

Attachment #3

Sewerage and Drainage Utility Fund

Draft 2025 – 2029 Financial Plan (based on Scenario 1)

Capital Plan

2025 Service Enhancements

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

	2025	\$ Change	Budget Projections			
	Budget		2026	2027	2028	2029
REVENUE						
Utility Rates	\$ 35,854,000	\$ 5,754,000	\$ 38,722,000	\$ 41,820,000	\$ 45,165,000	\$ 48,779,000
Sale of Services	449,822	13,102	463,316	477,216	491,532	506,278
Capital Contributions and DCC's	4,611,207	(600,891)	2,477,000	2,091,249	411,249	300,000
Other Revenue	20,000	-	20,000	20,000	20,000	20,000
Total Revenues	40,935,029	5,166,211	41,682,316	44,408,465	46,087,781	49,605,278
EXPENSES						
Salaries, Benefits and Training	1,549,724	132,298	1,596,215	1,644,102	1,693,425	1,744,228
Contracted Services	1,188,522	-	1,188,522	1,188,522	1,188,522	1,188,522
Supplies and Materials	214,609	-	214,609	214,609	214,609	214,609
Utility Purchases and Levies	19,328,209	5,374,426	20,255,963	21,613,113	23,579,906	25,442,718
Amortization	2,661,000	267,000	2,787,000	2,955,000	3,066,000	3,287,000
Total Expenses	24,942,064	5,773,724	26,042,309	27,615,346	29,742,462	31,877,077
INCREASE IN TOTAL EQUITY	15,992,965	(607,513)	15,640,007	16,793,119	16,345,319	17,728,201
Reconciliation to Financial Equity						
Amortization and Accretion Expense	2,661,000	267,000	2,787,000	2,955,000	3,066,000	3,287,000
Capital Expenses	(19,322,996)	236,321	(10,447,645)	(10,689,271)	(12,324,271)	(15,214,000)
Transfer from/(to) Other Funds	340,000	-	340,000	340,000	340,000	340,000
Internal Charges	(1,866,231)	-	(1,895,466)	(1,922,418)	(1,948,197)	(1,948,197)
Internal Recoveries	325,430	-	346,735	369,531	393,923	393,923
CHANGE IN FINANCIAL EQUITY (Reserves)	(1,869,832)	(104,193)	6,770,631	7,845,961	5,872,775	4,586,927
Financial Equity , beginning of year	41,413,684	9,244,520	39,543,852	46,314,483	54,160,444	60,033,219
FINANCIAL EQUITY (Reserves), end of year	\$ 39,543,852	\$ 9,140,327	\$ 46,314,483	\$ 54,160,444	\$ 60,033,219	\$ 64,620,146

SEWER FUND CAPITAL BUDGET

CAPITAL EXPENSES						
Vehicles/Equipment	\$ 67,768	\$ (72,232)	\$ 135,000	\$ 680,000	\$ 200,000	\$ 320,000
Sewer Infrastructure	18,733,731	(685,585)	10,147,645	9,954,271	11,914,271	14,644,000
Total Capital Expenses	\$ 19,322,996	\$ (236,321)	\$ 10,447,645	\$ 10,689,271	\$ 12,324,271	\$ 15,214,000
FUNDING SOURCES						
Reserve Funds	\$ 14,711,789	\$ 364,570	\$ 7,970,645	\$ 8,598,022	\$ 11,913,022	\$ 14,914,000
Development Cost Charges	77,170	(432,942)	355,000	411,249	411,249	300,000
Contributions	4,534,037	(167,949)	2,122,000	1,680,000	-	-
Total Capital Funding	\$ 19,322,996	\$ (236,321)	\$ 10,447,645	\$ 10,689,271	\$ 12,324,271	\$ 15,214,000

* Based on Scenario 1: 18% in 2025 and 8%/year thereafter

DRAFT 2025 - 2029 Capital Plan - Sewer Fund

						Proposed 2025-2029 Capital Program					
Item #	BU #	Projects	Dept Name	Project Description	2023-2026 Strategic Priority	2025 Forecast Spend	2026 Forecast Spend	2027 Forecast Spend	2028 Forecast Spend	2029 Forecast Spend	5 year Total (2025-2029)
1	10190	10190 Sewer Equipment and Furniture	SEW	Scope/Outcome: Annual allocation for operational replacement or upgrade of minor equipment within the sewer collection system. Timeline: Implementation Expected Completion: Ongoing	05 Asset Management and Infrastructure	20,000	20,000	20,000	20,000	20,000	100,000
2	10197	10197 Sewer Manhole Refurbishing	SEW	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	104,528	50,000	-	100,000	100,000	354,528
3	10349	10349 Sewer Consulting Studies	SEW	Scope/Outcome: System studies and pre-design for future sewer projects. Timeline: Planning Expected Completion: Ongoing	05 Asset Management and Infrastructure	50,275	30,000	-	30,000	30,000	140,275
4	10354	10354 Sewer Rehabilitation Program	SEW	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	3,531,812	1,300,000	1,700,000	2,000,000	3,500,000	12,031,812
5	10355	10355 Sewermain Trench Restoration	SEW	Scope/Outcome: To carry out sewer trench pavement restoration. Timeline: Implementation Expected Completion: Ongoing	05 Asset Management and Infrastructure	525,000	350,000	-	500,000	550,000	1,925,000
6	10502	10502 Sewer-Catchbasin Replacement	SEW	Scope/Outcome: Replace old catch basins with curb inlets. Timeline: Implementation Expected Completion: Ongoing	05 Asset Management and Infrastructure	30,000	30,000	-	60,000	60,000	180,000
7	10504	10504 Sewer-Service Rehabilitation	SEW	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	449,396	-	-	-	-	449,396
8	10634	10634 Sewer Asset Management	SEW	Scope/Outcome: Assessing data gap and integrating GIS data into AM & Financial Plans, developing and maintaining AM framework, policy, LOS, strategy, strategic and tactical plans, measurements and reports for Sewer assets. Timeline: Planning Expected Completion: Ongoing	05 Asset Management and Infrastructure	32,993	60,000	10,000	10,000	10,000	122,993
9	10637	10637 Sewer San Sewer Pump Upgrades	SEW	Scope/Outcome: Replace old sanitary pump stations and equipment upgrades including power-smart and/or safety enhancement; QB (SA-28) replacement and Rousseau/Sanitary Pump Station (SA-18) replacement in 2024. Ongoing pre-design on SA-11, 12, 14, 22. Timeline: Implementation Expected Completion: Ongoing	05 Asset Management and Infrastructure	1,987,416	900,000	500,000	500,000	2,500,000	6,387,416

DRAFT 2025 - 2029 Capital Plan - Sewer Fund

Item #	BU #	Projects	Dept Name	Project Description	2023-2026 Strategic Priority	Proposed 2025-2029 Capital Program					5 year Total (2025-2029)
						2025 Forecast Spend	2026 Forecast Spend	2027 Forecast Spend	2028 Forecast Spend	2029 Forecast Spend	
10	10881	10881 Annual Sewer Modeling Work	SEW	Scope/Outcome: Annual update to the City drainage and sanitary sewer model by incorporating annual changes to the system. The computer model is also used for the master sewer servicing study. Timeline: Planning Expected Completion: Ongoing	05 Asset Management and Infrastructure	41,360	25,000	-	100,000	25,000	191,360
11	10943	10943 Drainage Program	SEW	Scope/Outcome: Stanley Street Collapsed culvert (\$220K), Boyn Street ditch infill contributions Timeline: Implementation Expected Completion: Ongoing	05 Asset Management and Infrastructure	450,000	250,000	400,000	400,000	500,000	2,000,000
12	11256	11256 QB Sewer Syst kiosk Upgrade	SEW	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	-	200,000	-	-	-	200,000
13	11491	11491 CSO Monitoring Program	SEW	Scope/Outcome: To install equipment and monitor Combined Sewer Overflows to meet new federal regulations. Federal Wastewater Systems Effluent Regulations (P.C. 2012-942) under the Fisheries Act require municipalities with wastewater systems to install continuous monitoring equipment and regular sampling to effluent. The scope also include analytical work for CSO compliance report under the federal regulations. Timeline: Planning Expected Completion: Ongoing	05 Asset Management and Infrastructure	64,247	35,000	-	35,000	165,000	299,247
14	11647	11647 Repl Utility Trailer Unit 937	SEW	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. Timeline: Implementation Expected Completion: 2026 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 Estimated In Service Date:2026	05 Asset Management and Infrastructure	-	20,000	-	-	-	20,000
15	12589	12589 Hybrid/Electric Psngr Vehicle	SEW	New EV Vehicle	02 Homes and Housing Options	47,768	-	-	-	-	47,768
16	11758	11758 Flood Management (dyking)	SEW	Scope/Outcome: Implementation of Dyke Improvements for Poplar Landing dyke improvements and dyke repair behind the casino and Lowes. Grant funded to \$800K. Received \$400K already. Permitting concerns have delayed the project and added significant cost to the project Timeline: Implementation Expected Completion: 2026	05 Asset Management and Infrastructure	1,081,055	981,055	-	-	-	2,062,109

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						2025 Forecast Spend	2026 Forecast Spend	2027 Forecast Spend	2028 Forecast Spend	2029 Forecast Spend	
17	12080	12080 Boundary pump station	SEW	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. Timeline: Implementation Expected Completion: 2024	05 Asset Management and Infrastructure	315,619	-	-	-	-	315,619
18	12098	12098 Sewer Model Review	SEW	Scope/Outcome: Assessment and update of existing sewer model to current requirement. Timeline: Planning Expected Completion: 2026	05 Asset Management and Infrastructure	10,400	-	-	25,000	-	35,400
19	12100	12100 ISWMP Implementation	SEW	Scope/Outcome: Implement the annual Integrated Storm Water Management Plan (ISWMP) program. West End GI implementaion 2024-2028. Timeline: Implementation Expected Completion: Ongoing	05 Asset Management and Infrastructure	100,000	900,000	704,271	704,271	250,000	2,658,541
20	12101	12101 SCADA Capital Upgrade	SEW	Scope/Outcome: New SCADA Master Terminal Unit and Tech Support Timeline: Implementation Expected Completion: Ongoing	05 Asset Management and Infrastructure	290,771	300,000	400,000	400,000	500,000	1,890,771
21	12106	12106 Maintenance Management Dev	SEW	Scope/Outcome: To develop and operation maintenance management system for sewer utility. Timeline: Planning Expected Completion: Ongoing	05 Asset Management and Infrastructure	10,000	10,000	10,000	10,000	20,000	60,000
22	12162	12162 CCTV Sewer Inspection Program	SEW	Scope/Outcome: Annual CCTV Sewer Inspection Program to inform capital rehabilitation/renewal program. Timeline: Planning Expected Completion: On-going	05 Asset Management and Infrastructure	300,000	-	-	-	-	300,000
23	12296	12296 Beach St Canal QD15	SEW	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: 2026	05 Asset Management and Infrastructure	-	61,400	-	-	-	61,400
24	12352	12352 Drainage/Sanitary DCC Prog Upd	SEW	Scope/Outcome: DCC Program Update Drainage/Sanitary Component) Timeline: Planning Expected Completion: 2027	05 Asset Management and Infrastructure	12,222	5,000	35,000	-	-	52,222
25	12447	12447 Sew & Drain Pump Cond Asses	SEW	Scope/Outcome: To conduct a recurring condition assessment (approximately every 3-5 years) for the City's pump stations, that would also be used as inputs in the preparation of the Sewer Asset Management Plan updates. The last comprehensive pump station condition assessment was completed in Q2 2023. The next condition assessment would start approximately in 2027/2028, and would be approximately completed by 2028/2029.	05 Asset Management and Infrastructure	25,190	25,190	-	50,000	-	100,380
26	12460	12460 West-End Sewer Sep Prog 23-27	SEW	Scope/Outcome: Annual city wide sewer separation program to fulfill LWMP commitment of separating 1.5% of the total combined sewers per year. West End Utilities Project (ICIP Grant funded). Timeline: 2024-2027 Expected Completion: 2027	05 Asset Management and Infrastructure	9,842,945	4,100,000	4,000,000	-	-	17,942,945

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						2025 Forecast Spend	2026 Forecast Spend	2027 Forecast Spend	2028 Forecast Spend	2029 Forecast Spend	
27	A0132	A0132 rpl Genset Unit 935	SEW	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	-	95,000	-	-	-	95,000
28	A0133	A0133 rpl Genset Unit 936	SEW	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	-	-	-	180,000	-	180,000
29	A0817	A0817 Stanley Street Pump Station Upgrade	SEW	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. Timeline: Implementation Expected Completion: 2028	05 Asset Management and Infrastructure	-	-	-	1,200,000	600,000	1,800,000
30	A0818	A0818 Sewer Sep Prog 2027-2028	SEW	Scope/Outcome: Annual city wide sewer separation program to fulfill LWMP commitment of separating 1.5% of the total combined sewers per year. (2027-2034 renewal)	05 Asset Management and Infrastructure	-	700,000	2,250,000	6,000,000	6,084,000	15,034,000
31	A0821	A0821 rpl 2015 Ford F59 ITB Step Van - Unit 909	SEW	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	-	-	220,000	-	100,000	320,000
32	A0822	A0822 rpl 2015 Ford F59 ITB Step Van - Unit 910	SEW	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	-	-	220,000	-	100,000	320,000
33	A0823	A0823 rpl 2015 Ford F59 ITB Step Van - Unit 911	SEW	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	-	-	220,000	-	100,000	320,000
Total						19,322,996	10,447,645	10,689,271	12,324,271	15,214,000	67,998,182

2025 Operating Budget Service Enhancement Requests and Funding Opportunities

Department: Utility - Sewer Fund

Funding Sources													
Dept	Division	Requester	Business Unit	Object Account	Description	Background and Explanation of Funding	Permanent Funding (Yes / No)	Funding Source	Total Additional Funding in Business Unit	Estimated Budget Start Quarter	2025 Net Funding	Notes	
ENG - Sewer	Design and Construction	Kwaku Agyare-Manu	A0818	Capital	Manager D&C	Funding to support the Manager of Design and Construction in Engineering.	No	Capital Project	\$ 70,067	Q2	\$ 52,550	Funding to support the Manager of Design and Construction in Engineering, 11765 (33%) & A0818 (33%) & 12550 (33%). 3-Year TFT role.	
ENG - Sewer	Public Works	Gabe Beliveau	9510	8130	Auxiliary to fulltime	Auxiliary Salary budget moved to Regular Salaries to accommodate position request	Yes	Budget Transfer	\$ 70,000	Q2	\$ 52,500		
									\$ 140,067		\$ 105,050		

Operating Service Enhancement Requests																				
Dept	Division	Requester	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	Salary Compensation	Salary Related Costs	Consulting or Contracted Services	Supplies & Materials / Other Costs	Employee Benefits Cost (\$/FTE)	Total Operating Enhancement Request in Business Unit	Estimated Budget Start Quarter	2025 Net Impact	Notes
ENG - Sewer	Design and Construction	Kwaku Agyare-Manu	A0818	Capital	NEW TFT - FUNDED FROM CAPITAL - Manager D&C	Funding to support the Manager of Design and Construction in Engineering.	Asset Management and Infrastructure	No	No	TFT	0.33	\$ 53,333			\$ 1,667	\$ 15,067	\$ 70,067	Q2	\$ 52,550	Funding to support the Manager of Design and Construction in Engineering, 11765 (33%) & A0818 (33%) & 12550 (33%). 3-Year TFT role.
ENG - Sewer	Public Works	Gabe Beliveau	9510	8110	CONVERSION - Auxiliary (TFT) to Labourer 2	Conversion of Auxiliary work force who would qualify under classification of Temporary Full Time under the new Collective Agreement to a Regular Full Time position as Labourer 2	Core Business / Not applicable	No	Yes	RFT	1.00	\$ 70,000				\$ 19,775	\$ 89,775	Q2	\$ 67,331	Conversion of TFT Auxiliary staff to RFT Labourer 2
											1.33	\$ 123,333	\$ -	\$ -	\$ 1,667	\$ 34,842	\$ 159,842		\$ 119,881	