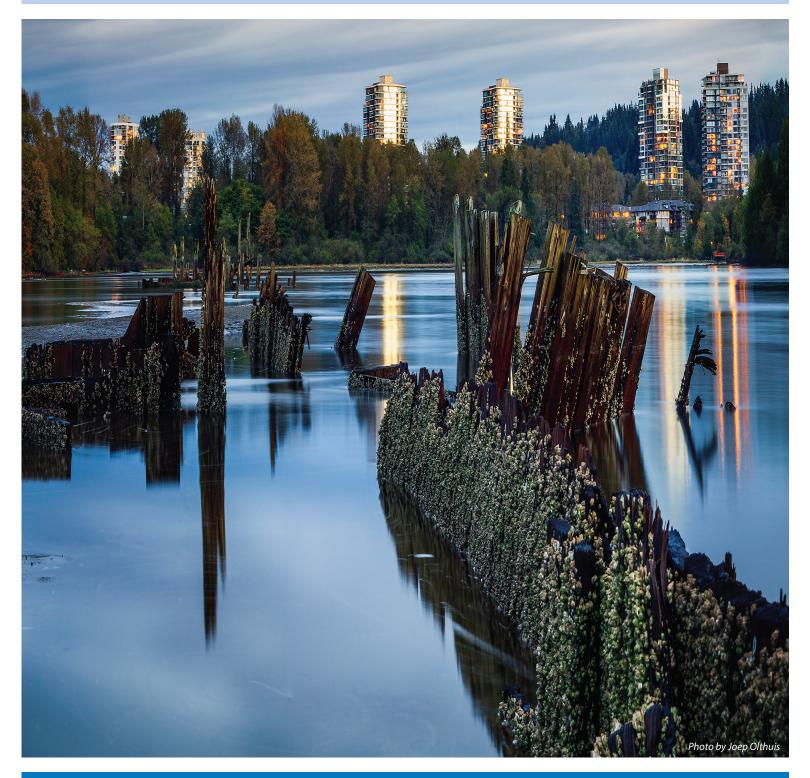
CITY OF PORT MOODY, BRITISH COLUMBIA



Five-Year Financial PlanFor the Years 2020-2024



2020-2024 Financial Plan

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Reader's Guide

This budget document provides an overview of the 2020–2024 Financial Plan, including the City's integrated planning process, details about the City's Financial Plan and 2020 budget.

If reviewing as a downloaded PDF

- Bookmarks (option 1)
 Select the bookmark icon located on the left-hand side menu. A list of bookmarked pages will appear: click on the topic of interest to be taken directly to that section.
- Table of Contents (option 2)
 The table of contents is also hyperlinked to each listed section within the Financial Plan. Guide your mouse cursor over the section title and click to be redirected.

The 2020 – 2024 Financial Plan is organized into the following sections:

1. Introduction

Provides an introduction and background of the City of Port Moody, the Mayor and Council, the City's organizational structure, Council's Strategic Plan, the integrated planning framework, and financial polices including fund structure and reserves.

2. Integrated Planning Framework

Outlines the City's process when developing the Five-Year Financial Plan with the Council Strategic Plan being the first platform for decision making. Business planning and other master plans are discussed in this section.

3. Financial Policies and Fund Structures

This section lists the financial policies that drive decision making when building the Five-Year Financial Plan as well as outlines the City's fund structure.

4. Financial Plan Overview

Provides a summary of the 2020–2024 Financial Plan including key highlights and impact to residents by way of property tax and other property charges and user rate changes.

5. 2020-2024 Five-Year Operating Budget

Outlines the Five-Year Operating Plan and identifies major revenue sources, budget increases and departmental budget details including related key performance measures.

6. 2020-2024 Five-Year Utility Budget

Outlines the Five-Year Operating Plan for the four utility divisions. This section presents the new services, operating budget changes and utility rate details.

7. 2020-2024 Five-Year Capital Plan

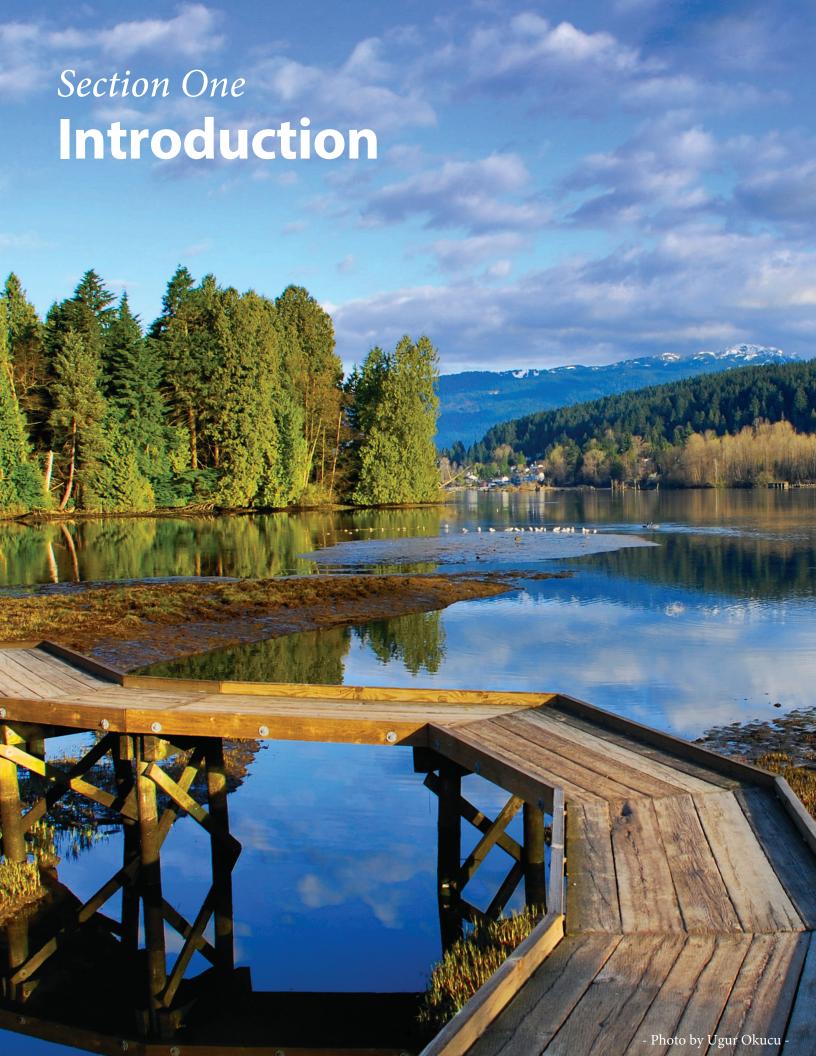
Outlines the Five-Year Capital Plan and includes a summary of capital projects by division and individual project details.

8. Reserves

The City's Reserve balances for 2020-2024 are presented in section seven.

9. Appendix

Provides the Glossary of Terms and the 2020-2024 Financial Plan Bylaw approved May 12, 2020.



Mayor & Council



Mayor Robert Vagramov

Chair: Police Board

Representative: Youth Focus Committee, Metro Vancouver Board, TransLink Mayor's Council, Metro Vancouver Mayor's Committee, Metro Vancouver Regional Planning Committee, Metro Vancouver Culture Committee, Metro Vancouver Liquid Waste Committee, Tri Cities Mayor Committee, Fraser Health Regional Municipal Meeting (North Region)

Alternate Representative: Municipal Finance Authority



Councillor Diana Dilworth

Chair: Fire Department Advisory, Heritage Commission, Tourism Committee

Vice Chair: Finance Committee

Representative: Port Moody Heritage Society, Metro Vancouver Regional Parks Committee

Alternative Representative: Municipal Insurance Association



Councillor Meghan Lahti

Chair: Climate Action Committee, Community Planning Advisory Committee, Finance Committee, Police Board

Vice Chair: Environmental Protection Committee, Heritage Commission

Representative: TransLink Mayor's Council



Councillor Amy Lubik

Chair: Environmental Protection Committee

Vice Chair: Seniors Focus Committee, Climate Action Committee

Representative: Tri Cities Healthier

Communities Partnership



Councillor Hunter Madsen

Chair: Economic Development Committee, Transportation Committee

Vice Chair: Parks and Recreation Commission, Tourism Committee

Representative: Metro Vancouver Liquid Waste, Tri Cities Chamber of Commerce, Tri Cities Homelessness and Housing Task Group

Alternate Representative: Metro Vancouver Board



Councillor Steve Milani

Chair: Emergency Measures Policy and Planning Committee, Parks and Recreation Commission

Vice Chair: Community Planning Advisory Committee, Transportation Committee, Arts and Culture Committee

Representative: Golden Spike Days, Youth Focus Committee

Voting Delegate: Municipal Insurance Association



Councillor Zoe Royer

Chair: Seniors Focus Committee, Arts and Culture Committee

Vice Chair: Economic Development Committee, Emergency Measures Policy and Planning Committee, Fire Department Advisory Committee

Representative: Arts Centre Society

Trustee: Library Board

2nd Alternative: Municipal Insurance

Association

Message from the CFO



The Five-Year Financial Plan, which allocates the funds and resources to complete the work plans and business plan tasks, is developed based on City Council's Strategic Plan, which sets the high-level goals and objectives for the community. The City of Port Moody's Long Term Strategic Financial Framework, the Asset Management Investment Plan, as well as other master plans also guide the financial planning process to ensure resources and infrastructure are properly funded and spent in a financially sustainable manner. The process begins with specific Budget Guidelines that are approved by Council to guide staff to prepare a sustainable Financial Plan, which considers the following:

- The services and level of service residents expect;
- Revenue including the relative level of taxation for residents;
- Businesses and diversification options:
- The level of taxation subsidies for programs; and,
- The level of funding for assets critical to deliver the services.

Delivering on Council's priorities, while making sure we are planning for a sustainable future for our city and its residents, is an annual challenge. Specific challenges include funding the replacement and maintenance of critical assets, recruiting for skilled labour in a competitive employment market, incorporating new revenue opportunities under a limiting Community Charter, managing sustainable growth and development, and balancing the needs and wants of the community regarding the scope and breadth of services and/or the level of services delivered.

In developing the budget, the City faced a new challenge in 2020. With the global outbreak of COVID-19 and the corresponding declaration of a provincial state of emergency, public health orders, and ministerial orders to support the provincial pandemic response, there have been significant impacts to City operations and the 2020 Financial Plan. Given the financial uncertainty and the undetermined timeline of the pandemic, Council strategically considered the following:

- The loss of anticipated revenues including recreation, lease, and digital billboard revenue;
- Delaying proposed new services for unanticipated expenses;
- The potential repurposing of reserves as emergency funds; and
- Potentially cutting back or deferring of capital programs.

In an effort to ease the financial burden on tax payers, Council made a number of reductions in services to the original 2020 Financial Plan. Port Moody City Council approved a modest tax rate increase of 1.61 per cent over 2019 on May 12, 2020. This represents a 1.21 per cent increase to the City's operating budget, which covers spending related to the day-to-day operations of City departments, and a 0.4 per cent increase to the Asset Renewal Levy, which funds the replacement of existing critical infrastructure, amenities, and facilities. Readers can find full details of the factors that contributed to the 1.61% increase on the Budget Highlights page 46.

In addition, City Council approved an Alternative Tax Collection Scheme to move the Property Tax late payment date to October 1, 2020, and reduced the 10% penalty down to a single 5% penalty.

The movement of the late payment date provides taxpayers, who need the extra time, an additional three months to finance their 2020 property taxes.

As noted, the 2020 Financial Plan was developed and approved in response to the COVID 19 pandemic to provide an order of financial relief to the community. Obviously, while the reductions in services to achieve this result will have an effect on the quality of the lives of residents, the 2020 Financial Plan was carefully drafted to ensure the health and safety of the community, and protection of essential services, was first and foremost maintained. The restitution of the reduced services to future budgets has been contemplated but it needs to be understood that, as these are uncertain and unprecedented times, this is a process that could take several future budget cycles.

In closing, I would like to recognize Council for the leadership they provided in making the bold decisions needed during what has become not only a health crisis but a financial crisis as well. These were tough deliberations that tried to balance the delivery of services with the current financial capacity of the community.

Be safe!

Paul Rockwood, CPA, CGA, CRM

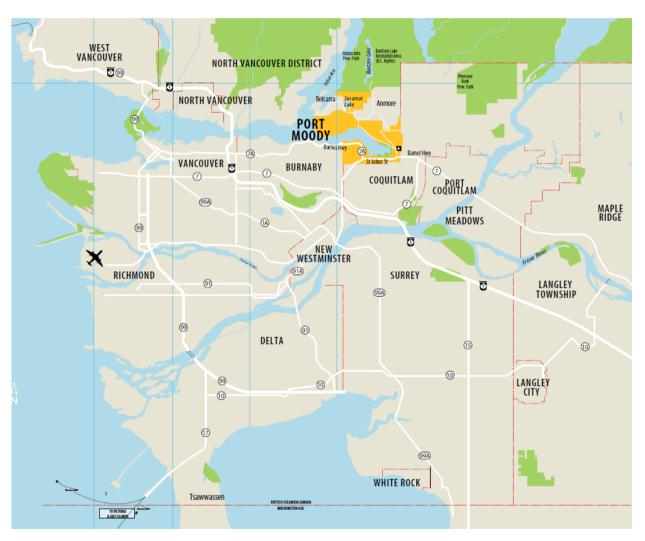
General Manager, Finance and Technology Department

Chief Financial Officer

Port Moody Overview

The City of Port Moody, located at the head of Burrard Inlet, was the original terminus of the Canadian Pacific Railway on the west coast of Canada, with the first passenger train arriving on July 4, 1886. Port Moody was incorporated as a municipality in 1913 with a population of just several hundred and has grown to a current population of about 34,000, with much of the growth occurring in the past three decades. Port Moody was historically an industrial town because of its tidewater location and rail connections, with numerous sawmills, two oil refineries, a deep sea port terminal, a steel pipe plant, a chemical plant, and a BC Hydro facility that provides voltage support to the transmission and distribution system, dotting the waterfront.

While heavy industry remains an important part of Port Moody's economy, the community has grown and changed significantly over the past century, with many new residents and businesses that have transformed the city from a mill town to a modern urban community. This transformation continues, with the Evergreen Rapid Transit Line completed in 2017 further enhancing economic opportunities for Port Moody, as well as making it an even more attractive community to live and work.



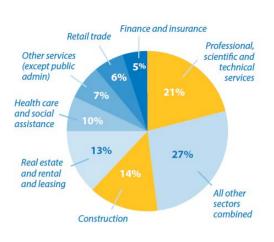
Key Business Sectors

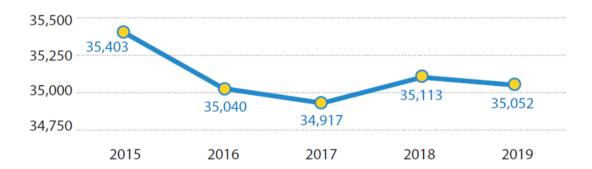
Key business sectors in Port Moody, as categorized by the North American Industry Classification System (NAICS 2012), include:

- · professional, scientific and technical services;
- construction;
- real estate and rental and leasing services;
- health care and social assistance services:
- other services (except public administration);
- retail trade; and
- finance and insurance

Demographics

Population, 2015 – 2019: B.C. Stats





Population Growth and Projections

Port Moody's population has more than doubled over the past three decades, with an average annual increase of 611 residents (4.1%), making it one of the fastest growing municipalities in Metro Vancouver in percentage terms over the period. However, this growth has not been evenly distributed, with the majority of growth occurring between 1991 and 2011, which was a period of rapid housing development in the Heritage Mountain and Inlet Centre neighbourhoods. The City's population growth has slowed considerably in the last several years and has even declined in some recent years.

Metro Vancouver's Regional Growth Strategy has set a target population of 50,000 for Port Moody by 2041. Based on this target, the City's Official Community Plan has projected population growth to be 5,000 people by 2031. Those projections suggest that Port Moody will grow by an average of 529 residents (1.6%) annually, which is a lower rate of growth than over the past three decades. The lower rate is expected given that less land is readily available for new housing in Port Moody than in the past. Also, in all likelihood the majority of the housing developed in the City in the future will be apartments and, to a lesser degree, townhouses, which have a lower average number of persons per household than do the single family homes that have traditionally dominated Port Moody's residential development. It is also noted that the projected population of 50,000 by 2041 is based on the assumption that all land available to accommodate new housing units is fully built out over the next 30 years. As this is unlikely to be the case, the actual average annual rate of population growth in Port Moody is likely to be less than 1.6%.



Creating a unique, safe, and vibrant community

Like other cities, Port Moody is governed by provincial legislation called the *Community Charter* and the *Local Government Act*. This legislation directs city councils to provide services, laws, and other matters for community benefit. They also require city councils to promote the economic, social, and environmental well-being of the community.

City councils often interpret that legislation in similar ways for some basic services, but in very different ways for economic, social, and environmental services. Balancing the delivery of services with property taxes and user fees to meet community needs is the essence of the budget process required under the legislation. City councils rely on feedback from citizens to tell them when they are hitting the mark.

Economic, social, and environmental well-being

The City meets its *Community Charter* requirement to foster the economic, social, and environmental well-being of the community by developing and following the Council Strategic Plan. The Strategic Plan is developed early in the mandate of a new council after each election. We report on goals and progress for the previous year in our annual report, which is published each June. City Council approved its 2019-2022 Strategic Plan in May of 2019. In addition, Council creates, as required, a number of committees, commissions, and task forces to coordinate and address specific needs of the community and make recommendations to Council.

The Council Strategic Plan is used to develop staff Business Plans, to carry out the goals of the Strategic Plan, and meet the needs of the community.

Our Financial Plan, commonly known as the budget, is the process of estimating the resources (funds, labour, materials, supplies, contractors) needed to complete the Business Plan within a given year, over a five-year planning horizon.

Your city is a service industry

Essentially the City operates as a service industry. We incur capital costs to build or purchase assets (equipment, infrastructure, facilities) and incur operating costs (labour, materials, supplies) to operate and maintain the assets to deliver services. Increases in operating costs are what typically drive tax increases, but capital funds, which traditionally came from other governments or other funds (e.g. reserves), are now coming more and more from taxation.

With respect to tax increases, we often hear that the bulk of a city's costs are related to staff. That is as true for cities as it is for all service industries. When you deliver services, the bulk of your costs are the people costs. In a city there are police officers, firefighters, bylaw officers, librarians, parks workers, fitness instructors, lifeguards, skating instructors, road crews, and sewer and water crews. Staff costs make up 61% of total operating costs.

Services & Impacts

Port Moody City Council interprets the *Community Charter* mandate to provide services, laws, and other matters for the benefit of the community, in the following ways:

Essential services - Service, facility, or activity of local government that is, or will be, at any time necessary for the safety, security, health, and mobility of the community.

Police, Fire, Water, Sewer, Garbage and Recycling, Roads

Priority services - Service, facility, or activity of local government that is, or will be, at any time provided to enhance the prosperity and quality of life of the community.

 Parks, Recreation, Library, Bylaw Enforcement, Licensing & Permitting, Arts, Culture, Heritage, Planning, Environment Management

Support services - Service, facility, or activity of local government that is, or will be, at any time provided to support the essential and priority services.

 Administration, Finance, Human Resources, Payroll, Legislative Services, Information Technology, Tax Collection/Billing, Clerical, Communications

Service impacts

For each service, Council has to consider the capital costs of any equipment, infrastructure, or facility that is needed to deliver the service. In addition to those capital start-up costs, Council must consider the ongoing operational and labour costs of providing that service, as well as the asset and infrastructure renewal and maintenance costs.

Regardless of the service, Council will hear from residents who support the service, those who feel we can do without it, and others who think that we should deliver the service at a lower or a higher level. So, the decision is not simply whether or not the City should deliver the service, but also what level of service is appropriate and sustainable.

What's driving the budget?

All city councils today face challenges to broaden and increase levels of services. The level, scope, and breadth of the services requested by taxpayers are the main budget cost drivers. These include:

Population growth - requires more assets in the form of equipment, facilities, materials, supplies, and infrastructure, and more staff resources using those assets to deliver the services.

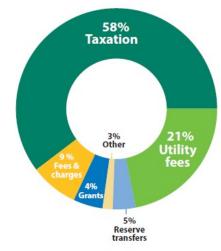
Increased activity - increasingly, there are more people of all ages active in the community.

Population diversity - means looking at a wider scope of services than traditionally provided.

How does the City fund these services?

The *Community Charter* gives the City the authority to levy taxes, user fees, and other revenues to generate enough revenues for funding the provision of services and community improvement programs.

Running a city is not cheap. Each year, Council debates long and hard on how much to raise taxes and user fees to cover increases in service costs. Taxation and utility user fees make up approximately 80% of our total revenues. Therefore, these property charges are an important annual Council consideration.



There is also a cost associated with not providing a service. For example, if the City did not provide easy and accessible garbage collection, garbage could become scattered around our city, becoming an eye-sore to the community and presenting costly health hazards. Lack of service, or low service, needs to be carefully considered as well.

Service cost challenges

Cities are also being challenged by rising costs from activities and events such as those listed below:

- crime/drugs/gang activity
- lawsuits/claims
- increased demand for information due to internet/social media trends
- security concerns guards, cameras, monitoring software, insurance, cyber threats
- downloading from federal and provincial governments (e.g. Employer Health Tax and changes to Income Tax Act)
- reduced federal/provincial grants/funding
- stricter federal and provincial legislation requiring more stewardship and reporting
- higher labour costs and payroll deductions for EI, CPP, Pension Plan
- cost of construction, supplies, and materials
- provincially-mandated tax caps on port and other industries
- asset/infrastructure renewal costs

Organizational Structure



The reporting entity of the City of Port Moody is a full service municipality and is comprised of all departments, organizations, boards and enterprises financially accountable to the City of Port Moody, including the Port Moody Police Board and the Port Moody Library Board.

The Port Moody Police Board is responsible for providing oversight and governance to the Police Department in accordance and consistent with the Police Act. The Board is comprised of 7 members: the Mayor actors as the Board Chair; five members are appointed by the Province; one member appointed by Council. The Board works with the Chief Constable and the Senior Management team to develop and approve the Department's Strategic Plan, Financial Plan and objectives and policies.

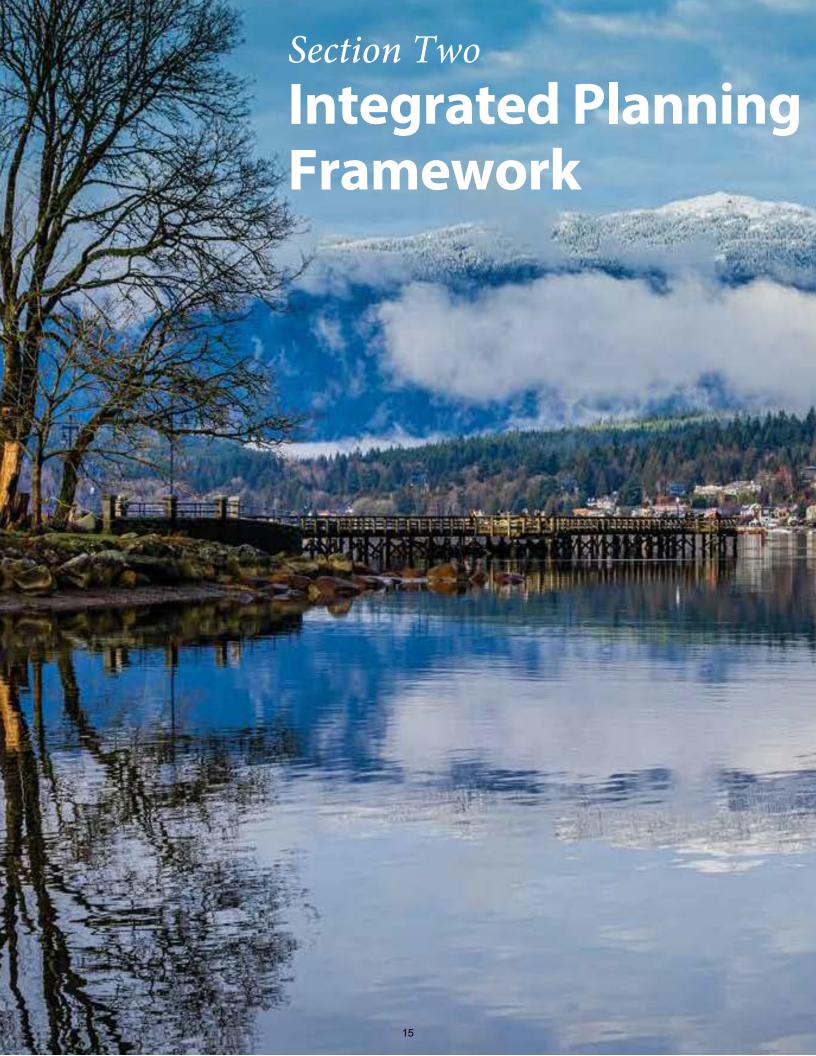
The Port Moody Public Library Board is a governance board which operates under the authority of the Library Act of British Columbia. The Library Board is made up of eight Port Moody residents appointed by Port Moody City Council for two year terms. The Board also has one city councillor appointed for a one year term. The Board is responsible for providing Library services and programs in Port Moody. Board members, also known as library trustees, establish the policies, goals, and objectives of the library. They also advocate for the Library in the greater community. The day-to-day operation of the Library is the responsibility of the Library Director and senior staff.

In addition, the City provides an operating grant to the Port Moody Arts Centre to deliver arts and culture programs and events to the community; and an operating grant to the Port Moody Station Museum to provide heritage and culture programs as well as the preservation and display of the history and heritage of Port Moody.

Committees & Advisory Bodies

Arts and Culture Committee	The Arts and Culture Committee provides Council with advice and recommendations on matters related to arts and culture.
Board of Variance	The Board of Variance consists of five members appointed by Council. They listen to public appeals about the strict application of certain local government provisions and regulations.
Climate Action Committee	The Climate Action Committee provides Council with advice and recommendations for how Port Moody can achieve carbon neutrality. This includes corporate operations and community energy and emissions programs.
Community Planning Advisory Committee	The Community Planning Advisory Committee advises the General Manager of Planning and Development and Council on proposed land use changes and matters.
Economic Development Committee	The Economic Development Committee provides Council with advice and recommendations on strategic economic development. Their responsibilities include supporting local businesses and job retention.
Environmental Protection Committee	The Environmental Protection Committee is responsible for providing advice and recommendations on environmental issues to enhance bylaws or policies to encourage environmental protection.
Heritage Commission	The Heritage Commission acts is an advisory body to Council on matters relating to Port Moody's natural and cultural heritage resources including heritage buildings, sites, and neighbourhoods.
Library Board	The Library Board is a governance board that provides public library services and programs in Port Moody.
Parks and Recreation Commission	The Parks and Recreation Commission provides advice and recommendations to Council relating to the long-term planning and maintenance, facility use, programs planning and operations, and fees.
Seniors Focus Committee	The Seniors Focus Committee advises Council on short-, medium-, and long-term goals to address seniors' issues and opportunities to strengthen the City's existing services for seniors.
Tourism Committee	The Tourism Committee provides advice and recommendations to develop, implement, and maintain a Tourism Strategic Plan and to identify tourism development objectives, strategies, and policies.
Transportation Committee	The Transportation Committee provides advice and recommendations to Council on regional and municipal transportation needs and priorities including traffic safety, accessibility, and traffic operational issues.
Youth Focus Committee	The Youth Focus Committee provides advice and recommendations on youth issues, programs, opportunities, trends, and initiatives that impact youth in the City of Port Moody.

City of Port Moody.



Integrated Planning Framework

Port Moody's integrated financial planning framework comprises separate but complementary processes. These processes result in a set of integrated plans that support the overall vision and mission of the City, and they enable us to align activities and resources to achieve Council's Strategic Plan goals and the City's annual business plan priorities.

Strategic Plan:

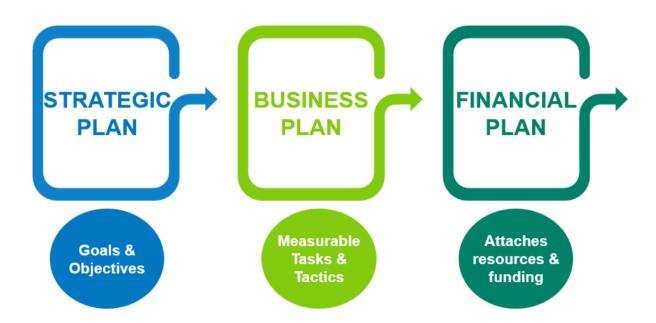
The Strategic Plan is the highest-level statement of the City's aspirations for the future. It is developed with a long time frame in mind and is updated every four years following the municipal election. The Strategic Plan articulates Port Moody's vision, mission, values and broad strategic goals. We monitor our progress on the plan through an annual review of key performance measures.

Business Plan:

The Business Plan translates high-level strategic goals into priorities for action. These priorities—and their associated work items—are established annually by Council. We monitor our progress on the business plan through reports to Council every four months and through annual reviews of operational performance measures.

Financial Plan:

The Financial Plan outlines the financial resources needed to support the Strategic Plan, Business Plan and the City's operational business. Updated annually, the Financial Plan is a five-year plan that includes a budget for revenues, expenditures and capital projects.



2019–2022 Council Strategic Plan



OUR VISION Port Moody, City of the Arts, renowned for our amazing quality of life

We are an inclusive, resilient, and economically vibrant seaside city that leads in environmental protection, fosters creativity and innovation, and is rooted in nature and loved for our community spirit.

OUR MISSION To lead change and embrace growth that enhances our quality of life, and to provide Port Moody with excellent services and a sound financial future.

OUR VALUES

TRANSPARENCY	We ensure information is easily accessible and that our operations are easy to understand and observe.
INTEGRITY	We do what we say, with openness, honesty, and accountability.
RESPECT	We treat everyone with fairness, courtesy, and dignity.
COMPASSION	We believe in kindness, caring, and helping others.
RESILIENCE	We respond to challenges, adapt to change, and help others.
INNOVATION	We are flexible, embracing new ideas, encourage creative thinking and trying new approaches.
INCLUSIVITY	We are a welcoming community that celebrates and defends diversity.

About the Plan — Our strategic plan provides a framework for the decisions Council will make, and guides our approach for delivering services to our community. We have identified five strategic priorities with specific outcomes and actions that we will pursue to make our vision for Port Moody a reality.











We will report back to the community in our Annual Report published in June, and also with strategic plan management, measurement, and reporting through the City Manager's office.



► Provide exceptional service to our residents, businesses, and stakeholders, by encouraging open communication, partnerships, and a 'can do attitude'.

Objectives

Ensure our customers are highly satisfied with the quality of our service.

Ensure City employees are engaged, properly equipped to do their work effectively, and motivated to build their careers in Port Moody.

Provide the public with transparent and open government, and opportunities to provide input on City issues.

Form effective relationships with service delivery partners, industries, and stakeholders to improve service delivery.

- Commit to a high and consistent standard of service
- Review customer processes on a regular basis to improve accuracy and efficiency, and encourage feedback
- Consider cultural differences and accessibility needs when providing service
- Make professional development a priority and provide City staff with excellent learning and development opportunities
- Commit to strategies for employee engagement
- Encourage innovative, critical, and creative thinking
- Increase access to City information
- · Commit to effective public engagement
- Encourage public participation
- Strengthen relationships with other levels of government, First Nations, community groups, and partners
- Seek partnerships where applicable for the provision of amenities



▶ Be a leader in the protection, adaptation, and enjoyment of our natural environment through stewardship, advocacy, and proactive policy.

Objectives

Maintain and enhance Port Moody's natural and built assets while reducing the impact on our planet.

Expand and enhance policies to guide environmental goals and sustainability programs.

Expand and make the most of our parks and green spaces and design them to create positive and diverse experiences throughout the community.

Provide leadership in climate change by thinking globally and acting locally.

- Educate the public about the importance of Port Moody's natural assets
- Inspire environmental actions and advocacy
- Reduce the City's impact on the planet
- Review and update existing environmental policies on a regular basis to find leadership opportunities
- Broaden the City's sustainability programs
- Focus on user experience in park planning and design
- Optimize and expand parks to meet the community's needs
- Create diverse, natural, open-space experiences throughout the community
- Respond and adapt to climate change through planning and policy development
- Address global climate change with local actions



Create a safe, friendly, and inclusive community that encourages healthy, active living for people of all ages and abilities.

Objectives

Plan for a variety of housing types to meet community needs.

Provide local services and access to amenities for residents of all ages and abilities.

Encourage lifelong healthy and active living.

Ensure Port Moody is a safe place where local government and public safety agencies are prepared to address natural disasters and other emergencies.

- Ensure that available housing meets the community's diverse and emerging needs
- Work with other levels of government and private agencies to support housing and homelessness programs and services
- Ensure plans and programs take into account the diverse needs of residents and factors related to age and other demographics such as income, languages, housing types, and abilities
- Consider accessibility when planning and designing programs, services, facilities, parks, and infrastructure
- Incorporate healthy living opportunities for people of all ages in City programs and services
- Ensure the built environment and infrastructure allows for, and encourages, active living
- Maintain the "no call too small" community safety service level
- Ensure that emergency preparedness plans and strategies are incorporated into all municipal operations



► Foster an environment where businesses can thrive and good local jobs abound, and ensure Port Moody's economy and the City's financial position are sustainable.

Objectives

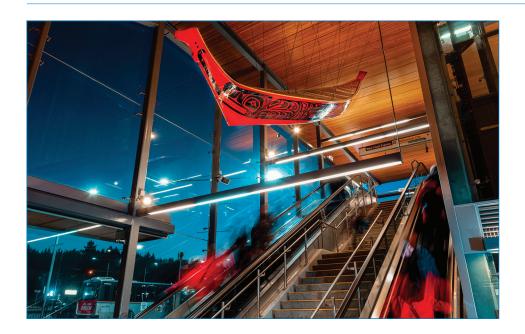
Support the growth of businesses and business neighbourhood development.

Attract well-paid jobs and new businesses in key sectors.

Ensure a sustainable and resilient municipal economy and diversify the City's revenue sources.

Create an attractive and vibrant community through events, arts, and culture.

- Enhance economic development opportunities in Port Moody
- Identify and explore opportunities to develop economic zones in key neighbourhoods
- Support development and revitalization of commercial neighbourhoods
- Make Port Moody attractive to growth business sectors and targeted industries
- Be proactive in identifying and responding to emerging industries and recognizing challenges to existing industry.
- Support growth in the number of well-paid local jobs
- Retain and encourage green, clean, or creative light industry
- Diversify the City's revenue sources to ensure sustainability
- Leverage funding for projects with grants and partnerships
- Ensure fiscal responsibility by assessing and monitoring lifecycle expenses
- Encourage and promote community opportunities for the public to experience arts, culture, and heritage activities
- Encourage and promote community events



▶ Plan and develop, for future generations, a vibrant, connected, and livable city, with distinctive places and spaces, where growth is managed in strategic balance with quality of life.

Objectives

Ensure future community growth is carefully considered and strategically managed consistent with the targets approved in our Official Community Plan.

Provide people with a variety of options to move through and around Port Moody safely and efficiently.

Ensure City assets are optimized, maintained, and funded for current and future needs.

Bring people together by activating public spaces.

- Develop tools to help us plan and prepare for the future
- Review proposed development projects and updated population projections on a regular basis
- Look for creative ways to enable diverse housing forms and heritage revitalization
- Review the Official Community Plan regularly to ensure it aligns with the community vision
- Improve connections between neighbourhoods
- Reduce the impacts of through-traffic
- Plan for the impact of emerging transportation technologies
- Be stewards of City lands to optimize benefits to community well-being
- Make progress towards the improvement and sustainability of City facilities to meet emerging needs
- Ensure resiliency of City infrastructure and assets
- Create engaging public spaces by incorporating or highlighting arts and culture, innovative urban design, events, recreation, natural assets
- Engage Port Moody's creative community in beautifying the city

Business Planning

Following the adoption of Council's Strategic Plan, staff developed the Staff Action Plan (SAP) which is comprised of projects that will operationalize the Priorities, Objectives, and Actions in the Plan. The implementation of SAP projects is being monitored and tracked using Envisio software. Envisio is a software that monitors the progress made towards Council's Strategic Plan. This program utilizes a dashboard that provides a wealth of performance data information to accurately show whether the City is on track to achieve these goals. Tracking progress towards objectives is critical to strategic planning as the City has relevant information to gauge what is working and where there are opportunities for improvement to create a more effective strategy moving forward. With citizens calling for more transparency, governments have a responsibility to make key data readily accessible and Envisio provides this important functionality.

Staff's Role:

- Staff update their projects on a monthly basis
- The Staff Action Plan reflects the projects that support Council's Strategic Plan
- Council receives a quarterly report on progress

Council's Role:

- · Conducting an annual high level review
- Allocating resources and funding based on priorities
- Advising on reprioritization if new projects are added or the scope of existing projects is changed
- Supporting the creation and publication of the Annual Report



Financial Planning Process

Overview

BC Municipalities must annually prepare a five-year financial plan and adopt tax rates in accordance with the *Community Charter*. The five-year requirement encourages city councils to consider the long-term impact of current decisions. For example, for a proposed new service, councils must consider the impact of providing the service for years to come. When undertaking a capital project, they must consider the annual operating and maintenance costs and not only the initial capital cost.

City staff work on the budget year round, either drafting it, presenting it, amending it, or monitoring and reporting on it. The City does have a formal budget process that it follows, scheduling the different phases from the drafting of the budget, through deliberations by the Finance Committee, to public input, to approval by City Council, up to the setting of the tax rates to the final phase of billing and collecting the taxes. Please see a detailed budget timeline on the page 27.

Budget Guidelines and capital and operating templates were distributed in July and due back to the Financial Planning team in September 2019. In line with past practice, the Utility budgets were reviewed and deliberated prior to the general fund budgets to ensure they were approved and their corresponding rates were included in the Fees Bylaw. Financial Planning staff organized a variety of budget training and learning opportunities. These included Budget Lunch & Learns in July and August 2019, and one-on-one meetings to discuss divisional budgets and ensure budget managers were able to use the budget software.

The Finance Committee approved the capital plan in December 2019. This was an accelerated time line for capital project budgets to allow departments to either tender contracts and begin work on their projects early in the New Year, or order new equipment so it could be put into service as soon as possible.

Let's Talk Taxes

Let's Talk Taxes: Public Consultation

In accordance with the provisions of the Local Government Act that a Council must undertake a process of public consultation regarding the proposed financial plan before it is adopted, a budget Town Hall meeting was held on February 4, 2020 in the Inlet Theatre and live streamed on the City's website.

Let's Talk Taxes is a branding the City has established to identify to the community the public consultation process over the budget and any proposed tax increase. The community has become familiar with the branding enabling the City to easily market the process.

The City of Port Moody established a Citizen's Advisory Group (CAG) in 2016 as an advisory body with members appointed by Council to consider a variety of matters of importance to all residents. Membership in the CAG does not require participants to have any specific expertise in the matters being considered. This has allowed interested residents to participate in the decision-making process, and provides Council with a readily accessible and representative group of engaged citizens to consult on any issue.

As all relevant information is presented to the participants at the meeting prior to soliciting their input, the input received can be expected to be better informed than input gathered from a general citizen survey. The use of the CAG is one element of the City's overall Community Engagement Strategy, and has been monumental in achieving increased participation in budget consultations at the City.

The CAG and public were invited to the budget Town Hall meeting. A survey was distributed to the CAG and released through social media/ media releases, at City Hall, and on the City's website. Budget information was provided on the City website including a budget booklet (Let's Talk Taxes), a budget breakdown infographic, and the draft financial plan. The City used consistent questions with previous consultations to allow for year-over- year comparison and tracking. A broader budget consultation remained open for an additional two weeks to allow time for members of the community to provide feedback in the 2020 plan.

Bylaw Adoption

Budget deliberations occurred with the Finance Committee through the winter of 2019 and spring of 2020, with first three readings of the Five-Year Financial Plan Bylaw and the corresponding 2020 Tax Rates Bylaw at Regular Council on April 21, 2020. Adoption of the Bylaws occurred on May 12, 2020.

Additional Tools and Resources

Financial Plan Guidelines

Financial Plan Guidelines are approved by the Finance Committee and distributed to staff annually prior to beginning budget preparations in the summer. These provide helpful information as well as summarized Council direction to staff as they begin to draft their budgets.

Long Term Strategic Financial Framework

While the Strategic Plan sets out the goals and objectives of Council, Council acknowledges they cannot be achieved at all costs. Financial sustainability is a primary goal of City Council, and City Council recognizes that its goals and objectives must be balanced with its ability to pay, and the impact they will have on the long term financial sustainability of the City.

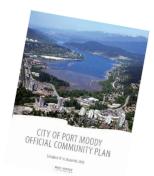
The City's LTSFF is a reference document that ensures the City of Port Moody is well managed, affordable, and sustainable. It is the responsibility of Council and management to assure the community that the City is in, and remains in, sound financial condition for current and future generations. To that end, a sound administrative and financial framework of principles and guidelines needs to be developed to provide stewardship over critical assets and resources.



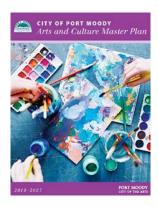
The LTSFF identifies the principles, strategies, and models that Council has determined the City will need to keep on track towards financial sustainability. The LTSFF is a dynamic document that is reviewed on a periodic basis to make sure the principles are consistent with current best practices.

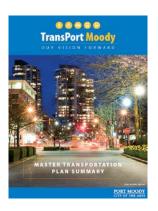
Official Community Plan

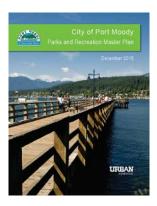
The Official Community Plan (OCP) provides overall goals, strategies, and visions for the community. It is intended to provide a degree of certainty for the future development of the community. In that sense, the OCP is source document utilized by staff to budget capital projects and other planning and development related projects.



Master Plans







The City of Port Moody has a variety of master plans that help guide major initiatives. These documents, that provide a future vision for the city, are used in conjunction with Council's Strategic Plan, and the Staff Action Plan, in the business planning and financial planning process. These include documents that guide transportation, parks, recreation planning and other major decisions of the City.

Budget Software

The City has developed a modern and sophisticated budget software module that provides a powerful set of analytic tools for departments to prepare and enter their budgets. The software allows departments to see past budget information year over year, drill down into actual line item transactions, perform what if analysis, graph data and trend lines, and view a variety of real time financial date and information. This tool has been critical in providing departments with a user friendly tool that allows them to house all their budget related data that was traditionally captured on a variety of spreadsheets and other medium.



Detailed Budget Timeline

2019 Jul Budget Guidelines and Templates Distributed

Budget workshops and training for Staff

2019 Aug

Utilities and Fleet
Operating/Capital Budgets
due to Financial Services

Budget workshops and training for Staff

2019 Sep

All 2020–2024 Project Budgets due to Finance

2020-2024 Operating Budgets due to Financial Services

ELT Preliminary Project Review (All projects)

2019 Oct

Utility Budget Introduction

ELT Final Project Review

Utility Budgets Approval - Referral of Utility Rate

Library Board Budget Presentation to Council 2019

Capital Introduction/Review

Additional Operating Budget Review

First 3 readings & Adoption of the Fees Bylaw

Police Board Budget Presentation to Council **2019** Dec

Capital Approval (All 2020 Projects)*

Operating budget introduction/ Department Presentations

Ceremonial meeting

2020 Jan

Public Consultation Approval

Budget Deliberations - Tax Policy

2020

Town Hall meeting

Budget Deliberations

2020 Mar **Budget Deliberations**

Public Consultation Results

Final Changes to Financial Plan or Tax Rates

2020 Apr

Financial Plan and Tax Rates Bylaws - Referral to Council

Budget Deliberations -Financial Plan or Tax Rates Bylaws

First three readings -Financial Plan Bylaw, Tax Rates Bylaw **2020** Mav

Budget Deliberations -Financial Plan or Tax Rates Bylaws

Adoption - Financial Plan Bylaw, Tax Rates Bylaw



Financial Policies

When compiling the City of Port Moody's Five-Year Financial Plan, the following policies are used as a framework to ensure proper fiscal accountability and stewardship over the City's funds:

Balanced Five-Year Budget:

In compliance with Section 165 of the *Community Charter*, the City's Five-Year Financial Plan must be balanced. The total of proposed expenditures and transfers to other funds for a year must not exceed the total of proposed funding sources and transfers from other funds for the year. The budget of a City has the force of law and is a key component of compliance in the public sector. Budget comparisons are required to be presented in conjunction with the City's financial statements, and authority to spend is provided exclusively through the budget adopted by Council. The budget aligns spending with Council and community priorities to provide valued services and programs.

Public Consultation:

In compliance with Section 166 of the *Community Charter*, the City's Five-Year Financial Plan must be available for public consultation prior to the plan being adopted. The plan must be adopted by May 15.

Basis of Budgeting:

The budget is prepared using the accrual method of accounting. This is consistent with Public Sector Accounting Board (PSAB) requirements when compiling financial statements. PSAB requires that all inter fund activities be eliminated. However, for budgeting purposes these are included in the plan to provide a balanced and transparent budget.

Tangible Capital Asset Policy:

Tangible capital assets are also budgeted according to PSAB standards. As per the City's Tangible Capital Asset (TCA) Policy, tangible capital assets are non-financial assets with physical substance that:

- Are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets
- Have useful economic lives extending beyond an accounting period
- Are to be used on a continuing basis
- Are not for sale in the ordinary course of operations

Examples of TCAs at the City are:

- Fleet Vehicles
- Buildings & Office Furniture
- Roads
- Water and Sewer Infrastructure
- Computers and Telecommunications Equipment

Asset Management Plans:

The City's Asset Management Investment Plans (AMIP) provide an integrated approach that combines planning, life cycle and risk analysis. Furthermore the AMIP includes financing principles to guide staff in managing infrastructure effectively and efficiently.

An effective asset management process enables the City of Port Moody to continuously deliver defined levels of service at an acceptable level of risk while managing the costs of owning, operating and maintaining infrastructure assets during their lifespan.

Debt Management:

The City recognizes that the foundation of any well-managed debt program is a comprehensive debt policy. Debt Management Policies set forth the parameters for issuing debt and managing outstanding debt and provides guidance to decision makers regarding the timing and purposes for which debt may be issued and the types of debt and structural features that may be incorporated.

Investment of Available Funds:

The investment policy for the City provides the framework for investment portfolio management to City staff. This policy considers industry best practices, and incorporates recommendations pursuant to the Government Finance Officers Association (GFOA).

It is the policy of the City to invest municipal funds in a manner that will provide the optimal blend of investment security and return, while meeting the daily cash flow demands of the City and complying with the statutory requirement of the *Community Charter*. These policy guidelines are applicable to all funds managed by the City. These funds are pooled and interest revenue is allocated on an annual basis.

Investments managed by the City invested in accordance with sound investment management principles contained with the policy and conform to Section 183 of the *Community Charter*.

Investments reflect a conservative philosophy based on three fundamental objectives, in the following order of priority:

Preservation of Capital – Investments shall be made to ensure the safety of the principal within the portfolio. This is accomplished by placement of funds with creditworthy institutions and through portfolio diversification. Portfolio diversification is necessary in order to minimize potential losses on individual securities and to maximize the yield from a combination of financial products.

Liquidity – The investment portfolio shall remain sufficiently liquid to meet all operating and capital requirements that may be reasonably anticipated.

Return on Investment/Yield – The investment portfolio shall be designed with the objective of maximizing market rate of return subject to the investment risk constraints and liquidity requirements of the City.

Fund Structures

The resources and operations for budgeting and accounting purposes are segregated into Operating and Capital Funds for General, Water, and Sewer & Drainage. Additionally, statutory Reserve Funds have been created for specific purposes as outlined in the *Community Charter*. The Sewer & Drainage Fund (Operating and Capital) relates only to the Sewer and Drainage Utility section. Similarly the Water Fund (Operating and Capital) relates only to the Water Utility section. All other Departments are included in the General Fund.

Each fund contains capital and operating reserves, the majority of which are within the general fund. As noted, the city also operates statutory reserve funds for specific purposes as outlined in the *Community Charter*. The City's Funds and Reserves, which are established by Council, assist with long term financial stability and financial planning. Adequate Reserves provide financial flexibility, mitigate risks, weather uncertainties, and help ensure the ongoing viability and financial sustainability of the City. Reserves are also leveraged to enhance and sustain the City infrastructure and assist in supporting programs and community services.

Statutory Reserve Funds

Reserve Funds (Statutory) are segregated, and restricted for a specific purpose. They represent monies set aside either by law of Council or by the requirement of provincial legislation. Interest earned on Reserve Funds is allocated to the specific Reserve Fund that earned it. Reserve Funds are primarily used to fund capital activities.

Reserves (Non-Statutory) are allocated at the discretion of Council, often as part of an overall strategy for funding programs and services. Reserves are an allocation of unappropriated net revenue. They are not associated with any specific asset. Interest earning on reserves is at the discretion of Council.

Community Charter	City Bylaws
Equipment Replacement Reserve	General Reserve Fund
Land Sales	Heritage Reserve Fund
Local Improvement Reserve Fund	
Tax Sale Reserve	
Off-road Parking Reserve	

General Revenue Fund

The General Revenue Fund is the primary fund for most municipal services and departments. This fund has a number of revenue sources—the largest of which is property taxation. This fund provides a number of services to the community including: Community Services, Corporate and Administrative Services, Engineering and Operations, Development Services, Park and Environmental Services, Fire Rescue, Police, and Library.

Reserve Accounts: These are appropriations of surplus earmarked for specific purposes such as dealing with operational variances, emergencies, or unknown or planned events. Reserve accounts are established by Council resolution or Bylaw.

General Operating Fund	General Capital Fund
Ecomm Police Reserve	Affordable Housing Reserve
Emergency Measures Reserve	Anchor Encroachment Fee Reserve
Insurance Reserve	Asset Replacement Reserve
Vehicle Collision Reserve	Bicycle Parking Reserve
Anmore Middle School Fire Protection Reserve	City Artworks Reserve
Assessment Appeals Reserve	Community Amenity Contribution Reserve
Industry Trans-Growth Stabilization Reserve	Gas Tax Reserve
Carbon Offsets Community Reserve	Fire Misc. Capital Reserve
Eco Amenities Reserve	Fire Truck Lease Reserve
Engineering Development Processing Reserve	Golden Spike Roadway Extension Reserve
HR Recruitment Reserve	Integrated Control Survey Monuments Reserve
Musical Arts Reserve	Library Reserve
Mayor And Council Conventions Reserve	Moody Centre Utility U/G Reserve
Asia Pacific Twinning Relationships Reserve	MRN Pavement Rehabilitation Reserve
Benefits Reserve	Museum Reserve
Books & Library Collections Reserve	Neighbourhood Boulevard Improvements
Development Process Reserve	Roadway Rehabilitation-Development Impact
Fire Misc. Operating Reserve	Rocky Point Ramp Reserve
Future Operating Reserve	Rocky Point Rental Facility Reserve
Klahanie Greenway Reserve	Sanitation Utility Reserve
MRN O&M Reserve	Sidewalk Reserve
MTC Antique Fire Truck Reserve	Tidal Park Reserve
Mutual Aid Reserve	Traffic Safety Reserve-Dewdney Trunk Road
New Initiatives Reserve	Inlet Park Field Redevelopment Reserve
OH&S/WCB Reserve	Master Transportation Plan Reserve
Onni Suterbrook Reserve	MFA Debt Reserve
Police Charity Reserve	Debt Reserve
Tax Sale Lands Reserve	
Payroll Reserve	
Police Major Incident Reserve	
Police Recruitment Reserve	
Waste Management Program Reserve	
Tipping Fees Reserve	
Urban Forest Reserve	
Waste Management Reserve	

Sewer & Drainage Utility Fund

The Sewer and Drainage Utility, which is self-funded and balanced, pays for allocated regional capital expenditures and usage fees to the Greater Vancouver Sewerage and Drainage District (GVS&DD) for sewerage transfer, treatment and the disposal of solid waste. The costs associated with the building and maintenance of local sewer and drainage infrastructure is also funded.

Sewer & Drainage Operating Fund	Sewer & Drainage Capital Fund
Insurance Reserve	Sewer Capital Reserve
	Drainage Capital Reserve

Water Utility Fund

The Water Utility, which is self-funded and balanced, covers costs associated with water purchases, maintenance and both regional and local capital infrastructure. The Greater Vancouver Water District (GVWD) is responsible for acquiring water, maintaining the supply, ensuring its quality and delivering it to the member municipalities for distribution by local systems.

Water Operating Fund	Water Capital Fund
Insurance Reserve	Water Capital Reserve
Price Stabilization Reserve	

Consolidated Statement of Operations

•	2018 Budget	2018 Actuals	2010 Rudget	2010 Actuals	2020 Financial Plan
Revenue	2010 Budget	2010 Actuals	2019 Budget	2019 Actuals	i manciai i ian
Taxes					
Real property	\$ 41,596,088	\$ 41,641,494	\$ 44,898,976	\$ 44,909,287	\$ 45,246,098
Private utility companies	445,770	445,770	378,711	378,711	363,926
Trivate unity companies	42,041,858	42,087,264	45,277,687	45,287,998	45,610,024
Payments in lieu of taxes	300,600	299,811	307,510	370,168	367,341
Services to other governments	45,000	51,433	45,000	49,408	45,000
Sale of services					
Environmental health services	2,817,750	2,934,487	3,154,084	3,212,576	3,141,932
Recreational and cultural services	3,507,698	3,894,011	3,722,640	3,796,849	3,999,788
Sewer utility fees and charges	6,266,878	6,473,846	6,457,290	6,576,019	7,090,166
Water utility fees and charges	6,873,369	7,233,540	7,083,363	7,199,292	7,377,059
Other revenue	1,429,934	3,628,299	2,629,299	5,006,456	2,999,725
Investment Income	682,042	1,073,059	669,667	1,376,189	684,429
Contributed assets	-	-	-	2,681,001	-
Transfers from other governments	3,903,971	3,857,705	8,737,010	4,141,113	9,717,507
Private contributions	9,147	1,850,279	7,698	477,517	14,652,484
Development levies utilized	145,595	111,682	44,482	2,284,212	42,098
	68,023,842	73,495,416	78,135,730	82,458,798	95,727,553
Expenses					
Corporate Administration	8,803,711	7,694,203	9,561,155	9,394,696	9,806,118
Development Services	2,295,276	2,826,756	2,885,989	2,627,834	3,180,923
Community Services	10,770,665	11,365,741	12,205,442	12,646,648	13,042,187
Engineering & Operations	8,797,458	9,460,482	10,297,808	8,985,970	10,188,293
Environment & Parks	4,028,782	3,830,480	4,493,277	4,157,845	4,501,045
Library Services	2,207,858	2,002,886	2,318,346	2,057,413	2,370,506
Police Services	11,628,802	11,363,136	13,002,707	11,992,850	12,852,028
Fire Services	8,301,513	8,194,707	8,895,276	8,727,230	9,055,686
Sewer & Drainage Utility	5,870,735	5,320,396	6,877,221	5,462,841	6,792,991
Water Utility	6,364,735	6,254,494	6,862,062	7,325,657	7,568,816
	69,069,535	68,313,281	77,399,283	73,378,984	79,358,594
Annual Surplus before Capital Expenditures	(1,045,693)	5,182,135	736,447	9,079,814	16,368,959

Statement of Activities by Fund and Fund Balances

2020 Budget	General Fund	Drai	Sewer & nage Utility	 Water Utility
Revenue				
Taxes				
Real property	\$ 45,246,098	\$	-	\$ -
Private utility companies	 363,926		-	
	45,610,024		-	-
Payments in lieu of taxes	367,341		-	-
Services to other governments	45,000		-	-
Sale of services				
Environmental health services	3,141,932		-	-
Recreational and cultural services	3,999,788		-	-
Sewer utility fees and charges	-		6,937,166	153,000
Water utility fees and charges	-		-	7,377,059
Other revenue	2,975,284		12,741	11,700
Investment Income	451,429		120,000	113,000
Contributed assets	-		-	-
Transfers from other governments	9,662,382		55,125	-
Private contributions	14,652,484		-	-
Development levies utilized	 42,098		-	 -
	 80,947,762		7,125,032	 7,654,759
Expenses				
Corporate Administration	9,806,118		-	-
Development Services	3,180,923		-	-
Community Services	13,042,187		-	-
Engineering & Operations	10,188,293		-	-
Environment & Parks	4,501,045		-	-
Library Services	2,370,506		-	-
Police Services	12,852,028		-	-
Fire Services	9,055,686		-	-
Sewer & Drainage Utility			6,792,991	-
Water Utility			<u>-</u>	 7,568,816
	64,996,787		6,792,991	7,568,816
Annual Surplus before Capital Expenditures	15,950,975		332,041	85,943

Employee Base – Full-Time Equivalent (FTE) Analysis

The City of Port Moody budgets for full staffing levels in all departments not on the current pay steps of the employees in the positions. 381.88 full-time equivalents (FTEs) are budgeted for 2020, including full-time, part-time, auxiliary, casual staff and PMPD members. Historical comparisons for departmental FTEs are shown below:

Full-Time Equivalents (FTEs) per Department (Including PMPD Members)

	2018	2019	2020
Department	Budget	Budget	Budget
City Administration	3.00	4.09	5.09
Corporate Services	19.82	19.91	20.03
Community Services	84.79	87.71	90.86
Planning & Development	20.67	22.31	23.45
Engineering & Operations	32.81	36.92	35.11
Environment & Parks	25.17	25.21	25.90
Fire Rescue	49.10	49.10	48.32
Finance & Technology	23.78	24.15	23.60
Library	18.78	19.26	18.65
Police	68.00	68.00	68.00
Utilities	17.09	19.71	20.15
Total	363.01	375.87	381.88

New Positions in 2020

Mayor and Council approved three new positions in the Utilities department. The new positions will support sewer and water maintenance to increase the City's ability to provide appropriate levels of service.

Department	FTE	Position Title
Utilities	1.00	Operations Maintenance Worker
Utilities	1.00	Labourer - TFT (Sewer)
Utilities	1.00	Labourer - TFT (Water)
Total New Positions	3.00	

Adjustments in 2020

These adjustments are related to the reallocation of existing resources to adapt to service needs.

Department	FTE	Position Title
City Manager	1.00	Corporate Planning Advisor
Corporate Services	0.15	Human Resources Auxiliary hours
Corporate Services	-0.03	Legislative Services Auxiliary hours
Community Services	-0.30	Research Assistant RPT
Community Services	-0.41	Cultural Services Auxiliary hours
Community Services	-0.52	Public Art Coordinator - RPT
Community Services	0.03	Events Assistant - RPT
Community Services	0.08	Theatre Coordinator - RPT
Community Services	2.81	Facilities Auxiliary hours
Community Services	1.00	Facilities Lead Hand
Community Services	-0.10	Building Service Worker 1 - RPT
Community Services	-0.83	Recreation Auxiliary hours
Community Services	1.08	Recreation Leader 2 - RPT
Community Services	0.03	Registration Clerk - RPT
Community Services	0.05	Recreation Clerk - RPT
Planning & Development	0.04	Building, Bylaw, & Licensing Auxiliary hours
Planning & Development	1.00	Building Official 3
Planning & Development	0.09	Development Planning Auxiliary hours
Engineering & Operations	-0.03	Engineering Auxiliary hours
Engineering & Operations	-0.58	Operations Auxiliary hours
Engineering & Operations	-1.00	Engineering Technologist - 3
Engineering & Operations	0.06	Operations Assistant - RPT
Engineering & Operations	1.58	Labourer - TFT
Engineering & Operations	-1.90	Labourer, General
Environment & Parks	-0.20	Events Assistant - RPT
Environment & Parks	0.84	Labourer Parks - AUX
Environment & Parks	-2.00	Labourer, General
Environment & Parks	0.49	Equipment Operator 4 TFT
Environment & Parks	1.07	Horticultural Assistant - TFT
Environment & Parks	-0.78	Labourer - TFT
Environment & Parks	1.27	Trail Maintenance Worker
Fire Rescue	-0.10	Administration Auxiliary hours
Finance & Technology	-0.55	Finance Auxiliary hours
Finance & Technology	1.00	Mapping & GIS Technologist I
Finance & Technology	-1.00	Corporate Planning Advisor
Library	-0.13	Library Shelver - RPT
Library	-0.48	Circulation Assistant - RPT
Utilities	-0.53	Solid Waste Auxiliary hours
Utilities	0.83	Labourer - TFT (Solid Waste)
Utilities	-0.02	Sanitary Sewer Auxiliary hours
Total Position Change	3.01	

Debt

In addition to our cash, reserves, and the age and condition of our assets, a financial health analysis must consider our debt levels and debt capacity.

Local governments rarely amass the cash surpluses required to pay the significant cost of major capital projects and must periodically use debt markets to finance the infrastructure needed to continue to deliver critical services to the community. Debt is a recognized and accepted financing strategy, and an effective way of smoothing infrastructure costs over time so that all benefitting generations share costs equitably. Using debt to finance large capital projects allows those projects to proceed sooner, often allowing the local government to leverage the borrowed dollars against federal or provincial grant programs. Being a debt-free municipality is a lofty goal but, as good as it sounds, it is not good when viewed in the context of deteriorating infrastructure.

In BC, all long-term capital financing is required to be financed through the Municipal Finance Authority (MFA). The MFA was created in 1970 by the Province to pool the borrowing needs of all local governments in BC to provide the most competitive rates possible. The MFA's continued triple AAA credit rating means it is able to offer lending rates the private banking establishment has not been able to match. While the City continues to access debt to supplement its capital financing needs, the City retains a healthy debt capacity and debt-per-capita ratio.

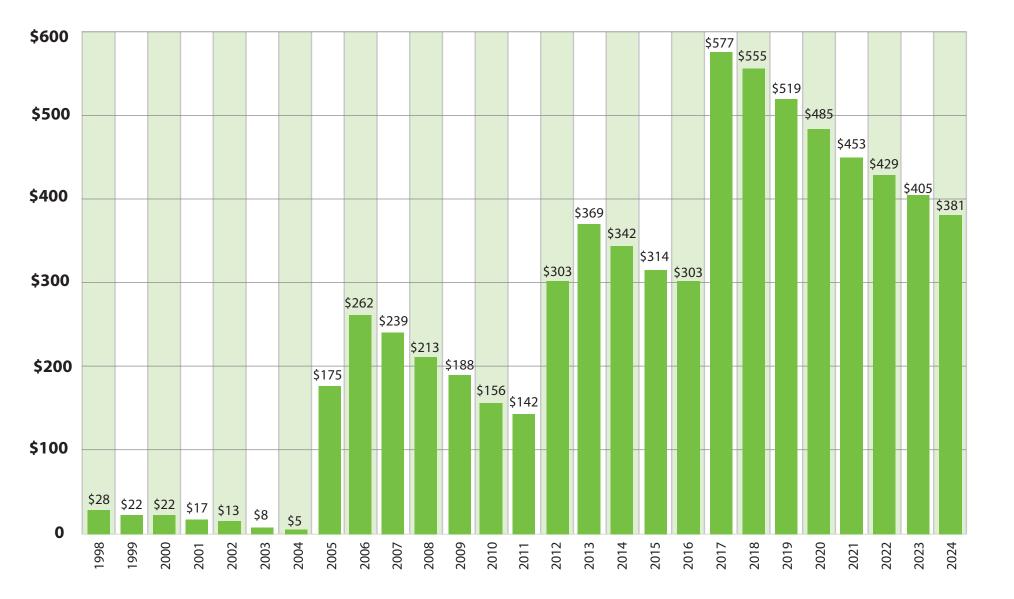
The City was virtually debt-free in 2004 and, in 2005, took on debt to expand and renovate the aging Recreation Complex. Again in 2006, the City needed to borrow to replace the Police Building which had reached the end of its useful life.

In the April 16, 2011 referendum, the public approved borrowing up to \$16 million to replace another aging building, Fire Hall #1. Borrowing to replace the fire hall was not a decision made lightly. Replacing a fire hall is considered a safety priority. To minimize the impact to taxpayers, Council capped the project at \$11 million and the borrowing at \$9 million. The City borrowed \$6 million in 2012 and \$3 million in 2013. The resulting debt rose to approximately \$342 per capita in 2014, and decreased to \$314 per capita in 2015. Council established a Fire Hall Replacement Levy to pay the debt.

In 2015, the debt taken on in 2005 to renovate and expand the Recreation Complex was fully paid off. In 2016, the City repurposed the funding used to finance the 2005 debt to fund \$10.5 million in debt for emergency and backlogged repairs to some critical City assets (e.g. City Hall, Recreation Complex, Port Moody Arts Centre). The repairs were identified by consultants and architects through facility condition assessments. By repurposing the 2005 debt funding, the City was able to avoid a tax increase to finance the 2016 debt.

Under *Community Charter* section 174, municipalities may incur debt, to a maximum Liability Servicing Limit, calculated as 25% of annual municipal revenues that are considered controllable and sustainable (taxes, fees, and unconditional grants) less net taxation revenue from Class 4 properties (ie. where Class 4 revenues are higher than the provincial average). For the City of Port Moody, this liability servicing limit was \$13 million in 2019. The budgeted cost of principal and interest debt payments in the general operating fund is \$2.04 million in the 2020 financial planning period, which is below the allowable limit.

Debt per capita, 1998-2024





General Operating Fund

2020 BUDGET HIGHLIGHTS

The 2020 Financial Plan has been prepared to maintain the same level of service as the 2019 Financial Plan with the exception of the identified required new services and COVID-19 pandemic related reductions. As in previous financial plans, the 2020 Five-Year Financial Plan presented some unique challenges and opportunities. Given increasing costs of providing and maintaining service levels, of which many are uncontrollable (e.g. labour), it was a challenge for many departments to meet their individual target budget allocations. To ease the financial burden faced by taxpayers during the COVID-19 pandemic, Port Moody City Council has made cuts to the 2020 Financial Plan that resulted in a reduced tax rate increase of 1.61 per cent, down from the previously-approved 3.62 per cent. The 1.61 per cent increase over 2019 represents a 1.21 per cent increase to the City's operating budget and a 0.4 per cent increase to the Asset Renewal Levy, which funds the replacement of existing critical infrastructure, amenities, and facilities.

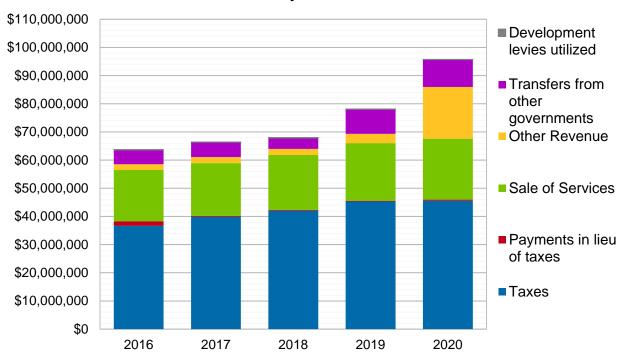
Operating Financial Plan

- 1. The COVID-19 pandemic related reductions include:
 - o the Asset Renewal Levy a 0.4 per cent increase instead of one per cent;
 - the 2020 Community Grant Program the City awarded \$3,200 in grants to community groups instead of \$18,700;
 - vegetation maintenance on boulevards and roads, as well as the number of annuals (flowers) purchased;
 - o monetary transfers to operating reserves;
 - funding to respond to liability claims;
 - funds set aside for Council and senior leadership to respond to emerging corporate and organizational issues;
 - o financial support for City-run events such as the Port Moody Community Fair, Canada Day celebrations, and Car-Free Day; and
 - o small amounts of discretionary funding.
- 2. The total net operating increase for the City is \$40,000 (0.08%). This includes the following:
 - 2020 construction growth extrapolates into approximately \$400,000 in new property tax revenues for the City. This is shown as \$300,000 to the general city departments, with the balance of the estimated growth embedded within the Police Department figure, as the Port Moody Police Board receives an annual allocation of the City's overall growth.
 - Revenues are budgeted to increase by nearly \$700,000. This is due to increases related to receiving rental revenues for the newly acquired property at 3016 Murray Street (\$135,000), increases in recreation revenues (\$74,000), increases to Engineering onsite and offsite reviews (\$205,000), anchor encroachment fees (\$75,000), MRN revenue (\$78,000), Grants in lieu of property tax (\$45,000), and a variety of other revenues across multiple divisions including Fiscal Services have increased by \$88,000 to be closer aligned with anticipated revenues.

Budgeted revenue has been included for the Density bonus anticipated from Onni for the development of Parcel D (\$14,650,000). This one time revenue is offset with a reserve transfer describe below.

Many of the increases described above are offset with increased expenses (3016 Murray Street and MRN revenue) or reserve transfers (Engineering onsite and offsite reviews and anchor encroachment fees).





- Salaries are a significant driver of the operating increase representing a \$920,000 (2.11%) increase for the City. This is largely due to anticipated contract settlements between the City and CUPE, and the City and IAFF, as well as increases in extended health premiums and the Employer Health Tax (phased-in funding year 2 of 3). This new provincial tax went into effect in 2019 and is estimated to cost the City \$660,000 in 2020.
- Operating expenses, including (but not limited to): equipment, consulting and professional services, supplies and materials, fuel, insurance, and contracted services have increased by \$60,000 (0.14%).
- Changes to reserve transfers (net transfers into reserves) have increased by \$60,000 (0.14%). This is primarily related to Engineering Development Reserve and MRN Reserve transfers and is offset with budgeted increases to revenue discussed above. There is a significant transfer of \$14,650,000 to the Density Bonus reserve for the anticipated Onni Parcel D revenues (discussed above).

3. The Port Moody Police Board submitted a net operating budget increase of \$413,000 (0.96%). To ensure consistency with how the City's budget is presented, this is broken out into an operating increase of \$350,000 (0.81%), and a new service request of \$63,000 (0.15%).

The new service request relates to providing base budget funding for a police officer position added in the 2018 Financial Plan. In 2018, a half position was added. In 2019, the second or remaining half needed to be included in the base operating budget, but due to fiscal constraints at that time, temporary funding (prior year surplus) was used. In 2020, the second half of this 2018 position needs to be built into the base operating budget.

4. The total operating budget increase is \$390,000 (0.89%) and 1.61% less than the budget guidelines mandate of 2.50%.

5. Capital – Asset Renewal Levy

The Asset Renewal Levy, in previous years, has been a 1% tax increase. Due to the COVID-19 crisis, this has been reduced to a 0.40% increase in 2020 which equates to a \$173,000 transfer to the Asset Reserve. These funds will be used for the replacement and upgrading of existing City infrastructure.

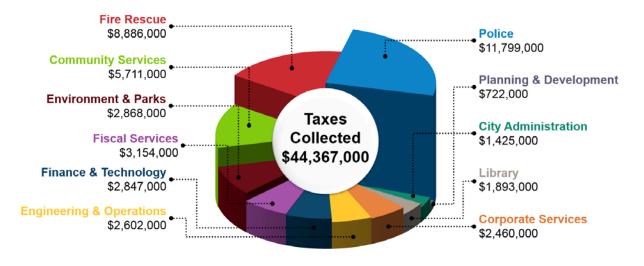
6. The total budget increase before new services is \$563,000 (1.29%) and 2.21% under the budget guidelines mandate of 3.50%.

7. New Services

Port Moody staff have required new services in 2020 that total \$137,000 (0.32%). These are required since the services have already been established and include:

- The operating costs for a new vehicle in the Facilities division (\$8,000);
- Engine and Aerial Apparatus replacement in the Fire Rescue Department (\$66,000);
 and
- Half-year funding for a new officer in the Police Department (\$63,000)

In conclusion, the total increase for the draft 2020 Five-Year Financial Plan, including net operating increases, the proposed Port Moody Police budget, the Asset Renewal Levy, and New Services is \$700,000, which is estimated to be a 1.61% tax increase.



Executive Summary - Change over 2019

Item	Amount (\$)	Tax (%)	Comment
2020 Growth	-300,000	-0.69%	New Construction
Revenue Changes	-700,000	-1.62%	Development, Permits, Sale of Services, excludes DB revenue
Salaries and Wages	920,000	2.11%	Bargaining Units and Management
Operating Expenses	60,000	0.14%	Equipment, Contracted Services, Hydro, Professional Services
Reserve Changes	60,000	0.14%	Excluding transfers of DB revenue
Sub Total - City	40,000	0.08%	
Police	350,000	0.81%	Submitted by the Port Moody Police Board (includes growth allocation)
Sub Total - Operations	390,000	0.89%	Budget Guidelines mandates 2.50%
Capital Asset Renewal Levy	173,000	0.40%	Guidelines 1.00%
Sub Total - Before New Services	563,000	1.29%	Guidelines 3.50%
Sub Total - Required New Services	736,000	0.32%	Items currently in service, but new for 2020
Total Draft Budget Proposal - 2020	700,000	1.61%	

Detailed Executive Summary - Change over 2019

Control Cont	Executive Summary 2020	City Admini	stration		Corporate				Community	Services			g & Developn	nent		Enginee	ring & Operati	ions		Environmen	t & Parks	Fire Rescue	Finance & Te	chnology	Fiscal Services	Library	Police	(Favourable)/ Unfavourable Totals
The state of the s	1% dollar equivalent \$ 433,000						Legislative Services					Building, Bylaw & Licensing		Planning Planning					Admin Operations			Fire Rescue			Fiscal Services		Police	
The series of th	9 Approved Budget		540,587	623,121	194,386	882,654	773,086	247,121	1,085,815	3,810,607	533,340	49,184	524,885	93,828	368,918	930	1,971,609	1,856	261,238	456,564	2,327,361	8,401,991	1,531,862		-39,557,172	1,822,004	10,898,073	-4
The state of the s	Adjusted Budget		540,587	623,121	194,386	882,654	773,086	247,121	1,085,815	3,810,607	533,340	49,184	524,885	93,828	368,918	930	1,971,609	1,856	261,238	456,564	2,327,361	8,401,991	1,531,862	-103,107	-39,557,172	1,822,004	10,898,073	-4
The state of the s	nue Changes																											
THE COLOR OF THE C	Other Revenues						200		-496			-14,500		-650	-280,000						661		-1,000		-80,640	-2,423		-378,848
THE	Growth																								-300,000		-100,000	-400,000
Part	ay St. of Services								2,000	-134,637	74 121										17 717							
Series 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	ink Grant								-2,000		-74,131					-77,727					-17,717							-77,727
March Marc	of Tax																								-45,045			-45,045
The content of the co																									-3,195	10,900	-16,550	
The section of the se	s/Licenses Revenues y Bonus											50,000			-28,106										14 647 077			
**************************************	ue Changes Total						200		-2,496	-134,637	-74,131	35,500		-650	-308,106	-77,727					-17,056		-1,000			8,477	-116,550	-15,765,033
147	Adjustments																											
*** *** *** *** *** *** *** *** *** **		11,571	6,767	10,653	3,382	14,683	9,407	16,795	6,603	108,590	83,047	5,791	-3,067	2,884	128,828	916	-37,750	-13,926	11,845	10,081	102,811	211,410	32,270	8,397	-864,414	31,098	214,643	113,315
Control Cont	s															0												-98,965
**************************************	ver Health Tax (EHT)	4,405	2,495	2,920	1,259	3,959	3,813	1,630	3,189	13,574	16,866	6,519	3,980	3,293	19,450	1,979	5,485	1,605	254	2,493	7,610	33,650	8,410	5,976		8,974	49,529	205,848
Mary	ed Health Premium s and Benefits Contingency																											146,906 1,082,449
Martin M	Liability (Mercer)																											-69,900
	Adjustments Total	19,762	8,630	18,917	4,850	19,257	15,456	22,770	16,497	148,904	146,427	7,339	2,000	31,716	166,993	2,895	-8,802	-10,708	-13,690	15,425	80,492	344,714	38,669	30,923	-77,369	53,726	293,860	1,379,653
*** Property of the control of the c	ng Expenses																											
Series of the transformation of the transfor	nt		-100							11,100		-1,655				6,236	32,403		-896			15,851				4,345		123,689
Service of the servic	ng and Prof Services & Materials	3,272	724	0						12 502		1 600	1,500			602	2 270	1 201	1.520	160		10 220		-1,460		E 102		
Section of the sectio	ce & Claims		134	25		950	1,233	1,425			-000	1,600		2,000				1,301	-1,520	U								94,569
See 1 19 1 19 1 19 1 19 1 19 1 19 1 19 1	Garage Charges											153											10,000					58,693
Section 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	yments																					10,640						47,869
The control of the co	ted Services	000			400	5.000			10,638	26,369	15,000		1,000		.,			150		-2,800	10,265		44.004	0.400	4.540	-350	786	
The content of the co	hift nel Services	-869	5.340					764	335		-350			1.847		-33,317	-110,176	2.100			2.384	2.350				-737	3.474	
See	nications									9,661			-5,100	.,						36		2,000			.,			6,212
See	& Donations																					260						260
Mary 1	artmental Transfers	109,107						-16,000			16,000					0	165,433				143			-109,107				2
1 1 2 2 3 4 1 2 7 5 1	artmental Facilities Maintenance i.e. Hydro)															3 841	13 274		12,740		-5 465	7,311					4,306	-16 223
1	neous		-2,430					-1,391	2,770		-2,000		100	-2,300	14,000		10,271			0		1,684	1,620	360	-34,522	1,045	147	
Segretal Process Proce	ng Expenses Total	111,510	4,144	-8,782	-70	5,897	2,572	-16,612	15,077	74,209	16,013	7,139	-2,500	6,547	-2,093	-7,807	103,468	6,551	39,170	-2,604	59,587	104,221	23,472	-102,119	-43,484	9,258	106,638	509,402
14 - 1	Changes																											
88 General Indian Private India	newal Levy																								433,000			433,000
16 Persone 16 1															164,000	94 700			0									. ,
The Trust Reference of Control Processes Remove as the Control	from/to Reserve			5,000		-2,412		0	0	388			0		-4,930	81,709				-1,026	-25,025			0	-9,521		79,239	41,713
1	o Fire Truck Lease Reserve																					-22,101						-22,101
Supplemental Supp	from/to Development Process Reserve											-31,684	15,701	-16,906	-4,921					-654								-38,464
\$ (200) \$ 7,900 \$ 60,000 \$ 73,000 \$ 60,000 \$ 73,000 \$ 60,000 \$ 73,000 \$ 60,000 \$ 73,000 \$ 60,000 \$ 73,000 \$ 60,000 \$ 73,000 \$ 60,000 \$ 73,000 \$ 60,000 \$ 73,000 \$ 60,000 \$ 73,000 \$ 60,000 \$ 73,000 \$ 60,000 \$ 73,000 \$ 60,000 \$ 73,000 \$ 60,000 \$ 73,000 \$ 60,000 \$ 73,000 \$ 60,000 \$ 73,000 \$ 60,000 \$ 73,000 \$ 60,000 \$ 73,000 \$ 60,000 \$ 73,000 \$ 60,000 \$ 73,	onus Reserve																											
1/200	Changes Total			5,000		-2,412		U	0	388		-31,084	15,701	-10,906	154,149	81,709			U	-1,680	-25,025	-22,101		U	15,071,456		79,239	15,307,834
File of Year) File of Year	vices vices (2020)									7.900												66.000						73.900
Additions	vices (Prior Year)																										62,641	62,641
Person 35,000 - 35,800 - 73,672 - 149,677 - 21,125 - 21,125 -	rvices Total									7,900												66,000					62,641	136,541
al Leye Gys Feduction Benefits	9 Reductions																											
Benefits	g Expenses	-35,000	-35,800	-73,672					-140,677		-21,125										-10,493	-9,000	-20,000					-345,767
Assertion of the control of the cont	enewal Levy 60% reduction and Benefits								-24 720								-128 006				-15,000				-260,000		-12 000	
Aductions Total -35,000 -35,800 -73,672 -165,397 -21,125 -128,096 -25,493 -9,000 -20,000 -346,000 -12,000 -871,583 -9,000 -20,000 -346,000 -12,000 -871,583 -128,096	Transfers								-24,120								-120,090				13,000				-86,000		-12,000	-86,000
Figure Total Formule Formule Total Formul	19 Reductions Total	-35,000	-35,800	-73,672					-165,397		-21,125						-128,096				-25,493	-9,000	-20,000				-12,000	-871,583
Figure Total Formule Formule Total Formul	Revenue																											
bmitted 907,568 517,561 564,584 199,166 905,396 791,314 253,279 949,496 3,907,371 600,524 67,478 540,086 114,535 379,861 0 1,938,179 2.301 286,718 467,705 2,399,866 8,885,825 1,573,002 1,273,657 40,726,239 1,893,465 11,311,901 3 Budget Increase 129,247 14,362 14,014 4,437 20,984 17,122 5,668 27,307 89,867 88,314 24,101 20,337 13,344 11,192 44,601 8,140 12,553 60,423 191,305 39,648 75,336 47,159 274,239 1,082,500	Revenue																											-696,812
Budget Increase 129,247 14,362 14,014 4,437 20,984 17,122 5,668 27,307 89,867 88,314 24,101 20,337 13,344 11,192 44,601 8,140 12,553 60,423 191,305 39,648 75,306 47,159 274,239 1,082,500	Revenue Total																								-696,812			-696,812
Budget Increase 129,247 14,362 14,014 4,437 20,984 17,122 5,668 27,307 89,867 88,314 24,101 20,337 13,344 11,192 44,601 8,140 12,553 60,423 191,305 39,648 75,306 47,159 274,239 1,082,500																												
Budget Increase 129,247 14,362 14,014 4,437 20,984 17,122 5,668 27,307 89,867 88,314 24,101 20,337 13,344 11,192 44,601 8,140 12,553 60,423 191,305 39,648 75,306 47,159 274,239 1,082,500	Submitted	907,568	517 <u>,56</u> 1	564,584	199,166	905,396	791,314	253 <u>,</u> 279	949,496	3,907,371	600,524	67,478	540,086	114,535	379,861	0	1,938,179	-2,301	286,718	467,705	2,399,866	8,885,825	1,573,002	1,273,657	-40,726,239	1,893,465	11,311,901	-3
eficit) 32,974 37,388 72,551 -343 -1,758 -1,106 -490 163,626 -6,897 21,130 5,807 5,136 -7,363 249 930 78,031 4,157 -17,340 1,412 -12,082 -292,529 -1,492 -4,670 1,169,067 -24,302 -139,589	ed Budget Increase	129,247	14,362	14,014	4,437	20,984	17,122	5,668	27,307	89,867	88,314	24,101	20,337	13,344	11,192		44,601		8,140	12,553	60,423	191,305	39,648	-/5,866		47,159	274,239	1,082,500
	(Deficit)	32,974	37,388	72,551	-343	-1,758	-1,106	-490	163,626	-6,897	21,130	5.807	5,136	-7,363	249	930	78,031	4,157	-17,340	1,412	-12,082	-292,529	-1,492	-4,670	1,169,067	-24,302	-139,589	

Required New Services

New Service - Required	Amount (\$)	Tax (%)	Comment
Facilities - Operating Costs for new vehicle	8,000	0.02%	Purchase of vehcile approved in Capital Budget
Fire Rescue - Engine and Aerial Apparatus replacement	66,000	0.15%	Spring 2020 - required to service equipment loan
Police - New Officer - 2nd half of position	63,000	0.15%	Officer hired in 2018 with initial budget approval
Sub Total - Proposed New Services	137,000	0.32%	



New Service Request Form

Requests for new services will be brought to the City Manager accompanied by a business case and will be highlighted to the Finance Committee as a New Service.

Click to submit the completed form

Section One: Basic Information	Section Two: Funding
Budget Year:	Taxation
Division:	Revenues
Capital Cost:	Other
Service:	Reserve Transfer
	Grants

Section Three: Total Cos	Section Three: Total Costing													
Operating Category	Total Cost	Account	Cost Centre	Comment										
TOTAL														

Section Four: Comments Supporting Request	

Section Five: Council Strategic Plan

Council's vision: Port Moody, City of the Arts, renowned for our amazing quality of life. We are an inclusive, resilient, and economically vibrant seaside city that leads in environmental protection, fosters creativity and innovation, and is rooted in nature and loved for our community spirit.

Our Mission: To lead change and embrace growth that enhances our quality of life, and to provide Port Moody with excellent services and a sound financial future.

Please identify a strategic priority and objective that aligns with your request

Exceptional Service >



Provide exceptional service to our residents, businesses, and stakeholders, by encouraging open communication, partnerships, and a 'can do attitude'.

Aligned Objective and Actions

Environmental Leadership



Be a leader in the protection, adaptation, and enjoyment of our natural environment through stewardship, advocacy, and proactive policy.

Aligned Objective and Actions

Healthy City ▶



Create a safe, friendly, and inclusive community that encourages healthy, active living for people of all ages and abilities.

Aligned Objective and Actions

Economic Prosperity ▶



Foster an environment where businesses can thrive and good local jobs abound, and ensure Port Moody's economy and the City's financial position are sustainable.

Aligned Objective and Actions

Community Evolution



Plan and develop, for future generations, a vibrant, connected, and livable city, with distinctive places and spaces, where growth is managed in strategic balance with quality of life.

Aligned Objective and Actions

Legislated/ Mandated/ Other ▶

Dave Stevens

Submitted By

Date

General Manager

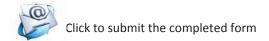
Date

September 23, 2019



New Service Request Form

Requests for new services will be brought to the City Manager accompanied by a business case and will be highlighted to the Finance Committee as a New Service.



Section Three: Total Cos	ting			
Operating Category	Total Cost	Account	Cost Centre	Comment
Sdry - Debt Principal	\$70,925	7911	575	
Sdry - Debt Interest	\$89,631	7912	575	
Tsf-Fm-Rsv Lease Rsv	\$(94,556)	5507	575	
TOTAL CAPITAL & OPERATING	\$66,000			

Section Four: Comments Supporting Request

The 2018-2022 Five-Year Financial Plan included a capital project for the replacement of two pieces of heavy fire apparatus that were reaching the end of their useful life (Attachment 1). The equipment, a Custom Pumper truck (Engine 4) and Custom 100' Tower truck (Ladder 1), will go into service in early 2020 as the current units will be 25 and 30 years old. The capital replacement project was approved in 2018 due to the significant lead-time required to order and build this type of specialized equipment.

The current vehicles are wholly owned by the City and have not been part of the MFA's leasing or equipment financing programs. The MFA's current interest rate for equipment financing is 2.45375%. The annual total cost to be included in the 2020 budget is \$220,000. This will be partially offset through the use of the Fire Truck Lease Reserve to help smooth the impact over Five years.

The net impact to the Fire Rescue operating budget is estimated at \$66,000.

Section Five: Council Strategic Plan		
Council's vision: Port Moody, City of the Arts, renowned for our amazing quality of in environmental protection, fosters creativity and innovation, and is rooted in nat		nically vibrant seaside city that leads
Our Mission: To lead change and embrace growth that enhances our quality of li	fe, and to provide Port Moody with excellent se	rvices and a sound financial future.
Please identify a strategic priority and objective that aligns with your request	t	
Exceptional Service >	Environmental Leadership >	
Provide exceptional service to our residents, businesses, and stakeholders, by encouraging open communication, partnerships, and a 'can do attitude'.	Be a leader in the protection, adaptati environment through stewardship, ad	
Aligned Objective and Actions	Aligned Objective and Actions	
Ensure City employees are engaged, properly equipped to do their work effectively, and motivated to build their careers in Port Moody		
Healthy City ►	Economic Prosperity	
Create a safe, friendly, and inclusive community that encourages healthy, active living for people of all ages and abilities.	Foster an environment where busines abound, and ensure Port Moody's eco position are sustainable.	sses can thrive and good local jobs onomy and the City's financial
Aligned Objective and Actions	Aligned Objective and Actions	
Community Evolution ► Plan and develop, for future generations, a vibrant, connected, and	Legislated/ Mandated/ Other ►	
livable city, with distinctive places and spaces, where growth is managed in strategic balance with quality of life.		
Aligned Objective and Actions		
	Ron Coulson,	0.1.1
	Fire Chief Submitted By	October, 2019 Date
	General Manager	Date

Operating Summary 2020 - 2024										
	Budget 2020	Plan 2021	Plan 2022	Plan 2023	Plan 2024	Actual 2017	Actual 2018	Revised Budget 2017	Revised Budget F	Revised Budge 2019
Planning & Development										
Building, Bylaw & Licensing	67,477	83,623	98,034	112,732	127,871	-170,116	-165,915	15,341	19,700	49,18
Policy Planning	540,085	561,551	578,110	595,012	612,937	565,834	522,786	598,981	497,523	524,88
Development Planning	114,534	120,408	123,086	125,818	128,604	3,987	53,452	3,420	85,214	93,82
otal Planning & Development	722,097	765,582	799,229	833,562	869,412	399,705	410,323	617,742	602,436	667,89
Community Services										
Comm Serv Admin	253,279	259,884	265,279	270,782	276,395	232,379	298,343	237,294	241,625	247,12
Cultural Services	949,496	1,145,049	1,170,085	1,196,120	1,223,106	838,784	817,332	865,250	894,769	1,085,81
Facilities	3,907,372	4,018,762	4,105,160	4,207,080	4,308,562	3,642,919	3,683,989	3,552,777	3,611,767	3,810,60
Recreation	600,523	697,796	771,633	847,442	963,247	336,425	432,534	407,524	466,305	533,34
otal Community Services	5,710,670	6,121,491	6,312,156	6,521,424	6,771,310	5,050,508	5,232,198	5,062,846	5,214,465	5,676,88
City Administration										
City Manager	907,567	961,610	977,317	993,410	1,009,972	620,006	580,588	630,198	642,695	811,29
Mayor & Council	517,562	561,178	567,428	574,027	580,406	433,439	471,372	457,666	466,983	540,58
otal City Administration	1,425,128	1,522,788	1,544,745	1,567,437	1,590,379	1,053,445	1,051,960	1,087,864	1,109,678	1,351,88
Corporate Services										
Communications and Engagement	564,584	644,281	671,727	675,990	705,277	500,469	524,433	507,740	540,239	623,12
Corporate Services Admin	199,166	204,224	208,203	212,261	216,401	176,084	190,063	171,194	177,681	194,38
Human Resources	905,396	926,269	943,477	961,076	979,156	819,438	867,843	823,422	847,555	882,65
Legislative Services	791,314	809,468	826,404	843,425	861,004	702,019	686,498	724,567	726,049	773,08
Total Corporate Services	2,460,460	2,584,241	2,649,811	2,692,753	2,761,838	2,198,009	2,268,837	2,226,923	2,291,524	2,473,24
ingineering & Operations										
Engineering	379,860	412,105	440,506	469,474	499,023	352,903	349,731	349,471	356,924	368,91
MRN	0	0	0	0	0	1,796	0	0	0	93
Operations	1,938,178	2,150,194	2,214,941	2,266,227	2,314,187	1,733,323	1,556,459	1,649,408	1,777,909	1,971,60
Fleet	-2,300	2,227	2,233	1,978	1,993	18,251	-1,313	12,399	0	1,85
Operations Admin Fotal Engineering & Operations	286,719 2,602,458	295,888 2,860,414	300,549 2,958,229	305,602 3,043,281	310,529 3,125,732	281,555 2,387,828	267,581 2,172,457	364,235 2,375,513	342,916 2,477,748	261,23 2,604,5 5
	2,002,438	2,000,414	2,930,229	3,043,201	3,123,132	2,367,626	2,172,437	2,373,313	2,411,140	2,004,55
Environment & Parks	407 705	470.004	105.005	404.054	500 007	204 204	250 225	222.000	100 000	450.50
Environmental Services Parks	467,705 2,399,866	478,034	485,965	494,054	502,307	304,391	358,335	332,986	430,032	456,56
Fotal Environment & Parks	2,867,572	2,558,341 3,036,375	2,627,302 3,113,267	2,690,055 3,184,109	2,702,801 3,205,108	2,150,652 2,455,043	2,233,918 2,592,253	2,219,196 2,552,182	2,236,001 2,666,033	2,327,36 2,783,92
	2,001,312	3,030,373	3,113,207	3,104,103	3,203,100	2,433,043	2,332,233	2,332,102	2,000,000	2,105,52
Fire Rescue Fire Rescue	8,885,824	9,268,472	9,553,931	9,845,476	10,144,029	7,747,815	8,069,751	7,744,721	8,172,696	8,401,99
Total Fire Rescue	8,885,824	9,268,472	9,553,931	9,845,476	10,144,029	7,747,815	8,069,751	7,744,721	8,172,696	8,401,99
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Finance & Technology Finance	1,573,003	1,632,594	1,664,685	1,697,412	1,731,589	1,375,529	1,404,240	1,399,508	1,492,836	1,531,86
Information Services	1,273,657	1,325,062	1,369,706	1,415,517	1,462,509	1,016,839	1,238,944	1,032,629	1,254,315	1,344,85
Total Finance & Technology	2.846.660	2.957.656	3,034,392	3,112,930	3,194,098	2,392,368	2.643.184	2,432,138	2,747,150	2,876,71
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Fiscal Services Fiscal Services	-40,726,239	-42,774,007	-44,008,114	-45,227,891	-46,499,563	-35,408,701	-37,321,215	-35,935,190	-37,498,040	-39,557,17
Total Fiscal Services	-40,726,239	-42,774,007	-44,008,114	-45,227,891	-46,499,563	-35,408,701	-37,321,215	-35,935,190	-37,498,040	-39,557,17
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Library	1,893,466	1,947,847	1,991,235	2,037,594	2,079,842	1,662,342	1,718,578	1,644,101	1,735,342	1,822,00
Fotal Library	1,893,466	1,947,847	1,991,235	2,037,594	2,079,842	1,662,342	1,718,578	1,644,101	1,735,342	1,822,00
Police	44	44 700 44	40.071.44	10.000.00	10.75= 0.15	0.000.01	10.15===	10 (2) (5)	10.100.00	10.555
Police	11,311,903	11,709,141	12,051,119	12,389,323	12,757,813	9,863,041	10,197,770	10,191,160	10,480,969	10,898,07
Total Police	11,311,903	11,709,141	12,051,119	12,389,323	12,757,813	9,863,041	10,197,770	10,191,160	10,480,969	10,898,07

City Administration2020-2024 OPERATING BUDGET

City Manager

The City Manager's Office serves Council directly and acts as the primary liaison between staff, City Council, and the Mayor's Office. The City Manager's role is to put Council's priorities into action, guide staff as they provide professional advice and recommendations to Council on items for decision, and ensure that a high level of customer service is maintained for the citizens of Port Moody. This includes leading the implementation of Council's strategic plan, policies, and decisions.

Division Priorities and Key Initiatives

The City Manager provides professional advice for timely, responsive, effective, and efficient City operations. Office staff provide administrative support to Mayor and Council in the execution of their duties by managing correspondence, budgeting for expenses, and assisting with arrangements for meetings and public engagements.

Economic Development Office, responsible for promoting the City as a development and investment opportunity and seeking out investment initiatives; leading the development of strategies; developing policies and procedures, including incentives to promote the City as a business and investment location; develop relationships with possible investors and liaising with local business community organizations; providing support to the Mayor's office, the Economic Development Committee, and acting as the liaison between various relevant local, regional, provincial and federal agencies in the economic development context; monitoring community economic data and trends, implementing annual work plans, managing the day-to-day operation of the City's economic development function; and preparing and facilitating proposals, funding opportunities and partnerships for economic development projects and initiatives.

Strategic Planning, responsible for organizing and coordinating corporate strategic and business planning in relation to both the internal and external environment; facilitating cross-organizational corporate special projects as directed by the City Manager, such as managing the Council strategic plan, updating corporate strategic planning, real estate and corporate projects; reviewing policies from a corporate and organizational perspective, and advising the Executive Leadership Team and City Manager accordingly.

Budget Highlights

The 2020 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes 5.09 FTE employees.

No new services are being requested as part of the 2020 Financial Plan.

Labour costs, including **Recoveries**, represent 73% of operating budget at \$664,000. Recoveries consist of transfers from the four Utilities for the various services provided by the employees of the City Manager division.

Legal Services represent 19% (\$176,000) of the annual operating budget expenses and includes the corporate (city-wide) budgets for general legal counsel.

Contracted Services expenses are 3% or \$27,000 of the total operating budget which includes the City Manager Tri-Cities Chamber of Commerce membership and other outsourced services.

Training and development represents 2% (\$21,000) of the budgeted operating expenses.

Contingency expenses represent 2% (\$15,000) of the total operating expenses. The contingency is used to fund various City initiatives.

Supplies and miscellaneous expenses represent 1% (\$10,000) of the budgeted operating expenses.

City Manager - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-4,066	0	0	0	0
EHT funded from surplus	-4,066	0	0	0	0
Expenses	911,633	961,610	977,318	993,410	1,009,972
Salary and Benefits	728,800	743,376	758,244	773,409	788,877
Legal Services	175,732	177,431	179,598	181,879	184,353
Contracted Services	27,050	47,050	47,050	47,050	47,050
Training & Development	20,600	20,600	20,600	20,600	20,600
Contingency	15,000	30,000	30,000	30,000	30,000
Supplies & Miscellaneous	9,600	9,600	9,600	9,600	9,600
Recoveries	-65,150	-66,448	-67,775	-69,128	-70,508
Total	907,567	961,610	977,317	993,410	1,009,972

Notable Changes

The table below identifies the 2020 budget drivers. To ease the financial burden faced by taxpayers during the COVID-19 pandemic, Port Moody City Council has made cuts to the 2020 Financial Plan that resulted in a reduction to:

- The City Manager Contingency (-\$15,000)
- Contracted Services to fund organizational initiative (-\$20,000)

City Manager - Budget Drivers	PLN 2020
Salary and Benefit Changes – Contractual and cost of living increases	19,762
Legal Services	3,272
Recoveries – Utility Shift	-869
Interdepartmental Transfers – Position moved from I.S. Division	109,107
COVID-19 Related Reductions	-35,000
Total	96,273

Mayor and Council

Port Moody Council is comprised of the Mayor and six councillors. Elected by residents, Mayor and Council drives the vision of the City through their strategic plan, public consultation, policies, and bylaws.

Division Priorities and Key Initiatives

The 2019-2022 Strategic Plan provides a framework for the decisions Council will make, and guides their approach for delivering services to the community.

Council's vision: Port Moody, City of the Arts, renowned for our amazing quality of life. We are an inclusive, resilient, and economically vibrant seaside city that leads in environmental protection, fosters creativity and innovation, and is rooted in nature and loved for our community spirit.

Council mission: To lead change and embrace growth that enhances our quality of life, and to provide Port Moody with excellent services and a sound financial future.

Council has identified five strategic priorities with specific outcomes and actions that staff will pursue to make the vision a reality. These Strategic Priorities are:

- Exceptional Service Provide exceptional service to our residents, businesses, and stakeholders, by encouraging open communication, partnerships, and a 'can do attitude'.
- Environmental Leadership Be a leader in the protection, adaptation, and enjoyment of our natural environment through stewardship, advocacy, and proactive policy.
- Healthy City Create a safe, friendly, and inclusive community that encourages healthy, active living for people of all ages and abilities.
- Economic Prosperity Foster an environment where businesses can thrive and good local jobs abound, and ensure Port Moody's economy and the City's financial position are sustainable.
- Community Evolution Plan and develop, for future generations, a vibrant, connected, and livable city, with distinctive places and spaces, where growth is managed in strategic balance with quality of life.

Budget Highlights

The 2020 Financial Plan is relatively unchanged from previous plans and is consistent with Council's Strategic Plan.

One new service is being requested as part of the 2020 Financial Plan. This is the addition of the Mayor's Caucus to the annual conferences budget (\$2,000). The inclusion of this item was approved by Council on February 26, 2019.

Remuneration of Mayor and Council represents 77% of the total operating budget at \$402,000.

Personnel Services represent 14% (\$72,000) of the annual operating budget and includes Council's budget for conferences (LGLMA, UBCM, FCM, the Mayor's Caucus), as well as the annual membership dues for FCM, LGLMA, and UBCM.

Supplies and **Miscellaneous** expenses represent 4% (\$22,000) of the budget and include civic functions, Council community events, insurance, office supplies, and food.

Council Contingency at 4% (\$20,000) is used for unplanned items throughout the year.

Grants and Donations at 1% (\$5,000) is used for the City's community grants program.

Mayor & Council - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-2,309	0	0	0	0
EHT funded from surplus	-2,309	0	0	0	0
Expenses	519,871	561,178	567,428	574,027	580,406
Salary and Benefits	401,577	405,992	410,695	415,691	420,994
Training & Development	71,500	72,377	73,272	74,184	75,115
Council Contingency	20,000	40,000	40,000	40,000	40,000
Supplies & Miscellaneous	21,594	21,809	22,461	23,152	23,297
Grants & Donations	5,200	21,000	21,000	21,000	21,000
Total	517,562	561,178	567,428	574,027	580,406

Notable Changes

The 2020 budget drivers are included below. To ease the financial burden faced by taxpayers during the COVID-19 pandemic, Port Moody City Council has made cuts to the 2020 Financial Plan that resulted in a reduction to:

- The Council Contingency (-\$20,000)
- Grants & Donations to organizations (-\$15,800)

Mayor & Council - Budget Drivers	PLN 2020
Salary and Benefit Changes – CPI increase	8,630
Operating Expenses – Minor changes to align with future expenses	4,144
COVID-19 Related Reductions	-35,800
Total	-23,026

Corporate Services2020-2024 OPERATING BUDGET

Communications Division

The **Communications and Engagement Division** is responsible for leading public awareness of City initiates, programs and operations, and creating opportunities for meaningful community engagement. The division provides strategic communications advice, guidance, and planning; writes, edits, designs and prints communication materials; and is responsible for maintaining the City's brand. Staff manage the website, social media, and media relations; and also organize and support city events and community engagement initiatives.

Division Priorities and Key Initiatives

Communication that informs and engages the community is critical to maintaining responsive and transparent governance. We are committed to a high level of professionalism and promote the principles of transparency, integrity, and accountability. We provide public information and engagement that is timely, accurate, consistent, coordinated, and responsive to the needs of Port Moody residents, businesses, and community stakeholders.

Budget Highlights

The 2020 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes 5.15 FTE employees.

Labour, including **Recoveries**, continues to be a significant cost for the division representing 84% of operating budget expenses at \$484,000. Recoveries consist of transfers from the four Utilities for the various services provided by the employees of the Communications and Engagement division.

Communications expenses represent 8% (\$46,000) of the total operating expenses. This includes printing costs and distribution for publications (Utility Newsletter, Tax Newsletter, Guide to Summer, Focus Newsletter, Calendar, Annual Report, Community Guide, etc.). This also includes advertising including print ads and social media ads.

Consulting and Professional Services includes \$30,000 (5%) for bi-annual Citizen Satisfaction Survey, Photography or other Communications consulting, and software maintenance.

Training & Development, Supplies and Materials, and Contracted Services represent 3% (\$20,000) of the annual operating budget expenses.

Reserve transfers contribute to the bi-annual Citizen Satisfaction Survey.

Communications and Engagement - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-15,492	-12,500	-12,500	-12,500	-12,500
Transfer from Reserves - Operating	-12,500	-12,500	-12,500	-12,500	-12,500
EHT funded from surplus	-2,992	0	0	0	0
Expenses	580,076	656,780	684,228	688,490	717,777
Salary and Benefits	544,593	555,485	566,595	577,926	589,485
Communications	45,553	49,006	51,281	55,111	58,693
Consulting Services	30,000	5,000	30,000	5,000	30,000
Training & Development	8,548	8,548	8,548	8,548	8,548
Supplies & Materials	8,000	26,674	27,336	28,032	28,765
Contracted Services	3,600	60,974	63,092	65,240	67,420
Recoveries	-60,218	-61,406	-62,624	-63,867	-65,134
Transfer to Reserves - Operating	0	12,500	0	12,500	0
Total	564,584	644,281	671,727	675,990	705,277

Notable Changes

The 2020 budget drivers of the \$58,000 decrease are primarily driven by COVID-19 related reductions. To ease the financial burden faced by taxpayers during the COVID-19 pandemic, Port Moody City Council has made cuts to the 2020 Financial Plan that resulted in a reduction to contracted services and supplies for city events.

Communications and Engagement - Budget Drivers	PLN 2020
Salary and Benefit Changes	18,917
Operating Expenses	-1,025
Utility Shift	-7,757
Transfer from/to Future Operating Reserve	5,000
COVID-19 Related Reductions	-73,672
Total	-58,537

Corporate Services Administration

The Corporate Services Administration Division provides leadership to each of the Communications & Engagement, Human Resources and Legislative Services Divisions. The Corporate Services supports City initiatives and addresses community needs.

Division Priorities and Key Initiatives

Corporate Services is a support department that is focused on providing exceptional customer service to the community and to the organization. We provide all elements of streamlined support for Council's legislative processes. We facilitate ease and transparent access to City records and City information through records retention, support, promotion and citizen engagement. The Department supports strategic planning processes and promotes inclusion, information accessibility, employee and civic engagement.

Budget Highlights

The 2020 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes 1 FTE employee.

Labour, including **Recoveries**, continues to be a significant cost for the division representing 97% of operating budget expenses at \$195,000. Recoveries consist of transfers from the four Utilities for the various services provided by the employee of the Corporate Services Admin division.

Training & Development represent 3% (\$5,000) of the annual operating budget expenses and represents the budget for professional development and mileage expenses.

Corporate Services Admin - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-1,153	0	0	0	0
EHT funded from surplus	-1,153	0	0	0	0
Expenses	200,319	204,224	208,203	212,261	216,401
Salary and Benefits	219,410	223,798	228,274	232,839	237,496
Training & Development	4,700	4,700	4,700	4,700	4,700
Supplies & Miscellaneous	650	650	650	650	650
Recoveries	-24,441	-24,924	-25,421	-25,928	-26,445
Total	199,166	204,224	208,203	212,261	216,401

Notable Changes

The most significant budget driver of the \$5,000 increase for 2020 is the estimated general increase in salaries and benefits for exempt employees.

Corporate Services Admin - Budget Drivers	PLN 2020
Salary and Benefit Changes	4,850
Personnel Services	350
Utility Shift	-420
Total	4,780

Human Resources Division

The **Human Resources Division** overseas human resources and occupational health & safety support. Staff provide professional services in the areas of organizational development, compensation and benefits administration, recruitment and selection, learning and development, employee relations, labour relations, health & safety and recognition programs.

Division Priorities and Key Initiatives

Human Resources is a support department that is focused on providing exceptional customer service to the community and to the organization. Our focus is to ensure that we are an attractive employer and that the employment experience is excellent though developing, facilitating and providing services and support that enhance opportunities to grow.

Our vision is that the organization supports people focused leadership, creating and enhancing an inclusive and engaged workforce and community, comprehensive programs and services and fostering a welcoming, safe and accessible environment

Budget Highlights

The 2020 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes 6.65 FTE employees.

Labour, including **Recoveries**, continues to be a significant cost for the division representing 66% of operating budget expenses at \$629,000. Recoveries consist of transfers from the four Utilities for the various services provided by the employees of the Human Resources division.

Training & Development represent 23% (\$221,000) of the annual operating budget expenses and includes the budgets for: Corporate Training, Learning Contracts, Rewards and Recognition, Occupational Health & Safety Programs, Recruitment and Selection, and Staff Civic Functions.

Consulting and Professional Services represents 6% (\$57,000) and primarily include legal service fees and software maintenance/upgrades.

Reserve Transfers are related to the Occupational Health and Safety Reserve and represent 4% (\$40,000) of total operating expenses.

Supplies and Miscellaneous expenses include office supplies/materials and represent 1% (\$9,000) of the operating expenses.

Human Resources - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-50,146	-44,610	-43,013	-41,197	-39,209
Other - WorkSafeBC Incentive	-40,000	-40,000	-40,000	-40,000	-40,000
Transfer from Reserves - Operating	-6,485	-4,610	-3,013	-1,197	791
EHT funded from surplus	-3,661	0	0	0	0
Expenses	955,542	970,879	986,490	1,002,273	1,018,365
Salary and Benefits	734,455	748,644	763,117	777,879	792,937
Training & Development	220,649	223,034	225,441	227,778	230,161
Consulting Services	57,000	57,300	57,600	57,900	58,200
Transfer to Reserves - Operating	40,000	40,000	40,000	40,000	40,000
Supplies & Miscellaneous	8,496	8,562	8,627	8,677	8,727
Recoveries	-105,058	-106,661	-108,295	-109,961	-111,660
Total	905,396	926,269	943,477	961,076	979,156

Notable Changes

The 2020 budget drivers of the \$23,000 increase are related to estimated general increases to salaries and benefits for exempt employees. The utility shift decrease is attributed to re-aligning budgets to better reflect the actual services provided to the utility department. Operating expenses remain relatively unchanged.

Human Resources - Budget Drivers	PLN 2020
Salary and Benefit Changes	19,257
Operating Expenses	499
Utility Shift	5,398
Transfer from/to OH&S/WCB Reserve	-2,412
Total	22,742

Legislative Services Division

Legislative Services Division manages and provides advice on all governance matters relating to Council and committee business and elections. Staff manage official corporate records, information requests, legal agreements, policies, and Council meetings.

Division Priorities and Key Initiatives

Legislative Services is a support department that is focused on providing exceptional customer service to the community and to the organization. We provide all elements of streamlined support of Council's legislative processes including clerking Council and Committee meetings and ensuring strict adherence to legislative processes. We facilitate ease and transparent access to City records and City information through records retention, support, promotion and citizen engagement. The Department promotes inclusion, information accessibility and civic engagement.

Budget Highlights

The 2020 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes 7.23 FTE employees.

Labour, including **Recoveries**, continues to be a significant cost for the division representing 82% of operating budget expenses at \$652,000. Recoveries consist of transfers from the four Utilities for the various services provided by the employees of the Legislative Services division.

Communications represents 7% (\$55,000) of the annual operating budget expenses which include mailing fees including postage and courier services.

Consulting and Profession Services represent 4% (\$34,000) of the annual operating budget expenses and primarily include software maintenance/upgrades.

Reserve Transfers cover the cost of elections over a four year cycle and represent 3% (\$22,000) of the operating expenses.

Supplies and **Miscellaneous** expenses represent 2% (\$18,000) of the budgeted operating expenses.

Personnel Services represent 1% (\$11,000) of the annual operating budget expenses and primarily include professional dues and training and development.

Contracted Services represent 1% (\$3,000) of the annual operating budget expenses.

Legislative Services - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-4,192	-876	-67,105	-1,041	-1,135
Other - FOI Requests	-500	-876	-955	-1,041	-1,135
EHT funded from surplus	-3,692	0	0	0	0
Transfer from reserves - Operating	0	0	-66,150	0	0
Expenses	795,506	810,344	893,509	844,466	862,139
Salary and Benefits	690,491	704,301	718,387	732,755	747,410
Communications	55,256	56,941	83,690	60,503	62,384
Consulting Services	33,792	31,403	32,344	33,315	34,315
Transfer to reserves - Operating	22,000	22,150	58,150	22,150	22,300
Supplies & Miscellaneous	17,900	17,927	22,960	17,996	18,034
Training & Development	10,925	11,746	12,741	13,209	13,872
Contracted Services	3,383	4,878	5,018	5,115	5,213
Recoveries	-38,241	-39,002	-39,781	-40,576	-41,388
Total	791,314	809,468	826,404	843,425	861,004

Notable Changes

The 2020 budget drivers of the \$18,000 increase are primarily related to estimated contractual and cost of living increases for CUPE and exempt employees.

Operating expenses have increased by \$6,000. Changes are mainly attributed to re-aligning budgets to better reflect actual expenses for delivery fees and expected software upgrades. The expenses are partially offset by an increase in the utility shift (credit) of \$3,300.

Legislative Services - Budget Drivers	PLN 2020
Other Revenues - FOI Requests	200
Salary and Benefit Changes	15,456
Operating Expenses	6,054
Utility Shift	-3,482
Total	18,228

Community Services2020-2024 OPERATING BUDGET

Community Services Administration Division

Community Services Administration is responsible for leadership of the Community Services Department supporting and promoting the Recreation, Facilities and Cultural Services Divisions. Community Services Administration with the support of the Recreation Division provide leadership to the City's Emergency Support Services (ESS) Program. Community Services Administration consist of 2 people totalling 1.60 FTE's.

The Community Services Administration Division consist of the following service areas:

Administration (General Manager), supports the greater needs of the department, providing leadership for the team and is the team liaison to the City Manager's Office and Mayor and Council. This area directly supports the City's space planning initiatives.

Research, provides project research and grant administration support to the General Manager as well as all three division.

Emergency Support Services, provides leadership for the City's Emergency Support Services Program. Annual planning, coordinating training and exercises, ESS supplies and grants management. Program activations are supported by Port moody Police Victim Services and the Recreation Division.

Division Priorities and Key Initiatives

Challenges

Greater attention to the Emergency Support Services Program is required to meet Provincial requirements. Some staffing support specifically for ESS is required to ensure the City is appropriately prepared.

Key Initiatives

New in 2020, this team will be providing project research support for the department. Internal restructuring has allowed for this change. Staff will also be focussing on implementing tactics to achieve the objectives and actions in the 2019-2022 Council Strategic Plan in the strategic priority areas of Healthy City, Service Excellence, Economic Prosperity and Community Evolution.

These tactics include:

- Truth and Reconciliation Understanding and Engagement
- Emergency Support Services Group Lodging Program
- Recreation Complex Food and Beverage Service RFP Management
- Various policy and procedure reviews

Budget Highlights

This team is leading a new cross departmental capital budget initiative to clean up and enhance the grounds of the Civic Complex to restore habitat areas along Noons Creek, enhance the landscape planting and design, increase the presence of public art around the complex, and improve pedestrian movement from Knowle Street to the Shoreline Trail.

Revenues consisting of advertising contracts, represent 6% (\$16,000) of the total operating budget.

Labour continues to be a significant cost for the division representing 95% of operating expenses at \$257,000.

Comm Serv Admin - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-17,316	-16,000	-16,000	-16,000	-16,000
Other - Advertising	-16,000	-16,000	-16,000	-16,000	-16,000
EHT funded from surplus	-1,316	0	0	0	0
Expenses	270,595	275,884	281,279	286,782	292,395
Salary and Benefits	257,006	262,146	267,389	272,736	278,191
Supplies & Miscellaneous	4,725	4,725	4,725	4,725	4,725
Training & Development	4,664	4,729	4,795	4,864	4,933
Consulting Services	4,200	4,284	4,370	4,457	4,546
Total	253,279	259,884	265,279	270,782	276,395

Notable Changes

The 2020 budget drivers of the \$6,158 increase are the **salaries and benefits** expenses. This is partially offset by the new advertising revenue previously in the Recreation division.

Comm Serv Admin - Budget Drivers	PLN 2020
Salary and Benefit Changes	22,770
Other Revenue - Advertising	-16,000
Operating Expenses	-612
Total	6,158

Cultural Services Division

The Cultural Services Division is responsible for the leadership and support of arts, heritage and culture in the City. The primary goals of the Division are to support arts and culture initiatives, respond to opportunities for new arts and culture initiatives and oversee the operation of the Inlet Theatre. Cultural Services also supports community special events that are engaging for the public, operated seamlessly, safe and aligned with City values. Cultural Services staffing includes regular, part-time and auxiliary staff totalling approximately 17 people, equating to approximately 5.04 FTE's.

The Cultural Services Division consist of the following service areas:

Inlet Theatre and Galleria Operations, responsible for ensuring excellent customer service and experiences for residents and other clients using and experiencing events at the Inlet Theatre and in the Galleria. This team supports event booking through production services.

Public Art Coordination, responsible for facilitating public art throughout Port Moody. Support is provided to City, community and developer initiated pieces as well as both permanent and ephemeral installations.

Special Events Support, responsible for supporting community event organizers by assisting with navigating event planning, grant applications and event logistics. Assistance is also provided on the day of the event. This team also directly supports City led events.

Filming, responsible for facilitating permits for the motion picture industry activities in the City. This work requires coordination across City departments, with neighbourhoods and industry representatives.

Staff Artist, responsible for increasing the presence of arts in City events and activities, adding an arts component to various capital projects and creating unique artworks around the City. In December 2018, a pilot program was launched to add a Staff Artist to the team. This position has been integrated into the organization.

Support to Arts and Heritage Groups, responsible for supporting various programs and groups including artists in the park, the street busker program, the Arts Centre and the Station Museum.

Division Priorities and Key Initiatives

Challenges

Port Moody is attractive to both the major motion picture industry and the television series industry resulting in growing filming requests in certain neighbourhoods. Support for filming has historically been a permitting process, but due to increased filming activity the role has grown to managing impact. New systems and processes are being developed to support the growing interest by this industry.

Community driven special events continue to increase annually. These events add to the special character of Port Moody, but also strain limited location resources and have outpaced available staffing. Community event support services are being reviewed to support growth in this area.

The support for productions in the Inlet Theatre is staffed primarily through an auxiliary team of technicians and Front of House staff, led by the Production Coordinator and Theatre Coordinator. Production needs have been increasing resulting in the need for more technician services and relationship building with City departments and community groups. Changes to this team are being evaluated to increase both time and staffing consistency.

Key initiatives

Working with developers to increase their understanding on the value and impact of art and public art. Increasing the understanding that the City requirements for public art contributions have a direct community benefit, increase in quality of life and general positive experience for the community.

With the Public Art Master Plan nearing completion the team will be working to integrate industry trends and best practices into the City's Public Art Program. Please note that the Public Art Master Plan will be presented as the Art in Public Spaces Master Plan, as the revised title better reflects the scope of the plan. Upon adoption of the new Public Art Master Plan (Art in Public Spaces Master Plan), staff will prepare an implementation strategy. The Arts and Culture Master Plan implementation strategy will also be updated to incorporate the findings in this plan.

Improvements to the community events application processing and review to respond to growing community event interest and resulting programming challenges. Proposed changes to the program will provide a greater overview of annual event requests, grant support requests and coordination of staff and event sites at peak times and throughout the year.

Completion of a Film Policy to guide motion picture industry activities in the City as well as balance the interests of neighbourhoods with the positive benefits to the community from this industry.

In the 2020 Financial Plan, staff will be focussing on implementing tactics to achieve the objectives and actions in the 2019-2022 Council Strategic Plan in the strategic priority areas of Economic Prosperity and Community Evolution

These tactics include:

- Local Artist Galleria Display Program
- Queen Street Plaza Placemaking
- Murals on Private Property Program
- Completion of the Public Art Master Plan
- Create a Film Policy
- Staff Artist Pilot Program

Budget Highlights

Over half of the Cultural Services budget supports activities outside of the department. Specifically agreements with the Arts Centre Society and Heritage Society, agreements with Golden Spike Days and Ribfest as well as the Festivals and Special Events grant program.

- Notable projects for 2020 include:
- Enhancement to the Inlet Theatre lighting system
- Queen Street Plaza planning
- Purchase of a special events water bottle refilling station

Operating **revenues** are primarily associated with theatre rentals and proceeds from film shoots. This represents 12% (\$115,000) of the total operating budget.

Salaries and benefits represent 45% of all operating expenses at \$480,000.

Contract fees are the most costly expense at 50% (\$536,000) of the total operating expenses. This expense mainly represents contracts with the Port Moody Arts Centre and the Port Moody Heritage Society.

Cultural Services - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-123,493	-117,821	-121,321	-117,821	-121,321
Sale of services - Rentals/Filming	-115,000	-115,000	-115,000	-115,000	-115,000
Other - Theatre Concession Sales	-2,821	-2,821	-2,821	-2,821	-2,821
From Reserves - Operating	-3,500	0	-3,500	0	-3,500
EHT funded from surplus	-2,172	0	0	0	0
Expenses	1,072,990	1,262,870	1,291,405	1,313,941	1,344,427
Contracted Services	535,758	681,108	701,214	707,997	729,810
Salary and Benefits	480,222	515,041	525,342	535,849	546,566
Miscellaneous	15,400	20,004	20,419	20,842	21,274
Equipment Expenses	13,037	13,913	14,508	14,962	15,208
Insurance & Claims	8,210	8,623	9,014	9,465	9,900
Supplies & Materials	5,873	5,990	6,029	6,252	6,391
Training & Development	5,664	5,740	5,818	5,898	5,981
Communications	3,277	3,351	3,406	3,464	3,526
Grants & Donations	3,000	3,000	3,000	3,000	3,000
Vehicle Expenses	1,778	1,831	1,886	1,942	2,001
Consulting Services	770	770	770	770	770
Transfer to Reserves - Operating	0	3,500	0	3,500	0
Total	949,496	1,145,049	1,170,085	1,196,120	1,223,106

Notable Changes

The 2020 budget drivers of the \$136,000 decrease are primarily around:

- The salary and benefits increase of \$16,500. This is related to estimated contractual and cost
 of living increases for CUPE and exempt employees.
- Total increase in operating expenses of \$15,000. This is mainly due to a \$10,500 increase in contracted services for ongoing contractual agreements.
- The expenses are offset slightly by an increase in rental and filming revenue of \$2,000.
- To ease the financial burden faced by taxpayers during the COVID-19 pandemic, Port Moody City Council has made cuts to the 2020 Financial Plan that resulted in a reduction to:
 - Special Events expenses including grants to organizations, supplies, and contracted services (-\$140,000)
 - o Vacant Public Art Coordinator position will not be filled (-\$25,000)

Cultural Services - Budget Drivers	PLN 2020
Sale of Services - Rentals/Filming	-2,000
Other Revenue - Theatre Concession Sales	-496
Salary and Benefit Changes	16,497
Operating Expenses	15,077
COVID-19 Related Reductions	-165,397
Total	-136,319

Facilities Division

The Facilities Division is responsible for the short and long-term maintenance of all City buildings. The team addresses not only immediate needs, but the life cycle replacement planning to maintain the City's assets and optimize the life cycle of these assets. The City has 22 assets that this team oversees. Facilities staffing includes regular and auxiliary staff totalling approximately 40 people, equating to approximately 30.58 FTE's.

The Facilities Division consist of the following service areas:

Janitorial Services, responsible for routine daily cleaning as well as seasonal deep cleaning in all City buildings. Services provided by this team are for 20 hours per day, seven days a week. This team also looks after the City's pest control prevention and requirements.

Recreation Support Services, supports the services offered in the City's community centres and recreation buildings ensuring arenas and pools are properly serviced and maintained and program equipment requirements are in place. Members of this team are working 21 hours a day 7 days a week.

Facilities Maintenance, includes all the City's trades' professionals; carpenters, plumber and electrician. They are responsible for minor repairs, maintenance and upgrades for City facilities and parks infrastructure. Due to the overall volume of work in this service area this team also oversees a significant amount of maintenance and small capital works completed by contractors.

Major Repairs and Capital, includes maintaining an annual and long range capital plan of repairs on all City buildings. This work also includes responding to repairs that are emergency in nature outside of the capital plan. The work is this area is completed primarily by the division Manager with the support of the division Supervisors.

Division Priorities and Key Initiatives

Challenges

There has been a gradual increase in demand for maintenance and support across the City buildings. Programming and staffing growth have outplaced changes to this team challenging the ability to keep up with support requests.

Recruiting for positions in the Recreation Support Services and the Janitorial Services area have been a historical challenge, but have steadily increased over the past five years. Staff are looking for creative solutions to address this recruitment challenge.

The foundation of the facilities capital program is an asset inventory and condition assessment analysis performed in 2014 which includes long range capital recommendations. The volume of capital work required significantly outpaces available funding. The City is still catching up on building deterioration in certain buildings due to less robust maintenance schedules in the past.

Planning for the replacement of the Public Works Yard, Kyle Center and Firehall 2 are growing in urgency as the buildings are not designed to meet current community needs and have exceeded their planned lifecycle.

Technical Safety BC along with Work Safe BC requirements for the operation of arena refrigeration systems have steadily increased over the past two years. The result is new system tests, new policies

and new operating standards. The impact is an increase in staff time orchestrating these changes as well adjustments to equipment lifecycle replacements. The unplanned replacement of the Arena 1 Chiller in 2018/2019 has expedited the replacement of other equipment impacting the capital budget and programming.

Key Initiatives

A key initiative for the division in 2020, is the implementation on of a cross-departmental annual asset inspection process. This new inspection process will identify repairs and replacements that may be required outside of the lifecycle process to improve the quality of City facilities. This inspection process should lead to better maintained buildings, however doing so could increase pressure on operating and capital budgets.

Another key initiative is the centralization of the office furniture purchase and disposal system. This new system will streamline tracking and storage, better manage use of the limited City storage areas and coordinate reuse and purchasing across departments. In the 2020 Financial Plan, staff will be focussing on implementing tactics to achieve the objectives and actions in the 2019-2022 Council Strategic Plan in the strategic priority area of Healthy City.

These tactics include:

- Facility Accessibility Improvements
- Facility Safety Improvements

Budget Highlights

The Capital work for the Facilities Division is predominantly funded from the Facilities Asset Reserve. The 2020 budget is \$2.17 Million and decreasing to \$1.557 Million by 2024. In addition, on average there is another \$100,000 of capital work funded through other divisions, but executed by the Facilities division.

There is a backlog of building repairs and life cycle replacements going into 2020 of approximately \$23,000,000. Staff assesses this backlog annually in conjunction with upcoming life cycle work and other identified priories for that year. After all priorities are balanced, the facilities capital program is only about 22% funded over the next five years. This deficit in scheduled work to funding is increasing.

For 2020, the Division has only made one new service request, which is for an additional vehicle. This vehicle similar to other facilities vehicles, will be pooled and shared by various team members over the many hours per week that services are provided. The addition of this vehicle to the teams' fleet will reduce the amount of personal vehicles use that is presently occurring as well as allow for the storage of tools and supplies on the vehicle improving the efficiency of service provided.

Notable projects for 2020 include:

- Roof repairs to sustain public works yard operations
- Planning for the replacement of Arena 2 and Curling Rink Chillers
- Arts Centre elevator replacement
- Public Safety Building geothermal pump replacement year 2 of 4
- Recreation complex Public Announcement (PA) and Sound System
- Repairs to the exterior of Firehall 2

Salary and benefits continue to be a significant cost for the division representing 51% (\$2,446,000) of the total operating expenses.

Utilities represent 17% of the operating expenses at \$799,000. This expense includes the lighting and heating for all City facilities.

Contracts and fees represent 13% (\$629,000) of the overall operating expenses for outsourced services.

Equipment and **supplies** represents 10% of the operating expense budget for vehicle maintenance, janitorial supplies, and City facilities maintenance supplies.

Insurance & Claims represent 4% (\$211,000) of the overall operating expenses.

Government Payments, Reserve Transfers, and Communications expenses each represent 1% of the overall operating budget expenses. Government payments include property taxes paid on city owned land.

Recoveries represent 14% of the overall operating budget at \$557,000. Recoveries consist of reimbursements from other divisions for the maintenance the Facilities division performs on City buildings.

Facilities - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-346,529	-335,300	-335,300	-335,300	-335,300
Sale of services - Lease Revenue	-335,300	-335,300	-335,300	-335,300	-335,300
EHT funded from surplus	-11,229	0	0	0	0
Expenses	4,253,901	4,354,062	4,440,460	4,542,380	4,643,862
Salary and Benefits	2,446,495	2,495,823	2,545,542	2,596,979	2,649,637
Utilities	798,443	815,375	815,491	834,824	850,859
Contracted Services	628,486	652,527	678,036	705,629	735,207
Equipment Expenses	249,978	260,544	267,675	272,730	277,463
Supplies & Materials	230,157	233,241	236,391	239,535	242,737
Insurance & Claims	210,681	215,954	221,352	226,887	232,557
Government Payments	63,037	65,601	68,274	71,063	73,972
Transfer to Reserves - Capital	60,171	60,567	60,971	61,382	61,802
Transfer to Reserves - Operating	48,663	46,152	43,983	41,290	38,521
Communications	36,260	36,478	36,706	36,939	37,176
Vehicle Expenses	15,430	16,056	16,714	16,990	17,272
Training & Development	12,000	12,000	12,000	12,000	12,000
Miscellaneous	10,812	10,812	10,812	10,812	10,812
Recoveries	-556,712	-567,069	-573,487	-584,681	-596,153
Total	3,907,372	4,018,762	4,105,160	4,207,080	4,308,562

Notable Changes

The 2020 budget drivers of the \$97,000 increase are primarily around:

- New revenue of \$135,000 from leasing 3016 Murray Street (purchased in 2019) and an increase in interdepartmental transfers of \$24,000 for facilities maintenance for other departments.
- Salary and benefit changes which increased by \$149,000. This was related to estimated contractual and cost of living increases for CUPE and exempt employees.

- Operating expenses increased by \$99,000. The major drivers of this increase are contracted services at \$26,000 for outsourced maintenance work for City facilities, insurance and claims at \$36,000 for the property insurance at 3016 Murray Street, and government payments at \$31,000 for the property tax at 3016 Murray Street.
- The new vehicle requested (\$7,900) for staff to report to the multiple buildings maintained by the facilities department.

Facilities - Budget Drivers	PLN 2020
Lease Revenue - Murray St.	-134,637
Interdepartmental Facilities Maintenance	-24,357
Salary and Benefit Changes	148,904
Operating Expenses	98,566
Reserve Transfers	388
New Service City - Vehicle Expenses (Insurance, Fuel and Maintenance)	7,900
Total	96,764

Recreation Division

The Recreation Division is responsible for planning and delivery of programs and experiences for all age groups and demographics in Port Moody. The goal of recreation programming is to provide a diverse range of opportunities to encourage all Port Moody residents to engage in healthy and active lifestyle. The Recreation Division also coordinates the City's facility bookings. Recreation staffing includes regular, auxiliary and seasonal staff totalling approximately 300 people, equating to approximately 53.41 FTE's depending on the time of year.

The Recreation Division consist of the following service areas:

Programming, responsible for planning and delivering registered and drop in programs across the City. Recreation programming is intended to encourage active living and introduce people to new activities. The range of programming includes: pre-natal, pre-school, children, youth, adult, senior, special interest, sport and exercise, healthy living, after-school, seasonal camps, outdoor learning, cooking, youth centre services, and skating and swimming.

Customer Services, responsible for ensuring program and community centre participants receive excellent and consistent service when registering and checking in for activities. This team fields the majority of inquiries and is often the face of the City to many of our residents.

Marketing, responsible for promoting recreation programs and activities with the creation of four Happening Guides per year, program marketing materials, and communication on digital platforms.

Facility Bookings, responsible for overseeing the booking of all City facilities and park amenities. This team supports booking of picnic shelters through large event planning such as weddings.

Volunteer Support Services, responsible for overseeing the City volunteer program to support recreation activities as well as support special events volunteer needs. The need for volunteers and interests by community members to provide volunteering service is steadily growing.

Division Priorities and Key Initiatives

Challenges

The City has been challenged to provide comprehensive centrally located youth centre services. The Recreation Complex has a small space and offers drop in programming. Westhill Centre has a larger youth space, but is challenging for youth to get to with public transit. The City's greatest success with youth centre services has been in bringing programs to locations where youth are already spending time. Staff are continuing to explore opportunities to bring after school and early evening youth centre services to Port Moody middle and high schools.

The demand for gymnasium programming by all age groups is steadily increasing. Programming capacity is being reached and activities such as tumbling, basketball, pickle ball, soccer and hockey are consistently meeting occupancy limits. Planning for additional gymnasium space is needed.

Key Initiatives

The Recreation Division has grown to 300 people strong. The administration of the Division is challenging for one Manager. Staff is recommending an administrative change to the structure to ensure the established quality of service is maintained. Staff are proposing the structure is adjusted into two teams: programming and customer service. The Manager of Recreation would continue to lead the

programming team and as Assistant Manager would take the day to day lead for the customer service team. This structural change would also assist with in increasing general oversight of the Recreation complex.

The City is increasing on-line services. The new recreation system allows the public more opportunities to view and register for programs on-line. The winter 2020 registration has already seen improvements with over 750 people able to register in programs in the first 15 minutes registration was open.

To support growing industry, community and staff interests a five year plan has been established to increase year round opportunities for outdoor learning and programming.

Recreation teams in City's play an important community role in teaching physical literacy (the importance of physical movement throughout life) and encouraging lifelong active living. The division is increasing the internal training on physical literacy, looking for opportunities to engage with underserved populations, work with sport user groups and arrange programming to allow for family members to be active at the same time.

Recreation teams also play an important community role in improving social connections (interaction and engagement between people). Social isolation can impact all age groups. Recreation Centres are transition to have more informal spaces and opportunities for people to connect. Actions include gathering spaces and informal engagement spaces in hallways and the lobby such as a ping pong table, hop scotch, and seating.

In the 2020 Financial Plan, staff will be focussing on implementing tactics to achieve the objectives and actions in the 2019-2022 Council Strategic Plan in the strategic priority areas of Healthy City, Service Excellence and Environmental Leadership.

These tactics include:

- Physical Literacy Program
- Promoting the Benefits and Opportunities of Social Connectedness
- Improving Youth Centre Services
- Growing Outdoor Learning Programming

Budget Highlights

The Recreation Division budget balances providing low cost opportunities for the community to participate in programming while balancing costs to provide the service. In 2020, the budget continues to have a large portion of operating costs offset by revenues.

Notable projects for 2020 include:

- Replacement of the cardio equipment in the weight room
- Improve seating and gathering spaces throughout the Recreation Complex

Operating **revenues** represent \$3,420,000 and primarily include the sale of recreation services such as facilities memberships, programming, and facility rentals.

Salaries and benefits represent a significant portion of the operating expenses at 86% (\$3,465,000).

Other operating **expenses** represent 14% (\$555,000) of the total expenses. This primarily represents:

Supplies and contracted services which total \$130,000 and \$105,000 respectively. These
expenses include specific course supplies and specialized program instructors and other
outsources services.

• Reserve Transfers, Communication expenses, and Bank Fees represent each represent 2% of the total expenses. These include transfers to the asset replacement reserve, advertising expenses, and user fees for all card machines.

Recreation - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-3,420,203	-3,402,546	-3,407,746	-3,410,659	-3,414,700
Sale of services - Recreation	-3,352,346	-3,354,046	-3,359,246	-3,362,159	-3,366,200
Other - Advertising/Point of Sale	-45,000	-45,000	-45,000	-45,000	-45,000
From gov't: Provincial Grants	-3,500	-3,500	-3,500	-3,500	-3,500
EHT funded from surplus	-19,357	0	0	0	0
Expenses	4,020,726	4,100,342	4,179,379	4,258,101	4,377,947
Salary and Benefits	3,465,265	3,401,286	3,490,036	3,564,824	3,641,339
Supplies & Materials	129,450	239,448	229,235	226,819	270,113
Contracted Services	104,930	104,930	104,930	106,010	105,930
Transfer to Reserves - Capital	70,790	70,790	70,790	70,790	70,790
Communications	63,375	87,758	87,758	89,513	89,500
Bank Fees	61,400	63,400	63,400	64,668	65,000
Equipment Expenses	59,000	62,000	62,000	63,040	63,060
Consulting Services	31,401	35,000	35,000	35,700	35,700
Miscellaneous	16,335	16,950	17,450	17,752	17,560
Training & Development	14,180	14,180	14,180	14,386	14,355
Grants & Donations	4,600	4,600	4,600	4,600	4,600
Total	600,523	697,796	771,633	847,442	963,247

Notable Changes

The 2020 budget drivers of the \$67,000 increase are primarily around:

- The increase in revenue of \$74,000 to more accurately reflect previous year actuals in rental revenue.
- The Salary and benefits increase is related to estimated contractual and cost of living increases for CUPE and exempt employees.
- The elimination of advertising revenue which is now in the Community Services Admin budget.
- To ease the financial burden faced by taxpayers during the COVID-19 pandemic, Port Moody City Council has made cuts to the 2020 Financial Plan that resulted in a reduction to advertising fees of \$21,000 while facilities are closed.

Recreation - Budget Drivers	PLN 2020
Sale of Services - Recreation	-74,131
Salary and Benefit Changes	146,427
Other Revenue - Advertising	16,000
Operating Expenses	13
COVID-19 Related Reductions	-21,125
Total	67,184

Planning & Development 2020-2024 OPERATING BUDGET

Building, Bylaw and Licensing Division

Bylaw enforcement staff undertake activities to achieve compliance with City bylaws including animal control, investigating bylaw infraction issues and working closely with the Port Moody Police Department, Port Moody Fire Rescue, health agencies, and property owners to keep our community safe.

Building officials review, evaluate, and determine suitability of construction projects for compliance with applicable legislation and expected levels of life safety for all alterations and new construction for all building types under Part 3 and Part 9 of the BC Building Code, including, but not limited to, condos, townhouses, industrial, high rises and commercial mixed use buildings. Building officials review building permit applications and perform inspections.

Licensing staff facilitate the issuance and renewal of all licences required by the City. The work of the department ranges from the everyday administration of building and other permits, business and other licences to the enforcement of City bylaws.

Division Priorities and Key Initiatives

Building, Bylaw and Licencing provides customer service to owner, builder in the construction industry, responds to concerns raised by residents or businesses, and facilitates licensing of most businesses as well as dogs. Key initiatives supporting the Strategic Plan are **Paperless Licence Renewals** and **Building Officials Opening Hours Extension**.

Budget Highlights

The 2020 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes 11.38 FTE employees and 3 Auxiliary staff.

There are no new proposed services for 2020.

Revenues consisting of building permit fees, business licence revenues, other licences result in a predicted revenue of \$1,945,000.

Labour, including **Recoveries**, continues to be the most significant cost for the division at \$1,033,000. Recoveries consist of transfers from the four Utilities for the various services provided by the employees of the Building, Bylaw & Licensing division.

Transfer to Reserves is the second most significant expense at \$825,000 and marks a transfer of revenue to the Development Processing Reserve used to recover most of the staff cost of the development review process (planners, building officials, and some engineering and parks / environment staff).

Other Government Payments represent 3% (\$64,000) of total expenses. This consists of outsourcing Animal Control expenses to the City of Coquitlam.

Building, Bylaw & Licensing - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-1,945,006	-1,945,264	-1,651,730	-1,658,326	-1,665,051
Revenue - Miscellaneous	-73,000	-73,000	-73,000	-73,000	-73,000
Revenue - Licenses	-1,549,000	-1,549,000	-1,249,000	-1,249,000	-1,249,000
Transfer from Reserves - Operating	-316,926	-323,264	-329,730	-336,326	-343,051
EHT funded from surplus	-6,080	0	0	0	0
Expenses	2,012,483	2,028,888	1,749,764	1,771,058	1,792,922
Salary and Benefits	1,118,986	1,141,365	1,164,193	1,187,476	1,211,226
Transfer to Reserves - Operating	825,000	825,000	525,000	525,000	525,000
Other Government Payments	64,000	64,000	64,000	64,000	64,000
Training & Development	28,902	25,902	25,902	25,742	25,742
Equipment Expenses	19,148	18,423	18,055	17,837	17,700
Supplies & Materials	13,700	13,000	13,000	13,000	13,000
Contracted & Consulting Services	13,700	13,750	13,800	13,850	13,900
Vehicle Expenses	8,870	8,981	9,096	9,214	9,336
Communications	3,600	3,600	3,600	3,600	3,600
Miscellaneous	3,100	3,112	3,124	3,139	3,049
Recoveries	-86,522	-88,246	-90,006	-91,800	-93,631
Total	67,477	83,623	98,034	112,732	127,871

Changes in the 2020 drivers are minor. The main adjustment to revenue is a budgeted decrease in Plumbing Permit revenue of \$50,000. Plumbing permit revenues were overstated in the 2019 budget, the 2020 decrease reflects actuals more accurately. The increase in operating expenses of \$7,000 is primarily due to an increase in contract services/fees. The increase is related to copying plans and other documents. The transfer to the Development Process Reserve decreased by \$32,000. This is related to the decrease in budgeted revenue for 2020.

Building, Bylaw & Licensing - Budget Drivers	PLN 2020
Plumbing Permit Revenues	50,000
Other Revenues - Fines/Commercial Vehicles	-14,500
Salary and Benefit Changes	7,339
Operating Expenses	7,308
Utility Shift	-169
Transfer to Development Process Reserve	-31,684
Total	18,294

Policy Planning Division

This Division is responsible for providing leadership and support for the implementation of the long term vision for planning and growth of the City. It supports Council and the community by updating and developing **policies and bylaws related to land development and sustainability**, seeking and processing public input, and by supporting advisory committees related to community development initiatives.

Division Priorities and Key Initiatives

Policy Planning takes the lead into 14 policy, bylaw and engagement projects. The Division makes sure new policies are coordinated with existing policies, taking into account legal requirements as well as committee and public input. The most prominent projects are Climate Action Plan, Official Community Plan Review, Age Friendly Planning and Cannabis Retail Strategy.

Budget Highlights

The 2020 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes 7.06 FTE employees. A significant portion of the staffing cost in this department is recovered from the **Carbon Neutral Reserve**, the **Affordable Housing Reserve**, and grant funding. There are no new proposed services for 2020.

Labour continues to be the most significant cost for the division at \$816,000 (92%).

Contracted and Consulting Services represents 3% of the total expenses and includes a \$10,000 budget for the Heritage Commission.

The **OCP Review** project is not listed below, but instead is budgeted separately in the Capital Budget.

Policy Planning - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-351,518	-347,101	-347,929	-348,764	-348,930
Own Sources - Copies	-19,000	-19,500	-20,000	-20,500	-21,025
BC Hydro Grant	-21,000	-21,000	-21,000	-21,000	-21,000
Transfer from reserves - Operating	-200,027	-200,348	-200,676	-201,011	-200,652
Transfer from reserves - Capital	-106,253	-106,253	-106,253	-106,253	-106,253
EHT funded from surplus	-5,238	0	0	0	0
Expenses	891,603	908,652	926,039	943,776	961,867
Salary and Benefits	815,875	832,824	850,111	867,744	885,730
Contracted and Consulting Services	22,500	22,500	22,500	22,500	22,500
Training & Development	17,628	17,628	17,628	17,628	17,628
Equipment Expenses	14,000	14,000	14,000	14,000	14,000
Miscellaneous	9,400	9,500	9,600	9,704	9,809
Supplies & Miscellaneous	7,200	7,200	7,200	7,200	7,200
Communications	5,000	5,000	5,000	5,000	5,000
Total	540,085	561,551	578,110	595,012	612,937

Labour and operating expense remain fairly unchanged between the 2019 and 2020 budget. The **Transfer from Development Process Reserve** represents a decrease of \$16,000. This decrease is related to a change in the funding for the Community Development Assistant position since it is now partially funded by projects.

Policy Planning - Budget Drivers	PLN 2020
Salary and Benefit Changes	2,000
Operating Expenses	-2,500
Transfer from/to Development Process Reserve	15,701
Total	15,201

Development Planning Division

The Division provides a coordinated one-stop service for development related applications. Staff in this group provide professional land use and development planning services that facilitate all municipal approval processes from the conceptual stage to Council's consideration.

Division Priorities and Key Initiatives

Development Planning provides customer service to applicants, home owners, and interested residents for the **review of development applications**. The Division also supports Council's decision making process through staff reports and by ensuring legal process requirements are followed. Key initiatives supporting the Strategic Plan are **Development Approval Review Process Improvements** and **Small Lot Implementation Update**.

Budget Highlights

The 2020 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes 5 FTE employees and 1 Auxiliary. A significant portion of the staffing cost in this department is recovered from new development through application fees and business licence revenues.

Revenues consisting of development application fees are estimated at \$222,000.

Labour continues to be the most significant cost at \$600,000.

Reserve Transfers at -\$286,000 represents transfers to/from the Development Processing Reserve. A transfer from the reserve to fund four positions is -\$469,000 and a transfer to the reserve from revenues in excess of sustainable revenues is \$183,000.

Other **expenses** at 3% of the total operating expenses represents training and development of employees, outsourced contractors, and office supplies.

Development Planning - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-695,526	-701,653	-711,217	-720,971	-730,920
Revenue - Miscellaneous	-222,000	-222,000	-222,000	-222,000	-222,000
Revenue - Licenses	-1,500	-1,500	-1,500	-1,500	-1,500
Transfer from Reserves - Operating	-468,778	-478,153	-487,717	-497,471	-507,420
EHT funded from surplus	-3,248	0	0	0	0
Expenses	810,060	822,061	834,303	846,789	859,524
Salary and Benefits	600,060	612,061	624,303	636,789	649,524
Transfer to Reserves - Operating	183,300	183,300	183,300	183,300	183,300
Training & Development	10,700	10,700	10,700	10,700	10,700
Contracted and Consulting Services	7,000	7,000	7,000	7,000	7,000
Supplies & Miscellaneous	6,000	6,000	6,000	6,000	6,000
Communications	3,000	3,000	3,000	3,000	3,000
Total	114,534	120,408	123,086	125,818	128,604

The 2020 budget drivers of the \$21,000 increase are primarily around:

- Salaries and benefits which increased by \$32,000. This is related to estimated contractual and cost of living increases for CUPE and exempt employees.
- Operating expenses which increased by \$6,500. This is mainly due to a \$5,000 increase in consulting services based on prior year actuals.
- The transfer from the development process reserve which increased by \$17,000. The transfer funds multiple positions and the increase is related to the estimated contractual and cost of living increases for CUPE and exempt employees.

Development Planning - Budget Drivers	PLN 2020
Other Revenue Changes	-650
Salary and Benefit Changes	31,716
Operating Expenses	6,547
Transfer from Development Process Reserve	-16,906
Total	20,707

Engineering & Operations2020-2024 OPERATING BUDGET

Engineering Division

The Engineering & Operations Department is responsible for operating, maintaining, planning, designing, and constructing the City's public works assets valued at \$115 million. This includes all City roads, sidewalks, bridges, street lights, traffic signals, road signs, water mains, sewer mains, and storm water infrastructure. The department is also responsible for the City's fleet administration services.

The **Engineering** Division consists of:

Infrastructure Engineering Services, responsible for engineering services, asset management, transportation and traffic, development servicing, and third party utility permitting.

Project Delivery Services, responsible for planning, designing, and constructing capital projects.

Division Priorities and Key Initiatives

Infrastructure Engineering Services' key focus is on providing transportation engineering and planning, and development review. Project Delivery services' key focus is on capital and special project implementation for a variety of divisions including; Engineering, Operations, Sewer, Drainage, Water, and Parks.

Through the Master Transportation Plan adopted in 2017, the department is also implementing a series of key capital transportation projects to improve transportation choices, safety, and efficiency in Port Moody to work towards future targets to increase the use of sustainable transportation methods (walking, cycling, and transit), reduce reliance on automobiles for trips, and improve safety.

Budget Highlights

The Engineering Division includes 13.74 FTE positions, although 8 of these are primarily funded through capital projects.

Revenues are related to off-site engineering fees (development driven), anchor encroachment fees and highway use permit activity.

Reserve Transfers provide funding from the Engineering development reserve for staff costs related to development related work. Transfers to the reserve are tied to budgeted revenues for off-site engineering fees (development driven), anchor encroachment fees, and will provide future funding for the staff related costs of those development driven activities.

Salary and Benefits, including **Recoveries**, is a major driver of the Engineering budget representing 65% (\$608,000) of total operating expenses. Recoveries consist of transfers from the four Utilities for the various services provided by the employees of the Engineering division.

Training & development represents 3% (\$24,000) of the budgeted operating expenses.

All other expenses represent 3% (\$27,000) of the budgeted operating expenses. These include office supplies, vehicle expenses, and contractor and consulting fees.

Engineering - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-559,709	-455,815	-431,323	-431,842	-432,370
Revenue - Miscellaneous	-280,000	-180,000	-155,000	-155,000	-155,000
Revenue - Licenses and Permits	-88,106	-88,604	-89,112	-89,631	-90,159
Transfer from Reserves - Operating	-187,211	-187,211	-187,211	-187,211	-187,211
EHT funded from surplus	-4,392	0	0	0	0
Expenses	939,570	867,921	871,829	901,316	931,393
Salary and Benefits	913,099	947,275	982,123	1,017,672	1,053,932
Transfer to Reserves - Operating	280,000	180,000	155,000	155,000	155,000
Training & Development	24,024	24,183	24,346	24,511	24,680
Supplies & Miscellaneous	12,700	12,764	12,830	12,897	12,963
Vehicle Expenses	10,790	11,030	11,275	11,527	11,784
Contracted and Consulting Services	5,200	5,250	5,301	5,353	5,406
Communications	4,650	4,650	4,650	4,650	4,650
Equipment Expenses	-5,928	-6,168	-6,413	-6,665	-6,922
Recoveries	-304,966	-311,064	-317,284	-323,629	-330,101
Total	379,860	412,105	440,506	469,474	499,023

The net change to the Engineering budget is \$11,000. Some areas show noticeable difference to 2019 due to changes in how the division budgets for revenues, reserve transfers and staff costs.

Budgeted revenues have increased significantly over 2019, this is offset with salary and benefit costs as well as transfers to and from reserves. Net operating expenses have increased by \$4,000, primarily as a result of ongoing contractor and consulting services. There is a slight increase to the utility shift as a result of improved 2020 budget processes. Other accounts have had budgets shift to better align with anticipated expenditures.

Engineering - Budget Drivers	PLN 2020
Permits/Licenses Revenues	-28,106
Other Revenue - Onsite/Offsite Review and Encroachment Fees	-280,000
Salary and Benefit Changes	166,993
Operating Expenses	3,814
Recoveries - Utility Shift	-5,907
Transfer to New Initiatives Reserve	-4,930
Transfer from/to Engineering Process Reserve	164,000
Transfer from Development Process Reserve	-4,921
Total	10,943

Major Road Network (MRN) Division

The Engineering & Operations Department is responsible for operating, maintaining, planning, designing, and constructing the City's public works assets valued at \$115 million. This includes all City roads, sidewalks, bridges, street lights, traffic signals, road signs, water mains, sewer mains, and storm water infrastructure. The department is also responsible for the City's fleet administration services.

The **Major Road Network (MRN)** Division consists of all areas of City covered by the MRN Agreement with Translink. The Translink MRN Agreement provides annual funding of \$21,000 per lane kilometer of the MRN road network. The City has 69 lane kilometers in the MRN road network. Total 2019 Translink funding is \$1.45 million (69 lane kms x \$21,000 = \$1.45M).

5/12s (42%) or \$606,000 goes to the capital reserve for pavement rehabilitation and an additional 15% or \$225,000 goes to the capital reserve for general rehabilitation.

Budget Highlights

The 2020-2024 Financial Plan includes the required expenditures to deliver the necessary services to the community. These expenditures are offset by the City's MRN Agreement with Translink.

Reserve Transfers represent 68% of the overall operating expense budget at \$859,000. Of the Translink grant, \$616,000 is transferred to the MRN Pavement Rehabilitation reserve for pavement upgrades and maintenance as per the agreement. \$243,000 is transferred to the MRN General Rehabilitation reserve for sidewalks, lamp standards, traffic signal systems, etc.

17% of the total operating expenses at \$219,000 is related to **contracted fees and services** for outsourced work on major road infrastructure.

Recoveries represent transfers to the Operations division for their work on City infrastructure for the MRN division at \$153,000.

Utilities represent 6% (\$80,500) of the total operating expenses. This includes traffic and street light services.

Equipment expenses include vehicle charges for maintenance, fuel, and repairs and represents 5% (\$69,000) of the overall operating expenses.

MRN - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-1,422,875	-1,421,722	-1,420,584	-1,419,436	-1,418,265
From other gov't: Translink	-1,422,875	-1,421,722	-1,420,584	-1,419,436	-1,418,265
Expenses	1,422,875	1,421,722	1,420,584	1,419,436	1,418,265
Transfer to reserves - Capital	616,000	616,000	616,000	616,000	616,000
Transfer to reserves - Operating	243,053	241,829	241,875	232,455	231,370
Contracted Services	218,942	207,049	198,053	197,081	188,057
Recoveries	153,010	156,060	159,183	162,365	165,612
Utilities	80,662	82,839	82,839	85,325	87,885
Equipment Expenses	68,985	75,459	79,754	82,932	85,643
Supplies & Materials	16,950	16,772	16,712	16,647	16,592
Insurance & Claims	15,312	15,697	16,090	16,492	16,904
Consulting Services	5,150	5,150	5,150	5,150	5,150
Lease & Rentals	2,961	3,017	3,078	3,139	3,202
Communications	1,850	1,850	1,850	1,850	1,850
Total	0	0	0	0	0

The major changes to the MRN budget over 2019 is the Translink Grant increase. This is related to an ongoing agreement. With this increase, the division's transfer to reserves increase as well. The utility shift change is related to the more accurate internal admin budgeting for 2020. The main increase to operating expenses is contracted services at \$16,000. This is due to inflation increases for contracted work. Equipment has increase by \$6,000 due to fuel and maintenance increases.

MRN - Budget Drivers	PLN 2020
Translink Grant	-77,727
Salary and Benefit Changes	2,895
Operating Expenses	25,510
Recoveries - Utility Shift	-33,317
Transfer to MRN General Rehab/Pavement Reserve	81,709
Total	-930

Operations Division

The Engineering & Operations Department is responsible for operating, maintaining, planning, designing, and constructing the City's public works assets valued at \$115 million. This includes all City roads, sidewalks, bridges, street lights, traffic signals, road signs, water mains, sewer mains, and storm water infrastructure. The department is also responsible for the City's fleet administration services.

The **Operations** Division is primarily responsible for the City's road network and infrastructure, including; pavement, sidewalks, street lighting, traffic signals, road markings, street cleaning, and snow removal. In previous financial plan's Operations included MRN, Fleet, and Operations Administration. For 2020 the City has adapted a streamlined approach and has isolated other related activities as distinct divisions to be better aligned with statutory reporting and Managerial responsibilities (MRN, Fleet, and Operations Administration).

In 2020, the Operations Division has 12.68 FTE's (inclusive of MRN)

Budget Highlights

For 2020, operating budgets were set based on average actual costs over the last 3 years to better reflect anticipated future costs.

Salary and Benefits, including **Recoveries**, is a major driver of the Engineering budget representing 34% (\$659,000) of total operating expenses. Recoveries consist of transfers from the four Utilities for the various services provided by the employees of the Operations division.

Contracted Services is 19% (\$370,000) of the total operating expenses and includes contacted services for minor repairs or upgrades to the road network such as paving, curb and gutter or sidewalk repair, minor electrical repair or upgrades etc.

Equipment Expenses is 18% (\$352,000) of the total operating expenses and includes charges for vehicles including; garage charges, vehicle insurance, vehicle rentals, and vehicle replacement provisions.

Utilities represents 14% (\$279,000) of the total operating expenses. This includes hydro fees for street lights within the city.

Supplies and Materials is 7% (\$130,000) of the total operating expenses and represents the cost for maintenance supplies including road salt, sand, and brine.

Vehicle Expenses represent 5% (\$100,000) of all operating expenses. This includes insurance and lease expenses for operating vehicles.

All other expenses represent 3% (\$56,000) of the budgeted operating expenses.

Operations - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-8,193	0	0	0	0
EHT funded from surplus	-8,193	0	0	0	0
Expenses	1,946,372	2,150,195	2,214,941	2,266,227	2,314,187
Salary and Benefits	1,075,404	1,226,714	1,254,130	1,282,191	1,309,821
Contracted Services	368,894	371,312	373,742	376,181	378,669
Equipment Expenses	351,921	392,958	420,190	440,375	457,600
Utilities	278,789	292,729	305,689	311,803	318,039
Supplies & Materials	131,671	134,010	136,160	138,682	141,256
Vehicle Expenses	99,981	99,981	99,981	99,981	99,981
Lease & Rentals	29,600	29,690	29,795	29,976	30,161
Insurance & Claims	20,287	21,302	22,245	22,690	23,144
Communications	6,000	6,000	6,000	6,000	6,000
Recoveries	-416,176	-424,502	-432,991	-441,652	-450,484
Total	1,938,178	2,150,194	2,214,941	2,266,227	2,314,187

Notable changes and change drivers are primarily related to the re-alignment and the creation of two additional divisions (Operations Admin and Fleet) from what was historically operations.

- The net impact of salary and benefits, interdepartmental transfers, and the utility shift is a \$46,000 increase and relates to projected increases in contracted wage settlements, increases in extended health benefits, and the Employer Health Tax.
- Increases related to internal garage charges and insurance for operations vehicles account for a \$33,000 increase.
- All other net changes total \$15,000.
- To ease the financial burden faced by taxpayers during the COVID-19 pandemic, Port Moody City Council has made cuts to the 2020 Financial Plan that resulted in a reduction to services related to removal and maintenance of vegetation on/around roads and boulevards of \$128,000.

Operations - Budget Drivers	PLN 2020
Salary and Benefit Changes	-8,802
Operating Expenses	48,211
Recoveries - Utility Shift	-110,176
Interdepartmental Transfers	165,433
COVID-19 Related Reductions	-128,096
Total	-33,430

Fleet Services Division

The Engineering & Operations Department is responsible for operating, maintaining, planning, designing, and constructing the City's public works assets valued at \$115 million. This includes all City roads, sidewalks, bridges, street lights, traffic signals, road signs, water mains, sewer mains, and storm water infrastructure. The department is also responsible for the City's fleet administration services.

The **Fleet** Division is responsible for the maintenance and repairs for the City's Fleet. Additionally they are involved in all fleet/ vehicle replacements. Fleet is a full cost recovery division – all expenses are recovered through internal charges to other divisions for the services received.

Budget Highlights

The overall operating expenses for the Fleet division are balanced with transfers from other divisions known as recoveries. Divisions that require vehicle maintenance, repairs, and replacements must pay for the cost of these expenses.

Fleet - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-2,588	0	0	0	0
EHT funded from surplus	-2,588	0	0	0	0
Expenses	288	2,227	2,233	1,978	1,993
Salary and Benefits	445,631	454,670	463,744	473,169	482,827
Supplies & Materials	50,900	53,277	56,267	58,431	58,988
Equipment Expenses	10,000	10,200	10,404	10,612	10,824
Contracted Services	4,000	4,080	4,162	4,245	4,330
Communications	3,000	3,060	3,121	3,184	3,247
Training & Development	2,100	2,100	2,100	2,100	2,100
Recoveries	-515,343	-525,160	-537,565	-549,763	-560,323
Total	-2,300	2,227	2,233	1,978	1,993

Notable Changes

The table below identifies the 2020 budget drivers:

Fleet - Budget Drivers	PLN 2020
Salary and Benefit Changes	-10,708
Operating Expenses	6,551
Total	-4,157

Operations Administration Division

The Engineering & Operations Department is responsible for operating, maintaining, planning, designing, and constructing the City's public works assets valued at \$115 million. This includes all City roads, sidewalks, bridges, street lights, traffic signals, road signs, water mains, sewer mains, and storm water infrastructure. The department is also responsible for the City's fleet administration services.

The **Operations Administration** division consists of administration relating to Solid Waste and Recycling, fleet maintenance, Roads and drainage maintenance, utilities maintenance, and snow and ice control. This division includes 4 FTE.

Budget Highlights

The 2020-2024 Financial Plan includes the required expenditures to deliver the necessary services to the community. For 2020, operating budgets in this group were set based on average actual costs over the last 3 years to better reflect anticipated future costs.

Salaries and benefits, including **Recoveries**, represent a significant portion of the annual operating expenses at \$52,000 which is 18% of the total operating expenses. Recoveries represent a credit of \$391,000 to labour consist of transfers from the four Utilities for the various services provided by the employees of the Operations Admin division.

At 15% (\$42,000) of the overall operating expenses, **equipment expenses** include all vehicle fuel and maintenance charges.

Contract fees/services represent 8% of the overall operating expenses at \$22,000. The main source of this cost is the division's contract for uniform cleaning.

Consulting services consist of software upgrades, maintenance, and subscriptions at \$12,500 (4%) of the total operating expense budget.

Recoveries consist of transfers to the Facilities division for their maintenance services on the Works Yard office (\$140,000).

All **other** operating expenses represent 4% (\$10,000) of the total operating expenses. This mainly consists of supplies and materials for the division.

Operations Admin - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-2,881	0	0	0	0
EHT funded from surplus	-2,881	0	0	0	0
Expenses	289,600	295,888	300,549	305,602	310,529
Salary and Benefits	442,345	450,871	459,569	468,440	477,489
Equipment Expenses	42,351	45,199	47,089	48,487	49,680
Contracted Services	21,764	21,829	21,896	21,964	22,033
Consulting Services	12,500	12,500	12,500	12,500	12,500
Supplies & Miscellaneous	11,030	11,214	11,401	11,592	11,787
Training & Development	7,824	7,977	8,137	8,301	8,466
Communications	2,500	2,500	2,500	2,500	2,500
Recoveries	-250,714	-256,203	-262,543	-268,182	-273,926
Total	286,719	295,888	300,549	305,602	310,529

Notable changes and change drivers are primarily related to the re-alignment and the creation of this division from what was historically operations. The net impact of the re-alignment (salary and benefits, interdepartmental transfers, and the utility shift) is a \$22,000 increase. This relates to projected increases in contracted wage settlements.

Operations Admin - Budget Drivers	PLN 2020
Salary and Benefit Changes	-13,690
Operating Expenses	3,692
Recoveries - Utility Shift	201,052
Interdepartmental Transfers	-165,574
Total	25,480

Environment & Parks2020-2024 OPERATING BUDGET

Environmental Services Division

The Environment Division is responsible for providing environmental leadership and direction across City departments. Core responsibilities include: environmental oversite to ensure compliance with all environmental regulatory requirements; input to the planning and development process for protection of the natural environment; operational responsibility for spill response, wildlife management and local environmental stewardship coordination; community environmental education and outreach; and invasive species management and ecological restoration.

The Environment Division consists of:

Environmental Compliance, responsible for ensuring the City is compliant with internal and external environmental regulatory requirements. This includes the Riparian Area Regulation, the Wildlife Act, the Water Sustainability Act, the Environmental Management Act, the Species at Risk Act and the Federal Fisheries Act. The Environment Division provides support to the Engineering and Operations Department to ensure appropriate permits and approvals are in place for Capital and Operating projects.

Environmental Planning, responsible for environmental input to Development and Planning processes for the City including implementation of Development Permit Areas for natural lands protected within the City's Environmentally Sensitive Areas Management Strategy, including streamside setbacks as set out in the Zoning Bylaw.

Spill Response, Wildlife Management and Local Environmental Stewardship Coordination, responsible for the provision of technical expertise towards spill response, the development and implementation of wildlife management plans (e.g. Goose Management, Bear Management Strategy and Beaver Management Plan) and coordination of quarterly meetings with local environmental stewardship representatives.

Community Environmental Education and Outreach, responsible for the delivery of environmental education and outreach programming throughout the year, *Port Moody Naturally*. This includes an annual *Bear Essentials* event to reduce human-bear conflict. Other events include Earth Day programs and attendance at the Fingerling Festival, Car Free Day and the Community Fair. Access to environmental information is also provided on the City website, through social media and advertising.

Invasive Species Management and Ecological Restoration, responsible for implementation of an invasive species management and restoration program on targeted species that pose ecological, human health and safety or infrastructure risks to the City (i.e. Giant hogweed, Japanese knotweed, Spartina, ivy, blackberry and chafer beetle). Community invasive plant pulls and native restorations plantings are coordinated throughout the year and a consultant is hired annually to support the control of Japanese knotweed on City lands.

Division Priorities and Key Initiatives

Environment is a small division focused on the provision of environmental expertise and support towards City matters across departments and externally. Key initiatives that drive internal and community requests are related to a number of environmental initiatives including: annual review of Environment and Parks and Engineering and Operations Capitol and Operating projects for environmental permits and approvals; the City's Environmentally Sensitive Areas Management Strategy which is currently being updated; associated Development Permit Areas (DPA4) for natural areas and

riparian setbacks; the Bear Management Strategy and the Beaver Management Plan; *Port Moody Naturally* programming; and an update to the City's Spill Response Guideline. We provide daily responses to the public on environmental requirements through development, *Bear Essentials* information (i.e. reduction of bear attractants), composter and rain barrel purchase, invasive species identification, tree protection inquiries, wildlife rescue requests and information regarding the Bird Nesting Window and *Naturescape* policy. We strive to maintain and enhance a strong environmental ethic City-wide through the provision of up-to-date environmental best practices, principles, process and research.

Budget Highlights

The 2020 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes 3.54 FTE employees.

Revenues of \$88,255 are tied to reserve transfers from the Carbon Offsets and Development Process Reserves for position funding.

Labour continues to be a significant cost for the division representing 84% of operating budget expenses at \$465,000.

Invasive Species & Initiatives represents 13% (\$70,000) of the total operating expenses. This includes targeted Knotweed and Spartina treatment and removal for invasive species management.

Training & Development and **Consulting Services** each represent 1% the budgeted operating expenses. This includes staff advancement and outsourced consultants.

Environmental Services - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-88,255	-87,417	-89,166	-90,950	-92,769
From Reserves - Operating	-85,703	-87,417	-89,166	-90,950	-92,769
EHT funded from surplus	-2,552	0	0	0	0
Expenses	555,960	565,451	575,131	585,004	595,076
Salary and Benefits	464,524	473,815	483,291	492,957	502,816
Invasive Species Programs/Initiatives	70,240	70,240	70,240	70,240	70,240
Consulting Services	8,160	8,323	8,490	8,659	8,833
Training & Development	7,700	7,700	7,700	7,700	7,700
Supplies & Miscellaneous	2,500	2,500	2,500	2,500	2,500
Communications	1,836	1,873	1,910	1,948	1,987
Contracted Services	1,000	1,000	1,000	1,000	1,000
Total	467,705	478,034	485,965	494,054	502,307

Notable Changes

The 2020 budget drivers of the \$11,000 increase from 2019 are primarily around:

- Salaries and benefits which increased by \$15,000. This is related to estimated contractual and cost of living increases for CUPE and exempt employees.
- Operating expenses for 2020 have a net reduction of \$2,600 to better reflect actual contracted services/fees.

• Transfers from reserves to fund positions have increased by \$1,700. This is related to estimated contractual and cost of living increases.

Environmental Services - Budget Drivers	PLN 2020
Salary and Benefit Changes	15,425
Operating Expenses	-2,604
Transfer from Carbon Offsets Community Reserve	-1,026
Transfer from Development Process Reserve	-654
Total	11,141

Parks Division

The City of Port Moody is a place where parks and recreation support:

- A variety of safe, accessible, and affordable outdoor and indoor recreation opportunities available to all members of the community
- Healthy and active lifestyles
- A natural environment that is respected, protected and enhanced for the enjoyment and benefits it provides
- Pride in the community and a strong sense of belonging
- City of Port Moody Parks and Recreation Master Plan (2016)

The Parks Division provides services that support the protection of the natural environment and public enjoyment of over 349 hectares of parks and green spaces. The primary goal of the department is to provide good stewardship of the City's parks assets including natural assets as the land manager. This is accomplished by providing long-term park planning, maintenance work, capital construction projects, and support for special events, risk management inspections and mitigation, as well as administrative support.

The **Parks** Division consists of:

Parks Administration and Park Planning, responsible for the development of detailed strategic planning documents such as Park Master Plans and Asset Management Plans for the City including input into the City's annual *Five-Year Financial Plan*; the assisting in the development of park related plans such as the Community Wildfire Protection Plan and Climate Action Plan; oversight for the implementation of approved park strategic plans such as the Parks and Recreation Master Plan; participating in the City's emergency response planning and providing advice to other departments such as Planning and Development for park-related considerations.

Parks, responsible for the operations and maintenance of over 30 parks which include City Parks, Community Parks, Neighbourhood Parks, and Natural Areas. This includes sports fields, sports courts and tennis courts, skate parks, Bike Trials Park, 4 dog off-leash parks, water spray parks and playgrounds as well as litter pickup and recycling, signage and wayfinding signage, and washrooms in park buildings. Waterfront parks with beaches, piers and floats support swimming, power boating, kayaking, and rowing, sailing and other water based activities. Parks provide support for over 20 special events and runs/rides in partnership with community groups. The work also includes turf maintenance and grass-cutting for parks.

Horticulture, responsible for the installation and maintenance of landscape areas including civic facilities, parks, plazas, traffic islands, walkways and boulevards. Horticulture strives to create a sense of pride and community identity through beautification and to support green infrastructure through the planning and maintenance of raingardens, green roofs and bio swales and supporting habitat restoration and invasive removal projects.

Urban Forestry/Trails, responsible for urban forest management which includes technical support for other departments, tree inspections and removal of hazardous trees, replanting and maintenance of new trees, street tree maintenance of over 5500 street trees, and emergency response in storm events. Park users can hike, bike, run and walk on over 77 km of trails and pathways which provide connectivity throughout the City. Trails staff inspect and maintain a number of boardwalks, bridges and

staircases throughout the City's park system and facilitating the management of the trail assets to maximize the value of these critical and ensure they provide long-term benefits.

Division Priorities and Key Initiatives

The Parks division is focused on providing excellent customer service to the residents of our City and park visitors and implementing the Parks and Recreation Master Plan (2016). There are over 75 recommendations in the 10 year plan which include planning and design, operations and programs and services. There are a number of projects underway or in the planning phase for trails, parkland acquisition, park design and development, outdoor sports and other park amenities. These include the upgrading of the Shoreline multi-use trail (south section) and restoration planting, design work for the redevelopment of Inlet Park, scoping work for the development of a trail network plan, support for the DCC amendment, and continued partnership with volunteers such as TORCA, wayfinding signage improvements, improvements to the Rocky Point boat launch, and implementing recommendations to address wildlife management (geese, bears, beaver).

We are currently working on the development of an updated Asset Management Plan for Parks to assist in meeting best practices in asset management, long-term financial planning and park asset management plan. Parks have initiated work on inventory and planning for park assets including GPS data layers and condition assessments. We are incorporating technology to maximize performance and efficiency through the use of mobile devices for an updated risk management inspection program for playgrounds and hazard trees and will be expanding this for other assets in parks and trails. Urban Forestry/Trails have also installed a network of trail counters to initiate the collection of park user volumes.

The 2020 parks work plan includes a number of capital projects including the Rocky Point Park Master Plan Update, the Park Acquisition Strategy, construction of Inlet Park and a number of capital improvement projects.

Budget Highlights

The 2020 Financial Plan is slightly increased from previous plans. The budget supports the areas discussed above and includes 22.36 FTE employees including a number of seasonal TFT and auxiliary staff.

Revenues of \$272,000 primarily consist of field rentals, user contributions, and ramp fees represents.

Labour continues to be a significant cost for the division representing 67% of operating budget expenses at \$1,783,000.

Vehicles and Equipment expenses include fleet provisions for Parks (lease vehicles, vehicle replacement, vehicle maintenance, fuel and small equipment) represents 16% of operating budget expenses at \$427,000.

Contracted and Consulting Services represent 8% at \$201,000 of the annual operating budget expenses and includes the budgets for hazard tree removals, dog waste diversion program, wildlife management, turf maintenance, electrical, and other park contractor work.

Supplies & Materials expenses represent 6% at \$160,000 of the budgeted operating expenses.

Recoveries, Miscellaneous, Reserve Transfers, Utilities, and Training & Development expenses each represent 1% of the budgeted operating expenses. Recoveries represent transfers to other departments for their support to the Parks division.

Parks - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-271,613	-263,098	-264,789	-268,525	-271,127
Sale of services	-197,142	-203,303	-209,781	-218,124	-225,493
Revenue - Miscellaneous	-10,851	-11,026	-11,214	-11,438	-11,500
Transfer from reserves - Operating	-28,745	-28,770	-28,795	-28,963	-29,134
Transfer from reserves-capital	-25,000	-20,000	-15,000	-10,000	-5,000
EHT funded from surplus	-9,875	0	0	0	0
Expenses	2,671,479	2,821,440	2,892,091	2,958,580	2,973,928
Salary and Benefits	1,782,650	1,848,694	1,888,165	1,928,510	1,968,680
Equipment Expenses	359,604	389,345	409,445	425,772	396,235
Contracted & Consulting Services	200,685	234,551	238,340	242,416	246,639
Supplies & Materials	160,300	178,864	184,387	188,045	186,890
Vehicle Expenses	67,801	68,923	70,050	71,313	72,169
Recoveries	23,050	23,050	23,050	23,050	23,050
Miscellaneous	21,200	21,300	21,400	21,628	21,861
Transfer to reserves - Capital	20,000	20,000	20,000	20,000	20,000
Utilities	17,134	17,535	17,946	18,412	18,837
Training & Development	13,499	13,621	13,751	13,874	14,006
Communications	5,557	5,558	5,559	5,560	5,561
Total	2,399,866	2,558,341	2,627,302	2,690,055	2,702,801

The 2020 Budget drivers are primarily around salaries and benefits which increased by \$80,000. This was related to the estimated contractual and cost of living increases for CUPE and exempt employees.

Operating increases have increased by \$60,000. The major driver is the increase in equipment expenses of \$54,000 related to fuel costs and vehicle replacement provision. This was partially offset by an increase in the revenues for field user fees (credit) of \$17,000 and a transfer of \$25,000 from Sanitation Reserve to offset the dog waste diversion program for the first four years of the program starting in 2020.

To ease the financial burden faced by taxpayers during the COVID-19 pandemic, Port Moody City Council has made cuts to the 2020 Financial Plan that resulted in a reduction to:

- The purchase of annual perennials (plants) for City gardens and boulevards.
- Event Coordinator hours due to the cancellation of city events.

Parks - Budget Drivers	PLN 2020
Sale of Services	-17,717
Revenues - Miscellaneous	661
Salary and Benefit Changes	80,492
Operating Expenses	59,587
Transfer from/to Reserve	-25,025
COVID-19 Related Reductions	-25,493
Total	72,505

Fire Rescue 2020-2024 OPERATING BUDGET

Fire Rescue

Port Moody Fire Rescue is a full-service fire rescue response agency charged with the responsibility to provide enhanced fire rescue response, fire prevention, fire and life safety education, and fire investigation services, as well as oversee and administer the City of Port Moody Emergency program. In existence since the City incorporated in 1913, Port Moody Fire Rescue is composed of 45 career firefighters, 3 chief officer and 20 volunteer auxiliary firefighters stationed in two community Fire Halls providing services 24 hours a day, 7 days a week year-round.

Mission Statement:

Port Moody Fire Rescue is dedicated to minimizing injury, property loss and environmental damage in our community in the event of fire, disaster, or other life-threatening incident. Through effective and timely response, prevention initiatives, progressive practices, education and training, Port Moody aspires to be amongst the safest communities in Canada.

Values:

Excellence

 Port Moody Fire Rescue staff will always pursue excellence through dedication to profession in the delivery of our services

Compassion

Port Moody Fire Rescue staff will always display empathy for those we serve in times of crisis

Integrity

 Port Moody Fire Rescue staff will always uphold the highest standard of moral and ethical conduct, and act as community role models in this regard

Teamwork

 Port Moody Fire Rescue staff will always work together, despite our differences, for the common good in the delivery of our services

Department Goal:

Port Moody Fire Rescue will strive to be amongst the safest, healthiest and most efficient full service fire departments in Canada.

Response Model:

Port Moody Fire Rescue provides an all-hazards approach to its services. All-hazards response means that the Department will respond to any and all life safety incidents with our community. Port Moody Fire Rescue staff are all trained to a minimum of BC-EMALB First Responder Level 3, with enhanced skills including AED operations, spinal immobilization, and others in a value-added support role for the pre-hospital emergency care model governed by BC Emergency Health Services. As well, PMFR provides specialized services in the areas of:

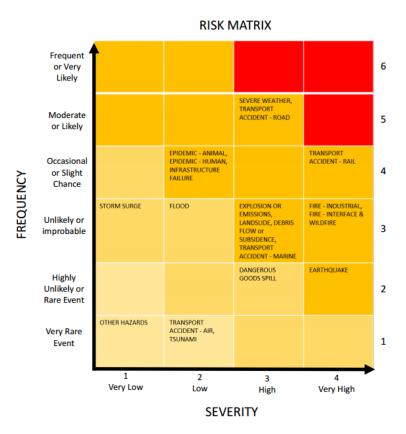
- Technical rope rescue
- Confined space rescue
- Advanced vehicle extrication operations

- Hazardous Materials advanced operations response (under-development)
- Wildland/Interface suppression & structure protection services

Currently, PMFR's staffing model has 2 NFPA compliant staffed engines on duty 24/7, one each at Inlet Centre and Glenayre. These engines, each with an officer and 3 firefighters, provide the 1st-in response to emergencies within our City. As well, PMFR utilizes and elevated alarm system to recall off-duty career and volunteers to respond to major incidents, or multiple simultaneous events. This callback staff uses our fleet of service-ready apparatus to respond.

Community Risk Model:

Port moody Fire Rescue follows a community risk model that evaluates a number of factors to determine response priorities. Factors include current available staffed apparatus, response times, geography, topography, potential fire load, and heavy local and transportation oriented industry. PMFR also provides response services to the Port of Vancouver facilities located locally, and heavy industry partners including Suncor petrochemicals, Imperial Oil, Flavelle Timber and the Canadian Pacific Railway.



Port Moody Fire Rescue is made up of a number of key divisions. They include:

Operations Division, responsible for fire suppression services, first responder medical services, life-safety/rescue response services, and specialized rescue services. Operations also assists in the delivery of community safety initiatives including premise inspections and public education programming. Operations also oversees the management of the Port Moody Fire Rescue apparatus fleet and Department facilities.

Training Division, responsible for the planning, development, delivery and evaluation of all training of Department staff. Industry best practices, regulatory requirements, and operational needs all drive the

scope of the training programs. In 2018, the PMFR Training Division facilitated the delivery of over 8195 person-hours of training.

Community Safety Division, responsible for all fire prevention services, life-safety educational programming, and community outreach initiatives. As well, members of this Division support Operations through the provision of fire investigative services. Fire Prevention services include:

- regular fire safety inspections,
- problem premise inspections,
- institutional inspections,
- Fire and building code interpretation and enforcement
- liaising with our City Buildings and Bylaws Department regarding new construction code compliance

Emergency Management, responsible for Emergency Management and disaster response planning falls under the Community Safety Division. The scope of this area includes such processes as planning for and managing a major emergency response, managing the City's Emergency Operations Centre, managing a complete post-disaster recovery, training staff and community volunteers, and providing emergency planning information to the public.

Port Moody Volunteer Firefighter's Association, comprised of 19 community oriented individuals whom supplement our career staff at major incidents, as well as being very involved in community events. They meet for training weekly, and are led by an executive and fall under the stewardship of the Operations Division of PMFR. They are currently governed by regulations as set out in the BC Office of the Fire Commissioner official "Playbook".

Division Priorities and Key Initiatives

Port Moody Fire Rescue is embarking on a significant heavy apparatus upgrade program. The Department's fleet has aged and deteriorated to the point where replacement is our highest priority. For 2020, PMFR will be receiving replacements for our 30 year-old aerial apparatus and our 25 year-old Spartan engine.

As well, PMFR will be placing emphasis on continued improvements in the City of Port Moody Emergency Program through the hiring of a dedicated Emergency Program Coordinator. Reporting to the Fire Rescue Deputy-Chief of Community Safety, this position would be charged with managing the day-to-day operations of the emergency program, inventory management, staff management, volunteer recruitment & training, and emergency social support.

Budget Highlights

The 2020 total operating budget is \$8,886,000. The budget supports the areas discussed below:

Three **new services** are being requested for the department

• The purchase of two apparatus, this service will provide the community with top quality apparatus for the next 15-25 years. The replacement program, which is much needed to secure the department's ability to respond, is being managed through debt financing. The servicing of this debt will have to operationalize in the budget process. The apparatus replacement program directly reflects Council's strategic initiative for a healthy community.

Reserve transfers reflect 62% (95,000) of revenues for the Fire Rescue department. The transfer relates to apparatus financing.

Over 80% (\$7,339,000) of the budget allocated to salaries and benefits.

Equipment expenses represent 5% (\$426,000) of the annual operating budget to cover the cost of maintenance and debt financing for Fire Rescue apparatus.

Debt principal and interest payments represent 4% of the overall operating budget at \$350,000. This is in relation to the construction of the new Inlet Fire Hall.

Government payments related to E-Comm fees represent 3% (\$292,000) of the annual operating budget.

Recoveries and **Supplies & Miscellaneous** expenses each represent 2% of the overall budget. Recoveries consist mainly of transfers to the Facilities department for building maintenance (\$177,000) and Supplies & Miscellaneous expenses primarily consist of employee uniforms, radios, and First Aid supplies (\$182,000).

3% (\$272,000) represent all **other** operating expenses for the department.

Fire Rescue - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-153,632	-202,556	-136,556	-70,556	-5,000
Other - Fees/Fines	-14,000	-5,000	-5,000	-5,000	-5,000
From reserves - Capital	-94,556	-197,556	-131,556	-65,556	0
EHT funded from surplus	-45,076	0	0	0	0
Expenses	9,039,457	9,471,029	9,690,487	9,916,031	10,149,029
Salary and Benefits	7,338,928	7,559,263	7,747,857	7,941,158	8,143,558
Equipment Expenses	426,421	438,419	449,457	460,318	470,959
Debt Payments	350,096	529,552	529,553	529,552	529,553
Government Payments	292,486	300,946	309,681	318,972	328,541
Supplies & Miscellaneous	182,337	185,706	189,721	193,273	197,108
Recoveries	177,323	180,851	183,386	187,171	191,047
Training & Development	80,200	81,521	82,864	84,264	84,183
Consulting Services	58,424	60,114	61,859	63,714	65,626
Contracted Services	55,930	55,930	55,930	55,930	55,930
Vehicle Expenses	34,923	35,870	36,845	37,850	38,884
Communications	25,510	25,510	25,510	25,510	25,510
Insurance & Claims	10,119	10,321	10,528	10,737	10,953
Grants & Donations	6,760	7,025	7,296	7,582	7,177
Total	8,885,824	9,268,472	9,553,931	9,845,475	10,144,029

Notable Changes

The 2020 budget drivers of the \$556,000 increase are primarily around:

- Requests for new service related to the purchase of two Fire apparatus (\$66,000)
- Salaries and benefits which increased by \$345,000. This is related to estimated contractual and cost of living increases for CUPE and exempt employees.
- Operating expenses increased by \$104,000. The major drivers are vehicle/equipment maintenance and supplies and miscellaneous expenses which represent the increased costs for

uniforms and equipment associated with the Fire Rescue industry. This is partially offset by a decrease in the transfer to the Fire Truck Reserve (credit) of \$22,000.

• To ease the financial burden faced by taxpayers during the COVID-19 pandemic, Port Moody City Council has made cuts to the Fire department's 2020 operating budget (credit) of \$9,000.

Fire Rescue - Budget Drivers	PLN 2020
Salary and Benefit Changes	344,714
Operating Expenses	104,221
Transfer to Fire Truck Lease Reserve	-22,101
New Service - Fire Apparatus	66,000
COVID-19 Related Reductions	-9,000
Total	483,834

Finance & Technology 2020-2024 OPERATING BUDGET

Finance

The Finance Division is responsible for providing leadership and support to promote the financial well-being of the City. The primary goal of the department is to ensure fiscal responsibility and good stewardship of the City's assets. This is accomplished by providing long-term financial planning, annual budget development, property tax and utility calculation and collection, treasury and cash management, payroll services, purchasing expertise and administration, risk management and mitigation, statutory financial reporting, and the establishment of effective internal controls.

The Finance Division consists of:

Financial Planning, responsible for Financial Planning for the City including the City's annual *Five-Year Financial Plan*; the collection and management of all City revenues including property taxes billing and collection, annual residential utility (water, sewer, garbage/green waste) charges and metered utility billings; and oversees the City's internal audit program.

Financial Reporting, responsible for the statutory reporting requirements of the City including the City's year-end Financial Statements and published Annual Report; internal financial reporting; payroll including the accurate and timely preparation of employee pay in accordance with Federal and Provincial legislation, various collective agreements and City policies; and, responsible for the Treasury function, which manages City investments.

Purchasing, responsible for the responsible for the efficient and economical acquisition and payment of materials, supplies, equipment, rentals and services for the City's operations and programs; accounts payable and accounts receivable.

Real Estate, responsible for facilitating the management of the City's land inventories to maximize the value of these critical assets. The City's land assets are non-renewable and require ongoing stewardship to ensure they provide long-term benefits.

Risk Management, responsible for risk assessments on City parks, facilities and infrastructure; manages property loss and damages claims; negotiates and renews vehicle, property, liability and volunteer insurance; and provides advice to departments to control.

Division Priorities and Key Initiatives

Finance is a support division that is focused on providing excellent customer service to our external and internal client groups. We deal with the public in regards to property tax, utility billings, accounts payable and receivable, and property damage claims. We also assist internal client groups related to accounting, payroll, purchasing, risk, and budgeting support. Finance works towards the insuring the City has established effective internal controls to ensure the integrity of financial and accounting information, promoting accountability, and preventing fraud. We are continually striving to innovate and leverage technology to maximize performance and efficiency.

Budget Highlights

The 2020 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes 14.6 FTE employees.

Revenues consisting of administrative fees, tax certificates, fees to banks and mortgage companies, and reserve transfers represents a budgeted \$139,000 credit.

Labour, including **Recoveries**, continues to be a significant cost for the division representing 77% of operating budget expenses at \$1,590,000. Recoveries, at a credit of \$274,000, consist of transfers from the four Utilities for the various services provided by the employees of the Finance division.

Insurance & Claims, at 12% (\$208,000) of the total operating expenses, primarily damage/liability claims and liability insurance.

Contracted and Consulting Services represent 6% (\$105,000) of the annual operating budget expenses and includes the budgets for: internal audit, actuarial services, audit services, and some software maintenance expenses.

Communications and **Training & Development** each represents 2% of the budgeted operating expenses. Communications expenses include advertising and postage for tax and utilities.

Supplies & Miscellaneous expenses represent 1% (\$19,000) of the budgeted operating expenses.

Finance - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-138,768	-130,000	-130,000	-130,000	-130,000
Other - Miscellaneous	-105,000	-105,000	-105,000	-105,000	-105,000
From reserves - Capital	-25,000	-25,000	-25,000	-25,000	-25,000
EHT funded from surplus	-8,768	0	0	0	0
Expenses	1,711,771	1,762,594	1,794,685	1,827,412	1,861,589
Salary and Benefits	1,590,184	1,621,990	1,654,428	1,687,512	1,721,254
Insurance & Claims	208,297	231,562	234,893	238,292	241,758
Contracted and Consulting Services	105,159	105,499	106,606	107,735	108,887
Training & Development	35,790	36,272	36,679	37,092	37,511
Communications	27,032	27,376	27,724	28,078	28,437
Supplies & Miscellaneous	19,070	19,114	19,156	19,198	19,240
Recoveries	-273,761	-279,219	-284,801	-290,495	-295,498
Total	1,573,003	1,632,594	1,664,685	1,697,412	1,731,589

Notable Changes

The 2020 budget drivers of the \$41,000 increase are primarily around salaries and benefits which increased by \$39,000. This was related to estimated contractual and cost of living increases for CUPE and exempt employees.

Operating expenses have increased by \$24,000. The major driver of this increase is consulting and professional services (\$11,000) as well as the City's insurance premiums (\$19,000). Other increases of \$5,000 are related to postage, supplies and materials, and training and development (personnel services). This was offset by an increase in the utility shift (credit) of \$12,000.

To ease the financial burden faced by taxpayers during the COVID-19 pandemic, Port Moody City Council has made cuts to the 2020 Financial Plan that resulted in a reduction to insurance expenses since claims are unknown and if claims exceed this budget, the City can draw from Insurance Reserves.

Finance - Budget Drivers	PLN 2020
Revenue - Miscellaneous	-1,000
Salary and Benefit Changes	38,669
Operating Expenses	23,472
COVID-19 Related Reductions	-20,000
Total 110	41,140

Information Services Division

The Information Services (I.S.) Division is responsible for supporting all of the City's integrated software applications and coordinating telecommunications requirements such as phones and mobile devices. I.S. also supports online web services, which allow taxpayers to pay bills online, sign up for recreation programs, and access ViewPort, our public-facing GIS system.

The Information Services Division consists of:

- **I.S. Applications**, responsible for implementing and maintaining enterprise wide software applications that cross all departments and the public including land management, financials, maintenance management, payroll, human resources, recreation management and open data.
- **I.S. Infrastructure**, responsible for maintaining the City's core technology infrastructure including technology security, desktop hardware, desktop applications, severs, networking, email, file storage, printing, telephony, user accounts and SCADA.

Mapping and G.I.S., responsible for maintaining the City's core geospatial data and integrating it with the internal and external ViewPort GIS systems, open data, maintenance management and land management systems. The team researches data and produces maps for both the public and internal departments.

Division Priorities and Key Initiatives

As a support division, Information Services is focused on providing excellent customer service to our external and internal client groups. The division provides strategic and operational leadership into enterprise software systems that assist departments to make better decisions, solve complex problems and maximize resources. New and improved online services allow the public to access City resources 24 hours a day at the tip of their fingers, and on their own schedule.

Budget Highlights

The 2020 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes 9 FTE employees.

Reserve Transfers, at a credit of \$63,000, represent transfers from the Development Process reserve and the Unallocated Asset Replacement reserve for GIS related support.

Labour, including **Recoveries**, continues to be a significant cost for the division representing 39% of the total operating budget at \$529,000. Recoveries, at a credit of \$230,000, consist of transfers from the four Utilities for the various services provided by the employees of the Information Services division.

Consulting Services represent 30% (\$402,000) of the total operating expenses and includes software costs that supports services such as:

- server infrastructure,
- Geographical Information Systems (GIS),
- document management,
- licensing,
- land management,
- maintenance management,
- financials, HR and payroll.

Equipment represent 15% (\$201,000) of the total operating budget and includes the City's computer leases and maintenance for I.S. equipment.

Phones and Communications represent 11% (\$153,000) of the total budgeted operating and includes citywide; wired phone services, cellular services, internet/ data services.

Training and development represents 3% (\$34,000) of the total operating budgeted.

Web Hosting and Supplies represent 2% (\$20,000) of the total budgeted operating.

Information Services - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-67,476	-63,333	-63,333	-63,333	-63,333
Transfer from Reserves - Operating	-50,000	-50,000	-50,000	-50,000	-50,000
Transfer from Reserves - Capital	-13,333	-13,333	-13,333	-13,333	-13,333
EHT funded from surplus	-4,143	0	0	0	0
Expenses	1,341,133	1,388,395	1,433,039	1,478,851	1,525,842
Salary and Benefits	759,376	777,620	796,228	815,209	834,570
Consulting Services	402,364	420,579	439,311	458,575	478,387
Equipment Expenses	201,006	211,395	218,357	225,544	232,963
Phones and Communications	152,750	156,665	160,683	164,811	169,046
Training & Development	33,805	34,546	35,195	35,856	36,523
Web Hosting	20,260	20,627	21,002	21,384	21,773
Supplies & Materials	2,000	2,000	2,000	2,000	2,000
Recoveries	-230,428	-235,037	-239,737	-244,529	-249,419
Total	1,273,657	1,325,062	1,369,706	1,415,517	1,462,509

Notable Changes

The 2020 budget drivers of the \$71,000 decrease are primarily around:

- Salaries and benefits which increased by \$31,000. This is related to estimated contractual and cost of living increases for CUPE and exempt employees.
- Operating expenses increased by \$16,000. The major driver of this increase is personnel services (staff training) and equipment maintenance costs at \$17,000. This was partially offset by an increase in the utility shift (credit) of \$9,000.
- An interdepartmental transfer of \$109,000 (credit) related to a position previously budget within I.S. that is now budgeted in the City Manager's Office.

Information Services - Budget Drivers	PLN 2020
Salary and Benefit Changes	30,923
Operating Expenses	16,111
Recoveries - Utility Shift	-9,123
Interdepartmental Transfers - Position moved to City Manager Division	-109,107
Total	-71,196

Library2020-2024 OPERATING BUDGET

Port Moody Public Library

Port Moody Public Library is responsible to provide resources and services in a variety of media to meet the needs of individuals and groups for the purposes of information, education and personal development including recreation and leisure. As such, the library has an important role in the development and maintenance of a democratic society by giving access to a wide range of knowledge, ideas, and opinions regardless of an individual's situation in life.

According to the Library Act, municipal libraries are governed by a Board of trustees comprised of Council appointed citizens and one City Councillor. The Board oversees the governance of the library by enacting policies and delegates operational responsibility to the Library Director.

Library services include:

- Free library cards
- Collections in multiple formats for a variety of audiences and abilities including books, magazines, newspapers, and multi-media
- Information services in-person, by phone, or email
- Literacy services for children, youth, and adults
- Programming and special events for all ages
- Lounge and study space
- Wi-Fi and public Internet access
- · Access to the collections and services of 18 other library systems through InterLINK
- Access to the collections held in public library through inter-library loan and BC OneCard

Division Priorities & Key Initiatives

The Library is focused on providing excellent customer service to the residents of Port Moody. The priorities are to connect people with ideas and information, to inspire imagination and a love of reading, and to facilitate lifelong learning and discovery.

In the 2020 Financial Plan, Library staff will be focused on implementing initiatives in accord with the Library Board's 2019-2023 Strategic Plan. This strategic plan has three strategic directions:

Direction 1 – Raise the profile of the Library in the community

Direction 2 – Revitalize how the Library does business to prepare for a future of growth and change

Direction 3 – Provide robust and relevant programming that addresses 21st Century literacy needs

Some initiatives for 2020 include:

- Conduct a workflow analysis for all library departments
- Create a plan to integrate new/emerging technology
- Create a Collection Development Plan
- Create and implement a Training Plan
- Target promotions for children to get library cards
- Explore and plan for the use of Virtual Reality
- Experiment with podcasting

Budget Highlights and Notable Changes

The 2020 Financial Plan is similar to previous plans. The budget supports the areas discussed above and includes 18.65 FTE employees.

The Library Board is requesting \$1,893,500 municipal support for 2020. The Board is projecting revenue of \$252,000 from various sources. The overall cost to run the library in 2020 will be \$2,145,000.

Labour is a significant cost for the division representing 80% of total expenses at 1,719,000.

Supplies & Materials represent 14% (309,000) of the overall cost for books, cataloging, and maintenance.

Equipment represent 4% (\$81,000) of the total operating budget.

Training and development represents 1% (\$12,500) of the total operating budgeted.

Library - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-251,784	-231,708	-230,708	-229,808	-228,808
Revenue - Sales/Fines	-78,046	-76,150	-75,150	-74,250	-73,250
Transfer from gov't: Provincial Grants	-107,836	-99,258	-99,258	-99,258	-99,258
Transfer from gov't: InterLINK Grant	-56,300	-56,300	-56,300	-56,300	-56,300
EHT funded from surplus	-9,602	0	0	0	0
Expenses	2,145,250	2,179,555	2,221,943	2,267,402	2,308,650
Salary and Benefits	1,718,677	1,748,213	1,783,176	1,818,841	1,855,217
Supplies & Miscellaneous	308,780	312,033	317,804	325,991	329,219
Equipment Expenses	81,229	82,445	83,704	84,969	86,260
Training & Development	12,449	12,588	12,793	12,961	13,132
Communications	10,164	10,203	10,269	10,316	10,367
Contracted Services	9,100	9,100	9,100	9,100	9,100
Insurance & Claims	4,851	4,973	5,097	5,224	5,355
Total	1,893,466	1,947,847	1,991,235	2,037,594	2,079,842

Notable Changes

The 2020 budget drivers of the \$71,500 increase are primarily around:

- Salaries and benefits which increase by \$54,000. This was related to estimated contractual and cost of living increases for CUPE and exempt employees.
- Revenue has decreased by \$8,500 due to a reduction in grants. The province has decreased their rate paid to libraries based on items lent through the BC OneCard program.
- Operating expenses have increased by \$9,000. This is related to an increase in the supplies
 and materials budget which is based on the InterLINK libraries per capita average. Equipment
 expenses have increased due to maintenance agreements fluctuating by 5% and programming
 costs have increased since the Library Board has deemed this a priority.

Library - Budget Drivers	PLN 2020
Other Revenue - Sales/Fines	-2,423
Provincial/InterLINK Grants	10,900
Salary and Benefit Changes	53,726
Operating Expenses	9,258
Total	71,461

Port Moody Police2020-2024 OPERATING BUDGET

Police Department

The Port Moody Police department is established at 52 sworn police members and 14 civilian staff. The department also has several auxiliary civilian staff members and utilize these employees in a part time capacity, as and when required, generally within the Administration Division.

The department is responsible for maintaining order, keeping the public peace, preventing crime, enforcing statutes, investigating provincial and federal laws and enforcing the criminal code of Canada. The department is governed by the Port Moody Police Board. The Police Board, in consultation with the Chief Constable, determines the priorities, goals and objectives of the department. The Police Board also approves all department policy and approves the budget for the PMPD.

The PMPD consists of the following divisions:

Operations Division (Patrol), responsible for maintaining order, preventing crime and enforcing laws and is the largest and most visible section of the department. Patrol officers work 24/7 and wear a standardized police uniform and drive fully marked police vehicles. Patrol officers respond to every call for service and investigate complaints.

Operations Division (Forensic Identification Section), responsible for fingerprint identification, DNA collection, blood, tool, photography and footwear impression. This is a highly specialized area where FIS members receive advanced training.

Operations Division (Road Safety Unit or Traffic Section), responsible for working with the community to identify problem areas to reduce harm and non-compliance to the Motor Vehicle Act. Members also work with Commercial Vehicle Safety Enforcement officers and the City of Port Moody Engineering Department on citizen complaints and design issues.

Operations Support Division, responsible for forming multi-disciplinary teams with police expertise in mental health, youth liaison, and community volunteer programs along with media liaison. The division includes uniformed officers in the Community Services Section (CSS), Major Crime Unit, Community Action Team, Crime Analysts, and Victim Services.

Administration Division, responsible for supporting the entire department utilizing mainly civilian (CUPE) employees who work to manage the operation of the cell block, exhibits, vehicle fleet, file records, transcriptions of statements, court liaison, IT services, and finance. Police members within Administration include Officers on the Senior Management Team along with training, recruitment, and policy coordination.

Integrated Teams, responsible for highly specialized policing duties. The PMPD participates in regional teams and have members embedded into the regional homicide team (IHIT), the regional police dog team (IPDS) and also the regional Emergency Response Team (ERT). These specialized teams operate throughout the metro Vancouver area. Many of the other independent municipal police agencies also second members to these teams and utilize their expertise when required.

Division Priorities and Key Initiatives

The Port Moody Police are responsible for public safety within the City of Port Moody. The department's main priority is crime prevention, the detection and investigation of crime along with enforcement of the criminal and provincial law. The PMPD are heavily involved in dealing with and assisting vulnerable populations within the city. Persons affected by untreated mental illness, missing

persons, those affected by poverty and homelessness, along with substance use, continues to be a priority for police. Frequently, police interactions with these vulnerable sectors do not relate to any criminal investigation but are related to general social issues.

The PMPD are committed to reducing crime through targeted enforcement of prolific offenders. High police visibility is also a key initiative as it relates to patrols of the Evergreen Extension and within our parks and at community events. Finally, road safety is also a key local priority for the PMPD. This includes the detection of impaired drivers involving alcohol or drugs along with the enforcement of bylaws and the Motor Vehicle Act.

GOAL #1	– MAINTAIN A SAFE	AND ENGAGED CO	MMUNITY		
Ensure timely,	Strengthen delivery	Increase	Address emerging		
effective response	of policing services	community	public safety		
		engagement and	issues and		
		outreach	concerns		
GOAL #2 – STRENGTHEN ORGANIZATIONAL CAPABILITIES					
Maximize	Enhance employee	Optimize training	Increase		
organizational	wellness	and development	governance		
effectiveness			effectiveness		

Budget Highlights

The 2020-2024 Financial Plan includes the required expenditures to deliver the necessary programs and services to the community. The 2020 budget plan maintains the current level of service for policing in the city. The department faces cost pressures, the majority of which are nondiscretionary in nature.

Proceeds from **traffic fines** and **growth allocation** represent 82% (\$944,000) of the total police revenues.

Salaries and benefits represent a significant portion of the annual operating expenses at \$9,700,000 (78%). When the projected cost of living and benefits increase (collective agreements) exceed the budget targets it makes it challenging to meet the target without a cut in service level.

Consulting and contracted services, 9% (\$1,100,000) of the total operating expenses, consist of quarterly E-Comm dispatch charges, integrated teams, internal audits, and other outsourced police services.

Equipment and vehicle expenses represent 6% of the annual operating expenses at \$718,000. This includes prime user fees, maintenance, insurance, and lease costs.

Government payments related to E-Comm for user fees for radio and equipment levy represent 2% (\$243,000) of the annual operating budget.

Recoveries at 2% (\$240,000) of the overall budget consist mainly of transfers to the Facilities department for building maintenance as well as HR services.

All **other operating expenses**, include training and development, firearms, uniforms, communications, janitorial as well as community related represent 4% of the overall operating expenses at \$507,000.

Police - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-1,147,935	-1,109,607	-1,118,650	-1,096,644	-1,096,039
Taxes - Growth Allocation	-486,813	-486,813	-486,813	-486,813	-486,813
Services to other gov'ts	-45,000	-45,000	-45,000	-45,000	-45,000
Other - Recoveries	-35,000	-35,000	-35,000	-35,000	-35,000
From gov't: Provincial Traffic Sharing	-457,000	-457,000	-457,000	-457,000	-457,000
From gov't: Provincial Grants	-67,456	-67,578	-67,703	-67,831	-67,960
From reserves - Operating	-4,750	-18,216	-27,134	-5,000	-4,266
EHT funded from surplus	-51,916	0	0	0	0
Expenses	12,459,838	12,818,748	13,169,769	13,485,967	13,853,852
Salary and Benefits	9,668,752	9,943,592	10,219,217	10,489,312	10,787,243
Consulting and Contracted Services	1,014,276	1,043,457	1,086,043	1,104,565	1,136,557
Equipment Expenses	589,902	596,653	608,657	627,345	630,669
Government Payments	243,076	250,368	257,879	265,616	273,584
Recoveries	240,380	244,688	249,083	253,563	258,135
Personnel Services	177,251	206,047	200,414	188,101	198,262
Supplies & Materials	173,277	176,742	189,276	183,883	187,558
Vehicle Expenses	128,140	133,503	136,915	140,418	144,013
Communications	74,517	76,007	77,527	79,077	80,660
Contracted Services	68,384	69,711	71,066	72,446	73,856
Miscellaneous	63,550	64,781	66,034	67,316	68,623
To reserves - Operating	18,333	13,200	7,658	14,325	14,692
Total	11,311,903	11,709,141	12,051,119	12,389,323	12,757,813

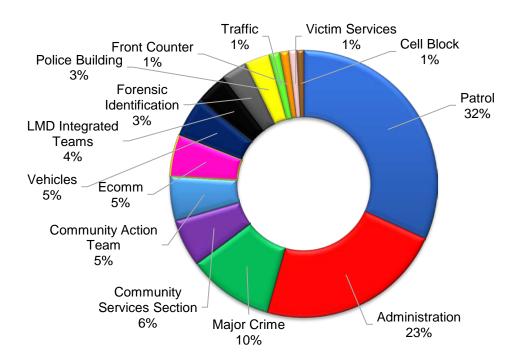
Notable Changes

The 2020 Budget has increased by \$414,000 over the prior year budget. The increase is primarily related to salaries and benefits which increased by \$294,000, an increase in operating expenses of \$107,000, increase in new services of \$63,000, and the impact of transfers from/to future operating reserve of \$79,000. This is offset by an increase in revenues of \$117,000 and COVID-19 reductions of \$12,000.

- Salaries and benefits have increased over the prior year largely due to nondiscretionary items such as the anticipated cost of living increases, benefit increases, and police member increments. Additional hours have also been budgeted for the freedom of information coordinator due to a significant increase in FOI requests and the growing complexity of those requests. The remaining labour increases relate to the reclassification of the crime analyst position as well as a small increase in front counter staff hours due to workload pressures.
- Operating expenses have increased primarily due to inflation. The other notable increases were related to increased internal audit costs, software upgrades, training and equipment.
- Revenues have increased over the prior year due an increase in growth and traffic fine revenue.
- New service relates to the ½ DVO position that was approved in prior years and funded previously by surplus rather than through taxation.
- Transfer from/to future operating reserve primarily relates to the funding of the ½ DVO position.

• COVID-19 reductions represent a \$12,000 decrease in Auxiliary Guard wages.

Police - Budget Drivers	PLN 2020
2020 Growth Allocation	-100,000
Revenue - Provincial Grants/Traffic Sharing	-16,550
Salary and Benefit Changes	293,860
Operating Expenses	106,638
Transfer from/to Future Operating Reserve	79,239
New Service City - Prior year approved half position (DVO)	62,641
COVID-19 Related Reductions	-12,000
Total	413,828



Patrol division is the largest and most prominent section of the department. Uniformed Patrol members are rresponsible for maintaining order, preventing crime and enforcing laws 24/7.

Administration supports operations of the department including senior management, training and recruitment, court liaison, records, transcriptions, fleet, FOI, policy, exhibit processing, IT services, and finance.

Major Crime is responsible for the investigation of serious person's crime and violent crimes along with high profile and

Community Services Section is staffed with members with expertise in mental health, youth services, community volunteer programs, victim services and media relations.

Community Action Team is a proactive team that works in the community preventing crimes in both a plain clothes and uniformed capacity. They target prolific offenders, property crimes and fraud.

Ecomm provides emergency communications through 911 and also non-emergency calls for service. EComm also provides the PMPD with Dispatch services plus radio levies for shared infrastructure & radio equipment.

Vehicles include all costs related to maintaining, fitting up and replacing the current fleet of police vehicles. It also includes annual operating costs such as insurance, leases, and fuel.

LMD Integrated Teams are specialized units including the Emergency Response Team, Integrated Homicide Investigation Team and Integrated Dog Services. The teams have members with specialized knowledge and skills from federal, provincial and municipal agencies. Participation allows the PMPD to have access to these specialized services 24/7. PMPD currently has 3 members seconded to these units.

Forensic Identification Section is responsible for examining and documenting crime scenes as well as gathering and analyzing forensic evidence, such as fingerprints, bodily fluids and DNA.

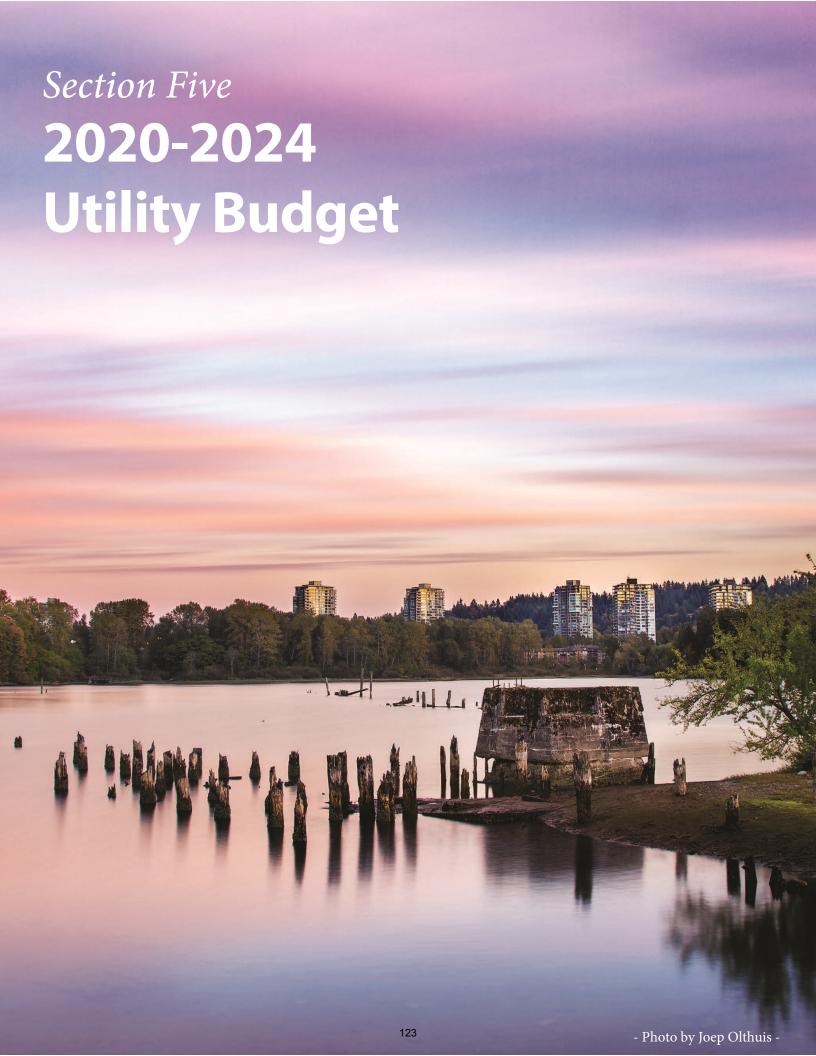
Police Building costs include all the annual costs to maintain and operate the police building including repairs and maintenance, utilities, and cleaning.

Traffic Section is responsible for focusing full time on enforcing traffic offences under the criminal code, Motor Vehicle Act and City bylaws. The unit also proactively targets areas and intersections that have a number of high crashes & complaints

Front counter services provide assistance to all walk in citizens and staff the Department's main telephone switchboard. They process all requests for Police Information Checks, Police Certificates and answer general enquiries or make referrals

Victim Services provides information, support and referrals to those impacted by crime or trauma in our community.

Cell Block is responsible for guarding and caring for prisoners in our custody.



Utility Fund

2020 BUDGET HIGHLIGHTS

The City of Port Moody has three utilities that operate primarily on a 'user pay' basis through the collection of fees from the users. The fourth utility, storm drainage, is a service that is not directly attributed to a particular household, and is therefore based on assessed value and collected through taxation, rather than through a user fee. The three user-fee based utilities are Water, Sewer, and Solid Waste (which comprises Garbage, Recycling, Green Waste, and Glass collection). Each of these utilities generates enough revenues to offset the expenditures, and is financially self-balancing.

The Utility budgets and corresponding fees must be approved early in the budget process to ensure they are included in the 2020 Fees Bylaw.

The Utilities Financial Plan was prepared in accordance with the City's 2020 Financial Plan Guidelines for the Committee's consideration. The plan allows for the same level of service in 2020 as in 2019, and includes three budgetary items identified as new services or changes in service levels for 2020.

The overall utility budgets total \$17,982,000 for 2020. The main drivers of the proposed \$952,000 increase for 2020 are Metro Vancouver (MV) charges; salary and labour including the Employer Health Tax (EHT); and vehicle expenses including fuel and replacement provisions.

The budget includes \$434,600 in new services. These are two new positions in the Sanitary Sewer Division and one new position in the Water Division, and an increase of \$200,000 to the Drainage capital reserve to provide the funding required for the ongoing renewal and replacement of the City's drainage assets including implementation of the Moody Centre Stormwater Management Servicing Plan.

The total increase to the utility budgets in 2020 is \$952,000 and details of the notable changes can be found in pages 154-164. The total utility charges for a Single-Family Dwelling (SFD) are as follows:

	2019	2020	2021	2022	2023	2024
Water	\$432	\$463	\$485	\$519	\$558	\$604
Sewer	\$332	\$343	\$372	\$408	\$443	\$468
Garbage	\$118	\$115	\$117	\$119	\$121	\$123
Waste Management	\$38	\$41	\$42	\$43	\$44	\$45
Glass	\$12	\$12	\$12	\$12	\$12	\$12
Green Waste	\$238	\$233	\$237	\$241	\$245	\$249
Total	\$1,170	\$1,207	\$1,265	\$1,342	\$1,423	\$1,501
Increase over prior year	\$46	\$37	\$58	\$77	\$81	\$78
Variance %	4.9%	3.2%	4.8%	6.1%	6.0%	5.5%
Total utility charges for a SFD in	ncluding Draina	age are as foll	ows:			
Drainage Rate	\$75	\$90	\$99	\$108	\$118	\$127
Drainage Rate Total Including Drainage	\$75 \$1,245	\$90 \$1,297	\$99 \$1,364	\$108 \$1,450	\$118 \$1,541	\$127 \$1,628
	·	•	•	•	·	•

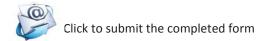
E					2014				(Favourable)/ Unfavourable
Executive Summary 2020	336 - Garbage	337 - Recycling	357 - Green Waste	Ut 358 - Glass Recycling	ilities Solid Waste - Total	Sanitary Sewer	Drainage	Water	Totals
2019 Approved Budget	1	0				0	0	0	
nterdepartmental Transfers / Adjustments		0		0	1	O O	U	0	
2020 Adjusted Budget	1	0	0	0	1	0	0	0	
Lozo Adjusted Budget	<u> </u>	0		0	<u>'</u>			0	
Revenue Changes									
ANNUAL USER FEES						-151,187		-414,691	-565,87
DRAINAGE FEES							-295,848		-295,84
MTRD RATES FEES						-42,000		-25,000	-67,00
RV-LCN&PRMT-SEC SUITES						-10,113		-7,005	-17,11
Bank & Invest Interest						-6,000		-6,000	-12,00
MMBC Funding-Recycling		-3,000		-3,000	-6,000				-6,00
Penalties						-5,000			-5,00
Grant - Translink					10.150		-1,273		-1,27
SCS-ENV HLTH-ANNUAL USR	12,187	-25,219			18,152				18,15
Revenue Changes Total	12,187	-28,219	31,184	-3,000	12,152	-214,300	-297,121	-452,696	-951,96
Outro A.P. services									
Salary Adjustments								_,	
Wages & Benefits	-512	-690				9,930	2,850	51,271	65,699
Overtime	6,079	7,168						2502	26,30
EHT (Employer Health Tax)	2,419	2,807	3,960	1,075	10,261	5760		8716	24,73
Payroll liability (Mercer)						292		-68	22
Salary Adjustments Total	7,986	9,285	12,205	6,234	35,710	15,982	2,850	62,421	116,963
Reserve Changes									
Sewer, Drainage and Water Annual Contribution						47,317	50,000	38,397	135,714
Transfer to/(from) Reserve	-2,717	2,583	133			-10,135		500	-1,524
Internal Borrowing	-49,479	-45,163	-83,873						-195,07
Reserve Changes Total	-52,196	-42,580	-83,740	-8,448	-186,964	37,182	50,000	38,897	-60,88
O									
Operating Expenses	40.075	22.000			40.005	50 500	20,442	240 440	440.444
GVRD/GVSⅅ Charges	-19,375	32,000	04.053	1 0 1 0	12,625	50,593	36,443	319,449	419,110
Vehicle Charges	12,142	14,571	21,857			11,591	9,074	19,651	90,734
Consulting and Prof Services	34	20	-80		-26	266		9,050	9,290
Utilities-light	440	400	0.10		550	440		5,741	5,74
Miscellanous	116	132				112	040	-3,284	-2,613
Contracted Services	-1,858	-7,156				745	316	-4,961	-4,14
Equipment replacement Provision	-1,295	-1,554				0.440	-	0.770	-5,148
Insurance & Claims	-1,266	-669				-2,416	1.500	-3,770	-7,662
Supplies & Materials	167	100	250		517	-3,533	-1,569	-4,181	-8,766
Credit Card Charges	40.050	04.074	44.450		04.005	50.044		-10,869	-10,869
Utility Shift	43,358	24,071	14,456		81,885	-52,211		-54,060	-24,386
Operating Expenses Total	32,023	61,515	40,352	5,214	139,104	5,147	44,269	272,766	461,286
New Services									
New Positions						155,988		78,612	234,600
Increase Drainage Reserve Transfers						100,900	200,000	70,012	200,000
						155,988		70.640	
New Services Total						155,988	200,000	78,612	434,600
Budget Submitted	1			0	3			0	
Budget Submitted	1	1	1	0	3	-1	*4	- 0	-
Approved Budget Increase									
Surplus/(Deficit)	0	-1	-1	0	-2	1	2	0	

Utilities Department2020-2024 NEW SERVICES



New Service Request Form

Requests for new services will be brought to the City Manager accompanied by a business case and will be highlighted to the Finance Committee as a New Service.



Section One: Basic Information	Section Two: Funding
Budget Year: 2020	Taxation
Division: Drainage	Revenues
Position:	Other
Service: Capital reserve transfer	Reserve Transfer
	Grants

Section Three: Total Costing									
Operating Category	Total Cost	Account	Cost Centre	Comment					
Reserve Transfer	200,000	9710	830	Increase in transfer to Drainage Capital Reserve					
TOTAL	200,000								

Section Four: Comments Supporting Request

The transfers to the Drainage Capital reserve is proposed to increase by \$250,000, to \$1,000,000. This represents a 33% increase over 2019 and will be used to fund capital replacement and renewal projects related to the City's drainage infrastructure.

This reserve contribution has historically increased by \$50,000 per year.

Staff are proposing an additional increase of \$200,000 in 2020 and annual increases of \$100,000 for 2021 through 2024 of the Five-Year Financial Plan.

The substantial increase is required to balance the reserve and address the shortfall identified in the City's Asset Management Plan, which indicates that an annual investment of approximately \$1,600,000 (based on 2013 figures) is required for storm drainage infrastructure replacement and maintenance.

The significant increase will allow implementation of the Moody Centre storm drainage improvements as identified in the Moody Centre Stormwater Management Servicing Plan and endorsed by Council on September 17, 2019 (CW19/136).

Section Five: Council Strategic Plan Council's vision: Port Moody, City of the Arts, renowned for our amazing quality of life. We are an inclusive, resilient, and economically vibrant seaside city that leads in environmental protection, fosters creativity and innovation, and is rooted in nature and loved for our community spirit. Our Mission: To lead change and embrace growth that enhances our quality of life, and to provide Port Moody with excellent services and a sound financial future. Please identify a strategic priority and objective that aligns with your request Exceptional Service > \sqrt{ Environmental Leadership Provide exceptional service to our residents, businesses, and Be a leader in the protection, adaptation, and enjoyment of our natural stakeholders, by encouraging open communication, partnerships, and a environment through stewardship, advocacy, and proactive policy. 'can do attitude'. **Aligned Objective and Actions Aligned Objective and Actions** Ensure our customers are highly satisfied with the quality of our service. Provide leadership in climate change by thinking globally and acting locally. Commit to a high and consistent standard of service Respond and adapt to climate change through planning and policy development *Healthy City* \triangleright *Economic Prosperity* ► Create a safe, friendly, and inclusive community that encourages Foster an environment where businesses can thrive and good local jobs abound, and ensure Port Moody's economy and the City's financial healthy, active living for people of all ages and abilities. position are sustainable. **Aligned Objective and Actions Aligned Objective and Actions** Community Evolution ▶ Legislated/ Mandated/ Other lacktrianglePlan and develop, for future generations, a vibrant, connected, and livable city, with distinctive places and spaces, where growth is managed in strategic balance with quality of life. **Aligned Objective and Actions** Ensure City assets are optimized, maintained, and funded for current and future needs. • Ensure resiliency of City infrastructure and assets Tyson Ganske, October 3, 2019 Manager of Financial Services Submitted By Date

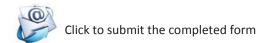


New Position Request Form

Requests for new positions will be brought to the City Manager accompanied by a business case and will be highlighted to the Finance Committee as a New Service. In order to capture the total cost to the organization, new positions will be submitted as the annual wages/salary, overhead cost, and an additional charge for Human Resources, Payroll, and Information Services support.

Section Three: Funding

Taxation



Section Two: Position Status

Full Time Permanent

Section One: Basic Information

Budget Year: 2020

Division: Sewer			Part Time Permanent Revenues				Revenues				
Position: Labourer			Full Time Ten	e Temporary Other							
Salary:			Part Time Ter	nporary			Reserve Transfer				
Pay Band: 3			Auxiliary				Grants				
Section Four: Total Cost				ts							
Operating Category	Total Cost	Account	Cost Centre				Comment				
Salary & Wages	62052	6002	820								
Overhead											
Other – Salary & Wages											
Training											
Equipment				None requi	red						
Vehicle				None requi	red						
Other											
TOTAL											
Section Five: Comments	Supporting R	equest			S	Section Six: Human Resc	ources Approval				
This request is for funding	for one or mor	e temporary s	taff to supplen	nent sewer		Section Six: Human Reso		,	res	No	
This request is for funding maintenance and water an basis. This position may a	for one or mon nd sewer const also be require	re temporary s ruction on a so d to assist in r	easonal or tem esponse to pul	porary	1			•	res	No	
This request is for funding maintenance and water an	for one or mon nd sewer const also be require	re temporary s ruction on a so d to assist in r	easonal or tem esponse to pul	porary	1	L. Is the Pay Band and Sa		•	res	No	
This request is for funding maintenance and water an basis. This position may a	for one or mon nd sewer const also be require	re temporary s ruction on a so d to assist in r	easonal or tem esponse to pul	porary	1	L. Is the Pay Band and Sa		`	res	No	
This request is for funding maintenance and water an basis. This position may a	for one or mon nd sewer const also be require	re temporary s ruction on a so d to assist in r	easonal or tem esponse to pul	porary	1	L. Is the Pay Band and Sa			res	No	
This request is for funding maintenance and water an basis. This position may a	for one or mon nd sewer const also be require	re temporary s ruction on a so d to assist in r	easonal or tem esponse to pul	porary	1	L. Is the Pay Band and Sa		,	res	No	
This request is for funding maintenance and water an basis. This position may a	for one or mon nd sewer const also be require	re temporary s ruction on a so d to assist in r	easonal or tem esponse to pul	porary	1	L. Is the Pay Band and Sa		,	res	No	
This request is for funding maintenance and water an basis. This position may a	for one or mon nd sewer const also be require	re temporary s ruction on a so d to assist in r	easonal or tem esponse to pul	porary	1	L. Is the Pay Band and Sa		,	res	No	
This request is for funding maintenance and water an basis. This position may a	for one or mon nd sewer const also be require	re temporary s ruction on a so d to assist in r	easonal or tem esponse to pul	porary	1	L. Is the Pay Band and Sa		,	res	No	
This request is for funding maintenance and water an basis. This position may a	for one or mon nd sewer const also be require	re temporary s ruction on a so d to assist in r	easonal or tem esponse to pul	porary	1	L. Is the Pay Band and Sa		,	res	No	
This request is for funding maintenance and water an basis. This position may a	for one or mon nd sewer const also be require	re temporary s ruction on a so d to assist in r	easonal or tem esponse to pul	porary	1	L. Is the Pay Band and Sa		,	res	No	
This request is for funding maintenance and water an basis. This position may a	for one or mon nd sewer const also be require	re temporary s ruction on a so d to assist in r	easonal or tem esponse to pul	porary	1	L. Is the Pay Band and Sa		,	res	No	
This request is for funding maintenance and water an basis. This position may a	for one or mon nd sewer const also be require	re temporary s ruction on a so d to assist in r	easonal or tem esponse to pul	porary	1	L. Is the Pay Band and Sa			res	No	
This request is for funding maintenance and water an basis. This position may a	for one or mon nd sewer const also be require	re temporary s ruction on a so d to assist in r	easonal or tem esponse to pul	porary	1	L. Is the Pay Band and Sa			res	No	

Section Seven: Council Strategic Plan		
Council's vision: Port Moody, City of the Arts, renowned for our amazing quality of in environmental protection, fosters creativity and innovation, and is rooted in nat		nically vibrant seaside city that leads
Our Mission: To lead change and embrace growth that enhances our quality of life	fe, and to provide Port Moody with excellent so	ervices and a sound financial future.
Please identify a strategic priority and objective that aligns with your request	t	
Exceptional Service >	Environmental Leadership >	
Provide exceptional service to our residents, businesses, and stakeholders, by encouraging open communication, partnerships, and a 'can do attitude'.	Be a leader in the protection, adaptate environment through stewardship, ac	
Aligned Objective and Actions	Aligned Objective and Actions	
Increases Operations division's ability to carry out planned and scheduled maintenance and construction tasks. This position also forms the basis of a pool of staff that can be cultivated for future growth and other positions within Operations.		
Healthy City ►	Economic Prosperity	
Create a safe, friendly, and inclusive community that encourages healthy, active living for people of all ages and abilities.	Foster an environment where busine abound, and ensure Port Moody's ec position are sustainable.	sses can thrive and good local jobs onomy and the City's financial
Aligned Objective and Actions	Aligned Objective and Actions	
Community Evolution >	Legislated/ Mandated/ Other ▶	
Plan and develop, for future generations, a vibrant, connected, and livable city, with distinctive places and spaces, where growth is managed in strategic balance with quality of life.		
Aligned Objective and Actions		
	1- ((1 · · ·)	
	Jeff Little, Manager of Operations	October 2, 2019
	Submitted By	Date
	General Manager	Date

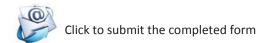


New Position Request Form

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Section Three: Funding

Taxation



Section Two: Position Status

Full Time Permanent

Section One: Basic Information

Budget Year: 2020

Division: Sewer			Part Time Permanent				Revenues				
Position: Operations I	Maintenance W	/orker	Full Time Ten	mporary Other			Other	✓			
Salary:			Part Time Ter	nporary			Reserve Transfer				
Pay Band: 5			Auxiliary				Grants				
Section Four: Total Cost				ts							
Operating Category	Total Cost	Account	Cost Centre				Comment				
Salary & Wages	79895	6002	820								
Overhead				Standard ov	verh	ead for outside included st	aff				
Other – Salary & Wages											
Training											
Equipment				No addition	al e	quipment required					
Vehicle				No addition	al e	quipment required					
Other											
TOTAL											
Section Five: Comments	Supporting R	equest			9	Section Six: Human Reso	ources Approval				
This position supports sew	ver maintenand	ce, and is a ke				Section Six: Human Reso		•	res	No	
This position supports sew to increase our ability to putasked with assisting the s	ver maintenand rovide appropri sewer cleaning	e, and is a ke ate levels of s program and	service. It will be construction of	e primarily water and	1			,	res	No	
This position supports sew to increase our ability to pot tasked with assisting the sewer infrastructure, but we capability to respond to en	ver maintenand rovide appropri sewer cleaning vill also provide nvironmental er	ce, and is a ke late levels of s program and the City with mergencies ar	service. It will to construction of increased resiled and other public	be primarily water and liency and works	1	1. Is the Pay Band and Sa		•	res	No	
This position supports sew to increase our ability to prease tasked with assisting the sewer infrastructure, but we	ver maintenand rovide appropri sewer cleaning vill also provide nvironmental er ormal business	ee, and is a ke late levels of s program and the City with mergencies ar s hours, like se	service. It will to construction of increased resiled and other public	be primarily water and liency and works	1	1. Is the Pay Band and Sa		•	/es	No	
This position supports sew to increase our ability to possible tasked with assisting the sewer infrastructure, but we capability to respond to en issues arising outside of n	ver maintenand rovide appropri sewer cleaning vill also provide nvironmental er ormal business	ee, and is a ke late levels of s program and the City with mergencies ar s hours, like se	service. It will to construction of increased resiled and other public	be primarily water and liency and works	1	1. Is the Pay Band and Sa		``	/es	No	
This position supports sew to increase our ability to possible tasked with assisting the sewer infrastructure, but we capability to respond to en issues arising outside of n	ver maintenand rovide appropri sewer cleaning vill also provide nvironmental er ormal business	ee, and is a ke late levels of s program and the City with mergencies ar s hours, like se	service. It will to construction of increased resiled and other public	be primarily water and liency and works	1	1. Is the Pay Band and Sa		,	res	No	
This position supports sew to increase our ability to possible tasked with assisting the sewer infrastructure, but we capability to respond to en issues arising outside of n	ver maintenand rovide appropri sewer cleaning vill also provide nvironmental er ormal business	ee, and is a ke late levels of s program and the City with mergencies ar s hours, like se	service. It will to construction of increased resiled and other public	be primarily water and liency and works	1	1. Is the Pay Band and Sa		,	res	No	
This position supports sew to increase our ability to possible tasked with assisting the sewer infrastructure, but we capability to respond to en issues arising outside of n	ver maintenand rovide appropri sewer cleaning vill also provide nvironmental er ormal business	ee, and is a ke late levels of s program and the City with mergencies ar s hours, like se	service. It will to construction of increased resiled and other public	be primarily water and liency and works	1	1. Is the Pay Band and Sa		,	res	No	
This position supports sew to increase our ability to possible tasked with assisting the sewer infrastructure, but we capability to respond to en issues arising outside of n	ver maintenand rovide appropri sewer cleaning vill also provide nvironmental er ormal business	ee, and is a ke late levels of s program and the City with mergencies ar s hours, like se	service. It will to construction of increased resiled and other public	be primarily water and liency and works	1	1. Is the Pay Band and Sa			res	No	
This position supports sew to increase our ability to possible tasked with assisting the sewer infrastructure, but we capability to respond to en issues arising outside of n	ver maintenand rovide appropri sewer cleaning vill also provide nvironmental er ormal business	ee, and is a ke late levels of s program and the City with mergencies ar s hours, like se	service. It will to construction of increased resiled and other public	be primarily water and liency and works	1	1. Is the Pay Band and Sa			res	No	
This position supports sew to increase our ability to possible tasked with assisting the sewer infrastructure, but we capability to respond to en issues arising outside of n	ver maintenand rovide appropri sewer cleaning vill also provide nvironmental er ormal business	ee, and is a ke late levels of s program and the City with mergencies ar s hours, like se	service. It will to construction of increased resiled and other public	be primarily water and liency and works	1	1. Is the Pay Band and Sa			res	No	
This position supports sew to increase our ability to possible tasked with assisting the sewer infrastructure, but we capability to respond to en issues arising outside of n	ver maintenand rovide appropri sewer cleaning vill also provide nvironmental er ormal business	ee, and is a ke late levels of s program and the City with mergencies ar s hours, like se	service. It will to construction of increased resiled and other public	be primarily water and liency and works	1	1. Is the Pay Band and Sa			res	No	
This position supports sew to increase our ability to possible tasked with assisting the sewer infrastructure, but we capability to respond to en issues arising outside of n	ver maintenand rovide appropri sewer cleaning vill also provide nvironmental er ormal business	ee, and is a ke late levels of s program and the City with mergencies ar s hours, like se	service. It will to construction of increased resiled and other public	be primarily water and liency and works	1	1. Is the Pay Band and Sa			res	No	
This position supports sew to increase our ability to possible tasked with assisting the sewer infrastructure, but we capability to respond to en issues arising outside of n	ver maintenand rovide appropri sewer cleaning vill also provide nvironmental er ormal business	ee, and is a ke late levels of s program and the City with mergencies ar s hours, like se	service. It will to construction of increased resiled and other public	be primarily water and liency and works	1	1. Is the Pay Band and Sa			res	No	

Section Seven: Council Strategic Plan Council's vision: Port Moody, City of the Arts, renowned for our amazing quality of life. We are an inclusive, resilient, and economically vibrant seaside city that leads in environmental protection, fosters creativity and innovation, and is rooted in nature and loved for our community spirit. Our Mission: To lead change and embrace growth that enhances our quality of life, and to provide Port Moody with excellent services and a sound financial future. Please identify a strategic priority and objective that aligns with your request Exceptional Service **>** *Environmental Leadership* ► Be a leader in the protection, adaptation, and enjoyment of our natural Provide exceptional service to our residents, businesses, and stakeholders, by encouraging open communication, partnerships, and a environment through stewardship, advocacy, and proactive policy. 'can do attitude'. **Aligned Objective and Actions Aligned Objective and Actions** Proactive operation and maintenance of the sewer system protects the This position allows the City to focus resources on sewer operation and maintenance, and also aligns with the goals of the Asset Management Plan by environment by minimizing the possibility of sewer overflows, ensuring the lifespan and performance of the City's infrastructure assets. enhancing capacity and capability to adjust practices to suit infrastructure needs. It also ensures adequate resources are available for *Healthy City* > Economic Prosperity Create a safe, friendly, and inclusive community that encourages Foster an environment where businesses can thrive and good local jobs abound, and ensure Port Moody's economy and the City's financial healthy, active living for people of all ages and abilities. position are sustainable. **Aligned Objective and Actions Aligned Objective and Actions** Community Evolution Legislated/ Mandated/ Other 🕨 Plan and develop, for future generations, a vibrant, connected, and livable city, with distinctive places and spaces, where growth is managed in strategic balance with quality of life. **Aligned Objective and Actions** This position allows increased response capability for public works emergencies occuring outside of normal business hours, and increases the Operations division's overall resilience and ability to respond to emergencies. It also reduces susceptibility to disruption of planned works within the Operations division, such as important water or sewer repairs or connections. Jeff Little, October 2, 2019 Manager of Operations Submitted By Date

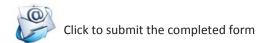
General Manager

Date



New Position Request Form

Requests for new positions will be brought to the City Manager accompanied by a business case and will be highlighted to the Finance Committee as a New Service. In order to capture the total cost to the organization, new positions will be submitted as the annual wages/salary, overhead cost, and an additional charge for Human Resources, Payroll, and Information Services support.



Section One: Basic Info	ormation		Section Tw	o: Position	statu	S	Section Three: F	und	ing		
Budget Year: 2020			Full Time Per	manent			Taxation				
Division: Water			Part Time Pe	rmanent			Revenues				
Position: Labourer			Full Time Ten	nporary	√	(Other	√			
Salary:			Part Time Te	mporary			Reserve Transfer				
Pay Band: 3			Auxiliary				Grants				
Section Four: Total Cos				its			Comment				
Operating Category	Total Cost	Account	Cost Centre				Comment				
Salary & Wages	62052	6002	880								
Overhead											
Other – Salary & Wages											
Training											
Equipment				None requir							
Vehicle				None requir	ed						
Other											
TOTAL											
Section Five: Comment	ts Supporting R	equest			Se	ction Six: Human Reso	ources Approval				
This position supports op			ne water syste	m.		Is the Pay Band and Sal		,	Yes	No	
			·			Additional Comments					
							HI	R Ap	proval Signat	ure	

Section Seven: Council Strategic Plan		
Council's vision: Port Moody, City of the Arts, renowned for our amazing quality o in environmental protection, fosters creativity and innovation, and is rooted in nat		omically vibrant seaside city that leads
Our Mission: To lead change and embrace growth that enhances our quality of li	fe, and to provide Port Moody with excellent	services and a sound financial future.
Please identify a strategic priority and objective that aligns with your reques	t	
Exceptional Service >	Environmental Leadership >	
Provide exceptional service to our residents, businesses, and stakeholders, by encouraging open communication, partnerships, and a 'can do attitude'.	Be a leader in the protection, adapta environment through stewardship, a	
Aligned Objective and Actions	Aligned Objective and Actions	
Funding for this position provides for one or more temporary staff on a seasonal or temporary basis to assist with water system operation and maintenance. It also develops staff familiarity and provides for opportunities to develop staff for future vacancies.		
Healthy City ►	Economic Prosperity >	
Create a safe, friendly, and inclusive community that encourages healthy, active living for people of all ages and abilities.	Foster an environment where busin abound, and ensure Port Moody's e position are sustainable.	nesses can thrive and good local jobs economy and the City's financial
Aligned Objective and Actions	Aligned Objective and Actions	
Community Evolution >	Legislated/ Mandated/ Other ►	
Plan and develop, for future generations, a vibrant, connected, and livable city, with distinctive places and spaces, where growth is managed in strategic balance with quality of life.		
Aligned Objective and Actions		
	Jeff Little,	
	Manager of Operations	October 2, 2019
	Submitted By	Date
		· -
	General Manager	Date

Utility Department2020-2024 OPERATING BUDGET

Solid Waste

The Solid Waste Utility is broken up into Garbage, Recycling, Green Waste, and Glass. Each function is self-balancing (revenues/fees equal expenses) and has a separate rate. The City has achieved more stability around the Solid Waste Utility as the previous year's challenges surrounding the regional processing of organic materials (green waste) has subsided for 2020. Overall, the Solid Waste budget had a slight decrease (discussed below) which has resulted in a net reduction in Solid Waste fees for 2020.

Salary and wages have increased by \$36,000. This is primarily driven by projected increases in employee benefits, contracted salary increase, and overtime expense, but also includes the Employer Health Tax (EHT).

Vehicle charges have increased by \$50,000. The Solid Waste vehicles are operated four to five days a week up to ten hours per day. They are operated throughout their collection routes within the City, an area with challenging terrain, as well as on the highway in order to deposit loads of refuse, organic waste, and recycling. Due to their regularly-scheduled use and direct link to residential service levels, it is imperative that they are functioning at full capacity. The increase relates to replacement provisions, fuel, maintenance, and garage charges.

Significant savings are being realized in the 2020 financial plan through rolling internal borrowing charges, originally associated with capital costs of bringing Solid waste collection in house in 2009, into the vehicle replacement provision and corresponding calculation.

The internal administration charged to the Solid Waste utility is being increased in 2020 by \$82,000. This charge was reviewed in 2020 across the city and set at an appropriate level for the resources and services the utility utilized. This is split 53% to Garbage, 29% to Recycling, and 18% to Green Waste.

Metro Vancouver charges have a net increase of \$13,000. MV charges for Garbage have been reduced by \$19,000 to better reflect actual expenditures, while the MV cost for Recycling are increasing by \$32,000 as a result of the new cost sharing agreement for the new Coquitlam Transfer Station.

Consolidated Budget

Solid Waste - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-3,141,932	-3,184,933	-3,233,652	-3,284,503	-3,337,752
Sale of services - Environmental	-3,141,932	-3,184,933	-3,233,652	-3,284,503	-3,337,752
Expenses	3,141,932	3,184,933	3,233,652	3,284,503	3,337,752
Salary and Benefits	756,128	768,936	784,342	799,953	815,620
Training & Development	10,280	10,488	10,698	10,910	11,130
Contracted & Consulting Services	568,662	578,245	588,017	597,983	608,148
Communications	26,651	27,623	28,677	29,826	31,078
Insurance & Claims	12,083	12,324	12,572	12,820	13,076
Vehicle Expenses	28,620	29,479	30,363	31,274	32,212
Equipment Expenses	870,739	875,811	883,456	892,406	902,276
Supplies & Miscellaneous	41,557	41,706	41,906	42,106	42,306
Government Payments	254,900	260,462	266,191	272,092	278,169
Recoveries	482,798	492,417	502,227	512,231	522,438
Reserve Transfers	89,514	87,442	85,203	82,902	81,299
Total	0	0	0	0	0

Notable Changes

Solid Waste - Budget Drivers	PLN 2020
MMBC Funding	-6,000
Sale of services - Environmental	18,152
Salary and Benefit Changes	35,710
Reserve Changes	-186,964
Metro Vancouver Expenses	12,625
Utility Shift	81,885
Operating Expenses	44,594
Total	2

Sanitary Sewer

Metro Vancouver's Greater Vancouver Sewer and Drainage District (GVS&DD) levy has increased by \$51,000 for a total 2020 sewage and drainage levy of \$2,290,000. The Greater Vancouver Sewerage Drainage District, Liquid Waste Services, 2019 Five-Year Capital Plan includes a \$7.3 billion Capital program. As a result, there is increasing rate pressure to fund this level of capital spending.

Salary and wages are increasing by \$16,000. This is primarily driven by projected increases in employee benefits and contracted salary increase, but also includes the Employer Health Tax (EHT). A large portion of the Sewer Utility's labour is budget through the Capital program.

Transfers to the Sewer Capital reserve is increasing by \$37,000, to \$1,902,000. This represents a 2.5% increase over 2019 and will be used to fund capital replacement and renewal projects related to the City's sewer infrastructure.

The utility shift charged to the Sewer utility is being reduced in 2020 by \$52,000. This charge was reviewed in 2020 across the city and set at an appropriate level for the resources and services the utility utilized.

The new service submitted as part of the draft Sewer budget is \$156,000 for an Operations Maintenance Worker and temporary full-time (TFT) labour. A significant portion of the Sewer labour has been built around capital project work. This additional funding would ensure sufficient budgeted labour for ongoing repairs and maintenance of the sewer system.

Consolidated Budget

Sanitary Sewer - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-5,447,608	-5,844,299	-6,321,745	-6,810,798	-7,166,255
Revenue - Miscellaneous	-11,200	-11,200	-11,200	-11,200	-11,200
Sale of services - Sewer	-5,279,270	-5,678,933	-6,166,075	-6,650,830	-7,008,412
Investment income	-120,000	-120,000	-120,000	-120,000	-120,000
Transfer from Reserves	-37,138	-34,166	-24,470	-28,768	-26,643
Expenses	5,447,608	5,844,299	6,321,745	6,810,798	7,166,255
Salary and Benefits	304,284	312,808	322,134	331,614	341,198
Training & Development	5,692	5,805	5,922	6,040	6,161
Contracted Services	37,880	38,636	39,409	40,197	40,999
Consulting Services	13,516	13,785	14,061	14,342	14,629
Utilities	11,908	12,228	12,228	12,596	12,976
Communications	6,000	6,000	6,000	6,000	6,000
Insurance & Claims	51,325	52,420	53,535	54,672	55,491
Lease & Rentals	150	150	150	150	150
Equipment Expenses	97,841	107,022	113,113	117,621	121,467
Supplies & Materials	23,492	23,954	24,435	24,922	25,420
Government Payments	2,293,231	2,611,553	3,018,446	3,422,483	3,699,466
Miscellaneous	140	140	140	140	140
Recoveries	591,362	602,984	614,842	626,938	638,471
Transfer to Funds	109,138	106,666	97,470	102,268	100,643
Transfer to reserves - Capital	1,901,649	1,950,148	1,999,860	2,050,815	2,103,044
Total	0	0	0	0	0

Notable Changes

Sanitary Sewer - Budget Drivers	PLN 2020
Revenue Changes	-214,300
Salary and Benefit Changes	15,982
Reserve Transfers	37,182
Metro Vancouver Expenses	50,593
Utility Shift	-52,211
Operating Expenses	6,765
New Positions - Labourer & Operations Maintenance Worker	155,988
Total	-1

Drainage

Metro Vancouver's Greater Vancouver Sewer and Drainage District (GVS&DD) levy has increased by \$12,000 for a total 2020 drainage levy of \$404,000. MV levies the sewer and drainage together as part of the sewer and drainage district. 85% of the total GVS&DD levy is attributed to sewer (discussed above) and 15% to drainage.

The transfers to the Drainage Capital reserve increased by \$250,000, to \$1,000,000. This represents a 33% increase over 2019 and is used to fund capital replacement and renewal projects related to the City's drainage infrastructure. This reserve contribution has historically increased by \$50,000 per year. Council has approved an additional increase of \$200,000 in 2020 and annual increases of \$100,000 for 2021 through 2024 of the Five-Year Financial Plan. The substantial increase is required to balance the reserve and address the shortfall identified in the City's Asset Management Plan, which indicates that an annual investment of approximately \$1,600,000 (based on 2013 figures) is required for storm drainage infrastructure replacement and maintenance.

The significant increase will allow for implementation in future years of the Moody Centre storm drainage improvements as identified in the Moody Centre Stormwater Management Servicing Plan and endorsed by Council on September 17, 2019 (CW19/136).

Consolidated Budget

Drainage - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024
Revenues	-1,714,562	-1,886,199	-2,069,578	-2,250,557	-2,408,314
Revenue - Miscellaneous	-1,541	-3,654	-4,848	-5,613	-6,114
Sale of services - Drainage Fees	-1,657,896	-1,826,267	-2,007,314	-2,186,380	-2,342,465
Transfer from other govt: Translink	-55,125	-56,278	-57,416	-58,564	-59,735
Expenses	1,714,562	1,886,199	2,069,578	2,250,557	2,408,314
Contracted Services	16,354	16,629	16,907	17,191	17,481
Insurance & Claims	294	300	306	311	317
Lease & Rentals	725	725	725	725	725
Equipment Expenses	125,939	137,757	145,600	151,401	156,350
Supplies & Materials	14,202	14,509	14,808	15,163	15,473
Government Payments	404,040	460,201	531,993	603,280	652,146
Recoveries	153,008	156,078	159,239	162,486	165,822
Transfer to reserves - Capital	1,000,000	1,100,000	1,200,000	1,300,000	1,400,000
Total	0	0	0	0	0

Notable Changes

Drainage - Budget Drivers	PLN 2020
Sale of Services - Drainage Fees	-271,576
Translink Grant	-1,273
Recoveries	2,850
Reserve Transfers	50,000
Metro Vancouver Expenses	12,171
Operating Expenses	7,826
New Service - Increased Reserve Transfer	200,000
Total	-2

Water

The water charge, levied by the Greater Vancouver Water District (GVWD), has increased by \$319,000 for 2020. The Greater Vancouver Water District, Water Services, 2019 Five-Year Capital Plan includes a \$7.2 billion Capital program. As a result, there is increasing rate pressure to fund this level of capital spending.

Salary and wages are increasing by \$64,000. This is primarily driven by projected increases in employee benefits and contracted salary increase, but also includes the Employer Health Tax (EHT).

Transfers to the Water Capital reserve is increasing by \$39,000, to \$1,536,000. This represents a 2.5% increase over 2019 and will be used to fund capital replacement and renewal projects related to the City's water infrastructure.

The internal administration (utility shift) charged to the Water utility is being reduced in 2020 by \$56,000. This charge was reviewed in 2020 across the city and set at an appropriate level for the resources and services the utility utilized.

The new service submitted as part of the draft Water budget is \$79,000 for temporary full-time (TFT) labour. This additional funding would ensure TFT labour can be used for ongoing repairs and maintenance of the water system.

Consolidated Budget

Water - Budget Summary	PLN 2020	PLN 2021	PLN 2022	PLN 2023	PLN 2024	
Revenues	-7,678,011	-8,013,010	-8,495,509	-9,039,795	-9,684,958	
Revenue - Miscellaneous	-11,700	-11,700	-11,700	-11,700	-11,700	
Sale of services - Sewer	-153,000	-156,060	-159,181	-162,365	-165,612	
Sale of services - Water	-7,377,059	-7,699,675	-8,178,084	-8,721,140	-9,362,811	
Investment income	-113,000	-120,000	-120,000	-120,000	-120,000	
Transfer from Reserves	-23,252	-25,575	-26,544	-24,590	-24,835	
Expenses	7,678,011	8,013,010	8,495,509	9,039,795	9,684,958	
Salary and Benefits	722,725	734,801	749,425	764,234	779,072	
Training & Development	10,725	10,857	10,991	11,128	11,268	
Contracted Services	95,662	99,295	103,203	107,435	112,000	
Consulting Services	39,500	39,750	40,000	40,250	40,500	
Utilities	153,584	157,731	157,731	162,463	167,338	
Communications	10,100	10,100	10,100	10,100	10,100	
Insurance & Claims	63,259	64,590	65,944	67,325	68,730	
Lease & Rentals	100	100	100	100	100	
Equipment Expenses	165,894	181,461	191,791	199,433	205,952	
Supplies & Materials	118,274	124,865	132,024	139,795	148,242	
Government Payments	4,063,823	4,301,221	4,692,215	5,143,469	5,692,035	
Miscellaneous	10,800	10,872	10,950	11,036	11,129	
Recoveries	591,362	602,984	614,842	626,938	639,275	
Transfer to Funds	96,252	99,075	100,544	99,090	99,835	
Transfer to Reserves	1,535,951	1,575,308	1,615,649	1,656,999	1,699,382	
Total	0	0	0	0	0	

Notable Changes

Water - Budget Drivers	PLN 2020
User Fees	-439,691
Other Revenue Changes	-13,005
Salary and Benefit Changes	64,279
Reserve Changes	38,897
Metro Vancouver Expenses	319,449
Utility Shift	-55,918
Operating Expenses	7,377
New Position - Labourer	78,612
Total	0

Utility Rates

2020-2024 FIVE-YEAR FINANCIAL PLAN

City of Port Moody

Utility Rates - 2020 2024 Last Update 3.Dec.19

		2019		PLN 2020				PLN 2021				PLN 2022				Р	LN 2023		PLN 2024					
	Units	Rate CI	hange (\$)	Change (%)	Units	Rate	Change (\$)	Change (%)	Units	Rate	Change (\$)	Change (%)	Units	Rate	Change (\$)	Change (%)	Units	Rate	Change (\$)	Change (%)	Units	Rate (hange (\$)	change (%)
						6			6	6			6	6			6	6			6	6		
Water	12,758	\$ 432	\$ 0	0.00%	12,764	\$ 463	\$ 31	7.18%	12,764	\$ 485	\$ 22	4.75%	12,764	\$ 519	\$ 34	7.01%	12,764	\$ 558	\$ 39	7.51%	12,764	\$ 604	\$ 46	8.24%
Sanitary Sewer	12,751	\$ 332	\$ 0	0.00%	12,754	\$ 343	\$ 11	3.31%	12,754	\$ 372	\$ 29	8.45%	12,754	\$ 408	\$ 36	9.68%	12,754	\$ 443	\$ 35	8.58%	12,754	\$ 468	\$ 25	5.64%
Drainage*	n/a	\$ 75	\$ 4	5.41%	n/a	\$ 90	\$ 15	19.55%	n/a	\$ 99	\$ 9	10.16%	n/a	\$ 108	\$ 10	9.91%	n/a	\$ 118	\$ 10	8.92%	n/a	\$ 127	\$8	7.14%
Solid Waste																								
Garbage	5,150	\$ 118	\$ 4	3.51%	5,110	\$ 115	\$ -3	-2.54%	5,110	\$ 117	\$ 2	1.74%	5,110	\$ 119	\$ 2	1.71%	5,110	\$ 121	\$ 2	1.68%	5,110	\$ 123	\$ 2	1.65%
Recycling	4,885	\$ 38	\$ 2	5.56%	4,878	\$ 41	\$ 3	7.89%	4,878	\$ 42	\$ 1	2.44%	4,878	\$ 43	\$ 1	2.38%	4,878	\$ 44	\$1	2.33%	4,878	\$ 45	\$ 1	2.27%
Glass	4,885	\$ 12	\$ 0	0.00%	4,877	\$ 12	\$ 0	0.00%	4,877	\$ 12	\$ 0	0.00%	4,877	\$ 12	\$ 0	0.00%	4,877	\$ 12	\$ 0	0.00%	4,877	\$ 12	\$ 0	0.00%
Green Waste	4,885	\$ 238	\$ 40	20.20%	4,876	\$ 233	\$ -5	-2.10%	4,876	\$ 237	\$ 4	1.72%	4,876	\$ 241	\$ 4	1.69%	4,876	\$ 245	\$ 4	1.66%	4,876	\$ 249	\$ 4	1.63%
Solid Waste - Total		\$ 406	\$ 46	14.07%		\$ 401	\$ -5	-1.23%		\$ 408	\$ 7	1.75%		\$ 415	\$ 7	1.72%		\$ 422	\$ 7	1.69%		\$ 429	\$ 7	1.66%
Utility Total (excluding Drainage)		\$ 1,170	\$ 46	4.09%		\$ 1,207	\$ 37	3.16%		\$ 1,265	\$ 58	4.81%		\$ 1,342	\$ 77	6.09%		\$ 1,423	\$ 81	6.04%		\$ 1,501	\$ 78	5.48%
Utility Total incld Drainage		\$ 1,245	\$ 50	4.43%		\$1,297	\$52	4.15%		\$ 1,364	\$ 67	5.18%		\$ 1,450	\$ 87	6.36%		\$ 1,541	\$ 91	6.25%		\$ 1,628	\$ 86	5.61%

Solid Waste Rates2020-2024 FIVE-YEAR FINANCIAL PLAN

Garbage Rates - 2020 2024

BUD 2019 PLN 2020 PLN 2021 PLN 2022 PLN 2023 PLN 2024 Units Rate Revenue Garbage Per Single Family or Two Family Dwelling Per Unit: (120L Cart) \$ 118 \$ 607,700 117 \$ 597,870 119 \$ 608,090 121 \$ 618,310 123 \$ 628,530 5,150 5,110 115 \$ 587,650 5,110 5,110 5,110 5,110 Per SFD or 2 SFD Per Unit: (240L Cart) 1,444 \$ 204 \$ 294,576 1,496 199 \$ 297,704 1,496 202 \$ 302,192 1,496 205 \$ 306,680 1,496 208 \$ 311,168 1,496 211 \$ 315,656 Per Res MFD 0 \$118 \$0 0 115 \$0 0 117 \$0 0 119 \$0 0 121 \$0 0 123 \$0 Per ICI Premises: (120L Cart) \$ 4,272 \$ 4,416 21 \$ 177 \$ 3,717 24 172 \$ 4,128 24 175 \$ 4,200 24 178 24 181 \$ 4,344 24 184 Per ICI Premises: (240L Cart) \$ 17,100 304 \$ 17,328 \$ 17,556 318 \$ 18,126 50 \$ 308 \$ 15,400 57 300 57 57 308 57 313 \$ 17,841 57 921,394 906,583 921,591 936,599 951,664 966,729 918,728 906,541 919,928 934,828 950,364 966,420 -23,428 13,345 13,237 13,765 14,756 % Change - Revenue Rate Over/(Shortfall) -2.54% 1.47% 1.44% 1.47% 1.55% 2,666 42 1,663 1,771 1,300 309 \$1 of rate increase generates 6.666 6,688 6.688 6.688 6.688 6.688

Recycling Rates - 2020 2024

\$1 of rate increase generates

BUD 2019 PLN 2020 PLN 2021 PLN 2022 PLN 2023 PLN 2024 Units Rate Revenue Recycling Per Single Family or Two Family Dwelling Per Unit: (120L Cart) 4,878 \$ 199,998 4,878 42 \$ 204,876 4,878 43 \$ 209,754 4,878 44 \$ 214,632 4,878 45 \$ 219,510 4,885 \$ 38 \$ 185,630 41 Per MFD with Cart 1,455 \$ 38 \$ 55,290 1,448 41 \$ 59,368 1,448 42 \$ 60,816 1,448 43 \$ 62,264 1,448 44 \$ 63,712 1,448 45 \$ 65,160 Per MFD Centralized 5,185 \$ 24 \$ 124,440 5,185 26 \$ 134,810 5,185 26 \$ 134,810 5,185 27 \$ 139,995 5,185 28 \$ 145,180 5,185 28 \$ 145,180 Per ICI Premises: (240L Cart) \$ 3,440 15 \$ 149 \$ 2,235 20 160 \$3,200 20 162 \$3,240 20 166 \$3,320 20 169 \$3,380 20 172 Per ICI Premises: (360L Cart) 123 \$ 222 \$ 25,704 242 \$ 26,136 \$ 26,784 \$ 27,324 \$ 27,756 \$ 27,306 108 238 108 248 108 253 108 257 108 442,118 461,047 394,902 423,081 429,879 454,229 439,740 395,467 420,686 429,423 450,574 461,772 28,901 6,342 9,861 8,456 7,543 % Change - Revenue Rate Over/(Shortfall) 7.32% 1.50% 2.29% 1.91% 1.66%

456

11,640

2,378

11,640

3,655

11,640

-725 11,640

2,395

11,640

-565

11,664

Green Waste Rates - 2020 2024

\$1 of rate increase generates

BUD 2019 PLN 2020 PLN 2021 PLN 2022 PLN 2023 PLN 2024 Units Rate Revenue Green Waste Per Single Family or Two Family Dwelling Per Unit: (120L/240L Cart) **\$ 238 \$ 1,162,630** 237 \$ 1,155,612 4,876 241 \$ 1,175,116 245 \$ 1,194,620 4,876 249 \$ 1,214,124 4,885 4,876 233 \$ 1,136,108 4,876 4,876 Per MFD (with cart) 1,461 \$ 118 \$ 172,398 1,455 116 \$ 168,780 1,455 118 \$ 171,690 1,455 120 \$ 174,600 1,455 122 \$ 177,510 1,455 124 \$ 180,420 Per MFD Centralized* 927 \$ 48 \$ 44,496 927 47 \$ 43,569 927 48 \$ 44,496 927 49 \$ 45,423 927 50 \$ 46,350 927 51 \$ 47,277 Per ICI Premises: (240L Cart) 35 \$ 238 \$ 8,330 27 233 \$6,291 27 237 \$6,399 27 241 \$ 6,507 27 245 \$6,615 27 249 \$6,723 Per ICI Premises: (360L Cart) 0 \$ 238 \$0 233 237 0 241 245 249 \$0 0 \$0 0 \$0 \$0 \$0 0 1,448,545 1,387,855 1,354,749 1,378,198 1,401,647 1,425,096 1,450,102 1,387,186 1,356,002 1,376,879 1,400,381 1,424,862 -27,099 22,130 22,183 23,215 25,006 % Change - Revenue Rate Over/(Shortfall) -1.95% 1.63% 1.61% 1.66% 1.75%

-1,253

7.286

669

7,309

1,319

7,286

1,266

7,286

234

7.286

-1,557

7.286

Glass Rates - 2020 2024

			BUD 2019			PLN 2020			PLN 2021			PLN 2022			PLN 2023			PLN 2024
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Glass		\oslash			6		6	6		6	6		6	6		6	0	
Per Single Family or Two Family Dwelling Per Unit	4,885	\$ 12	\$ 58,620	4,877	12	\$ 58,524	4,877	12	\$ 58,524	4,877	12	\$ 58,524	4,877	12	\$ 58,524	4,877	12	\$ 58,524
Per MFD with Cart	1,455	\$ 12	\$ 17,460	1,449	12	\$ 17,388	1,449	12	\$ 17,388	1,449	12	\$ 17,388	1,449	12	\$ 17,388	1,449	12	\$ 17,388
Per MFD Centralized	5,185	\$ 7	\$ 36,295	5,185	7	\$ 36,295	5,185	7	\$ 36,295	5,185	7	\$ 36,295	5,185	7	\$ 36,295	5,185	7	\$ 36,295
Per ICI Premises: (240L Cart)	0			0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0	0	0	\$0
Per ICI Premises: (360L Cart)	0			0	0	\$0	0	0	\$0	0	0	\$ 0	0	0	\$0	0	0	\$ 0
Revenue Total Per Operating Budget \$ Change - Revenue % Change - Revenue Rate Over/(Shortfall)			112,376 115,703 -3,327			112,208 115,703 3,495 3.11% -3,495			112,208 115,703 3,495 3.11% -3,495			112,208 115,703 3,495 3.11% -3,495			112,208 115,703 3,495 3.11% -3,495			112,208 116,801 4,593 4.09% -4,593
\$1 of rate increase generates			11,526			11,512			11,512			11,512			11,512			11,512

Sanitary Sewer Rates2020-2024 FIVE-YEAR FINANCIAL PLAN

Sewer Rates - 2020 2024

			E	BUD 2019			PLN 2020			PLN 2021			PLN 2022			PLN 2023			PLN 2024
	Unit	ts Ra	ate	Revenue	Units	Rate	Revenue												
Sewe	r 🕢) @				6		6	6		6	6		6	6		6	6	
Residential	12,7	751 \$	332 \$	3 4,233,332	12,754	343	\$ 4,374,622	12,754	372	\$ 4,744,488	12,754	408	\$ 5,203,632	12,754	443	\$ 5,650,022	12,754	468	\$ 5,968,872
Laneway House		1 \$	332	\$ 332	2	343	\$ 686	2	372	\$ 744	2	408	\$ 816	2	443	\$ 886	2	468	\$ 936
Secondary Suites	3	388 \$	332	\$ 128,816	402	343	\$ 137,886	402	372	\$ 149,544	402	408	\$ 164,016	402	443	\$ 178,086	402	468	\$ 188,136
Office	1	186 \$	357	\$ 66,402	186	369	\$ 68,634	186	400	\$ 74,400	186	438	\$ 81,468	186	475	\$ 88,350	186	502	\$ 93,372
Restaurant		16 \$	612	\$ 9,792	16	633	\$ 10,128	16	687	\$ 10,992	16	753	\$ 12,048	16	817	\$ 13,072	16	864	\$ 13,824
Service Stns (Garage)		7 \$	613	\$ 4,291	7	634	\$ 4,438	7	688	\$ 4,816	7	754	\$ 5,278	7	818	\$ 5,726	7	865	\$ 6,055
Private Club		1 \$ 1,	043	\$ 1,043	1	1,079	\$ 1,079	1	1,171	\$ 1,171	1	1,283	\$ 1,283	1	1,392	\$ 1,392	1	1,472	\$ 1,472
Church		5 \$	357	\$ 1,785	5	369	\$ 1,845	5	400	\$ 2,000	5	438	\$ 2,190	5	475	\$ 2,375	5	502	\$ 2,510
Unclassified		1 \$	357	\$ 357	1	369	\$ 369	1	400	\$ 400	1	438	\$ 438	1	475	\$ 475	1	502	\$ 502
D	Revenue Total er Operating Budget			4,446,151 4,442,970			4,599,688 4,604,270			4,988,556 4,991,133			5,471,170 5,465,219			5,940,385 5,936,657			6,275,680 6,280,655
	Change - Revenue			4,442,570			152,143			391,445			476,663			465,487			340,270
	Change - Revenue						3.42%			8.51%			9.56%			8.51%			5.73%
F	Rate Over/(Shortfall)			3,181			-4,582			-2,577			5,951			3,728			-4,975
\$1 of rate	increase generates			13,357			13,375			13,375			13,375			13,375			13,375

Drainage Rates

2020-2024 FIVE-YEAR FINANCIAL PLAN

Drainage Rates* - 2020 2024

*Avg. 2019 residential property value \$1,006,000

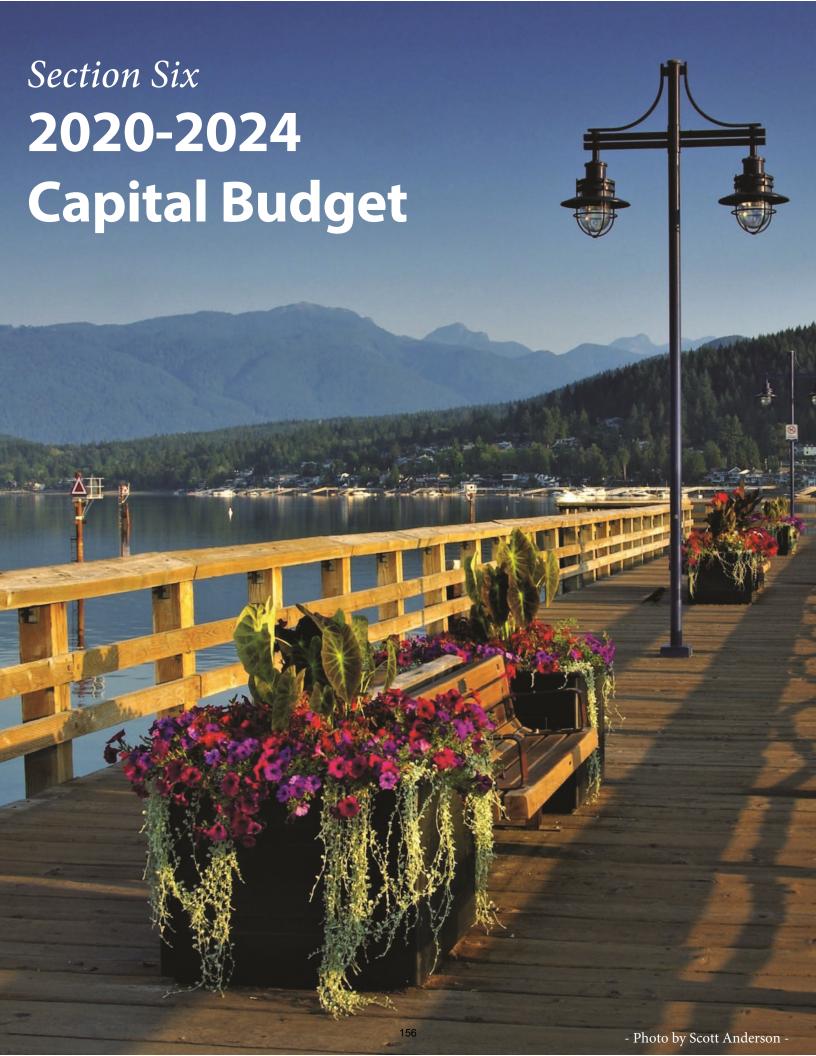


Water Utility Rates

2020-2024 FIVE-YEAR FINANCIAL PLAN

Water Rates - 2020 2024

			BUD 2019			PLN 2020			PLN 2021			PLN 2022			PLN 2023			PLN 2024
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Water					6		6	6		6	6		6	6		6	6	
Residential	12,758	\$ 432	\$ 5,511,456	12,764	463	\$ 5,909,732	12,764	485	\$ 6,190,540	12,764	519	\$ 6,624,516	12,764	558	\$ 7,122,312	12,764	604	\$ 7,709,456
Laneway House	1	\$ 432	\$ 432	2	463	\$ 926	2	485	\$ 970	2	519	\$ 1,038	2	558	\$ 1,116	2	604	\$ 1,208
Secondary Suites	388	\$ 432	\$ 167,616	402	463	\$ 186,126	402	485	\$ 194,970	402	519	\$ 208,638	402	558	\$ 224,316	402	604	\$ 242,808
Office	186	\$ 432	\$ 80,352	186	463	\$ 86,118	186	485	\$ 90,210	186	519	\$ 96,534	186	558	\$ 103,788	186	604	\$ 112,344
Restaurant	16	\$ 930	\$ 14,880	16	996	\$ 15,936	16	1,043	\$ 16,688	16	1,116	\$ 17,856	16	1,199	\$ 19,184	16	1,297	\$ 20,752
Service Stns (Garage)	7	\$ 930	\$ 6,510	7	996	\$ 6,972	7	1,043	\$ 7,301	7	1,116	\$ 7,812	7	1,199	\$ 8,393	7	1,297	\$ 9,079
Private Club	1	\$ 925	\$ 925	1	990	\$ 990	1	1,037	\$ 1,037	1	1,109	\$ 1,109	1	1,191	\$ 1,191	1	1,288	\$ 1,288
Church	5	\$ 233	\$ 1,165	5	249	\$ 1,245	5	261	\$ 1,305	5	279	\$ 1,395	5	300	\$ 1,500	5	325	\$ 1,625
Unclassified	1	\$ 432	\$ 432	1	463	\$ 463	1	485	\$ 485	1	519	\$ 519	1	558	\$ 558	1	604	\$ 604
Revenue Total			5,783,769			6.208.509			6,503,507			6,959,418			7,482,359			8,099,165
Per Operating Budget			5,779,863			6,201,559			6,503,307			6,957,255			7,476,965			8,094,822
\$ Change - Revenue						408,718			293,226			453,748			517,547			612,463
% Change - Revenue Rate Over/(Shortfall)			3,906			7.07% 6,950			4.72% 1,772			6.98% 2,163			7.44% 5,394			8.19% 4,343
Nate Over/(Shortian)			3,900			0,930			1,772			2,103			3,394			4,343
\$1 of rate increase generates			13,364			13,385			13,385			13,385			13,385			13,385



Capital Fund

2020 BUDGET HIGHLIGHTS

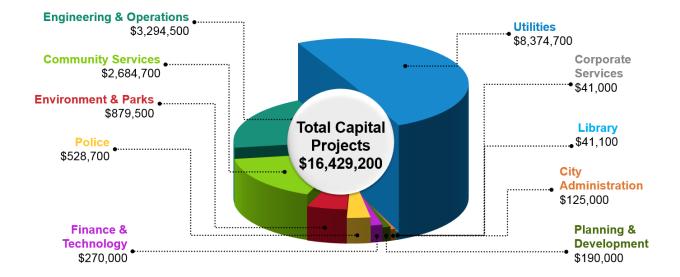
Capital Financial Plan

The 2020 Capital budget was introduced to the Finance Committee on November 5, 2019 and is being presented for Finance Committee approval on December 3, 2019. The draft Five-Year Financial Plan contains \$67.6 million in projects for years 2020 through 2024. 2020 has more than \$16.4 million in proposed projects with project submissions from nearly all departments.

Staff are requesting approval of the Capital Plan (2020 projects) by the Committee in December to eliminate the requirement for pre-approved projects and ensure staff can begin project planning, procurement, and general resourcing in January 2020.

Funding for the proposed projects comes from multiple City reserves and other external funding sources. Most City reserves are balanced as required for the Five-Year Financial Plan, although some have opening balance deficits which limit funding for future year projects. The list of 2020 projects is diverse and includes project submissions for the following items:

- fleet replacements;
- road rehabilitation at various locations throughout the City;
- upgrades and repairs to civic buildings;
- park improvements and updates to master plans
- improvements to traffic signals, street lights, and bus stops; and
- sewer, drainage, water, and solid waste projects which have been approved by Council
 as part of the Utility budgets (October 15, 2019).



Total Project Costs by Division

	Total Project Count	2020	2021	2022	2023	2024
City Manager	1	125,000	125,000	125,000	125,000	125,000
Communications and Engagement	2	41,000	36,000	41,000	36,000	41,000
Comm Serv Admin	4	135,000	178,500	400,000	100,000	100,000
Cultural Services	19	169,700	88,100	83,000	97,900	94,300
Facilities	52	2,170,000	850,000	1,015,000	1,012,000	1,557,000
Recreation	2	210,000		40,000		
Policy Planning	2	190,000				
Engineering	24	2,122,000	5,835,000	2,310,000	2,935,000	3,235,000
Operations	1	9,500	9,500	9,500	9,500	9,500
Fleet	45	1,073,000	779,600	471,000	82,800	345,000
Operations Admin	2	90,000	90,000	7,500	7,500	7,500
Environmental Services	2	22,000	22,000	22,000		
Parks	40	857,500	1,287,500	1,520,800	147,000	117,000
Finance	2	30,000				
Information Services	9	240,000	105,000	20,000	60,000	170,000
Library	5	41,100				
Police	41	528,700	262,100	154,600	240,900	750,300
Total		8,054,500	9,668,300	6,219,400	4,853,600	6,551,600

City Administration 2020-2024 CAPITAL BUDGET

City Manager Projects



Corporate Services2020-2024 CAPITAL BUDGET

Communications and Engagement Projects

	Ē↓	Project Name	<u></u> ≢+	Priority 🛓	LP 2020	LP 2021	LP 2022	LP 2023	LP 2024	Mid Range
1	CO20001	Program to solicit local illustrations for city use	₩ 🚳	© 2. Council	5,000		5,000		5,000	
2	CO20002	Holiday Lighting	→ 🛳	€ 3. High	36,000	36,000	36,000	36,000	36,000	
	Total - F	roject Costs			41,000	36,000	41,000	36,000	41,000	

Community Services2020-2024 CAPITAL BUDGET

Comm Serv Admin Projects

≜≠	Project Name	<u></u> ≢‡	Priority 🛓	LP 2020	LP 2021	LP 2022	LP 2023	LP 2024	Mid Range
1 CA20001	Emergency Support Services Planning	⇒ €	€ 3. High	26,000					
2 CA20002	Truth and Reconciliation Understanding and Engagement	→ 🚳	▼ 3. High	9,000	3,500				
3 CA20003	Civic Complex Exterior Upgrades and Enhancement (Phase I)	→ 🚳	▼ 4. Medium	100,000					
4 CA20005	Civic Complex Exterior Upgrades and Enhancement (Phase II)	⇒ 🚳	▼ 4. Medium		175,000	400,000	100,000	100,000	
Total -	Project Costs			135,000	178,500	400,000	100,000	100,000	

Cultural Services Projects

上↓	Project Name	Ēŧ	Priority = 1	LP 2020	LP 2021	LP 2022	LP 2023	LP 2024	Mid Range
CU2000	Mackie SM450 and Amplifier Replacement	⇒ 😭	4. Medium		10,000				
CU2000	Bistro Fridges - Bar and Commercial Catering	→ 🚳	▼ 4. Medium			7,000			
CU2000	Wired and Wireless Microphone Replacement	⇒ 🙈	▼ 4. Medium			10,000			
CU2000	Public Art Program Coordination	⇒ €	3. High	17,700	18,100	18,500	18,900	19,300	
CU2000	Film Projector Replacement	→ 🙈	3 4. Medium				48,000		
CU2001	Bistro/Galleria Tables and Benches	→ 🚳	4. Medium		10,000				
CU2001	Winter Street Banners	→ 🚳	▼ 4. Medium			17,500			
CU2001	Queen Street Plaza Placemaking		▼ 5. Low	10,000	20,000				
CU2001	Inlet Theatre Intelligent Lighting (Moving Lights)	→ 6	▼ 4. Medium	15,000					
CU2002	Council Microphone System	→ 6					25,000		
CU2002	PTZ Cameras for Council Streaming	→ 6				30,000			
CU2002	Galleria Display Monitor Replacement	⇒ 6	€ 4. Medium				6,000		
CU2002	LED Display - loco and Newport	⇒ 6	● 5. Low	110,000					
CU2002	Stage Refinishing and Drapery Cleaning	⇒ 6	3. High					30,000	
CU2002	Replacement of Galleria Sound System	⇒ 66						15,000	
CU2002	Tricaster - Council streaming controller	⇒ 🙈	3. High					30,000	
CU2002	Water Bottle Filling Station for Special Events	⇒ 🙈	1. Pre-Approved	7,000					
CU2002	Cultural Mapping Project	⇒ 🙈	3. High		30,000				
CU2003		→ 🙈	② 2. Council	10,000					
Exclude			▼ 5. Low		70,000				
Total	- Project Costs			169,700	88,100	83,000	97,900	94,300	

≟↓	Project Name	≟↓	Priority 🛓	LP 2020	LP 2021	LP 2022	LP 2023	LP 2024	Mid Ran
FC20003	Inlet Centre Firehall - Interior painting	-	• 4. Medium					50,000	
FC20007	Civic Centre - Emergency Generator Replacement		▼ 3. High					500,000	
FC20010	Recreation Complex - Main entrance aggregate paving, replace, construction phase	-	▼ 4. Medium			300,000			
FC20029	Facilities - Parking lot line repainting, 2		▼ 4. Medium					20,000	
FC20036	Civic Centre - Chairs, all meeting rooms, replace	w	▼ 4. Medium	30,000					
FC20050	Arts Centre - Elevator replacement		▼ 3. High	75,000					
FC20092	Inlet Centre Firehall - Hoses on nedermeyer system, replace		▼ 3. High				20,000		
FC20093	Inlet Centre Firehall - Truck bay doors, motor drive units, replace		▼ 3. High				30,000		
FC20094	Recreation Complex - Curling rink, stripping paint off interior walls		▼ 4. Medium	80,000					
FC20105	Facilities - Unplanned emergency capital repairs 2021		▼ 3. High		150,000				
FC20120	Public Safety Building - Painting, interior		4. Medium				135,000		
FC20132	Public Safety Building - Bay door motor replacement		4. Medium				10,000		
FC20137	Recreation Complex - Intumescent repairs on structural steel pillars		▼ 3. High		65,000				
FC20138	Recreation Complex - Main entrance aggregate paving, replace, design phase		4. Medium		60,000				
FC20141	Facilities - Envelope condition assessments, multiple buildings		€ 3. High					100,000	
FC20144	Glenayre Centre - Drain tile rebuild		€ 3. High				225,000		
FC20145	Facilities - Auto scrubber		€ 3. High	20,000					
FC20146	Fire Hall 2 - Exterior Repairs		€ 3. High	250,000					
FC20148	Westhill Centre - Roof Replacement		▼ 3. High				225,000		
FC20150	HMCC - Interior painting		▼ 4. Medium				25,000		
FC20156	Civic Centre - Painting, interior		▼ 4. Medium				60,000		
FC20158	Facilities - Unplanned emergency capital repairs 2020		€ 3. High	150,000					
FC20159	Facilities - Unplanned emergency capital repairs 2022		€ 3. High			150,000			
FC20171	Westhill Centre - Air conditioning, install split units		4. Medium	30,000					
FC20197	Public Safety Building - Geothermal heat pump replacement, year 2 of 4		€ 3. High	150,000					
FC20198	Public Safety Building - Geothermal heat pump replacement, year 3 of 4		€ 3. High		150,000				
FC20199	Public Safety Building - Geothermal heat pump replacement, year 4 of 4		€ 3. High			150,000			
FC20204	Recreation Complex - Skaters lobby, washroom improvements		4. Medium					250,000	
FC20212	Facilities - Unplanned emergency capital repairs 2023		€ 3. High				150,000		
FC20218	Facilities - Apply non-slip coating to outdoor pool changeroom floors		€ 3. High	70,000					
FC20232	Recreation Complex - Plant room, curling and arena 1 chiller replacement		€ 3. High	900,000					
FC20234	Arts Centre - Interior Painting		4. Medium					40,000	
FC20235	Civic Centre - Carpet replacement, City Hall including Theatre and Brovold		● 3. High			390,000			
FC20241	Facilities - Guard rail inspection, multiple facilities		● 3. High					60,000	
FC20243	Facilities - Unplanned emergency capital repairs 2024		● 3. High					150,000	
FC20268	Recreation Complex - Curling Rink lobby & lounge furniture replacement		4. Medium					45,000	
FC20282	Rocky Point PSB - Exterior Painting		€ 3. High				50,000		

	≜↓	Project Name	巨利		Priority 🚉	LP 2020	LP 2021	LP 2022	LP 2023	LP 2024	Mid Range
38	FC20292	Old Orchard Hall - Interior painting	=		• 4. Medium	30,000					
39 🗸	FC20297	Civic Centre - Exterior paver repairs 2020			▼ 3. High	25,000					
40 🗸	FC20298	Civic Centre - Exterior paver repairs 2021	-		▼ 3. High		25,000				
41	FC20299	Civic Centre - Exterior paver repairs 2022			▼ 3. High			25,000			
42 🗸	FC20300	Civic Centre - Exterior paver repairs 2023	-		€ 3. High				25,000		
43 🗸	FC20301	Civic Centre - Exterior paver repairs 2024	-		€ 3. High					25,000	
44 🕜	FC20302	Old Orchard Hall - Balcony replacement	tes)		€ 3. High		200,000				
45 🗸	FC20303	Old Orchard Hall - roof replacement	-		€ 3. High					300,000	
46 🗸	FC20304	Old Orchard Hall - Condition Assessment	-		▼ 4. Medium				40,000		
47	FC20305	Zamboni RS054 - Battery replacement	-		▼ 3. High				17,000		
48 🗸	FC20306	Zamboni RS059 - Battery replacement	-		€ 3. High					17,000	
49 🗸	FC20307	Westhill Pool - Deck repairs	-		▼ 3. High	60,000					
50 🗸	FC20308	Recreation Complex - Sound system, full building, emergency paging	-		▼ 3. High	100,000					
51 🕜	FC20309	Works Yard - Roof replacement	-		▼ 3. High	200,000					
52	FC20310	Westhill Centre - Concrete walkways and stairs, repairs	-	6	▼ 3. High		200,000				
53	FC20001 Excluded	Civic Centre - Exterior paver hardscaping, rebuild, construction phase	-	6	€ 3. High			500,000			
54	FC20002 Excluded	Inlet Park Building - Boiler, replace	-	6	👽 4. Medium	15,000					
55	FC20004 Excluded	Arts Centre - Washroom fixtures, replacement	-	6	👽 4. Medium			25,000			
56	FC20005 Excluded	Glenayre Centre - Carpet replacement	-	6	▼ 5. Low	20,000					
57	FC20006 Excluded	Old Orchard Hall - Air Conditioning System	-	6	👽 4. Medium		250,000				
58	FC20008 Excluded	Artist Studio 2709 Esplanade - Interior painting	-		👽 4. Medium		15,000				
59	FC20009 Excluded	Rocky Point PSB - Replace vinyl sundeck covering	-		€ 4. Medium	15,000					
60	FC20012 Excluded	Civic Centre - Elevator door operator, replace	-		€ 4. Medium	150,000					
61	FC20017 Excluded	Fire Hall 2 - Interior painting	-		👽 4. Medium		20,000				
62	FC20018 Excluded	Recreation Complex - DDC controller upgrades	-		👽 4. Medium		125,000				
63	FC20021 Excluded	Recreation Complex - Installation of Roof Anchors on old sections	-		👽 4. Medium	100,000					
64	FC20023 Excluded	Recreation Complex - Hydronic water treatment unit, replace	-		👽 4. Medium		15,000				
65	FC20024 Excluded	Old Orchard Hall - Exhaust fan replacement	-		€ 4. Medium	16,000					
66	FC20027 Excluded	Heritage Woods - Heating System overhaul	-		€ 5. Low	5,000					
67	FC20030 Excluded	Facilities - Water treatment equipment, replace	-		3 4. Medium		10,000				
68	FC20031 Excluded	Civic Centre - Washroom upgrades	-		3. High	100,000					
69	FC20034 Excluded	Facilities - HVAC controls replacement	-		▼ 4. Medium	80,000					
70	FC20041 Excluded	Facilities - Main drain lines, all buildings, camera scope and clean out			▼ 4. Medium	50,000					
71	FC20042 Excluded	Recreation Complex - Arena 1, bleacher refinishing	w		4. Medium		100,000				
72	FC20049 Excluded	Fire Hall 2 - Fire alarm system replacement			€ 3. High	50,000					
73	FC20053 Excluded	Recreation Complex - Improve accessability for sport wheel chairs			▼ 5. Low	90,000					
74	FC20055 Excluded	Civic Centre - Inlet Theatre stage wood, replace			👽 4. Medium	150,000					

	≟↓	Project Name	重料		Priority 🚉 🖡	LP 2020	LP 2021	LP 2022	LP 2023	LP 2024	Mid Range
75	FC20061 Excluded	Recreation Complex - Zamboni room exhaust fan, replace	-		• 4. Medium	40,000					
76	FC20062 Excluded	Recreation Complex - Gymnasium floor, resurface	=		€ 4. Medium		250,000				
77 💎	FC20064 Excluded	Public Safety Building - Mechanical systems repairs			€ 4. Medium		300,000				
78	FC20065 Excluded	Public Safety Building - Raised flooring, replace	=		€ 4. Medium		550,000				
79 🕡	FC20068 Excluded	Artist Studio 2709 Esplanade - Exterior repairs			▼ 5. Low	100,000					
80 🕡	FC20073 Excluded	Arts Centre - Metal clad swing doors, replacement	=	6	€ 4. Medium			7,500			
81 🕡	FC20075 Excluded	Recreation Complex - DHW boilers, replace	=	6	€ 4. Medium	125,000					
82 🕡	FC20077 Excluded	Recreation Complex - Internal concrete repairs to flooring, repair stage	=	6	€ 4. Medium			250,000			
83 🕡	FC20078 Excluded	Recreation Complex - Internal concrete repairs to flooring, design phase	=		€ 4. Medium		35,000				
84	FC20079 Excluded	Civic Centre - Exterior paver hardscaping, rebuild, design phase	=	6	€ 3. High					75,000	
85	FC20081 Excluded	Old Mill Boathouse - Condition Assessment			€ 4. Medium	40,000					
86 🕡	FC20082 Excluded	HMCC - Condition Assessment			€ 3. High	40,000					
87 🕡	FC20084 Excluded	HMCC - Handicap lift, replace			€ 4. Medium			75,000			
88	FC20085 Excluded	HMCC - Exterior painting	-	6	€ 4. Medium			50,000			
89 🕡	FC20086 Excluded	HMCC - Heat pumps, cyclical replacement			€ 4. Medium			50,000			
90	FC20087 Excluded	HMCC - Internal flooring finishes, replace	=		€ 4. Medium			75,000			
91	FC20088 Excluded	HMCC - Aluminum frame lobby doors, replace	=		€ 4. Medium			35,000			
92	FC20089 Excluded	HMCC - Fire safety equipment, replace	=		€ 3. High			65,000			
93	FC20090 Excluded	HMCC - Paver hardscaping rebuild	=		€ 4. Medium	90,000					
94	FC20091 Excluded	Heritage Woods - Roof replacement			€ 4. Medium			100,000			
95	FC20096 Excluded	Inlet Centre Firehall - Heat recovery ventilator, heat exchanger core, replace			€ 4. Medium			18,000			
96	FC20097 Excluded	Inlet Park Building - Major maintenance on electrical distribution equipment	=	6	€ 3. High			100,000			
97 🔷	FC20098 Excluded	Old Mill Boathouse - Alarm and sprinkler systems replacement			€ 3. High			60,000			
98 🕢	FC20099 Excluded	Recreation Complex - Arena 1 and 2, gas fired infrared radiant bleacher heaters, replace	=	6	€ 4. Medium			150,000			
99	FC20100 Excluded	Recreation Complex - SRC, carpet replacement	=		🐨 4. Medium	60,000					
100	FC20101 Excluded	Inlet Park Building - Interior painting	=		€ 4. Medium		15,000				
101	FC20102 Excluded	Glenayre Centre - Interior painting	=		👽 4. Medium		25,000				
102	FC20103 Excluded	Westhill Pool - Pool water to sanitary construction	=		€ 3. High		925,000				
103	FC20104 Excluded	Recreation Complex - Curling rink, HVAC systems improvements, construction phase			€ 4. Medium			225,000			
104	FC20106 Excluded	Recreation Complex - Security camera improvements, design			€ 4. Medium	25,000					
105	FC20108 Excluded	Recreation Complex - Plumbing fixture upgrades			4. Medium	100,000					
106	FC20110 Excluded	Civic Centre - Keyless Access System			€ 3. High	175,000					
107	FC20111 Excluded	Recreation Complex - Hot tub and steam room equipment replacement			4. Medium			60,000			
108	FC20112 Excluded	Fire Hall 2 - Garage bay infrared heaters, replace			▼ 3. High			30,000			
109	FC20114 Excluded	Public Safety Building - Surveillance system, replace			▼ 3. High	150,000					
110	FC20115 Excluded	Old Orchard Hall - Interior lighting upgrade			€ 4. Medium	25,000					
111	FC20116 Excluded	Civic Centre - Condition assessment of parking lot slab and services			€ 3. High			35,000			

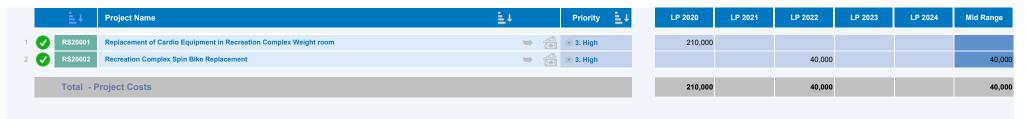
≟↓	Project Name	≟↓	Priority 🛓	LP 2020	LP 2021	LP 2022	LP 2023	LP 2024	Mid Rang
FC20121 Excluded	Civic Centre - Galleria, wood paneling, replace	₩	⑤ 5. Low	175,000					
FC20124 Excluded	Civic Centre - Overhaul of parkade exhaust fans	₩	₹ 3. High	50,000					
FC20125 Excluded	Civic Centre - Internal signage, rebrand and replace		₹ 4. Medium		25,000				
FC20130 Excluded	Rocky Point Pool - Deck concrete rebuild		🐨 4. Medium			500,000			
FC20131 Excluded	Public Safety Building - Hardscape paver replacement		🐨 4. Medium			75,000			
FC20133 Excluded	Old Mill Boathouse - HVAC equipment replacement		🐨 4. Medium			60,000			
FC20134 Excluded	Old Mill Boathouse - Back flow and check valve replacement		3 4. Medium			20,000			
FC20135 Excluded	Recreation Complex - Ceiling panels, replacement		4. Medium	300,000					
FC20143 Excluded	Old Fire Hall - Exterior repairs and roof replacement		€ 3. High	250,000					
FC20153 Excluded	Glenayre Centre - Parking lot repairs and repaving		€ 3. High	400,000					
FC20154 Excluded	Old Mill Boathouse - Floor Refurbishing		👽 4. Medium	20,000					
FC20155 Excluded	Glenayre Centre - Resilient flooring, replace		👽 4. Medium	40,000					
FC20157 Excluded	Glenayre Centre - Fire Life Safety component replacement		€ 3. High	80,000					
FC20161 Excluded	Public Safety Building - Exterior Repairs		© 4. Medium				115,000		
FC20165 Excluded	Civic Centre - Internal Exhaust fan replacement		€ 4. Medium	75,000					
FC20167 Excluded	Old Mill Boathouse - Exterior repairs and painting		© 4. Medium	150,000					
FC20168 Excluded	Arts Centre - Fire Life Safety component replacement		© 3. High		80,000				
FC20169 Excluded	Rocky Point Pool - Building drain tile replacement		© 3. High	150,000					
FC20172 Excluded	Fire Hall 2 - Emergency generator, rebuild		© 3. High			25,000			
FC20173 Excluded	Civic Centre - White acoustic ceiling panels, replace							25,000	
FC20174 Excluded	Recreation Complex - Brine pumps, replace		4. Medium		40,000				
FC20176 Excluded	Heritage Woods - Exterior wood siding, painting	-	€ 4. Medium	30,000					
FC20178 Excluded	Heritage Woods - Suite interior upgrades			40,000					
FC20179	Recreation Complex - Exhaust fans, replace		€ 4. Medium	50,000					
FC20180 Excluded	Public Safety Building - Inspection and flushing of sanitary and drainage systems		4. Medium	35,000					
FC20181	Fire Hall 2 - Concrete floor, prepare and re-coat		4. Medium				125,000		
FC20182 Excluded	Arts Centre - Cleaning cedar shingles on roof		(*) 4. Medium				30,000		
FC20183 Excluded	Arts Centre - Re-coat spray textured ceiling	-	© 4. Medium				65,000		
FC20184	Arts Centre - Condensing units, major maintenance	-	€ 4. Medium				20,000		
FC20185	Arts Centre - Assessment of internal clay masonry walls		€ 4. Medium				10,000		
Excluded FC20186	Carpenters Shop - Painting, internal walls		4. Medium				10,000		
FC20187	Civic Centre - Domestic water distribution system, major maintenance		4. Medium				50,000		
Excluded FC20188	Glenayre Centre - Main room, wood paneling replacement		4. Medium				75,000		
FC20189	Glenayre Centre - Domestic plumbing, upgrades and repairs		• 4. Medium				30,000		
Excluded FC20190	Inlet Park Building - Domestic water system, investigation and repairs		• 4. Medium				15,000		
FC20191 Excluded	Public Safety Building - Emergency generator, major maintenance		3. High				75,000		
Excluded FC20192	Public Safety Building - Elevator, replace door operator		● 3. High		30,000		70,000		

Ē↓	Project Name	Ē↓		Priority = 1	LP 2020	LP 2021	LP 2022	LP 2023	LP 2024	Mid Rang
FC20193 Excluded	Public Safety Building - Concrete flooring, repaint, including safety markings	-		₹ 4. Medium				20,000		
FC20194 Excluded	Public Safety Building - Vehicle bay, replacement of infrared heaters	₩		3 4. Medium				15,000		
FC20195 Excluded	Recreation Complex - Condition assessment of all roofs	₩		3 4. Medium		20,000				
FC20200 Excluded	Rocky Point Pool - Windows, replace	=		▼ 5. Low				25,000		
FC20203 Excluded	Recreation Complex - Gymnasium, replace wooden walls	₩		3 4. Medium		100,000				
FC20219 Excluded	Artist Studio 2709 Esplanade - Domestic hwt, replace			3 4. Medium					10,000	
FC20220 Excluded	Arts Centre - Domestic water distribution system, replace components			👽 4. Medium					30,000	
FC20221 Excluded	Carpenters Shop - Exterior Repairs and roof replacement			3. High	600,000					
FC20222 Excluded	Civic Centre - Server room split unit HVAC systems, replacement			3 4. Medium					35,000	
FC20224 Excluded	Glenayre Centre - Washroom partitions and hardware replacement			3 4. Medium					25,000	
FC20225 Excluded	Glenayre Centre - Envelope, major repairs including roof			3. High					350,000	
FC20226 Excluded	Glenayre Centre - Gas furnace, replace			👽 4. Medium					20,000	
FC20227 Excluded	Inlet Centre Firehall - Exterior assorted life cycle maintenance			👽 4. Medium					150,000	
FC20228 Excluded	Inlet Centre Firehall - FLS systems component replacement			€ 3. High					25,000	
FC20229 Excluded	Inlet Centre Firehall - DDC controls components, cyclical replacement			👽 4. Medium					35,000	
FC20230 Excluded	Old Orchard Hall Caretaker Residence - Exterior siding repairs and painting			3 4. Medium					200,000	
FC20231 Excluded	Public Safety Building - Proximity Access Control, component replacement			€ 3. High					200,000	
FC20233 Excluded	Works Yard - Security camera system, replacement			👽 4. Medium					75,000	
FC20236 Excluded	Civic Centre - Parkade ceiling insulation			3 4. Medium	50,000					
FC20237 Excluded	Civic Centre - Parkade sealing			👽 4. Medium	160,000					
FC20238 Excluded	Civic Centre - Radiant heating panels, replace			👽 4. Medium	210,000					
FC20240 Excluded	Civic Centre - Sumps and sump controls, replace			3. High	90,000					
FC20242 Excluded	Facilities - Hazardous materials labelling in all buildings			€ 3. High	25,000					
FC20244 Excluded	Fire Hall 2 - HVAC replacement			3. High	140,000					
FC20245 Excluded	Fire Hall 2 - Site work			3 4. Medium	50,000					
FC20246 Excluded	HMCC - Exterior sealant replacement			3 4. Medium	7,000					
FC20247 Excluded	HMCC - Hydronic loop recirculation pump, replace			👽 4. Medium	14,500					
FC20248 Excluded	Inlet Park Building - Exterior Repairs			3 4. Medium	330,000					
FC20249 Excluded	Inlet Park Building - Plumbing system replacement			🐨 4. Medium	60,000					
FC20250 Excluded	Inlet Park Building - Resilient flooring, replace			3 4. Medium	17,000					
FC20251	Kyle Centre - Fire Life Safety component replacement			3. High	80,000					
FC20252 Excluded	Kyle Centre - Interior Painting			3 4. Medium	30,000					
FC20253	Kyle Centre - Parking lot repaving		-	3 4. Medium	300,000					
FC20254	Kyle Centre - Roof Replacement and major exterior repairs			3. High	150,000	2,200,000	650,000			
FC20255	Kyle Centre - Seal basement floor			3 4. Medium	20,000					
FC20256	Kyle Centre - Wood flooring in multipurpose room, replace			3 4. Medium	75,000					
Excluded FC20257	Old Mill Boathouse - Elevator replacement			3 4. Medium	100,000					

≜↓	Project Name	<u>E</u> ↓	Priority = 1	LP 2020	LP 2021	LP 2022	LP 2023	LP 2024	Mid Rang
FC20258 Excluded	Old Orchard Hall - Air conditioning Design	\tap	4. Medium	25,000					
FC20259 Excluded	Old Orchard Hall - Air handling units, gas fired, interior, replace		🐨 4. Medium	35,000					
FC20260 Excluded	Old Orchard Hall - Fire life safety component replacement	=	3. High	55,000					
FC20261 Excluded	Old Orchard Hall - Flooring replacement and painting		🕡 4. Medium	90,000					
FC20262 Excluded	Public Safety Building - Carpet replacement		€ 4. Medium					200,000	
FC20263 Excluded	Public Safety Building - DDC upgrades to connect to RC Studio		4. Medium	200,000					
FC20264 Excluded	Public Safety Building - Elevator shaft exhaust fan	₩	4. Medium	30,000					
FC20265 Excluded	Public Safety Building - Exhaust fan replacement	₩	4. Medium	30,000					
FC20266 Excluded	Recreation Complex - Arena 1, roof replacement		4. Medium	500,000					
FC20267 Excluded	Recreation Complex - Arena Zamboni Door-Motor & Gear Replacement		👽 4. Medium	25,000					
FC20269 Excluded	Recreation Complex - Parking lot repairs and repaving	w	👽 4. Medium	350,000					
FC20270 Excluded	Recreation Complex - RTU replacement on old sections of building	•	∃ 3. High	850,000					
FC20271 Excluded	Recreation Complex - Security camera improvements, installation		👽 4. Medium		200,000				
FC20272 Excluded	Recreation Complex - Split unit HVAC unit for server room, replace				40,000				
FC20273 Excluded	Recreation Complex - SRC Skylight, replace		👽 4. Medium	300,000					
FC20274 Excluded	Recreation Complex - Steam generator, replace		₹ 4. Medium	20,000					
FC20275 Excluded	Recreation Complex - Tile flooring second floor SRC, replace		👽 4. Medium	200,000					
FC20276 Excluded	Recreation Complex - Wellness Room Floor Replacement		👽 4. Medium	200,000					
FC20277 Excluded	Rocky Point Pool - Condition Assessment		👽 4. Medium	20,000					
FC20278 Excluded	Rocky Point Pool - Exhaust fan replacement		▼ 5. Low	10,000					
FC20279 Excluded	Rocky Point Pool - Interior Painting		👽 4. Medium	10,000					
FC20280 Excluded	Rocky Point Pool - Bathroom fixture replacement		🐨 4. Medium	75,000					
FC20281 Excluded	Rocky Point Pool - Soffits, replace			10,000					
FC20283 Excluded	Rocky Point PSB - Interior painting		🐨 4. Medium	15,000					
FC20284 Excluded	Rocky Point PSB - Suite interior upgrades		▼ 4. Medium	40,000					
FC20285 Excluded	Westhill Centre - Interior Painting		🐨 4. Medium	25,000					
FC20286 Excluded	Westhill Centre - Washroom rebuild		👽 4. Medium	75,000					
FC20287 Excluded	Westhill Pool - Pool water to sanitary design			75,000					
FC20288 Excluded	Westhill Pool - Replace pool filters and pump		₹ 4. Medium	100,000					
FC20289 Excluded	Works Yard - Exterior Repairs		€ 3. High	2,000,000					
FC20290 Excluded	Works Yard - Overhaul electric generator		€ 3. High	30,000					
FC20291 Excluded	Old Mill Boathouse - Interior painting		₹ 4. Medium	20,000					
FC20293	Recreation Complex - Interior painting 2		3 4. Medium					60,000	
FC20294	Works Yard - Interior painting		₹ 4. Medium	30,000					
FC20295	Old Orchard Hall Caretaker Residence - Driveway repairs		3. High	50,000					
FC20296 Excluded	Recreation Complex - Lighting, replace lighting in A1 and Curling with LED		3 4. Medium	100,000					
FC20311	Westhill Pool - Conversion of disinfection system to liquid chlorine, design phase		3. High	75.000					

Facilities Projects 重和 LP 2021 LP 2024 Project Name LP 2022 LP 2023 Priority LP 2020 Mid Range Westhill Pool - Conversion of disinfection system to liquid chlorine, construction phase 500,000 Total - Project Costs 2,170,000 850,000 1,015,000 1,012,000 1,557,000

Recreation Projects



Planning & Development 2020-2024 CAPITAL BUDGET

Policy Planning Projects

	≜↓	Project Name	<u></u>	Priority	LP 2020	LP 2021	LP 2022	LP 2023	LP 2024	Mid Range
1	PL20001	Official Community Plan Update	⇒ 😤	3. High	150,000					
2	PL20002	Inclusionary Zoning	→ 😭	▼ 3. High	40,000					
3	PL20003	Housing Needs Report	→ 合	•						
	Total - F	Project Costs			190,000					

Engineering & Operations2020-2024 CAPITAL BUDGET

Engineering Projects

≟↓	Project Name	≞↓	Priority	LP 2020	LP 2021	LP 2022	LP 2023	LP 2024	Mid F
EN20001	Traffic Signal Infrastructure - Maintenance and Replacement	⇒ €	▼ 3. High	150,000	150,000	150,000			
EN20002	Street Name Sign Replacement Program	→ @	② 2. Council	45,000	45,000				
EN20004	*Transit Infrastructure - Bus Stop Accessibility Improvements	⇒ 🚳	3. High	25,000	25,000	25,000	25,000		
EN20005	Above-Ground Infrastructure - Planning/Asset Management	⇒ 🙈	3. High	75,000	75,000	75,000	75,000	75,000	
EN20006	Engineering Project Management and Development Resource	⇒	€ 3. High	160,000	160,000	160,000	160,000	160,000	
EN20007	Local Road Network (LRN) Road Reconstruction Program	⇒ 6€	€ 3. High	500,000	500,000	500,000	700,000	1,000,000	
EN20008	Traffic Safety Initiatives	⇒ @	3. High	50,000	50,000	50,000	50,000	50,000	
EN20010	Bridge & Overpass Structures - Monitoring, Scoping, Assessment & Minor Repairs	⇒ @	3. High	50,000	50,000	50,000	50,000	50,000	
EN20011	Major Road Network (MRN) Road Rehabilitation Program	⇒ @	3. High	400,000	600,000	1,000,000	1,600,000	1,600,000	
EN20012	Streetlighting Replacement Program	⇒ €	3. High	180,000	150,000	150,000	150,000	75,000	
EN20016	Transit Improvements Program	⇒ 🙈	3. High	25,000	25,000	25,000	25,000	25,000	
EN20017	Bike and Pedestrian Improvement Program	→ 🙈	3. High	50,000	10,000	50,000	25,000	25,000	
EN20019	Electrical & Communications Infrastructure Improvements	→ 🙈	3. High	40,000	40,000	40,000	40,000	40,000	
EN20024	*St. Johns Street Multi-use Pathway	⇒ 🚳	3. High		3,800,000				
EN20026	Pavement Management Plan Update	⇒ 🙈	3. High	125,000					
EN20029	Streetlight Improvement Program	⇒ @	3. High	25,000	25,000	25,000	25,000	25,000	
EN20030	Event Shuttle	⇒ @	3 4. Medium	10,000					
EN20031	Bridge and Major Structures Inventory Inspection	₩ 🖨	3. High					100,000	
EN20032	*Engineering & Operations Infrastructure Asset Life Cycle Program	⇒ 😭	3. High	20,000	30,000				
EN20034	*Engineering & Operations Work Process Review	⇒ ☆	3. High	60,000	90,000				
EN20036	*Subdivision & Develoment Servicing Bylaw Update	→ 🙈	3. High	115,000					
EN20038	Beaver Management - Ongoing Risk Assessment and Technical Studies	⇒ 🙈	4. Medium	10,000	10,000	10,000	10,000	10,000	
EN20039	Suter Brook Commercial Loading Zones	⇒ 🙈	② 2. Council	2,000					
EN20040	Suter Brook Street Lighting Review	⇒ 🙈	② 2. Council	5,000					
EN20037 Excluded	Car Free Day - Traffic Management	⇒ @	€ 3. High	35,000					
Total - I	Project Costs			2,122,000	5,835,000	2,310,000	2,935,000	3,235,000	

Operations Projects

	Ē↓	Project Name	<u>₽</u> ↓	Priority	LP 2020	LP 2021	LP 2022	LP 2023	LP 2024	Mid Range
1	OP20025	Beaver Management Plan - Field Activities	→ 🙈	€ 3. High	9,500	9,500	9,500	9,500	9,500	
2	OP20008 Excluded	Public Works Day [Multiple Funding Src]	- 6	•	2,400	2,400	2,400			
3	OP20010 Excluded	Residential Chafer Beetle Coupon Program	→ 🚳	•	7,000	7,000				
	Total - F	Project Costs			9,500	9,500	9,500	9,500	9,500	

Fleet Projects

≣∔	Project Name	<u></u> ≢↓		Priority	重和	LP 2020	LP 2021	LP 2022	LP 2023	LP 2024	Mid Rang
FL20001	FC - Replace RS056A - 10 Ford Econoline Van	=		3. High		60,000					
FL20002	PL - Replace PL003 - Ford Focus Electric CX902L	w		3. High						45,000	
FL20003	FD - Replace 2006 Rainbow Trailer - 02952y	₩.		3. High				7,500			
FL20004	FD - Replace FR003A - 2010 Ford Expedition-Car #2 (Deputy Fire Chief's vehicle)	=		3. High		72,800					
FL20005	FD - Replace FR016 - 2005 Polaris ATV	-		3. High		27,800					
FL20006	FD - Replace FR011 - 2011 Chevrolet Colorado Pick-up-Car #4 (Fire Prevention Officer Vehicle)	-		3. High			47,800				
FL20007	FD - Replace FR014 - 09 Wells Cargo Trailer	-		3. High						30,000	
FL20008	OP - Replace OP021A - 2012 Ford F150 PU DT6502	-		3. High				54,100			
FL20009	OP - Replace OP012A - 2013 Freightliner Truck KE7110	=		3. High		400,000					
FL20010	OP - Replace OP019 - 07 Big Tex Trailer 01636C	=	6	3. High				13,000			
FL20011	OP - Replace OP064 - 2016 John Deere Zero Turn Mower	=		3. High			19,100				
FL20012	OP - Replace OP031 - 2002 Ingersol Roller	w		3. High			35,700				
FL20013	OP - Replace OP029A - 2012 Case Loader	>		3. High			208,100				
FL20014	OP - Replace OP099L - 2011 Ingersol Lightsource Trailer	>		3. High			35,000				
FL20015	OP - Replace OP015 - 2010 International Dump Truck	w		3. High		300,000					
FL20016	OP - Replace OP99F - 2012 Atlas Copco Compressor 8643IC	=		3. High				27,100			
FL20017	OP - Replace OP063A - 2016 John Deere Zero Turn Mower	-		3. High			19,100				
FL20018	OP - Replace OP049A - 2010 Ford Ranger	w		3. High		57,200					
FL20019	OP - Replace OP023A - 2011 Ford Dump	w		3. High			106,100				
FL20020	OP - Replace OP041 - 2006 Trailtech Trailer			3. High		18,000					
FL20021	OP - Replace OP036 - 2011 Ford F550 Aerial Bucket Truck	=		3. High			95,500				
FL20022	OP - Replace OP040A - 2013 Flatbed Trailer			3. High			18,000				
FL20023	OP - Replace OP056 - 2014 Cargo Express Trailer			3. High				10,800			
FL20024	OP - Replace OP033A - 2013 Ford F350	-		3. High					71,800		
FL20025	OP - Replace OP058 - 2013 Eagle Tandem Landscape Trailer	-		3. High					11,000		
FL20026	OP - Replace OP057 - 16 F550 4x4 Dump			3. High						90,000	
FL20027	PK - Replace PK048A - 2010 Ford Ranger	\		3. High		57,200					
FL20028	PK - Replace PK063 - 2005 Vermeer Chipper			3. High			73,000				
FL20029	PK - Replace PK041A - 2013 Ford F150 Pickup EE1869			3. High				54,100			
FL20030	PK - Replace PK066 - 2016 John Deere Zero Turn Mower	-		3. High			19,100				
FL20031	PK - Replace PK017 - 2008 Agri-Metal Tuff Vac Sweeper			3. High			31,800				
FL20032	PK - Replace PK045A - 2006 Western Plow			3. High			9,000				
FL20033	PK - Replace PK045B - 2006 Swendson Sander			3. High			13,000				
FL20034	PK - Replace PK082 - 11 Winter Plow			3. High				9,000			
FL20035	PK - Replace PK053B - 2013 FORD F150 PU EE1870			3. High				54,100			
FL20036	PK - Replace PK062A - 2012 Ford F450 Dump EE1860			3. High				108,200			
FL20037	PK - Replace PK067 - 2015 Big Tex Utility Trailer			3. High			8,500				

Fleet Projects

	Ĕ∔	Project Name	. Ē ‡	Priority	重丰	LP 2020	LP 2021	LP 2022	LP 2023	LP 2024	Mid Range
38	FL20038	PK - Replace PK046A - 2010 John Deere Tractor	→ ∰	▼ 3. High				108,200			
39 🗸	FL20039	PK - Replace PK068 - 2016 Farm King trailer mower	→ 6	3. High				19,500			
40 🗸	FL20040	PK - Replace PKM001 - 2017 Kubota VS400 Premium Spreader	→ 6	3. High				5,400			
41 🗸	FL20041	PK - Replace PK064A - 16 F550 Dump	⇒ 🚳	€ 3. High						90,000	
42 🗸	FL20042	PK - Replace PK069 - 17 F550 Dump	→ 6	3. High						90,000	
43 🗸	FL20049	CU - Replace CU001 - 07 Dodge Caravan	→ 6	3. High			40,800				
44 🗸	FL20050	Fuel Monitoring Infrastructure	→ 6	3. High		30,000					
45 🗸	FL20051	FC - New 2019 Ford Ranger Crew 4X4	→ 6	3. High		50,000					
46	FL20052	PK - Power Lift Gate PK073	→ 6	3. High							
	Total - F	Project Costs				1,073,000	779,600	471,000	82,800	345,000	

Operations Admin Projects



Environment & Parks2020-2024 CAPITAL BUDGET

Environmental Services Projects

<u></u>	Project Name	≛∔	Priority 🛓	LP 2020	LP 2021	LP 2022	LP 2023	LP 2024	Mid Range
S20001	Spill Management [Multiple Funding Src]	⇒ €	▼ 3. High	10,000	10,000	10,000			
S20002	Fish Passage and Habitat Enhancement [Multiple Funding Src]	⇒ 6	3. High	12,000	12,000	12,000			
ES20003 Excluded	Wildfire Interface Management	→ 🍰	•	5,000	5,000	5,000			
ES20004 Excluded	Targeted Knotweed and Spartina Treatment and Removal	⇒ 🚓	•	30,000	30,000	20,000			
ES20005 Excluded	Scoping Study - Green Infrastructure / Urban Forestry	⇒ 🍰	3. High	20,000					
Total - F	Project Costs			22,000	22,000	22,000			

Parks Projects

≜∔	Project Name	≜∔		Priority = 1	LP 2020	LP 2021	LP 2022	LP 2023	LP 2024	Mid Range
PK20007	Inlet Trail - Boardwalk and Pedestrian Bridge Reconstruction	⇒	a	3. High	125,000	400,000				
PK20008	Flavelle Park - Lifecycle maintenance wooden deck (Lifecycle Asset Management)			▼ 4. Medium			35,000			
PK20014	Playground Equipment Repair	***		4. Medium	15,000	15,000	15,000	15,000	15,000	
PK20015	Old Orchard Park - Master Plan			▼ 3. High			86,300			
PK20016	Chafer Beetle Management Program - City Lands	-		3. High	5,000	7,500	7,500			
PK20019	Playground Rehabilitation - Twin Creek Parkette Playground (Lifecycle Asset Management)			€ 3. High	40,000					
PK20020	Greenleaf Parkette - Retaining Wall Rehabilitation (Lifecycle Asset Management)			€ 3. High	12,000					
PK20023	Rocky Point Park - Picnic Shelter Rehabilitation	_		€ 4. Medium						75,
PK20024	Rocky Point Park - Master Plan Review	₩	6	▼ 3. High		173,000				
PK20025	Horticulture Vegetation Replacement Program	=	a	▼ 3. High	15,000	15,000	15,000	15,000	15,000	
PK20026	Playground Rehabilitation - Barber Street Playground Area	w		▼ 3. High		40,000				
PK20032	Maintenance Dredging - Rocky Point Pier	=	6	▼ 3. High		30,000	150,000			
PK20041	Parkland Aquisition Strategy	w	a	▼ 3. High	75,000					
PK20042	Forest Parkway Boulevard Rehabilitation	w	a	4. Medium						50
PK20043	Heritage Mountain Grass Sportsfield Rehabilitation	w		▼ 3. High						250
PK20046	Rocky Point Park Pier - Minor Repairs	w		▼ 3. High	5,000					
PK20047	Parks/Green Infrastructure - Planning/Asset Management Program (FUTURE YEARS)			4. Medium	45,000	45,000	45,000	45,000	45,000	
PK20048	Port Moody Sign Beds - Irrigation Installation	w		4. Medium	15,000					
PK20050	Port Moody Pollinator Project			▼ 5. Low	5,000	5,000	5,000			
PK20051	Urban Forest Management Strategy			▼ 3. High	82,500					
PK20052	Trail Network Plan			3. High		80,000				
PK20054	Blue Mountain Trail - Crib Stairs			3. High		30,000				
PK20055	Rocky Point Park Lighting				18,000					
✓ PK20056	Playground Rehabilitation - Seaview Playground			4. Medium	75,000					
PK20058	Urban Forestry - Tree Replacement Program			② 2. Council	15,000	15,000	15,000	15,000	15,000	
PK20059	Trasolini Field - Synthetic Turf Replacement			4. Medium			1,100,000			
PK20061	Cedarwood Spray Park						15,000			
PK20063	Parks Electric Vehicle			▼ 5. Low	55,000					
PK20064	Wildfire Interface Management			▼ 3. High	5,000	5,000	5,000			
PK20065	Rocky Point Park - Replacement of spray park manifold				15,000					
PK20066	Rocky Point Park - Dog Off-Leash Improvements				25,000					
PK20068	Fencing - repair/replacement of fencing (Lifecycle Asset Management)			▼ 3. High	15,000	15,000	15,000	15,000	15,000	
PK20070	Drinking water fountain for Town Centre Park/Trasolini Field			▼ 4. Medium	23,000					
PK20071	Rocky Point Park Playground (Part 2)				80,000					
PK20072	Westhill Playground - Replacement and surfacing				75,000					
PK20073	Annual repairs for asphalt pathways in parks (Lifecycle Replacement)				12,000	12,000	12,000	12,000	12,000	
PK20074	Bert Flinn Park Improvements			4. Medium				30,000		

Parks Projects

≜∔	Project Name	巨利	Priority =	LP 2020	LP 2021	LP 2022	LP 2023	LP 2024	Mid Range
PK20075	Condition assessment for viewing platforms on Shoreline Trail (two locations - one at Pigeon Cove, larger viewing ou	tlook at O∣ 🛶 🧉	€ 3. High	5,000					
PK20076	Shoreline Bike Path - Paving - north side of trail network in coordination with sanitary sewer	→ 6	▼ 3. High		400,000				
PK20077	City Hall Frontage Works	₩ 6	•						
PK20013 Excluded	Designated Anchorage Area Program	⇒ €	•	20,000	20,000	20,000	20,000		
PK20021 Excluded	Security Cameras - Major Parks	₩ €	•	5,000	5,000	5,000			
PK20028 Excluded	Urban Forestry - Tree Removals/Mitigation for City Lands	₩ €	₹ 3. High	75,000	75,000	75,000	75,000		
PK20035 Excluded	Goose Management Program	₩ €	₹ 3. High	12,000	12,000	12,000	12,000	12,000	
PK20049 Excluded	Town Centre Park - Landscape and irrigation repair	₩ €	₹ 3. High	20,000					
PK20057 Excluded	Westhill Park - Walking Track Rehabilitation	₩ €	₹ 3. High						
PK20060 Excluded	Graffiti Removal	₩ 6	▼ 1. Pre-Approved	5,000	5,000	5,000	5,000	5,000	
PK20062 Excluded	Parkside Drive Bridge Replacement - Design and permitting (Year 1), Construction (Year 2)	→ €	₹ 3. High				200,000		
PK20067 Excluded	Archaeological investigations for parks	⇒ €	₹ 3. High	10,000					
PK20069 Excluded	Geogrid for Special Events in Rocky Point Park	₩ 6	₹ 4. Medium		5,000				
Total - P	Project Costs			857,500	1,287,500	1,520,800	147,000	117,000	37

Finance & Technology 2020-2024 CAPITAL BUDGET

Finance Projects

	Ē↓	Project Name	<u>₽</u> ↓	Priority = 1	LP 2020	LP 2021	LP 2022	LP 2023	LP 2024	Mid Range
1	FI20001	Natural Asset Strategy	→ 🚳	▼ 3. High	15,000					
2 🗸	FI20002	Asset Management Investment Plan (AMIP) update	→ 😭	▼ 3. High	15,000					
3	FI20003	COVID-19 Response	→ 🙈	2. Council						
	Total - F	Project Costs			30,000					

• Information Services Projects

	<u></u> ≢∔	Project Name	≣#	Priority = 1	LP 2020	LP 2021	LP 2022	LP 2023	LP 2024	Mid Range
⊘ Is	S20005	Disk Array Replacement	⇒ 🙈	▼ 3. High	80,00)			80,000	
₹	S20006	Agresso Upgrades	→ 😭	▼ 3. High	20,00)	20,000		20,000	
✓	S20008	Virtual Server Replacement	→ 🔞	€ 3. High	70,00				70,000	
✓	S20010	Backup Server Replacements	⇒ @	€ 3. High		40,000		40,000		
₹	S20011	Orthophoto & LiDAR Mapping	→ 😭	€ 3. High		20,000		20,000		
₹	S20013	Cloud Email Migration	→ 😭	€ 4. Medium	30,00)				
₹	S20017	Firewall Replacement	→ 😭	€ 3. High		45,000				
₹	S20019	Corporate Wide Internal Service Request System	→ 😭	€ 4. Medium	20,00)				
₹	S20021	Windows License Upgrades	→ 😭	€ 3. High	20,00)				
	S20018 xcluded	Cloud Disaster Recovery Server Backup	→ 😤	3. High	25,00	0				
T	otal - P	roject Costs			240,00	105,000	20,000	60,000	170,000	

Library 2020-2024 CAPITAL BUDGET

Library Projects

	≣↓	Project Name	Ē ↓	Priority = 1	LP 2020	LP 2021	LP 2022	LP 2023	LP 2024	Mid Range
1	LI20001	Self Check-out Unit Operating System Upgrades	=	▼ 3. High	12,000					
2	LI20002	Digital Early Learning Hub Technology Refresh	→ 🚳	€ 3. High	8,600					
3	LI20003	Portable Computer Lab Refresh	→ 6	3. High	10,500					
4	LI20004	Pop-up Library Event Tent	⇒ 🏟	● 1. Pre-Approved	2,900					
5	LI20005	Rejuvenate Raise a Reader Storytime kits	→ 😩	● 1. Pre-Approved	7,100					
	Total - I	Project Costs			41,100					

Port Moody Police 2020-2024 CAPITAL BUDGET

Police Projects

Ē	Project Name	≣‡	Priority 🛓	LP 2020	LP 2021	LP 2022	LP 2023	LP 2024	Mid Range
1 PD200	OO1 Server Room Equipment and Licenses	→ 🔞	3. High		112,000				
2 PD200	Server Room Equipment (Back up Server)	→ 🙈	€ 3. High	65,000					
3 PD200	Network Infrastructure	→ 🙈	€ 3. High				105,000		
4 PD200	Police Building Video Recording System		€ 3. High					75,000	
5 PD200	Computers - Desktops & Tablets		€ 3. High	37,200	37,200	35,000	37,300	37,200	
6 PD200	MDT's - Police Laptops		€ 3. High	12,500				102,500	
7 PD200	Photocopiers and Printers		3. High			18,000			
8 PD200	Software Upgrades - Office Suite		3. High	12,000					
9 PD200	UPS Battery		€ 3. High		13,400				
10 PD200	Firearms - Pistols		€ 3. High					45,500	
11 PD200	Firearms - Patrol Rifles		€ 3. High	17,500					
12 PD200	CEW (Less Lethal) Equipment		€ 3. High				9,000		
13 PD200	External Hard Armor		€ 3. High	15,000				19,800	
14 PD200	Air Purifying Respirators		€ 3. High	42,000					
15 PD200	Forensic Light		€ 3. High	27,000					
16 PD200	Forensic Surveying Equipment (Collision)		€ 3. High				17,200		
17 PD200	E-ticketing Equipment	→ 🙈	€ 3. High					25,200	
18 PD200	Oral Fluid Screening Devices (Cannabis)	→ 🙈	€ 3. High			35,000			
19 PD200	Approved Screening Devices		€ 3. High					8,500	
20 PD200	220 Radar Equipment	⇒ €	€ 3. High				13,200		
21 PD200	721 Floatation Devices	→ 6	€ 3. High			5,100			
22 PD200	Furniture Replacement - Boardroom and EOC	→ 🙈	€ 3. High			9,000			
23 PD200	Building Security - Electronic Door Keying	→ 🙈	€ 3. High	24,000					
24 PD200	Building Security - Manual Key Access	→ 🙈	€ 3. High	8,500					
25 PD200	Wifi Capability	⇒ 😤	▼ 3. High	70,000					
26 PD200	Livescan Fingerprinting Units	⇒ 😤	▼ 3. High	16,000					
27 PD200	Replace P0086 Dodge Durango	⇒ €	€ 3. High				59,200		
28 PD200	Replace PO087 Ford Explorer	⇒ €	€ 3. High					71,200	
29 PD200	Replace PO089 Dodge Charger	⇒ 6	▼ 3. High					61,800	
30 PD200	Replace P0090 Dodge Charger		€ 3. High	56,000					
31 PD200	Replace PO091 Ford Explorer	→ 🚳	▼ 3. High					74,000	
32 PD200	Replace PO092 Dodge Charger	→ 🚳	▼ 3. High					61,800	
33 PD200	Replace PO093 Dodge Charger							61,800	
34 PD200	Replace PO095 Chevrolet Tahoe	→ 🚳	▼ 3. High	70,000					
35 PD200	Replace PO100 Dodge Charger	→ 🚳	▼ 3. High		57,400				
36 PD200	Replace PO101 Dodge Ram	→ 🚳	▼ 3. High			52,500			
37 PD200	Replace PO102 Kawasaki MC	→ 🙈	▼ 3. High		30,800				

Police Projects

	Ĕŧ	Project Name		Priority	≣≠	LP 2020	LP 2021	LP 2022	LP 2023	LP 2024	Mid Range
38	PD20038	Replace PO103 Dodge Charger	→ 🚳	3. High		56,000					
39	PD20039	Replace PO104 Road Runner Boat	→ 6	3. High			11,300				
40	PD20040	Replace PO105 Dodge Charger	→ 6	3. High						61,800	
41	PD20041	Replace PO112 Honda Accord	⇒ 🚳	3. High						44,200	
	Total - P	roject Costs				528,700	262,100	154,600	240,900	750,300	

Utility Department2020-2024 CAPITAL BUDGET

Total Project Costs by Division

	Total Project Count	2020	2021	2022	2023	2024
Water	17	1,033,500	1,668,500	1,888,500	1,098,500	1,038,500
Sanitary Sewer	12	5,510,000	4,230,000	595,000	1,400,000	1,150,000
Solid Waste	9	595,700	170,400	133,200	136,200	2,039,100
Drainage	18	1,235,500	1,230,500	1,550,500	3,310,500	2,230,500
Total		8,374,700	7,299,400	4,167,200	5,945,200	6,458,100

Solid Waste Projects

1 SO200			Priority 🛓	LP 2020	LP 2021	LP 2022	LP 2023	LP 2024	Mid Range
	Solid Waste Coordinator Recource Materials and Outreach Tools	⇒ €	€ 3. High	8,500	8,500	8,500	8,500	8,500	
2 SO200	Cart Replacement Plan	→ 🙈	▼ 3. High	102,500	105,100	107,700	110,400	113,100	
3 SO200	Public Waste Receptacles	→ 🚳	▼ 3. High	10,000	50,000	10,000	10,000	10,000	
4 SO200	O4 Centralized Recycling Day	⇒ 🙈	▼ 3. High	6,500	6,800	7,000	7,300	7,500	
5 SO200	Replace OP047 - 2013 Peterbilt Garbage Truck	→ 🙈	▼ 1. Pre-Approved	468,200					
6 SO200	Replace OP075 - 17 Mack LR	→ 🙈	€ 3. High					475,000	
7 SO200	Replace OP076 - 17 Mack LR	→ 🙈	€ 3. High					475,000	
8 SO200	Replace OP077 - 17 Mack LR	→ 🙈	€ 3. High					475,000	
9 SO200	Replace OP083 - 17 Mack LR	→ 🙈	▼ 3. High					475,000	
Total	- Project Costs			595,700	170,400	133,200	136,200	2,039,100	

Sanitary Sewer Projects

oreline Trail Sanitary Sewer (Gravity Sewer/Forcemain Valve/Twinning of Existing Siphon) set Management - Sanitary Sewer derside Foreshore Sanitary Sewer Assessment nitary Sewer Rehabilitation - Glenayre/Seaview/College Park nitary Sewer Flow Monitoring Program	+ •	• 3. High • 3. High • 4. Medium • 3. High		2,260,000 50,000 220,000	1,300,000 50,000	50,000 45,000			
derside Foreshore Sanitary Sewer Assessment nitary Sewer Rehabilitation - Glenayre/Seaview/College Park	⇒ •	• 4. Medium • 3. High			50,000				
nitary Sewer Rehabilitation - Glenayre/Seaview/College Park	=	€ 3. High		220,000		45,000			
				220,000					
nitary Sewer Flow Monitoring Program	w	A COLUMN		220,000					
		⊕ 3. High		30,000	30,000	30,000	30,000	30,000	
nitary Sewer Rehabilitation - Moody Centre	-	⊕ 3. High				50,000			
nitary Sewer Rehabilitation Study - North Shore Phase 2 (I&I)	-	🕞 🐨 4. Medium			150,000	150,000			
CTV Inspection/GPS Locate Program	-	⊕ 3. High		120,000	120,000	120,000	120,000	120,000	
co Road Low-Pressure Sanitary Siphon and Valve Replacement	-	⊕ 3. High		2,630,000	2,330,000				
nitary Sewer Rehabilitation - North Shore Phase 1	-			200,000	200,000	150,000			
wer Capital Infrastructure Program (Linear and Non-Linear)	-	€ 4. Medium					1,050,000	1,000,000	
rkside Drive Trail Bridge Replacement	-	😭 🐨 4. Medium			50,000		200,000		
ect Costs				5.510.000	4.230.000	595,000	1.400.000	1.150.000	
ni co ini w	itary Sewer Rehabilitation Study - North Shore Phase 2 (I&I) V Inspection/GPS Locate Program Road Low-Pressure Sanitary Siphon and Valve Replacement itary Sewer Rehabilitation - North Shore Phase 1 er Capital Infrastructure Program (Linear and Non-Linear)	itary Sewer Rehabilitation Study - North Shore Phase 2 (I&I) V Inspection/GPS Locate Program Road Low-Pressure Sanitary Siphon and Valve Replacement itary Sewer Rehabilitation - North Shore Phase 1 er Capital Infrastructure Program (Linear and Non-Linear) side Drive Trail Bridge Replacement	itary Sewer Rehabilitation Study - North Shore Phase 2 (I&I) V Inspection/GPS Locate Program Road Low-Pressure Sanitary Siphon and Valve Replacement itary Sewer Rehabilitation - North Shore Phase 1 er Capital Infrastructure Program (Linear and Non-Linear) iside Drive Trail Bridge Replacement 4. Medium	itary Sewer Rehabilitation Study - North Shore Phase 2 (I&I) V Inspection/GPS Locate Program V Inspection/GPS Locate Program Road Low-Pressure Sanitary Siphon and Valve Replacement itary Sewer Rehabilitation - North Shore Phase 1 or 2. High or 3. High or 3. High or 4. Medium stated Drive Trail Bridge Replacement	itary Sewer Rehabilitation Study - North Shore Phase 2 (I&I) V Inspection/GPS Locate Program V Inspection/GPS Locate Program Road Low-Pressure Sanitary Siphon and Valve Replacement itary Sewer Rehabilitation - North Shore Phase 1 C Capital Infrastructure Program (Linear and Non-Linear) Side Drive Trail Bridge Replacement A Medium 4 Medium	itary Sewer Rehabilitation Study - North Shore Phase 2 (I&I) V Inspection/GPS Locate Program Road Low-Pressure Sanitary Siphon and Valve Replacement Tarry Sewer Rehabilitation - North Shore Phase 1 The Capital Infrastructure Program (Linear and Non-Linear) The Capital Infrastructure Program (Linear and Non-Linear) The Capital Bridge Replacement The Capital Bridge Replacement The Capital Infrastructure Program (Linear and Non-Linear) The Capital Infrastructure Program (Linear and Non-Linear) The Capital Bridge Replacement The Capital Infrastructure Program (Linear and Non-Linear) The Capital Infrastructure Program (Linear and Non-Linear) The Capital Infrastructure Program (Linear and Non-Linear)	itary Sewer Rehabilitation Study - North Shore Phase 2 (I&I) V Inspection/GPS Locate Program © 3. High 120,000 120,0	Starty Sewer Rehabilitation Study - North Shore Phase 2 (I&I)	itary Sewer Rehabilitation Study - North Shore Phase 2 (I&I) V Inspection/GPS Locate Program V Inspection/GPS Locate Program Road Low-Pressure Sanitary Siphon and Valve Replacement Tarry Sewer Rehabilitation - North Shore Phase 1 The Capital Infrastructure Program (Linear and Non-Linear) The Capital Infrastructure Program (Linear and Non-Linear) The Capital Bridge Replacement The Capital Bridge Replacem

Drainage Projects

≟↓	Project Name	主	Priority 🛓	LP 2020	LP 2021	LP 2022	LP 2023	LP 2024	Mid Range
OR20001	Asset Management - Drainage	→ 😭	₹ 3. High	50,000	50,000	50,000			
DR20002	Civil Construction-Wastewater Collection System Operating & Maintenance Construction	⇒ 66	▼ 3. High	150,000	150,000	150,000	150,000	150,000	
DR20003	Engineering Project Management and Development Resource	⇒ €	⊚ 3. High	48,000	48,000	48,000	48,000	48,000	
DR20004	Environmental Investigation & Response - Drainage Systems	⇒ @	▼ 3. High	35,000	35,000	35,000	35,000	35,000	
✓ DR20005	Integrated Stormwater Management Planning (ISMP)	⇒ 🙈	▼ 3. High		300,000				
✓ DR20006	Public Works Day	⇒ 🙈	▼ 4. Medium	2,500	2,500	2,500	2,500	2,500	
✓ DR20007	Storm Drainage Capital Infrastructure Program (Linear and Non-Linear)	⇒ 🙈	▼ 4. Medium				1,100,000	1,000,000	
✓ DR20008	Stream Water Quality Monitoring Program (AMF)	⇒ 🙈	▼ 3. High	75,000			75,000	75,000	
✓ DR20010	Clarke Road Drainage Improvements	⇒ 🙈	▼ 3. High	160,000					
✓ DR20013	Storm Drainage Improvements - Moody Centre	→ 🙈	▼ 3. High					220,000	3,815,00
✓ DR20014	Storm Drainage Infrastructure Rehabilitation - North Shore	→ 🙈	▼ 3. High		325,000	240,000			
✓ DR20015	Storm Water Management Plan - College Park / Westhill	→ 🙈	▼ 4. Medium			105,000			
✓ DR20016	Turner Creek Culvert at 100 Parkside Drive In-Stream Works and Rehabilitation	→ 🙈	▼ 3. High	300,000					
✓ DR20017	Suterbrook Creek Source Control Study	→ 🚳	▼ 4. Medium	30,000					
DR20018	Noon's Creek Channel Restoration	→ 🚳	▼ 3. High	190,000					
DR20019	Washington Drive-Shoreline Circle Storm Main Rehabilitation	→ 🙈	3. High	175,000					
✓ DR20020	Ditch Inventory Program	→ 🙈	▼ 3. High	20,000	20,000	20,000			
OR20021	loco Road Corridor Reconstruction	⇒ 6	▼ 3. High		300,000	900,000	1,900,000	700,000	
Total - I	Project Costs			1,235,500	1,230,500	1,550,500	3,310,500	2,230,500	3,815,0

• Water Projects

≟↓	Project Name	Ē↓	Priority 🛓	LP 2020	LP 2021	LP 2022	LP 2023	LP 2024	Mid Rang
WT20001	Civil Construction-Water Distribution System Operating & Maintenance Construction	₩ 6		150,000	150,000	150,000	150,000	150,000	
WT20003	Non-Linear Infrastructure Assets Renewal Program	⇒ €	▼ 3. High	170,000	170,000	170,000	170,000	170,000	
WT20004	Asset Management - Water Infrastructure	⇒ €	▼ 3. High	50,000	50,000	50,000			
WT20006	Fire Hydrant Improvements - Storz Adaptor Program	⇒ €	▼ 4. Medium	25,000	25,000	25,000			
WT20008	SCADA System Maintenance - Telemetry/Software	→ €	€ 4. Medium	25,000	25,000	25,000			
WT20009	Water Conservation Coordinator Resource Materials & Outreach Tools	→ €	€ 4. Medium	10,000	10,000	10,000	10,000	10,000	
WT20011	Water Meter Program Development & Implementation	→ €	€ 4. Medium			120,000	60,000		
WT20012	Cross Connection Control Program Maintenance	→ €	€ 4. Medium	28,000	28,000	28,000	28,000	28,000	
WT20013	Water Network Infrastructure Asset Renewal Program	→ €	▼ 3. High				500,000	500,000	
WT20016	Public Works Day	→ €	€ 4. Medium	2,500	2,500	2,500	2,500	2,500	
WT20017	Water System Improvements Program	→ €	€ 4. Medium				70,000	70,000	
WT20018	loco Road Corridor Reconstruction (Water)	→ €	▼ 3. High	25,000	1,100,000	1,200,000			
WT20019	Utility Rights of Way (Review/Assessment)	⇒ €	€ 4. Medium	60,000	60,000	60,000	60,000	60,000	
WT20020	Engineering Project Management and Development Resource	→ €	▼ 3. High	48,000	48,000	48,000	48,000	48,000	
WT20021	College Park Water System Rehabilitation Design	→ €	▼ 3. High	135,000					
WT20022	Watermain Renewal/Extension - Alderside Rd End at CPR Crossing	→ €	▼ 3. High	200,000					
WT20024	Chestnut Reservoir Seismic Upgrade Design	→ @	€ 3. High	105,000					
Total - F	Project Costs			1,033,500	1,668,500	1,888,500	1,098,500	1,038,500	

Section Seven
2020-2024
Reserves



Asset Reserves2020-2024 RESERVE BALANCES

Port Mood	v Reserves f	or Years 2020	- 2024
I OIL IIIOOU	, 1100011001	oi iouio Lolo	

Cincater In Deserve: (Fior Fig.)	sset Reserve - Opening Balance			Last Updated:	29. April	2020 10:15 AI
Part	escription	2020	2021	2022	2023	202
Asset Lay (Yin) - Appowed 2019 2,862,240 2,862,250 2,862,2	Opening Balance	356,415	321,775	322,531	323,690	324,26
Asset Lay (1791—Proposed 2020	Transfer to Reserve: (from FS)					
COVID-19 - Reduced Strin of Original Contribution 280,000 280,000 280,000 280,000 280,000 280,000 280,000 451,000 45	Asset Levy (1%) - Approved 2011 to 2019	2,862,250	2,862,250	2,862,250	2,862,250	2,862,25
Asset Lony (YK3) - Proposed 2022 4 471,000 451	Asset Levy (1%) - Proposed 2020	433,000	433,000	433,000	433,000	433,00
Asset Lavy (1%) - Proposed 2822 Asset Lavy (1%) - Proposed 2823 Asset Lavy (1%) - Proposed 2823 Historical Funding 475,000	COVID-19 - Reduced 60% of Original Contribution	-260,000	-260,000	-260,000	-260,000	-260,0
Asset Lovy (YN) - Proposed 2023 Asset Levy (YN) - Proposed 2024 Historical Funding 475,000 475,000 475,000 475,000 475,000 475,000 475,000 475,000 475,000 475,000 475,000 475,000 475,000 475,000 475,000 475,000 250,000 2	Asset Levy (1%) - Proposed 2021		451,000	451,000	451,000	451,0
Asset Levy (Yh) - Proposed 2024	Asset Levy (1%) - Proposed 2022			471,000	471,000	471,0
Historical Funding	Asset Levy (1%) - Proposed 2023				488,000	488,0
2012 5 Year Financial Plan - 280,000 amusul (Old Capital Asset Maint & Replacement Reserve) 250,000	Asset Levy (1%) - Proposed 2024					506,0
Operating Budget Funding 88,600 75,000 7	Historical Funding	475,000	475,000	475,000	475,000	475,0
Previously the Artificial turf annual contribution - North Shore Community Park 75,000	2012 5 Year Financial Plan - 250,000 annual (Old Capital Asset Maint & Replacement Reserve)	250,000	250,000	250,000	250,000	250,0
Previously the Artificial turf annual contribution	Operating Budget Funding	89,600	89,600	89,600	89,600	89,6
Sewer Fund Annual Contribution 31,500 32,000 32,500 33,0	Previously the Artificial turf annual contribution - North Shore Community Park	75,000	75,000	75,000	75,000	75,0
Water Fund Annual Contribution 31,500 32,000 32,000 33,000 40,000<	Previously the Artificial turf annual contribution - Town Centre	75,000	75,000	75,000	75,000	75,0
CPR Police Lease	Sewer Fund Annual Contribution	31,500	32,000	32,500	33,000	33,5
Transfer to Reserve: (from FC) FC Recreation Ctr-Bidg FC Police 19,791 20,187 20,	Water Fund Annual Contribution	31,500	32,000	32,500	33,000	33,5
FC Recreation Ctr-Bidg FC Police 19,791 20,187 20,591 21,002 21, ransfer to Reserve: (from RS) RS-Rec Ctr-Admin 65,600	CPR Police Lease	52,750	52,750	52,750	52,750	52,7
FC Police 19,791 20,187 20,591 21,002 21,47 ansfer to Reserve: (from RS) RS-Rec Ctr-Admin 65,600 65	ransfer to Reserve: (from FC)					
FC Police 19,791 20,187 20,591 21,002 21,47 analyses to Reserve: (from RS) RS-Rec Ctr-Admin 65,600	FC Recreation Ctr-Bldg	40,380	40,380	40,380	40,380	40,3
Ranker to Reserve: (from RS) RS-Rec Ctr-Admin 65,600 65,6	FC Police	19,791				21,4
RS-Rec Ctr-Fitness & Spinning Programs 5,190 5,	ransfer to Reserve: (from RS)					
RS-Rec Ctr-Fitness & Spinning Programs So-Garbage So-Garbage So-Garbage So-Gereen Waste So-Recycling Total - Transfer To Asset Reserve - Opening Balance Total - Transfer	RS-Rec Ctr-Admin	65,600	65,600	65,600	65,600	65,6
Fransfer to Reserve: (from SO) SO-Garbage 5,433 5,43	RS-Rec Ctr-Fitness & Spinning Programs					5,1
SO-Garbage 5,433		· ·	,	·		,
SO-Green Waste 5,433 5,438 5,433 5,438 5,434 5,434 5,484 6,184,44 6,184,44 6,184,44 6,184,44 6,184,44 6,184,44 6,184,44 6,184,44 6,112,782 1,244,54 6,112,782 1,244,54 6,194,14,54 6,194,14,54 6,194,14,54 6,194,14,54 6,194,14,54 6,194,14,54		5.433	5.433	5.433	5.433	5,4
SO-Recycling 5,433 5,436 5,684 6,184,660 5,677,071 6,184,661 6,184,660 5,677,071 6,184,661 6,184,661 6,500 -865,500 -865,500 -865,500 -865,500 -865,500 -865,500 -865,500 -865,500 -865,500 -865,500 -865,500 -865,500 -865,500 -865,500 -965,500 -1240,351 -1,404,977 -1,576,130 -1,941,750 -1,941,750 -1,941,750 -318,600 -339,800 -384,900 -432,100 -481,100 -531,850 -5,676,500 -6,685,00 -5,676,500	SO-Green Waste					5,4
Transfer To Asset Reserve - Opening Balance 4,262,860 4,715,256 5,187,660 5,677,071 6,184,475,271,271,271,271,271,271,271,271,271,271	SO-Recycling So-Recycling					5,4
Debt Reserve -865,500 -365,500 -361,30 -361,30 -361,30 -361,30 -361,30 -361,30 -361,30 -361,30 -369,30 -361,30 -369,30 -361,30 -369,30 -361,30 -361,30 -369,30 -361,30	Total - Transfer To Asset Reserve - Opening Balance					6,184,4
Debt Reserve -865,500 -361,30 -311,30 </td <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>						
Capital Asset Envelope - Equipment City -230,910 -261,558 -293,633 -326,930 -361,332,519 Capital Asset Envelope - Equipment Police -113,658 -90,230 -101,295 -112,782 -124,6 Capital Asset Envelope - Facilities -1,047,883 -1,186,963 -1,332,519 -1,483,627 -1,639,8 Capital Asset Envelope - Parks -459,398 -520,371 -584,184 -650,431 -718,9 Capital Asset Envelope - Transportation -1,240,351 -1,404,977 -1,577,268 -1,756,130 -1,941, Capital Asset Envelope - Unallocated -339,800 -384,900 -432,100 -481,100 -531,8 Total - Transfer From Asset Reserve - Opening Balance -4,297,500 -4,714,500 -5,676,500 -5,676,500 -6,183,8	ransfer from Reserve: (to FS)					
Capital Asset Envelope - Equipment Police -113,658 -90,230 -101,295 -112,782 -124,6 Capital Asset Envelope - Facilities -1,047,883 -1,186,963 -1,332,519 -1,483,627 -1,639,9 Capital Asset Envelope - Parks -459,398 -520,371 -584,184 -650,431 -718,6 Capital Asset Envelope - Transportation -1,240,351 -1,404,977 -1,577,268 -1,756,130 -1,941, Capital Asset Envelope - Unallocated -339,800 -384,900 -432,100 -481,100 -531,8 Total - Transfer From Asset Reserve - Opening Balance -4,297,500 -4,714,500 -5,676,500 -6,183,8	Debt Reserve	-865,500	-865,500	-865,500	-865,500	-865,5
Capital Asset Envelope - Facilities -1,047,883 -1,186,963 -1,332,519 -1,483,627 -1,639,98 Capital Asset Envelope - Parks -459,398 -520,371 -584,184 -650,431 -718,6 Capital Asset Envelope - Transportation -1,240,351 -1,404,977 -1,577,268 -1,756,130 -1,941, Capital Asset Envelope - Unallocated -389,800 -384,900 -432,100 -481,100 -531,8 Total - Transfer From Asset Reserve - Opening Balance -4,297,500 -4,714,500 -5,186,500 -5,676,500 -6,183,50	Capital Asset Envelope - Equipment City	-230,910	-261,558	-293,633	-326,930	-361,3
Capital Asset Envelope - Parks -459,398 -520,371 -584,184 -650,431 -718,5 Capital Asset Envelope - Transportation -1,240,351 -1,404,977 -1,577,268 -1,756,130 -1,941, Capital Asset Envelope - Unallocated -389,800 -384,900 -432,100 -481,100 -531,8 Total - Transfer From Asset Reserve - Opening Balance -4,297,500 -4,714,500 -5,186,500 -5,676,500 -6,183,50	Capital Asset Envelope - Equipment Police	-113,658	-90,230	-101,295	-112,782	-124,6
Capital Asset Envelope - Transportation -1,240,351 -1,404,977 -1,577,268 -1,756,130 -1,941,7 Capital Asset Envelope - Unallocated -389,800 -384,900 -432,100 -481,100 -531,8 Total - Transfer From Asset Reserve - Opening Balance -4,297,500 -4,714,500 -5,186,500 -5,676,500 -6,183,50	Capital Asset Envelope - Facilities	-1,047,883	-1,186,963	-1,332,519	-1,483,627	-1,639,9
Capital Asset Envelope - Unallocated -339,800 -384,900 -432,100 -481,100 -531,6 Total - Transfer From Asset Reserve - Opening Balance -4,297,500 -4,714,500 -5,186,500 -5,676,500 -6,183,50	Capital Asset Envelope - Parks	-459,398	-520,371	-584,184	-650,431	-718,9
Total - Transfer From Asset Reserve - Opening Balance -4,297,500 -5,186,500 -5,676,500 -6,183,500	Capital Asset Envelope - Transportation	-1,240,351	-1,404,977	-1,577,268	-1,756,130	-1,941,
	Capital Asset Envelope - Unallocated	-339,800	-384,900	-432,100	-481,100	-531,8
Ending Balance 202 321.775 322.531 323.690 324.261 325.2	Total - Transfer From Asset Reserve - Opening Balance	-4,297,500	-4,714,500	-5,186,500	-5,676,500	-6,183,5
	Ending Balance 202	321,775	322,531	323,690	324,261	325,25

Port Moody Reserves for Years 2020 - 2024					
Asset Reserve - Equipment - City			Last Updated:	29. April 2	.020 10:15 AM
Description	2020	2021	2022	2023	2024
Opening Balance	-321,397	-607,032	-470,849	-284,537	-97,023
Transfer to Reserve: (from FS)	230,910	261,558	293,633	326,931	361,384
Total - Transfer To Asset Reserve - Equipment - City	230,910	261,558	293,633	326,931	361,384
Transfer from Reserve: (to FS)	-1,545	-375	-321	-417	-735
Total - Transfer From Asset Reserve - Equipment - City	-1,545	-375	-321	-417	-735
CU Cultural Services Projects (12)	-15,000	-20,000	-47,000	-79,000	-75,000
FC Facilities Projects (1)	-20,000				
FL Fleet Projects (1)	-30,000				
IS Information Services Projects (9)	-240,000	-105,000	-20,000	-60,000	-170,000
RS Recreation Projects (2)	-210,000		-40,000		
Total - Project Funding From Asset Reserve - Equipment - City	-515,000	-125,000	-107,000	-139,000	-245,000
Ending Balance	-607,032	-470,849	-284,537	-97,023	18,626

Port Moody Reserves for Years 2020 - 2024					
Asset Reserve - Equipment - Police			Last Updated:	29. April	2020 10:15 AM
Description	2020	2021	2022	2023	2024
Opening Balance	-600	-134,682	-107,540	-8,651	21,886
Transfer to Reserve: (from FS)	213,658	190,230	201,295	212,782	224,667
Total - Transfer To Asset Reserve - Equipment - Police	213,658	190,230	201,295	212,782	224,667
Transfer from Reserve: (to FS)	-1,040	-488	-306	-545	-941
Total - Transfer From Asset Reserve - Equipment - Police	-1,040	-488	-306	-545	-941
PD Police Projects (26)	-346,700	-162,600	-102,100	-181,700	-313,700
Total - Project Funding From Asset Reserve - Equipment - Police	-346,700	-162,600	-102,100	-181,700	-313,700
Ending Balance	-134,682	-107,540	-8,651	21,886	-68,088

Port Moody Reserves for Years 2020 - 2024					
Asset Reserve - Facilities Maintenance			Last Updated:	29. April	2020 10:15 AM
Description	2020	2021	2022	2023	2024
Opening Balance	-464,343	-1,572,911	-1,238,498	-924,023	-438,381
Transfer to Reserve: (from FS)	1,047,882	1,186,963	1,332,520	1,483,627	1,639,977
Total - Transfer To Asset Reserve - Facilities Maintenance	1,047,882	1,186,963	1,332,520	1,483,627	1,639,977
Transfer from Reserve: (to FS)	-6,450	-2,550	-3,045	-2,985	-4,620
Total - Transfer From Asset Reserve - Facilities Maintenance	-6,450	-2,550	-3,045	-2,985	-4,620
FC Facilities Projects (49)	-2,150,000	-850,000	-1,015,000	-995,000	-1,540,000
Total - Project Funding From Asset Reserve - Facilities Maintenance	-2,150,000	-850,000	-1,015,000	-995,000	-1,540,000
Ending Balance	-1,572,911	-1,238,498	-924,023	-438,381	-343,024

Port Moody Reserves for Years 2020 - 2024					
Asset Reserve - Parks			Last Updated:	29. April	2020 10:15 AM
Description	2020	2021	2022	2023	2024
Opening Balance	-169,007	-366,574	-495,646	-1,276,344	-773,354
Transfer to Reserve: (from FS)	459,398	520,371	584,184	650,431	718,975
Total - Transfer To Asset Reserve - Parks	459,398	520,371	584,184	650,431	718,975
Transfer from Reserve: (to FS)	-1,965	-1,943	-4,082	-441	-351
Total - Transfer From Asset Reserve - Parks	-1,965	-1,943	-4,082	-441	-351
PK Parks Projects (33)	-655,000	-647,500	-1,360,800	-147,000	-117,000
Total - Project Funding From Asset Reserve - Parks	-655,000	-647,500	-1,360,800	-147,000	-117,000
Ending Balance	-366,574	-495,646	-1,276,344	-773,354	-171,730

Port Moody Reserves for Years 2020 - 2024					
Asset Reserve - Transportation			Last Updated:	29. April	2020 10:15 AM
Description	2020	2021	2022	2023	2024
Opening Balance	-2,103,283	-2,000,534	-1,612,598	-1,027,296	-413,582
Transfer to Reserve: (from FS)	1,240,352	1,404,978	1,577,269	1,756,131	1,941,198
Total - Transfer To Asset Reserve - Transportation	1,240,352	1,404,978	1,577,269	1,756,131	1,941,198
Transfer from Reserve: (to FS)	-3,403	-3,042	-2,967	-3,417	-4,377
Total - Transfer From Asset Reserve - Transportation	-3,403	-3,042	-2,967	-3,417	-4,377
EN Engineering Projects (15)	-1,134,200	-1,014,000	-989,000	-1,139,000	-1,459,000
Total - Project Funding From Asset Reserve - Transportation	-1,134,200	-1,014,000	-989,000	-1,139,000	-1,459,000
Ending Balance	-2,000,534	-1,612,598	-1,027,296	-413,582	64,239

ort Moody Reserves for Years 2020 - 2024					
sset Reserve - Unallocated			Last Updated:	29. April	2020 10:15 A
	000	2001	0000	2000	000
escription	202	2021	2022	2023	202
Opening Balance	-843,6	-863,809	-688,455	-405,721	-62,9
Transfer to Reserve: (from FS)	239,8	284,900	332,100	381,100	431,80
Total - Transfer To Asset Reserve - Unallocated	239,8	284,900	332,100	381,100	431,80
Transfer from Reserve: (to FI)	-25,0	-25,000	-25,000	-25,000	-25,00
Transfer from Reserve: (to FS)	-6	33 -213	-33		
Transfer from Reserve: (to IS)	-13,3	-13,333	-13,333	-13,333	-13,33
Total - Transfer From Asset Reserve - Unallocated	-38,9	-38,546	-38,366	-38,333	-38,33
A Comm Serv Admin Projects (1)	-100,0	00			
N Engineering Projects (1)	-20,0	-30,000			
S Environmental Services Projects (2)	-11,0	-11,000	-11,000		
Finance Projects (2)	-30,0	00			
A Operations Admin Projects (1)	-30,0	-30,000			
Total - Project Funding From Asset Reserve - Unallocated	-191,0	-71,000	-11,000		
Ending Balance	-863,80	9 -688,455	-405,721	-62,954	330,

General Reserves2020-2024 RESERVE BALANCES

Port Moody Reserves for Years 2020 - 2024					
Art Works Reserve			Last Updated:	29. April	2020 10:15 AM
Description	2020	2021	2022	2023	2024
Opening Balance	251,181	269,681	267,430	269,037	288,707
Transfer to Reserve: (from FS)	46,200	45,849	37,607	38,570	45,461
Total - Transfer To Art Works Reserve	46,200	45,849	37,607	38,570	45,461
CU Cultural Services Projects (4)	-27,700	-48,100	-36,000	-18,900	-19,300
Total - Project Funding From Art Works Reserve	-27,700	-48,100	-36,000	-18,900	-19,300
Ending Balance	269,681	267,430	269,037	288,707	314,868

Port Moody Reserves for Years 2020 - 2024					
Carbon Offsets Community Reserve Last Updated:					
Description	2020	2021	2022	2023	2024
Opening Balance	452,573	372,525	341,430	309,267	276,014
Transfer to Reserve: (from FS)	50,000	100,000	100,000	100,000	100,000
Total - Transfer To Carbon Offsets Community Reserve	50,000	100,000	100,000	100,000	100,000
Transfer from Reserve: (to ES)	-52,348	-53,395	-54,463	-55,553	-56,664
Transfer from Reserve: (to PL)	-77,700	-77,700	-77,700	-77,700	-77,000
Total - Transfer From Carbon Offsets Community Reserve	-130,048	-131,095	-132,163	-133,253	-133,664
Ending Balance	372,525	341,430	309,267	276,014	242,350

Port Moody Reserves for Years 2020 - 2024					
Debt			Last Updated:	29. April	2020 10:15 AM
Description	2020	2021	2022	2023	2024
Opening Balance	-429,031	-428,024	-427,017	-426,010	-425,003
Transfer to Reserve: (from FS)	625,000	625,000	625,000	625,000	625,000
Total - Transfer To Debt	625,000	625,000	625,000	625,000	625,000
Transfer from Reserve: (to FS)	-623,993	-623,993	-623,993	-623,993	-623,993
Total - Transfer From Debt	-623,993	-623,993	-623,993	-623,993	-623,993
Ending Balance	-428,024	-427,017	-426,010	-425,003	-423,996

Development Process Reserve Last Updated:					29. April 2020 10:15	
velopinent Frocess iteserve		Last Updated:		29. April 2020 10:1		
scription	2020	2021	2022	2023	2	
Opening Balance	1,656,509	1,602,212	1,531,214	1,143,177	737	
Transfer to Reserve: (from BL)	825,000	825,000	525,000	525,000	525	
Transfer to Reserve: (from DP)	183,300	183,300	183,300	183,300	183	
Total - Transfer To Development Process Reserve	1,008,300	1,008,300	708,300	708,300	708	
Transfer from Reserve: (to BL)	-316,926	-323,264	-329,730	-336,326	-343	
Transfer from Reserve: (to DP)	-468,778	-478,153	-487,717	-497,471	-507	
Transfer from Reserve: (to EN)	-71,211	-71,211	-71,211	-71,211	-7	
Transfer from Reserve: (to ES)	-33,355	-34,022	-34,703	-35,397	-36	
Transfer from Reserve: (to IS)	-50,000	-50,000	-50,000	-50,000	-50	
Transfer from Reserve: (to PL)	-122,327	-122,648	-122,976	-123,311	-123	
Total - Transfer From Development Process Reserve	-1,062,597	-1,079,298	-1,096,337	-1,113,716	-1,13	
Ending Balance	1,602,212	1,531,214	1,143,177	737,761	314,	

Port Moody Reserves for Years 2020 - 2024					
Engineering - Development Process Reserve			Last Updated:	29. April 2020 10:15 AM	
Description	2020	2021	2022	2023	2024
Opening Balance	131,040	180,040	244,040	283,040	322,040
Transfer to Reserve: (from EN)	280,000	180,000	155,000	155,000	155,000
Total - Transfer To Engineering - Development Process Reserve	280,000	180,000	155,000	155,000	155,000
Transfer from Reserve: (to EN)	-116,000	-116,000	-116,000	-116,000	-116,000
Total - Transfer From Engineering - Development Process Reserve	-116,000	-116,000	-116,000	-116,000	-116,000
EN Engineering Projects (1)	-115,000				
Total - Project Funding From Engineering - Development Process Reserve	-115,000				
Ending Balance	180,040	244,040	283,040	322,040	361,040

Port Moody Reserves for Years 2020 - 2024 Equipment Replacement Reserve Fund			Last Updated:	29. April 2020 10:15 A	
escription	2020	2021	2022	2023	202
Opening Balance	5,268,525	4,738,656	5,184,507	6,047,246	7,317,1
Transfer to Reserve: (from BL)	9,581	8,725	8,223	7,868	7,5
Transfer to Reserve: (from CU)	4,195	4,874	5,271	5,553	5,7
Transfer to Reserve: (from FC)	77,522	85,851	90,723	94,180	96,8
Transfer to Reserve: (from FD)	48,501	53,410	56,282	58,320	59,9
Transfer to Reserve: (from OP)	375,483	447,200	489,152	518,917	542,0
Transfer to Reserve: (from PD)	160,552	166,364	169,763	172,175	174,0
Transfer to Reserve: (from PK)	110,346	134,228	148,198	158,110	165,7
Transfer to Reserve: (from SO)	534,651	529,399	526,327	524,148	522,4
Total - Transfer To Equipment Replacement Reserve Fund	1,320,831	1,430,051	1,493,939	1,539,271	1,574,4
C Facilities Projects (2)				-17,000	-17,0
Fleet Projects (44)	-1,043,000	-779,600	-471,000	-82,800	-345,0
Police Projects (15)	-182,000	-99,500	-52,500	-59,200	-436,6
C Parks Projects (1)	-55,000				
Solid Waste Projects (6)	-570,700	-105,100	-107,700	-110,400	-2,013,1
Total - Project Funding From Equipment Replacement Reserve Fund	-1,850,700	-984,200	-631,200	-269,400	-2,811,7

4,738,656

5,184,507

6,047,246

7,317,117

6,079,848

Ending Balance

Port Moody Reserves for Years 2020 - 2024							
uture Operating Last Updated:					29. April 2020 10:15 AM		
Description	2020	2021	2022	2023	2024		
Opening Balance	817,347	716,930	737,564	635,938	670,913		
Transfer to Reserve: (from CO)		12,500		12,500			
Transfer to Reserve: (from CU)		3,500		3,500			
Transfer to Reserve: (from LS)	22,000	22,150		22,150	22,300		
Transfer to Reserve: (from PD)	18,333	13,200	7,658	14,325	14,692		
Total - Transfer To Future Operating	40,333	51,350	7,658	52,475	36,992		
Transfer from Reserve: (to CO)	40.500	10.500	40.500	40.500	40.500		
Transfer from Reserve: (to CU)	-12,500 -3,500	-12,500	-12,500 -3,500	-12,500	-12,500 -3,500		
Transfer from Reserve: (to CO)	-3,500		-66,150		-3,500		
Transfer from Reserve: (to PD)	-4,750	-18,216	-27,134	-5,000	-4,266		
Total - Transfer From Future Operating	-20,750	-30,716	-109,284	-17,500	-20,266		
CU Cultural Services Projects (1)	-110,000						
LI Library Projects (2)							
Total - Project Funding From Future Operating	-120,000						
Ending Balance	716,930	737,564	635,938	670,913	687,639		

Port Moody Reserves for Years 2020 - 2024					
Gas Tax Reserve			Last Updated:	29. April 2	2020 10:15 AM
Description	2020	2021	2022	2023	2024
Opening Balance	-367,249	-255,727	-200,205	-137,369	-74,533
Transfer to Reserve: (from FS)	155,522	155,522	162,836	162,836	170,387
Total - Transfer To Gas Tax Reserve	155,522	155,522	162,836	162,836	170,387
Transfer from Reserve: (to FS)	-34,000	-100,000	-100,000	-100,000	-100,000
Total - Transfer From Gas Tax Reserve	-34,000	-100,000	-100,000	-100,000	-100,000
EN Engineering Projects (1)	-10,000				
Total - Project Funding From Gas Tax Reserve	-10,000				
Ending Balance	-255,727	-200,205	-137,369	-74,533	-4,146

Port Moody Reserves for Years 2020 - 2024					
Grants			Last Updated:	29. Apı	ril 2020 10:15 AM
Description	2020	2021	2022	2023	2024
Opening Balance	-7,673,584	-7,698,584	-10,228,584	-10,228,584	-10,228,584
CA Comm Serv Admin Projects (1)	-25,000				
EN Engineering Projects (1) Total - Project Funding From Grants	-25,000	-2,530,000 -2,530,000	_	_	
Ending Balance	-7,698,584	-10,228,584	-10,228,584	-10,228,584	-10,228,584

Port Moody Reserves for Years 2020 - 2024					
Master Transportation Plan			Last Updated:	29. April	2020 10:15 AM
Description	2020	2021	2022	2023	2024
Opening Balance	1,545,138	1,470,138	265,138	290,138	340,138
Transfer to Reserve: (from FS)	386,000	486,000	486,000	486,000	486,000
Total - Transfer To Master Transportation Plan	386,000	486,000	486,000	486,000	486,000
Transfer from Reserve: (to FS)	-386,000	-386,000	-386,000	-386,000	-386,000
Total - Transfer From Master Transportation Plan	-386,000	-386,000	-386,000	-386,000	-386,000
EN Engineering Projects (3)	-75,000	-1,305,000	-75,000	-50,000	-50,000
Total - Project Funding From Master Transportation Plan	-75,000	-1,305,000	-75,000	-50,000	-50,000
Ending Balance	1,470,138	265,138	290,138	340,138	390,138

Port Moody Reserves for Years 2020 - 2024					
MRN General Rehab Reserve			Last Updated:	29. April	2020 10:15 AM
Description	2020	2021	2022	2023	2024
Opening Balance	-165,373	-99,120	-17,291	84,584	277,039
Transfer to Reserve: (from MR) Total - Transfer To MRN General Rehab Reserve	243,053	241,829	241,875	232,455	231,370
Total - Italisier to minn General Reliab Reserve	243,053	241,829	241,875	232,455	231,370
EN Engineering Projects (3)	-176,800	-160,000	-140,000	-40,000	-20,000
Total - Project Funding From MRN General Rehab Reserve	-176,800	-160,000	-140,000	-40,000	-20,000
Ending Balance	-99,120	-17,291	84,584	277,039	488,409

Port Moody Reserves for Years 2020 - 2024					
MRN Pavement Rehab Reserve			Last Updated:	29. April	2020 10:15 AM
Description	2020	2021	2022	2023	2024
Opening Balance	2,174,358	2,365,358	2,381,358	1,997,358	1,013,358
Transfer to Reserve: (from MR) Total - Transfer To MRN Pavement Rehab Reserve	616,000 616,000	616,000 616,000	616,000 616,000	616,000 616,000	616,000 616,000
	010,000	0.0,000	0.0,000	0.0,000	0.0,000
EN Engineering Projects (2)	-425,000	-600,000	-1,000,000	-1,600,000	-1,600,000
Total - Project Funding From MRN Pavement Rehab Reserve	-425,000	-600,000	-1,000,000	-1,600,000	-1,600,000
Ending Balance	2,365,358	2,381,358	1,997,358	1,013,358	29,358

Port Moody Reserves for Years 2020 - 2024							
New Initiative Reserve				Last Updated:	29. April	2020 10:15 AM	
Description			2020	2021	2022	2023	2024
Description Opening Balance			-743,279	-779,150	-587,469	-322,509	-32,724
			110,210	,	551,100	322,000	,
Transfer to Reserve: (from FS)			422,500	431,900	441,488	451,268	461,243
Total - Transfer To New Initiative Reserve			422,500	431,900	441,488	451,268	461,243
Transfer from Reserve: (to FS)			-1,371	-719	-528	-483	-498
Total - Transfer From New Initiative Reserve			-1,371	-719	-528	-483	-498
CA Comm Serv Admin Projects (1)			-9,000	-3,500			
CM City Manager Projects (1)	3. High		-125,000	-125,000	-125,000	-125,000	-125,000
CO Communications and Engagement Projects (2)			-41,000	-36,000	-41,000	-36,000	-41,000
CU Cultural Services Projects (2)			-17,000	-20,000			
EN Engineering Projects (1)			-30,000	-45,000			
PK Parks Projects (3)			-85,000	-10,000	-10,000		
PL Policy Planning Projects (1)			-150,000				
Total - Project Funding From New Initiative Reserve			-457,000	-239,500	-176,000	-161,000	-166,000
Ending Balance			-779,150	-587,469	-322,509	-32,724	262,021

Other Reserves 2020-2024 RESERVE BALANCES

Port Moody Reserves for Years 2020 - 2024					
Affordable housing Reserve			Last Updated:	29. April	2020 10:15 AM
Description	2020	2021	2022	2023	2024
Opening Balance	929,866	783,613	677,360	571,107	464,854
Transfer from Reserve: (to PL) Total - Transfer From Affordable housing Reserve	-106,253 -106,253	-106,253 -106,253	-106,253 -106,253	-106,253 -106,253	-106,253 -106,253
PL Policy Planning Projects (1) Total - Project Funding From Affordable housing Reserve	-40,000 -40,000				
Ending Balance	783,613	677,360	571,107	464,854	358,601

Port Moody Reserves for Years 2020 - 2024					
Community Amenity Contribution			Last Updated:	29. Apr	il 2020 10:15 AM
Description Continue Polance	2020	2021	2022	2023	2024
Opening Balance	11,327,977	11,327,977	11,327,977	11,327,977	11,327,977
Ending Balance	11,327,977	11,327,977	11,327,977	11,327,977	11,327,97

Port Moody Reserves for Years 2020 - 2024					
Emergency Measures			Last Updated:	29. Ap	ril 2020 10:15 AM
Description	2020	2021	2022	2023	2024
Opening Balance	51,872	50,872	50,872	50,872	50,872
CA Comm Serv Admin Projects (1)	-1,000				
Total - Project Funding From Emergency Measures	-1,000				
Ending Balance	50,872	50,872	50,872	50,872	50,872

Port Moody Reserves for Years 2020 - 2024					
Fire Truck Reserve			Last Updated:	29. April	2020 10:15 AM
Description	2020	2021	2022	2023	2024
Opening Balance	648,807	554,251	356,695	225,139	159,583
Transfer from Reserve: (to FD)	-94,556	-197,556	-131,556	-65,556	
Total - Transfer From Fire Truck Reserve	-94,556	-197,556	-131,556	-65,556	
Ending Balance	554,251	356,695	225,139	159,583	159,583

Port Moody Reserves for Years 2020 - 2024					
Heritage Fund			Last Updated:	29. Apr	ril 2020 10:15 AM
Description	2020	2021	2022	2023	2024
Opening Balance	98,029	98,029	98,029	98,029	98,029
Ending Balance	98,029	98,029	98,029	98,029	98,029

Port Moody Reserves for Years 2020 - 2024					
Land Reserve			Last Updated:	29. Apr	il 2020 10:15 AM
Description	2020	2021	2022	2023	2024
Opening Balance	239,480	239,480	239,480	239,480	239,480
Ending Balance	239,480	239,480	239,480	239,480	239,480

Port Moody Reserves for Years 2020 - 2024							
Library Reserve			Last Updated:	29. April	2020 10:15 AM		
Description	2020	2021	2022	2023	2024		
Opening Balance	116,940	100,840	115,840	130,840	145,840		
Transfer to Reserve: (from FS)	15,000	15,000	15,000	15,000	15,000		
Total - Transfer To Library Reserve	15,000	15,000	15,000	15,000	15,000		
LI Library Projects (3)	-31,100						
Total - Project Funding From Library Reserve	-31,100						
Ending Balance	100,840	115,840	130,840	145,840	160,840		

Port Moody Reserves for Years 2020 - 2024					
Off Road Parking Fund Last Updated:					
Description	2020	2021	2022	2023	2024
Opening Balance	6,635	6,635	6,635	6,635	6,635
Ending Balance	6,635	6,635	6,635	6,635	6,635

Port Moody Reserves for Years 2020 - 2024							
Rocky Point Ramp Reserve			Last Updated:	29. April 2	2020 10:15 AM		
Description	2020	2021	2022	2023	2024		
Opening Balance	125,811	145,811	135,721	5,271	25,271		
Transfer to Reserve: (from PK)	20,000	20,000	20,000	20,000	20,000		
Total - Transfer To Rocky Point Ramp Reserve	20,000	20,000	20,000	20,000	20,000		
Transfer from Reserve: (to FS)		-90	-450				
Total - Transfer From Rocky Point Ramp Reserve		-90	-450				
PK Parks Projects (1)		-30,000	-150,000				
Total - Project Funding From Rocky Point Ramp Reserve		-30,000	-150,000				
Ending Balance	145,811	135,721	5,271	25,271	45,271		

Port Moody Reserves for Years 2020 - 2024					
Vehicle Collision Reserve Last Updated:					
Description	2020	2021	2022	2023	2024
Opening Balance	293,183	293,183	293,183	293,183	293,183
Ending Balance	293,183	293,183	293,183	293,183	293,183

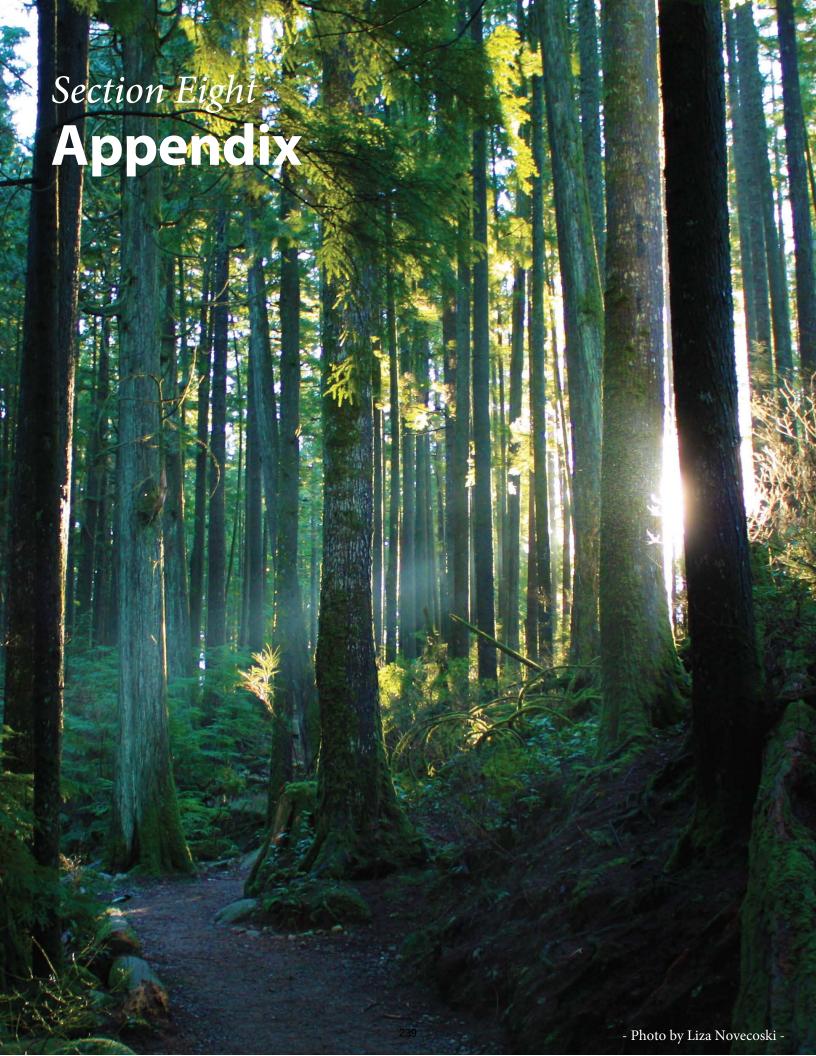
Utility Reserves2020-2024 RESERVE BALANCES

Port Moody Reserves for Years 2020 - 2024							
Dra	nage Capital Reserve				Last Updated:	29. Apri	I 2020 10:15 AM
Des	cription		2020	2021	2022	2023	2024
Opening Balance				2,483,534	2,543,534	2,707,534	1,711,534
	Transfer to Reserve: (from DR)		1,000,000	1,100,000	1,200,000	1,300,000	1,400,000
	Total - Transfer To Drainage Capital Reserve		1,000,000	1,100,000	1,200,000	1,300,000	1,400,000
DR	Drainage Projects (18)		-1,136,500	-981,500	-1,001,500	-2,261,500	-1,781,500
EN	Engineering Projects (2)	a	-16,000	-19,000	-10,000	-10,000	-10,000
OA	Operations Admin Projects (1)	<u> </u>	-15,000	-15,000			
ОР	Operations Projects (1)	3. High	-9,500	-9,500	-9,500	-9,500	-9,500
WT	Water Projects (1)		-15,000	-15,000	-15,000	-15,000	-15,000
•	Total - Project Funding From Drainage Capital Reserve		-1,192,000	-1,040,000	-1,036,000	-2,296,000	-1,816,000
E	nding Balance		2,483,534	2,543,534	2,707,534	1,711,534	1,295,534

Port Moody Reserves for Years 2020 - 2024					
Sanitation Utility Reserve			Last Updated:	29. April	2020 10:15 AM
Description	2020	2021	2022	2023	2024
Opening Balance	204,587	225,706	204,132	227,557	248,172
Transfer to Reserve: (from SO)	63,215	61,143	58,904	56,603	55,000
Total - Transfer To Sanitation Utility Reserve	63,215	61,143	58,904	56,603	55,000
	_				
Transfer from Reserve: (to FS)	-10,096	-10,417	-10,479	-10,688	-10,901
Total - Transfer From Sanitation Utility Reserve	-10,096	-10,417	-10,479	-10,688	-10,901
OA Operations Admin Projects (2)	-10,000	-10,000	-2,500	-2,500	-2,500
SO Solid Waste Projects (3)	-22,000	-62,300	-22,500	-22,800	-23,000
Total - Project Funding From Sanitation Utility Reserve	-32,000	-72,300	-25,000	-25,300	-25,500
Ending Palanco	225 706	204 122	227 557	249 472	266 771
Ending Balance	225,706	204,132	227,557	248,172	266,771

Port Moody Reserves for Years 2020 - 2024					
Sewer Capital Reserve			Last Updated:	29. Apr	il 2020 10:15 AM
Description	2020	2021	2022	2023	2024
Opening Balance	4,316,060	468,071	-2,204,447	-1,449,557	-1,942,010
Transfer to Reserve: (from SD)	1,901,649	1,950,148	1,999,860	2,050,815	2,103,044
Total - Transfer To Sewer Capital Reserve	1,901,649	1,950,148	1,999,860	2,050,815	2,103,044
Transfer from Reserve: (to SD) Total - Transfer From Sewer Capital Reserve	-37,138 -37,138	-34,166 -34,166	-24,470 -24,470	-28,768 -28,768	-26,643 -26,643
DR Drainage Projects (3)	-99,000	-249,000	-549,000	-1,049,000	-449,000
EN Engineering Projects (2)	-60,000	-66,000	-48,000	-48,000	-48,000
ES Environmental Services Projects (2)	-11,000	-11,000	-11,000	0.500	0.500
OA Operations Admin Projects (2) SD Sanitary Sewer Projects (12)	-17,500 -5,510,000	-17,500 -4,230,000	-2,500 -595,000	-2,500 -1,400,000	-2,500 -1,150,000
WT Water Projects (1)	-15,000	-15,000	-15,000	-15,000	-15,000
Total - Project Funding From Sewer Capital Reserve	-5,712,500	-4,588,500	-1,220,500	-2,514,500	-1,664,500
Ending Balance	468,071	-2,204,447	-1,449,557	-1,942,010	-1,530,109

Port Moody Reserves for Years 2020 - 2024					
Water Capital Reserve			Last Updated:	29. Apri	2020 10:15 AM
Description	2020	2021	2022	2023	2024
Opening Balance	396,144	824,843	649,576	326,681	837,090
Transfer to Reserve: (from WT)	1,535,951	1,575,308	1,615,649	1,656,999	1,699,382
Total - Transfer To Water Capital Reserve	1,535,951	1,575,308	1,615,649	1,656,999	1,699,382
Transfer from Reserve: (to WT)	-23,252	-25,575	-26,544	-24,590	-24,835
Total - Transfer From Water Capital Reserve	-23,252	-25,575	-26,544	-24,590	-24,835
EN Engineering Projects (2)	-60,000	-66,000	-48,000	-48,000	-48,000
OA Operations Admin Projects (2)	-17,500	-17,500	-2,500	-2,500	-2,500
SO Solid Waste Projects (1)	-3,000	-3,000	-3,000	-3,000	-3,000
WT Water Projects (17)	-1,003,500	-1,638,500	-1,858,500	-1,068,500	-1,008,500
Total - Project Funding From Water Capital Reserve	-1,084,000	-1,725,000	-1,912,000	-1,122,000	-1,062,000
Ending Balance	824,843	649,576	326,681	837,090	1,449,637



Glossary of Terms

The following terms are defined specifically for use in the Strategic Plan, Business Plan and Five-Year Financial Plan for the City of Port Moody.

Accounting Principles: A set of generally accepted principles for administering accounting activities and regulating financial reporting.

Accrual Method Of Accounting: A method of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Aux: Auxiliary Employee

Balanced Budget: A budget in which revenues are equal to expenditures, and where no budget deficit or budget surplus exists.

Budget: A set of plans that quantitatively describe an entity's projected future operations. A budget is used as a yardstick against which to measure actual operating results, for the allocation of funding, and as a plan for future operations.

Budget Amendment: Significant amendments may be made to the approved Five-Year Financial Plan by completing and adopting a revised Five-Year Financial Plan. Changes to departmental operating budgets are at the discretion of the General Manager, provided these changes occur within the approved departmental budget. Any other changes must be approved by Council.

Capital Assets: Assets of significant value and that have a useful life of greater than one year.

Capital Plan: A comprehensive five-year corporate plan that identifies the proposed capital project expenditures and sources of financing for all departmental projects. Projects within the Capital Plan are ranked using Council's Strategic Plan to determine which will be funded. The 'funded' portion of the plan is accommodated within the given

financial constraints and means of the City, and therefore, can be undertaken at the required time.

Capital Project: A project has a clearly defined start and end point related to the creation or improvement of infrastructure assets; it is not a repetitive activity.

Community Amenity Contribution

(CACs): Community Amenity Contributions are in-kind or cash contributions provided by property developers when City Council grants development rights through rezoning.

The demand on City facilities increases with rezonings, because of new residents and employees in the area. To lessen the impact on the community CACs address this increased demand by adding and expanding City facilities.

Community Charter: The provincial legislation governing local governments. This legislation replaced the Local Government Act in 2003.

Council Strategic Plan: Provides a framework for the decisions Council will make and guides our approach for delivering services to our community

CUPE: Canadian Union of Public Employees.

Deficit: The excess of an entity's liabilities over its assets or excess of expenditures over revenues during a single accounting period.

Density Bonus: Density Bonuses offer a development project a level of density that surpasses the allowable Floor Area Ratio (FAR) in exchange for additional amenities needed by the community. It is essentially an exchange system that allows local governments to permit developers to build

larger multi-family buildings in exchange for their contribution to amenities that benefit the community.

Development Cost Charges (DCCs): A fee imposed on new development to help fund growth-related infrastructure.

Expenditures: The cost of goods and services received for both the regular City operations and the Capital Plan.

Financial Plan: Provides the statutory approval to expend funds, once approved by City Council. Approval for the Five- Year Financial Plan is granted on an annual basis for operating purposes and for the life of capital projects beginning in the first year of the plan period.

FTE: Full-Time Equivalent staffing positions.

Fund: A fiscal entity of self-balancing accounts that are segregated for the purpose of providing a specific service or activity.

Fund Balance: The cumulative total of the fund's revenue, expenditures, debt payments, debt proceeds and inter-fund transfers.

GAAP: Generally Accepted Accounting Principles, which are the conventions, rules and procedures that define accepted accounting practices.

General Fund Activities: Departments that are funded wholly or in part through property taxes and user fees.

Grant: A financial contribution to or from governments and organizations.

GVS&DD: Greater Vancouver Sewer and Drainage District

GVWD: Greater Vancouver Water District

IAFF: International Association of Fire Fighters

Liability: A loan, expense, or any other form of claim on the assets of an entity that must be paid or otherwise honoured by that entity.

Metro Vancouver: (formerly GVRD) Metro Vancouver is a federation of 21 municipalities, one Electoral Area and one Treaty First Nation that collaboratively plans for and delivers regional-scale services such as drinking water, wastewater treatment and solid waste management.

Operating budget: A financial plan outlining projected revenue and expenditures for the on-going, day-to-day activities of an organization during a given fiscal period.

PMPD: Port Moody Police Department

Process: Processes are the repetitive activities that take place throughout the organization: the tasks, responsibilities and day-to-day operations. Some are focused on customers, others are step-by-step practices towards specific outcomes and others are focused on internal operations.

PSAB: The Public Sector Accounting Board (PSAB) was created to serve the public interest by establishing accounting standards for the public sector. PSAB also provides guidance for financial and other performance information reported by the public sector.

RFP: Request for Proposal

RPT: Regular Part-Time Employee

Revenue: The money collected in exchange for providing a product or service.

Tax Levy: The total amount to be raised through property and business taxation for purposes specified in the annual operating budget.

Tax Rate: Municipal property tax revenue is calculated by applying the tax rate to the projected assessment base.

When calculating property tax, one mill is one thousandth of the assessment base. Additional property tax revenue is generated through an increase in the mill rate and/or growth in the assessment base.

TFT: Temporary Full-Time Employee

Sanitary sewer: The sewage system that carries substances requiring sanitation treatment.

Sustainability: In terms of community development, sustainability is that which meets the needs of the present without compromising the ability of future generations to meet their own needs

Utility Fee: This fee is a charge to recover the cost of providing solid waste, sanitary sewer, and water services.



City of Port Moody

Bylaw No. 3248

Α	Byl	law to	establish	the budge	t for the	2020-2024	Five-Ye	ear Financia	al Plan

The Council of the City of Port Moody enacts as follows:

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7		() () ()	ation
	_	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	111111

This Bylaw may be cited as "City of Port Moody Financial Plan Bylaw, 2020, 1.1 No. 3248".

2. Attachments and Schedules

- 2.1 The following schedules are attached to and form part of this Bylaw:
 - Schedule A Financial Plan, 2020; and
 - Schedule B 2020 Revenue Policy Disclosure Policies and Objectives.

3. Severability

If a portion of this Bylaw is found invalid by a court, it will be severed and the 3.1 remainder of the Bylaw will remain in effect.

Read a first time this day of, 2020.	
Read a second time this day of, 20	20.
Read a third time this day of, 2020.	
Adopted this day of, 2020.	
R. Vagramov	D. Shermer
Mayor	Corporate Officer

hereby certify that the above is a true copy of Bylaw No. 3248 of the City of Port Moody.
D. Shermer
Corporate Officer

Schedule A to Bylaw No. 3248 Financial Plan, 2020

	2020	2021	2022	2023	2024
REVENUES					
Tavation	£45 C40 000	\$40,000,400	¢40.075.000	ΦΕ4 ΕΩC ΩΩΩ	PEO 400 400
Taxation	\$45,610,022	\$48,303,468	\$49,975,990	\$51,586,082	\$53,406,462
Sales, Fees, and User Charges	\$21,555,745	\$22,516,706	\$23,744,792	\$25,036,866	\$26,281,922
Other Revenue	\$28,519,686	\$8,991,744	\$6,162,514	\$6,202,089	\$6,220,220
Development Levies	\$42,098	\$0	\$0	\$0	\$0
	\$95,727,551	\$79,811,918	\$79,883,296	\$82,825,037	\$85,908,604
EXPENSES					
Operating Expenses	(\$79,358,596)	(\$77,636,674)	(\$80,556,619)	(\$83,759,993)	(\$87,594,238)
SURPLUS/(DEFICIT)	\$16,368,955	\$2,175,244	(\$673,323)	(\$934,956)	(\$1,685,634)
NON-CASH ITEMS					
Amortization	\$9,936,736	\$10,930,409	\$12,023,450	\$13,225,794	\$14,548,374
Capital Asset Amortiz. & Disp.	\$9,936,736	\$10,930,409	\$12,023,450	\$13,225,794	\$14,548,374 \$14,548,374
Capital Asset Amortiz. & Disp.	ψ9,930,730	\$10,930,409	\$12,023,430	\$13,223,794	\$14,540,574
Cash Items					
Capital Expenditures	(\$38,554,446)	(\$14,941,800)	(\$8,784,800)	(\$9,222,100)	(\$11,217,400)
Debt principle repayment	(\$1,237,406)	(\$1,360,620)	(\$1,365,721)	(\$1,368,977)	(\$1,372,092)
	(\$39,791,852)	(\$16,302,420)	(\$10,150,521)	(\$10,591,077)	(\$12,589,492)
TRANSFERS FROM					
Accumulated Surplus	\$319,023	\$0	\$0	\$0	\$0
Reserves/Funds	\$44,238,472	\$21,573,563	\$18,267,474	\$19,380,744	\$19,504,118
Equip. Replace. Reserve Fund	\$2,397,414	\$987,153	\$633,094	\$270,208	\$2,820,135
Land Sales Reserve Fund	\$34,538	\$0	\$0	\$0	\$0
Off Road Parking Fund	\$0	\$0	\$0	\$0	\$0
3	\$46,989,447	\$22,560,716	\$18,900,568	\$19,650,952	\$22,324,253
TRANSFERS TO					
Reserves/Funds	(\$32,182,455)	(\$17,933,898)	(\$18,606,235)	(\$19,811,442)	(\$21,023,070)
	· · ·			(\$1,539,271)	
Equip. Replace. Reserve Fund	(\$1,320,831)	(\$1,430,051)	(\$1,493,939)	· · · · · · · · · · · · · · · · · · ·	(\$1,574,431) (\$22,507,501)
	(\$33,503,286)	(\$19,363,949)	(\$20,100,174)	(\$21,350,713)	(\$22,597,501)
TOTAL	\$0	\$0	\$0	\$0	\$0

Schedule B to Bylaw No. 3248 2020 Revenue Policy Disclosure – Policies and Objectives

Requirement: The proportion of total revenue proposed to come from each funding source

The City receives revenue from various funding sources. The greatest proportion of revenue generated by the City is from property taxes. Property taxes are a stable and consistent revenue source for many services, including protective, community, and transportation services that would be complicated to fund on a user-pay basis. For this reason, property taxation will continue to be the City's major source of revenue.

The second largest revenue source is user fees and charges. User fees are applied to City services such as water, sewer, garbage, and recycling as a means of fairly apportioning the value of that service to those who use the service.

Council has been committed to developing a sustainable infrastructure replacement plan by moving towards a pay-as-you-go strategy for infrastructure replacement. This is put into practice through the process of transferring a portion of tax revenues to the Asset Reserve. These funds are then set aside for use as capital funding in recognition that other more historical capital revenue sources, such as land sales, are finite capital funding sources and are not as available in the future.

Policy:

Council is committed to reducing taxation in favour of the following practices:

- Fees and charges are reviewed annually to maximize the revenues from services and also to ensure that they are in line with the market rates for similar services or programs;
- Costs for services can be recovered from general taxation or charged specifically to the
 users of the services. Council recognizes that costs of some services could be more
 fairly recovered from user fees than property taxes. Council has considered, where
 feasible, to shift the cost burden of municipal services from property taxes to user fees.
 However, with respect to user fees, Council has concerns that the overall interests of the
 community are not always best served. Savings transferred from taxpayers by shifting
 costs to users also shift a financial burden to some service users that cannot absorb the
 shifts reducing equal access to services;
- Senior government and other agency grant opportunities are applied for and leveraged
 wherever possible as an external source of revenue to supplement scarce capital and
 operating property taxation revenues. However, Council will pursue federal and
 provincial funds and other grant opportunities only after assessing their full-cost
 implications. The City's Long-Term Strategic Financial Framework, a document
 designed to steer the City towards financial sustainability, states that the City will not rely
 on grant funding and will only pursue grants that align with established community
 priorities;
- When certain and applicable City land parcels have been identified for development, leasing opportunities rather than straight land sales are a consideration as ownership of City land inventories can be retained while still generating ongoing and sustainable lease, tax, and utility revenue streams, thereby reducing property taxation. Alternatively, the City could maintain those City land inventories through land swaps or land sales and

- repurchase of other strategic land parcels, when contemplating land development opportunities of City lands; and
- Wherever possible, the City maximizes development opportunities to provide community amenities. Also, new developments generally should fund new increased infrastructure requirements.

Objective:

The 2020 Financial Plan includes the following distribution of revenue:

Table 1: Proportions of Total Revenue

Revenue Source	% Total Revenue	
Municipal Taxation	47%	
Fees and Charges	22%	
Government Contributions	10%	
Investment Revenue	1%	
Payment in Lieu of Taxes	1%	
Other	19%	
TOTAL	100%	

Requirement: The distribution of property taxes among the property classes

The City has delineated six property tax classes within the City, with separate rates levying taxes to six different types of property. Class 4 Major Industry has three rates, two of which are set by the Province to cap certain port properties to encourage new investments in those properties. The City's tax rate ratios are relatively consistent over the years except for classes where external forces, such as provincial capping and assessment calculation practices, are mandated by the Province.

Table 2 provides the distribution of property tax revenue among the property classes. Table 3 provides the comparison of the mill rates among the property taxes. The share of property tax revenue by class in 2020 is budgeted to be similar to levels in 2019.

Table 2: Distribution of property tax revenue among the property classes (2020)

Property Class	% Property Tax
Residential (1)	65.37%
Utilities (2)	0.30%
Major Industry – Other (4)	14.52%
Major Industry – Ports (4)	2.75%
Major Industry – Ports (New Investments) (4)	1.55%
Light Industry (5)	1.71%
Business (6)	13.67%
Recreation (8)	0.13%
TOTAL	100.0%

Table 3: Distribution of property tax mill rates (2020)

Property Class	Ratio
Residential (1)	1.00:1
Utilities (2)	13.08:1
Major Industry – Other (4)	16.91:1
Major Industry – Ports (4)	10.39:1
Major Industry – Ports (New Investments) (4)	8.50:1
Light Industry (5)	4.39:1
Business (6)	2.03:1
Recreation (8)	0.73:1

Policy:

Taxation versus Services Consumed

Property taxation is an *ad valorem* tax system, which means that taxes are based on the assessed value of real property (land and improvements). Therefore, the City does not relate the amount of the tax levied on each individual property with the amount of service the City provides each property. Similarly, the City does not levy its taxes based on the number of occupants in a household using services as taxes are not user fees. Further to this, Council commits to ongoing reviews with the objective of establishing a tax policy that best distributes property taxes among the property classes.

Tax Class Capping

Council is concerned with the distribution of property taxes for classes where provincial capping has been legislated. Provincial tax rate capping can affect the equity of the allocation due to the capping being only applied to certain properties within the class:

- the Ports Property Tax Act 2004 restricts the municipal tax rates to \$27.50 per \$1,000 of assessment value. Eligible new construction relating to port properties is taxed at \$22.50 per \$1,000 of assessment value. The Province provides an annual grant to the City to assist in offsetting the cap, but since the grant is indexed to inflation and the tax increase may be higher, other taxpayers within the class are allocated the variance; and
- Class 2 Utilities with respect to the *Local Government Act 329/96* is capped at the greater of \$40 or 3.28 times Class 6 Business/Other.

Allocating the Tax Burden

After the provincial restrictions or capping of tax rates are met, the tax rates for the remaining classes are established by adding the Council approved tax increase to distribute the tax burden as equitably as possible across all tax classes, using a fixed share approach. Notwithstanding the aforementioned, Council may choose to distribute or exclude all or a specific portion of the general tax increase to one or more property classes recognizing that all tax classes have their own financial challenges. Port Moody reviews its tax rates and the revenue derived from the different property tax classes periodically, and strives to keep the tax rates comparable to neighbouring jurisdictions.

The impact to tax mill rates can appear inequitable in some classes even though the tax dollars paid rise more equitably. The reason some tax mill rates rise more while other tax rates remain more constant is due to the fact that the assessed values, on which the tax mill rates are based to generate the required revenues, can move in different directions by class as well. When

assessed values move in opposite directions for certain classes, the tax mill rates also need to move in step to keep the tax dollars paid equitable. Over time, tax mill rates moving in opposite directions to adjust for assessed values moving in opposite directions create significant variances in the tax mill rates between the classes. The only equity Council can achieve, without purposely directing tax shifts, is to try and keep the percentage increases to the tax dollars paid as equitable as possible.

Objective:

The 2020 Financial Plan includes minor changes in the distribution of property taxes among the property classes. Council's informal policy is to spread the tax burden equitably to each taxpayer in each class.

Requirement: The use of permissive and revitalization tax exemptions

Section 224 of the *Community Charter* provides Council with the authority to grant permissive property tax exemptions on land or improvements.

In 2019, Council approved the list of permissive tax exemptions granted for the 2020 taxation year and the estimated amount of tax revenue foregone. The list demonstrates the policy of Council that permissive exemptions are granted to not-for-profit institutions, including religious, historical, and cultural institutions that form a valuable part of our community.

The City provided 2020 permissive tax exemptions to:

- BC Conference of the Mennonite Brethren Churches;
- Roman Catholic Archbishop of Vancouver;
- Parish of St. John the Apostle:
- Trustees of the Congregation of loco United Church;
- Port Moody Ecological Society;
- Port Moody Heritage Society;
- Port Moody Arts Centre Society;
- Port Moody Senior Housing Society;
- Community Ventures Society;
- Association of Neighbourhood Houses of BC DBA Sasamat Outdoor Centre;
- Community Ventures Society;
- Port Moody (Pacific #119) Branch of the Royal Canadian Legion; and
- City of Port Moody.

In accordance with the *Community Charter*, notice to adopt the bylaws must be published, and the bylaws adopted by October 31st of each year.

Civic tax revenue foregone as a result of the permissive tax exemptions for charitable organizations is estimated to be \$122,859 for 2020. Per section 227 of the *Community Charter*, notice of this exemption was given to the public. Per section 98(2) of the *Community Charter*, this amount of foregone revenue will be disclosed in the City of Port Moody 2020 Annual Report.

Policy:

Permissive Tax Exemptions

Council is committed to the continued support of local organizations for permissive tax exemptions since the organizations provide value to the community that, in Council's view, should be supported by taxpayers.

Revitalization Tax Exemptions

Section 226 of the *Community Charter* provides Council with the authority to grant revitalization property tax exemptions on land or improvements to encourage revitalizations within the municipality. The City has currently entered into one Heritage Revitalization agreement for the taxation years 2016-2021.

Objective:

Each year, Council will examine its permissive tax exemption policy to determine if it should be expanded.