



City ON THE Rise

City of
NEW WESTMINSTER
2011 COMMUNITY REPORT

Message from the Mayor



Pondering the theme of this year's community report, *City on the Rise*, it strikes me that it perfectly describes New Westminster. When the Royal Engineers arrived here more than 150 years ago, they mapped out a town site strategically located, that as it grew, rose from the Fraser up the hill to provide a commanding view over the river. Now, the phrase refers to where we find ourselves today, as New Westminster re-captures our status as the place to watch.

It's no secret that progress is being made in every corner of the City and 2011 was no exception. The City of New Westminster continued investments in key civic projects, updating infrastructure and developing new amenities for our citizens today, and into the future.

In historic Queensborough, the new Sukh Sagar "pocket park" on Ewen Street was opened and the ribbon cut on the Boro All Wheel Park, providing recreation and a challenge for anyone on wheels. Opening celebrations for sections of the Queensborough Perimeter Trail were held and construction began on an expansion of Queensborough Community Centre to enable this "heart of the community" to continue providing a place for residents to gather, connect and have fun.

Downtown, ground was broken on the new Multi-Use Civic Facility and office tower. Made possible in large part thanks to a generous contribution from the Province, BC Lottery Corporation and Starlight Casinos, this project will play a critical role in the economic revitalization of Columbia Street. Along our waterfront, work continued on Westminster Pier Park, transforming a former industrial brownfield into public space and capturing environmental awards in the process.

Uptown, work was completed at Mercer Track and Stadium, with an upgraded track surface and sports storage facilities providing much-needed improvements for the benefit of the sports community. And over in Queen's Park, a new artificial turf field was opened, doubling the all-weather sports field inventory in the city.

Work on critical infrastructure continued throughout the city, most notably along the Sixth Street corridor and in Victory Heights. While inconvenient, these necessary upgrades ensure key services are there for residents and businesses into the future.

All of these efforts have led the development community to take notice, and in 2011 New Westminster had a number of residential developments underway or nearing completion. These have attracted new citizens to our great community and with them, new energy and ideas.

As always, the dedication and commitment of the many volunteers who contribute countless hours to make our city a great place to live, work and play was on display. It's this passion for community that defines New Westminster and drives us forward.

Today, we truly are a *City on the Rise*. We're re-establishing our status as the "place to be" in Metro Vancouver. Thanks to the dedication of City Council, hard-working city staff, and tireless efforts of community members we're meeting the challenges of the future. My sincere gratitude to all involved – let's keep going!

Mayor Wayne Wright



MAYOR & COUNCIL

2008 – 2011



Councillor Jaimie McEvoy Councillor Bill Harper Councillor Jonathan X. Cote Councillor Bob Osterman
Councillor Betty McIntosh Mayor Wayne Wright Councillor Lorrie Williams

2011 – 2014



Councillor Jonathan X. Cote Councillor Bill Harper Councillor Chuck Puchmayr Councillor Jaimie McEvoy
Councillor Betty McIntosh Mayor Wayne Wright Councillor Lorrie Williams

Message from the City Administrator



Significant progress was made in 2011 on a number of projects and initiatives helping to advance the City's strategic priorities and contributing to our vision of "building a vibrant riverfront city of choice." Highlights include advancement of several City strategic catalyst projects. Construction of Westminster Pier Park progressed significantly with completion scheduled for spring, 2012. Excavation and shoring for the City's Multi Use Civic Facility was initiated as the final layout and plans were approved. Queensborough parkland (3 new parks) and trail projects were completed and officially opened. Construction began on the expansion to the Queensborough Community Centre including the city's first satellite library and police facilities. There were major steps forward on technical work, agreements and land matters with respect to the Schools project. The exchange of land between the City and School District took place prior to year end allowing the School District to seek final project approval from the province.

Great strides were made by the community in reducing the quantity of solid waste needing to be land filled as residents stepped up to increase their recycling efforts and actively participate in curbside Clean Green pickup. The City's Community Energy and Emissions Program was approved, paving the way for recruitment of a Community Energy Manager.

Several infrastructure improvements were completed including a new artificial turf field in Queen's Park; Mercer Stadium Track replacement and new Mercer Stadium storage facility; and replacement of aging water and sewer lines on 6th Street.

The City's Master Transportation Plan was initiated toward the end of the year and will be a major focus in 2012. There are many transportation issues that need to be addressed including future plans for Front Street and the Pattullo Bridge.

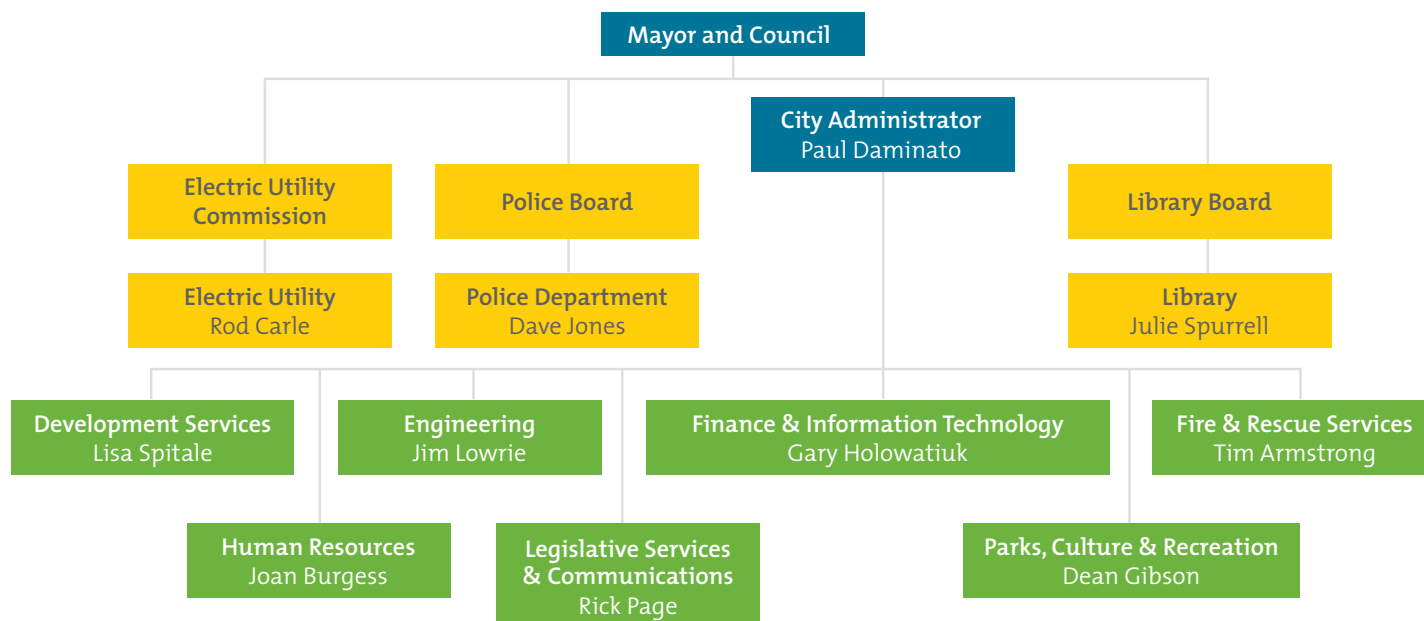
Progress was made on several policy initiatives and community programs including service for new immigrants to the city; work on childhood development hubs; the development of a new homelessness plan; and work on neighbourhood learning centres to coincide with the plans for new schools.

Several developments in the city reached key milestones in 2011 adding to the city's economic base. These included the opening of the first building at the Brewery District site, with a retail component providing the neighbourhood with a 24/7 brand-name grocery outlet. The Brewery District was also successful in landing the new headquarters for Translink bringing more than 500 new jobs to the city. Plaza 88 opened their retail complex – the first of its kind in the lower mainland built around the New Westminster SkyTrain station. B.C.'s first Lowe's home improvement store opened its doors in Queensborough. This flagship store will also serve as Lowe's BC headquarters.

Important organizational initiatives were completed in 2011 including the completion of a Business Continuity Plan for every department in the City in preparation for business interruptions due to unforeseen incidents and emergencies; a new attendance and disability management program was launched; significant progress was made on records management initiatives; and parks and engineering maintenance functions were integrated.

I would like to thank the community for their participation and input in many of these initiatives and acknowledge the dedication and contribution of all City staff.

Paul Daminato
City Administrator



DEPARTMENTAL REVIEWS

The City of New Westminster provides services to residents and businesses that range from the essential to the valued and appreciated — from police; fire and rescue services; and electrical utility to engineering; development services; parks, culture and recreation; and library services. Key support functions to city governance are provided by legislative services and communications; human resources; as well as finance and information technology, all working together to serve citizens of the Royal City.

ADMINISTRATION

ECONOMIC DEVELOPMENT

EMERGENCY MANAGEMENT

NEW WESTMINSTER FIRE & RESCUE SERVICES

FINANCE & INFORMATION TECHNOLOGY

ELECTRIC UTILITY

ENGINEERING SERVICES

NEW WESTMINSTER POLICE DEPT.

PARKS, CULTURE AND RECREATION

DEVELOPMENT SERVICES

HUMAN RESOURCES

LEGISLATIVE SERVICES

COMMUNICATIONS

LIBRARY

ADMINISTRATION

Administration oversees all departments in the City except for Police, Library and the Electric Utility, who report to their own boards. Administration also oversees the Economic Development and Emergency Management functions, as well as the City's Strategic Plan.

ECONOMIC DEVELOPMENT

The City's economic development activities are guided by the Livable City Strategy and the Economic Development Advisory Committee. The Strategy outlines priorities and initiatives aimed at improving the economic status of New Westminster. The Advisory Committee assists in the development and monitoring of annual economic development work plans.

2011 Accomplishments

- Developed business and marketing plan for the convention and meeting components of the downtown Multi Use Civic Facility.
- Established steering Committee to plan and execute a New Westminster Economic Forum in 2012.
- Developed Retail Action Plan for Downtown with merchants, owners, and customer focus groups.
- In collaboration with Development Services, commenced the implementation of the Employment Lands Strategy.

Looking Forward

In 2012, the Economic Development Division will continue to develop new marketing material to further promote investment in New Westminster, support various business task forces, implement the recommendations from the Downtown Retail Action Plan, and host in partnership with the New Westminster Chamber of Commerce the first annual New Westminster Economic Forum.

EMERGENCY MANAGEMENT

The Emergency Management Division is responsible for developing the capacity of the Corporation, community agencies, and citizens to prepare for, respond to, and recover from emergency or serious events within the City of New Westminster. The section oversees training for staff, coordination and support for first responders, as well as education and support for residents. Emergency Management staff also participates in Provincial and Federal initiatives, as well as with private entities to make this region more disaster resilient.

2011 Accomplishments

- Completed corporate hazards, risks and vulnerability assessment.
- Completed Emergency Management strategic plan.
- Completed Business Continuity Plan for all City departments and held initial training exercise.
- Completed a series of orientations, drills, and table-top exercises with EOC staff and public safety agencies.
- Upgraded communications systems and equipment to city radio system, command trailer, and Emergency Operations Centre.

Looking Forward

Initiatives for the Emergency Management Division in 2012 include updating the City's emergency and telecommunications plans, and conducting a Business Continuity emergency exercise. The Division also plans on staging a major emergency exercise that will utilize the Emergency Operations Centre in full operation and will implement recommendations and additional training following this exercise.



SERVING THE COMMUNITY

NEW WESTMINSTER FIRE & RESCUE SERVICES

New Westminster Fire & Rescue Services protect life, property and the environment through prevention, code enforcement, and emergency response. In addition to rescue and emergency medical services, other roles include community fire prevention education and building partnerships with local businesses and agencies to promote fire safety.

2011 Accomplishments

- Developed a Fire Executive Management program to support members of New Westminster Fire & Rescue Services to obtain necessary practical and educational training specific to leadership roles within the management team.
- Upgraded equipment including pressure ventilation fans for all apparatus and new SCBA breathing apparatus for all frontline members.
- Replaced personal protective equipment (Turnout Gear) for all staff. The new gear is lighter and more durable and currently meets or exceeds the current standard for personal protective equipment.
- Trained staff in the department's new Structural Collapse program with all shifts receiving the first phase of Level 1 training. This training enhances and better prepares crews for an all hazards approach to building collapse, heavy vehicle, or machinery extrication and better prepares the city for natural or man-made disasters.
- Senior officers participated in the Officer Development Program, preparing them to take on the responsibilities of future vacancies at the Assistant Chief's level.

Looking Forward

In 2012, New Westminster Fire & Rescue Services will see the department take a more active role in public safety training and community outreach. The prevention division will have an increased focus on building and fire code enforcement, and provide additional support to the community in prevention and emergency preparedness measures. The firefighter recruitment and hiring process will undergo significant changes in 2012 which will include the introduction of a ride-along assessment program that will allow fire crews to participate and give feedback to the new recruits. Additionally, a new department scheduling program will be introduced to update and streamline scheduling of all personnel and provide access to a variety of statistical reports.

2012 will see the delivery of two new apparatus: one to be stationed at Glenbrook Fire Hall and the other at Queensborough Fire Hall. With the delivery of these apparatus, a realignment of staff and response districts will be implemented to enhance efficiency, reduce costs, and improve firefighter safety. Fire & Rescue Services will also develop a department master plan in 2012/2013 that will include an overall review to provide a comprehensive master fire plan guiding the department until 2018.

2011 Incident Statistics

	Number of Calls	%
Alarm Activated/No Fire	693	14.15
Explosion	4	0.08
Fire	204	4.16
Haz-Mat	72	1.45
Medical	2865	58.48
Motor Vehicle Incident	355	7.25
Public Hazard	51	1.04
Public Service	314	6.41
Response - Cancelled	299	4.67
Response - Unfounded	110	2.25
Specialized Transportation	0	0.00
Tech Rescue	2	0.04

FINANCE & INFORMATION TECHNOLOGY

The Finance and Information Technology department is responsible for the City of New Westminister's overall financial stewardship and provides strategic direction for information technology.

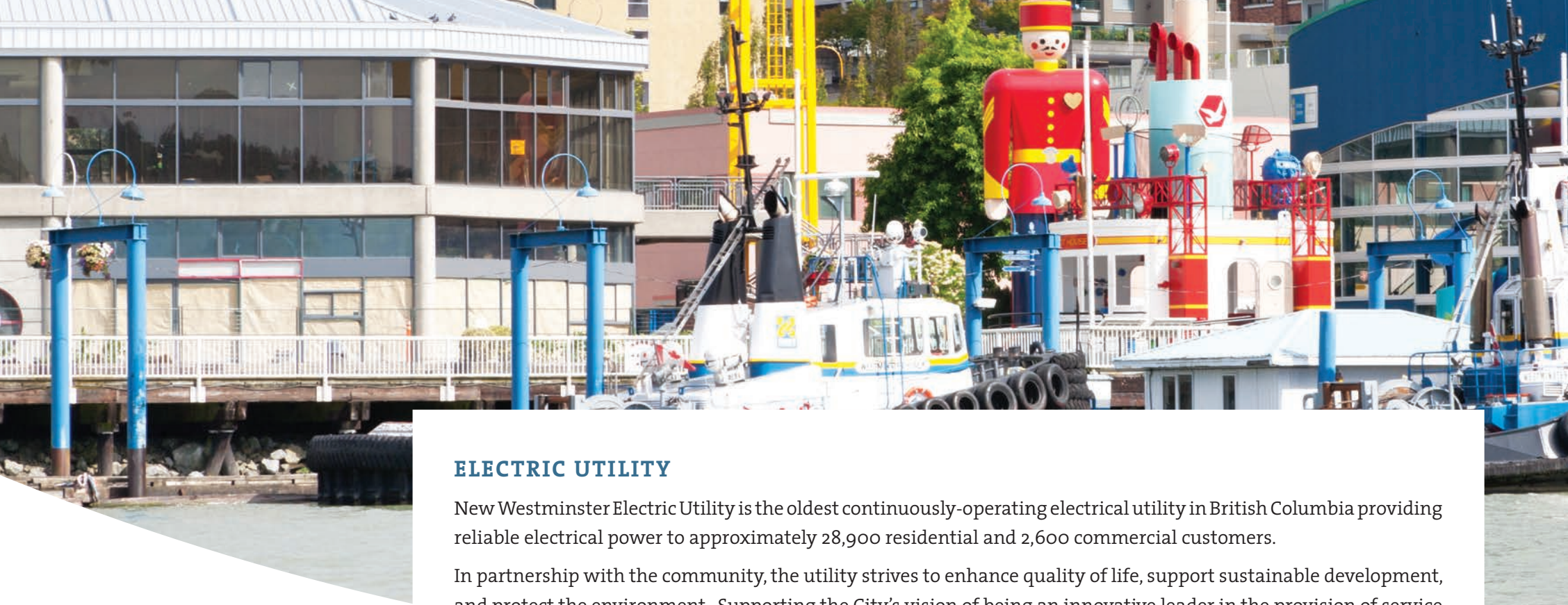
2011 Accomplishments

- Completed a multi-department, city-wide Wi-Fi project. The pilot project was intended to evaluate the reliability of the latest Wi-Fi technology, test potential wireless applications, and gain user feedback from participants.
- Implemented a new security upgrade to the City's JDE system.

Looking Forward

In 2012, the Finance and Information Technology department will design and implement new e-billing technology on all utility accounts and will explore a similar billing system for electrical accounts in an effort to better serve the needs of New Westminister customers. The department plans on completing the project road map for the new Knowledge Management Project, an important initiative of the IT Strategic Plan that will help the City retain and organize information in a more efficient and user-friendly format. New processes will also be implemented that will assist in recording Tangible Capital Assets (TCA) data.





ELECTRIC UTILITY

New Westminister Electric Utility is the oldest continuously-operating electrical utility in British Columbia providing reliable electrical power to approximately 28,900 residential and 2,600 commercial customers.

In partnership with the community, the utility strives to enhance quality of life, support sustainable development, and protect the environment. Supporting the City's vision of being an innovative leader in the provision of service and a trusted partner with its customers, the New Westminister Electric Utility maintains its commitment to being BC's best Electric Utility.

2011 Accomplishments

- Completed large underground extensions in Queensborough to serve the new Lowe's Home Improvement Centre and the new Kruger Warehouse Facility, and in Sapperton to serve the Brewery District Building #2.
- Energized and metered Plaza 88 Commercial Phase.
- Provided underground service to an estimated 275 condos and single-family dwellings.
- Responded to 58 unplanned system outages.
- Installed a new high-voltage feeder out of RO2 Substation.
- Completed the traffic signal LED replacement program.
- Responded to 151 traffic system problem reports and 8 motor vehicle accidents (MVAs) involving city infrastructure.

Looking Forward

In 2012, the Electric Utility will be energizing the new Westminister Pier Park, the Queensborough Community Centre, and monitoring all the work that is scheduled at the NWR Substation. The Brewery District Building #1 and Building #3 will begin construction along with a number of multi-residential high-rise and low-rise single-family units. The Electric Utility will also continue to install and upgrade LED traffic signals, and will develop a new initiative addressing the management of digital metering while assessing current and future requirements.



ENGINEERING SERVICES

The Engineering department is responsible for planning, building, operating, and maintaining the City's essential infrastructure comprising all roads, sidewalks, drainage and sewage collection systems, water distribution system, solid waste and recycling collection, and civic buildings. The Engineering department also provides animal control and parking management services.

2011 Accomplishments

- Expanded our highly successful curbside organics/kitchen waste collection program to all single-family residential households. A similar program for multi-family homes was also piloted in 2011, and will be introduced city-wide in 2012. In addition, public on-street recycling stations were installed at various commercial locations in the city.
- Completed installation of traffic calming facilities in the Brow of the Hill neighbourhood, and completed phase 2 of the \$8 million arterial pavement rehabilitation program under the Build Canada funding program.
- Centralized pay stations were piloted in the Sapperton business district. The success of this program will see expansion of this program to other commercial areas.
- The City was recognized with a national award from the Canadian Urban Institute for environmental remediation of the Westminister Pier Park. The award recognizes excellence and innovation in the remediation of brownfield sites across Canada. Development of Westminister Pier Park was substantially completed in 2011, and will open to the public in 2012.
- Commenced work on the City's Master Transportation Plan. This plan will guide transportation policy and investment decisions for the next 30 years. Public consultation is anticipated throughout 2012, with a new plan to be adopted in early 2013.
- Adopted a Low Carbon Fleet Policy for all City-owned vehicles. When fully implemented, this policy is expected to reduce the carbon footprint of city vehicles by approximately 320 tonnes per annum by 2017. In addition, the City adopted a new bylaw to permit Neighbourhood Zero Emission Vehicles on city streets.

Looking Forward

In 2012, the Engineering department will proceed with several major capital projects including Phase 1 of improvements to Ewen Avenue, a pedestrian and bicycle grade separated crossing to Westminister Pier Park, expansion of the Queensborough Community Centre, and energy conservation measures at several civic buildings. Planning work will also be undertaken to assess possible options for the replacement and/or rehabilitation of the Canada Games Pool and the City Animal Shelter in Queensborough. In partnership with BC Hydro, the Engineering Department will recruit an Energy Manager to lead implementation of the Community Energy and Emissions Plan which has a city-wide target of reducing greenhouse gas emissions by 15% by 2030. The department will also be initiating broad public consultation on the City's Master Transportation Plan, and a possible replacement of the Pattullo Bridge.





NEW WESTMINSTER POLICE DEPARTMENT

The New Westminister Police Department provides a range of services including first-response, traffic enforcement, domestic violence response, forensic crime analysis, intelligence services, crime prevention, and victim services. Through the committed efforts of uniformed and civilian staff, along with volunteers and members of the Police Board, New Westminister remains a vibrant and safe community.

2011 Accomplishments

- Introduced a WITS program (Walk away, Ignore, Talk it out, and Seek help) to all New Westminister Elementary Schools. The program teaches children skills for handling and preventing bullying.
- Increased strategic enforcement of commercial vehicles violating City bylaws was conducted during the year, particularly in the area of overweight, insecure loads, off-truck routes, and engine brake noise.
- Hosted the department's 31st Annual Soccer Camp, which is designed to bring together police officers and youth for a fun-filled week.
- The annual Student Police Academy was held in July and saw 12 students given the opportunity to experience a realistic perspective in policing.

Looking Forward

In 2012, New Westminister Police Department will host a strategic planning workshop that will establish new direction for the department for 2013-2017. The department will also re-implement the reserve officer program in 2012. Reserve officers are volunteers who can aid and assist police officers in areas such as traffic control and special events, and provide an increased presence in the community. New promotional videos created to represent and brand the organization, capturing the values and multi-faceted work of the Police Department, are scheduled to be released this summer. The Department's external website, nwpolice.org, will be redesigned, adding several new features including integration with social media.

SUMMARY OF NEW WESTMINSTER POLICE DEPARTMENT

2009-2011 Crime Statistics	2009	2010	2011	% Change 09-10	% Change 10-11
Total Calls for Service (CAD)	24977	24509	24136	-2	-2

Criminal Code Crime Categories	2009	2010	2011	% Change 09-10	% Change 10-11
1000-Persons (Violent) Crime	868	908	790	5	-13
2000-Property Crime	3668	3606	3393	-2	-6
3000-Other Crime	1326	1182	1200	-11	2
Total Criminal Code	5862	5696	5383	-3	-5

SAMPLE OF OFFENCES BY PRIMARY CATEGORIES & PRIMARY OFFENCES

1000-Persons (Violent) Offences	2009	2010	2011	% Change 09-10	% Change 10-11
Homicide	0	3	1	n/a	-67
Murder-Attempted	0	1	3	n/a	200
Sexual Assault	31	26	25	-16	-4
Assault-Comm/Tresp	312	326	283	4	-13
Robbery	89	100	69	12	-31

2000-Property Crime Offences	2009	2010	2011	% Change 09-10	% Change 10-11
Break & Enter Business	325	208	210	-36	1
Break & Enter Residence	255	212	189	-17	-11
Break & Enter Other	55	56	70	2	25
Motor Vehicle Theft	426	338	277	-21	-18
Theft fr Motor Vehicle	775	886	804	14	-9
Theft Other Over \$5000	16	19	24	19	26
Theft Other Under \$5000	465	450	488	-3	8
Mischief \$5000 or Under	745	803	757	8	-6
Fraud Related	228	259	245	14	-5

3000-Other Crime	2009	2010	2011	% Change 09-10	% Change 10-11
Breach/Bail Violation	150	186	169	24	-9
Breach Probation-Adult	107	102	89	-5	-13
Cause a Disturbance	763	641	657	-16	2
Counterfeiting Currency	18	42	22	133	-48
Indecent Acts/Exposures	20	26	20	30	-23

4000-CDSA [†]	2009	2010	2011	% Change 09-10	% Change 10-11
Total Drugs	296	346	400	17	16

[†] (Drug related stats are influenced by Enforcement Initiatives.)

8000-9000 Municipal & Traffic [‡] (Sampling of Offence Types)	2009	2010	2011	% Change 09-10	% Change 10-11
Bylaw - Other	172	138	167	-20	21
Bylaw - Noise	534	479	474	-10	-1
Domestic Dispute-No Assault	794	781	849	-2	9
Assist Public/Unwanted Guest	1382	1350	1119	-2	-17
Unspecified Assistance	132	88	132	-33	50
Suspicious Person/Vehicle/Occurrence	1121	897	895	-20	0
False Alarms	1565	1419	1229	-9	-13
Recovered Stolen Vehicle	162	142	85	-12	-40
Impaired Op MV (Drugs)	4	0	0	-100	n/a
Impaired Op MV (Alcohol)	112	108	178	-5	65
Dangerous Operation of MV	9	6	1	-33	-83
Collision-Non-Fatal Injury	175	200	203	14	2
Collision - Damage > \$1000	639	574	609	-10	6

[‡] This category accounts for approximately 60% of NRPD Total Calls for Service.

Year 2011 data are preliminary only.
Year 2009 updated as of 2011-03-30. Year 2010 updated as of 2012-03-21.
The latest dated report reflects the most current information available.

Source: Police Records Information Management Environment (PRIME) CCJS Founded Offences Only-New Westminister Police Department data only.



PARKS, CULTURE AND RECREATION

Our mission is to enhance the quality of life for all in New Westminster by creating and facilitating Parks, Culture and Recreation opportunities.

2011 Accomplishments

- Improved the quality of life for visitors and residents of New Westminster by accommodating over 2 million customer visits in drop-in and registered programs designed to improve participant health, fitness, education, wellness, and social networks.
- Supported a wide-range of community associations, minor sports organizations, and community schools through financial grants and subsidies whose services benefited countless residents and visitors.
- Completed Mercer Stadium track renewal and storage facility.
- Completed Queen’s Park Artificial Turf Field.
- Opened Queensborough parks: Boro All Wheel Park, Old Schoolhouse Park, and Sukh Sagar Park.
- Opened Queensborough Perimeter Trail: Annacis Channel Trail, Boundary Trail, Boyd Trail, North Trail, and Port Royal Loop Trail.
- Significant progress made on three major inter-departmental capital projects: Westminster Pier Park, Queensborough Community Centre expansion, and Downtown Multi Use Civic Facility.

Looking Forward

In 2012, Parks, Culture and Recreation will continue to enhance the quality of life for residents and visitors through capital projects, partnerships and new programs. Westminster Pier Park will feature 600 meters of boardwalk, a concession, elevated viewpoints, festival lawn, trees, benches, basketball court, two playgrounds and several public art features while significantly extending our riverfront park and Waterfront Esplanade. Phase I funding for this community park is shared equally by all three levels of government. The Queensborough Community Centre will also undergo an expansion of existing services while offering new community amenities such as childcare, satellite library and Police Department offices.

Parks, Culture and Recreation will also develop a Queen’s Park Master Plan consulting with the community to better understand public and stakeholder needs. Feedback will assist in the planning, development and resourcing of park services and amenities for future generations. Additional projects in 2012 include the upgrade and replacement of playground equipment in the Upper Hume Park Playground, the replacement of the picnic shelter in Lower Hume Park, and upgrades to the playground and spray park at Ryall Park in conjunction with construction to the Queensborough Community Centre.

In 2012, the department will also work closely with School District #40 towards their pending development of new elementary, middle and secondary schools and related greenspaces and amenities.

2011 Capital Projects

Project	Amount
Queensborough Community Centre Expansion	\$6,200,000
Queensborough Park and Trail Development <ul style="list-style-type: none"> • Trail & Foreshore Development (4 km) • Boro All Wheel Park • Old Schoolhouse Park • Sukh Sagar Park 	\$5,000,000
Mercer Track Replacement & Equipment Storage Facility	\$2,085,000
Westminster Pier Park	\$25.1M
Queen’s Park Artificial Turf Field	\$2.1M

DEVELOPMENT SERVICES

The Development Services department provides strategic community and social planning to make New Westminster a complete and balanced city for work, leisure and daily life. This involves neighbourhood and land use planning, social and heritage planning, development and building permits and inspections, business approvals and enforcement of bylaws.

2011 Accomplishments

- Processed over \$243 million of new development in the city, a 111% increase over the previous year.
- Finalized the planning and advanced the approvals for the construction phase of the The Brewery District office component, Westminster Pier Park, Multi Use Civic Facility and Queensborough Community Centre.
- Implemented Phase 1 of the Density Bonus Program, part of the Financing Growth initiative.
- Adopted the Sustainability Report Card, to be used as part of the review of development projects.
- Began the implementation of the new Downtown Official Community Plan which is fostering significant private investment and renewal in the area.
- Implemented a range of actions in support the Welcome and Inclusive Communities Initiative.

Looking Forward

In 2012, Development Services will be completing a new Queensborough Community Plan, as well as commencing a review of the city-wide Official Community Plan, starting with the development of a sustainability framework. Implementation of the Affordable Housing Strategy will be advanced, with a focus on increasing the non-profit and market rental housing stock. In addition, the building phase of the new Multi Use Civic Facility will continue. The department will continue to work with the School District to complete the planning work leading to the construction of three new schools in the city, starting with the downtown elementary school and the new middle school. Work on a new vision and plan for the Braid Street SkyTrain and eastern gateway to city areas will continue. A new Zoning Bylaw which supports the objectives of improved customer service, streamlined approvals and clarity will be introduced.



HUMAN RESOURCES

The mission of the Human Resources department is to support and enhance the activities and employees of the City and to maintain the integrity, quality of service and the value of labour.

2011 Accomplishments

- Further enhanced the employee health and wellness initiatives coupled with the Attendance and Disability Management Program resulting in less absenteeism, increased productivity and job satisfaction.
- Continued to focus on leadership and supervisory skills training increasing a high standard of professionalism.
- Concluded successful negotiations with the New Westminister Police Officers' Association in late 2011.
- Developed the City's social media policy to ensure professional communication and a corporate culture of openness.

Looking Forward

In 2012, Human Resources will continue its work on performance management and succession planning including continued supervisory development. 2012 will bring renewed bargaining as CUPE and IBEW collective agreements expire.

LEGISLATIVE SERVICES

Legislative Services staff provides support for council meetings, most committee meetings, public hearings, bylaw creation, risk management, foreign relations with sister and friendship cities and the complex tasks that are essential to the functioning of good local government. Legislative Services also oversees the Communications department.

2011 Accomplishments

- Increased public access to their government by implementing live video streaming of Council Meetings.
- Implemented a city-wide Business Continuity Plan, the first of its kind in Western Canada.
- Conducted the 2011 local government elections.

Looking Forward

In 2012, Legislative Services will evaluate the department's various processes to ensure they are as efficient and environmentally sustainable as possible. The department will continue to pursue close relations with the City's friendship and sister cities and will explore new opportunities to enhance transparency and open government.

Election Statistics:	
Number of candidates	
• Mayor	4
• Council	17
• School Board	12
% of population who voted: 23.4%	
Number of people who voted: 10,614	



COMMUNICATIONS

The Communications department ensures citizens are kept up-to-date on local government activity, acts as a resource for city departments in the promotion of key initiatives and oversees the promotion and marketing of New Westminister as a great place to live, work and play.

2011 Accomplishments

- Led the development of a social media plan for increased online engagement and to respond to the changing preferences of citizens in the way they receive information.
- Launched Citypage Online.
- Resourced key city initiatives including Single Stream Recycling, Multi Use Civic Facility project launch and Westminister Pier Park construction.
- Supported local government election through campaign to raise voter awareness and participation.

Looking Forward

In 2012, the Communications department will lead the implementation of the social media plan and continue efforts to meet changing trends and preferences in the distribution of information to the community.

LIBRARY

The New Westminster Public Library supports lifelong learning and literacy through print and non-print materials, information assistance, and programs for adults, teens and children. The Library ensures that New Westminster residents are connected to technology through free public internet stations and Wi-Fi service, and are provided with a safe and welcoming place to read, study, learn, and be part of the community.

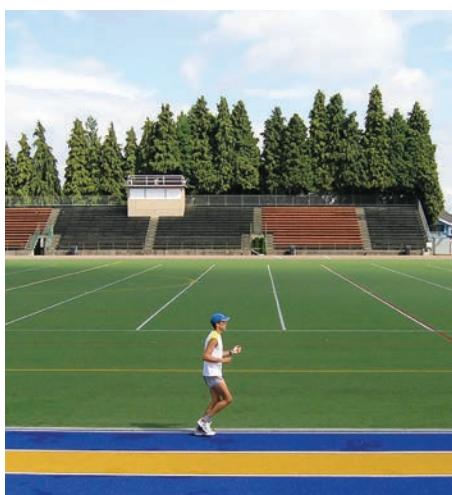
2011 Accomplishments

- Started a new eBook program that allows library users to borrow an eBook reader loaded with a variety of popular titles (circulation of downloadable eBooks rose dramatically in January, and continued throughout the year).
- The Library Board started a 3-year review of all library policies, including the completion of an initial review, and an improvement to the format.
- Worked with community members and a City staff team to design a library branch for the Queensborough Community Centre expansion.
- Conducted the department's first-ever Teen Survey. Over 400 New Westminster teens participated and provided input on their library use and how to better serve their needs.
- Expanded services to new immigrants to include increased Conversation Circles, and worked with community partners to develop a variety of workshops designed to help people become active participants in Canadian life.
- Participated in the City of New Westminster's Wi-Fi pilot program which was very successful in receiving lots of positive customer feedback. The Library hopes to expand this service in the future.
- Updated the library website to make information easier to find and more attractive.

Looking Forward

In 2012, the Library will complete a feasibility study of the Uptown Library Building, and report on the results to the Library Board and City Council. Planning for the opening of the new Queensborough branch library will also be finalized in 2012. The Library will complete the re-cataloging of the CD Music collection and complete the conversion of all administrative and staff electronic and paper documents into the new Records Management program. The department will also continue to improve services to new immigrants through participation in the provincially funded *Urban Libraries Settlement Partnership*.

Activity Levels for 2011	
Library Visits	577,239
Materials Loaned	835,282
Questions Answered	60,097
Programs Held	510
Program Attendance	12,591
Items added to the Collection	19,522



HERITAGE GRANT 2011

COMMUNITY GRANT 2011

2011 ENVIRONMENTAL GRANTS

AMATEUR SPORT GRANTS

CITY PARTNERSHIP GRANTS

ARTS AND CULTURE GRANT 2011

CHILD CARE GRANT PROGRAM

2011 COMMUNITY GRANTS

HERITAGE GRANT 2011

- 1 Ancient and Honourable Hyack Anvil Battery
- 2 Backroom Theatre Club – Arts Council
- 3 Canadian Lacrosse Hall of Fame
- 4 Fraser River Discovery Centre
- 5 New Westminster Heritage Foundation
- 6 The Royal Westminster Regiment Volunteer Band

TOTAL: \$20,000

COMMUNITY GRANT 2011

- 1 Elizabeth Fry Society of Greater Vancouver
- 2 Kinsmen Club of New Westminster
- 3 New Westminster Family Place
- 4 New Westminster Lawn Bowling Club
- 5 New Westminster Police Crime Prevention Unit
- 6 New Westminster Secondary School
- 7 Royal City Humane Society
- 8 Royal City Volunteers – Community Volunteer Connections
- 9 Sapperton Old Age Pensioners Association
- 10 Westminster House/Julien House Society
- 11 Vancouver Area Cycling Coalition-New Westminster Committee
- 12 Royal City Youth Ballet Company Society
- 13 CANstruction Team 2011
- 14 NWSS – Dry Grad
- 15 W.I.N.G.S. (Monarch Place)
- 16 West Coast Curling Classic

TOTAL: \$42,326.00

2011 ENVIRONMENTAL GRANTS

- 1 Fraser River Discovery Centre
- 2 Vancouver Area Cycling Coalition
- 3 Fraserside Community Services Society

TOTAL: \$20,000

AMATEUR SPORT GRANTS

- 1 New Westminster Minor Hockey
- 2 New Westminster Little League
- 3 Royal City Track and Field
- 4 New Westminster Minor Softball
- 5 Shasta Trampoline
- 6 New Westminster Minor Lacrosse
- 7 Royal City Youth Soccer
- 8 Hyack Swim Club
- 9 New Westminster Spartans Track and Field Club
- 10 Royal City Hyacks Football
- 11 Burnaby/NewWest Ringette

TOTAL: \$34,900

CITY PARTNERSHIP GRANTS

- 1 Arts Council of New Westminster
- 2 Massey Theatre
- 3 New Westminster Chamber of Commerce
- 4 New West Tourism & Convention Development Assoc.
- 5 Hyack Festival Association
- 6 Royal City Farmers Market
- 7 Fraser River Discovery Centre Society
- 8 CERA (Communities Embracing Restorative Action)
- 9 Fraserside Community Services Society
- 10 BC Senior Services & Housing Information
- 11 New Westminster Victim Assistance Association
- 12 Family Services of Greater Vancouver
- 13 School district #40

TOTAL: \$500,600

ARTS AND CULTURE GRANT 2011

- 1 Arts Council of New Westminster – Arts in the Park
- 2 Arts Council of New Westminster – New West Cultural Crawl Organizing Committee
- 3 Arts Council of New Westminster – Royal City Book Festival
- 4 Arts Council of New Westminster – Yam Jam
- 5 Carnival Sensation Caribbean Society
- 6 City Stage New West
- 7 Douglas College Foundation
- 8 Downtown New Westminster Business Improvement Society – Music in the Square
- 9 Downtown New Westminster Business Improvement Society – Show 'n Shine
- 10 Fraser River Discovery Centre
- 11 Fraserside Community Services Society
- 12 New West District Elementary Band Program
- 13 New Westminster Downtown Residents' Association
- 14 New Westminster Secondary Music Parent Auxiliary
- 15 New Westminster Symphony Society
- 16 Queensborough Old Age Pensioners Organization ***Late Submission***
- 17 Queensborough Special Programs Committee
- 18 Royal City Musical Theatre Society
- 19 Royal Westminster Regiment Volunteer Band
- 20 Sapperton Business Association (in cooperation with McBride Sapperton Residents' Assoc.)
- 21 West End Business Association
- 22 Writers Discovery Group
- 23 City of New Westminster Community Pipe Band ***Late Submission***
- 24 Downtown New Westminster Business Improvement Society – Multicultural Festival

TOTAL: \$76,340.00

CHILD CARE GRANT PROGRAM

- 1 Glenbrooke Daycare Society
- 2 Happy Hours Wee Care Centre Society
- 3 Kolumbia Inn Daycare Society
- 4 Lower Mainland Purpose Society – Ready Set Grow Daycare
- 5 Queen's Avenue Daycare Society
- 6 Queen's Park Pre-School Society
- 7 Salvation Army Kid's Place Daycare
- 8 Westminster Children's After School Society

TOTAL: \$35,795.12

2011 STRATEGIC PRIORITIES PROGRESS

ORGANIZATIONAL EXCELLENCE PROJECTS/INITIATIVES

ARTS AND CULTURE

COMMUNITY LIVABILITY AND SOCIAL EQUITY

ENVIRONMENTAL LEADERSHIP

VIBRANT ECONOMY

CATALYST PROJECTS AND INITIATIVES

The Strategic Priorities outlined below are projects and initiatives focused on striving toward “Vision New Westminster.” Our vision statement reflects our firm belief that New Westminster is the place to be! As the oldest city in Western Canada and the first capital of British Columbia, our Royal City is connected to a rich past and brimming with excitement about the future.

Target Legend

A	Achieved
IP	In Progress/Ongoing
N/A	Not Applicable

Some projects and initiatives appear in more than one table since they impact more than one strategic priority category.

ORGANIZATIONAL EXCELLENCE PROJECTS/INITIATIVES

Initiative	2011 ACCOMPLISHMENT	TARGET
Attendance & Disability Management Program	New Attendance & Disability Management policy implemented	A
Business Continuity Planning	Plans completed for each department for continuing critical City business functions if interrupted due to natural or unnatural causes Final exercise staged in December, 2011	A
Central Pay Station Pilot Program	Central pay stations pilot project implemented on E. Columbia St. - Jan. 2011	A
Hazards, Risks, Vulnerability Assessment (HRVA)	HRVA assessment completed for potential major city emergencies	A
Parks Maintenance & Engineering Operations Functional Integration	Implementation plan completed; functional integration in progress	IP
Respectful Workplace Program	New Respectful Workplace policy developed and implemented	A
Social Media Policy and Guidelines	Survey, report completed Implementation in progress	A IP
Streaming Video	System installed in Committee Room #2 to broadcast Committee of the Whole meetings Plan completed for Council meeting streaming to be implemented in 2012	A IP
Upgrade and Platform Conversion of Public Access Computer Stations - Library	All stations and operating platforms replaced to same standard as City systems	A
Upgrade of Library Website	Major upgrade of the Content Management Software (CMS) for the Library website completed	A

ARTS AND CULTURE

Long-Term Visionary Outcomes Desired:

- creative and vibrant city open to all artists and cultures to the broadest range of creative expression, and to the most inclusive community participation and appreciation
- visitors provided with an exciting and distinct tourism experience that highlights the city's arts, culture and heritage

Initiative	2011 ACCOMPLISHMENT	TARGET
Dancing in the Square	Free family dance lessons offered in Hyack Square during summer months	A
Multi Use Civic Facility	See Catalyst Projects for details	IP
Massey Performing Arts Centre Planning	City's Massey Performing Arts Centre Advisory Task Force Terms of Reference completed; Task Force members recruited; initial meetings held; consultant retained Work continues toward definition of requirements for new theatre as part of NWSS replacement	A IP
Public Art	Ownership of Tin Soldier transferred from Simon Fraser Society for Community Living to City Public art inventory being developed	A IP
Public Art Mosaics	Planned and implemented new public art mosaics (four in Sapperton and one at Moody Park Outdoor Pool) Four mosaic art tiles created by Vancouver-based artists installed along East Columbia Street	A
“Wait for Me Daddy” Memorial	Task Force formed; Terms of Reference approved; work in progress to establish a memorial	IP
Westminster Pier Park Arts/Culture Features	Public art memory band designed, depicting words that reflect different aspects of New Westminster's history and historic photos To be embedded in the risers in Lytton Square and the children's play area	A IP

VISION NEW WESTMINSTER

Building a vibrant riverfront city of choice:

- rich in history, arts, and culture
- highly livable, safe, healthy, and balanced communities
- a sustainable economic hub within Metro Vancouver
- committed to social equity and environmental values



COMMUNITY LIVABILITY AND SOCIAL EQUITY

Long-Term Visionary Outcomes Desired:

- a livable city of safe, healthy, and balanced neighbourhoods
- accessible community services and amenities: recreation, parks, education, and social
- a city known for social inclusion and equity
- an age-friendly city that maximizes quality of life as people age

Initiative	2011 ACCOMPLISHMENT	TARGET
Brow of the Hill Traffic Calming	Final plan completed; implementation 75% completed	IP
Commercial Truck Enforcement Initiative	Inspection equipment purchased and training ongoing	IP
Ewen Avenue Street Improvements	Preliminary street concept and community consultation completed; detailed design in progress	IP
Transportation Demand Management	Active and Safe Routes to School Maps completed for all elementary schools and being developed for middle schools; middle school walkabouts underway; school travel planning survey ongoing	IP
Master Transportation Plan	City-wide review to take place of transportation issues, strategies, action plans; project initiated; public survey #1 completed; Advisory Committee formed	IP
Child Development Hubs	Queensborough Hub plan completed to coincide with the expansion to the Queensborough Community Centre; child care RFP in progress	IP
Homelessness Plan	City staff assisted in the preparation of a new Homelessness Plan which includes 14 actions to be implemented over a three-year period	IP
Neighbourhood Learning Centres / Community Schools	Consultation on three Neighbourhood Learning Centres completed and Centres will be included in new schools; St. Mary's and John Robson school projects with NLC's approved	A – St. Mary's Robson IP - NWSS
Welcoming and Inclusive Communities	Newcomers' Guide; Community Gateway (Welcome Ambassador) Project; Immigrant Mentorship Program; and a Changing City, Changing Minds Project initiated with provincial funding Additional \$100,000 in legacy funding accessed to implement the Gateway and Mentorship initiatives	A IP
Queensborough Community Plan	Draft Plan nearing completion with work continuing on employment land designations	IP
Social Media Initiative	Social media public perception survey completed; final report completed; training in progress	IP
Queensborough Parkland Upgrades	All Wheel Park constructed at Ryall Park, three trail/greenway links completed, including South Dyke Road Riverfront walkway; all officially opened	A
Sports Field Development	Queen's Park Artificial Turf Field construction completed and open to the public Queensborough – junior-sized natural grass sport field included in new Neighbourhood Park site open to the public	A
Mercer Stadium Track Upgrade	Track rebuilding and resurfacing; expansion of "jumps" area completed On-site community sport organizations equipment storage building completed	A
Wheelability Assessment Project	Recommendations from project being implemented as sidewalk/road improvements are made	IP
Whistle Cessation/Railways Project	Railway crossings safety audits completed; detailed design commenced; ongoing discussions with railways	IP
Junior Rock Solid Program	Police program presented to all elementary and middle schools	A
WITS (walk away, ignore, talk it out, seek help) Program	Program introduced to all elementary school students by Police Department; ongoing work with participating schools	A
Youth Centre	The new Moody Park Youth Centre is fully operational: membership of over 800 youth Partnerships established with community organizations to better serve youth E.g. employment services, Fraser Health, Fire & Rescue Services	A
Chinese Reconciliation Process	Discussions continue on recommendations generated from the process	IP

ENVIRONMENTAL LEADERSHIP

Long-Term Visionary Outcomes Desired:

- improved and protected natural environment
- livable city where people can enjoy clean air, water and green space
- high quality of life that promotes active and healthy lifestyles without adversely affecting the natural environment

Initiative	2011 ACCOMPLISHMENT	TARGET
District Energy Pre-Feasibility Study	Pre-Feasibility Study completed	A
	Full Feasibility Study initiated	IP
Downtown Plan Environmental Stewardship Strategies	All new projects reviewed for compliance with new DP guidelines which include environmental objectives	A
Green Fleet Review	Review completed and policy adopted by Council	A
LED Street Lighting	Review of programs in other municipalities underway; develop pilot project for 2012 implementation	IP
Multi-Family Food Scraps Pilot Program	Pilot program implemented; review and evaluation to Council in 2012	IP
On-Street Recycling Containers	Containers installed in 5 commercial areas; evaluate and consider expansion in 2012	IP
Recycling Containers/Stations for City / Community Events	Acquired and available for use upon request	A
Sustainability Report Card	New Sustainability Report Card completed and in use for new development applications	A
Urban Forestry Management Strategy	Information gathering in progress; scheduled in Parks, Culture & Recreation Department work plan for 2012	IP
Building Energy Efficiency	Queen's Park Greenhouse #4 Heating System Renewal	A
	Queensborough Community Centre Expansion and MUCF designed to LEED Gold Standard	A
	Police Building HVAC replacement – higher efficiency units included	A
Community Energy & Emissions Plan (CEEP)	Plan and financial strategy completed	A
	OCP Amendments placing GCG targets into the OCP completed	A
	Funding agreement with BC Hydro completed	A
	Energy Manager recruitment in progress	IP

VIBRANT ECONOMY

Long-Term Visionary Outcomes Desired:

- economic and cultural hub
- economic growth towards increased diversity and optimal mix
- local employment growth in all sectors
- increased tourism combined with quality of life opportunities for residents
- optimize property taxation revenue

Initiative	2011 ACCOMPLISHMENT	TARGET
Digital Billboard Project	Public consultation, focus groups for size, locations completed	A
	Negotiations in progress with proponents	IP
Economic Dev. Marketing Plan 2011	Plan completed; implementation ongoing	A
Develop Downtown as a Regional City Centre	Downtown Community Plan adopted as an Official Community Plan and consolidated with OCP	A
	Ongoing work with developments including Multi Use Civic Facility and office component; Trapp Block; 125 Columbia St.	IP
Economic Forum	Steering committee formed to plan and produce an economic forum for fall 2012	IP
Employment Lands Strategy	Braid Station Master Plan process in progress; discussions with Port re: development of employment opportunities on recently purchased lands	IP
Entry Sign Replacement	New entry signs installed at East Columbia & 6 th Street sites; other sites to receive new signs in the future	A
		IP
International Relations Task Force	Annual Lijiang student visit completed	A
	Planning for 2012 delegation visits in progress	IP
Investment Guide Brochure and Website Development	Developing new brochure and stand alone website to promote investment in New Westminster	IP
Retail Sector Development	Draft Retail Action Plan for Downtown completed with input from merchants, owners; customer focus groups	A
	Recommended actions in progress	IP
Royal Columbian Hospital Development	Staff liaising with key RCH staff to support efforts for redevelopment – awaiting provincial funding decisions	IP
Wireless City Strategy	Developed a wireless strategy to provide City efficiencies and encourage economic development; Wi-Fi Pilot project in Uptown, Queen's Park successfully completed	A
	Planning in progress for expansion of Wi-Fi in key areas	IP
Major Commercial Development Projects	Lowe's Home Improvement Store opened	A
	Brewery District first medical/retail building opened	A
	Brewery District Translink headquarters under construction	IP
	Plaza 88 Retail complex nearing completion	IP



CATALYST PROJECTS AND INITIATIVES

Long-Term Visionary Outcomes Desired:

- creative and vibrant city open to all artists and cultures to the broadest range of creative expression, and to the most inclusive community participation and appreciation
- visitors provided with an exciting and distinct tourism experience that highlights the city's arts, culture and heritage

Initiative	2011 ACCOMPLISHMENT	TARGET
Downtown Connectivity Project (formerly Downtown Road Encapsulation)	6 th St. overpass concepts prepared; 4 th St. pedestrian overpass design concept prepared and referred to 2012 capital budget	IP
Queensborough/Quay Cycling /Pedestrian Bridge (DAC)	Preliminary discussions with Southern Railway, Port Metro Vancouver re: feasibility of modifying the existing railway bridge to support a multi-use path; AECOM preparing design alternatives	IP
Multi Use Civic Facility (DAC)	Demolition of existing buildings completed; excavation and shoring work in progress Building programming and space allocation completed with community/interest group consultation Schematic design completed; design development completed; detailed design in progress Convention Space/Business Marketing Plan completed Facility governance and operating model proposals under development Facility identity, branding and marketing work underway City seeking development partner	IP A IP A IP IP IP
Queensborough Community Centre Expansion (DAC)	Preliminary design work completed; detailed design completed Pile driving for foundation of new building completed Construction in progress Anticipated opening: late 2012	IP
Queensborough Park & Trail Development (DAC)	Two new parks created; All Wheel Park constructed at Ryall Park; three trail/greenway links completed, including South Dyke Road Riverfront walkway Officially opened July 2011	A
Royal Columbian Hospital Expansion	Staff liaising with key RCH staff to support efforts for redevelopment – awaiting provincial funding decisions.	IP
Schools Project	St. Mary's land exchange completed NWSS land exchange completed Skate Park lease executed Development approvals for the new school sites completed Off-site requirements completed Protocol agreement completed and executed All project approval details submitted to province for project and budget approval	A A A A A A IP
Westminster Pier Park	Web cam launched May 2011 Project design completed Environmental remediation completed CMHC low interest loan (\$6.3M) and FCM low interest loan (\$2M) received Piling and deck structural construction completed Hard and soft landscape contract awarded; construction in progress	A A A A A IP
Discovery Centre Pier Expansion (DAC)	Festival Space and Pier around Discovery Centre (DAC) Planning to commence 2013	IP

Where Your 2011 Tax Dollars Go

FOR AN AVERAGE RESIDENTIAL PROPERTY WITH ASSESSED VALUE OF \$621,000

MUNICIPAL TAXATION \$ MONTHLY BASIS \$

POLICE DEPARTMENT

The New Westminster Police Department strives to provide a safe and secure community through efforts to reduce crime, violence and fear; by fostering community involvement; and by supporting Emergency Social Services during crisis events.

682.21

56.85

PARKS, CULTURE AND RECREATION

Parks, Culture and Recreation creates parks, recreation, and cultural opportunities that nurture healthy individuals and families; strong and unique neighbourhoods; a vibrant city; and a vital environment.

424.15

35.35

GENERAL GOVERNMENT

General government services are the administrative functions of the City. These services include Mayor and Council, legislative, human resources, legal, insurance, finance, information technology, and the City Administrator's office.

389.18

32.43

FIRE & RESCUE SERVICES

Fire & Rescue Services provides a safe, secure, and healthy environment for all members of the community through prevention, education, training and effective emergency response in a period of crisis.

451.15

37.60

ENGINEERING SERVICES

The Engineering department plans, builds operates and maintains the City's infrastructure to ensure and enhance the health, vitality, and livability of the city now and in the future.

149.42

12.45

LIBRARY

The New Westminster Library endeavours to meet the informational, educational, cultural, and recreational needs of New Westminster residents.

115.83

9.65

DEVELOPMENT SERVICES

The Development Services department proactively develops and facilitates planning, investment and marketing strategies that are designed to make New Westminster a 'complete' community in terms of employment, day-to-day living, and leisure by 2015.

16.56

1.38

FISCAL SERVICES (FUNDED BY GAMING REVENUES)

Bank charges and debt servicing payments.

12.14

1.01

TOTAL MUNICIPAL TAXATION

2,240.65

186.72

SEWER CHARGES

Maintenance of sanitary & storm sewers:

Storm sewers 200 km
Sanitary Sewers 251 km

Residents are charged for sewer and water services at a flat rate for unlimited water usage except for seasonal restrictions on outdoor watering and sprinkling.

440.06

36.67

WATER CHARGES

Water mains 205km.

These charges include GVRD rates for supply of water and treatment of sewage.

368.21

30.68

WASTE MANAGEMENT

Single family rate for curbside garbage pickup and recycling.

205.45

17.12

TOTAL MUNICIPAL CHARGES

3,254.37

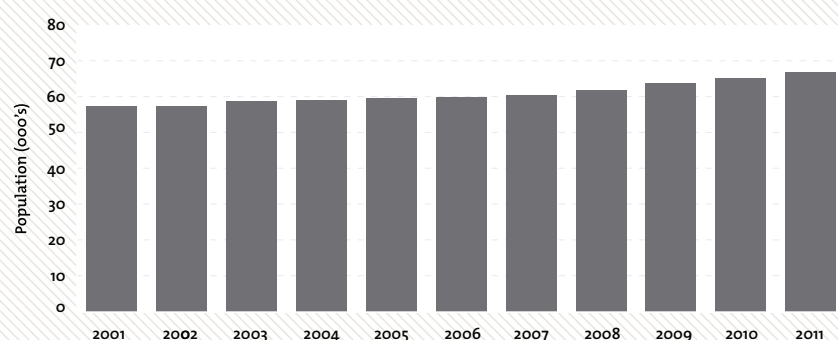
271.20

School taxes, regional levies and the Home Owner Grant are not included above.

Demographics

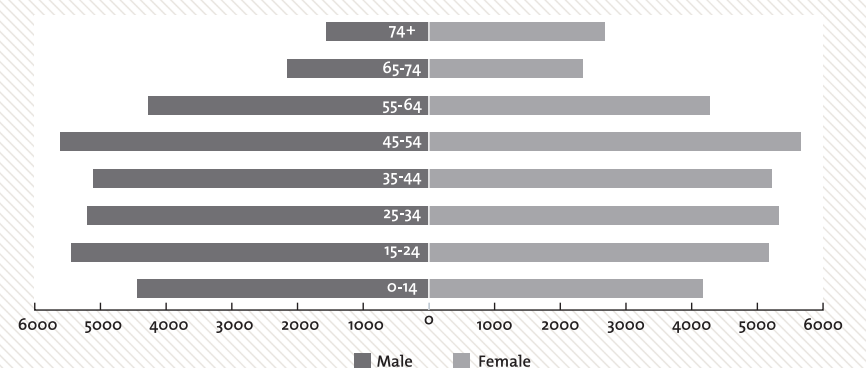
Population: 2001-2011

Source: BC STATS and Statistics Canada



Age-Sex Distribution: 2011 Census

Source: BC STATS and Statistics Canada





REPORT FROM THE DIRECTOR OF FINANCE AND INFORMATION TECHNOLOGY

YOUR WORSHIP AND MEMBERS OF COUNCIL:

I am pleased to present to you, the attached consolidated financial statements for the City of New Westminster for the fiscal year ended December 31, 2011 to meet the requirements of Section 167 of the Community Charter (Charter).

These financial statements have been prepared by management in accordance with generally accepted accounting principles. Generally accepted accounting principles follow the recommendations of the Public Sector Accounting Board (PSAB) of the Institute of Chartered Accountants and meet the requirements of the Ministry of Community, Sport and Cultural Development.

The City maintains a system of internal controls for the purpose of financial statement reliability and protection of city assets. The system includes budget preparation and expending funds in accordance with the Council approved budget, appropriate receipt of monies paid to the municipality, investing in authorized investments, safekeeping of city funds, and ensuring accurate and full accounting of all financial transactions. A review of these internal controls has been performed by the City's external auditors and management has received a report on their findings.

KPMG LLP, the City's independent external auditors, has examined the financial statements of the City in accordance with generally accepted auditing standards and in their opinion as expressed in the attached audit report, the consolidated financial statements, prepared by management, present fairly the financial position of the City and the results of its operation for 2011.

FINANCIAL OVERVIEW

Prior Period Adjustments

Subsequent to issuing its 2010 Financial Statements, the City determined that certain tangible capital assets relating to 2010 and prior years had been omitted from its asset register. These assets were included in the asset register in 2011.

These accounting adjustments have changed the net book value of tangible capital assets, accumulated surplus and the annual surplus amounts reported in the prior period (2010). These changes have been applied retroactively and the prior period has been recast accordingly. The overall net impact of these changes has been to increase the 2010 Accumulated Surplus by approximately \$3.5 million.

2011 Financial Position

The Statement of Financial Position provides a snapshot of the City's financial assets and liabilities, non-financial assets, which are primarily tangible capital assets, and accumulated surplus at the end of 2011. Information for 2010 is provided for comparison purposes. The following is a summary version of the Consolidated Statement of Financial Position contained in the City's 2011 Consolidated Financial Statements.

SUMMARY CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at December 31, 2011

	2011	2010 (recast)
FINANCIAL ASSETS		
Cash and Investments	\$ 98,197,672	\$ 89,164,812
Accounts Receivable	17,165,571	13,218,797
Due from Other Governments	13,456,344	14,925,792
	128,819,587	117,309,401
FINANCIAL LIABILITIES		
Accounts Payable, Accrued Liabilities & Deferred Revenue	50,440,171	45,867,584
Deferred Development Cost Charges	11,047,400	7,184,097
Long-Term Debt, Net of Sinking Fund Deposits	26,136,503	24,119,683
	87,624,074	77,171,364
NET FINANCIAL ASSETS	41,195,513	40,138,037
NON-FINANCIAL ASSETS	520,266,600	496,290,864
	\$ 561,462,113	\$ 536,428,901
ACCUMULATED SURPLUS		
Financial Equity	66,045,903	61,262,234
Investment in Non-Financial Equity	495,416,210	475,166,667
	\$ 561,462,113	\$ 536,428,901

In 2011, the City continued construction of a number of significant new community amenities funded by senior government grants and contributions.

As at December 31, 2011, the net financial assets of the City totaled \$41 million, an increase of approximately \$1 million over the prior year.

Non-financial assets, primarily tangible capital assets, totaled \$520 million in 2011, a net increase of approximately \$24 million compared to 2010. In 2011, the City invested approximately \$40 million to replace and maintain existing infrastructure, building systems and equipment, as well as, build new major capital projects. Some of the major projects in 2011 included the Westminster Pier Park, Multi-Use Civic Facility, acceleration of the annual Pavement Management Program, Queens Park Artificial Turf and replacement of Mercer Track. In addition, the City received \$1.6 million in contributed tangible capital assets relating to City infrastructure through various developments. Offsetting the 2011 capital additions was about \$17 million representing the annual amortization of existing tangible capital assets and losses on disposal of tangible capital assets taken out of service.

The City's accumulated surplus increased by approximately \$25 million to \$561 million. Of this total, financial equity, including unrestricted operating surplus and reserves, make up \$66 million and investment in non-financial assets make up \$495 million.



2011 Operations

The Statement of Operations provides an overview of the City's annual revenues, expenses and surplus resulting from operations throughout 2011. The 2011 budget and 2010 figures are provided for comparison purposes. The following is a summary version of the Consolidated Statement of Operations contained in the City's 2011 Consolidated Financial Statements.

SUMMARY CONSOLIDATED STATEMENT OF OPERATIONS

For the Year Ended December 31, 2011

	2011 BUDGET (Unaudited)	2011	2010 (recast)
REVENUE			
Municipal Taxation and Other Levies	\$ 57,021,000	\$ 57,177,633	\$ 54,569,975
Utility Fees and Charges	54,903,000	55,172,341	51,463,200
Sale of Services	11,145,000	10,938,842	11,799,006
Grants and Contributions	39,540,000	31,410,242	37,736,119
Other Revenue	8,475,000	8,979,300	9,045,929
	171,084,000	163,678,358	164,614,229
EXPENSES			
Protective Services	35,847,000	35,071,800	33,994,804
Parks, Culture and Recreation Services	21,250,000	22,272,970	21,906,764
Engineering and Development Services	22,700,000	23,910,660	24,779,877
General Government	14,246,000	15,148,294	13,956,386
Utility Operations	40,615,000	42,241,422	39,569,622
	134,658,000	138,645,146	134,207,453
ANNUAL SURPLUS	36,426,000	25,033,212	30,406,776
Accumulated Surplus, beginning of year	536,428,901	536,428,901	506,022,125
ACCUMULATED SURPLUS, end of year	\$ 572,854,901	\$ 561,462,113	\$ 536,428,901

For 2011, consolidated operating revenues totaled approximately \$164 million; operating expenses totaled approximately \$139 million; resulting in an annual surplus of \$25 million. The surplus represents an increase in financial equity of approximately \$5 million and in non-financial assets (primarily tangible capital assets) of \$20 million as the City received significant grants and contributions that were used to acquire and / or construct capital works.

2011 Net Financial Assets

For local governments the Consolidated Statement of Change in Net Financial Assets is more indicative of how municipalities budget, which is more or less on a cash basis of accounting. By restating the annual surplus figure to eliminate non-cash operating expenses such as amortization of tangible capital assets and to include cash transactions such as capital expenses, the local government gets a clearer picture on the impact on its net financial assets which represent resources, clear of financial liabilities including debt, that are available for future investment.

SUMMARY CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS

For the Year Ended December 31, 2011

	2011 BUDGET (Unaudited)	2011	2010 (recast)
ANNUAL SURPLUS	\$ 36,426,000	\$ 25,033,212	\$ 30,406,776
Exclude non-cash items:			
Amortization of tangible capital assets	15,876,000	15,929,696	15,667,790
Other (loss on disposal & contributed TCA)	-	(552,475)	(7,416,784)
Include cash items:			
Capital expenses	(70,467,000)	(39,879,684)	(43,568,100)
Other	-	526,727	408,281
CHANGE IN NET FINANCIAL ASSETS	(18,165,000)	1,057,476	(4,502,037)
Net Financial Assets, beginning of year	40,138,037	40,138,037	44,640,074
NET FINANCIAL ASSETS, end of year	\$ 21,973,037	\$ 41,195,513	\$ 40,138,037

In 2011, the City budgeted to draw down on net financial assets to fund capital projects, but the actual capital works completed during the year were less than anticipated. As a result, the City's net financial assets have increased slightly to a total of \$41 million.



FINANCIAL SUSTAINABILITY

One of the City's strategic goals is to manage its operations in a financially sustainable manner to ensure city services continue into the long term. To achieve this goal, the City complies with financial planning legislation and has policies, principles and tools to guide short and long term financial decisions. These documents and tools include:

- A five year financial plan prepared annually to project operations and capital projects beyond the current year. Anticipating challenges into future years provides the City with an opportunity to plan in a cost effective manner.
- Budgeting principles to provide departments with guidance prior to preparing their budgets and to provide Council with a set of criteria used to evaluate budget submissions and approve the budget.
- A twenty year long range financial model incorporates a set of assumptions and varies set inputs to generate trend analysis charts. These charts are used to assess the City's future outlook and to make appropriate long term financial decisions.
- An investment policy to guide the City's decisions regarding investments. Appropriately investing funds for optimal returns while applying safe investment practices assists the City with revenue requirements in the current and future years.
- A purchasing policy to provide sound guidance for purchases of goods and services for the City. By applying sound purchasing practices, the City saves costs and reduces risk for years into the future.
- A reserve management policy and a revenue/expense policy. The reserve management policy sets optimal reserve levels for sustaining operations and assets into the future and providing for growth. The revenue policy matches revenues with expenses based on stability and need, thereby providing stability to City operations.

EVOLVING REPORTING STANDARDS

Financial reporting standards, as prescribed by the Public Sector Accounting Board (PSAB), continue to evolve. The more significant revisions to PSAB standards include:

1. Government Transfers

New accounting standard PS3410, Government Transfers has been approved by PSAB and is effective for years commencing on or after April 1, 2012. The accounting standard establishes new recognition, measurement and disclosure requirements for government transfers. It provides specific recognition criteria for both the transferring government and the recipient government. It also provides that to the extent that a government transfer gives rise to a liability under section PS3200, then the corresponding amount is recorded as a liability (e.g. deferred revenue/contributions) and is recognized as revenue when and in proportion to how the liability is settled, through the transfer or use of assets, or the provision of goods or services.

2. Liability for Contaminated Sites

PSAB approved new accounting standard PS3260, Liability for Contaminated Sites requiring governments to record a liability for costs to be incurred in remediation of sites affected by environmental contamination. The new standard is in addition to the current requirements for land fill liabilities, and requires a government to record a liability under certain conditions. The standard will be effective for the City's 2014 fiscal year.

PSAB is working on other changes to Public Sector Accounting Standards related to financial instruments and adoption of International Accounting Standards for government business enterprises. These changes are not likely to have a significant impact on the City's financial statements.

FUTURE OUTLOOK

The City of New Westminster is committed to providing the high level of civic services that are expected by our citizens and businesses. Maintaining high service levels, while facing the challenges of a growing community, requires planning and a commitment to financially sustainable practices. Council and staff have committed to the City's long range Strategic Plan. In support of the Plan and its strategic goals, the City continues to refine, develop and implement financial policies that promote sound financial practices and long term financial sustainability.

Respectfully submitted,

Gary Holowatiuk, CA
Director of Finance & Information Technology



KPMG LLP
Chartered Accountants
Metrotower II
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Burnaby BC V5H 4N2

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INDEPENDENT AUDITORS' REPORT

To the Mayor and Council

We have audited the accompanying consolidated financial statements of the Corporation of the City of New Westminster, which comprise the consolidated statement of financial position as at December 31, 2011 and the consolidated statements of operations, changes in net financial assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform an audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Corporation of the City of New Westminster as at December 31, 2011, its consolidated results of operations, its changes in consolidated net financial assets and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Other Matters

Our audit was conducted for the purposes of forming an opinion on the consolidated financial statements taken as a whole. The current year's supplementary information included in Schedule I through III is presented for purposes of additional analysis and is not a required part of the consolidated financial statements. Such supplementary information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and, in our opinion, is fairly stated in all material respects in relation to the consolidated financial statements taken as a whole.

Chartered Accountants

April 2, 2012
Burnaby, Canada

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at December 31, 2011

	2011	2010
		(recast - Note 2)
FINANCIAL ASSETS		
Cash and Cash Equivalents (Note 3)	\$ 13,216,637	\$ 17,826,039
Accounts Receivable		
Property Taxes	3,810,553	3,413,639
Other	13,355,018	9,805,158
Due from Other Governments	13,456,344	14,925,792
Investments (Note 4)	84,981,035	71,338,773
	128,819,587	117,309,401
FINANCIAL LIABILITIES		
Accounts Payable	20,130,423	15,663,036
Due to Other Governments	2,472,189	1,695,323
Prepaid Taxes	6,045,512	5,512,204
Deferred Revenue	11,801,457	14,612,049
Deferred Development Cost Charges (Note 5)	11,047,400	7,184,097
Employee Benefit Plans (Note 7)	9,990,590	8,384,972
Long-Term Debt, Net of Sinking Fund Deposits (Note 8)	26,136,503	24,119,683
	87,624,074	77,171,364
	41,195,513	40,138,037
NET FINANCIAL ASSETS		
NON-FINANCIAL ASSETS		
Tangible Capital Assets (Note 9)	517,917,044	493,466,603
Inventory of Supplies	1,692,984	1,872,785
Prepaid Expenses	656,572	951,476
	520,266,600	496,290,864
	\$ 561,462,113	\$ 536,428,901

Contingencies (Note 14)
Commitments (Note 17)

The accompanying notes are an integral part of these consolidated financial statements.



G. Holowatiuk, CA
Director of Finance & Information Technology

CONSOLIDATED STATEMENT OF OPERATIONS

For the Year Ended December 31, 2011

	2011 BUDGET	2011	2010
	(Unaudited - Notes 1(g) and 16)		(recast - Note 2)
REVENUE			
Municipal Taxation and Other Levies (Note 12)	\$ 57,021,000	\$ 57,177,633	\$ 54,569,975
Utility Rates	54,903,000	55,172,341	51,463,200
Sale of Services	11,145,000	10,938,842	11,799,006
Grants from Other Governments	16,388,000	15,048,198	12,973,989
Contributed Tangible Capital Assets (Note 9(b))	-	1,598,065	10,809,223
Contributions	23,152,000	14,763,979	13,952,907
Other Revenue (Note 13)	8,475,000	8,979,300	9,045,929
	171,084,000	163,678,358	164,614,229
EXPENSES			
Police Services	22,933,000	21,886,711	21,841,934
Parks, Culture and Recreation	17,798,000	19,135,123	18,398,442
Fire Services	12,914,000	13,185,089	12,152,870
Development Services	3,422,000	3,287,327	3,138,329
Engineering Services	19,278,000	20,623,333	21,641,548
General Government	14,246,000	15,148,294	13,956,386
Library	3,452,000	3,137,847	3,508,322
Utility Operations	40,615,000	42,241,422	39,569,622
	134,658,000	138,645,146	134,207,453
	36,426,000	25,033,212	30,406,776
Accumulated Surplus, beginning of year	536,428,901	536,428,901	506,022,125
ACCUMULATED SURPLUS, end of year	\$ 572,854,901	\$ 561,462,113	\$ 536,428,901

The accompanying notes are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS

For the Year Ended December 31, 2011

	2011 BUDGET (Unaudited - Notes 1(g) and 16)	2011	2010 (recast - Note 2)
Annual Surplus	\$ 36,426,000	\$ 25,033,212	\$ 30,406,776
Acquisition of Tangible Capital Assets	(70,467,000)	(39,879,684)	(43,568,100)
Contribution of Tangible Capital Assets	-	(1,598,065)	(10,809,223)
Proceeds from Disposal of Tangible Capital Assets	-	52,022	858,360
Amortization of Tangible Capital Assets	15,876,000	15,929,696	15,667,790
Loss on Disposal of Tangible Capital Assets	-	1,045,590	3,392,439
Consumption (Acquisition) of Inventory of Supplies	-	179,801	7,175
Acquisition of Prepaid Expenses	-	294,904	(457,254)
Increase (Decrease) in Net Financial Assets	(18,165,000)	1,057,476	(4,502,037)
Net Financial Assets, beginning of year	40,138,037	40,138,037	44,640,074
Net Financial Assets, end of year	\$ 21,973,037	\$ 41,195,513	\$ 40,138,037

The accompanying notes are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the Year Ended December 31, 2011

	2011	2010 (recast - Note 2)
CASH PROVIDED (USED) BY:		
OPERATING ACTIVITIES		
Annual Surplus	\$ 25,033,212	\$ 30,406,776
Items not involving cash:		
Amortization	15,929,696	15,667,790
Loss on Disposal of Tangible Capital Assets	1,045,590	3,392,439
Contributed Tangible Capital Assets	(1,598,065)	(10,809,223)
Increase (decrease) in non-cash operating items:		
Accounts Receivable	(3,946,774)	(1,019,762)
Due From Other Governments	1,469,448	(11,307,404)
Accounts Payable	4,467,387	4,613,989
Due to Other Governments	776,866	909,065
Prepaid Taxes	533,308	631,333
Deferred Revenue	(2,810,592)	2,432,271
Employee Benefit Plans	1,605,618	997,100
Inventory of Supplies	179,801	7,175
Prepaid Expenses	294,904	(457,254)
	42,980,399	35,464,295
FINANCING ACTIVITIES		
Development Cost Charge Net Receipts	3,863,303	944,683
Long-Term Debt Repayment	(4,284,094)	(439,221)
Proceeds from Issuance of Debt	6,300,914	6,230,000
	5,880,123	6,735,462
CAPITAL ACTIVITIES		
Proceeds from Disposal of Tangible Capital Assets	52,022	858,360
Cash Used to Acquire Tangible Capital Assets	(39,879,684)	(43,568,100)
	(39,827,662)	(42,709,740)
INVESTING ACTIVITIES		
Net Purchase of Investments	(13,642,262)	(807,963)
DECREASE IN CASH AND CASH EQUIVALENTS	(4,609,402)	(1,317,946)
Cash and Cash Equivalents, beginning of year	17,826,039	19,143,985
CASH AND CASH EQUIVALENTS, end of year	\$ 13,216,637	\$ 17,826,039

The accompanying notes are an integral part of these consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2011

1. SIGNIFICANT ACCOUNTING POLICIES

The Corporation of the City of New Westminster (the "City") is a local government in the Province of British Columbia. The City prepares its consolidated financial statements in accordance with generally accepted accounting principles for local governments as recommended by the Public Sector Accounting Board ("PSAB") of the Canadian Institute of Chartered Accountants. The accounting policies of the City include the following:

(a) Basis of Presentation

These consolidated financial statements include the accounts of all the funds of the City and the Library and Police Boards. Inter-fund transactions and balances have been eliminated.

(b) Cash and Cash Equivalents

Cash and cash equivalents consist of cash, highly liquid money market investments and short-term investments with maturities of less than 90 days at acquisition.

(c) Investments

Bonds are initially recorded at cost, with subsequent annual adjustments to amortize the difference between the acquisition cost and principal at the due date recorded as an addition to or reduction of interest revenue. Bonds include reinvested interest and realized capital gains and losses.

Investments in the Municipal Finance Authority of British Columbia ("MFA") Pooled Investment Funds – Intermediate and Bond Funds are recorded at cost plus accrued interest and realized capital gains and losses. Investment income from these funds includes interest earned and capital gains or losses realized in the year.

(d) Employee Future Benefits

The City and its employees make contributions to the Municipal Pension Plan. These contributions are expensed as incurred.

Sick leave and post-employment benefits also accrue to the City's employees. The liabilities related to these benefits are actuarially determined based on service and best estimates of retirement ages and expected future salary and wage increases. The liabilities under these benefits plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits.

(e) Deferred Revenue

Deferred revenue represents licenses, permits, other fees and grants which have been collected, but for which the related services have not been performed and / or projects have not been constructed. These amounts will be recognized as revenues in the fiscal year the services are performed and / or the projects are constructed.

(f) Development Cost Charges

Development cost charges are deferred upon receipt and recognized as revenue only to the extent used to finance related capital projects.

(g) Unaudited Budget

Unaudited budget data presented in these consolidated financial statements is based on the City's 5 Year Financial Plan for the years 2011 – 2015, adopted by Council on March 7, 2011.

(h) Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible Capital Assets

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight line basis over their estimated useful lives as follows:

Major Asset Category	Useful Life
Building	20–70 years
Vehicles, Machinery & Equipment	3–50 years
Park Improvements	5–80 years
Engineering Structures	15–100 years
Electrical Distribution System	10–100 years

Annual amortization is charged in the year of acquisition. Assets under construction are not amortized until the asset is available for productive use.

(h) Non-Financial Assets (continued)

(ii) Contributions of Tangible Capital Assets

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

(iii) Works of Art and Historic Assets

Works of art and historic assets are not recorded as assets in these consolidated financial statements.

(iv) Natural Resources

Horticultural assets such as treed areas, grassy areas and gardens are not recognized as assets in the consolidated financial statements.

(v) Interest Capitalization

The City does not capitalize interest costs associated with the acquisition or construction of a tangible capital asset.

(vi) Leased Tangible Capital Assets

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

(vii) Inventory of Supplies

Inventories of supplies held for consumption are recorded at the lower of weighted average cost and replacement cost.

(viii) Prepaid Expenses

Prepaid expenses are recorded as assets in these consolidated financial statements.

(i) Reserves and Reserve Funds

(i) Reserves Set Aside by Council

Reserves set aside by Council are surpluses from the current operations to finance future capital and maintenance projects. These internally restricted funds are not available for unrestricted purposes without the approval of Council.

(ii) Statutory Reserves

Statutory reserves are funds that have been internally restricted by Council. Formal establishing bylaws have been adopted pursuant to the Community Charter, which define how these reserves are to be used.

(j) Revenue and Expenses Recognition

Revenue is recorded on an accrual basis and recognized when earned. Expenses are recognized as they are incurred, usually when goods or services have been received and / or the creation of a legal obligation to pay. The City accrues interest expense on long-term debt to year-end.

(k) Use of Estimates

The preparation of the consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the consolidated financial statements, and the reported revenue and expenses during the reporting period. Significant areas requiring the use of management estimates relate to the determination of employee benefit plans, allowance for doubtful accounts receivable, provision for contingencies, and useful lives of tangible capital assets.

Actual results could differ from management's best estimates as additional information becomes available. Adjustments, if any, will be reflected in the consolidated financial statements in the period that the change in estimate is made, as well as in the period of settlement if the amount is different.

(l) Segment Disclosures

A segment is defined as a distinguishable activity or group of activities of a government for which it is appropriate to separately report financial information.



2. PRIOR PERIOD ADJUSTMENTS

Subsequent to issuing its 2010 Consolidated Financial Statements, the City determined that certain tangible capital assets had been omitted from its asset registers in 2010 and prior years.

These accounting adjustments have changed the net book value of tangible capital assets, accumulated surplus and the annual surplus amounts reported in the prior period. These changes are considered by management to be immaterial to the 2010 consolidated financial statements and have been applied retroactively with prior periods recast as follows:

	2010	2009
Tangible Capital Assets, as previously reported	\$ 489,960,678	
Add net book value Tangible Capital Assets previously not recorded	3,505,925	
Tangible Capital Assets, as recast	<u>\$ 493,466,603</u>	
Accumulated Surplus, as previously reported	\$ 532,922,976	\$ 501,786,022
Add Investment in Tangible Capital Assets previously not recorded	4,236,103	4,236,103
Less Tangible Capital Assets that should be expensed	(528,188)	
Less 2010 Amortization Expense	(201,990)	
Accumulated Surplus, as recast	<u>\$ 536,428,901</u>	<u>\$ 506,022,125</u>
Annual Surplus, as previously reported	\$ 31,136,954	
Less Expenses previously reported as Tangible Capital Assets	(528,188)	
Less 2010 Amortization Expense	(201,990)	
Annual Surplus, as recast	<u>\$ 30,406,776</u>	

3. CASH AND CASH EQUIVALENTS

Cash and cash equivalents include \$5,382,911 (2010 – \$6,798,501) invested in the MFA Pooled Investment Funds – Money Market Fund, which is considered equivalent to cash due to its liquidity.

4. INVESTMENTS

	2011		2010	
	Carrying Value	Market Value	Carrying Value	Market Value
Provincial Bonds and Notes, 5.08-5.16%, maturing 2014	\$ 10,800,002	\$ 11,856,668	\$ 10,275,593	\$ 11,194,017
MFA - Intermediate Fund, 2011 Fund Yield – 1.62% (2010 – 1.16%)	29,529,403	29,186,072	23,098,665	22,755,334
MFA – Bond Fund, 2011 Fund Yield – 3.61% (2010 – 3.64%)	44,651,630	44,773,933	37,964,515	38,086,818
	<u>\$ 84,981,035</u>	<u>\$ 85,816,673</u>	<u>\$ 71,338,773</u>	<u>\$ 72,036,169</u>



5. DEFERRED DEVELOPMENT COST CHARGES

	Balance, beginning of year	Third Party Contributions	Interest Allocation	Capital Expenses	Balance, end of year
Queensborough Drainage *	\$ 3,656,478	\$ 130,382	\$ 105,565	\$ -	\$ 3,892,425
Queensborough Transportation *	2,961,736	1,568,683	85,505	(15,840)	4,600,084
Queensborough Parkland	671,762	137,664	19,395	-	828,821
Queensborough Water	525,586	42,250	15,173	-	583,009
Queensborough Sanitary	-	253,243	-	-	253,243
Mainland Drainage	-	31,644	-	-	31,644
Mainland Transportation *	(372,947)	436,596	(10,768)	(102,760)	(49,879)
Mainland Parkland	459,913	1,117,680	13,277	-	1,590,870
Mainland Water	(83,000)	125,796	(2,397)	-	40,399
Mainland Sanitary *	(635,431)	247,360	(18,345)	(316,800)	(723,216)
	\$ 7,184,097	\$ 4,091,298	\$ 207,405	\$ (435,400)	\$ 11,047,400

* Development Cost Charge Expenditure Bylaws authorizes borrowing from the Queensborough DCC Reserves to cover the deficits in the Mainland DCC Reserves. The Queensborough DCC Reserves will be repaid with interest at the earlier of when the funds are required to complete Queensborough DCC capital works and sufficient Mainland DCCs are collected.

6. PENSION PLAN

The City and its employees contribute to the Municipal Pension Plan (the "Plan"), a jointly trustee pension plan. The Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including the investment of the assets and administration of benefits. The Plan is a multi-employer contributory pension plan. Basic pension benefits provided are defined. The Plan has about 173,000 active members and approximately 63,000 retired members. Active members include approximately 35,000 contributors from local governments.

Every three years an actuarial valuation is performed to assess the financial position of the plan and the adequacy of plan funding. The most recent valuation as at December 31, 2009 indicated an unfunded liability of \$1,024 million for basic pension benefits. The next valuation will be as at December 31, 2012 with results available in 2013. The actuary does not attribute portions of the unfunded liability to individual employers. The City paid \$4,957,647 (2010 - \$4,639,594) for employer contributions to the plan in fiscal 2011.

7. EMPLOYEE BENEFIT PLANS

The City provides certain post-employment benefits, compensated absences, and termination benefits to its employees. These benefits include accumulated non-vested sick leave and post-employment disability benefits.

	2011	2010
Accrued Benefit Obligation, beginning of year	\$ 7,506,900	\$ 6,329,900
Current service cost	351,800	322,200
Interest cost	227,600	237,000
Long-term disability expense	780,200	1,042,569
Updated Supplemental Vacation Benefit	1,057,600	-
Benefits paid	(695,900)	(469,900)
Actuarial loss	1,325,400	45,131
	10,553,600	7,506,900
Other employee benefit liabilities	35,212	24,701
Accrued Benefit Obligation, end of year	10,588,812	7,531,601
Unamortized actuarial (loss) / gain	(598,222)	853,371
Accrued Benefit Liability, end of year	\$ 9,990,590	\$ 8,384,972

Actuarial gains and losses are amortized over the expected average remaining service period of the related employee group commencing the year after the gain or loss arises. A full actuarial valuation of the accrued benefit liability was performed to determine the City's accrued benefit obligation as at December 31, 2011. Actuarial assumptions used to determine the City's accrued benefit obligation are as follows:

	2011	2010
Discount rate	3.50%	4.50%
Expected future inflation rate	3.00%	3.00%
Expected wage and salary range increases	3.00% - 4.63%	3.00% - 4.63%
Expected average remaining service period	11 years	11 years



8. LONG-TERM DEBT, NET OF SINKING FUND DEPOSITS

The City receives debt financing through the MFA in accordance with the legislation as set in the Community Charter to finance certain capital expenses. Sinking fund balances, managed by the MFA, are netted against related long-term debt.

(a) The gross amount of the debt and the amount of the sinking fund assets available to retire the debt are as follows:

	Gross Debt	Sinking Fund Assets	2011	2010
Police Building, Bylaw 6603, 4.975%, due 2024	\$ 7,760,000	\$ 1,918,357	\$ 5,841,643	\$ 6,163,710
Moody Park Pool, Bylaw 7209, 5.150%, due 2028	4,000,000	421,193	3,578,807	3,725,973
Moody Park Pool, Bylaw 7209, 4.50%, due 2030	430,000	14,861	415,139	430,000
Westminster Pier Property Council Resolution 03/02/09, Variable rate, due 2014	8,000,000	-	8,000,000	10,500,000
Westminster Pier Park Development * Bylaw 7377, 3.65%, due 2026	6,300,914	-	6,300,914	-
Westminster Pier Park Development Bylaw 7400, Variable rate, Scheduled repayment in 2012 **	2,000,000	-	2,000,000	3,300,000
	\$ 28,490,914	\$ 2,354,411	\$ 26,136,503	\$ 24,119,683

* During the year the City obtained financing from CMHC in the amount of \$6,300,914 through the MFA under Westminster Pier Park Loan Authorization Bylaw 7377, for the Westminster Pier Park development.

** Under the authority of Loan Authorization Bylaw 7377 and Temporary Borrowing Bylaw 7400, the City has obtained temporary borrowing in the amount of \$2,000,000 from the MFA at a variable rate of interest. The City's intention is to convert this into long term borrowing through the MFA once the Westminster Pier Park project is completed in March 2012.

(b) Future sinking fund and principal payments on net outstanding debt over the next five years and thereafter are as follows:

2012	\$ 809,415
2013	854,229
2014	8,957,858
2015	998,598
2016	1,041,106
Thereafter	13,475,297
	\$ 26,136,503

9. TANGIBLE CAPITAL ASSETS

	Assets Under Construction	Land	Building	Vehicles/ Machinery/ Equipment	Park Improvements	Engineering Structures			Electrical Distribution System	2011 Total	2010 Total
						Engineering Structures	Water	Sewer			
COST											(recast - Note 2)
Balance, beginning of year	\$ 14,144,554	\$ 195,962,514	\$ 82,088,324	\$ 34,839,246	\$ 50,282,797	\$ 183,404,193	\$ 33,859,110	\$ 61,795,678	\$ 40,092,843	\$ 696,469,259	\$ 652,046,248
Transfers	(6,134,500)	-	-	1,631,691	1,515,707	1,807,305	1,179,797	-	-	-	-
Additions	28,979,434	779,306	697,799	1,978,147	739,719	3,687,184	924,092	3,271,240	420,828	41,477,749	54,377,323
Disposals	-	-	(118,927)	(1,854,882)	(35,868)	(1,727,598)	(240,245)	-	(58,584)	(4,036,104)	(9,954,312)
Balance, end of year	36,989,488	196,741,820	82,667,196	36,594,202	52,502,355	187,171,084	35,722,754	65,066,918	40,455,087	733,910,904	696,469,259
ACCUMULATED AMORTIZATION											
Balance, beginning of year	\$ -	\$ -	\$ 44,264,423	\$ 20,646,987	\$ 24,945,182	\$ 73,008,383	\$ 8,438,520	\$ 17,165,857	\$ 14,533,304	\$ 203,002,656	\$ 193,038,379
Amortization	-	-	2,275,643	3,120,197	1,754,106	6,481,964	465,713	953,314	878,759	15,929,696	15,667,790
Disposals	-	-	(69,294)	(1,716,818)	(35,868)	(949,962)	(107,966)	-	(58,584)	(2,938,492)	(5,703,513)
Balance, end of year	-	-	46,470,772	22,050,366	26,663,420	78,540,385	8,796,267	18,119,171	15,353,479	215,993,860	203,002,656
NET BOOK VALUE											
As at December 31, 2011	\$ 36,989,488	\$ 196,741,820	\$ 36,196,424	\$ 14,543,836	\$ 25,838,935	\$ 108,630,699	\$ 26,926,487	\$ 46,947,747	\$ 25,101,608	\$ 517,917,044	
NET BOOK VALUE											
As at December 31, 2010	\$ 14,144,554	\$ 195,962,514	\$ 37,823,901	\$ 14,192,259	\$ 25,337,615	\$ 110,395,810	\$ 25,420,590	\$ 44,629,821	\$ 25,559,539		\$ 493,466,603

(a) **Assets under construction.**

Assets under construction having a value of \$36,989,488 (2010 - \$14,144,554) have not been amortized. Amortization of these assets will commence when the asset is put into service.

(b) **Contributed tangible capital assets**

Contributed capital assets have been recognized at fair market value at the date of contribution. The value of contributed assets received during the year is \$1,598,065 (2010 - \$10,809,223).

(c) **Works of art and historic assets**

The City manages and controls various works of art and non-operational historic assets including buildings, artifacts, painting and sculptures located at City sites and public display areas. These assets are not recorded as tangible capital assets and are not amortized.

(d) **Write-down of tangible capital assets**

The write-down of tangible capital assets during the year was \$nil (2010 - \$nil).



10. ACCUMULATED SURPLUS

Accumulated surplus consists of individual fund surplus and reserves and reserve funds as follows:

	2011	2010
Surplus:		
Invested in Tangible Capital Assets (a)	\$ 492,610,262	\$ 472,173,498
Invested in Inventory of Supplies	1,692,984	1,872,785
Invested in Prepaid Expenses	656,572	951,476
Unrestricted Accumulated Surplus	456,392	168,908
Reserves:		
Reserves set aside by Council:		
Affordable Housing	210,010	149,300
Childcare Amenity	68,289	48,100
Community Amenity	1,470,286	1,051,541
Community Development	15,853,221	13,445,843
Community Endowment	5,258,961	5,302,216
Computer Replacement	1,203,064	990,395
Environment/Childcare Grants	200,000	200,000
Equipment Replacement	9,592,266	9,697,973
Facility Maintenance	4,964,002	4,148,116
General Amenity	296,932	288,600
General Fund Provisions	3,294,764	2,879,057
Offstreet Parking Provisions	2,599,780	2,284,400
Electrical Fund Provisions	4,051,294	2,687,926
Water Fund Provisions	6,843,830	7,801,285
Sewer Fund Provisions	5,749,780	4,770,580
Solid Waste Fund Provisions	(603,986)	-
Statutory Reserves:		
Cemetery Reserve	503,490	468,150
Construction of Municipal Works	1,323,234	1,998,310
Parking Cash in Lieu	957,787	930,912
Park Land Acquisition	715,448	667,985
Tax Sale Land	1,493,451	1,451,545
Total Reserves	66,045,903	61,262,234
Total Accumulated Surplus	\$ 561,462,113	\$ 536,428,901

(a) Invested in tangible capital assets is comprised of tangible capital assets of \$517,917,044 (2010 - \$493,466,603) less net proceeds from debt spent on tangible capital assets of \$25,306,782 (2010 - \$21,293,105).

11. TRUST FUNDS

The Election Surplus, Amateur Sports Promotion, and Irving House Bequeaths are not reported in these financial statements. The following is a summary of Trust Fund transactions for the year:

	2011	2010
Balances, beginning of year	\$ 355,071	\$ 336,744
Contributions received	-	1,290
Interest earned	10,652	14,306
	365,723	352,340
Expenses and Transfers (Net)	3,135	2,731
Balances, end of year	\$ 368,858	\$ 355,071



12. MUNICIPAL TAXATION AND OTHER LEVIES

Taxation revenue for general municipal purposes comprises of the following amounts:

	2011	%	2010	%
Total Taxation and Levies	\$ 91,945,606	100.00	\$ 88,193,286	100.00
Less: Collections on Behalf of Other Governments				
Regional District	859,633	0.93	814,907	0.92
BC Assessment Authority	879,364	0.96	851,086	0.97
Municipal Finance Authority	2,627	< 0.01	2,395	< 0.01
Province – School	27,179,208	29.56	26,229,542	29.74
South Coast British Columbia Transportation Authority	5,652,883	6.15	5,531,123	6.27
Business Improvement Levies	194,258	0.21	194,258	0.22
	34,767,973	37.81	33,623,311	38.12
Municipal Taxation & Levies	\$ 57,177,633	62.19	\$ 54,569,975	61.88

13. OTHER REVENUE

Other Revenue includes:

	2011	2010
Licences, Permits and Fines	\$ 4,803,243	\$ 4,486,037
Interest and Penalties	3,227,947	3,172,659
Other	948,110	1,387,233
Total Other Revenue	\$ 8,979,300	\$ 9,045,929

14. CONTINGENCIES

- (a) The loan agreements with the Greater Vancouver Regional District and the MFA provide that, if at any time the scheduled payments provided for in the agreements are not sufficient to meet the Authority's obligations in respect of such borrowing, the resulting deficiency becomes a joint and several liability of the City and the other participants.
- (b) The City obtains long-term debt instruments through the MFA. The City is also required to execute demand notes in connection with each debenture whereby the City may be required to loan certain amounts to the MFA. The demand notes are contingent in nature and are not reflected in the accounts. Details of the contingent demand notes at December 31, 2011 are as follows:

	2011	2010
Police Building, Bylaw 6603	\$ 233,776	\$ 233,776
Moody Park Pool, Bylaw 7209	142,759	142,759
Westminster Pier Park, Bylaw 7377	213,456	-
	\$ 589,991	\$ 376,535

- (c) A number of legal claims have been initiated against the City in varying or unspecified amounts. The outcome of these claims cannot reasonably be determined at this time. The amount of loss, if any, arising from these claims will be recorded in the period in which the loss is determined.
- (d) In 2003, the City experienced a failure of the Stanley Street Pump Station due to design and construction flaws. The City anticipates that the costs incurred for damages, response, remediation and reconstruction will be collected from the City's insurer and other third parties responsible for the original design and construction of the pump station. In 2008, the City settled its claim with its insurer and continues to pursue claims against other third parties. Due to the contingent nature of this amount, no recovery or receivable has been recorded in these financial statements.
- (e) The City is a shareholder of Emergency Communications for the Southwest British Columbia Incorporated (E-Comm) whose services include: regional 9-1-1 call centre for the Greater Vancouver Regional District; Wide Area Radio network; dispatch operations; and records management. The City has one Class A share and the Police Board has one Class A share for a total of 2 Class A shares. There are 26 Class A shares issued and outstanding as at December 31, 2011. As a Class A shareholder, the City shares in both funding the future operations and capital obligations of E-Comm (in accordance with a cost sharing formula), including any lease obligations committed to by E-Comm up to the shareholder's withdrawal date.
- (f) The City, as a member of the Greater Vancouver Regional District, the Greater Vancouver Sewerage and Drainage District and the Greater Vancouver Water District is jointly and severally liable for the net capital liabilities of these Districts. Any liability which may arise as a result of the above noted contingency will be accounted for in the period in which the required payment is made.
- (g) In January 2012, the City entered into an operating agreement with BC Hydro for the New Westminster Substation. Under the terms of the agreement, the City would have to reimburse BC Hydro for its transmission system reinforcement costs incurred to provide additional electricity supply to the New Westminster Substation should the City terminate the agreement prior to BC Hydro recovering these costs through future electricity sales.



15. SEGMENTED INFORMATION

The City is a diversified municipal government institution that provides a wide range of services to its citizens, including Police Services, Parks, Culture and Recreation Services, Fire and Rescue Services, Development Services, Engineering Services, General Government Services, and Utility Operations which includes Water Supply Services, Electrical Distribution Services, Sewer and Drainage Services, and Solid Waste Services. For management reporting purposes, the City's operations and activities are organized and reported by Service Areas. Service Areas were created for the purpose of recording specific activities to attain certain objectives in accordance with regulations, restrictions and limitations.

City Services are provided by departments and their activities are reported in these Service Areas. Departments disclosed in the segmented information, along with the services they provide, are as follows:

General Government Services – Legislative Services, Administration, Communications, Finance, Information Technology, Human Resources, Legal Services, Economic Development, Emergency Planning, Grants in Aid, City Functions, and Strategic Priorities

The Departments and Divisions within General Government Services are responsible for adopting bylaws; adopting administrative policy; levying and collecting taxes and utilities; acquiring, disposing and managing City assets; developing and maintaining information technology systems and applications; ensuring effective financial management and communication; administering City grants; developing an effective labour force; administering collective agreements and payroll; emergency planning; economic development; monitoring and reporting performance; and ensuring that high quality City service standards are met.

Police Services

The mandate of Police Services is to keep our community safe by enforcing the law, and by preventing and reducing crime.

Parks, Culture and Recreation Services – Leisure, Parks and Public Library

Parks, Culture and Recreation is responsible for providing, facilitating the development of, and maintaining high quality parks, recreation facilities and programs, and cultural services including public libraries.

Fire and Rescue Services

The mandate of the Fire and Rescue Services is to protect life, property and the environment through the provision of emergency response, inspections, code enforcement and public education, ensuring safety for the public.

Development Services

Development Services is responsible for preparing land use plans, bylaws and policies for sustainable development of the City, for reviewing and approving new development and building permits and inspections.

Engineering Services – Engineering Operations and Administration, Cemetery, Parking and Towing Services, Animal Services, Vehicle Fleet Services, Works Yards

Engineering Services is responsible for planning, building, operating and maintaining the City's physical infrastructure including roads and sidewalks, civic buildings and facilities. In addition, the divisions provide services for parking, towing, solid waste and recycling, cemetery operations, animal control and fleet services.

Utility Operations - Water Supply Services, Electrical Distribution Services, Sewer and Drainage Services, and Solid Waste Services

The Water Utility operates and distributes over 8 million cubic meters of drinking water, and maintains water mains and pump stations. The Electrical Distribution Utility is responsible for the distribution of Electricity to the City's citizens and businesses. The Sewer and Drainage Utility is responsible for the disposal of sanitary sewage and drainage, as well as the network of sewer mains, storm sewers and pump stations. The Solid Waste Utility is responsible for garbage collection, green waste collection and recycling.

SEGMENTED REVENUES AND EXPENSES

	General Government	Police Services	Parks, Culture & Recreation	Library	Fire Services	Development Services	Engineering Services	Utility Operations	2011	2010
										(recast - Note 2)
REVENUE										
Taxation	\$ 57,173,411	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,222	\$ 57,177,633	\$ 54,569,975
Utility Rates	-	-	-	-	-	-	-	55,172,341	55,172,341	51,463,200
Sale of Services	132,499	2,284,500	5,125,596	106,920	8,514	-	2,782,108	498,705	10,938,842	11,799,006
Grants from Other Government	103,169	1,726,536	10,124,215	189,087	72,413	-	2,822,778	10,000	15,048,198	12,973,989
Contributed Tangible Capital Assets	-	-	-	-	-	-	726,675	871,390	1,598,065	10,809,223
Contributions	6,576,005	-	6,470,701	-	-	7,145	585,985	1,124,143	14,763,979	13,952,907
Other Revenue	3,379,325	24,222	101,708	-	22,976	3,847,108	1,530,947	73,014	8,979,300	9,045,929
Total Revenues	\$ 67,364,409	\$ 4,035,258	\$ 21,822,220	\$ 296,007	\$ 103,903	\$ 3,854,253	\$ 8,448,493	\$ 57,753,815	\$ 163,678,358	\$ 164,614,229
EXPENSES										
Salaries, Benefits & Training	\$ 8,466,339	\$ 18,251,212	\$ 12,609,381	\$ 2,389,618	\$ 11,660,946	\$ 2,905,685	\$ 7,382,255	\$ 3,823,162	\$ 67,488,598	\$ 64,034,085
Contracted Services	1,578,294	1,572,767	560,695	68,520	550,287	260,655	1,382,206	1,834,028	7,807,452	7,793,675
Supplies and Materials	1,707,941	1,017,313	2,683,035	268,921	345,202	120,987	3,657,964	1,706,177	11,507,540	10,497,810
Interest and Bank Charges	928,953	-	-	-	-	-	-	3,254	932,207	776,757
Cost of Sales	-	-	187,153	-	-	-	-	-	187,153	204,180
Grants	744,629	34,310	-	-	-	-	-	-	778,939	769,860
Insurance and Claims	867,680	-	-	-	-	-	318,338	-	1,186,018	1,272,557
Utility Purchases and Levies	-	-	17,002	-	-	-	-	31,764,951	31,781,953	29,798,300
Amortization	854,458	1,012,873	3,009,411	410,788	577,096	-	7,104,934	2,960,136	15,929,696	15,667,790
Loss on Disposals	-	(1,764)	68,446	-	51,558	-	777,636	149,714	1,045,590	3,392,439
Total Expenses	\$ 15,148,294	\$ 21,886,711	\$ 19,135,123	\$ 3,137,847	\$ 13,185,089	\$ 3,287,327	\$ 20,623,333	\$ 42,241,422	\$ 138,645,146	\$ 134,207,453
ANNUAL SURPLUS	\$ 52,216,115	\$ (17,851,453)	\$ 2,687,097	\$ (2,841,840)	\$ (13,081,186)	\$ 566,926	\$ (12,174,840)	\$ 15,512,393	\$ 25,033,212	\$ 30,406,776



16. BUDGET DATA

The reconciliation of the approved budget to the budget figures reported in these consolidated financial statements is as follows:

Revenues:	\$ 171,084,000
Expenses:	
General Services Operating Expenses	92,604,000
Utility Services Operating Expenses	40,615,000
Capital Expenses	70,467,000
Fiscal Expenses:	
Interest & Bank Charges	1,439,000
Debt Retirement	384,000
Proceeds on Debt Issuance	(6,751,000)
Total Approved Expenses	198,758,000
Less:	
Capital Expenses	(70,467,000)
Debt Retirement	(384,000)
Proceeds on Debt Issuance	6,751,000
Total Reported Expenses	134,658,000
Annual Surplus	\$ 36,426,000

17. COMMITMENTS

In January 2012, the City entered into an operating agreement with BC Hydro for the New Westminster Substation. The agreement commits the City to reimburse BC Hydro for all costs relating to operating, maintaining and upgrading the substation. The term of the agreement will be effective until March 31, 2015 with subsequent five-year renewal periods until such time as either party serves written notice of termination at least one year prior to the end of the current five-year term.

18. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform to the presentation adopted for the current year.

Corporation of the City of New Westminster

STATEMENTS OF FINANCIAL POSITION - BY FUND

As at December 31, 2011

Schedule I

	General Fund	Electrical Utility Fund	Water Utility Fund	Sewer Utility Fund	Solid Waste Utility Fund	2011	2010
FINANCIAL ASSETS							(Recast - Note 2)
Cash and Cash Equivalents	\$ 13,216,637	\$ -	\$ -	\$ -	\$ -	\$ 13,216,637	\$ 17,826,039
Accounts Receivable							
Property Taxes	3,810,553	-	-	-	-	3,810,553	3,413,639
Other	5,274,445	5,925,092	611,550	1,376,101	167,830	13,355,018	9,805,158
Due from Other Governments	12,129,995	-	-	1,326,349	-	13,456,344	14,925,792
Investments	84,981,035	-	-	-	-	84,981,035	71,338,773
	119,412,665	5,925,092	611,550	2,702,450	167,830	128,819,587	117,309,401
FINANCIAL LIABILITIES							
Accounts Payable	18,743,324	-	-	1,387,099	-	20,130,423	15,663,036
Due to Other Governments	2,472,189	-	-	-	-	2,472,189	1,695,323
Prepaid Taxes	6,045,512	-	-	-	-	6,045,512	5,512,204
Deferred Revenue	11,646,569	199,011	-	(44,123)	-	11,801,457	14,612,049
Deferred Development Cost Charges	10,893,964	-	623,408	(469,972)	-	11,047,400	7,184,097
Employee Benefit Plans	9,990,590	-	-	-	-	9,990,590	8,384,972
Long-Term Debt, Net of Sinking Fund Deposits	26,136,503	-	-	-	-	26,136,503	24,119,683
Due to/(from) Other Funds	12,293,448	(452,793)	(7,605,670)	(4,353,546)	118,561	-	-
	98,222,099	(253,782)	(6,982,262)	(3,480,542)	118,561	87,624,074	77,171,364
NET FINANCIAL ASSETS	21,190,566	6,178,874	7,593,812	6,182,992	49,269	41,195,513	40,138,037
NON-FINANCIAL ASSETS							
Tangible Capital Assets	410,391,337	28,169,809	29,713,531	47,793,324	1,849,043	517,917,044	493,466,603
Inventory of Supplies	254,108	1,326,944	83,308	28,624	-	1,692,984	1,872,785
Prepaid Expenses	656,572	-	-	-	-	656,572	951,476
	411,302,017	29,496,753	29,796,839	47,821,948	1,849,043	520,266,600	496,290,864
ACCUMULATED SURPLUS	\$ 432,492,583	\$ 35,675,627	\$ 37,390,651	\$ 54,004,940	\$ 1,898,312	\$ 561,462,113	\$ 536,428,901

STATEMENTS OF OPERATIONS - BY FUND

For the Year Ended December 31, 2011

	General Fund	Electrical Utility Fund	Water Utility Fund	Sewer Utility Fund	Solid Waste Utility Fund	2011	2010	2011 Budget
							(Recast - Note 2)	(Unaudited)
REVENUE								
Property Taxation and Other Levies	\$ 57,173,411	\$ -	\$ -	\$ 4,222	\$ -	\$ 57,177,633	\$ 54,569,975	\$ 57,021,000
Utility Rates	-	33,397,618	8,449,275	10,911,575	2,413,873	55,172,341	51,463,200	54,903,000
Sale of Services	10,440,137	44,085	141,739	310,191	2,690	10,938,842	11,799,006	11,145,000
Grants from Other Governments	15,038,198	-	-	10,000	-	15,048,198	12,973,989	16,388,000
Contributed Tangible Capital Assets	726,675	-	164,800	706,590	-	1,598,065	10,809,223	-
Contributions	13,639,837	530,983	24,809	568,350	-	14,763,979	13,952,907	23,152,000
Other Revenue	8,906,285	34,878	-	38,137	-	8,979,300	9,045,929	8,475,000
	105,924,543	34,007,564	8,780,623	12,549,065	2,416,563	163,678,358	164,614,229	171,084,000
EXPENSES								
Police Services	21,886,711	-	-	-	-	21,886,711	21,841,934	22,933,000
Parks, Culture and Recreation	19,135,123	-	-	-	-	19,135,123	18,398,442	17,798,000
Fire Services	13,185,089	-	-	-	-	13,185,089	12,152,870	12,914,000
Development Services	3,287,327	-	-	-	-	3,287,327	3,138,329	3,422,000
Engineering Services	20,623,333	-	-	-	-	20,623,333	21,641,548	19,278,000
General Government	15,148,294	-	-	-	-	15,148,294	13,956,386	14,246,000
Library	3,137,847	-	-	-	-	3,137,847	3,508,322	3,452,000
Utility Operations	-	25,766,901	6,146,354	7,924,228	2,403,939	42,241,422	39,569,622	40,615,000
	96,403,724	25,766,901	6,146,354	7,924,228	2,403,939	138,645,146	134,207,453	134,658,000
ANNUAL SURPLUS	9,520,819	8,240,663	2,634,269	4,624,837	12,624	25,033,212	30,406,776	36,426,000
Interfund Transfers:								
From Electrical Fund to Current Fund	2,500,000	(2,500,000)	-	-	-	-	-	-
From Electrical Fund to Provision for Future Exp.	3,500,000	(3,500,000)	-	-	-	-	-	-
Other Transfers	1,852,667	137,315	(715,812)	(822,760)	(451,410)	-	-	-
INCREASE (DECREASE) IN SURPLUS	17,373,486	2,377,978	1,918,457	3,802,077	(438,786)	25,033,212	30,406,776	36,426,000
Accumulated Surplus, beginning of year	415,119,097	33,297,649	35,472,194	50,202,863	2,337,098	536,428,901	506,022,125	536,428,901
ACCUMULATED SURPLUS, end of year	\$ 432,492,583	\$ 35,675,627	\$ 37,390,651	\$ 54,004,940	\$ 1,898,312	\$ 561,462,113	\$ 536,428,901	\$ 572,854,901

CONSOLIDATED STATEMENT OF RESERVES

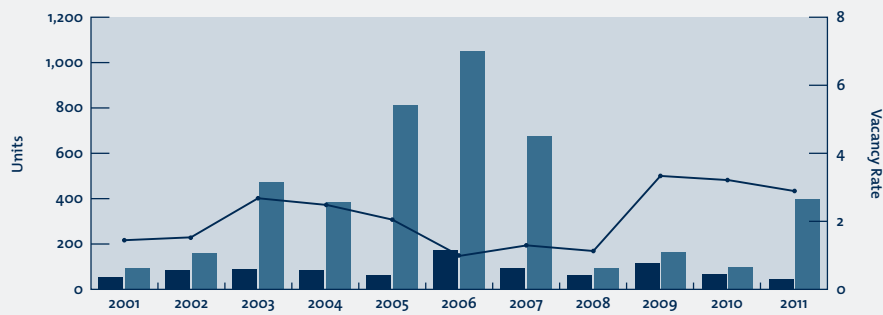
For the Year Ended December 31, 2011

	Balances, Beginning of Year	Transfer from (to) Operating and Trust Funds	Third Party Contributions (Disbursements)	Interest Allocation	Proceeds from Disposal	Transfers For Capital Expenditures	Balances, End of Year
RESERVES SET ASIDE BY COUNCIL							
Affordable Housing	\$ 149,300	\$ -	\$ 56,400	\$ 4,310	\$ -	\$ -	\$ 210,010
Childcare Amenity	48,100	-	18,800	1,389	-	-	68,289
Community Amenity	1,051,541	-	590,387	30,358	-	(202,000)	1,470,286
Community Development	13,445,843	(1,842,171)	5,811,970	388,182	-	(1,950,603)	15,853,221
Community Endowment	5,302,216	(165,230)	(31,100)	153,075	-	-	5,258,961
Computer Replacement	990,395	270,687	-	28,593	-	(86,611)	1,203,064
Environment/Childcare Grants	200,000	(5,774)	-	5,774	-	-	200,000
Equipment Replacement	9,697,973	1,117,467	-	279,982	52,022	(1,555,178)	9,592,266
Facility Maintenance	4,148,116	1,466,540	-	119,756	-	(770,410)	4,964,002
General Amenity	288,600	-	-	8,332	-	-	296,932
General Fund Provisions	2,879,057	1,685,886	-	7,272	-	(1,277,451)	3,294,764
Offstreet Parking Provisions	2,284,400	249,429	-	65,951	-	-	2,599,780
Electrical Fund Provisions	2,687,926	1,363,368	-	-	-	-	4,051,294
Water Fund Provisions	7,801,285	(957,455)	-	-	-	-	6,843,830
Sewer Fund Provisions	4,770,580	979,200	-	-	-	-	5,749,780
Solid Waste Fund Provisions	-	(603,986)	-	-	-	-	(603,986)
	55,745,332	3,557,962	6,446,457	1,092,973	52,022	(5,842,253)	61,052,493
STATUTORY RESERVES							
Cemetery Reserve	468,150	35,340	-	-	-	-	503,490
Construction of Municipal Works	1,998,310	46,539	-	57,691	-	(779,306)	1,323,234
Parking Cash in Lieu	930,912	-	-	26,875	-	-	957,787
Park Land Acquisition	667,985	-	28,178	19,285	-	-	715,448
Tax Sale Land	1,451,545	-	-	41,906	-	-	1,493,451
	5,516,902	81,879	28,178	145,757	-	(779,306)	4,993,410
TOTAL RESERVES	\$ 61,262,234	\$ 3,639,841	\$ 6,474,635	\$ 1,238,730	\$ 52,022	\$ (6,621,559)	\$ 66,045,903
2011 BUDGET	\$ 61,262,234	\$ 14,582,000	\$ 6,000,000	\$ -	\$ -	\$ (32,323,000)	\$ 49,521,234

Corporation of the City of New Westminster Housing Starts and Building Permits

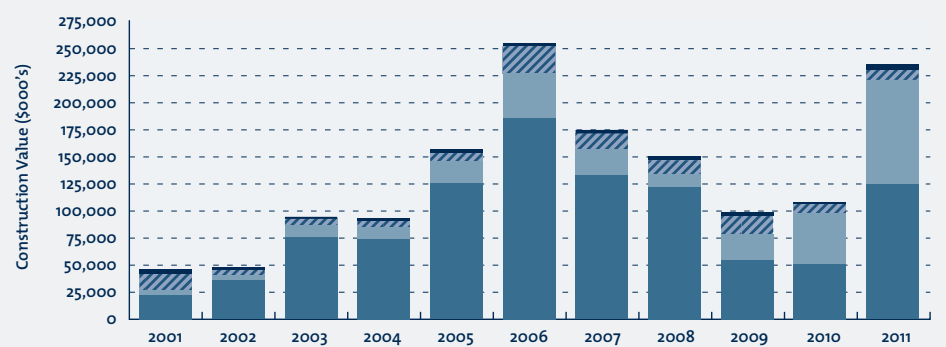
Source: City of New Westminster, Development Services Department

Housing Starts



	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Detached	60	76	90	82	53	148	97	58	121	68	47
Multi-family	84	163	468	373	820	1,061	683	100	166	106	389
Vacancy Rate	1.5	1.8	2.8	2.4	2.0	0.9	1.3	1.0	3.3	3.2	2.9

Construction Value of Building Permits

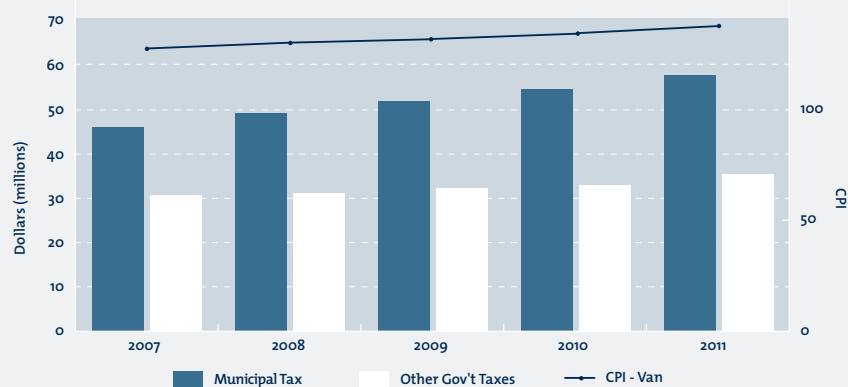


	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Industrial	\$5,552	\$353	\$834	\$556	\$1,366	\$494	\$3,400	\$1,274	\$365	\$589	\$2,072
Institutional	\$12,804	\$4,334	\$5,815	\$7,354	\$10,964	\$24,212	\$10,627	\$12,526	\$15,704	\$9,872	\$12,417
Commercial	\$4,256	\$3,104	\$10,677	\$11,714	\$21,658	\$43,133	\$24,900	\$13,272	\$25,290	\$45,192	\$94,408
Residential	\$21,437	\$37,688	\$74,864	\$71,720	\$124,787	\$186,342	\$134,914	\$121,619	\$55,844	\$52,512	\$124,117

Corporation of the City of New Westminster Property Assessments and Taxation

Source: City of New Westminster, Finance and Information Technology Department

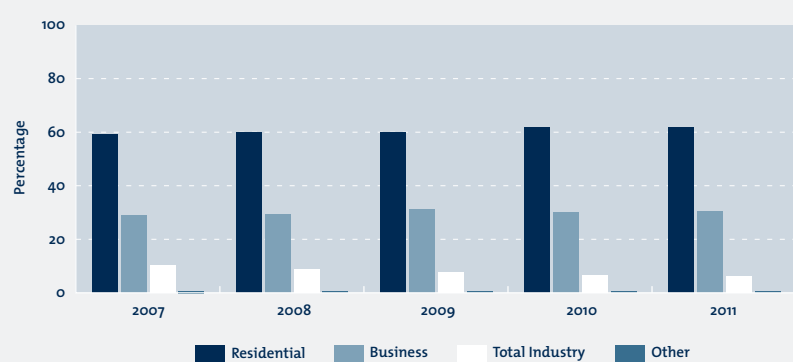
Property Taxation Revenue



Percentage Assessed Value by Property Class



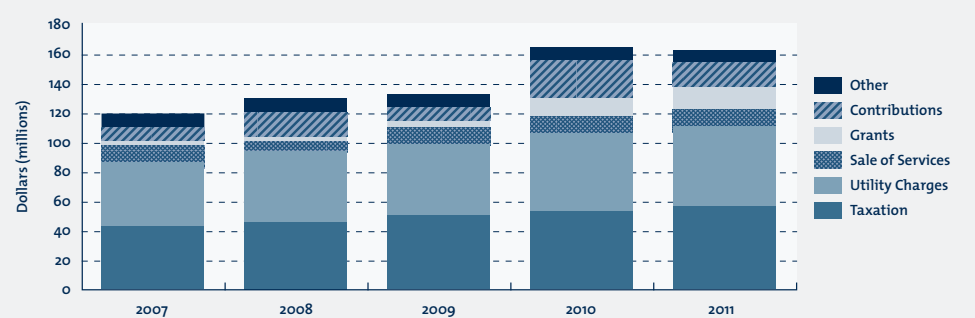
Percentage of Taxation by Property Class



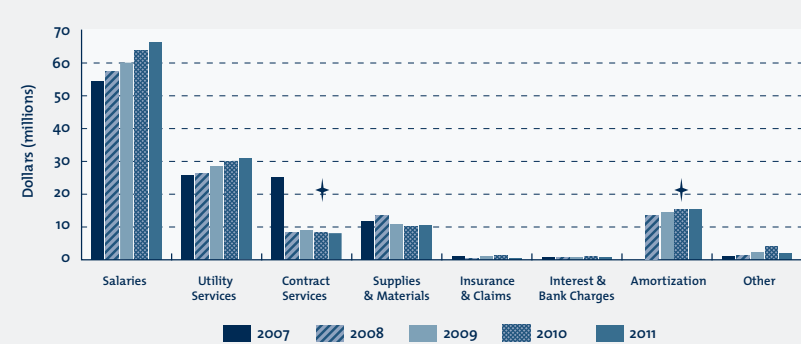
Corporation of the City of New Westminster Revenues and Expenses

Source: City of New Westminster, Finance and Information Technology Department

Revenues by Source

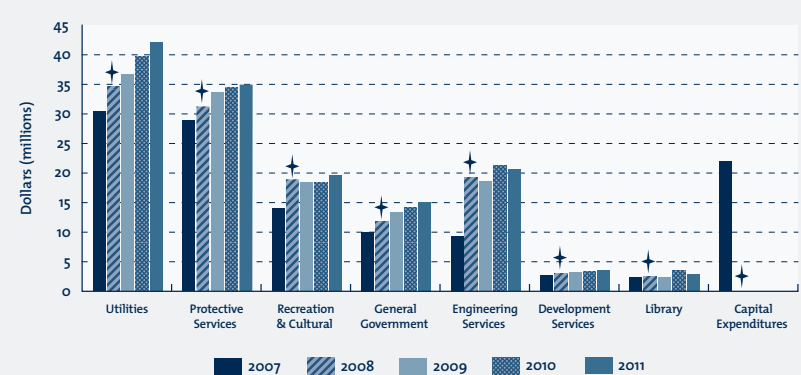


Expenses by Object



† These expenses were reformatted starting in 2008 to incorporate PSAB recommendations for Tangible Capital Assets.

Expenses by Function

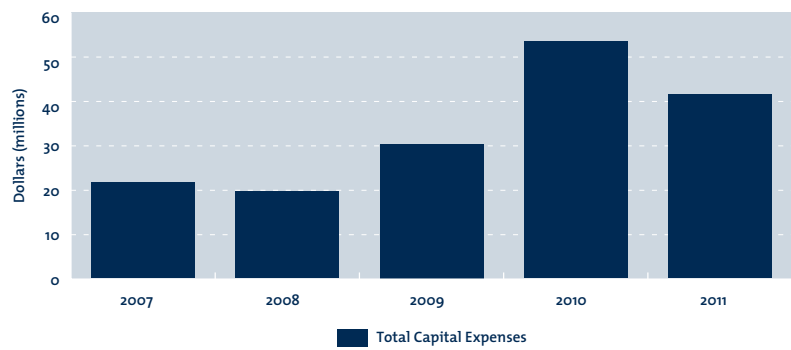


† Expenses reformatted starting in 2008 to incorporate PSAB recommendations for Tangible Capital Assets and financial statement presentation - capital expenditures are no longer expensed in the year of acquisition, instead amortization of tangible capital assets is recorded as an operating expense in the functions that use capital assets in delivering city services.

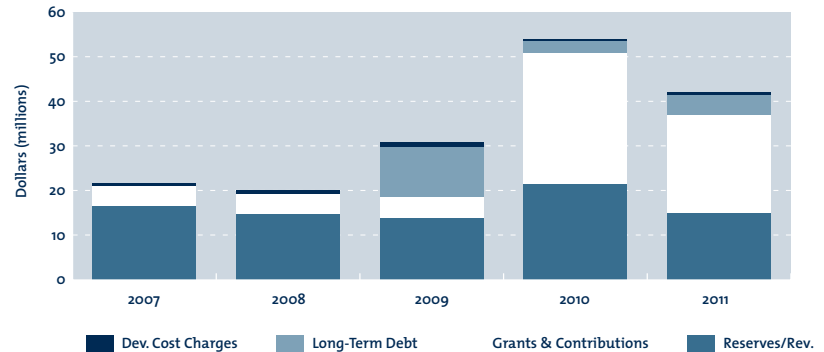
Corporation of the City of New Westminster Capital Expenses and Reserves

Source: City of New Westminster, Finance and Information Technology Department

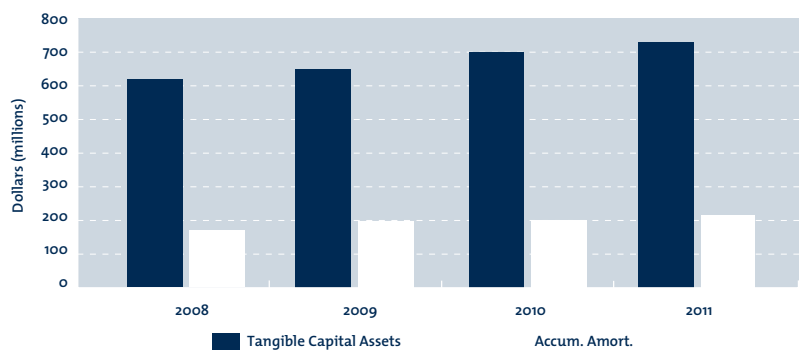
Capital Expenses



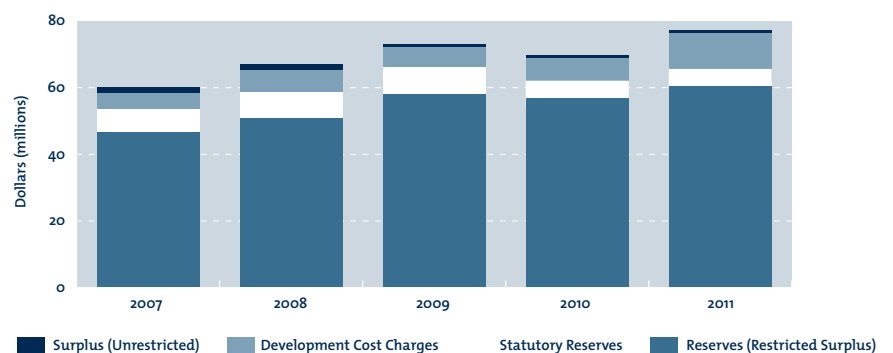
Capital by Funding Source



Tangible Capital Assets vs. Accumulated Amortization



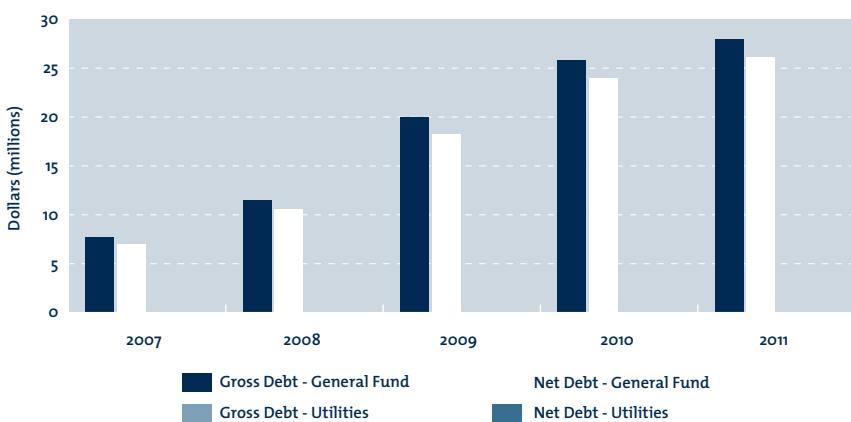
Summary of Reserve Funds



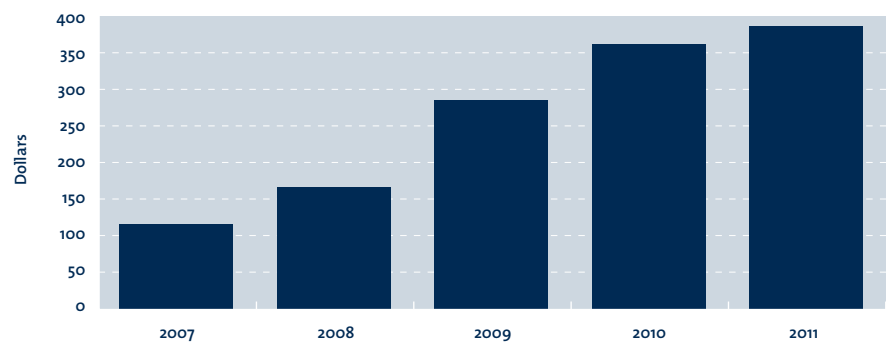
Corporation of the City of New Westminster Long-Term Debt

Source: City of New Westminster, Finance and Information Technology Department

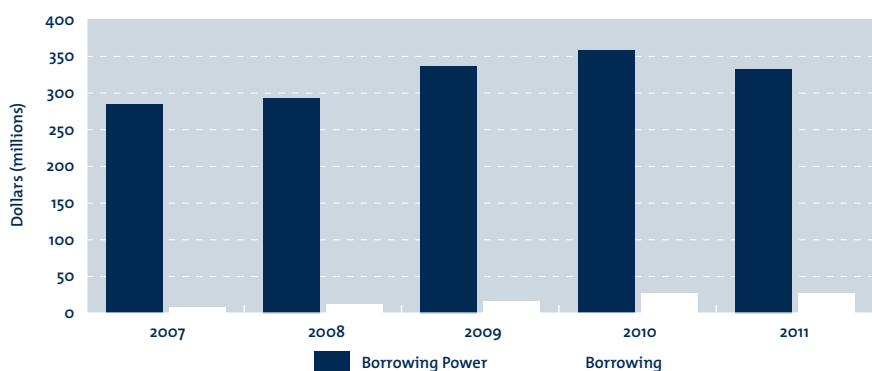
Gross and Net Long-Term Debt



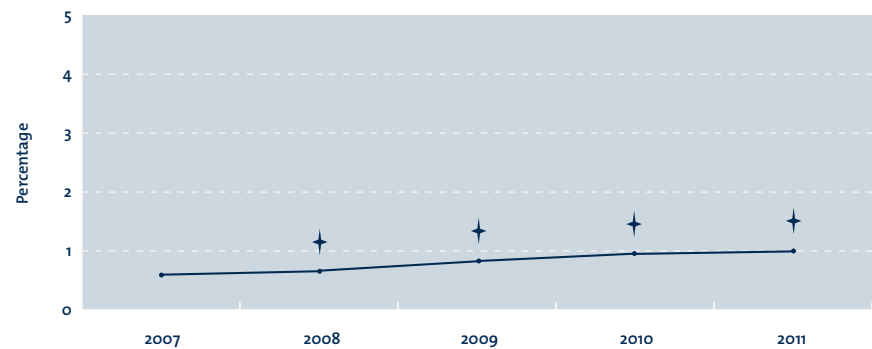
Long-Term Debt Per Capita



Legal Debt Limit



Long-Term Debt as a % of Total Expenses



† 2008 - 11 reflect the new rules regarding Tangible Capital Assets (TCA) in that total expenses exclude capital expenditures for the year but include amortization of TCA.

Permissive Property Tax Exemptions

Source: City of New Westminster, Finance and Information Technology Department

Folio#	Name	Permissive Exemption
00253.000	Association Of Islamic Charitable Projects	\$ 963
00442.000	Holy Trinity Romanian Orthodox Parish Society	1,678
00648.001	Emmanuel Pentecostal Church Of New Westminster	1,543
00734.000	Roman Catholic Archbishop Of Vancouver	2,610
00813.000	Urban Academy	15,831
00853.100	New Westminster Tennis Club	15,154
01051.000	Simon Fraser Society For Community Living	33,414
01124.000	Columbia Congregation Of Jehovah's Witnesses	1,517
01125.000	Columbia Congregation Of Jehovah's Witnesses	1,229
01288.000	Holy Trinity Parish Of Northwest BC	5,846
01411.000	Queens Ave United Church Of Canada	13,650
01441.000	Honour House Society	6,529
01613.501	Fraser Health Authority	35,734
03307.000	Parish Of St Mary The Virgin	2,536
03466.000	Sapperton Old Age Pensioners Assoc	3,681
03472.001	Sapperton Baptist Church	3,116
03575.000	Knox Congregation Of Presbyterian Church	3,736
03680.000	Roman Catholic Archbishop Of Vancouver	3,269
03724.000	Gospel Church In Christ	1,577
04317.000	Royal City Curling Club	16,213
05090.000	Greater Vancouver Water District	4,348
05476.000	Olivet Baptist Church	4,542
05631.000	Calvary Worship Centre	5,105
05873.100	513 Hornet Royal Canadian Air Cadet Squadron	3,611
05873.101	Queensborough Boxing Club	3,147
05873.102	Queen's Park Preschool Society	882
05873.103	Arts Council Of New Westminster	2,195
05873.150	Vagabond Players	4,409
06128.000	First Presbyterian Church In Canada	2,309
06156.000	The Salvation Army In Canada	5,087
06191.000	Burnaby Apostolic Christian Church	1,035
06207.000	Ukrainian Orthodox Church Of Sts Peter And Paul	1,377
06208.000	Ukrainian Orthodox Church Of Sts Peter And Paul	942
06420.000	Free Methodist Church In Canada	2,304
06755.000	Ukrainian Catholic Eparachy Of New Westminster	4,350
06866.000	Vancouver Japanese Gospel Church	1,127
06879.000	Parish Of St Barnabas	1,704
06881.000	Parish Of St Barnabas	2,442
07811.000	St. Gheorghe Romanian Orthodox Church	899
09046.000	The Shiloh-Sixth Avenue United Church Of Canada	1,550
09047.000	The Shiloh-Sixth Avenue United Church Of Canada	1,825
09204.000	St Aidans Presbyterian Church	1,831
09206.100	New Westminster Lawn Bowling Club	11,420
09206.101	New Westminster Amateur Radio Club	832
09778.000	Unity In Action	985
10145.000	Mainland Baptist Fellowship	1,260
10884.000	Mt Calvary Evangelical Lutheran Church	2,154
10886.000	Mt Calvary Evangelical Lutheran Church	6,895
11174.000	Mt Zion Lutheran Church	6,032
11831.000	Thornebridge Gardens Holdings Ltd	5,705
12507.000	St Joseph Damascene Antiochian Orthodox Church	1,749
12509.001	St Joseph Damascene Antiochian Orthodox Church	1,265
12884.000	Roman Catholic Archbishop Of Vancouver	1,934
13294.000	Khalsa Diwan Society New Westminster	3,629
15475.002	The Connaught Heights Pentecostal Assembly	8,276
15570.001	The Connaught Heights Pentecostal Assembly	5,203
56 In Total		\$ 284,186

Principal Corporate Tax Payers 2011

Source: City of New Westminster, Finance and Information Technology Department

Owner Name	Actual Use Description	Levy
First Queensborough Shopping Centres Ltd	Shopping Centre (Community)	\$2,548,185.96
Kruger Products G P Inc	Pulp/Paper Mill	\$1,456,215.09
2725321 Canada Inc	Storage and warehousing	\$1,378,209.03
7588674 Canada Inc	Stores and Services - Commercial	\$1,369,643.44
Royal City Shopping Centre Ltd	Shopping Centre (Community)	\$1,153,387.52
Columbia Square Plaza Ltd	Shopping Centre (Community)	\$1,087,122.25
Canacemal Investments Inc	Shopping Centre (Neighbourhood)	\$816,097.27
Lowe's Companies Canada Ulc	Big Box	\$478,784.32
Beedie Queensborough Lands Ltd	Storage and warehousing	\$385,921.76
BC Telephone Co	Office Building (Primary use)	\$385,420.83
3242795 Nova Scotia Ltd	Paper Box Bag & Paper Remanuf.	\$374,834.40
R S Commercial Properties Ltd	Shopping Centre (Neighbourhood)	\$366,460.09
628 Sixth Avenue Ltd	Office Building (Primary use)	\$360,267.74
Narland Properties (Quayside) Ltd	Hotel	\$298,561.67
G C Queens Court Ltd	Office Building (Primary use)	\$288,959.30
960 Quayside Drive Holdings Ltd	Office Building (Primary use)	\$282,881.38
Plaza 88 Retail Developments Ltd	Shopping Centre (Neighbourhood)	\$281,239.47
Canada Safeway Ltd	Food Market	\$241,841.88
BC Telephone Co	Telephone	\$217,054.70
Interpro Intermodal Inc.	Storage and warehousing	\$215,850.73
Eagle Ridge Enterprises Ltd	Storage and warehousing	\$214,477.10
0707249 BC Ltd	Office Building (Primary use)	\$212,565.15
Canacemal Investments Inc	Store(s) and Offices	\$205,958.01
Westminster Quay Holdings Ltd	Shopping Centre (Neighbourhood)	\$200,522.04
Hft New West/Stewardson Inc	Self Storage	\$196,511.12
Columbia Medical Bldg Ltd	Store(s) and Offices	\$194,344.51
Kruger Products G P Inc	Industrial - Vacant	\$190,298.23
Inland Natural Gas Co Ltd	Gas Distribution Systems	\$183,955.95
Hull Properties BC Ltd	Storage and warehousing	\$182,638.73
Hull Properties BC Ltd	Storage and warehousing	\$182,024.25
620 Royal Avenue Ltd	Office Building (Primary use)	\$177,235.10



For the printing of this report, 672 lbs of Rolland Enviro1000 Satin paper were used, which has a post-consumer recycled percentage of 100%.

-  **6 trees preserved for the future**
-  **21,045 L of water flow saved**
60 days of water consumption
-  **319 kg of waste not generated**
7 waste containers
-  **829 kg CO₂ prevented**
5,543 km driven
-  **9 GJ energy not consumed**
43,326 60W light bulbs for one hour
-  **2 kg NOX**
emissions of one truck during 8 days

In an effort to reduce our ecological footprint, no trees were cut for the production of this section of the 2011 Community Report.

It has been printed on FSC certified, processed chlorine-free, recycled (100% post-consumer fibres) paper.

Our City *New Westminster*

New Westminster is a livable city, with safe, healthy and dynamic neighbourhoods.

We are a modern city, and form a vibrant and sustainable hub for the entire Lower Mainland.

We are a community with active and engaged residents, enthusiastic about New Westminster, where we've been and where we are going.

Together, we share a deep pride in our city's rich heritage and connection to the Fraser River, and an excitement for the future.

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