

Attachment #3

Sewerage and Drainage Utility Fund

Draft 2024 – 2028 Financial Plan

Capital Plan

2024 Service Enhancements

**CORPORATION OF THE CITY OF NEW WESTMINSTER
SEWER FUND BUDGET (DRAFT) ¹**

	2023 Projections	2023 Budget	2024 Budget	\$ Chg	Budget Projections			
					2025	2026	2027	2028
REVENUE								
Utility Rates	\$ 27,875,970	\$ 28,307,000	\$ 30,071,000	\$ 1,764,000	\$ 32,477,000	\$ 35,076,000	\$ 37,881,000	\$ 40,912,000
Sale of Services	466,781	424,000	436,720	12,720	449,822	463,316	477,216	491,532
Capital Contributions and DCC's	1,020,013	5,886,733	5,376,642	(510,091)	3,293,892	1,535,367	1,355,581	325,013
Other Revenue	(4,653)	20,000	20,000	-	20,000	20,000	20,000	20,000
Total Revenues	29,358,111	34,637,733	35,904,362	1,266,629	36,240,714	37,094,683	39,733,797	41,748,545
EXPENSES								
Salaries, Benefits and Training	977,788	1,229,445	1,420,872	191,427	1,463,498	1,507,403	1,552,625	1,599,204
Contracted Services	1,093,834	990,573	990,573	-	990,573	990,573	990,573	990,573
Supplies and Materials	153,002	144,609	214,609	70,000	214,609	214,609	214,609	214,609
Utility Purchases and Levies	11,962,288	11,965,955	13,953,783	1,987,828	15,781,729	17,075,830	18,185,759	19,622,434
Amortization	2,290,680	2,268,000	2,373,000	105,000	2,427,000	2,512,000	2,597,000	2,597,000
Total Expenses	16,477,592	16,598,582	18,952,837	2,354,255	20,877,409	22,300,415	23,540,566	25,023,820
INCREASE IN TOTAL EQUITY	12,880,519	18,039,151	16,951,525	(1,087,626)	15,363,305	14,794,269	16,193,231	16,724,726
Reconciliation to Financial Equity								
Amortization of Tangible Capital Assets	2,290,680	2,268,000	2,373,000	105,000	2,427,000	2,512,000	2,597,000	2,597,000
Capital Expenses	(12,499,169)	(23,224,435)	(19,757,266)	3,467,169	(10,285,000)	(9,255,000)	(10,635,000)	(8,990,000)
Transfer from/(to) Other Funds	340,000	340,000	340,000	-	340,000	340,000	340,000	340,000
Internal Charges	(1,819,981)	(1,819,981)	(1,866,231)	(46,250)	(1,895,466)	(1,922,418)	(1,948,197)	(1,948,197)
Internal Recoveries	305,520	305,520	325,430	19,910	346,735	369,531	393,923	393,923
CHANGE IN FINANCIAL EQUITY (Reserves)	1,497,568	(4,091,745)	(1,633,541)	2,458,204	6,296,574	6,838,382	6,940,957	9,117,452
Financial Equity , beginning of year	30,659,935	31,293,338	32,157,504	864,166	30,523,962	36,820,536	43,658,918	50,599,875
FINANCIAL EQUITY (Reserves), end of year	\$ 32,157,504	\$ 27,201,593	\$ 30,523,962	\$ 3,322,369	\$ 36,820,536	\$ 43,658,918	\$ 50,599,875	\$ 59,717,326
SEWER FUND CAPITAL BUDGET								
CAPITAL EXPENSES								
Vehicles/Equipment	\$ 23,980	\$ 23,980	\$ 140,000	\$ 116,020	\$ 20,000	\$ 285,000	\$ 680,000	\$ 20,000
Other Projects	186,534	303,663	191,949	(111,714)	115,000	160,000	55,000	210,000
Sewer Infrastructure	12,288,655	22,896,792	19,425,317	(3,471,475)	10,150,000	8,810,000	9,900,000	8,760,000
Total Capital Expenses	\$ 12,499,169	\$ 23,224,435	\$ 19,757,266	\$ (3,467,169)	\$ 10,285,000	\$ 9,255,000	\$ 10,635,000	\$ 8,990,000
FUNDING SOURCES								
Reserve Funds	\$ 11,479,157	\$ 17,337,702	\$ 14,380,624	\$ (2,957,078)	\$ 6,991,108	\$ 7,719,633	\$ 9,279,419	\$ 8,664,987
Development Cost Charges	25,013	1,672,088	558,500	(1,113,588)	95,763	325,013	425,013	325,013
Contributions	995,000	4,214,645	4,818,142	603,497	3,198,129	1,210,354	930,568	
Total Capital Funding	\$ 12,499,169	\$ 23,224,435	\$ 19,757,266	\$ (3,467,169)	\$ 10,285,000	\$ 9,255,000	\$ 10,635,000	\$ 8,990,000

¹ Budget and projections adjusted to reflect current estimates

DRAFT 2024 - 2028 Sewer Fund Capital Plan

Item #	Projects	Project Description	2023-2026 Strategic Priority	7 Bold Steps for Climate Action	Routine Renewal or Replace / Improvement or New Add	2024 Budget	2025 Forecast Spend	2026 Forecast Spend	2027 Forecast Spend	2028 Forecast Spend	Proposed 2024-2028 5-Year Plan
8	10197 Sewer Manhole Refurbishing	Scope/Outcome: Ongoing yearly program - to rehabilitate problem manholes; includes rebenching, grouting and installing ladders/rungs. Timeline: Implementation Expected Completion: Ongoing	05 Asset Management and Infrastructure		01 Routine Asset Renewal or Replacement	50,000	50,000	50,000		100,000	250,000
9	10198 Sewer R.O.W. Negotiations	Scope/Outcome: To secure Right-Of-Ways on existing City sewer mains on private property. Timeline: Implementation Expected Completion: 2024	05 Asset Management and Infrastructure		01 Routine Asset Renewal or Replacement	6,000					6,000
10	10354 Sewer Rehabilitation Program	Scope/Outcome: Rehabilitation of city wide sewer mains identified in previous year's CCTV program. Locations and type of rehabilitation to be completed based on CCTV results. Types of rehabilitation treatment include CIPP, spot repair, open cut, and pipe bursting. Timeline: Implementation Expected Completion: Ongoing	05 Asset Management and Infrastructure		01 Routine Asset Renewal or Replacement	3,679,364	1,500,000	1,300,000	1,700,000	2,000,000	10,179,364
11	10355 Sewermain Trench Restoration	Scope/Outcome: To carry out sewer trench pavement restoration. Timeline: Implementation Expected Completion: Ongoing	05 Asset Management and Infrastructure		01 Routine Asset Renewal or Replacement	350,000	350,000	350,000		500,000	1,550,000
12	10502 Sewer-Catchbasin Replacement	Scope/Outcome: Replace old catch basins with curb inlets. Timeline: Implementation Expected Completion: Ongoing	05 Asset Management and Infrastructure		01 Routine Asset Renewal or Replacement	30,000	30,000	30,000		60,000	150,000
13	10504 Sewer-Service Rehabilitation	Scope/Outcome: Rehab or replace service connections identified as part of operations and maintenance. Operationally connection issues including root egress, settlement, connections in poor condition, broken/failed connections etc. identified through operations inspections. Timeline: Implementation Expected Completion: On-going	05 Asset Management and Infrastructure		01 Routine Asset Renewal or Replacement	622,832					622,832
14	10637 Sewer San Sewer Pump Upgrades	Scope/Outcome: Replace old sanitary pump stations and equipment upgrades including power-smart and/or safety enhancement; QB (SA-28) replacement and Rousseau/Brunette Pump Station (SA-16) replacement in 2023. Timeline: Implementation Expected Completion: Ongoing	05 Asset Management and Infrastructure	01 Carbon Free Corporation	01 Routine Asset Renewal or Replacement	2,080,886	100,000	900,000	500,000	500,000	4,080,886
15	##### Stanley Street Pump Station Upgrade	Scope/Outcome: The existing drainage pump station is deficient in meeting the runoff demand and growth needs. The existing station equipment is at the end of its service life.	05 Asset Management and Infrastructure		01 Routine Asset Renewal or Replacement					1,200,000	1,200,000

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16	10943 Drainage Program	Scope/Outcome: Ongoing maintenance and replacement of the City's drainage infrastructure including funding Local area servicing (LAS) programs, culvert replacements, Wood Street canal bank stabilization and Boyd Street canal improvement. NWSS drainage pipe allocated = \$60,206.22 Timeline: Implementation Expected Completion: Ongoing	05 Asset Management and Infrastructure		01 Routine Asset Renewal or Replacement	300,000	250,000	250,000	400,000	400,000	1,600,000
17	11256 QB Sewer Syst kiosk Upgrade	Scope/Outcome: A systematic plan to replace old sanitary pump station control equipment. Including SA-15 emergency backup Gen Set Installation Timeline: Implementation Expected Completion: 2025	05 Asset Management and Infrastructure		01 Routine Asset Renewal or Replacement	(0)	200,000				200,000
18	11758 Flood Management (dyking)	Scope/Outcome: To conduct specific area geotechnical assessment of existing dyke conditions in QB and identify improvements where appropriate. To leverage funding for Poplar Landing dyke improvements and dyke repair behind casino and Lowes Timeline: Implementation Expected Completion: Ongoing	05 Asset Management and Infrastructure		01 Routine Asset Renewal or Replacement	1,057,044	250,000	250,000		500,000	2,057,044
19	12100 ISWMP Implementation	Scope/Outcome: Implement the annual Integrated Storm Water Management Plan (ISWMP) program Timeline: Implementation Expected Completion: Ongoing	05 Asset Management and Infrastructure		01 Routine Asset Renewal or Replacement	452,991	100,000	900,000	500,000	500,000	2,452,991
20	12101 SCADA Network Upgrade	Scope/Outcome: New SCADA Master Terminal Unit and Tech Support Timeline: Implementation Expected Completion: Ongoing	05 Asset Management and Infrastructure		01 Routine Asset Renewal or Replacement	134,800	400,000	100,000	400,000	400,000	1,434,800
21	12296 Beach St Canal QD15	Scope/Outcome: Beach St Canal from Stanley to Mercer St (QD15). Payment to developer. Developer delivered sewer mains through DCC program Timeline: Implementation Expected Completion: 2024	05 Asset Management and Infrastructure		02 Improvements or New Additions	61,400					61,400
22	12447 Sew & Drain Pump Cond Asses	Scope/Outcome: To conduct condition assessment for city pump stations for Sewer AMP Timeline: Implementation Expected Completion: 2025	05 Asset Management and Infrastructure		01 Routine Asset Renewal or Replacement		50,000			50,000	100,000

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23	12460 West-End Sewer Sep Prog 23-27	<p>Scope/Outcome: Annual city wide sewer separation program to fulfill LWMP commitment of separating 1.5% of the total combined sewers per year. Project areas includes West End area with ICIP Grant.</p> <p>Timeline: Implementation - 2023 Construction (including future year detail design)</p> <p>2023 Expected Completion: - 16th st (10th ave – 5th ave) – 1.035 km @ \$3000/m Class D estimate (large dia main ranging from 250mm to 525mm) - Nanaimo St (16th st – 14th st) – 0.3km \$2200/m Class D estimate (250mm dia main) - Total of approximately 1.30 km of large diameter main planned for construction in 2024</p>	05 Asset Management and Infrastructure		01 Routine Asset Renewal or Replacement	10,600,000	6,870,000	2,600,000	4,000,000		24,070,000
24	##### Sewer Sep Prog 2027-2028	<p>Scope/Outcome: Annual city wide sewer separation program to fulfill LWMP commitment of separating 1.5% of the total combined sewers per year.</p>	05 Asset Management and Infrastructure		01 Routine Asset Renewal or Replacement			2,200,000	2,400,000	2,400,000	7,000,000
Total Sewer System Additions						19,425,317	10,150,000	8,930,000	9,900,000	8,610,000	57,015,317
Total Sewer Infrastructure						19,425,317	10,150,000	8,930,000	9,900,000	8,610,000	57,015,317
Equipment											
Sewer Equipment											
25	10190 Sewer Equipment and Furniture	<p>Scope/Outcome: Annual allocation for operational replacement or upgrade of minor equipment within the sewer collection system.</p> <p>Timeline: Implementation</p> <p>Expected Completion: Ongoing</p>	05 Asset Management and Infrastructure		01 Routine Asset Renewal or Replacement	20,000	20,000	20,000	20,000	20,000	100,000
Total Sewer Equipment						20,000	20,000	20,000	20,000	20,000	100,000
Total Equipment						20,000	20,000	20,000	20,000	20,000	100,000
Vehicles											
Sewer Vehicles											
26	11647 Repl Utility Trailer Unit 937	<p>Scope/Outcome: For the replacement of unit 937. This is a 2000 covered utility trailer used by the sewers dept. This trailer will be over 24 years old and will be scheduled for replacement.</p> <p>Timeline: Implementation</p> <p>Expected Completion: 2026</p> <p>Project Scope/Outcome: U937 - Utility Trailer Year: 2000 KM's - XXXX Use - Sewers Utility equipment Procurement - Electric: NA Goods Ordering Year: 2026 Goods Receipt Timing:2026</p> <p>Estimated In Service Date:2026</p>	05 Asset Management and Infrastructure	01 Carbon Free Corporation	01 Routine Asset Renewal or Replacement			20,000			20,000

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27	A0132 rpl Genset Unit 935	Scope/Outcome: Replacement of Unit #935 a 1999 portable Generator on trailer. This Unit will be 25yrs old and due for scheduled replacement Timeline: Implementation Expected Completion: 2026	05 Asset Management and Infrastructure		01 Routine Asset Renewal or Replacement			95,000			95,000
28	New - Hybrid/electric truck	Scope/Outcome: New unit to support existing Scada technician and enhancement of existing position towards Construction Coordinator Timeline: Implementation Expected Completion: 2024	02 Homes and Housing Options	02 Car Light Community	Improvement or New Addition	120,000					120,000
29	2015 Ford F59 ITB Step Van - Unit 909	Scope/Outcome: Replacement of Unit #909 a 2015 step van used for Sewer maintenance crews. This Unit will be 12yrs old and due for scheduled replacement Timeline: Implementation Expected Completion: 2027	05 Asset Management and Infrastructure	02 Car Light Community	Improvement or New Addition				220,000		220,000
30	2015 Ford F59 ITB Step Van - Unit 910	Scope/Outcome: Replacement of Unit #910 a 2015 step van used for Sewer maintenance crews. This Unit will be 12yrs old and due for scheduled replacement Timeline: Implementation Expected Completion: 2027	05 Asset Management and Infrastructure	02 Car Light Community	Improvement or New Addition				220,000		220,000
31	2015 Ford F59 ITB Step Van - Unit 911	Scope/Outcome: Replacement of Unit #911 a 2015 step van used for Sewer maintenance crews. This Unit will be 12yrs old and due for scheduled replacement Timeline: Implementation Expected Completion: 2027	05 Asset Management and Infrastructure	02 Car Light Community	Improvement or New Addition				220,000		220,000
32	A0133 rpl Genset Unit 936	Scope/Outcome: Replacement of Unit #936 a 1999 portable Generator on a trailer. This Unit will be 25yrs old and is due for scheduled replacement Timeline: Implementation Expected Completion: 2026	05 Asset Management and Infrastructure		01 Routine Asset Renewal or Replacement			30,000		150,000	180,000
Total Sewer Vehicles						120,000		145,000	660,000	150,000	1,075,000
Total Vehicles						120,000		145,000	660,000	150,000	1,075,000
Total Sewer Fund						19,757,266	10,285,000	9,255,000	10,635,000	8,990,000	58,922,266

Dept	Division	Business Unit	Object Account	Description	Background and Explanation of Need	Strategic Priority	Council Endorsement (Yes / No)	Permanent Request (Yes / No)	Employee Position Type	# of FTE Addition	2024 Salary Compensation	2024 Salary Related Costs	2024 Consulting or Contracted Services	2024 Supplies & Materials / Other Costs	2024 Employee Benefits Cost (\$/FTE)	Total Operating Enhancement Request in Business Unit	2024 IT Licensing Cost (\$/FTE)	2024 Staff Training Cost (\$/FTE)	Total 2024 Operating Enhancement Request	2024 Funding Source
ENG	Water & Sewer Fund (50-50)	9510.8130 9410.8130	9510.8130 9410.8130	Co-Op Student Aux budget adjustment	Aux salary adjustment for Co-Op student in Utilities group (moved from general fund aux budget) We would like to formalize the Co-Op student having had great success with the 2023 program. This position will assist the Utilities Engineers in performing various tasks while also providing the student with valuable experience required for the schooling. This Co-Op student position will be a regular future going forward.	Asset Management and Infrastructure	No	Yes	TFT	0.50	\$ 34,000				\$ 9,605	\$ 43,605	\$ 1,000	\$ 1,000	\$ 45,605	New / Incremental Revenue
ENG	Sewer	9510	8110	Salary adjustment to convert vacant Subforeperson to Assistant Manager	Convert vacant Subforeperson to Operations Assistant Manager. The Assistant Manager will enable distributed leadership of the largest Division within Engineering. The Assistant Manager will support ongoing core service initiatives and provide supervision for multiple divisions within Engineering Operations. This position will not only improve operational effectiveness but it will help maintain projects that directly impact the City's strategic priorities, corporate plans and major development projects. In addition, creation of this position will better support succession planning within Operations.	Asset Management and Infrastructure	No	Yes	RFT		\$ 40,000				\$ 11,300	\$ 51,300	\$ 1,000	\$ 1,000	\$ 53,300	New / Incremental Revenue
ENG	Sewer	9510	8110	Salary adjustment to convert vacant RFT Labourer 2 to Construction Coordinator	Convert vacant labour position to a Construction Coordinator position to help maintain and build upon current maintenance and service levels across the city. This position will not only improve operational effectiveness but it will help maintain projects that directly impact the City's strategic priorities, corporate plans and major development projects. In addition, this conversion will support retention and progression of key staff within Engineering Operations.	Asset Management and Infrastructure	No	Yes	RFT		\$ 25,000				\$ 7,063	\$ 32,063	\$ 1,000	\$ 1,000	\$ 34,063	New / Incremental Revenue
ENG	Sewer	9510	8220	Increase in Direct Purchases to address growing SCADA maintenance needs	Increase in Direct Purchases is being requested in order to address growing SCADA maintenance needs. With an in-house SCADA Technician we require the added budget to maintain the end of life or aging SCADA system outside of complete through Capital budgets.	Asset Management and Infrastructure	No	Yes					\$ 70,000		\$ 70,000			\$ 70,000	New / Incremental Revenue	
									Total	0.50	\$ 99,000	\$ -	\$ 63,000	\$ 100,000	\$ 27,968	\$ 289,968	\$ 3,000	\$ 3,000	\$ 295,968	