

CORPORATION OF THE CITY OF NEW WESTMINSTER

BYLAW NO. 8392, 2023

A Bylaw of the City of New Westminster representing the Five-Year
Financial Plan for the years 2023 – 2027, inclusive

WHEREAS pursuant to Section 165 of the Community Charter, Council must establish a Five-Year Financial Plan for the period 2023 – 2027 inclusive;

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

(1) This bylaw may be cited for all purposes as the “Five-Year Financial Plan (2023– 2027), Bylaw No. 8392, 2023”.

(2) Council does hereby adopt the Five-Year Financial Plan, for the years 2023 - 2027 inclusive, for each year of the plan, as set out in Schedule A.

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

GIVEN FIRST READING this 17th day of April , 2023.

GIVEN SECOND READING this 17th day of April , 2023.

GIVEN THIRD READING this 17th day of April , 2023.

ADOPTED this day of , 2023.

Mayor Patrick Johnstone

Jacque Killawee, City Clerk

CORPORATION OF THE CITY OF NEW WESTMINSTER
CONSOLIDATED FINANCIAL PLAN
Schedule 'A' to Bylaw No. 8392, 2023

	2023	Budget Projections			
	Budget	2024	2025	2026	2027
REVENUE					
Municipal Taxation (see below)	\$ 105,142,044	\$ 110,842,044	\$ 116,942,044	\$ 123,442,044	\$ 129,942,044
Utility Rates	110,552,518	116,995,288	123,046,842	129,497,486	136,383,569
Sale of Services	14,800,342	14,800,342	14,800,342	14,800,342	14,800,342
Grants from Other Governments (1)	24,886,822	4,340,980	3,145,590	2,819,940	2,733,100
Contributed Tangible Capital Assets	-	-	-	-	-
Contributions (2)	22,680,034	30,711,359	19,565,982	10,899,552	13,900,813
Other Revenue	23,442,639	23,705,464	23,602,397	23,882,151	24,179,900
Total Revenues	301,504,399	301,395,477	301,103,197	305,341,515	321,939,768
EXPENSES					
General Services					
Police Services	37,265,948	38,361,948	38,350,948	38,162,948	38,196,948
Parks and Recreation	19,874,730	26,182,248	26,450,359	26,647,378	26,945,426
Fire and Rescue	18,796,522	19,271,108	19,809,369	20,359,723	20,905,339
Development Services	7,853,813	7,424,897	7,635,900	7,823,329	7,963,545
Engineering	32,091,172	32,787,463	33,281,142	33,751,427	34,519,500
General Government	33,109,721	32,589,276	32,712,344	32,801,991	33,260,971
Library	5,143,555	5,207,643	5,268,845	5,338,943	5,397,261
	154,135,461	161,824,583	163,508,907	164,885,739	167,188,990
Utilities Services					
Electrical Utility	43,803,720	45,680,121	48,239,996	49,109,168	49,992,158
Water Utility	9,744,997	10,612,064	11,822,128	13,146,674	14,696,789
Sewer Utility	16,598,582	20,120,107	22,827,400	26,387,110	31,358,944
Solid Waste Utility	4,337,841	4,504,891	4,661,420	4,859,430	5,030,424
	74,485,140	80,917,183	87,550,944	93,502,382	101,078,315
Fiscal Expenses					
Interest and Bank Charges	6,763,495	6,995,310	7,186,512	7,309,327	7,296,832
Total Expenses	235,384,096	249,737,076	258,246,363	265,697,448	275,564,137
INCREASE IN TOTAL EQUITY	66,120,303	51,658,401	42,856,834	39,644,067	46,375,631
Reconciliation to Financial Equity					
Amortization of Tangible Capital Assets	27,730,000	31,015,000	32,600,000	32,638,000	33,502,000
Capital Expenses (Schedule B)	(173,237,487)	(86,267,250)	(59,457,390)	(34,522,540)	(57,126,178)
Debt Retirement	(8,288,745)	(8,581,203)	(8,782,597)	(9,360,255)	(9,143,153)
Proceeds on Debt Issuance	48,880,858	17,153,200	7,500,000	500,000	-
CHANGE IN FINANCIAL EQUITY (Reserves)	(38,795,071)	4,978,148	14,716,847	28,899,272	13,608,300
Financial Equity, beginning of year	192,566,884	153,771,813	158,749,961	173,466,809	202,366,082
FINANCIAL EQUITY (Reserves), end of year	\$ 153,771,813	\$ 158,749,961	\$ 173,466,808	\$ 202,366,081	\$ 215,974,382

Notes:

(1) Includes capital grants noted on Schedule B.

(2) Includes capital contributions and DCCs noted on Schedule B.

Municipal Taxation					
Property Taxes	\$ 102,838,794	\$ 108,454,519	\$ 114,466,030	\$ 120,873,117	\$ 127,275,558
Parcel Taxes	17,750	17,750	17,750	17,750	17,750
Grant-in-Lieu of Taxes	1,685,500	1,769,775	1,858,264	1,951,177	2,048,736
Utilities 1%-in-Lieu of Taxes	600,000	600,000	600,000	600,000	600,000
	\$ 105,142,044	\$ 110,842,044	\$ 116,942,044	\$ 123,442,044	\$ 129,942,044

**CORPORATION OF THE CITY OF NEW WESTMINSTER
CONSOLIDATED FINANCIAL PLAN
Schedule 'A' to Bylaw No. 8392, 2023**

(continued)

Proportion of Revenues By Funding Source:

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

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

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

Revenue Source	% Total Revenue
Taxation	35%
Utility Rates	37%
Sale of Services	5%
Gov't Grants	8%
Contributions	8%
Other Revenue	8%
	100%

Distribution of Property Taxes Between Property Classes:

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

Class No	Property Class	% Tax Burden
1	Residential	64%
2	Utilities	<1%
4	Major Industry	2%
5	Light Industry	3%
6	Business	31%
8	Recreation/Non-Profit	<1%
9	Farm	<1%
		100%

Use of Permissive Exemptions:

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

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

CORPORATION OF THE CITY OF NEW WESTMINSTER
CONSOLIDATED CAPITAL PROGRAM
Schedule 'B' to Bylaw No. 8392, 2023

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

	2023	Budget Projections			
	Budget	2024	2025	2026	2027
CAPITAL EXPENSES					
Land	\$ 733,800	\$ -	\$ -	\$ -	\$ 6,500,000
Buildings	54,619,705	7,613,200	6,888,000	3,295,351	724,649
Vehicles/Equipment	13,084,042	5,795,650	4,963,500	3,192,083	7,634,417
Other Projects	8,374,584	4,926,500	4,719,300	3,395,000	3,311,500
Park Improvements	7,402,154	3,453,000	740,690	1,489,000	7,223,918
Engineering Structures	22,306,986	17,400,000	9,229,000	9,302,206	17,442,794
Water Infrastructure	11,308,250	4,616,900	5,838,900	5,838,900	5,838,900
Sewer Infrastructure	22,896,792	8,482,000	10,250,000	5,230,000	5,700,000
Electrical Distribution System	32,511,174	33,980,000	16,828,000	2,780,000	2,750,000
TOTAL	\$ 173,237,487	\$ 86,267,250	\$ 59,457,390	\$ 34,522,540	\$ 57,126,178
FUNDING SOURCES					
Reserve Funds	\$ 103,685,101	\$ 44,379,254	\$ 39,386,171	\$ 30,106,451	\$ 49,645,428
Development Cost Charges	3,890,888	390,000	333,000	-	1,231,750
Long Term Debt	48,880,858	17,153,200	7,500,000	500,000	-
Grants from Other Governments	4,981,557	1,000,000	-	-	-
Contributions	11,799,083	23,344,796	12,238,219	3,916,089	6,249,000
TOTAL	\$ 173,237,487	\$ 86,267,250	\$ 59,457,390	\$ 34,522,540	\$ 57,126,178

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

NOTES:

1. This DCC Funding Envelope Plan is based on the capital projects set out in the 2009 Development Cost Charge Review which forms the basis for the City's DCC Bylaw. The City's DCC Bylaw was amended in 2015 and 2022 to reflect new rates based on an updated capital project plan.
2. City contributions will be from reserves while other contributions are from provincial / federal government grants.
3. The mainland waterfront parkland acquisition / development (\$16M) was initially funded with debt with the intention that the principal on the debt would be repaid over time using Parks DCCs.

	2023	2024	2025	2026	2027
Total DCCs	3,890,888	390,000	333,000	-	1,231,750
Total City & Other Contributions	\$ 16,252,638	\$ 10,078,000	\$ 12,242,000	\$ 8,215,000	\$ 10,223,250
	\$ 20,143,526	\$ 10,468,000	\$ 12,575,000	\$ 8,215,000	\$ 11,455,000

CORPORATION OF THE CITY OF NEW WESTMINSTER
CONSOLIDATED STATEMENT OF RESERVES AND DEVELOPMENT COST CHARGES
Schedule 'C' to Bylaw No. 8392, 2023

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

FINANCIAL EQUITY (RESERVES)	2023	Budget Projections			
	Budget	2024	2025	2026	2027
Revenues:					
Contributions	\$ 7,272,109	\$ 7,302,128	\$ 7,332,988	\$ 7,364,710	\$ 7,397,322
	7,272,109	7,302,128	7,332,988	7,364,710	7,397,322
Transfers (to) from:					
Operating Budget	127,170,308	83,943,270	66,841,249	56,057,103	63,337,157
Capital Budget	(173,237,487)	(86,267,250)	(59,457,390)	(34,522,540)	(57,126,178)
	(46,067,179)	(2,323,980)	7,383,859	21,534,563	6,210,979
Change in Financial Equity (Reserves)	(38,795,070)	4,978,148	14,716,847	28,899,273	13,608,301
Financial Equity, Beginning of Year	192,566,883	153,771,813	158,749,961	173,466,808	202,366,081
Financial Equity, End of Year	153,771,813	158,749,961	173,466,808	202,366,081	215,974,382

CHANGE IN RESERVES

Non-Statutory Reserves	\$ (33,791,483)	\$ 6,548,554	\$ 15,143,660	\$ 28,814,624	\$ 13,541,958
Statutory Reserves					
Cemetery	53,234	54,299	55,385	56,492	57,622
Construction of Municipal Works	(4,710,040)	(1,621,163)	(478,586)	11,842	12,079
Parking Cash In Lieu	(384,629)	(42,146)	(42,989)	(23,849)	(44,326)
Park Land Acquisition	1,306	1,332	1,359	1,386	1,414
Tax Sale Land	36,542	37,272	38,018	38,778	39,554
Change in Reserves	\$ (38,795,070)	\$ 4,978,148	\$ 14,716,847	\$ 28,899,273	\$ 13,608,301
Statutory DCC Reserves					
Drainage DCC	\$ (287,444)	\$ 99,518	\$ 114,591	\$ 122,133	\$ 124,576
Parkland DCC	681,885	1,411,823	1,363,359	1,430,426	760,685
Sewer DCC	(861,713)	345,431	378,506	396,576	404,507
Transportation DCC	380,602	988,214	1,007,978	1,028,138	1,048,700
Water DCC	(700,097)	(164,100)	(91,131)	165,796	169,112
Change in DCCs	\$ (786,767)	\$ 2,680,886	\$ 2,773,303	\$ 3,143,069	\$ 2,507,580

RESERVE BALANCES

Non-Statutory Reserves	\$ 147,309,616	\$ 153,858,170	\$ 169,001,830	\$ 197,816,454	\$ 211,358,412
Statutory Reserves					
Cemetery	947,427	1,001,726	1,057,111	1,113,603	1,171,225
Construction of Municipal Works	2,691,854	1,070,691	592,105	603,947	616,026
Parking Cash In Lieu	892,677	850,531	807,542	783,693	739,367
Park Land Acquisition	66,621	67,953	69,312	70,698	72,112
Tax Sale Land	1,863,618	1,900,890	1,938,908	1,977,686	2,017,240
Total Reserves	\$ 153,771,813	\$ 158,749,961	\$ 173,466,808	\$ 202,366,081	\$ 215,974,382
Statutory DCC Reserves					
Drainage DCC	\$ 142,568	\$ 242,086	\$ 356,677	\$ 478,810	\$ 603,386
Parkland DCC	15,416,146	16,827,969	18,191,328	19,621,754	20,382,439
Sewer DCC	1,604,866	1,950,297	2,328,803	2,725,379	3,129,886
Transportation DCC	1,910,703	2,898,917	3,906,895	4,935,033	5,983,733
Water DCC	1,545,037	1,380,937	1,289,806	1,455,602	1,624,714
Total DCC Reserves	\$ 20,619,320	\$ 23,300,206	\$ 26,073,509	\$ 29,216,578	\$ 31,724,158