Planning  Expected Completion: 2023	04 Safe Movement of People	165,000	-	-	-	-	165,000	-	-	165,000
79	11891	Interpretive Signage	Scope/Outcome: An interpretive signage program would provide a city-wide approach to the selection, design and maintenance of interpretive signage in alignment with current City policies and priorities.	01 Community Belonging and Connecting	10,000	-	-	-	-	10,000	-	-	10,000
80	11896	təmasewtxw Aquatic & Comm Ctr	Scope/Outcome: New Aquatics and Community Centre to replace aging CGP and CCC.	01 Community Belonging and Connecting	3,153,200	-	-	-	-	3,153,200	-	1,462,500	1,690,700
81	11898	Pedestrian Crossing Improve	Scope/Outcome: Design and installation of improved pedestrian crossings, including curb extensions, marked crosswalks, and pedestrian-activated signals.	04 Safe Movement of People	332,209	266,000	274,000	282,000	290,000	1,444,209	-	110,000	1,334,209
82	11900	Bus Shelters	Scope/Outcome: Installation of new bus shelters.	04 Safe Movement of People	50,000	50,000	50,000	50,000	50,000	250,000	-	-	250,000
83	11909	Transit Priority	Scope/Outcome: Implementation of minor bus speed and reliability projects.	04 Safe Movement of People	240,000	240,000	240,000	240,000	240,000	1,200,000	-	94,600	1,105,400
84	11911	BFRG Braid St.	Scope/Outcome: BFRG Braid St section, Phase 3 construction, including completion of the Multi-use path to the bus road, and rail crossing safety improvements.	04 Safe Movement of People	98,260	-	-	-	-	98,260	-	-	98,260
85	11912	Speed Humps	Scope/Outcome: Installation of speed humps approved through Speed Hump Program.	04 Safe Movement of People	21,000	22,000	23,000	24,000	25,000	115,000	-	-	115,000
86	11915	Ryall Park Playground Shed Art	Scope/Outcome: A new small-scale play shed is planned for Ryall Park, offering more opportunities for outdoor flexible, creative activities for children. This project is funded by Volunteer Amenity Contributions and will provide opportunities for outdoor activity during and post pandemic. VAC funded	01 Community Belonging and Connecting	15,000	-	-	-	-	15,000	-	-	15,000
87	11917	Public Art for Streetscapes	Scope/Outcome: Image and identity of a "Great Street" is key to its success. Integrating public art with green infrastructure will help foster a sense of place, strengthen connectivity, improve the pedestrian realm and honor the rich history of community through creative and interpretive elements.	01 Community Belonging and Connecting	-	-	75,000	-	-	75,000	-	-	75,000
88	11920	Property Waterfront Greenway	Scope/Outcome: Property located along the Fraser River for greenway connection	05 Asset Management and Infrastructure	733,800	-	-	-	-	733,800	726,462	-	7,338
89	11923	McInnis O/P Improvements	Scope/Outcome: To expand the pedestrian corridor of the McInnis Overpass structure. Partially funded by developers and City DCC.	05 Asset Management and Infrastructure	2,200,000	-	-	-	-	2,200,000	-	525,000	1,675,000
90	11940	rpl F250 Super Duty Unit 161	Scope/Outcome: Unit 161 Sign truck; scheduled replacement at a 10 year lifecycle or 100,000km. Due to low kilometers the replacement was extended to 2024.  Estimated Completion: 2024	05 Asset Management and Infrastructure	130,000	-	-	-	-	130,000	-	-	130,000
91	11962	Smart Phone Replacements	Scope/Outcome - To replace obsolete Cell phones and Smart Phones every 3 years with better energy saving designs. Quantity: 350	05 Asset Management and Infrastructure	33,000	-	-	38,000	-	71,000	-	-	71,000
92	11985	Fac Hazardous Material Survey	Scope/Outcome: Hazardous Material Survey required to comply with WorkSafe Regulations	05 Asset Management and Infrastructure	109,037	-	-	-	-	109,037	-	-	109,037
93	11986	Artificial Turf Field	Scope/Outcome: Conversion of a grass to artificial turf field to increase playability throughout the fall and winter months to meet demands. Planning/design and construction over two years. Partial DCC fund.	01 Community Belonging and Connecting	90,000	-	90,000	1,895,000	-	2,075,000	2,054,250	-	20,750

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan						Funding Sources		
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
94	11996	AC Equipment Purchases	Scope/Outcome: Priority 1 Lifecycle small equipment purchases such as replacement vacuums, small equipment for Wood Working Shop, purchase 2 new 90" monitors for boardroom to replace old technology, replace/recover soft furniture after 8 years, large plants for a warmer environment for guests, workshop dust extraction (Health and Safety), and Conference Event Holiday Décor, which we currently rent for Corporate Holiday Parties, Winter Celebration & Santa Parade. Within 2 years, purchase will have paid for itself	05 Asset Management and Infrastructure	21,000	22,000	23,000	24,000	25,000	115,000	-	-	115,000
95	11997	AC Dishware Supplement	Scope/Outcome: Priority 1 Dishware supplement. During 8th year of dish use, SOP to stock up for broken, missing dishware. China & cutlery	05 Asset Management and Infrastructure	15,000	15,000	15,000	15,000	15,000	75,000	-	-	75,000
96	12003	E-Permit Approval	Scope/Outcome - To support CAPD's continued in-process efforts to transition to digital submissions of permit applications for review, inspections and approvals including digitization technology and resources.	02 Homes and Housing Options	87,832	-	-	-	-	87,832	-	-	87,832
97	12005	Muni Evers Park Development	Scope/Outcome: Public consultation, site investigation and planning for the development of Muni Evers Park Site. DCC funding.	01 Community Belonging and Connecting	35,200	-	-	-	-	35,200	-	-	35,200
98	12010	Digitize Building Plans	Scope/Outcome - modernize records management and digitize storage and access of completed building permit documentation and drawings	02 Homes and Housing Options	75,000	10,000	-	-	-	85,000	-	-	85,000
99	12011	Public Realm on Great Streets	Scope/Outcome: Continue to highlight Sixth Street as a primary pedestrian corridor where retail and entertainment uses, with opportunities to build on the area between Fourth Street to Tenth Street.	03 People-Centered Economy	36,320	-	-	125,000	-	161,320	-	-	161,320
100	12016	Community Banners	Scope/Outcome: Ongoing public art project involving local artists (all levels, abilities and ages) to design banners to be displayed at various street corridors around the city	01 Community Belonging and Connecting	15,000	15,000	15,000	15,000	15,000	75,000	-	-	75,000
101	12019	Public Art Maintenance	Scope/Outcome: Ongoing maintenance and conservation including preventive conservation as well as costs for deaccessioning, removal, re-siting or disposal of artworks. Multiple active projects/emerging projects.	05 Asset Management and Infrastructure	21,000	22,000	23,000	24,000	25,000	115,000	-	-	115,000
102	12039	Asset Management	Scope/Outcome: To conduct LoS and Risk Analyzes for the specific assets and to update AMP's 2024 Natural Assets AMP +Transportation AMP v2 + Facilities Risk register 2025 Water AMP v2 + Transportation risk register 2026 Sewer AMP v2 + Solid Waste Data Collection + IT AMP	05 Asset Management and Infrastructure	85,203	27,000	28,000	29,000	30,000	199,203	-	-	199,203
103	12067	QCC rpl Comm Liv Room Furn	Scope/Outcome: Replacement of the community living room furnishings	05 Asset Management and Infrastructure	-	-	25,000	-	-	25,000	-	-	25,000
104	12068	WPP West Expansion	Scope/Outcome: WPP West Expansion - developer funding \$2.0M	01 Community Belonging and Connecting	3,359,310	-	-	-	-	3,359,310	-	2,000,000	1,359,310
105	12079	Sapperton Park frontg redesign	Scope/Outcome: Sapperton Park Frontage redesign and movement. Project to be coordinated with Sapperton field and lighting upgrade	01 Community Belonging and Connecting	50,000	-	-	-	-	50,000	-	-	50,000
106	12082	Mtce Management System	Scope/Outcome: Develop pilot CMMS for automated maintenance activities tracking and reporting for above ground assets.	05 Asset Management and Infrastructure	40,868	10,000	10,000	10,000	10,000	80,868	-	-	80,868
107	12086	Fixed License Plate Readers	Scope/Outcome: Improvements to our FLPR equipment to enable staff to automate/semi-automate the process of enforcing the parkades.	05 Asset Management and Infrastructure	26,476	-	-	-	-	26,476	-	-	26,476
108	12103	22nd St Station Bold Vision	Scope/Outcome - This HAF Action Plan Project will use ideas generated from an ideas competition to create a Bold Vision document that will include a roadmap for the implementation of an eco-neighbourhood in the area around the 22nd Street SkyTrain Station.	02 Homes and Housing Options	389,000	155,000	-	-	-	544,000	-	-	544,000
109	12107	McBride Blvd Safety & Transit	Scope/Outcome: Design and construction of pedestrian crossing on McBride Blvd north of 8th Ave.	04 Safe Movement of People	380,000	-	-	-	-	380,000	-	164,000	216,000
110	12108	Rail Signal 501 Boyd Access	Scope/Outcome: Developer obligation to provide railway access at 501 Boyd. DCC funded.	05 Asset Management and Infrastructure	-	350,000	-	-	-	350,000	-	-	350,000

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan					Funding Sources			
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
111	12124	QP Petting Farm Masterplan	Scope/Outcome: Develop a masterplan and initiate phase 1 modifications to transition the petting farm to a working urban farm on City land as part of an ongoing commitment to sustainability by growing vegetables, nut/fruit tree production, bee keeping and recycling compost. Envisioned as a way to help people get back in touch with food, the farm enables people learn about locally-grown food and for the community to enjoy a self-sustaining space within Queen's park.	01 Community Belonging and Connecting	147,974	-	-	350,000	-	497,974	-	-	497,974
112	12128	Albert Crescent Masterplan	Scope/Outcome: Planning/design of existing and new land as the result of the Pattullo Bridge replacement. Implementation to coincide with the bridge project and public realm improvements	01 Community Belonging and Connecting	75,000	-	-	-	-	75,000	-	-	75,000
113	12129	Trails and Greenway Masterplan	Scope/Outcome: Plan needs updating in collaboration with the Sustainable Transportation Division and in alignment with the Metro Vancouver Regional Greenway Plan.	04 Safe Movement of People	32,500	-	-	-	-	32,500	-	-	32,500
114	12130	Parks & Rec Masterplan	Scope/Outcome: The update to the Parks and Recreation Comprehensive Plan will begin in 2022 and be completed in 2023 with additional funds in the 5 year plan for 2023	01 Community Belonging and Connecting	250,000	-	-	-	-	250,000	-	-	250,000
115	12135	QP Stadium Rep/Rpl	Scope/Outcome: 2016 Conditioning Assessment report identified some immediate repairs required. Additional assessment will inform the viability of the existing structure. Replacement structure will be appropriately size to the community needs such as storage spaces, changerooms and washrooms.	05 Asset Management and Infrastructure	-	71,082	1,000,000	928,918	-	2,000,000	-	-	2,000,000
116	12139	Quayside lighting replacement	Scope/Outcome: Replace end of life lighting infrastructure and fixtures. 7 Bold Steps: Must be LED	05 Asset Management and Infrastructure	229,000	180,000	-	320,000	-	729,000	-	-	729,000
117	12141	JDE 9.2 Upgrade	Scope/Outcome - Consultant funds for assistance in upgrading the JDE toolset front end and application back end.	05 Asset Management and Infrastructure	269,900	-	-	-	-	269,900	-	-	269,900
118	12142	Asset Management System	Scope/Outcome - Currently implementing City Works. There are several other modules (e.g. Asset management planning, Linear assets etc.) that are required to fully capture all City assets, work orders and maintenance schedules. Multi-year project to fully scale out.	05 Asset Management and Infrastructure	169,000	64,000	66,000	68,000	70,000	437,000	-	-	437,000
119	12149	Sapperton Stn Elevator Study	Scope/Outcome: City involvement in study with TransLink (Council endorsed) to assess feasibility of elevator connection from Sapperton SkyTrain Station to the Braid Industrial Area and Brunette Fraser Regional Greenway.	04 Safe Movement of People	60,000	-	-	-	-	60,000	-	-	60,000
120	12151	4th St. Feature Stairway	Scope/Outcome: Installation of a permanent stair case from the parkade to Front St, complete with public realm enhancement. Construction of the permanent stairs provides an opportunity to reimagine the hillside and space below the parkade to encourage a busier, more welcoming place for day-to-day activities, socializing as well as larger pop-up events and community gathering. This project aims to transform an underutilized space into a "place" by integrating a safe pedestrian corridor with seating areas, outdoor lighting, public art and sport activities.	05 Asset Management and Infrastructure	1,490,000	-	-	-	-	1,490,000	-	-	1,490,000
121	12156	AC Theatre Box Office Build	Scope/Outcome: Secure Box Office required for staff safety (cash), security of computer equipment & coat check. Conceptual design was completed in 2020; cost estimate to verify capital request is underway.	05 Asset Management and Infrastructure	-	-	-	45,000	-	45,000	-	-	45,000
122	12177	Commissioned work TBA	Scope/Outcome: Funding for public art projects.	01 Community Belonging and Connecting	52,000	54,000	56,000	58,000	60,000	280,000	-	-	280,000
123	12182	Open Data Development	Scope/Outcome - Enhancements and improvements to City's Open Data repository to provide better information and analytics to the community.	03 People-Centered Economy	10,000	10,000	10,000	10,000	10,000	50,000	-	-	50,000
124	12190	Biodivers & Natural Area Strat	Scope/Outcome: To develop a biodiversity and natural areas strategy to improve the size and connectivity and quality and diversity of natural areas as part of ESAP 13.1A and implementation from 2021 onwards.	05 Asset Management and Infrastructure	55,194	22,000	23,000	24,000	25,000	149,194	-	-	149,194

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan						Funding Sources		
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
125	12191	CEEP Update 2.0	Scope/Outcome – In 2024, CEEP implementation activities will include: - Enhancing GHG reduction incentives and conservation programs for newcomer and immigrant residents. (\$35K being carried forward from 2023 for the PO, \$40k to be allocated from July 24-Dec 24). - Data purchase (e.g. building thermal imaging to understand community building profile). carry forward (\$55k). Additional funds have been allocated to this project in 2024 (\$75K). - Vulnerable building assessment and needs analysis for extreme weather resilience retrofit program development (\$91K) - Developing and implementing programs targeted at building retrofits. \$118k 2024 and \$100 2025 has been reallocated to this BU in order to allow a project coordinator to be retained (for 2024-2025) to lead projects related to building retrofits. Funds have also be allocated to project implementation (\$100K) - Acceleration of BC Energy and Zero Carbon Step Codes implementation, including exploration of incentivising/requiring mechanical systems with greater than 100% efficiency (\$75k). - Community education and awareness activities and materials. Consultant support is required for graphics, marketing and web design. Effort towards education / awareness will be annual. (\$20k) - Delivery of equity centric incentives, and other actions outlined in the final CEEP (\$150k).	02 Homes and Housing Options	765,580	250,000	250,000	250,000	250,000	1,765,580	-	375,000	1,390,580
126	12192	Comnty & Corp EV Chargin Strat	Scope/Outcome - Ongoing implementation of the CEERS 2020 (\$200k), and implementation of the 2022 eMobility Strategy (\$300k). In 2024 this will include: - outreach, education and awareness campaigns (funds allocated to graphics, marketing and web design) - addressing challenges related to adding EV-chargers to multi-unit residential buildings (funds allocated to technical support) - advancing supportive eMobility policies (with consultant support) - enhancing e-bike accessibility - improving access to secure public and private e-bike parking - improving access to public and private EV charging (with consultant support in 2024 to identify location and infrastructure requirements) - data purchase - proactively manage electricity grid impacts of EV charging - pilot projects (including consult support, equipment/material purchase, public incentives), - Investigating electrical capacity in civic facilities and also developing implementation schedule for fleet EV Charging (with consultant support - CEERS) and - other actions outlined in the eMobility Strategy	04 Safe Movement of People	554,007	250,000	250,000	250,000	250,000	1,554,007	-	-	1,554,007
127	12201	Climate Chng Resilience & Adap	Scope/Outcome - Creation of a Climate Change Resilience and Adaptation Plan	05 Asset Management and Infrastructure	100,000	-	-	-	-	100,000	-	-	100,000
128	12202	KPI Dashboard Software & Supp	Scope/Outcome - Implementation of the Climate Action KPI Program, including the creation of a preliminary annual public report card. The next steps in the project include: public engagement activities regarding recommended KPIs; purchase of external data; exploration of an internal data compiling tool; graphic design of the annual KPI report.	01 Community Belonging and Connecting	20,000	-	-	-	-	20,000	-	-	20,000
129	12205	Hume Pool Repaint Pool Tank	Scope/Outcome: Condition assessment indicates pool tank and building needs to be repainted more frequently to address exposure to the outdoors and weather.	05 Asset Management and Infrastructure	26,000	-	28,000	-	-	54,000	-	-	54,000
130	12213	Equipment Fund – Mutz	Scope/Outcome: Donated Equipment Fund - provide high quality equipment for immediate use towards the wellbeing of animals in the city's care.	01 Community Belonging and Connecting	30,040	-	-	-	-	30,040	-	-	30,040
131	12218	Mobility Studies and Demonstra	Scope/Outcome: Completion of mobility-related studies, new mobility pilot programs, and ongoing operational support for Q to Q Ferry.	04 Safe Movement of People	46,000	47,000	48,000	49,000	50,000	240,000	-	-	240,000
132	12230	Reconciliation	Scope/Outcome: These funds are to accommodate the training of staff in the impacts and legacy of colonization, the Indian Act and Residential Schools.	01 Community Belonging and Connecting	193,000	-	-	-	-	193,000	-	-	193,000
133	12231	Corp Energy Projects Buildings	Scope/Outcome: Implementation of civic buildings energy projects of the Corporate Energy and Emissions Reduction Strategy (CEERS) in order to achieve the GHG emissions reduction targets.	05 Asset Management and Infrastructure	216,000	222,000	229,000	236,000	243,000	1,146,000	-	1,050,000	96,000
134	12243	Annual Playground rpl/repair	Scope/Outcome: Renovation of existing playground structures and equipment.	05 Asset Management and Infrastructure	398,344	150,000	150,000	150,000	-	848,344	-	-	848,344

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan					Funding Sources			
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
135	12244	ENG OPS rpl Building Envelope	Scope/Outcome: Project planning in 2024, in preparation for consultant engagement in 2025.	05 Asset Management and Infrastructure	4,834	200,000	-	-	-	204,834	-	-	204,834
136	12245	LIB WE FH rpl Electrical Distr	Scope/Outcome: The electrical wiring and electrical panel in the old section of the building are beyond their life expectancy. Circuits to be documented and labelled.	05 Asset Management and Infrastructure	-	-	-	79,000	-	79,000	-	-	79,000
137	12251	MPA Move the electrical vault	Scope/Outcome: The City Electrical department has advised that the main electrical vault and the high voltage wiring bringing power to the facility are at the end of their useful life. A proper replacement would include building a structure outside the facility to house a new vault. There would also be some rewiring inside the facility.	05 Asset Management and Infrastructure	147,992	-	-	-	-	147,992	-	-	147,992
138	12255	GH Garage, Chemical Room, Drai	Scope/Outcome: Existing facility has been deteriorating and has reached the end of it's service life. The drainage system needs to be separated as per Metro Vancouver requirements.	05 Asset Management and Infrastructure	80,000	-	-	-	-	80,000	-	-	80,000
139	12260	Hume Pool Maintenance/Rep/Rpl	Due the to aging asset, Hume park outdoor pool required ongoing maintenance, repairs and replacement of various components to remain operational and to provide the services.	05 Asset Management and Infrastructure	86,050	-	-	-	-	86,050	-	-	86,050
140	12262	rpl POL Traffic Veh Unit 752	Project Scope/Outcome: U752 - Police Explorer Year: 2017, standard lifecycle 4 years KM's - 135182 Use - Patrol Vehicle Procurement - Electric: Hybrid Goods Ordering Year: 2022 Goods Receipt Timing: 2024  Estimated In Service Date: 2024, Tendered, waiting for delivery and outfitting.	05 Asset Management and Infrastructure	70,000	-	-	-	-	70,000	-	-	70,000
141	12263	1400 Quayside (Poplar Landing)	Scope/Outcome - Municipal contribution of up to \$1M for offsites. This project is joint partnership with Metro Vancouver currently at the planning stage; Funding is to help support and accelerate housing by providing municipal financial and in-kind support for offsites. 2024 funding to include further development analysis work.	02 Homes and Housing Options	326,844	400,000	250,000	-	-	976,844	-	-	976,844
142	12267	Corporate Energy - Vehicles	Scope/Outcome: Implementation of City fleet and equipment-related energy projects of the Corporate Energy and Emissions Reduction Strategy (CEERS) in order to achieve the GHG emissions reduction targets. Uses of this funding includes hiring a consultant, purchasing of EV chargers and supporting infrastructure, and to cover the incremental premiums for electric vehicles.	05 Asset Management and Infrastructure	590,158	345,000	355,000	366,000	377,000	2,033,158	-	-	2,033,158
143	12272	School Area Improv Implement	Scope/Outcome: Upgrades to active transportation and traffic control infrastructure near schools.	04 Safe Movement of People	158,397	100,000	100,000	100,000	100,000	558,397	-	-	558,397
144	12273	QPA Handicap Stairlift Rpl	Scope/Outcome: Rep/Rpl existing lift for mobility access to the upper level of the arena seating and meeting spaces. The existing lift was installed in 2005.	05 Asset Management and Infrastructure	-	-	95,000	-	-	95,000	-	-	95,000
145	12274	Public Seating Initiative	Scope/Outcome: Small scale projects to increase availability of public seating in outdoor spaces. Neighbourhoods to be engaged in planning and implementation.	01 Community Belonging and Connecting	104,800	32,000	33,000	34,000	35,000	238,800	-	-	238,800
146	12276	Pollinator Pasture	Scope/Outcome: Implement pollinator pasture gardens to raise awareness of wild pollinators; empowering communities in habitat creation; transforming under-utilized urban sites into biodiversity enhancement nodes	05 Asset Management and Infrastructure	26,000	27,000	28,000	29,000	30,000	140,000	-	-	140,000
147	12277	Civic Sustainable Landscapes	Scope/Outcome: Projects to support greater resilience and long-term sustainability for prominent landscapes in and around civic facilities.	05 Asset Management and Infrastructure	26,000	27,000	28,000	29,000	30,000	140,000	-	-	140,000
148	12279	Moody Pool Tank Painting	Scope/Outcome: Pool Tank receives annual touch ups but has not been fully repainted since 2015. Pool Tank needs to be fully painted. Strip/Scrape re-paint. Painting should occur every 5 years.	05 Asset Management and Infrastructure	35,000	-	-	-	-	35,000	-	-	35,000
149	12280	Moody Pool Maintenance/Repairs/Repl	Ongoing maintenance/repairs/repl to protect the assets and ensuring continue operation of services at the Moody Park outdoor pool.	05 Asset Management and Infrastructure	20,000	-	40,000	-	20,000	80,000	-	-	80,000
150	12287	New Media Gallery rpl Equipmen	Scope/Outcome: Priority 1 NMG equipment replacement - TV's, projectors, etc. Replace once worn out	05 Asset Management and Infrastructure	10,000	10,000	10,000	10,000	10,000	50,000	-	-	50,000

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan					Funding Sources			
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
151	12288	AC Backup Chiller	Scope/Outcome: To maintain Class A certification, a back up Chiller system is required and currently not in place. Class A certification must be in place for exhibition pieces, particularly pieces borrowed for other institutions and individuals. This work will be done in coordination with the entire building HVAC system review to find efficiencies and ensure overall system performance.	05 Asset Management and Infrastructure	205,000	-	-	-	-	205,000	-	-	205,000
152	12289	Library - IT Equipment	Scope/Outcome - Library public-use PC replacements, Horizon software upgrades, Citrix licenses	05 Asset Management and Infrastructure	-	-	-	50,000	-	50,000	-	-	50,000
153	12290	E-License	Scope/Outcome - On-line permits for business licenses, parking and workflow enhancements. Save applicants from travelling to City Hall.	03 People-Centered Economy	-	30,000	-	-	-	30,000	-	-	30,000
154	12292	FRDC Escalator and Elevator	Scope/Outcome: Attempts to repair the escalator have been unsuccessful and replacement is cost-prohibitive. A needs assessment and business case analysis determined that repair and modernization of the existing elevator is a higher priority than repair/replacement of the escalator. Unused funds from escalator repair will be put toward design and modernization of the elevator.	05 Asset Management and Infrastructure	204,130	-	-	-	-	204,130	-	-	204,130
155	12299	Land Acquisitions	Future park land acquisition	01 Community Belonging and Connecting	-	-	-	4,500,000	-	4,500,000	-	-	4,500,000
156	12302	Columbia Stn Parkade Elevator	Scope/Outcome: Elevator pit drainage at the Columbia Station Parkade, and Elevator repair	05 Asset Management and Infrastructure	173,972	-	-	-	-	173,972	-	-	173,972
157	12304	CH east side elevator damage	Scope/Outcome: Feasibility and costing for elevator repair and refurbishment - existing east elevator is out of service and requires repair.	05 Asset Management and Infrastructure	5,000	-	-	-	-	5,000	-	-	5,000
158	12306	Queens Park Paving	Scope/Outcome: To replace uneven sidewalks and driveway leading to the Sportsplex building to allow universal access and ensure safety to all visitors	05 Asset Management and Infrastructure	220,000	-	-	-	-	220,000	-	-	220,000
159	12308	Westminster Pier Park Fire	Scope/Outcome: Monitoring the site and placing aggregate. Certificate of Compliance Submission Requirements Estimated Completion: March 2023	01 Community Belonging and Connecting	135,047	-	-	-	-	135,047	-	-	135,047
160	12315	Cemetery Shed Replacement	Scope/Outcome: Feasibility study for the replacement of the existing shed. The work will include a needs assessment and business case, along with a refresh of the Cemetery Master Plan, to propose a funding strategy for long-term replacement; considerations will include consideration of tool electrification and provision of water/sewer to the site for operational efficiency.	05 Asset Management and Infrastructure	60,254	-	-	-	-	60,254	-	-	60,254
161	12321	rpl Police Tahoe Unit 738	Project Scope/Outcome: U738 - Police Explorer Year: 2021, standard lifecycle 4 years KM's - relatively new Use - police patrol vehicle Procurement - Electric: Hybrid Goods Ordering Year: 2027 Goods Receipt Timing:2027	05 Asset Management and Infrastructure	-	-	-	100,000	-	100,000	-	-	100,000
162	12325	rpl Prisoner Van Unit 777	Project Scope/Outcome: U777 - Dodge Caravan Year: 2010 KM's -89005 Use - Police prisoner transport Procurement - Electric: EV Goods Ordering Year: 2025 Goods Receipt Timing:2025  Estimated In Service Date: 2025	05 Asset Management and Infrastructure	-	150,000	-	-	-	150,000	-	-	150,000
163	12330	rpl Dodge Tow Truck Unit 75	Scope/Outcome: Unit #75 replacement. This unit is a 2016 Dodge 5500 diesel tow truck with a 4 year lifecycle. These tow trucks run 24/7/365 and acquire very high mileage resulting in high maintenance costs. Their use will be evaluated annually and replacement schedule adjusted accordingly. This truck has been delayed 1 more year.  Estimated Completion: 2024	05 Asset Management and Infrastructure	160,000	-	-	-	-	160,000	-	-	160,000

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan						Funding Sources		
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
164	12333	rpl Dodge Caravan Unit 705	Project Scope/Outcome: U705 - Dodge Caravan Year: 2010 KM's - 31140 Use - Prevention Services - Police Procurement - Electric: Yes Goods Ordering Year: 2023 Goods Receipt Timing:2024	05 Asset Management and Infrastructure	65,000	-	-	-	-	65,000	-	-	65,000
165	12334	rpl Dodge Caravan Unit 769	Project Scope/Outcome: U769 - Dodge Caravan Year: 2010 KM's - 72936 Use - Special Investigations Unit - Police Procurement - Electric: Yes Goods Ordering Year: 2023 Goods Receipt Timing:2024	05 Asset Management and Infrastructure	65,000	-	-	-	-	65,000	-	-	65,000
166	12335	rpl Dodge Caravan Unit 781	Project Scope/Outcome: U781 - Dodge Caravan Year: 2010 KM's - 74706 Use - Prevention Services - Police Procurement - Electric: Yes Goods Ordering Year: 2023 Goods Receipt Timing: 2024	05 Asset Management and Infrastructure	65,000	-	-	-	-	65,000	-	-	65,000
167	12346	Neighborhood Park Brow of Hill	Scope/Outcome: Public consultation, park design concept and park construction Estimated Completion: 2023	01 Community Belonging and Connecting	370,000	-	-	-	-	370,000	-	-	370,000
168	12350	Community Art Projects	Scope/Outcome: Site specific temporary/short term community art projects working with local artists, Indigenous artists	01 Community Belonging and Connecting	31,000	32,000	33,000	34,000	35,000	165,000	-	-	165,000
169	12356	Outdoor Seats & Access Picnic	Scope/Outcome: During the pandemic, the number of people using public space relied heavily on neighborhood streets and sidewalks to local parks for exercising, decompressing, and socializing at a safe distance. Additional seating, as well as inclusive and accessible areas will need to be increased to support safe use of outdoor spaces.	01 Community Belonging and Connecting	29,588	-	-	-	-	29,588	-	-	29,588
170	12357	Outdoor Fitness Stations	Scope/Outcome: For maintaining physical and mental health, outdoor fitness stations to be implemented for short-term and long-term response to the pandemic. These spaces will service individual and collective health to various neighbourhoods.	01 Community Belonging and Connecting	65,138	77,000	79,000	81,000	83,000	385,138	-	-	385,138
171	12359	Arboriculture Tree Inventory	Scope/Outcome: Supporting the ongoing city-wide tree inventory and canopy cover monitoring in achieving a 27% tree canopy by 2030.	05 Asset Management and Infrastructure	22,500	-	-	-	-	22,500	-	-	22,500
172	12360	AC Glass Canopy Replacement	Scope/Outcome: Replace broken laminated tempered glass canopy panels on exterior of building. Estimated Completion: 2024	05 Asset Management and Infrastructure	4,020	-	-	-	-	4,020	-	-	4,020
173	12361	CH Bike Parking	Scope/Outcome: Provide bike parking as defined by new bylaw for both short- and long-term use, to support active transportation by staff and those visiting City Hall. Project kick-off was delayed due to staff resourcing, but is now underway for implementation in 2023/2024. Partially grant funded.	04 Safe Movement of People	344,373	-	-	-	-	344,373	-	-	344,373
174	12365	Queens Park Bandshell	Scope/Outcome: Estimated cost of repair exceeded cost of replacement. Awaiting instruction from Parks & Rec to initiate demolition.	05 Asset Management and Infrastructure	49,599	-	-	-	-	49,599	-	-	49,599
175	12366	DCC Update	Scope/Outcome: Support for on going DCC program and minor updates. 2024 - proposed Major Update (parks)	05 Asset Management and Infrastructure	3,551	-	30,000	-	-	33,551	-	-	33,551



Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan						Funding Sources		
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
176	12369	Strategic Planning Initiatives	Scope/Outcome: To make changes to library infrastructure in order to respond effectively and efficiently to new strategic directions, and revise library information and services to actualize the strategic goals. Project includes restructuring library administration, upskilling library staff, translating critical library information, decolonizing the collection.  Project Timeline: 2022 - Obtain an architectural design and quote for revising existing administration area to accommodate more staff offices (Goal 5, Phase 1); identify key information and languages for translation (Strategic Goal 1, Phase 1), identify core competencies for expanded services and source training (Goal 4 & 5, Phase 1). 2023 - Revise admin area and acquire staff work stations (Goal 5, Phase 1), staff training, reconciliation (Goal 4, Phase 1) 2024: Implement outcomes of reconciliation work such as decolonizing the collection, updating database headings Goals 3 & 4).  Expected Completion: This is a multi-part, multi-year project with milestones outlined in the project timeline.	01 Community Belonging and Connecting	20,000	-	-	-	-	20,000	-	-	20,000
177	12370	Advanced Scheduler	Scope/Outcome - Implement Kronos Advanced Scheduler for Parks department. Leverages Kronos Self-Serve to schedule a large team of employees using advanced scheduling tool features.	05 Asset Management and Infrastructure	85,000	-	-	-	-	85,000	-	-	85,000
178	12371	Remote Work Environment	Scope/Outcome - To acquire additional computer hardware, software licenses and security tokens for remote access to City computer network and applications, including peripheral devices (web cams, head phones, mics etc.).	05 Asset Management and Infrastructure	21,000	22,000	23,000	24,000	25,000	115,000	-	-	115,000
179	12373	Tele-Conference Enhancements	Scope/Outcome - Enhancements to the Council Chamber's AV system are required to better handle remote and virtual Council meetings and public hearings. Current system is designed for on-premises meeting and not for virtual meetings which is critical in this Pandemic environment.	05 Asset Management and Infrastructure	5,500	-	-	300,000	-	305,500	-	-	305,500
180	12377	HR Applicant Tracking System	Scope/Outcome - To streamline the recruitment process and reduce the timeline for hiring; include functional features to post positions, screen candidates, schedule interviews, email job offers, onboard new hires for HR.  Estimated Completion: Q2 2023	05 Asset Management and Infrastructure	24,777	-	-	-	-	24,777	-	-	24,777
181	12384	Urban Reforestation and Biodiv	Scope/Outcome: To plant 2,200 new trees in the City parks and open spaces and rewild 1.0 hectare of turf grass with a native plant meadow to support planted targets for urban forest canopy and biodiversity. Funded by ICIP-CVRIS Program (\$1,746,238) and CNW (\$80,500)	05 Asset Management and Infrastructure	887,904	-	-	-	-	887,904	-	887,904	-
182	12387	Refinish Marble Floors	Scope/Outcome: Scheduled maintenance to extend functional life of the marble floors on Level 1. Refinishing required as part of life-cycle maintenance. Work deferred to 2027 due to limited visible wear and tear on marble flooring.	05 Asset Management and Infrastructure	-	-	-	20,000	-	20,000	-	-	20,000
183	12388	CH Security and Access Upgrade	Scope/Outcome: Replace obsolete door access hardware throughout remainder of building and upgrade security programming.	05 Asset Management and Infrastructure	23,000	-	-	-	-	23,000	-	-	23,000
184	12389	Glenbrook FH Brick Repointing	Scope/Outcome: Building envelope repair to address water ingress issue and brick repointing.  Estimated Completion: June 2023	05 Asset Management and Infrastructure	48,861	-	-	-	-	48,861	-	-	48,861
185	12390	EV Char Infstruc at Civic Buil	Scope/Outcome: This item includes both a feasibility study to help us define project scope for installing charging infrastructure at facilities with large fleet components where it is a pre-requisite to fuel-switching vehicles (Police, Eng Ops, etc); it will also include the installation of EV chargers on a smaller scale at other civic facilities where some of the supportive infrastructure is already in place. This work will be done in support of the Corporate Fleet EV Roadmap and the EV Strategy.  Estimated Completion: Multi-year ongoing	05 Asset Management and Infrastructure	945,767	-	-	-	-	945,767	-	-	945,767
186	12391	Free-Standing Public Washroom	Scope/Outcome: Cross-departmental effort from the Homelessness Response Working Group, to address the need for accessible public washroom facilities for all people. Pilot project to assess suitability and effectiveness.	01 Community Belonging and Connecting	565,906	-	-	-	-	565,906	-	-	565,906

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan						Funding Sources		
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
187	12393	QCC Water Distribution System	Scope/Outcome: Replace copper piping in old section of building to reduce the ongoing repairs and/or the risk of large section failure. Estimated Completion: 2023	05 Asset Management and Infrastructure	23,012	-	-	-	-	23,012	-	-	23,012
188	12395	Change Trailer	Installation of changerooms at the Sportsplex to support community team/league sports	01 Community Belonging and Connecting	60,000	-	-	-	-	60,000	-	-	60,000
189	12396	Crosstown Greenway Const	Scope/Outcome: Construction of AAA bikeway on Seventh Ave between Fifth Street and Eighth Street.	04 Safe Movement of People	2,188,347	-	-	-	-	2,188,347	-	1,094,174	1,094,173
190	12397	S1 Aff Housing (68 Sixth St)	Scope/Outcome - Municipal contribution to off-sites for the BC Housing project that will deliver 52 units of supportive housing. Project is in the development permit stage. Building Permit submission anticipated January 2024.	02 Homes and Housing Options	350,000	150,000	-	-	-	500,000	-	-	500,000
191	12398	Soc Ben Ph2	Scope/Outcome - Social Benefits Zoning will be completed with the assistance of a consultant and will explore a range of social benefit land uses which could be permitted "as of right" subject to certain conditions being met.	02 Homes and Housing Options	20,000	-	-	-	-	20,000	-	-	20,000
192	12399	Aff Housing Str & Imp	Scope/Outcome - Feasibility study on Faith-Based and Non-Profit Sites to deliver Affordable Housing units; engagement, site and cost analysis are within scope of this work. Estimated Completion: Q2 2023	02 Homes and Housing Options	50,000	-	-	-	-	50,000	-	-	50,000
193	12400	Infill Housing Acceleration	Scope/Outcome - This HAF Action Plan Project will permit up to six residential dwelling units as-of-right in the City's low-density single detached residential zones across the city.	02 Homes and Housing Options	125,500	150,000	15,000	-	-	290,500	-	-	290,500
194	12401	Aff Housing Dev PM & DD Fund	Scope/Outcome - Municipal contribution of up to \$150,000/project for project management/due diligence towards of affordable housing projects. List of pre-qualified external Project Managers is in place. Project Manager for Lower Twelfth Street is in place. PM will be retained for 68 Sixth Street, Poplar Landing and Fenton Street.	02 Homes and Housing Options	540,560	383,000	395,000	407,000	420,000	2,145,560	-	-	2,145,560
195	12402	Pub Art Prog/Collec Animation	Scope/Outcome: Ongoing educational, outreach and engagement initiatives to build audiences, mentor artists and animate the public art collection.	01 Community Belonging and Connecting	15,000	15,000	15,000	15,000	15,000	75,000	-	-	75,000
196	12403	Public Art Rec & Soc Justice	Scope/Outcome: To fund work around reconciliation, social justice and decolonizing public art and cover costs such as engagement, Elder fees, consulting, ensuring diverse voices represented or project support.	01 Community Belonging and Connecting	10,000	10,000	10,000	10,000	10,000	50,000	-	-	50,000
197	12412	Hume Pool Mec System Rep/Updat	Scope/Outcome: Mechanical system repairs/updates required in Spring 2024 in order for the pool to operate in Summer 2024	05 Asset Management and Infrastructure	105,000	-	-	-	-	105,000	-	-	105,000
198	12413	rpl Hume Park Tennis Courts	Scope/Outcome: Existing tennis courts had been decommission due to deteriorated conditions, replacement is required upon the completion of the Hume Park Master Plan	01 Community Belonging and Connecting	464,220	-	-	-	-	464,220	-	-	464,220
199	12414	WPP Timber Wharf Plan/Des Eng	Scope/Outcome: Following the fire on the East end of WPP (Timber Wharf Section), an extensive planning and engagement process will commence for future redevelopment of the park.	01 Community Belonging and Connecting	205,000	-	-	-	-	205,000	-	-	205,000
200	12415	rpl Field Light Sapperton Park	Scope/Outcome: Planning/design for the replacement of original field lights on Sapperton Park Sports field. 7 Bold Steps: Must be LED	05 Asset Management and Infrastructure	429,612	-	-	-	-	429,612	-	-	429,612
201	12417	rpl Moody Prk Sport Field Irr	Scope/Outcome: To replace corroded iron pipes irrigation system at Moody Park diamond #2, 3, 4/MP North field.	05 Asset Management and Infrastructure	95,000	-	-	-	-	95,000	-	-	95,000
202	12418	rpl Victoria Hill Play Swing	Scope/Outcome: To replace the tree swing that was removed, a replacement play feature will be installed to meet the needs of the Victoria Hill Community.	01 Community Belonging and Connecting	18,407	-	-	-	-	18,407	-	-	18,407
203	12424	Telestaff Upgrade	Scope/Outcome - Upgrade for the Fire Department Telestaff scheduling software. Estimated Completion: 2024	05 Asset Management and Infrastructure	8,000	-	-	-	-	8,000	-	-	8,000
204	12425	Electronic T-4 Slips	Scope/Outcome - Converting paper T-4 to electronic format for City employees. Estimated Completion: 2024	05 Asset Management and Infrastructure	25,000	-	-	-	-	25,000	-	-	25,000

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan						Funding Sources		
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
205	12426	HW Meeting Room AV Upgrade	Scope/Outcome - Priority 1 - AV & video conferencing implementation for Committee Room 2 - \$75K. Priority 2 - Meeting Room A & B - AV system \$100K.	05 Asset Management and Infrastructure	9,418	-	-	-	75,000	84,418	-	-	84,418
206	12427	E-Permit Enhancements	Scope/Outcome - Funds to assist with the transition to electronic processing, review, issuance and retention of building and development permits. Year 1 (2022) - An Request For Proposals from Consultants is under review with the intent to secure a consultant prior to end of 2022 Year 2 (2023 and onward) - Analysis and implementation and further refinements. Estimated Completion: Q4 2024	02 Homes and Housing Options	334,238	-	-	-	-	334,238	-	-	334,238
207	12434	rpl Ford Tow Truck Unit 74	Scope/Outcome: Unit #74 . This is a 2015 Ford F550 V10 gas tow truck with a 4 year lifecycle. These tow trucks run 24/7/365 and acquire very high mileage resulting in high maintenance costs. Their use will be evaluated annually and replacement schedule adjusted accordingly. This truck replacement had been delayed 3 more years and is final stages of outfitting. Estimated Completion: November 2024	05 Asset Management and Infrastructure	8,824	-	-	-	-	8,824	-	-	8,824
208	12438	rpl Nissan Titan Unit 410	Project Scope/Outcome: U410 - rpl Nissan Titan Year: 2014 KM's -224,650 Use - Fire Chief Emergency Response Procurement - Electric: Hybrid Goods Ordering Year: 2022 Goods Receipt Timing:2022 Estimated In Service Date: 2022	05 Asset Management and Infrastructure	10,647	-	-	-	-	10,647	-	-	10,647
209	12439	rpl Police Explorer Unit 737	Project Scope/Outcome: U737 - Police Explorer Year: 2017 KM's - 90556 Use - police Patrol Unit - Cpl Car Procurement - Electric: Hybrid Goods Ordering Year: 2023 Goods Receipt Timing:2024 Estimated In Service Date: 2024	05 Asset Management and Infrastructure	70,000	-	-	-	-	70,000	-	-	70,000
210	12440	rpl Ford Crown Vic Unit 774	Project Scope/Outcome: U774 - Police Ford Explorer Year: 2010, standard lifecyle 8 years KM's - 10965 Use - police Patrol Unit Procurement - Electric: Hybrid Goods Ordering Year: 2022 Goods Receipt Timing: 2024 Estimated In Service Date: 2024	05 Asset Management and Infrastructure	70,000	-	-	-	-	70,000	-	-	70,000
211	12450	Downtown Transport Plan Implem	Scope/Outcome: Implementation of improvements outlined in Downtown Transportation Plan.	04 Safe Movement of People	629,658	350,000	400,000	400,000	500,000	2,279,658	-	97,000	2,182,658
212	12458	Rpl 2015 Nissan Unit# 108	Scope/Outcome: Replacement of Unit #108. This is a 2015 Nissan Pick-up used for the street and park maintenance. This truck will have surpassed its lifecycle when replaced in 2025. Estimated Completion: 2025	05 Asset Management and Infrastructure	-	60,000	-	-	-	60,000	-	-	60,000

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan					Funding Sources			
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
213	12459	School Age Care Prog 920 Ewen	Scope/Outcome - Retrofit of existing child care space within the Queensborough Community Centre for the purpose of accommodating up to 25 new School Age care spaces. This retrofit will include washroom upgrades in accordance with the Child Care Licensing Regulation and will also include furnishing and equipping the space for School Age care.  Estimated Completion: Q4 2022 / Q1 2023	03 People-Centered Economy	34,489	-	-	-	-	34,489	-	-	34,489
214	12464	rpl Diesel Pick Up Unit 223	Scope/Outcome: For the replacement of unit 223. This is a 2008 Ford F250 Diesel pickup with a dump box insert. This unit will be over 10 years old and will be due for scheduled replacement  Estimated Completion: 2024	05 Asset Management and Infrastructure	95,000	-	-	-	-	95,000	-	-	95,000
215	12465	rpl Material Handler Unit 209	Scope/Outcome: Replacement of Unit #209 a 2004 Tycrop Material Handler and Spreader attachment for the Tractor. This Unit will be 15yrs old and due for scheduled replacement.  Estimated Completion: 2025	05 Asset Management and Infrastructure	-	50,000	-	-	-	50,000	-	-	50,000
216	12466	rpl Utility Trailer Unit 218	Scope/Outcome: Replacement of Unit #218 a 2007 Pace American covered utility trailer for the Concession crew. This trailer will be 12 years old and due for scheduled replacement.  Estimated Completion: 2026	05 Asset Management and Infrastructure	-	-	25,000	-	-	25,000	-	-	25,000
217	12467	rpl Cargo Van Unit 241	Scope/Outcome: Replacement of Unit #241 a 2009 Ford E150 Cargo Van. This Unit will be 10yrs old and due for scheduled replacement.  Estimated Completion: 2026	05 Asset Management and Infrastructure	-	-	50,000	-	-	50,000	-	-	50,000
218	12468	rpl Cargo Van Unit 242	Scope/Outcome: Replacement of Unit #242 a 2009 Ford E150 Cargo Van. This Unit will be 14yrs old and due for scheduled replacement.  Estimated Completion: 2026	05 Asset Management and Infrastructure	-	-	50,000	-	-	50,000	-	-	50,000
219	12469	CH rpl Roofing	Scope/Outcome: City Hall roof replacement. To be coordinated with scheduled HVAC replacement.	05 Asset Management and Infrastructure	350,000	-	-	-	-	350,000	-	-	350,000
220	12472	rpl Ford Van Unit 226	Scope/Outcome: Replacement Unit #226. This is a 2010 Ford E150 Van used at the Canada Games Pool. This van will be 13 years old and is due for scheduled replacement. It will be re-evaluated closer to replacement date.  Estimated Completion: 2026	05 Asset Management and Infrastructure	-	-	50,000	-	-	50,000	-	-	50,000
221	12473	rpl 20' Trailer Unit 288	Scope/Outcome: Replacement of Unit #288. This is a Large 20' 2008 trailer used by the Parks department for transporting equipment and used seasonally for planting. This unit is currently storing freshet equipment in Queensborough. It was due for replacement after 12years, but will be re-evaluated in 2023.  Estimated Completion: 2026	05 Asset Management and Infrastructure	-	-	25,000	-	-	25,000	-	-	25,000
222	12474	rpl Backhoe Unit #135	Replacement of Unit #135. This is a 2014 John Deere 410K backhoe. They have a normal lifecycle of 7yrs and 8000hrs, by 2023 it will be overdue for replacement but re-evaluated at that time.	05 Asset Management and Infrastructure	235,000	-	-	-	-	235,000	-	-	235,000
223	12475	rpl Chevy Equinox Unit 480	Project Scope/Outcome:  U480 - rpl Chevy Equinox Year: 2013 KM's - 112,115 Use - Deputy Chief Procurement - Electric: Yes Goods Ordering Year: 2024 Goods Receipt Timing: 2023  Estimated In Service Date: 2023	05 Asset Management and Infrastructure	70,000	-	-	-	-	70,000	-	-	70,000

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan						Funding Sources		
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
224	12477	Rpl Utility vehicle Unit #14	Scope/Outcome: Replacement of Unit #14. This is an 2012 electric utility vehicle with a dump box. It will be more than 10 years old and have surpassed its lifecycle and that of the batteries. Estimated Completion: 2024	05 Asset Management and Infrastructure	15,000	-	-	-	-	15,000	-	-	15,000
225	12478	Rpl pickup Unit #228	Scope/Outcome: Replacement of Unit #228. This is a 2012 Ford F250 pickup used by the irrigation department in Parks. This truck will be over 10 years old and due for scheduled replacement Estimated Completion: 2024	05 Asset Management and Infrastructure	90,000	-	-	-	-	90,000	-	-	90,000
226	12479	Rpl pickup Unit #235	Scope/Outcome: Replacement of Unit #235. This is a 2012 Ford F250 pickup used by the irrigation department in Parks. This truck will be over 10 years old and due for scheduled replacement Estimated Completion: 2024	05 Asset Management and Infrastructure	90,000	-	-	-	-	90,000	-	-	90,000
227	12481	Rpl Pick-up Unit #106	Scope/Outcome: Replacement of Unit #106. This is a 2015 Nissan Pick-up used for the street and park maintenance. This truck will have surpassed its lifecycle when replaced in 2023. Final stages of outfitting. Estimated Completion: 2024	05 Asset Management and Infrastructure	5,000	-	-	-	-	5,000	-	-	5,000
228	12483	Rpl Trailer Unit #229	Scope/Outcome: Replacement of Unit #229. This is a 2011 Eagle trailer and will be over 12 years and surpassed the normal lifecycle of a trailer. Estimated Completion: 2026	05 Asset Management and Infrastructure	-	-	25,000	-	-	25,000	-	-	25,000
229	12484	Rpl Trailer Unit #236	Scope/Outcome: Replacement of Unit #236. This is a 2011 Eagle trailer and will be over 12 years and surpassed the normal lifecycle of a trailer. Estimated Completion: 2026	05 Asset Management and Infrastructure	-	-	25,000	-	-	25,000	-	-	25,000
230	12490	GB Firehall HVAC Maintenance	Scope/Outcome: Replace make-up air unit heaters.	05 Asset Management and Infrastructure	80,000	-	-	-	-	80,000	-	-	80,000
231	12491	LIB Elevator	Scope/Outcome: Replace hydraulic elevator controls.	05 Asset Management and Infrastructure	44,000	-	-	21,000	-	65,000	-	-	65,000
232	12492	FRDC rpl Roofing	Scope/Outcome: Replace roofing and repair sections of building envelope.	05 Asset Management and Infrastructure	25,000	425,000	325,000	-	-	775,000	-	-	775,000
233	12493	CHSE Rpl Exterior Windows	Scope/Outcome: Exterior windows are nearing end of life; replacement windows will improve energy performance and occupant comfort; 5-10 yr cost recovery through reduced operating expense.	05 Asset Management and Infrastructure	50,000	-	-	-	-	50,000	-	-	50,000
234	12494	CHSE Electrical Maintenance	Scope/Outcome: Replace/rebuild emergency generator and replace sections of existing electrical wiring.	05 Asset Management and Infrastructure	122,000	-	-	-	-	122,000	-	-	122,000
235	12497	MPA Zamboni Bay Floor Repair	Scope/Outcome: To re-coat the worn out Zamboni bay floor area	05 Asset Management and Infrastructure	15,000	-	-	-	-	15,000	-	-	15,000
236	12498	MPA Door/Frame Rpl	Scope/Outcome: To replace rusting entrance and exit door frames and doors	05 Asset Management and Infrastructure	50,000	-	-	-	-	50,000	-	-	50,000
237	12499	MPA Stucco Repair	Scope/Outcome: To repair & replace 45 year old Stucco on the upper north and south walls	05 Asset Management and Infrastructure	25,000	70,000	-	-	-	95,000	-	-	95,000
238	12500	QP Artificial Turf Rpl	Scope/Outcome: Built in 2011, artificial turf have a life expectancy of 8 years, may remain operational up to 10 years with the proper maintenance program and will require replacement.	05 Asset Management and Infrastructure	1,085,000	-	-	-	-	1,085,000	-	-	1,085,000
239	12501	Hume Pool Feasibility Study	Scope/Outcome: Feasibility/Assessment of the outdoor pool at Hume Park to determine remaining life/maintenance requirement and potential rpl. Work to start after t̄m̄ēs̄ēw̄t̄x̄w̄ Aquatic and Community Centre Opens.	01 Community Belonging and Connecting	25,000	125,000	-	-	-	150,000	-	-	150,000
240	12503	Ballroom Movable Wall System	Scope/Outcome: Ballroom Movable Wall System is scheduled for replacement prior to failure. Scheduling will depend on event booking schedule, procurement strategy, and several other factors.	05 Asset Management and Infrastructure	75,000	-	-	-	-	75,000	-	-	75,000

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan					Funding Sources			
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
241	12504	Upgrade Uptown fac staff room	Scope/Outcome: Renovation of kitchen (cupboard, sink, cabinets) last done in 1978. Refrigerator replaced last in 2018, the rest are small appliances.  Project Timeline: Design Q2 2023 Construction Q3 2023  Expected Completion: December 2023	05 Asset Management and Infrastructure	40,000	-	-	-	-	40,000	-	-	40,000
242	12505	Electric Car	Scope/Outcome - Operationally required vehicle for bylaw officers, will be shared among four staff and auxiliaries along with existing vehicles.  U# - #16, Nissan Leaf Year: 2022 KM's - 10610 kms Use - Bylaw Vehicle Procurement - Electric: Yes Goods Ordering Year: Currently leased vehicle requires a buy-out at end of 2026.	05 Asset Management and Infrastructure	55,000	-	-	-	-	55,000	-	-	55,000
243	12506	Rpl Rescue Truck Unit #450	Project Scope/Outcome:  U450 - rpl Spartan Rescue Truck Year: 2013 KM's - 141,580 Use - Fire rescue truck Procurement - Electric: Gas Goods Ordering Year: 2023 Goods Receipt Timing:2024	05 Asset Management and Infrastructure	1,900,000	-	-	-	-	1,900,000	-	-	1,900,000
244	12507	Parks & Open Space Equipment	Scope/Outcome: New position (FTE) natural areas practitioner will be responsible for invasive species removal and native plant/ tree planting along city trails, natural areas and foreshore. A new electric/hybrid vehicle is required for the Arboriculture division to perform work.  Estimated Completion: 2024	05 Asset Management and Infrastructure	45,000	-	-	-	-	45,000	-	-	45,000
245	12509	Recreation Srvs Equip Maintenance/Repairs/Rpl	All equipment throughout the Recreation Srvs have limited shelf life that required maintenance, repairs and replacement over the life of assets and to ensure continue core services at various recreation facilities.	01 Community Belonging and Connecting	124,650	82,500	52,500	-	-	259,650	-	-	259,650
246	12511	Aff Hsg Off-site Act Tsp Infr	Scope/Outcome: Design and implementation of off-site active transportation infrastructure committed as part of Council approval of 823-841 Sixth St affordable housing project.  Estimated Completion: 2023	04 Safe Movement of People	115,000	-	-	-	-	115,000	-	-	115,000
247	12512	Aff Housing 350-362 Fenton St	Scope/Outcome - Municipal contribution of up to \$1M for offsites. This project is a partnership with Vancouver Native Housing Society for approx. 58-units for Indigenous individuals including spaces for women and children. Project is paused while VNHS applies for seed funding to refine project drawings in anticipation of a future senior government grant application. 2023 funding allocated pending successful senior government grant.	02 Homes and Housing Options	600,000	400,000	-	-	-	1,000,000	-	-	1,000,000
248	12513	Affordable Housing Development	Scope/Outcome - Municipal contribution of up to \$500k/project off-site costs to support the development of affordable housing projects between 2023 - 2027.	02 Homes and Housing Options	1,410,680	1,000,000	1,000,000	1,000,000	1,000,000	5,410,680	-	-	5,410,680
249	12514	Cim Atn Decision Making Fmwk	Scope/Outcome - Decision Making Framework & Evaluation Matrix to prioritize Climate Action projects; work plan priority will be established based on factors such as overall emissions impact (total reduction, reduction / dollar spent); equity; co-benefits (achieving more than once City objective); health; and other factors	05 Asset Management and Infrastructure	100,000	-	-	-	-	100,000	-	-	100,000
250	12515	Active Transport Network Plan	Scope/Outcome: Design and implementation of active transportation infrastructure per ATNP recommendations.	04 Safe Movement of People	3,730,000	3,730,000	3,730,000	3,730,000	3,730,000	18,650,000	1,841,005	9,325,000	7,483,995

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan					Funding Sources			
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
251	12516	Simcoe Park Tennis Court	Scope/Outcome: Simcoe park sport courts (tennis) required repairs to ensure the safety for all users and staff.	05 Asset Management and Infrastructure	200,000	-	-	-	-	200,000	-	-	200,000
252	12519	2016 Nissan Frontier Unit #69	Scope/Outcome: Replacement of Unit #69. This is a 2017 Nissan Pick-up used for Parking Control. Replacement of this vehicle has been expedited as it has been removed from service due to motor failure.  Estimated Completion: 2024	05 Asset Management and Infrastructure	45,000	-	-	-	-	45,000	-	-	45,000
253	12521	First & Royal Ext Works & Srvs	Scope/Outcome: Construction / Reconstruction of the multi-use-pathway adjacent to the QayQayt Elementary School soccer field	02 Homes and Housing Options	-	500,000	-	-	-	500,000	-	-	500,000
254	12522	Feasibility Study	Scope/Outcome - Contingency fund for feasibility studies/assessments to support grant applications, and serve as a financial safety net to mitigate unforeseen challenges. The study will assess the grant's potential impact and long-term sustainability, enabling informed decision-making for its implementation.	05 Asset Management and Infrastructure	250,000	250,000	250,000	250,000	250,000	1,250,000	-	-	1,250,000
255	12523	Community Public Art	Scope/Outcome: Funding for public art projects.	01 Community Belonging and Connecting	100,000	100,000	100,000	100,000	100,000	500,000	-	-	500,000
256	12524	Samson V Maintenance		05 Asset Management and Infrastructure	35,000	35,000	35,000	35,000	35,000	175,000	-	-	175,000
257	12525	Theatre Equipment Lifecycle Replacement/Upgrades	In order to maintain and optimize specialized lighting, sound and video capabilities of Anvil Theatre, planned budgeting for annual equipment lifecycle replacement and upgrades is required. This allows for timely replacement of worn or failing equipment and the ability to respond to required software and specialized equipment upgrades that support the needs of touring productions and theatre rental clients.	05 Asset Management and Infrastructure	17,000	19,000	19,000	19,000	19,000	93,000	-	-	93,000
258	12526	Conference & Events Booking System Replacement	The current booking system relies on platforms that are out of support, insecure, and that drastic measures must be taken to run in a modern environment. (Internet Explorer and Silverlight). Keeping this system running as is, creates a business and security risk for the city and it is not sustainable.	05 Asset Management and Infrastructure	100,000	-	-	-	-	100,000	-	-	100,000
259	12527	New #1 X Pickup Truck Public Washrooms	In order to provide regular cleaning service to the new PFT (toilet) and to support an enhanced public toilet strategy, an additional vehicle is required to augment team mobility to sites across the City.  Scope/Outcome: New unit for Civic Building and Properties.  Estimated Completion: 2024	05 Asset Management and Infrastructure	60,000	-	-	-	-	60,000	-	-	60,000
260	12528	New #2 X Pickup Truck Facilities Maintenance	Our business model for facility maintenance services is to have the team based out of City Hall and dispatched to all facility sites across the City. We currently only have 1 vehicle shared between 3 staff, which impacts our response time and ability to manage work orders efficiently.  Scope/Outcome: New unit for Civic Building and Properties.  Estimated Completion: 2024	05 Asset Management and Infrastructure	60,000	-	-	-	-	60,000	-	-	60,000
261	12529	Pick-up Truck for TACC	Our business model for facility maintenance services is to have the team based out of City Hall and dispatched to all facility sites across the City. We currently only have 1 vehicle shared between 3 staff, which impacts our response time and ability to manage work orders efficiently. This vehicle request is tied to a new staff enhancement that will service TACC.  Scope/Outcome: New unit for Civic Building and Properties.  Estimated Completion: 2024	05 Asset Management and Infrastructure	60,000	-	-	-	-	60,000	-	-	60,000
262	12530	Pick-up Truck for TACC	1 X Pickup Truck for FTE enhancement is required; TACC enhancement. In order to provide regular grounds maintenance for TACC, an additional vehicle is required to augment maintenance contributions to parks and open spaces across the City. This vehicle request is tied to a new staff enhancement that will maintain the parks and open spaces in and around TACC.  Scope/Outcome: New unit for Engineering Operations.  Estimated Completion: 2024	05 Asset Management and Infrastructure	60,000	-	-	-	-	60,000	-	-	60,000

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan						Funding Sources		
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
263	12531	QB rail crossing safety Assessments	Scope/Outcome: Rail crossing safety improvements, and Whistle Cessation Initiative for Queensborough crossings.	05 Asset Management and Infrastructure	250,000	250,000	-	-	-	500,000	-	-	500,000
264	12532	Exchange email migration to Cloud	Scope/Outcome - Consulting services to assist with the design and execution of wholesale migration of City's emailboxes from on premise Exchange server to the cloud (Exchange Online). This will modernize the City's messaging platform and facilitate modern integrations with eGov and other platforms.	05 Asset Management and Infrastructure	125,000	-	-	-	-	125,000	-	-	125,000
265	12533	Century House Accessibility Modification	Recent accessibility audit report indicated the facility required some modifications. The renovation will include the installation of accessibility doors, front customer service counter, toilets and partition modification.	05 Asset Management and Infrastructure	95,000	-	-	-	-	95,000	-	-	95,000
266	12534	Century House Security & Access Management	To install security partition and access control to ensure the safety of the public, staff and protection of assets	05 Asset Management and Infrastructure	-	85,000	-	-	-	85,000	-	-	85,000
267	12535	Youth Centre Renovation/Repl	Replace cracked kitchen counter, install blinds to help cool the interior and install exterior signage.	05 Asset Management and Infrastructure	45,000	-	-	-	-	45,000	-	-	45,000
268	12536	Youth Centre Furnishing & Equip Renewal/Repl	Replace original public seating furniture and equipment installed in 2010	05 Asset Management and Infrastructure	35,000	-	-	-	-	35,000	-	-	35,000
269	12537	QCC Fitness Floor Repair	Fitness floor required repairs due to heavy weight dropped over time.	05 Asset Management and Infrastructure	-	75,000	-	-	-	75,000	-	-	75,000
270	12538	Dead and Dying Trees (Phase 1+ Phase 2)	Scope/ Outcome: Phase 1 proposed to commence in 2024/2025 to verify the inventory, location and assessment of all dead/ dying trees on streets and boulevards across the city. Phase 2 proposed to commence in 2025/2026 to expedite tree/ stump removal and replacement (where feasible). This includes supply and installation of trees identified for replacement in Phase 1.	05 Asset Management and Infrastructure	150,000	150,000	375,000	375,000	375,000	1,425,000	-	-	1,425,000
271	12539	Grimston Park Sand Volleyball Courts	Conversion of under utilized lacrosse box into sand volleyball courts to replace the two sand volleyball courts at WPP that were destroyed by the previous fire	05 Asset Management and Infrastructure	95,000	-	-	-	-	95,000	-	-	95,000
272	12540	Moody Park Lacrosse Box Repairs	Existing lacrosse box will repairs to ensure playability. The repaired lacrosse box will incorporate multi-sports to meet the growing needs	05 Asset Management and Infrastructure	-	350,000	-	-	-	350,000	-	-	350,000
273	12541	Vehicle for Water Tank	Scope/Outcome: An appropriate utility vehicle is required to carry water tank and equip to care for newly planted trees and naturalized area throughout the City. Estimated Completion: 2024	05 Asset Management and Infrastructure	175,000	-	-	-	-	175,000	-	-	175,000
274					-	-	-	-	-	-	-	-	-
275	A0026	IH Restore Kitchen (IH205) and Dining Room	Scope/Outcome: Recommendations for restoration of Irving House based on 2010 study. Room plasters will be repaired and wall paper will be reproduced and installed	05 Asset Management and Infrastructure	-	75,000	-	-	-	75,000	-	-	75,000
276	A0027	IH Restore Lib Granmother Rm	Scope/Outcome: Recommendation based on Irving House Restoration Study - 2010. Room plasters will be repaired and wall paper will be reproduced and installed	05 Asset Management and Infrastructure	-	75,000	-	-	-	75,000	-	-	75,000
277	A0029	IH Restore Bedrooms IH310A	Scope/Outcome: Restoration of upstairs bedroom. Part of overall restoration and preservation plan of Irving House. Room plasters will be repaired and wall paper will be reproduced and installed	05 Asset Management and Infrastructure	-	75,000	-	-	-	75,000	-	-	75,000
278	A0032	IH rpl Shingle Roof	Scope/Outcome: Replacement of Irving House's shingled roof.	05 Asset Management and Infrastructure	-	75,000	-	-	-	75,000	-	-	75,000
279	A0033	IH Demolish Cinderblock Build/landscape grounds	Scope/Outcome: Demolish old museum cinder block building and relandscape of ground area.	05 Asset Management and Infrastructure	-	-	50,531	99,649	-	150,180	-	-	150,180
280	A0039	Samson Grid Decking	Scope/Outcome: Repair and Replacement of Decking on the Samson V Project Timeline: Planning Expected Completion: 2026	05 Asset Management and Infrastructure	-	37,000	-	-	-	37,000	-	-	37,000
281	A0083	rpl Ford F250 Diesel Pick Up Unit 225	Scope/Outcome: For the replacement of unit 225. This is a 2008 Ford F250 Diesel pickup with a dump box insert. This unit will be over 16 years old and due for replacement Estimated Completion: 2024	05 Asset Management and Infrastructure	95,000	-	-	-	-	95,000	-	-	95,000



Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan					Funding Sources			
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
282	A0091	rpl Ford F150 w/ canopy Unit 747	Project Scope/Outcome: U2747 - Ford F150 with a canopy Year: 2010, standard lifecycle 8 years KM's - 107392 Use - Training Unit Procurement - Electric: Hybrid Goods Ordering Year: 2023 Goods Receipt Timing:2023	05 Asset Management and Infrastructure	-	85,000	-	-	-	85,000	-	-	85,000
283	A0095	ENG OPS rpl overhead doors	Scope/Outcome: Replace overhead doors, tracks, motors and spring assemblies.	05 Asset Management and Infrastructure	-	81,000	-	-	-	81,000	-	-	81,000
284	A0110	Hume Park rpl Spraypool	Scope/Outcome: Hume is the City's most used spray park and will need to be replaced. Ongoing maintenance has taken place over the last several years to keep it operating.	05 Asset Management and Infrastructure	150,000	-	-	-	-	150,000	-	-	150,000
285	A0125	rpl Chev Malibu Police Unit 784	Project Scope/Outcome: U784 - Chev Malibu Year: 2011 KM's - 37130 Use - Prevention Services - Police Procurement - Electric: Yes Goods Ordering Year: 2023 Goods Receipt Timing:2023	05 Asset Management and Infrastructure	70,000	-	-	-	-	70,000	-	-	70,000
286	A0138	MPA Fire Alarm Panel Upgrade	Scope/Outcome: Upgrade and repair to the fire alarm system and panel.	05 Asset Management and Infrastructure	-	-	15,000	-	-	15,000	-	-	15,000
287	A0139	MPA Score Clock	Scope/Outcome: Replacement of the Moody Park Arena score clock. The clock is an integral part of the arena operation. Used for every hockey game.	05 Asset Management and Infrastructure	25,000	-	-	-	-	25,000	-	-	25,000
288	A0155	rpl Dodge Caravan Unit 707	Project Scope/Outcome: U707 - Dodge Caravan Year: 2010 KM's - 52158 Use - Special Investigations Unit - Police Procurement - Electric: Yes Goods Ordering Year: 2023 Goods Receipt Timing:2024	05 Asset Management and Infrastructure	65,000	-	-	-	-	65,000	-	-	65,000
289	A0158	rpl Honda Accord Unit 780	Project Scope/Outcome: U780 - Honda Accord Year: 2012, standard lifecycle 8 years KM's - 65178 Use - undercover police vehicle - MCU Procurement - Electric: Yes Goods Ordering Year: 2023 Goods Receipt Timing:2024	05 Asset Management and Infrastructure	45,000	-	-	-	-	45,000	-	-	45,000
290	A0160	rpl Ford Transit Unit 782	Project Scope/Outcome: U782 - Ford Transit van Year: 2012 KM's - 26327 Use - police identification section Procurement - Electric: Yes Goods Ordering Year: 2024 Goods Receipt Timing:2024	05 Asset Management and Infrastructure	75,000	-	-	-	-	75,000	-	-	75,000
291	A0183	rpl Sander Unit #167	Scope/Outcome: Replacement of Unit #167. This is a 2008 full size self-loading sander for truck 130. Estimated completion: 2026	05 Asset Management and Infrastructure	-	-	40,000	-	-	40,000	-	-	40,000

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan						Funding Sources		
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
292	A0184	rpl Sander Unit #169	Scope/Outcome: Replacement of Unit #169. This is a 2008 full size self-loading sander for truck 127. Estimated completion: 2026	05 Asset Management and Infrastructure	-	-	40,000	-	-	40,000	-	-	40,000
293	A0187	rpl Intl Tow Truck Unit 712	Project Scope/Outcome: U712 - Dodge Sprinter van Year: 2009 KM's - 9250 Use - police investigations - IDENT Procurement - Electric: Yes Goods Ordering Year: 2024 Goods Receipt Timing:2024	05 Asset Management and Infrastructure	85,000	-	-	-	-	85,000	-	-	85,000
294	A0199	Replace Police Explorer Unit 753	Project Scope/Outcome: U753 - Nissan Pathfinder Year: 2016 KM's - 95420 Use - police chief Procurement - Electric: Yes Goods Ordering Year: 2025 Goods Receipt Timing:2025	05 Asset Management and Infrastructure	-	80,000	-	-	-	80,000	-	-	80,000
295	A0216	QPA Reroof - front lobby and washrooms	Scope/Outcome: This section of the roof covers the front lobby, main washrooms and concession areas. This roof was last reroofed in 1995. Note: Coordination required with accessibility study/potential for elevator installation.	04 Safe Movement of People	-	150,000	-	-	-	150,000	-	-	150,000
296	A0264	Replace 2010 Titan Trailer Unit #234	Scope/Outcome: Replacement of Unit #234. This is a 2010 Titan tilt trailer and will be over 12 years old and surpassed the typical lifecycle of a trailer. Estimated completion: 2025	05 Asset Management and Infrastructure	-	15,000	-	-	-	15,000	-	-	15,000
297	A0265	Replace 2010 Titan Trailer Unit #286	Scope/Outcome: Replacement of Unit #286. This is a 2010 Titan tilt trailer and will be more than 12 years old and surpassed the typical lifecycle of a trailer. Estimated completion: 2025	05 Asset Management and Infrastructure	-	15,000	-	-	-	15,000	-	-	15,000
298	A0357	Rpl 2016 Freightliner Tow Truck Unit #76	Scope/Outcome: Unit #76 replacement. This unit is a 2016 Freightliner flat deck tow truck. Replacement is based on a 4 year life cycle. These tow trucks run 24/7/365 and acquire very high mileage resulting in high maintenance costs. Their use will be evaluated annually and replacement schedule adjusted accordingly. This truck replacement has been extended 3 years. Estimated completion: 2024	05 Asset Management and Infrastructure	225,000	-	-	-	-	225,000	-	-	225,000
299	A0360	Rpl 2017 John Deer Backhoe Unit #115	Scope/Outcome: Replacement of Unit #115. This is a 2017 John Deere 410L backhoe. They have a normal lifecycle of 7yrs and 8000hrs, by 2024 it would be overdue for replacement, but re-evaluate at that time. Estimated completion: 2025	05 Asset Management and Infrastructure	235,000	-	-	-	-	235,000	-	-	235,000
300	A0361	Rpl 2000 Sander Unit #173	Scope/Outcome: Replacement of Unit #173 a 2000 sander Unit for the dump truck Unit #125. This Unit will be 23yrs old and due for scheduled replacement Estimated completion: 2025	05 Asset Management and Infrastructure	-	40,000	-	-	-	40,000	-	-	40,000
301	A0373	AC Rpl Electrical Capacitors	Scope/Outcome: Replace power factor capacitors located in main electrical vault	05 Asset Management and Infrastructure	-	25,000	-	-	-	25,000	-	-	25,000
302	A0376	GB Firehall Security Maintenance	Scope/Outcome: Access control/security system. Programmable door lock control devices need to be replaced.	05 Asset Management and Infrastructure	24,000	-	-	-	-	24,000	-	-	24,000
303	A0378	GB Firehall rpl Doors	Scope/Outcome: QC-FH replace/refurbish 6 overhead bay doors.	05 Asset Management and Infrastructure	-	30,000	-	-	-	30,000	-	-	30,000
304	A0379	GB Firehall Building Envelope Maintenance	Scope/Outcome: Repairs/repaint brick wall and caulking of roof flashing.	05 Asset Management and Infrastructure	40,000	80,000	-	-	-	120,000	-	-	120,000

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan						Funding Sources		
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
305	A0390	Eng OPS rpl Heating/Ventilation	Scope/Outcome: Replace/refurbish make-up air unit and RTU as the units have reached the end of their service life.	05 Asset Management and Infrastructure	100,000	100,000	-	-	-	200,000	-	-	200,000
306	A0393	QCC Rpl HVAC Units	Scope/Outcome: Replace 30 tonne unit that has reached the end of its service life.	05 Asset Management and Infrastructure	-	100,000	-	-	-	100,000	-	-	100,000
307	A0424	Hume Pool Rpl Fencing	Scope/Outcome: Condition Assessment indicates wood and chain link fencing should be replaced due to decay, mesh delamination, corrosion, spot repairs due to vandalism. Combined fencing would be replaced with 12' high fencing with 1 1/2" coloured mesh and galvanized steel components	05 Asset Management and Infrastructure	35,000	-	-	-	-	35,000	-	-	35,000
308	A0476	Rpl Ford C-Max Unit #12	Scope/Outcome: Replacement of Unit #12. This is a 2014 Ford C-Max hybrid vehicle. It will be over 10 years old and due for scheduled replacement in 2024. Replacement is moved to 2026 due to lower kms and good working condition. Estimated completion: 2026	05 Asset Management and Infrastructure	60,000	-	-	-	-	60,000	-	-	60,000
309	A0478	Rpl Nissan Frontier Unit #124	Scope/Outcome: Replacement of Unit #124. This is a 2016 Nissan Frontier converted to propane used for the beat. This truck will be 10 years old and overdue for replacement in 2027. Estimated completion: 2027	05 Asset Management and Infrastructure	-	-	-	60,000	-	60,000	-	-	60,000
310	A0479	Rpl Western Star Dump Truck Unit #127	Scope/Outcome: Replacement of Unit #127. This is a 2014 Western Star tandem dump truck. It will be more than 10 years old and have high mileage in 2025. Estimated completion: 2025	05 Asset Management and Infrastructure	-	425,000	-	-	-	425,000	-	-	425,000
311	A0480	Rpl Air Compressor Trailer Unit #166	Scope/Outcome: Replacement of Unit #166. This is a 2012 air compressor trailer. This will be over 12 years old and scheduled for replacement in 2024. Replacement is moved to 2026 due to good working order of unit. Estimated completion: 2026	05 Asset Management and Infrastructure	-	25,000	-	-	-	25,000	-	-	25,000
312	A0481	Rpl Sander for Unit #686	Scope/Outcome: Replacement of Unit #686. This is a 2009 sander for Unit #685. It will be more than 15years old when scheduled for replacement in 2026. Estimated completion: 2026	05 Asset Management and Infrastructure	-	-	40,000	-	-	40,000	-	-	40,000
313	A0482	Rpl Fire Truck Unit #406	Project Scope/Outcome: U406 - Rpl Fire Truck Year: 2004 KM's - 146,077 Use - Fire truck Procurement - Electric: Hybrid Goods Ordering Year: 2024 Goods Receipt Timing:2024	05 Asset Management and Infrastructure	860,000	-	-	-	-	860,000	-	-	860,000
314	A0483	Rpl Sander for Unit #201	Scope/Outcome: Replacement of Unit #237. This is a 2010 sander for Unit #201. It will be over 14years old and due for replacement in 2024. Estimated Completion: 2024	05 Asset Management and Infrastructure	25,000	-	-	-	-	25,000	-	-	25,000
315	A0484	Rpl Soil Relieving Attachment for #232	Scope/Outcome: Replacement of Unit #268. This is a 2012 soil relieving attachment for Unit #232. It will be more than 13 years old and due for replacement in 2025. Estimated Completion: 2025	05 Asset Management and Infrastructure	-	30,000	-	-	-	30,000	-	-	30,000

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan					Funding Sources			
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
316	A0485	Rpl Mobile Command Trailer Unit #706	Project Scope/Outcome: U702 - mobile command trailer Year: 2009 KM's - n/a Use - police or fire emergencies Procurement - Electric: NA Goods Ordering Year: 2025 Goods Receipt Timing:2026	05 Asset Management and Infrastructure	-	250,000	-	-	-	250,000	-	-	250,000
317	A0486	Rpl Police Patrol Unit #744	Project Scope/Outcome: U744 - Police Explorer Year: 2017. standard lifecycle 5 years KM's - 85765 Use - Police Patrol Unit Procurement - Electric: Hybrid Goods Ordering Year: 2024 Goods Receipt Timing: 2024	05 Asset Management and Infrastructure	100,000	-	-	-	-	100,000	-	-	100,000
318	A0494	QP Centennial Lodge Exterior Painting		05 Asset Management and Infrastructure	30,000	-	-	-	-	30,000	-	-	30,000
319	A0495	QP Centennial Lodge rpl Furnace	Scope/Outcome: Replacement of 4 furnaces that supply heat to the main hall, preschool, and art gallery.	05 Asset Management and Infrastructure	-	60,000	-	-	-	60,000	-	-	60,000
320	A0499	QPA Spectator Seating Heater Replacement		05 Asset Management and Infrastructure	75,000	-	-	-	-	75,000	-	-	75,000
321	A0500	QPA Dehumidifier Replacement	Scope/Outcome: Rpl dehumidifiers within the rink area of QPA to control moisture to help preserve the metal truss system and ice quality	05 Asset Management and Infrastructure	90,000	-	-	-	-	90,000	-	-	90,000
322	A0560	Uninterruptible Power Supply	Scope/Outcome: Replace/refurbish current UPS system as part of cyclical maintenance	05 Asset Management and Infrastructure	-	50,000	-	-	-	50,000	-	-	50,000
323	A0561	CH Flooring - Carpet	Scope/Outcome: Replace carpet - 2nd floor east wing	05 Asset Management and Infrastructure	-	40,000	-	-	-	40,000	-	-	40,000
324	A0562	QB Main Roof Replacement - 2 Ply SBS	Scope/Outcome: Replace roof and flashing at Queensborough firehall as the roofing system is nearing the end of service life	05 Asset Management and Infrastructure	20,000	175,000	-	-	-	195,000	-	-	195,000
325	A0563	Interior and Exterior Walls Finishing	Scope/Outcome: Repaint/Stain Wooden Siding and Repaint interior walls, ceilings and trim as needed throughout the building.	05 Asset Management and Infrastructure	35,000	-	-	-	-	35,000	-	-	35,000
326	A0566	ENG OPS Electrical Offices - rpl Exterior Windows	Scope/Outcome: Exterior windows are nearing end of life; replacement windows will improve energy performance and occupant comfort.	05 Asset Management and Infrastructure	-	-	110,000	-	-	110,000	-	-	110,000
327	A0570	Domestic Water Heater	Scope/Outcome: Replace the two Hot Water Heaters in the Mechanical Room - West Side of the Gymnasium	05 Asset Management and Infrastructure	-	20,000	-	-	-	20,000	-	-	20,000
328	A0571	QPA Fire Alarm - Sprinkler System	Scope/Outcome: Retrofit components of the fire sprinkler equipment.	04 Safe Movement of People	16,000	-	-	-	-	16,000	-	-	16,000
329	A0572	QP Stadium Roof Covering - 2 Ply SBS	Scope/Outcome: Replace Grandstand Roof (Field side of sloped canopy).	05 Asset Management and Infrastructure	-	60,000	-	-	-	60,000	-	-	60,000
330	A0594	Rpl Chevy Equinox Unit #10	Scope/Outcome: Replacement of Unit #10 Chevy Equinox is a pool vehicle used at City Hall for company business and travel. It was originally scheduled for 10yr replacement, but will be re-evaluate again closer to 2025 Estimated completion: 2025	05 Asset Management and Infrastructure	-	60,000	-	-	-	60,000	-	-	60,000
331	A0595	Rpl Ford C-Max Unit #11	Scope/Outcome: Replacement of Unit #11. This is a 2014 Ford C-Max hybrid vehicle. It will be over 10 years old and due for scheduled replacement in 2025. Re-evaluate closer to 2025. Estimated completion: 2025	05 Asset Management and Infrastructure	-	60,000	-	-	-	60,000	-	-	60,000

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan						Funding Sources		
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
332	A0596	Rpl Nissan Rogue Unit #118	Scope/Outcome: Replacement of Unit #118. a 2015 Nissan Rogue. This vehicle will be 10yrs old and due for replacement. Will re-evaluate closer to 2025. Estimated completion: 2025	05 Asset Management and Infrastructure	-	60,000	-	-	-	60,000	-	-	60,000
333	A0597	Rpl Ford F250 Pick-up Unit #170	Scope/Outcome: Replacement of Unit #170 a 2015 Ford F250 pick-up with power lift gate. This truck will be over 10yr old in 2025. Replacement will be re-evaluated closer to time. Estimated completion: 2025	05 Asset Management and Infrastructure	-	105,000	-	-	-	105,000	-	-	105,000
334	A0598	Rpl Exmark 52" Mower Unit #214	Scope/Outcome: Replacement of Unit #214. This is a self-propelled 52" walk behind mower. It will be over 10 years old and due for replacement. Estimated completion: 2025	05 Asset Management and Infrastructure	-	55,000	-	-	-	55,000	-	-	55,000
335	A0599	Rpl Sander Unit #946	Scope/Outcome: Replacement of Unit #946. This is a 2010 sander for Unit #945. It will be over 15years old and require replacement in 2025. Estimated completion: 2025	05 Asset Management and Infrastructure	-	40,000	-	-	-	40,000	-	-	40,000
336	A0602	Rpl Dodge 2500 pick-up Unit 420	Project Scope/Outcome: U420 - rpl Dodge 2500 pick-up Year: 2015 KM's - 98080 Use - First response truck Procurement - Electric: Yes Goods Ordering Year: 2025 Goods Receipt Timing:2025	05 Asset Management and Infrastructure	-	120,000	-	-	-	120,000	-	-	120,000
337	A0603	Rpl John Deere Mower Unit #255	Scope/Outcome: Replacement of Unit #255, a 2017 John Deere 72" mower used by the Parks. This Unit will be 8 years old and will have approximately 6000hrs by 2025. This unit will be due for replacement. Estimated Completion: 2025	05 Asset Management and Infrastructure	-	65,000	-	-	-	65,000	-	-	65,000
338	A0604	Rpl Nissan Frontier pick-up Unit #260	Scope/Outcome: Replacement of Unit #260 a 2015 Nissan Frontier used by horticulture staff. This pick-up will be 10yrs old and due for replacement. Will re-evaluate closer to 2025. Estimated Completion: 2025	05 Asset Management and Infrastructure	-	65,000	-	-	-	65,000	-	-	65,000
339	A0605	Rpl 16' Jacobsen wing mower Unit #275	Scope/Outcome: Replacement of Unit #275, a 2015 16' side wing Jacobsen Mower. This Unit will be over 10 years old and surpassed the life cycle in hours. Estimated Completion: 2025	05 Asset Management and Infrastructure	-	170,000	-	-	-	170,000	-	-	170,000
340	A0606	Rpl Police Unit #716 Truck	Project Scope/Outcome: U702- International flat deck truck Year: 2010 KM's - 12746 Use - tows the Command trailer Procurement - Electric: Gas Goods Ordering Year: 2027 Goods Receipt Timing: 2027	05 Asset Management and Infrastructure	-	-	-	125,000	-	125,000	-	-	125,000
341	A0607	Rpl police Unit 750 Explorer	Project Scope/Outcome: U750 - Police Explorer Year: 2017 KM's - 114821 Use - Police Crime Reduction Unit Procurement - Electric: Hybrid Goods Ordering Year: 2025 Goods Receipt Timing:2025	05 Asset Management and Infrastructure	-	100,000	-	-	-	100,000	-	-	100,000

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan						Funding Sources		
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
342	A0608	Rpl police Unit 751 Explorer	Project Scope/Outcome: U751 - Police Explorer Year: 2017 KM's - 67132 Use - Police Gang Unit Procurement - Electric: Hybrid Goods Ordering Year: 2025 Goods Receipt Timing:2025	05 Asset Management and Infrastructure	-	100,000	-	-	-	100,000	-	-	100,000
343	A0620	WPP Timber Wharf Detailed Design, Tender and Construction	Scope/Outcome: Following the planning and engagement phase for the east end of WPP (Timber Wharf Section), detailed design and construction of the park elements will commence. This capital cost does not include reconstruction of the deck or structural supports below. Insurance funding amount TBD	01 Community Belonging and Connecting	1,000	1,000	1,000	1,000	1,000	5,000	-	-	5,000
344	A0625	AC Washroom Fixtures Upgrade Allowance	Scope/Outcome: High-use fixtures in public washrooms will reach end of 10 year life expectancy; budget for replacement.	05 Asset Management and Infrastructure	-	300,000	-	-	-	300,000	-	-	300,000
345	A0626	AC Fire Detection and Alarm replacement of controls	Scope/Outcome: Replace controller, smoke and heat detectors on VESDA system.	05 Asset Management and Infrastructure	-	150,000	-	-	-	150,000	-	-	150,000
346	A0628	AC Sanitary and Storm Sewer	Scope/Outcome: Scheduled replacement of 4 pump systems, motors, pumps, float controllers, control units.	05 Asset Management and Infrastructure	-	200,000	-	-	-	200,000	-	-	200,000
347	A0645	E. Columbia Great St RCH Frontage	Scope/Outcome: The works will include the City's portion of the East Columbia Great Street works on the west side of the street, along the RCH frontage (i.e. from Keary Street to Sherbrooke St). FHA is responsible for all works up to the curb line on the west side of the street; to complete the Great Street, works are also required to improve the west side sidewalk, and the west side of the intersections that are being improved as part of the RCH redevelopment.	04 Safe Movement of People	-	-	1,100,000	900,000	-	2,000,000	945,500	-	1,054,500
348	A0655	Rpl Chevy Volt Electric Unit #110	Scope/Outcome: Replacement of Unit #110. This is a 2018 electric vehicle that for most of it's life was driven home daily. It was initially scheduled for replacement in 8yrs in 2026. I will re-evaluate closer to due date.  Estimated completion: 2026	05 Asset Management and Infrastructure	-	-	55,000	-	-	55,000	-	-	55,000
349	A0656	Rpl Peterbilt / Tymco Street Sweeper Unit #145	Scope/Outcome: Replacement of Unit #145, This is a 2016 Peterbilt 320 and Tymco street sweeper. This Unit gets used daily and is a very high maintenance vehicle scheduled replacement is for 2025  Estimated completion: 2025	05 Asset Management and Infrastructure	-	-	-	500,000	-	500,000	-	-	500,000
350	A0657	Rpl Sander Unit #686	Scope/Outcome: Replacement of Unit #686. This is a 2011 sander for Unit #945. It will be over 15yrs old and require replacement in 2026.  Estimated completion: 2026	05 Asset Management and Infrastructure	-	-	40,000	-	-	40,000	-	-	40,000
351	A0658	Rpl International Van Unit #404	Project Scope/Outcome: U404 - rpl International Van Year: 1997 KM's - 14,600 Use - Special Operations Response Procurement - Electric: Yes Goods Ordering Year: 2026 Goods Receipt Timing:2026	05 Asset Management and Infrastructure	-	-	125,000	-	-	125,000	-	-	125,000
352	A0660	Rpl Gardener Trailer Unit #238	Scope/Outcome: Replacement of Unit #238. This is a 2014 custom built trailer for the gardeners. It will be 12 yrs old and scheduled for replacement as early as 2026.  Estimated Completion: 2026	05 Asset Management and Infrastructure	-	-	18,000	-	-	18,000	-	-	18,000

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan						Funding Sources		
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
353	A0661	Rpl Ford F250 Unit #245	Scope/Outcome: Replacement of Unit #245. This is a 2014 Ford F-250 converted to Propane and scheduled for replacement in 2026 at 12 yrs old. There should be a fully electric version available to replace.  Estimated Completion: 2026	05 Asset Management and Infrastructure	-	-	95,000	-	-	95,000	-	-	95,000
354	A0662	Rpl Ford F-250 Unit #246	Scope/Outcome: Replacement of Unit #246. This is a 2014 Ford F-250 converted to Propane and scheduled for replacement in 2026 at 12 yrs old. There should be a fully electric version available to replace.  Estimated Completion: 2026	05 Asset Management and Infrastructure	-	-	95,000	-	-	95,000	-	-	95,000
355	A0663	Rpl Zamboni Unit #280	Scope/Outcome: Replacement of Unit #280. This is a 2016 fully electric Zamboni that has a lifecycle of 10yrs due to battery depletion. This is scheduled for replacement in 2026.  Estimated Completion: 2026	05 Asset Management and Infrastructure	-	-	26,583	193,417	-	220,000	-	-	220,000
356	A0664	Rpl Police Boat Trailer Unit #788	Project Scope/Outcome: U788 - Tri-axle boat trailer Year: 2007 KM's - N/A Use - police Zodiac H50 Procurement - Electric: NA Goods Ordering Year: 2025 Goods Receipt Timing:2025	05 Asset Management and Infrastructure	-	25,000	-	-	-	25,000	-	-	25,000
357	A0665	Rpl police hybrid Unit #745	Project Scope/Outcome: U745 - Police Explorer Hybrid Year: 2020, standard lifecycle 5 years KM's - 35370 Use - Police Patrol Unit Procurement - Electric: Hybrid Goods Ordering Year: 2026 Goods Receipt Timing:2026	05 Asset Management and Infrastructure	-	-	100,000	-	-	100,000	-	-	100,000
358	A0666	Rpl police motorcycle Unit #775	Project Scope/Outcome: U775 - Harley Davidson Power Glide Motorcycle Year: 2019, standard lifecycle 7 years KM's - 6499 Use - Police - Traffic Unit Procurement - Electric: Yes Goods Ordering Year: 2026 Goods Receipt Timing:2026	05 Asset Management and Infrastructure	-	-	60,000	-	-	60,000	-	-	60,000
359	A0667	Rpl police motorcycle Unit #776	Project Scope/Outcome: U776 - Harley Davidson Power Glide Motorcycle Year: 2019, standard lifecycle 7 years KM's - 3570 Use - Police - Traffic Unit Procurement - Electric: Yes Goods Ordering Year: 2026 Goods Receipt Timing:2026	05 Asset Management and Infrastructure	-	-	60,000	-	-	60,000	-	-	60,000
360	A0672	Master Transportation Plan Update	Scope/Outcome: Refresh of Master Transportation Plan, including consulting and public engagement costs.	04 Safe Movement of People	-	-	200,000	-	-	200,000	99,000	-	101,000
361	A0693	Grimston Park Sport Courts Repairs / Replace	Scope/Outcome: Grimston park sport courts (lacrosse, tennis/basketball) required repairs to ensure the safety for all users and staff.	05 Asset Management and Infrastructure	-	-	-	170,000	-	170,000	-	-	170,000

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan						Funding Sources		
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
362	A0704	Pool Filters Media Rpl	Scope/Outcome: To reduce chemical usage and keeping pool water with in standard practices, the filter media needs to be replaced at an acceptable interval	05 Asset Management and Infrastructure	-	-	30,000	-	-	30,000	-	-	30,000
363	A0709	Hume Pool Mechanical Rep/Rpl	Scope/Outcome: Hume Pool Mechanical assessment completed in 2020 suggests replacement of the Filters, Filter Pumps, Pool Heat Exchangers, Boilers in 1-5 years	05 Asset Management and Infrastructure	240,000	-	-	-	-	240,000	-	-	240,000
364	A0711	Hume Pool Facility Rep/updates	Scope/Outcome: Condition Assessment indicated repair/replacement require of wood fixtures, change table, vanities, toilets, toilet partitions, benches, storage cubicles, lockers, storage cabinets.	05 Asset Management and Infrastructure	-	-	20,000	-	-	20,000	-	-	20,000
365	A0712	CH Kitchen Counters & Flooring Rpl	Scope/Outcome: Century House kitchen counters and flooring are anticipated to need replacement in the next several years	05 Asset Management and Infrastructure	-	-	80,000	-	-	80,000	-	-	80,000
366	A0714	CH Mechanical Room Domestic Hot Water Heater	Scope/Outcome: Replace the water heater in the main mechanical room, basement (existing unit will be at end of life) with electrical on-demand unit.	05 Asset Management and Infrastructure	-	-	15,000	-	-	15,000	-	-	15,000
367	A0715	CH Replace Boiler	Scope/Outcome: Primary heating boiler for City Hall is past end of life. Replace with high-efficiency unit.	05 Asset Management and Infrastructure	-	-	270,000	-	-	270,000	-	-	270,000
368	A0717	Glenbrook Interior Painting	Scope/Outcome: Scheduled repainting of all interior walls (20 years since last done)	05 Asset Management and Infrastructure	-	-	25,000	-	-	25,000	-	-	25,000
369	A0718	FIR Staff Change Room and Washroom Renovation	Scope/Outcome: Overhaul change rooms and washrooms to be non-gendered and universal at all 3 Fire Halls.	05 Asset Management and Infrastructure	-	-	600,000	-	-	600,000	-	-	600,000
370	A0721	Accessibility Improvements	Scope/Outcome: Fund to improve accessibility across all facilities (proposed as an annual budget item). Address accessibility deficiencies as proposed by the Accessibility Advisory committee, to improve compliance.	01 Community Belonging and Connecting	-	-	20,000	-	-	20,000	-	-	20,000
371	A0722	Elevator rpl and/or Modernization	Scope/Outcome: The City owns and maintains 20+ elevating devices, including those in the public realm. The 2022 Condition Assessment will provide an updated estimate and schedule for replacements and modernization. Inserting placeholder budget in 2026 in anticipation of routine asset renewal or replacement costs.	05 Asset Management and Infrastructure	-	-	500,000	-	-	500,000	-	-	500,000
372	A0725	Rpl Police Bldg Roof	Scope/Outcome: Replace 2-ply SBS roof - Main Roof directly off mechanical room. Existing roof will be at end of 25 year life span in 2026. Replace fall protection equipment, and replace or refurbish the skylight/seals/sealant. Coordinate with roof-top equipment replacements and increase insulation for improved energy efficiency.	05 Asset Management and Infrastructure	-	-	450,000	-	-	450,000	-	-	450,000
373	A0726	POL Refurbish Elevator Cab	Scope/Outcome: Scheduled refurbishment of elevator cab (25 year cycle)	05 Asset Management and Infrastructure	-	-	15,000	-	-	15,000	-	-	15,000
374	A0727	POL Staff Change Room and Washroom Renovation	Scope/Outcome: Overhaul change rooms and washrooms to be non-gendered and universal.	05 Asset Management and Infrastructure	-	-	425,000	125,000	-	550,000	-	-	550,000
375	A0728	Works Yard Future Needs Assessment / Strategic Plan	Scope/Outcome: Full review of space and operational needs, for staff and equipment, including Engineering Operations and Electrical Utility. Creation of a strategic plan for growth to support the City's growing population, aging infrastructure, and Climate Action goals.	05 Asset Management and Infrastructure	-	150,000	-	-	-	150,000	-	-	150,000
376	A0729	CHSE Replace Kitchen Grease Trap	Scope/Outcome: Replace unit.	05 Asset Management and Infrastructure	-	-	25,000	-	-	25,000	-	-	25,000
377	A0730	MPA rpl Washroom Partitions	Scope/Outcome: Replace washroom partitions (30 year planned replacement)	05 Asset Management and Infrastructure	-	-	20,000	-	-	20,000	-	-	20,000
378	A0731	QCC rpl Grease Trap	Scope/Outcome: Scheduled replacement of grease trap (combine with Century House project)	05 Asset Management and Infrastructure	-	-	20,000	-	-	20,000	-	-	20,000
379	A0739	Ecomm Radio Replacement	Project Scope/Outcome: E-COMM radios end of life replacement, current estimate to replace 130 radios.	05 Asset Management and Infrastructure	-	650,000	-	-	-	650,000	-	-	650,000
380	A0746	Land Acquisitions	Scope/Outcome: Land acquisitions for Transportation safety improvements to high risk intersections	05 Asset Management and Infrastructure	-	-	-	2,000,000	-	2,000,000	-	-	2,000,000



Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan					Funding Sources			
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
381	A0755	2017 Exmark Unit #21	Year Purchased: 2017 KM Driven: 829 Hours Purpose of Use: Cemetery Maintenance New Vehicle Type (EV or Gas): EV Order Place (in Year): 2027 Vehicle Deliver (in Year): 2027	05 Asset Management and Infrastructure	-	-	-	20,000	-	20,000	-	-	20,000
382	A0756	2017 Exmark Unit #22	Year Purchased: 2017 KM Driven: 739 Hours Purpose of Use: Cemetery Maintenance New Vehicle Type (EV or Gas): EV Order Place (in Year): 2027 Vehicle Deliver (in Year): 2027	05 Asset Management and Infrastructure	-	-	-	20,000	-	20,000	-	-	20,000
383	A0757	2019 John Deere Mower Unit #251	Year Purchased: 2019 KM Driven: 1813 Hours Purpose of Use: Parks New Vehicle Type (EV or Gas): EV Order Place (in Year): 2027 Vehicle Deliver (in Year): 2027	05 Asset Management and Infrastructure	-	-	-	55,000	-	55,000	-	-	55,000
384	A0758	2017 Toro Reel Mower Unit #271	Year Purchased: 2017 KM Driven: 3187 Hours Purpose of Use: Parks New Vehicle Type (EV or Gas): EV Order Place (in Year): 2027 Vehicle Deliver (in Year): 2027	05 Asset Management and Infrastructure	-	-	-	160,000	-	160,000	-	-	160,000
385	A0759	2017 Chev Silverado 4WD Unit #50	Year Purchased: 2017 KM Driven: 46271 Purpose of Use: Fleet Service Truck Mobile Repair New Vehicle Type (EV or Gas): EV Order Place (in Year): 2027 Vehicle Deliver (in Year): 2027	05 Asset Management and Infrastructure	-	-	-	100,000	-	100,000	-	-	100,000
386	A0760	2016 Ford C-Max Hybrid (was 116) Unit #64	Year Purchased: 2017 KM Driven: 45562 Purpose of Use: Parking Control New Vehicle Type (EV or Gas): EV Order Place (in Year): 2027 Vehicle Deliver (in Year): 2027	05 Asset Management and Infrastructure	-	-	-	60,000	-	60,000	-	-	60,000
387	A0761	2016 Ford C-Max Hybrid Unit #66	Year Purchased: 2017 KM Driven: 54405 Purpose of Use: Parking Control New Vehicle Type (EV or Gas): EV Order Place (in Year): 2027 Vehicle Deliver (in Year): 2027;	05 Asset Management and Infrastructure	-	-	-	60,000	-	60,000	-	-	60,000
388	A0763	2016 Nissan Frontier 4WD Unit #109	Year Purchased: 2017 KM Driven: 70573 Purpose of Use: Sanitation Beat New Vehicle Type (EV or Gas): EV Order Place (in Year): 2027 Vehicle Deliver (in Year): 2027	05 Asset Management and Infrastructure	-	-	-	60,000	-	60,000	-	-	60,000
389	A0764	2017 Nissan Frontier Unit #122	Year Purchased: 2017 KM Driven: 81324 Purpose of Use: Sanitation Beat New Vehicle Type (EV or Gas): EV Order Place (in Year): 2027 Vehicle Deliver (in Year): 2027	05 Asset Management and Infrastructure	-	-	-	60,000	-	60,000	-	-	60,000

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan						Funding Sources		
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
390	A0765	2015 Tennant Mini Sweeper Unit #141	Year Purchased: 2015 KM Driven: 56 Hours Purpose of Use: Yard Maintenance New Vehicle Type (EV or Gas): EV Order Place (in Year): 2027 Vehicle Deliver (in Year): 2027	05 Asset Management and Infrastructure	-	-	-	80,000	-	80,000	-	-	80,000
391	A0766	Roller Trailer drop down Unit #176	Year Purchased: 2015 KM Driven: N/A Purpose of Use: Equipment Trailer New Vehicle Type (EV or Gas): N/A Order Place (in Year): 2027 Vehicle Deliver (in Year): 2027	05 Asset Management and Infrastructure	-	-	-	35,000	-	35,000	-	-	35,000
392	A0767	2015 Dodge Caravan Unit #422	Year Purchased: 2015 KM Driven: 55336 Purpose of Use: Fire Response New Vehicle Type (EV or Gas): EV Order Place (in Year): 2027 Vehicle Deliver (in Year): 2027	05 Asset Management and Infrastructure	-	-	-	40,000	-	40,000	-	-	40,000
393	A0768	2010 Pierce Platform Fire Truck Unit #454	Year Purchased: 2011 KM Driven: 4790 Hours/51756 Purpose of Use: Fire Rescue Truck New Vehicle Type (EV or Gas): Gas Order Place (in Year): 2027 Vehicle Deliver (in Year): 2027	05 Asset Management and Infrastructure	-	-	-	1,200,000	-	1,200,000	-	-	1,200,000
394	A0769	2012 Pierce PUC Pumper Eng 3 Unit #455	Year Purchased: 2012 KM Driven: 7296 Hours/78902 Purpose of Use: Fire Rescue Truck New Vehicle Type (EV or Gas): Gas Order Place (in Year): 2027 Vehicle Deliver (in Year): 2027	05 Asset Management and Infrastructure	-	-	-	800,000	-	800,000	-	-	800,000
395	A0770	2012 Freightliner Pierce Responder Eng 4 Unit #456	Year Purchased: 2012 KM Driven: 1815 Hours/47618 Purpose of Use: Fire Rescue Truck New Vehicle Type (EV or Gas): Gas Order Place (in Year): 2027 Vehicle Deliver (in Year): 2027	05 Asset Management and Infrastructure	-	-	-	500,000	-	500,000	-	-	500,000
396	A0771	2016 Dodge Caravan Unit #713	Year Purchased: 2016 KM Driven: 19100 Purpose of Use: Police New Vehicle Type (EV or Gas): EV Order Place (in Year): 2027 Vehicle Deliver (in Year): 2027	05 Asset Management and Infrastructure	-	-	-	60,000	-	60,000	-	-	60,000
397	A0779	Biodiversity and Natural Areas Strategy Implementation	Develop policy to advance goals and actions within the City-wide Biodiversity and Natural Areas Strategy (2022) including: 1) Amend BR DPA to include guidelines specific to Braid and Canfor reaches; 2) Review and strengthen City watercourse and riparian area protection policies; 3) Develop policy of no-net loss of habitat on city-owned lands and env. net gain.	05 Asset Management and Infrastructure	-	-	-	75,000	75,000	150,000	-	-	150,000
398	A0780	Implementation of the Green Infrastructure Network	To advance the goals and actions in the city-wide Biodiversity and Natural Areas Strategy- Enhance biodiversity and wildlife refuge areas within larger natural areas in parks, along the Fraser and Brunette River foreshore areas and greenway network.	04 Safe Movement of People	-	-	-	350,000	150,000	500,000	-	-	500,000
399	A0781	Urban Forest Management Strategy - Update Canopy Cover Inventory and Policy Update	To advance the goals and targets in the Urban Forest Management Strategy (UFMS), update the Canopy Cover Inventory 1) City-wide and 2) by neighbourhood analysis; formalize required companion policy to the UFMS	05 Asset Management and Infrastructure	-	-	-	50,000	-	50,000	-	-	50,000
400	A0782	Outdoor Cooling Strategy Implementation	As part of the city's cooling strategy, A variety of amenities to help cool down- (i.e. bottle fillers, misters and shade structures)	01 Community Belonging and Connecting	-	-	-	75,000	-	75,000	-	-	75,000

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan						Funding Sources		
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
401	A0783	Lighting - Dog Off Leash Area (TBD) and Skatepark (QP)	Design, supply and install of lighting and power supply (as req'd)	05 Asset Management and Infrastructure	-	-	-	450,000	-	450,000	-	-	450,000
402	A0784	Hume Park Masterplan Implementation	Improving/ formalizing trails, bridges and wayfinding signage	01 Community Belonging and Connecting	-	-	-	250,000	-	250,000	-	-	250,000
403	A0785	Grimston Park Improvement	Scope/Outcome: To remove deteriorated/end of life concrete sign feature from long term exposure to the elements	05 Asset Management and Infrastructure	-	-	-	75,000	-	75,000	-	-	75,000
404	A0786	Outdoor Lacrosse Box Improvement	Councils adopted Hume Park Master Plan called for the re-configuration of the sport field and ball diamonds, repaired and upgrade lacrosse box to incorporate multi-sports and playability to meet the growing needs as the community densify	05 Asset Management and Infrastructure	-	-	-	1,000,000	-	1,000,000	-	-	1,000,000
405	A0787	Mercer Stadium Community Storage	Scope/Outcome: To repair/install storage spaces occupies by various community sport groups and re-line all track markings due the long term exposure to the environment,	01 Community Belonging and Connecting	-	-	-	150,000	-	150,000	-	-	150,000
406	A0788	Mercer Track Improvement	Scope/Outcome: Rebuilt in 2010, installation of the second 100m & 200m sprint starting point at the north west end of the track will allow/support multiple clubs/usergroups to safely train at the same time.	05 Asset Management and Infrastructure	-	-	-	500,000	-	500,000	-	-	500,000
407	A0789	Parks Sinage & Wayfinding	Scope/Outcome: To install map and wayfinding at large parks and trails	04 Safe Movement of People	-	-	-	250,000	-	250,000	-	-	250,000
408	A0790	Affordable Housing Acceleration	Scope/Outcome - This HAF Action Plan Project will permit affordable rental housing as-of-right use in residential zones for projects by non-profits and faith-based organizations. This will remove the requirement for rezoning for projects, including those offering transitional, supportive, below-market units. The OCP will be amended to allow provisions for these housing projects to achieve higher density than market projects.	02 Homes and Housing Options	115,000	-	-	-	-	115,000	-	-	115,000
409	A0791	Townhouse Acceleration	Scope/Outcome - This HAF Action Plan Project will permit townhouse developments as-of-right on lands designated for Infill Townhouse in the OCP.	02 Homes and Housing Options	150,000	70,000	-	-	-	220,000	-	-	220,000
410	A0792	Facility Condition Assessment Update	Scheduled update to the condition assessment of all Building Assets, as a necessary precursor to the 5 year update of the Facilities Asset Management Plan.	05 Asset Management and Infrastructure	-	-	-	-	200,000	200,000	-	-	200,000
411	A0793	2016 Henderson Sander (#102)	Year Purchased: 2016 KM Driven: N/A Purpose of Use: Snow and Ice response sander New Vehicle Type (EV or Gas): EV Order Place (in Year): 2028 Vehicle Deliver (in Year): 2028	05 Asset Management and Infrastructure	-	-	-	-	40,000	40,000	-	-	40,000
412	A0794	2018 Nissan Frontier (#123)	Year Purchased: 2018 KM Driven: 53,740 Purpose of Use: Sanitation Beat New Vehicle Type (EV or Gas): EV Order Place (in Year): 2028 Vehicle Deliver (in Year): 2028	05 Asset Management and Infrastructure	-	-	-	-	60,000	60,000	-	-	60,000
413	A0795	2018 Nissan Frontier (#126)	Year Purchased: 2018 KM Driven: 66,869 Purpose of Use: Sanitation Beat New Vehicle Type (EV or Gas): EV Order Place (in Year): 2028 Vehicle Deliver (in Year): 2028	05 Asset Management and Infrastructure	-	-	-	-	60,000	60,000	-	-	60,000
414	A0796	2018 Ford Transit Van (#163)	Year Purchased: 2018 KM Driven: 33,493 Purpose of Use: Sign Shop New Vehicle Type (EV or Gas): EV Order Place (in Year): 2028 Vehicle Deliver (in Year): 2028	05 Asset Management and Infrastructure	-	-	-	-	80,000	80,000	-	-	80,000

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan						Funding Sources		
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
415	A0797	2018 Ford F750 Dump Truck (#178)	Year Purchased: 2018 KM Driven: 42,771 Purpose of Use: Streets New Vehicle Type (EV or Gas): EV Order Place (in Year): 2028 Vehicle Deliver (in Year): 2028	05 Asset Management and Infrastructure	-	-	-	-	200,000	200,000	-	-	200,000
416	A0798	2008 Ford F350 (#240)	Year Purchased: 2008 KM Driven: 119,604 Purpose of Use: Graffiti removal New Vehicle Type (EV or Gas): Gas Order Place (in Year): 2028 Vehicle Deliver (in Year): 2028	05 Asset Management and Infrastructure	-	-	-	-	100,000	100,000	-	-	100,000
417	A0799	2018 Ford F550 Dump Truck (#179)	Year Purchased: 2018 KM Driven: 51,539 Purpose of Use: Streets New Vehicle Type (EV or Gas): EV Order Place (in Year): 2028 Vehicle Deliver (in Year): 2028	05 Asset Management and Infrastructure	-	-	-	-	180,000	180,000	-	-	180,000
418	A0800	Maintain current Facility Cond Index	Scope/Outcome: The Facility Asset Management Plan will be completed by the end of 2023. Early indications are that the recommended annual investment for facility renewal projects (not growth) is approximately \$9.2M. This line item is a step toward addressing the funding gap. Projects will be prioritized and defined based on the data gathered in the 2022 Facility Condition Assessment and risk analysis/prioritization outlined in the FAMP. The FAMP will be presented to council in February 2024.	05 Asset Management and Infrastructure	-	-	-	2,500,000	2,500,000	5,000,000	-	-	5,000,000
419	A0801	Operations Yard Renewal and Replacement	Scope/Outcome: As determined by the outcomes of the Works Yard needs assessment study and corporate space planning exercises. The project would address renewal and growth needs for critical City operations. Funding in 2028 would be for initial design phase.	05 Asset Management and Infrastructure	-	-	-	-	250,000	250,000	-	-	250,000
420	A0802	Replace 2013 Pierce Puc Pumper - E4 (#456)	Year Purchased: 2013 KM Driven: 49652 Purpose of Use: Fire Rescue Truck New Vehicle Type (EV or Gas): EV Order Place (in Year): 2027/2028 Vehicle Deliver (in Year): 2028	05 Asset Management and Infrastructure	-	-	-	-	2,000,000	2,000,000	-	-	2,000,000
421	A0804	Replace sliding glass doors on 4 offices with framed doors	Old sliding glass doors on supervisor/manager offices lack privacy and are reaching end of life	05 Asset Management and Infrastructure	-	-	-	-	20,000	20,000	-	-	20,000
422	A0805	Sportsplex Gym Floor Re-finishing	Sportsplex gym floor is the home to gymnastic program, ball hockey and volleyball league and other drop in sports. To ensure playability and safety, the gym floor required re-finishing over time.	05 Asset Management and Infrastructure	-	-	-	20,000	-	20,000	-	-	20,000
423	A0806	QP Work Yard Rep/Repl	QP Work Yard will need to be upgrade/repair to some of the offices, vehicle bays, supply and materials bay to ensure the facility can continue to support the Parks Operations. Pending the outcome of the conditioning assessment report	05 Asset Management and Infrastructure	-	-	-	-	200,000	200,000	-	-	200,000
424	A0807	MP Justin Morneau Field Backstop Repl	Aging backstop fencing coming to end of life as posts and mesh are rusted, replacing will be required.	05 Asset Management and Infrastructure	-	-	-	-	120,000	120,000	-	-	120,000
425	A0808	Ryall Park Bridge & Paver Rep/Rpl	Original wooden bridge leading to QCC have rotten and pavers on either side of bridge have sunken over time. Repairs/replacement is required to ensure accessibility to QCC	05 Asset Management and Infrastructure	-	-	170,000	-	-	170,000	-	-	170,000
426	A0809	2021 Ford F150 hybrid (#708)	Year Purchased: 2021 KM Driven: 12,377 Purpose of Use: Police New Vehicle Type (EV or Gas): EV Order Place (in Year): 2027/2028 Vehicle Deliver (in Year): 2028	05 Asset Management and Infrastructure	-	-	-	-	90,000	90,000	-	-	90,000

Refined 2024 - 2028 General Fund Capital Plan and Funding Sources (DRAFT)

Item #	BU #	Projects	Project Description	Strategic Priority	Proposed 5-Year Capital Plan						Funding Sources		
					2024	2025	2026	2027	2028	Total	DCC	Contribution / Grant	Reserve
427	A0810	2018 Nissan Maxima (#714)	Year Purchased: 2018 KM Driven: 29,279 Purpose of Use: Police New Vehicle Type (EV or Gas): EV Order Place (in Year): 2027/2028 Vehicle Deliver (in Year): 2028	05 Asset Management and Infrastructure	-	-	-	-	60,000	60,000	-	-	60,000
428	A0811	2021 Ford F-150 hybrid (#718)	Year Purchased: 2021 KM Driven: 23,859 Purpose of Use: Police New Vehicle Type (EV or Gas): EV Order Place (in Year): 2027/2028 Vehicle Deliver (in Year): 2028	05 Asset Management and Infrastructure	-	-	-	-	90,000	90,000	-	-	90,000
429	A0812	2018 Dodge Caravan (#791)	Year Purchased: 2018 KM Driven: 5,542 Purpose of Use: Police New Vehicle Type (EV or Gas): EV Order Place (in Year): 2027/2028 Vehicle Deliver (in Year): 2028	05 Asset Management and Infrastructure	-	-	-	-	55,000	55,000	-	-	55,000
430	A0813	2021 Ford F-150 hybrid - Supervisor (#792)	Year Purchased: 2021 KM Driven: 39,662 Purpose of Use: Police New Vehicle Type (EV or Gas): EV Order Place (in Year): 2027/2028 Vehicle Deliver (in Year): 2028	05 Asset Management and Infrastructure	-	-	-	-	90,000	90,000	-	-	90,000
431	A0814	2016 Freightliner Dump Truck (#201)	Year Purchased: 2016 KM Driven: 36,635 Purpose of Use: Field New Vehicle Type (EV or Gas): Gas Order Place (in Year): 2028 Vehicle Deliver (in Year): 2028	05 Asset Management and Infrastructure	-	-	-	-	200,000	200,000	-	-	200,000
432	A0815	2018 Dump Trailer (#243)	Year Purchased: 2018 KM Driven: N/A Purpose of Use: Horticulture New Vehicle Type (EV or Gas): N/A Order Place (in Year): 2028 Vehicle Deliver (in Year): 2028	05 Asset Management and Infrastructure	-	-	-	-	45,000	45,000	-	-	45,000
433	A0816	2018 Ford Transit Van (#295)	Year Purchased: 2016 KM Driven: 37,982 Purpose of Use: Carpentry New Vehicle Type (EV or Gas): EV Order Place (in Year): 2028 Vehicle Deliver (in Year): 2028	05 Asset Management and Infrastructure	-	-	-	-	75,000	75,000	-	-	75,000
<b>Grand Total</b>					<b>82,901,383</b>	<b>33,257,582</b>	<b>24,164,614</b>	<b>40,353,984</b>	<b>28,140,000</b>	<b>208,817,563</b>	<b>8,784,717</b>	<b>22,466,608</b>	<b>177,566,238</b>

**Attachment #2**

*October 16, 2023 Proposed 2024 General Fund  
Capital Budget & 2024 - 2028 Five Year  
Capital Plan by Funding Strategy Council  
Report*

**REPORT**  
***Office of the Chief Administrative Officer  
and Finance***

**To:** Mayor Johnstone and Members of Council – Budget Workshop      **Date:** October 16, 2023

**From:** Lisa Spitale  
Chief Administrative Officer      **File:**

Jacqueline Dairon  
Acting CFO/Director of Finance      **Item #:** 2023-668

**Subject:** **Budget 2024: Proposed 2024 General Fund Capital Budget & 2024 - 2028 Five Year Capital Plan and Funding Strategy**

---

**RECOMMENDATIONS**

THAT Council provide direction on which of the three proposed 2024 General Fund Capital Budget and Funding Strategies they support.

THAT Staff be directed to report back on the Draft Consolidated Financial Plan Bylaw, 2024 – 2028.

THAT Council approve the re-allocation of \$6.0M GCF initially assigned to Massey Theatre Renovation project to other eligible General Fund capital projects.

---

**PURPOSE**

The purpose of this report and Council Budget Workshop is to present three General Fund Five-Year Capital Plan scenarios, each with increasing levels of investment, along with their corresponding funding strategies.

These scenarios will be presented for Council's consideration and discussion, with a focus on how each scenario aligns with existing approved plans, supports Council's strategic priorities and incorporates public engagement. The objective is to guide the selection of the most suitable 2024 General Fund Capital Budget, 2024-2028 General

Fund Capital Plan and Funding Strategy that not only addresses our municipality's infrastructure needs but also aligns with Council's strategic priorities, while maintaining fiscal responsibility and resilience.

The aim is for Council to provide staff with feedback during this Budget Workshop that will set the direction. This will enable staff to prepare the necessary bylaws for the 2024-2028 Financial Plan that will be considered by Council later this year.

**SUMMARY**

In preparation for Council’s Budget Workshop on the General Fund Five-Year Capital Plan, staff has developed three distinct scenarios, each tailored to meet specific financial parameters and strategic priorities. These scenarios encompass a financial range of **\$162.5M to \$225.4M** over the five-year capital plan. Each scenario is evaluated against anticipated outcomes, associated benefits and potential risks. Each scenario enables flexibility - which is necessary in a multi-year budget framework - and allows City staff to implement strategic procurement strategies to mitigate procurement challenges and delays that have been experienced in recent years. None of the scenarios enable full realization of all of Council’s approved plans and priorities within the next five years, mainly due to financial and other resourcing constraints. The 2024-2028 General Fund Five-Year Capital Plan scenarios presented for Council’s consideration are as follows:

**Scenario 1 - \$162.5M Capital Plan**

Scenario 1 is considered the base. Scenario 1 represents a continuation of the existing capital plan with a **\$2.8M** or **3.0%** adjustment for inflationary pressures on routine asset renewal and replacement projects. This scenario builds upon the existing approved Five Year Financial Plan, to deliver core City services and capital needs. At **7.2%** this scenario is **aligned** with the City’s Reserve Management Policy that recommends maintaining a reserve balance of 5.0% to 10.0% of General Fund assets Current Replacement Value (CRV).

Scenario 1	\$M
Asset Management and Infrastructure	99.2
Safe Movement of People	35.8
Community Belonging and Connecting	15.2
Homes and Housing Options	12.1
People-Centered Economy	0.2
<b>Grand Total</b>	<b>162.5</b>
<b>Estimated Reserves Balance as of Dec 31, 2028</b>	<b>129.0</b>
<b>Reserve to Current Replacement Value (CRV)</b>	<b>7.2%</b>



**Scenario 2 - \$188.1M Capital Plan**

Scenario 2 builds upon the Scenario 1 base, adjusting for inflationary pressures and incorporating some additional funding to move Council’s strategic priorities forward. This scenario demonstrates a strong commitment to approved plans and long-term strategic objectives, investing an additional **\$14.8M** toward Asset Management and Infrastructure and **\$10.1M** for Safe Movement of People. This scenario aims to ensure a balanced approach between financial resilience and strategic priorities. At **5.9%** this scenario is **aligned** with the City’s Reserve Management Policy that recommends maintaining a balance of 5.0% to 10.0% of General Fund assets CRV.

Scenario 2	\$M
Asset Management and Infrastructure	114.0
Safe Movement of People	45.9
Community Belonging and Connecting	15.8
Homes and Housing Options	12.2
People-Centered Economy	0.2
<b>Grand Total</b>	<b>188.1</b>
<b>Estimated Reserves Balance as of Dec 31, 2028</b>	<b>106.3</b>
<b>Reserve to Current Replacement Value (CRV)</b>	<b>5.9%</b>

**Scenario 3 - \$225.4M Capital Plan**

Scenario 3 builds upon the Scenario 1 base, including accelerated funding to drive Council’s strategic priorities forward and a **\$4.3M or 3.3%** adjustment for inflationary pressures on routine asset renewal and replacement projects. This scenario demonstrates an aggressive commitment to approved plans and long-term strategic objectives, investing an additional **\$43.3M** toward Asset Management and Infrastructure and **\$18.7M** for Safe Movement of People. This scenario may require the issuance of debt in order to complete. At **4.0%** this scenario is **not aligned** with the City’s Reserve Management Policy that recommends maintaining a balance of 5.0% to 10.0% of General Fund assets CRV.

Scenario 3	\$M
Asset Management and Infrastructure	142.5
Safe Movement of People	54.5
Community Belonging and Connecting	15.9
Homes and Housing Options	12.3
People-Centered Economy	0.3
<b>Grand Total</b>	<b>225.4</b>
<b>Estimated Reserves Balance as of Dec 31, 2028</b>	<b>71.5</b>
<b>Reserve to Current Replacement Value (CRV)</b>	<b>4.0%</b>

At the Budget Workshop, City staff will be seeking direction from Council regarding which scenario(s) best aligns with Council’s preferences for capital spending and building reserves.

**BACKGROUND**

The annual budget draws from the existing Five Year Financial Plan and is established in advance of the year of delivery, with Council approval specific to annual property taxation and utility rates. Through the annual budgeting process, staff seek Council’s direction and approval on the Multi-Year Operating and Capital Budget to facilitate development of the Five Year Financial Plan Bylaw.

As is the City’s practice, if additions or changes to the Plan are required throughout the year, staff actively search for ways to cover costs within th existing plan. This is to mitigate against expansion of the Plan and the need for an amendment. In cases where no such offsets are available, staff will request an amendment to the Five Year Financial Plan Bylaw (i.e. to increase the total Plan amount) to prevent any delays or disruptions to major projects already underway.

As part of the City’s commitment to flexibility and transparency, the Finance Department reports back to Council on a quarterly basis and seeks Council approval for any adjustments where budgets would need to be reset or varied from the original budget targets throughout the year. A quarterly monitoring and reporting process is recognized as a best practice and acknowledges that changes happens over the course of any given fiscal year. Accordingly, this approach allows for:

- reporting out on the quarter results so that Council is well informed on accomplishments or project deferrals due to economic or internal factors;
- consultation on needed changes to the Approved Multi-Year Budget which, therefore, incorporates Council’s feedback on project adjustments or new projects on a timely basis;
- increased transparency and robust financial oversight which supports a more seamless transition into the next annual budget setting exercise and Five Year Financial Plan update; and
- allows Council time to set and re-set based on changing priorities or community needs and emergencies.

Throughout the quarterly monitoring and reporting process to-date, Council has endorsed the reallocation of the 2023 mulit-year capital budget amounting to **\$6.3M** within the existing Five Year Financial Plan to address immediate City needs to maintain service levels.

All three scenarios presented are based on the June 30th forecasted 2023 capital carryforward balance. As forecasts are further refined during the remainder of the quarterly updates, the forecasted 2023 carryforward amounts will be updated.

**Massey Theatre Renovation Project**

In March 2023, the City secured a funding allocation of **\$15.9M** from the Growing Communities Fund (GCF), a Provincial initiative aimed at supporting infrastructure projects in rapidly growing communities.

On June 12, 2023 Council approved the recommended scope of work, schedule and an additional **\$6.0M** budget, for the renovation of the Massey Theatre, as a Quarterly adjustment funded from GCF.

**2024 APPROVED BUDGET FRAMEWORK**

The 2024 approved Budget timelines were based on a budget best practice approach, which aimed to have the Draft Five Year Financial Plan to Council before the New Year. We are now estimating that all major budget workshops will be finalized prior to the New Year and Draft Budget and Draft Five Year Financial Plan will be presented in early January 2024. The Draft Five Year Financial Plan includes the annual Budget and associated Utility and Property Tax Revenue Rate increases.

The table below outlines the updated key dates around the 2024 Budget, which incorporates public feedback and Council input via Open Council Workshops:

Date	Description
May 8 2023	2024 Budget Engagement Framework & Timelines
Jun 12 2023	Quarter 1 Operating & Capital Performance Report
Sep 11 2023	Quarter 2 Capital & Operating Performance Report
Aug 28 2023	2024 Engagement Results: What We Heard Report
<b>Oct 16 2023</b>	<b>**2024 General Fund Capital Budget - Open Council Workshop**</b>
Oct 30 2023	2024 User Fees (Three Readings)
Nov 6 2023	2024 General Fund Budget: Proposed Service Enhancements
Nov 6 2023	2024 User Fees (Adoption)
Nov 27 2023	2024 Utility Budget: Capital and Operating
Dec 11 2023	2024 Utility Rates (Three Readings)
Dec 11 2023	Quarter 3 Capital & Operating Performance Report
Jan 2024	2024 Utility Rates (Adoption)
Jan 2024	2024 DRAFT Budget & 5 Year Financial Plan Bylaw (Presentation)
Jan 2024	2024 DRAFT Budget & 5 Year Bylaw post on City Website/Paper
Jan 2024	2024 DRAFT Budget & 5 Year Financial Plan Bylaw (Three Readings)
Feb 2024	2024 DRAFT Budget & 5 Year Financial Plan Bylaw (Adoption)

**Financial Sustainability Principles**

The 2024 Proposed General Fund Capital Budget is guided by Financial Sustainability Principles that align with the City’s core values when building **a vibrant, compassionate, resilient city where everyone can thrive** and ensures the City’s budget is:

- **Sustainable** - Maintain assets in a state of good repair through reasonable tax /rate hikes, and without disruptions to services; living within our means;
- **Adaptable** - The ability to change debt levels or leverage reserves; ability to ramp up or down on spending;
- **Stable** - Predictability of City’s Sustainable Revenue Sources, & less reliance on external funding or 3rd party funding; and
- **Accountable** - Fiscally prudent & responsible; the ability to ensure that the City’s financial decisions are in the best interest of all.

**Public Engagement Lens & Community Input on Capital Priorities**

Across the projects included in the Capital Plan, input from impacted community members through the City’s public engagement efforts is a key component of how individual projects are developed. Input from residents also informs the Budget and 5 Year Financial Plan. This commitment to engagement is woven into our capital planning approach, and the associated costs of project-based engagement are considered within the budgets of projects that necessitate extensive community involvement. By embedding engagement funding within project budgets, we underscore our dedication to transparency, inclusivity, and collaboration with our community members throughout the capital planning and implementation phases.

Input from the community has also been considered in development of the three Capital Plan scenarios presented in this report. Public engagement on the 2024 Budget, including priorities for capital projects, took place from June through August 2023. The engagement approach was endorsed by Council in May 2023, and sought to address Council’s April 3 resolution seeking community priorities for future capital spending.

On August 28, 2023, staff presented to Council the Budget 2024 Engagement Results, which included participants’ priorities for capital investment within the categories of Transportation, Parks, Facilities and Amenities, Utilities, and Climate Action. Detailed engagement results can be found on the Budget 2024 page on the City’s Be Heard New West website.

A significant majority, comprising 67% of participants both online and in-person, expressed a desire for a balanced approach between spending and saving, reflecting their fiscal responsibility and long-term financial stability concerns. Additionally, 78% of participants said they support or somewhat support Council’s strategic priorities as a

guide for prioritizing spending. While indirectly related to Capital budget funding, 74% of respondents indicated their willingness to back a tax increase of 4% or higher in 2024, demonstrating a willingness to funding key initiatives.

As we assess the top-rated projects within the General Fund Capital budget, it is evident that our community values investments in Asset Management and Infrastructure and Safe Movement of People. Identified community priorities include transportation projects like sidewalk repairs and expansion, a focus on enhancing our parks through tree planting initiatives, crucial repairs and upgrades to existing civic buildings and facilities, and a commitment to addressing climate concerns through building retrofits and heat pump incentives. These insights play an important role in shaping our capital budget decisions to better serve the needs and aspirations of our community.

**Reconciliation Lens and Capital Priorities**

Council’s strategic priorities are viewed, planned and implemented through the lenses of reconciliation with first nations, diversity, equity, inclusion and anti-racism, climate action and environment, and public engagement; and the priorities are pursued in a manner that builds on the City’s foundations of resilience, organizational effectiveness and healthy governance.

The Year of Truth at the City of New Westminster represents a pivotal moment in our commitment to reconciliation. The City’s Reconciliation Working Group, comprised of staff from all departments, is seeking ways to develop new systems informed through two-eyed seeing approach - a way of learning to see from one eye with the strengths of Indigenous ways of knowing and from the other eye with the strengths of Western ways of knowing and using both eyes together. This work includes conducting research into policies, processes and systems developed by other municipalities, governments, agencies, not-for-profits and organizations that appear to be leaders in this work. This ground work aims to establish new tools that can ensure Indigenous interests are incorporated into City planning efforts

Similar to our engagement process, reconciliation and collaboration with local nations and the Indigenous community will be tantamount to the development of these new tools. While the Capital plan may not feature a specific line item for reconciliation, its principles are becoming increasingly embedded in our operations and capital budget, with financial considerations for reconciliation factored into our projects.

The Reconciliation lens aligns with our strategic priorities, and the connection between them will only continue to strengthen. For example, priorities such as 'Homes and Housing' are closely linked to reconciliation, as reflected by our efforts to support housing options that address the needs of Indigenous residents of the City. Further, the People Centered Economy priority can support reconciliation through economic redress actions that support local nations that continue to be affected by their severance from the land, or, the development of programs aimed at supporting indigenous business in our City.

**ANALYSIS**

Several critical risk factors have been identified that may influence the General Fund Capital Plan. These factors include, but are not limited to, general risk such as economic downturn, climate change, energy prices, supply chain delays, inflation, uncertainties associated with grant funding, estimation of reserve balances, and the potential for misalignment with key master plans. The following section will elaborate on these risk factors ensuring Council is well-informed.

**General Risks**

Global economic conditions, such as a worldwide recession, can significantly impact investment markets and access to financing for capital projects. Furthermore, climate change presents global risks, including rising sea levels, extreme weather events, and prolonged droughts, necessitating the City's investment in infrastructure to mitigate and respond to these challenges. Fluctuations in global energy prices can also have a substantial impact, affecting the cost of constructing, operating, and maintaining infrastructure, which, in turn, may influence budget allocations for capital projects. Additionally, supply chain risks, stemming from natural disasters, political instability, or other disruptions, can disrupt the supply of essential materials and services.

**Inflation**

The impact of inflation on the 2023 Capital budget has been significant. A 3.5% increase was implemented in the 2023 operating budget across contracted services and supplies and materials; however no such adjustment was extended to 2023 capital budget. This omission has left the capital budget exposed to the full extent of rising inflation rates. According to the Consumer Price Index (CPI), inflation surged by 5.8% from June 2022 to 2023, while the Industrial Product Price Index (IPPI) increased substantially by 14.4% during the same period.

These broad guides, while useful for tracking general inflation trends, may not adequately reflect the specific cost dynamics faced by municipalities. For instance, specific projects in New Westminster, such as the Sapperton Sewer Separation program and vehicle acquisitions, experienced cost escalations well above the expected rates based on CPI and IPPI. Moreover, specialty equipment like Boom Trucks saw a cost increase from \$0.2M in 2022 to \$0.3M in 2023, marking a 50% increase.

Historically, the City has used various mitigation strategies to manage budget challenges. These strategies include scope adjustments and value engineering, project deferrals, project cancellations, capital budget reallocation, deferred replacements, and other cost-cutting measures. While these tactics can provide short-term relief, they also come with inherent risks, such as compromised project quality, deferred maintenance, risk of infrastructure failure, and potential long-term cost escalation. Therefore, a balanced approach that considers both immediate budget constraints and the long-term

sustainability of essential services and infrastructure is crucial for effective budget management in the face of inflation.

The City is actively exploring further measures to address budget constraints and enhance long-term capital planning, including additional inflation support, standardized business case templates, asset management strategies, procurement policy reviews, and leveraging technology. These initiatives aim to ensure the City's financial stability in the face of rising inflation and supply chain disruptions.

**Grant Funding**

Incorporating grant funding into our financial strategy introduces some risk. Although we have only forecasted grants that are either secured or highly likely to be received, the inherent uncertainty surrounding grant approvals remains. It is important to acknowledge the situation where we may need to include certain projects in the Five Year Capital Plan before securing the grants themselves.

This approach outlines our commitment to these projects, which is often a necessary step to be "grant-ready" in order to secure funding. If anticipated grants do not materialize as expected, there is a potential risk of budget shortfalls that could impact the timely execution of projects outlined in our Five Year Capital Plan. Continuously monitoring grant applications, exploring alternative funding sources, and ensuring our financial strategy remains adaptable is crucial to securing the necessary resources to realize the City's capital plan.

**City Reserves**

The estimation of reserve balances involves inherent uncertainties, particularly relying on assumptions such as replenishment of reserves through operating surpluses, operating enhancements funded through property tax increases and, as noted above, estimating grant funding.

In the coming months, the City's budget and funding strategies will continue to develop. On November 6, a Workshop is scheduled with Council to discuss operating budget enhancements. These discussions will play a pivotal role in shaping future funding strategies for the Five Year Capital Plan and the City's overall budget.

**Master Plans in Development**

Developing a Five Year Capital Plan before finalizing key master plans, such as Parks and Recreation Comprehensive Plan and Asset Management Plans, introduces some risks that should be highlighted. One significant risk is the potential for misalignment between the capital plan and the priorities outlined in these crucial master plans. This misalignment may result in suboptimal resource allocation, delayed implementation of vital projects, and the need for costly adjustments to accommodate the finalized plans' objectives. Moreover, there is a risk of not fully addressing emerging needs or responding

effectively to changing community dynamics if the capital plan is based on incomplete or outdated information. Another risk is associated with estimated asset value. As staff continue to work on Asset Management Plans and each asset class, the understanding of asset condition and replacement value improves. That may result in a significant adjustment to reserve balance requirements and capital cost estimates for infrastructure renewal.

To mitigate these risks, it is essential to maintain flexibility within the capital plan, and ensure continuous communication and coordination among departments, Council and the community throughout the planning process. This approach can help align capital investments with the City’s evolving priorities and needs, ultimately enhancing the effectiveness and efficiency of the capital planning process.

**GENERAL FUND CAPITAL PLAN**

Three scenarios have been developed for this Council Workshop, each tailored to meet specific financial parameters and strategic priorities. The scenarios encompass a financial spend ranging from **\$162.5M to \$225.4M** over the Five Year Capital Plan. All three scenarios share a common attribute: the flexibility inherent in a multi-year capital plan framework. This flexibility empowers staff to implement strategic procurement strategies to mitigate challenges and procurement delays that have been experienced in recent years.

The Finance Department has reviewed capital submissions and has met with all major operational areas to confirm the priority projects and viable funding strategies. General Fund Capital projects are typically funded through a combination of sources, including surpluses from general operating funds, government and 3<sup>rd</sup> party grants and contributions, Development Cost Charges (DCCs) and debt.

Estimated General Fund reserve balance at the end of each Five Year Capital Plan scenario will include all General Fund reserves. In our estimated forecasts, we continue to adopt a conservative approach, focusing primarily on grants with well-defined parameters and a high likelihood of receiving funding. This approach underscores our commitment to prudent financial planning and resource allocation.

**Massey Theatre Renovation Project: Update**

The Province determined that the Massey Theatre Renovation Project does not align with the eligibility criteria set forth by the GCF. As a result, the \$6.0M GCF funding will now be allocated towards other eligible general fund capital projects. This adjustment allows the City to free up funding within the existing approved general fund capital plan, which will be redirected to support the Massey Theatre Renovation.



**GENERAL FUND CAPITAL PLAN SCENARIOS**

**SCENARIO 1 - \$162.5M CAPITAL PLAN**

Scenario 1 represents a continuation of the current capital plan with a **\$2.8M** or **3.0%** adjustment for inflationary pressures on routine asset renewal and replacement projects. This scenario builds upon the existing approved Five Year Financial Plan, to deliver core City services and capital needs.

Scenario 1	\$M
Asset Management and Infrastructure	99.2
Safe Movement of People	35.8
Community Belonging and Connecting	15.2
Homes and Housing Options	12.1
People-Centered Economy	0.2
<b>Grand Total</b>	<b>162.5</b>
<b>Estimated Reserves Balance as of Dec 31, 2028</b>	<b>129.0</b>
<b>Reserve to Current Replacement Value (CRV)</b>	<b>7.2%</b>

At **7.2%** this scenario is **aligned** with the City’s Reserve Management Policy that recommends maintaining a balance of 5.0% to 10.0% of General Fund assets CRV. **\$138.6M** will be funded by existing reserves which are serviced annually from property taxes. The balance, **\$23.9M**, will be funded with secured or well defined Partnership/Grant Funding, Developer Contributions and DCCs. The objective of Scenario 1 is to ensure financial stability while trying to minimize disruptions to ongoing capital projects.

**\$99.2M Asset Management and Infrastructure**

Resilient Infrastructure that meets the community’s needs today and into the future. Key projects in the 2024-2028 capital plan include:

1. \$19.4M Pavement Management
2. \$19.0M Massey Theatre
3. \$2.7M Walking Infrastructure Improvements, including sidewalk repairs and replacements
4. \$2.1M Structures Rehabilitation, including retaining walls
5. \$2.0M Land Acquisitions
6. \$1.7M McInnis Overpass Improvements, including sidewalk widening
7. \$1.5M Rail Crossing Upgrades, including advancing whistle cessation
8. \$1.2M Pierce Platform Fire Truck
9. \$1.1M Spartan Rescue Fire Truck
10. \$1.1M QP Artificial Turf Field

The Engineering Department has been advancing the Facilities Asset Management Plan (FAMP). A preliminary draft of the FAMP indicates that the portfolio-wide Facility Condition Index (FCI) is predicted to be **16%** at the start of 2024, a rating of “Fair”. Facility Condition Index (FCI) is the total cost of needed building repairs and renewal divided by the current cost of replacing the building. Each building’s FCI score reflects the current condition of the building: good, fair, poor, or critical. It is normal to see buildings in all stages of condition. Under Scenario 1, which includes no new facility renewal funding, the FCI would continue to deteriorate with a projected FCI of **22%** at the end of the Five Year Capital Plan (still within the “Fair” range of 15.0-30.0%). The FAMP is expected to be completed in early 2024, and there will be an opportunity for council input prior to completion.

The City has a roadway network of 235 centerline kilometres, including arterial, collector, local bus routes, local non-bus routes, laneways, and TransLink-designated Major Road Network (MRN) routes. The pavement management program is an asset management program that rehabilitates and maintains the road networks (excluding local non-bus routes) to meet prescribed condition and ride quality targets. The 2019 pavement condition assessment report indicates that **28%** of the City’s pavements are in poor or very poor condition. The pavement program has spent its annual budget over the past few years, but, with the increasing inflationary and construction costs and increasing competing reactive priorities, the program has been repaving fewer and fewer kilometres per year with the current static budget of +\$4M per annum. Scenario 1 maintains this downward trend for the pavement program. A revised pavement condition assessment will be conducted in 2024 to provide the pavement infrastructure’s updated state, followed by an updated transportation asset management plan in 2025. It is anticipated that a significant increase in pavement rehabilitation spending will be recommended from these studies.

The structures rehabilitation program manages the rehabilitation needs of the 12 bridges, 27 retaining walls and 1 pedestrian tunnel within the City. The bridges around the City are in fair to good condition, with the majority of rehabilitation needs over the past few years and the coming few years being focused on the older retaining walls around the City which are in a poor or very poor state.

The planning around railway crossings, including whistle cessation, is ongoing at a staff level and with through engagement with the Railway Technical Committee. The funding requirements for railway crossing upgrades and whistle cessation are anticipated to be further understood as the plans are further developed. Scenario 1 includes the current upgrades that have been advanced but does not include the future planned infrastructure upgrades, nor the required resources, i.e. technical and legal consultants, project managers etc. These details are currently being developed and adjustments to future Financial Plans are anticipated.

**\$35.8M Safe Movement of People**

Prioritize the movement of people on foot, cycle and transit on streets that are safe for all. Key projects in the 2024-2028 capital plan include:

- 1. \$10.1M Active Transportation Network Plan
- 2. \$4.8M Sixth Street Great Street
- 3. \$3.6M Street Lighting Improvement
- 4. \$2.7M Traffic Signal Installation & Improvements
- 5. \$2.3M Crosstown Greenway Construction
- 6. \$2.1M Downtown Transportation Plan
- 7. \$2.0M E. Columbia Great St RCH Frontage
- 8. \$1.4M Pedestrian Crossing Improvement
- 9. \$1.1M Sidewalk Installation and Improvement

The current Active Transportation Network Plan (ATNP) implementation is at **\$10.1M**, with approximately **50%** of funding from unsecured grants from other levels of government. Scenario 1 will minimally advance the strategic priority, resulting in only **30-40%** of the ATNP implemented by 2028. This translates to approximately 1-2 new or improved active transportation route (of 26 planned routes) per year over the timeframe of the plan, with some additional incremental improvements achieved through redevelopment, third-party utility work, and previously committed capital projects, such as the Crosstown Greenway and E Columbia Great Street. These previously committed projects are not included in the total cost estimate for the ATNP. Other programs, such as Transit Priority and Traffic Calming, would continue to be advanced at a pace similar to existing.

**\$15.2M Community Belonging and Connecting**

A Community where everyone belongs and has the opportunity to connect and contribute. Key project in the 2024-2028 capital plan include:

- 1. \$4.5M Land Acquisitions
- 2. \$3.2M təməsew̓txʷ Aquatic & Community Centre (TACC)
- 3. \$2.0M Artificial Turf Field
- 4. \$1.4M WPP West Expansion
- 5. \$1.0M Public Art
- 6. \$0.6M Free-Standing Public Washroom

The City is currently supporting this priority with the completion of the TACC in 2024. The update to the Parks & Recreation Comprehensive Plan is expected to be finalized in early 2025 at which time the City will have a clear plan toward creating vibrant parks and recreation services with a focus on equity, inclusion and access for our growing population. Scenario 1 includes \$4.5M for parkland acquisition to be undertaken in coordination with proposed street and urban planning initiatives to ensure that the limited land available for parkland acquisition are leveraged in park deficient areas of the city. In

addition to these funds, public open spaces not traditionally perceived as “park”, such as roads, streets and the river’s edge, will be planned and designed with outdoor recreation, walking, cycling and social objectives in mind. In addition to funds for land acquisition and public art maintenance and development, Scenario 1 represents a continuation of the existing capital plan with a **3.0%** adjustment for inflationary pressures on routine asset renewal and replacement projects.

**\$12.1M Homes and Housing Options**

Clear the way for all types of homes needed by people today and tomorrow, prioritizing homes for those with the greatest need. Scenario 1 represents a continuation of the existing capital plan with a **3.0%** adjustment for inflationary pressures on Affordable Housing Development Project Management and Due Diligence work. Key project in the 2024-2028 capital plan include:

- 1. \$6.5M Affordable Housing Development
- 2. \$2.1M Affordable Housing Development Project Management and Due Diligence
- 3. \$2.0M Affordable Housing Fenton Street and Poplar Landing

The Homes and Housing Options priority responds to the community’s need for more and more affordable housing, as outlined in the City’s Housing Needs Report, which identifies the need for 584 new housing units per year through 2031, including ownership (195/year), rental (138/year), affordable rental (208/year) and supportive/transitional (36/year). This year, the Province released its Homes for People Action Plan, which further underlines the need to create housing for our community, including signaling the need for municipalities to approve more housing faster, potential future changes to the Local Government Act regulating how cities do approvals, and recently setting required housing targets for specific municipalities, for which New Westminster continues to be on the “long list” of municipalities which may receive such requirements.

The work to achieve this Council priority is taking a multi-prong approach, including streamlining and updating development application approvals from rezoning through occupancy permit; reviewing and updating all housing related policy to align with contemporary best practices and facilitate more transparent development review; implementing neighbourhood plans to open up more developable land; advocating for senior government partnerships and funding to achieve affordable housing projects in New Westminster; seeking other senior government funding to offset costs of this work; and, creating a new Housing Division focused on planning and implementing this work.

This work is funded both through the City’s capital budget and operating budget. The work funded through the capital plan focuses on:

- Providing capital assistance to affordable housing projects through grants to help offset development costs. Through this process, City contributions are used to leverage investment by senior levels of government into affordable housing construction in New Westminster. This includes Fenton Street and Poplar Landing

projects which will see affordable housing built on land owned by the City and, in the latter case, jointly with Metro Vancouver. This work is key to achieving the Housing Needs Report target of 36 new supportive/transitional housing units per year through 2031.

- Accelerate and expand infill housing policy which will permit more units per property across the city.
- Further bylaw updates to permit townhouses without a rezoning, and to expand the Crisis Response bylaw to allow affordable rental on properties owned by non-profit operators.
- Carry out the 22<sup>nd</sup> Station Area Plan work to enable future housing development in that neighbourhood.
- Funds the planning and first phase implementation stages of streamlining the development approvals process from rezoning to occupancy permit.

**\$0.2M People-Centered Economy**

A local, nimble, resilient economy that serves out local community. Key project in the 2024-2028 capital plan include:

1. \$0.1M Open Data Development
2. \$0.1M Public Realm on Great Streets

The focus of this strategic priority is creating an environment for businesses to innovate and grow, while creating sustainable employment opportunities in our community. While the majority of this work involves necessary enhancements to operating budgets, there are some components of the work that are capital in nature. This includes additional investments to commercial area streetscapes, along with work to improve business license processing and permitting times, and data collection for development of performance metrics for informed policy and decision-making.

**Climate Action – 7 Bold Steps and Environment**

- \$1.8M Corporate Energy – Vehicles
- \$1.1M Corp Energy Projects Buildings
- \$0.6M CEEP Update 2.0
- \$0.5M Community & Corp EV Charging Strategy
- \$0.2M Street and Boulevard Replacement Trees
- \$0.1M Climate Change Resilience & Adaptation

This proposed option sees the funding for projects lead by the Climate Action Team ending after 2025. The 5 years funding plan for Climate Action was created in 2020, and the extension of funding for years beyond 2025 was paused in order to assess the teams capital budget needs until after the completion of the eMobility Strategy and Community Energy and Emissions Plan 2050. Based on the outcomes of the City’s climate action plans, 69 implementation actions will be lead, or significantly supported by, the Climate Action Team. This budget option does not extend the climate action team capital budget beyond 2025 and will reduce the City’s ability to deliver the council endorsed accelerated

Climate Action workplan (August 28th, 2023 council report) and city’s climate action goals.

Scenario 1 offers several key benefits, most notably it ensures financial stability by aligning with the City's Reserve Management Policy, maintaining reserve balances within recommended levels. This stability allows for the continued delivery of essential City services and the completion of ongoing capital projects. Additionally, the scenario minimizes potential disruptions to existing capital initiatives, promoting project continuity and timely execution.

However, Scenario 1 is not without its inherent risks. One notable risk is the potential for minimal progress on Council's strategic priorities, as a significant portion of the budget is allocated to routine asset renewal projects, leaving limited room for new strategic initiatives. We also risk not meeting the City's GHG emission reduction commitments. Furthermore, the plan faces the challenge of managing the impact of rising inflation and cost escalation, which could erode the purchasing power of allocated funds. There is also a risk of underfunding key asset maintenance categories, potentially leading to deferred maintenance, increased risk of failure, and increased long-term costs. Lastly, the scenario may miss out on valuable grant funding opportunities if project plans are not sufficiently defined in the Five-Year Capital Plan.

**SCENARIO 2 - \$188.1M CAPITAL PLAN**

Scenario 2 builds upon Scenario 1, adjusting for inflationary pressures and incorporating some additional funding to move Council’s strategic priorities forward. This scenario demonstrates a strong commitment to approved plans and long-term strategic objectives, investing an additional **\$14.8M** toward Asset Management and Infrastructure and **\$10.1M** for Safe Movement of People.

Scenario 2	\$M
Asset Management and Infrastructure	114.0
Safe Movement of People	45.9
Community Belonging and Connecting	15.8
Homes and Housing Options	12.2
People-Centered Economy	0.2
<b>Grand Total</b>	<b>188.1</b>
<b>Estimated Reserves Balance as of Dec 31, 2028</b>	<b>106.3</b>
<b>Reserve to Current Replacement Value (CRV)</b>	<b>5.9%</b>

At **5.9%** this scenario is **aligned** with the City’s Reserve Management Policy that recommends maintaining a balance of 5.0% to 10.0% of General Fund assets CRV. Although, the total General Fund reserve balance is within the recommended range it is worth noting, that a number of individual reserve balances will be in deficit. Under Scenario 2, it is assumed that capital projects will be funded through existing General

Fund reserves pending Council direction on GCF, Climate Action Reserve Fund (CARF) and Westminster Pier Park (WPP) Fire Insurance settlement proceeds allocation/usage.

**\$160.6M** will be funded by existing reserves which are serviced annually from property taxes. The balance, **\$27.5M**, will be funded with secured or well defined Partnership/Grant Funding, Developer Contributions and DCCs. This scenario aims to ensure a balanced approach between financial resilience and strategic priorities.

**\$114.0M Asset Management and Infrastructure**

Resilient Infrastructure that meets the community’s needs today and into the future. Key projects in the 2024-2028 capital plan include:

- 1. \$19.4M Pavement Management
- 2. \$19.0M Massey Theatre
- 3. **\$5.0M Maintain Facility Condition Index**
- 4. **\$3.1M Walking Infrastructure Improvements, including sidewalk repairs and replacement**
- 5. **\$2.8M Rail Crossing Upgrades, including advancing whistle cessation**
- 6. \$2.1M Structure Rehabilitation, including retaining walls
- 7. \$2.0M Land Acquisitions
- 8. \$1.7M McInnis Overpass Improvements, including sidewalk widening
- 9. \$1.2M Pierce Platform Fire Truck
- 10. \$1.1M Spartan Rescue Fire Truck
- 11. \$1.1M QP Artificial Turf Field

Scenario 2 builds on Scenario 1 adding **\$14.8M** to Asset Management and Infrastructure which includes **\$5M** to begin addressing the facility renewal backlog and an additional **\$0.4M** to walking infrastructure improvements to repair sidewalks, plus an additional **\$1.3M** for rail crossing upgrades and whistle cessation.

The \$1.3M increase in the rail portfolio adds budget to the 2026 – 2028 capital plan years. These years currently do not have any budget allocated. This funding maintains the current level of funding and work on the rail portfolio to 2028.

Although \$5.0M has been added to address the facility renewal backlog, it is predicted that the FCI will continue to deteriorate to a projected **21%** at the end of the Five Year Capital Plan (still within the “Fair” range of 15.0-30.0%).

**\$45.9M Safe Movement of People**

Prioritize the movement of people on foot, cycle and transit on streets that are safe for all. Key projects in the 2024-2028 capital plan include:

- 1. **\$16.9M Active Transportation Network Plan**
- 2. **\$5.1M Sixth Street Great Street**
- 3. **\$4.2M Street Lighting & Improvement**
- 4. \$2.7M Traffic Signal Installation & Improvements
- 5. \$2.3M Crosstown Greenway Construction
- 6. \$2.1M Downtown Transportation Plan
- 7. \$2.0M E. Columbia Great St RCH Frontage
- 8. **\$1.9M Sidewalk Installation and Improvement**
- 9. \$1.4M Pedestrian Crossing Improvement

The ATNP, as endorsed by Council, has a total cost estimate of approximately **\$36.0M** for a five-year period, with roughly half of the funding potentially sourced from third-party grants, and some elements expected to be delivered through incidental works (e.g., third-party utilities) and adjacent property redevelopment. Scenario 2 provides an additional **\$6.8M** over Scenario 1 for a total of **\$16.9M** toward ATNP implementation in the Five-Year Capital Plan.

In addition to external funding sources, some elements of the ATNP will be advanced through implementation of previously committed capital projects, such as the Crosstown Greenway upgrade and the E Columbia Great Street, although these committed projects are not included in the total ATNP cost estimate. This proposed option is less aggressive than the implementation plan outlined in the ATNP and would enable **50-60%** completion by 2028, or 2-3 new or improved active transportation routes per year (of 26 planned routes). This scenario would enable a slightly increased pace of implementation for certain other transportation programs, such as transit priority, and is a reasonable pace of delivery with existing staff resources.

**\$15.8M Community Belonging and Connecting**

A Community where everyone belongs and has the opportunity to connect and contribute. Key project in the 2024-2028 capital plan include:

- 1. \$4.5M Land Acquisitions
- 2. \$3.2M t̓əməsew̓txʷ Aquatic & Community Centre (TACC)
- 3. **\$2.1M Artificial Turf Field**
- 4. \$1.4M WPP West Expansion
- 5. **\$1.4M Public Art**
- 6. \$0.6M Free-Standing Public Washroom

The City is currently supporting this priority with the completion of the TACC project in 2024. The update to the Parks & Recreation Comprehensive Plan is expected to be finalized in early 2025 at which time the City will have a clear plan toward creating vibrant parks and recreation services with a focus on equity, inclusion and access for our growing population. Scenario 2 includes public art funding to support new Indigenous public art projects, emerging community projects and funds to address enhanced maintenance needs of the collection.



**\$12.2M Homes and Housing Options**

Clear the way for all types of homes needed by people today and tomorrow, prioritizing homes for those with the greatest need. Key project in the 2024-2028 capital plan include:

- 1. \$6.5M Affordable Housing Development
- 2. \$2.1M Affordable Housing Development Project Management and Due Diligence
- 3. \$2.0M Affordable Housing Fenton Street and Poplar Landing

Scenario 2 includes the same investments as Scenario 1

**\$0.2M People-Centered Economy**

A local, nimble, resilient economy that serves out local community. Key project in the 2024-2028 capital plan include:

- 1. \$0.1M Open Data Development
- 2. \$0.1M Public Realm on Great Streets

Scenario 2 includes the same investments as Scenario 1

**Climate Action – 7 Bold Steps and Environment**

- \$1.8M Corporate Energy – Vehicles
- **\$1.4M Street and Boulevard Replacement Trees**
- **\$1.4M CEEP Update 2.0**
- **\$1.3M Community & Corp EV Charging Strategy**
- \$1.1M Corp Energy Projects Buildings
- \$0.1M Climate Change Resilience & Adaptation

This proposed option see the funding for projects lead by the Climate Action Team receiving ongoing and consistent funding, through the full 5-year capital plan. Based on the outcomes of the City’s climate action plans, 69 implementation actions will be lead, or significantly supported by, the Climate Action Team. This budget option has been developed with the aim to deliver the council endorsed accelerated Climate Action workplan (August 28th, 2023 council report) to meet the city’s climate action goals. The workplan is designed to be delivered by the council endorsed (in principle) operating enhancements for the Climate Action Team (September 11th, 2023) and is focused on ongoing community programming for energy and efficiency retrofits, transportation emission reduction programs, climate and energy policy development and regulatory reporting.

Scenario 2 offers several key benefits, its commitment to financial stability and is aligned with the City's Reserve Management Policy. While slightly depleting some reserves, it still maintains them within recommended levels, ensuring the City's ability to continue delivering essential services and completing ongoing capital projects. This scenario strongly supports long-term strategic objectives by addressing facility renewal, active

transportation, and asset maintenance backlogs. It provides a balanced approach that allows for significant progress on crucial projects while safeguarding financial resilience.

However, Scenario 2 is not without its inherent risks. There is a potential risk of financial and resourcing constraints resulting in slower progress on Council's strategic priorities, as a substantial portion of the budget is allocated to asset management and infrastructure projects. The impact of inflation and cost escalation remains a challenge, potentially eroding the purchasing power of allocated funds over time. Ensuring adequate funding for key asset maintenance categories is essential to avoid potential issues. Furthermore, focusing funding on developed plans may limit resources available for other master plans once they are developed. Clear project plans are necessary to secure grant funding, and a lack of such plans in the five-year capital plan could result in missed opportunities.

**SCENARIO 3 - \$225.4M CAPITAL PLAN**

Scenario 3 builds upon Scenario 1, including accelerated funding to drive Council's strategic priorities forward and a **\$4.3M or 3.3%** adjustment for inflationary pressures on routine asset renewal and replacement projects. This scenario demonstrates an aggressive commitment to approved plans and long-term strategic objectives, investing an additional **\$43.3M** toward Asset Management and Infrastructure and **\$18.7M** for Safe Movement of People. This scenario may require the issuance of debt in order to complete.

Scenario 3	\$M
Asset Management and Infrastructure	142.5
Safe Movement of People	54.5
Community Belonging and Connecting	15.9
Homes and Housing Options	12.3
People-Centered Economy	0.3
<b>Grand Total</b>	<b>225.4</b>
<b>Estimated Reserves Balance as of Dec 31, 2028</b>	<b>71.5</b>
<b>Reserve to Current Replacement Value (CRV)</b>	<b>4.0%</b>

At **4.0%** this scenario is **not aligned** with the City's Reserve Management Policy that recommends maintaining a balance of 5% to 10% of General Fund assets CRV. **\$195.4M** will be funded by existing reserves which are serviced annually from property taxes. The balance, **\$30.0M**, will be funded with secured or well defined Partnership/Grant Funding, Developer Contributions and DCCs. Similar to Scenario 2 a number of individual reserve balances will be in deficit. Under Scenario 3, it is assumed that capital projects will be funded through existing General Fund reserves pending Council direction on GCF, CARF, and WPP Fire Insurance settlement proceeds allocation/usage.

**\$142.5M Asset Management and Infrastructure**

Resilient Infrastructure that meets the community’s needs today and into the future. Key projects in the 2024-2028 capital plan include:

- 1. **\$21.7M Pavement Management**
- 2. \$19.0M Massey Theatre
- 3. **\$17.5 Maintain Facility Condition Index**
- 4. \$3.1M Walking Infrastructure Improvements
- 5. **\$5.5M Rail Crossing Upgrades, including Whistle Cessation**
- 6. **\$4.8M Structure Rehabilitation**
- 7. \$2.0M Land Acquisitions
- 8. \$1.7M McInnis Overpass Improvements, including sidewalk widening
- 9. \$1.2M Pierce Platform Fire Truck
- 10. \$1.1M Spartan Rescue Fire Truck
- 11. \$1.1M QP Artificial Turf Field

Scenario 3 builds on Scenario 1 adding **\$43.3M** to Asset Management and Infrastructure which includes a sustainable increase of **\$17.5M** to address the facility renewal backlog and an additional **\$4M** for rail crossing upgrades plus **\$2.7M** for structure rehabilitation work. The increase in rail crossing upgrades includes the anticipated future upgrade projects, including an estimate of the resources (consultants, project managers etc.) required to deliver the upgrades plus whistle cessation. The structures rehabilitation work includes the anticipated major rehabilitation of the poor and very poor retaining walls that are necessary in 2028. This scenario includes the increase in pavement funding required to “catch-up” on the pavement kilometres that have not been addressed in past years and begin actively reducing the system's 28% poor and very poor pavement condition.

Although **\$17.5M** has been added to address the facility renewal backlog, the FCI is projected to continue to deteriorate but at a slower rate hitting **18%** by end of 2028 (still within the “Fair” range of 15.0-30.0%). The FCI could plateau and then start to improve by 2032 pending continued gradual increased funding to reduce the backlog carryover from underfunded years.

The capital investment required to reach full target in the draft FAMP and return to a Civic Buildings and Facilities portfolio FCI rating of “Good” is not feasible within the Five Year Capital Plan given the financial and resourcing constraints. Engineering and Finance staff are working to develop a sustainable funding strategy and project delivery plan, and will report back to Council prior to final adoption of the FAMP.

**\$54.5M Safe Movement of People**

Prioritize the movement of people on foot, cycle and transit on streets that are safe for all. Key project in the 2024-2028 capital plan include:

- 1. **\$21.9M Active Transportation Network Plan**
- 2. **\$5.9M Street Lighting Improvement**
- 3. **\$5.8M Sixth Street Great Street**
- 4. \$2.7M Traffic Signal Installation & Improvements
- 5. \$2.3M Crosstown Greenway Construction
- 6. \$2.1M Downtown Transportation Plan
- 7. **\$2.1M Sidewalk Installation and Improvement**
- 8. \$2.0M E. Columbia Great St RCH Frontage
- 9. \$1.4M Pedestrian Crossing Improvement

The ATNP, as endorsed by Council, has a total cost estimate of approximately **\$36.0M** for a five-year period, with roughly half of the funding potentially sourced from third-party grants. Scenario 3 provides an additional **\$11.8M** over Scenario 1 for a total of **\$21.9M** toward ATNP implementation in the Five-Year Capital Plan.

This proposed option is more aggressive than Scenario 2, but still less aggressive than the implementation plan presented in the ATNP. It would result in approximately **65-75%** completion by 2028, or approximately 3-4 new or improved routes per year (of 26 planned routes), with some additional incremental work being delivered through development projects, third-party utility projects, and previously committed capital projects. This scenario, while implemented slower than the endorsed ATNP plan, is a very aggressive implementation plan for the City and will require significant use of consultant project managers or temporary staff resources. This funding scenario will also enable a slightly accelerated pace of implementation for other transportation programs, such as transit priority.

**\$15.9M Community Belonging and Connecting**

A Community where everyone belongs and has the opportunity to connect and contribute. Key project in the 2024-2028 capital plan include

- 1. \$4.5M Land Acquisitions
- 2. \$3.2M təməsewtxw Aquatic & Community Centre
- 3. \$2.1M Artificial Turf Field
- 4. \$1.4M WPP West Expansion
- 5. \$1.4M Public Art
- 6. \$0.6M Free-Standing Public Washroom

Scenario 3 includes the same investments as Scenario 2

**\$12.3M Homes and Housing Options**

Clear the way for all types of homes needed by people today and tomorrow, prioritizing homes for those with the greatest need. Key project in the 2024-2028 capital plan include:

1. \$6.5M Affordable Housing Development
2. \$2.1M Affordable Housing Development Project Management and Due Diligence
3. \$2.0M Affordable Housing Fenton Street and Poplar Landing
4. \$0.1M E-Plan Approval

Scenario 2 includes the same investments as Scenario 1, plus provides additional funds for the digital permitting component of the implementation phase of the development approvals streamlining work, which will update and digitize development application approvals from rezoning through occupancy permit.

**\$0.3M People-Centered Economy**

A local, nimble, resilient economy that serves out local community. Key project in the 2024-2028 capital plan include:

1. \$0.1M Open Data Development
2. \$0.1M Public Realm on Great Streets

Scenario 3 includes the similar investments as Scenario 2.

**Climate Action – 7 Bold Steps and Environment**

- \$1.8M Corporate Energy – Vehicles
- \$1.4M Street and Boulevard Replacement Trees
- \$1.4M CEEP Update 2.0
- \$1.3M Community & Corp EV Charging Strategy
- \$1.2M Corp Energy Projects Buildings
- \$0.1M Climate Change Resilience & Adaptation

Scenario 3 includes the same investments as Scenario 2.

Scenario 3 demonstrates a strong commitment to Council's strategic priorities by allocating additional funding to drive these priorities forward. It provides vital financial support for addressing routine asset renewal and replacement projects while making substantial progress on long-term strategic objectives, particularly in Asset Management and Infrastructure and Safe Movement of People. This scenario represents an aggressive approach to fulfilling approved plans, aligning with Council's vision for the future.

However, Scenario 3 is not without its associated risks. While it aims to make significant strides, it deviates from the City's Reserve Management Policy by projecting a reserve balance below the recommended range. This could necessitate the issuance of debt, potentially requiring additional tax base support to replenish reserves. Furthermore, while it supports currently developed or partially developed master plans, it may leave limited funding capacity for plans still in development.

**INTERDEPARTMENTAL LIAISON**

All departments participate in the annual budget process. The Senior Management Team (SMT) provides overall direction. The Finance Department provides overall financial oversight.

**OPTIONS**

There are four options for Council’s consideration; they are:

Option 1 – Council provide direction on which of the three proposed 2024 General Fund Capital Budget and Funding Strategies they support.

Option 2 – Staff be directed to report back on the Draft Consolidated Financial Plan Bylaw, 2024 – 2028.

Option 3 – Council approve the re-allocation of \$6.0M GCF initially assigned to Massey Theatre Renovation project to other eligible General Fund capital projects.

Option 4 – Council provides alternate direction.

*Staff recommend Options 1, 2 and 3*

**CONCLUSION**

Council’s feedback from the October 16th General Fund Capital Budget Workshop, the November 6th General Fund Service Enhancement Workshop and the November 27th Utility Operating and Capital Workshop will help form the financial options for the Budget 2024 Five Year Financial Plan Bylaw.

**ATTACHMENTS**

Attachment 1 - Draft 2024 - 2028 General Fund Capital Plan by Funding Sources

Attachment 2 - Draft 2024 - 2028 General Fund Capital Plan by Scenarios

**APPROVALS**

This report was prepared by:

Senior Management Team (SMT)

Indeep Johal  
Manager, Financial Services

Gary So  
Senior Manager, Financial Services

This report was approved by:

Jacqueline Dairon  
Acting CFO/Director of Finance

Lisa Spitale  
Chief Administrative Officer