

CITY OF PORT MOODY, BRITISH COLUMBIA



Five-Year Financial Plan

For the Years 2021-2025



2021-2025 Financial Plan

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Reader's Guide

This budget document provides an overview of the *2021-2025 Financial Plan*, including the City's integrated planning process, details about the *City's Financial Plan* and 2021 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 *2021-2025 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 Plan Overview

Lists the financial policies that drive decision making when building the Five-Year Financial Plan as well as outlines the City's fund structure. This section provides a summary of the *2021–2025 Financial Plan* including key highlights and impact to residents by way of property tax and other property charges and user rate changes.

4. 2021-2025 General Operating Budget

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

5. 2021-2025 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.

6. 2021-2025 Capital Budget

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

7. 2021-2025 Reserves

The City's Reserve balances for 2021-2025 are presented in section seven.

8. Appendix

Provides the Glossary of Terms and the *2021-2025 Financial Plan Bylaw* approved May 11, 2021.

Distinguished Budget Presentation Award

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Port Moody, British Columbia, for its Annual Budget for the fiscal year beginning January 1, 2020.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Port Moody

British Columbia

For the Fiscal Year Beginning

January 1, 2020

Christopher P. Morill

Executive Director

Section One
Introduction





MAYOR ROB VAGRAMOV

- ▶ **Chair:** Police Board ▶ **Vice Chair:** Economic Development Committee
- ▶ **Representative:** Metro Vancouver Board, TransLink Mayor's Council, Tri-Cities Mayor Committee
- ▶ **Metro Vancouver Appointed:** COVID-19 Task Force, Mayor's Committee, Regional Planning Committee, Zero Waste Committee
- ▶ **Alternate Representative:** Emergency Measures Policy and Planning Committee, Metro Vancouver - Western Transportation Advisory Council, Municipal Finance Authority



DIANA DILWORTH

- ▶ **Chair:** Fire Department Advisory Committee, Heritage Commission, Seniors Focus Committee, Tourism Committee
- ▶ **Vice Chair:** Arts and Culture Committee, City/CP Rail Community Advisory Panel
- ▶ **Representative:** Affordable Housing Task Force, Port Moody Heritage Society
- ▶ **Metro Vancouver Appointed:** Regional Parks Committee
- ▶ **1st Alternative:** Municipal Insurance Association



MEGHAN LAHTI

- ▶ **Chair:** Climate Action Committee, Finance Committee
- ▶ **Representative:** Affordable Housing Task Force
- ▶ **Vice Chair:** Environmental Protection Committee, Heritage Commission
- ▶ **Alternate Representative:** School District #43 Child Care Task Force



AMY LUBIK

- ▶ **Chair:** Environmental Protection Committee
- ▶ **Vice Chair:** Climate Action Committee, Seniors Focus Committee
- ▶ **Representative:** Affordable Housing Task Force, Fraser Health Municipal Regional Meeting, School District #43 Child Care Task Force, Tri-Cities Healthier Communities Partnership
- ▶ **Alternate Representative:** Arts Centre Society
- ▶ **Alternate Trustee:** Library Board



HUNTER MADSEN

- ▶ **Chair:** Economic Development Committee, House Size Siting Task Force, Moody Innovation Centre Task Force
- ▶ **Vice Chair:** Parks and Recreation Commission, Transportation Committee
- ▶ **Metro Vancouver Appointed:** Regional Culture Committee
- ▶ **Alternate Representative:** Metro Vancouver Board, Tri-Cities Homelessness and Housing Task Group



STEVE MILANI

- ▶ **Chair:** City/CP Rail Community Advisory Panel, Community Planning Advisory Committee, Parks and Recreation Commission, Transportation Committee
- ▶ **Vice Chair:** Finance Committee, Moody Innovation Centre Task Force
- ▶ **Representative:** Emergency Measures Policy and Planning Committee, House Size Siting Task Force, Tri-Cities Homelessness and Housing Task Group, Youth Focus Committee
- ▶ **Voting Delegate:** Municipal Insurance Association



ZOË ROYER

- ▶ **Chair:** Arts and Culture Committee
- ▶ **Vice Chair:** Community Planning Advisory Committee, Fire Department Advisory Committee, Tourism Committee
- ▶ **Trustee:** Library Board
- ▶ **Representative:** Affordable Housing Task Force, Arts Centre Society, House Size Siting Task Force, Tri-Cities Chamber of Commerce
- ▶ **Alternate Representative:** Fraser Health Municipal Regional, Golden Spike Days Society, Port Moody Heritage Society
- ▶ **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 2021 budget, the City was faced with the ongoing challenge of dealing with COVID-19. 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 2021 Financial Plan. Given the financial uncertainty and the undetermined timeline of the pandemic, Council strategically considered the following:

- Minimizing new funding requirements in the Financial Plan;
- Use of City reserves to smooth the impact of significant changes on the City's tax roll ; and
- Utilization of provincial restart grant to ensure the continuation of municipal services

In an effort to ease the financial burden on tax payers, Council approved a modest tax rate increase of 3.55 per cent over 2020 on May 11, 2021. This represents a 2.55 per cent increase to the City's operating budget, which covers spending related to the day-to-day operations of City departments, and a 1.0 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 3.55% increase on the Budget Highlights page 54.

In addition, City Council approved an Alternative Tax Collection Scheme to move the Property Tax late payment date to September 16, 2021, 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 two and a half months to finance their 2021 property taxes.

As noted, the 2021 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 2021 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.

Stay safe!

A handwritten signature in black ink, appearing to read 'P. Rockwood', is positioned above the typed name and title.

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 35,000, 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.

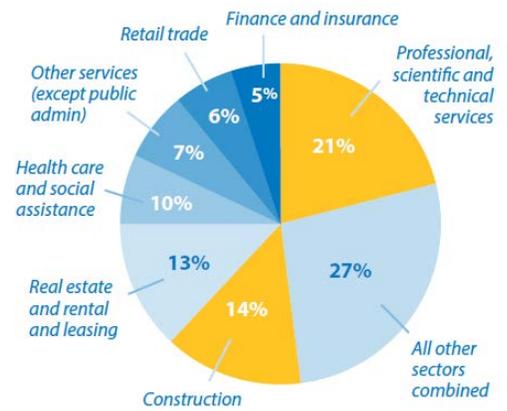
While heavy industry remains an important part of Port Moody's economy, the community has grown and changed significantly over the past century, with many new residents and businesses that have transformed the city from a mill town to a modern urban community. This transformation continues, with the 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 – 2020: 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.

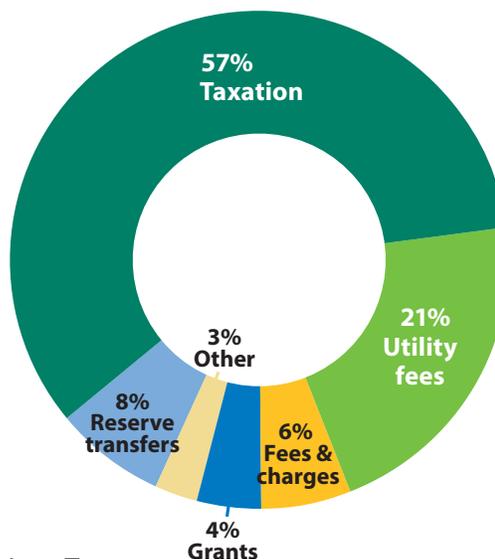
Increased activity - increasingly, there are more people of all ages active in the community.

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 acts 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 councilor 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.

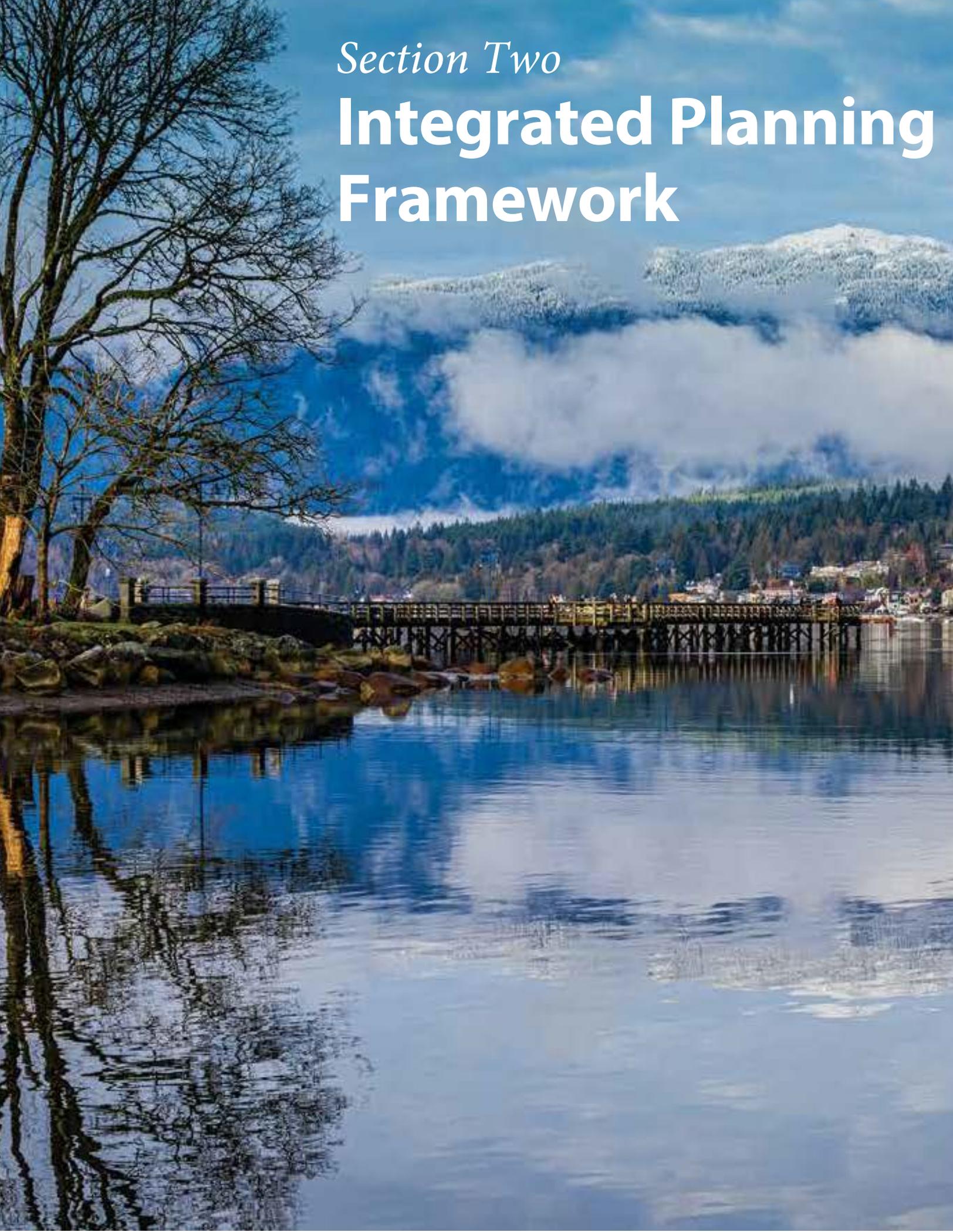
In addition, the City provides an operating grant to the Port Moody Arts Centre to deliver arts and culture programs and events to the community; and an operating grant to the Port Moody Station Museum to provide heritage and culture programs as well as the preservation and display of the history and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

Committees & Advisory Bodies

Advisory Design Panel	The Advisory Design Panel advises the General Manager of Community Development and/or City Council on certain development applications as specified in the Development Approval Procedures Bylaw 2011, No. 2918 with regards to aspects of architectural and urban design, and fit with location and site context.
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.
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 as an advisory body to Council on matters relating to Port Moody's natural and cultural heritage resources including heritage buildings, sites, and neighbourhoods.
Land Use Committee	The Land Use Committee provides advice regarding proposed land use changes through the review of Official Community Plan, Zoning Bylaw, Land Use Contract, or Temporary Use Permit applications as specified in Development Approval Procedures Bylaw, 2011, No. 2918, and will provide recommendations to Council and the General Manager of Community Development as part of review process of these applications. The Committee will also review and advise Council on bylaws, plans, studies, or policies on land use planning matters referred by Council.
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.

Section Two

Integrated Planning Framework



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:

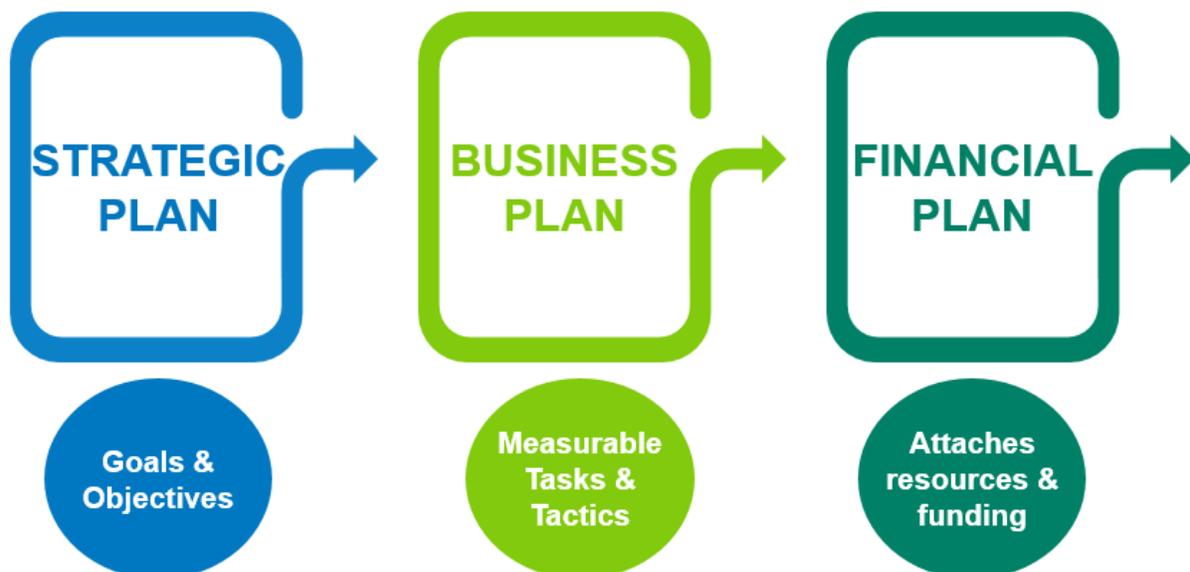
The Strategic Plan is the highest-level statement of the City's aspirations for the future. It is developed with a long time frame in mind and is updated every four years following the municipal election. The Strategic Plan articulates Port Moody's vision, mission, values and broad strategic goals. We 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.



STRATEGIC PRIORITIES



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.

2019–2022 Council Strategic Plan

Port Moody Council officially adopted their 2019–2022 Strategic Plan in May 2019. This 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.

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.



Progress Towards Our Strategic Priorities

What we achieved in 2020



MAYOR *and* **COUNCIL**

City Administration

The City Manager guides City operations and leads the organization in executing Council's strategic plan and directives. Administrative staff support Mayor and Council by managing correspondence, budgeting for expenses, and arranging meetings with the public. Legislative Services staff manage the governance process, including the administration of official records, legal agreements, and corporate and administrative policies. In 2020, this division clerked 129 Council meetings, 137 committee meetings, and handled 39 requests for City records filed under the Freedom of Information and Protection of Privacy Act.

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

The key function of Port Moody Council is to provide direction to City employees and to carry out the decisions and tasks set by Council as outlined in the Community Charter. Other Council responsibilities are to:

- consider the interests and well-being of the public and the City
- establish and update goals and policies
- determine which services the City provides
- ensure that the City's operations are transparent
- ensure long range financial stability
- plan for the future needs of the City
- ensure that the community is aware of the City's goals, performance, and achievements
- select the City Manager, define their duties and responsibilities, and evaluate performance.



COMMUNITY *Development*

Your Community Development Department provides professional land use and development planning services that facilitate all municipal review and approval processes for development-related applications. Staff also support Council by updating and developing policies and bylaws related to land development and cultural, social, environmental, and economic sustainability. This department is responsible for bylaw enforcement, building permit review and inspection, and all licences required by the City. Staff work with the local business community, investors, and partners to identify opportunities to support economic development.

Department Highlights

- Launched Port Moody 2050, a one- to two-year process to gather public input and draft focused updates to the Official Community Plan
- Initiated a Housing Needs Report, which helps local and provincial government better understand and respond to housing needs
- Approved eight market rental units, six below market rental units and 16 rent-to-own units
- Facilitated 7,494 electric vehicle charging sessions, saving 23,590 kg in greenhouse gas emissions (approximately 54.6 barrels of oil)
- Processed 83 planning and development-related land use applications for a total revenue of \$181,608
- Issued 348 building permits with a combined construction value of \$226,243,507
- Conducted 1,890 building inspections
- Issued 2,308 business licences for a total revenue of \$558,732
- Issued 2,924 tickets (totalling \$202,150 in fines) for parking infractions
- Supported efforts to prevent conflicts with bears by issuing 73 tickets to property owners (totalling \$36,750 in fines) for solid waste bylaw infractions.

COMMUNITY *Services*



Your Community Services Department manages and maintains public parks, trails, and urban forest, as well as the Rocky Point Pier and boat ramp. Staff provide advice and guidance on environmental matters and regulatory processes, offer recreational programs to help people of all ages stay active, and provide emergency support services to residents during disasters and other emergencies. This department also supports cultural groups, coordinates cultural events, and manages the City's public art program. Staff manage civic facilities and a 50-year lifecycle plan for City assets.

► *Department Highlights*

- Welcomed 779 children over nine weeks of summer camp programming
- Managed 28 Inlet Theatre rental contracts, representing 94 separate bookings. The theatre was in use for 898 hours in 2020
- Completed 252 playground safety inspections

- Issued eleven filming permits
- Planted 20,450 bulbs, 13,248 annuals, and maintained landscaping in 88 traffic circles and walkways
- Planted 487 trees in parks and boulevards
- Applied 18,000lbs of fertilizer, 6,600lbs of lime and 6,000lbs of grass seed to maintain sports fields and parks

- Responded to over 83 reports of environmental and pollution incidents and questions
- Responded to 660 requests for service for urban forestry and trails
- Completed 2,800m of environmental assessments on trails on Heritage Mountain to guide design considerations for trail improvements



Department Highlights

- Approved 50 Highway Use permits and collected \$126,826 in fees
- Maintained 36 traffic signals, commissioning four new signals
- Managed 58 active capital projects for various City departments, and completed 26 of them at a total value of \$8.3M
- Collected 7,139 tonnes of recycling, glass, green waste, and garbage
- Cleaned 1,170 catch basins
- Flushed and cleaned 8,126 metres of the City's sanitary sewer system, and 11,038 metres of the storm sewer system
- Completed uni-directional flushing of approximately 47kms of the City's water distribution system
- Completed paving on Moray Street, Spring Street, Kyle Street, and Clarke Street
- Completed road pavement crack sealing on 98,939m of cracks
- Cleaned and painted 94 streetlight poles, and replaced 20 streetlight poles.
- Completed 12 fleet replacement projects, including an automated garbage truck and new fire apparatus.

ENGINEERING *and* OPERATIONS

Your Engineering and Operations Department manages the City's infrastructure, including planning, design, and capital construction projects. Staff are responsible for traffic and transportation systems, and operate and maintain public works assets such as roads, sidewalks, bridges, street lights, and traffic signals, as well as our water distribution, storm sewer, and sanitary sewer systems. This department manages the City's fleet of vehicles and heavy equipment, and provides curbside collection for green waste, recycling, glass, and garbage.

FINANCE *and* TECHNOLOGY



Your Finance and Information Services Department provides financial accounting, reporting, and analysis services, as well as annual internal and external audits. This department is responsible for the City's annual budget process and payroll services, billing and collection of annual property taxes and utility charges, the City's telephone and data network, and online web services. Staff negotiate and renew vehicle, property, liability, and volunteer insurance, provide risk management advice to departments, and acquire supplies, equipment, and services for the City's operations and programs.

► Department Highlights

- Received a clean, unqualified audit opinion for 2020
- Facilitated the annual Five Year Financial Plan process as required under the Community Charter. The budget ranges from \$96 million in 2020 to \$86 million in 2024
- Managed a cash and investment portfolio of approximately \$90 million that met the City's capital financing and liquidity needs
- Billed more than \$85 million in total property charges and processed 692 property tax deferrals.
- Completed more than 3,300 internal and external requests for information systems support
- Publicly advertised and awarded 42 City purchasing opportunities
- Replaced the City's core network technology equipment
- Processed over 300 Emergency Operation Centre (EOC) expense and resource requests from Emergency Management BC (EMBC)
- Mobilized the City's workforce for remote work in response to COVID-19 pandemic

PEOPLE, COMMUNICATIONS, *and* ENGAGEMENT



Your People, Communications, and Engagement Department is responsible for human resources and labour relations support including employee professional development, compensation and benefits, recruitment and selection, wellness Initiatives, occupational health and safety and organizational development. Staff lead communications and public engagement initiatives, organize or support annual City events, and manage the City's brand, publications, advertising, media relations, website, and social media accounts.

- Managed 80 recruitment and selection processes, placing approximately 131 successful candidates
- Processed 1,379 Human Resources Information Systems changes for employees
- Participated in the Tri-Cities Local Immigration Partnership Committee
- Launched Engage Port Moody, an online public engagement hub
- Recorded 1.1 million unique page views on the City's website, received 8,284 likes on the City's Facebook page, reached 9,001 Twitter followers and 5,438 Instagram followers
- Issued 72 news releases, public service announcements, and advisories
- Placed 69 advertisements
- Received feedback from 137 respondents as part of a pop-up public engagement on Shoreline Trail improvements



PORT MOODY *Public Library*

Your Library's mission is to connect people with ideas and information, to inspire imagination and a love of reading, and to facilitate lifelong learning and discovery. It is a welcoming, open and free community gathering place where all can reflect, learn, create, share, and debate. We have digital, print, and multimedia collections for all ages. Our innovative programs and services support 21st century literacies. The library also offers individual and group study space, public internet computers, wifi, copying and printing, meeting space, and a cozy fireside reading room.

Department Highlights

- Welcomed 111,980 visitors to the library
- Loaned 332,316 physical items and 105,455 electronic items for a total of 437,771 checkouts
- Hosted programs with an attendance over 83,000 factoring both in-person and on-demand views
- Offered the annual Summer Reading Club online with 840 children participating
- Reopened the library for in-person browsing and holds pick-up in early July.
- Launched the library's first podcast "Keep It Fictional" to promote reading and literacy in the community.
- Dramatically increased the number of e-books available to patrons.
- Promoted local authors through the "Writers in Our Midst" and "White Pines" events.
- Piloted an Anti-Racism Book Club to promote discussion about the reality of racism and to encourage social justice thinking.

PORT MOODY *Fire Rescue*

► *Department Highlights*

- Responded to 1,008 incidents, including 309 fire calls, 409 medical incidents, 86 motor vehicle incidents, and 34 hazardous materials incidents
- Performed 29 critical life-saving interventions
- Participated in more than 6,000 hours of training
- Conducted 823 premise inspections
- Promoted awareness around wildland/urban interface wildfire risk
- Supported the community through extensive off-duty charitable work



Your Fire Department is responsible for fire suppression, investigation, and prevention, as well as first responder medical aid and rescue services. Fire prevention includes fire safety inspections, fire code enforcement, review of plans for new construction, and public education and outreach.

Port Moody Fire Rescue (PMFR) is also responsible for the City's Emergency Management Program. This includes everything from planning for a major emergency response to managing a complete recovery, training staff and volunteers, and providing emergency planning information to the public.

PORT MOODY *Police Department*



Your Police Department works to protect public safety, actively responding when needed to address all criminal and service calls from citizens. Port Moody Police provide operational services such as patrol, traffic, and major crime, and are part of regional integrated teams such as the Emergency Response Team and Homicide Investigation Team. The department also has a Victim Services section, which provides support to victims of crime, and a Community Services section, which includes a youth liaison officer, mental health officer, community relations officer, and volunteer programs such as Bike Patrol.

► *Department Highlights*

- Received 7,429 calls for service, including 524 emergency in-progress calls
- Issued a combined 2,995 written traffic violation tickets and written road safety warnings tickets
- Investigated 123 impaired driving cases
- Transitioned from ink to electronic (digital) fingerprinting for civilian record checks and criminal identifications
- The PMPD Police Board launched a Task Force on the evolution of public safety to better understand emerging issues related to modern-day policing
- Expanded social media reach by joining Instagram
- Partnered with four other police agencies in state-of-the-art simulator training at the Regional Municipal Training Center
- Implemented online Police Information Checks for improved customer service.
- Welcomed Port Moody Police Department's first female Deputy Chief Constable

*Progress Towards Our
Strategic Priorities*
WHAT WE PLAN TO ACHIEVE IN 2021



HOW WE PLAN TO MEET OUR STRATEGIC PRIORITIES *in 2021*



STRATEGIC PRIORITY

Exceptional Service

► **Objective: Ensure our customers are highly satisfied with the quality of our service.**

ACTIONS	WHAT WE PLAN TO ACHIEVE IN 2021	DIVISION
<p>Commit to a high and consistent standard of service.</p> <p>Review customer processes on a regular basis to improve accuracy and efficiency, and encourage feedback.</p> <p>Consider cultural differences and accessibility needs when providing service.</p>	<ul style="list-style-type: none"> • Online Public-Facing Development Reporting System Improvements to the online public-facing development reporting system to increase information that the public can readily access on the status of in stream and approved development that is easier to use and includes an interactive map. • Strategic Plan Creation and Implementation Support Council Strategic Plan development and Implementation of Envisio the strategic planning reporting tool. Conduct Council quarterly reports and annual environmental scan. • Development Review Process Improvements Identify and implement process improvements to improve the customer service levels for the development application review process. • Review and Define Engineering and Operations Work Process, Levels of Service, and Progress tracking Phase 1 Review and define work processes, procedures, levels of services, and progress tracking to improve alignment of staff responsibilities, budgets, and expectations of public and Council. This phase will define a priority plan and complete work for high priority areas. 	<p>Community Development</p> <p>People, Communications & Engagement</p> <p>Community Development</p> <p>Engineering & Operations</p>

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

ACTIONS	WHAT WE PLAN TO ACHIEVE IN 2021	DIVISION
<p>Make professional development a priority and provide City staff with excellent learning and development opportunities.</p> <p>Commit to strategies for employee engagement.</p> <p>Encourage innovative, critical, and creative thinking.</p>	<ul style="list-style-type: none"> • On boarding Improvements Making improvements to on boarding to ensure that employee's orientation is comprehensive, and that the introduction to the organization is a positive experience. 	<p>People, Communications & Engagement</p>

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

ACTIONS	WHAT WE PLAN TO ACHIEVE IN 2021	DIVISION
Increase access to City information.	<ul style="list-style-type: none"> • Review and improve Annual 5 year financial plan consultation Increase the public's engagement in the City's annual financial planning process. 	Finance & Technology
Commit to effective public engagement.	<ul style="list-style-type: none"> • Digital Democracy Explore digital democracy options for large scale City projects/initiatives. 	People, Communications & Engagement
Encourage public participation.	<ul style="list-style-type: none"> • Explore Development Application Surcharges Explore bylaw amendments to add development application fees and charges to recover the costs of streaming the Land Use Committee (LUC) as well as the Advisory Design Panel (ADP). 	Community Development

► **Objective: Form effective relationships with service delivery partners, industries, and stakeholders to improve service delivery.**

ACTIONS	WHAT WE PLAN TO ACHIEVE IN 2021	DIVISION
Strengthen relationships with other levels of government, First Nations, community groups, and partners.	<ul style="list-style-type: none"> • Truth and Reconciliation Understanding and Engagement The project includes a report on Community as well as Council and City staff dialogue opportunities and would identify a series of activities that would build inter-cultural relationships, provide education and understanding, invite dialogue on cultural reframing, and encourage participation in a shared activity. 	Community Services
Seek partnerships where applicable for the provision of amenities.	<ul style="list-style-type: none"> • Implement Employment Program Partnerships Develop connections & relationships with post-secondary institutions, immigrant and other employment programs to promote Port Moody as a desirable place to work and to reach new, and sometimes under- represented, candidates in a tight labour market. 	People, Communications & Engagement



STRATEGIC PRIORITY

Environmental Leadership

► **Objective: Maintain and enhance Port Moody’s natural and built assets while reducing the impact on our planet.**

ACTIONS	WHAT WE PLAN TO ACHIEVE IN 2021	DIVISION
<p>Educate the public about the importance of Port Moody’s natural assets.</p> <p>Inspire environmental actions and advocacy.</p>	<ul style="list-style-type: none"> • Outdoor Learning Program Provide learning and physical fitness opportunities in the natural environment leading to a deeper appreciation of natural ecosystems, preservation of green space and understanding of the positive impact the natural world has on people and the planet. 	<p>Community Services</p>
<p>Reduce the City’s impact on the planet.</p>	<ul style="list-style-type: none"> • Develop Natural Asset Management Strategy Develop a strategy to incorporate natural assets into the City’s overall asset management plan. Natural assets are ecosystem features that provide, or could be restored to provide, services to the city but historically have not been considered on equal footing or included in asset management plans. 	<p>Finance & Technology</p>
	<ul style="list-style-type: none"> • Consider Expanding Red Bin Program For Dog Waste Review potential new locations for red bins both within parks and in public roads and determine if further expansion is warranted. 	<p>Engineering & Operations</p>
	<ul style="list-style-type: none"> • Update Environmentally Sensitive Areas Management Strategy and Regulatory Tools Update the current ESA mapping, management strategy and the guidelines for development in and adjacent to protected ESAs. 	<p>Community Services</p>

► **Objective: Provide leadership in climate change by thinking globally and acting locally.**

ACTIONS	WHAT WE PLAN TO ACHIEVE IN 2021	DIVISION
<p>Respond and adapt to climate change through planning and policy development.</p> <p>Address global climate change with local actions.</p>	<ul style="list-style-type: none"> • Publish Solid Waste Diversion and Other Data on Open Data Solid waste diversion and other data is collected by staff. Begin publishing this data on open data for public accessibility. 	<p>Engineering & Operations</p>

► **Objective: Enhance and expand policies to guide environmental goals and sustainability programs.**

ACTIONS	WHAT WE PLAN TO ACHIEVE IN 2021	DIVISION
Review and update existing environmental policies on a regular basis to find leadership opportunities.	<ul style="list-style-type: none"> • Sustainability Report Card Update Improved review tool that allows applicants to prepare proposals that address the City’s environmental goals by promoting sustainable development. 	Community Development
Broaden the City’s sustainability programs.	<ul style="list-style-type: none"> • Develop Riparian Protection Implementation Policy Develop and implement a new policy that guides development adjacent to riparian habitat. The policy will provide clarity to the Zoning Bylaw setback requirements and ensure staff provide consistent direction to applicants wishing to develop near a watercourse. 	Community Services
	<ul style="list-style-type: none"> • Develop Spill Procedure Program and Guidelines Develop spill procedure and guidelines to improve storm water quality protection by formalizing protocols, improving equipment and resources, and training staff. 	Community Services

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

ACTIONS	WHAT WE PLAN TO ACHIEVE IN 2021	DIVISION
Focus on user experience in park planning and design.	<ul style="list-style-type: none"> • Develop a Communication Plan to Promote City Parks Develop tools and communications tactics to effectively promote all City parks including creating an inventory of park photos, enhance web page, and social media messaging. 	People, Communications & Engagement
Optimize and expand parks to meet the community’s needs.		
Create diverse, natural, open-space experiences throughout the community.	<ul style="list-style-type: none"> • Unify Bert Flinn Park As per Council approved motions on October 8, 2019, remove the road right-of-way through Bert Flinn Park. 	Engineering & Operations



► **Objective: Plan for a variety of housing types to meet community needs.**

ACTIONS	WHAT WE PLAN TO ACHIEVE IN 2021	DIVISION
Ensure that available housing meets the community's diverse and emerging needs.	<ul style="list-style-type: none"> • Develop Accessibility Guidelines for Lane-way Homes Update the lane way housing design guidelines and zoning bylaw to promote and incentivize accessibility features in new lane-way homes. 	Community Development
Work with other levels of government and private agencies to support housing and homelessness programs and services.	<ul style="list-style-type: none"> • Policy for Family-Friendly Units Create a policy for requiring family-friendly units as part of new multi-family developments. 	Community Development
	<ul style="list-style-type: none"> • Market Rental and Inclusionary Zoning Policy To develop an inclusionary zoning policy that will require below-market rental units in all multi-family developments seeking additional density. This includes engaging a consultant to analyze the financial performance of strata development in Port Moody and provide input to the policy analysis to help ensure that the inclusionary zoning policy works within the context of local land economics. 	Community Development
	<ul style="list-style-type: none"> • Affordable Housing Reserve Fund Terms of Reference To update the Affordable Housing Reserve Fund (AHRF) Terms of Reference (TOR). To include a guidelines that will allow distribution of funding out of the Reserve for rental relief initiatives for renters in need of financial assistance within the TOD. 	Community Development

► **Objective: Provide local services and access to amenities for residents of all ages and abilities.**

ACTIONS	WHAT WE PLAN TO ACHIEVE IN 2021	DIVISION
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.	<ul style="list-style-type: none"> • Facility Safety Improvement Update health and safety and emergency procedures in civic facilities. 	Community Services
Consider accessibility when planning and designing programs, services, facilities, parks, and infrastructure.	<ul style="list-style-type: none"> • Tri-Cities Food Security Assessment and Action Plan Administration of the UBCM Poverty Reduction grant, RFP evaluation and contract with the consultant. 	Community Development
	<ul style="list-style-type: none"> • Community Health Assessment Scoping exercise to conduct a Port Moody Community Health Assessment. 	Community Development

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

ACTIONS	WHAT WE PLAN TO ACHIEVE IN 2021	DIVISION
<p>Maintain the “no call too small” community safety service level.</p> <p>Ensure that emergency preparedness plans and strategies are incorporated into all municipal operations.</p>	<ul style="list-style-type: none"> • Water Distribution System Emergency Plan Update Complete an updated water distribution system emergency plan to reflect the current infrastructure and layout of the water distribution system. Identify critical actions and outline response activities that correspond with hazards, risks and vulnerabilities present in Port Moody in order to ensure continued safe operation of the water distribution system. 	<p>Engineering & Operations</p>
	<ul style="list-style-type: none"> • Emergency Operations Staff Planning Ensure appropriate staffing for Emergency Operations Center Planning. 	<p>People, Communications & Engagement</p>
	<ul style="list-style-type: none"> • Disaster Response Plan Update the Disaster Response Plan with current staff contact list, new content, new DRP graphics, new appendices, and insertion of new and updated plans. 	<p>Fire Rescue</p>

► **Objective: Encourage lifelong healthy and active living.**

ACTIONS	WHAT WE PLAN TO ACHIEVE IN 2021	DIVISION
<p>Incorporate healthy living opportunities for people of all ages in City programs and services.</p> <p>Ensure the built environment and infrastructure allows for, and encourages, active living.</p>	<ul style="list-style-type: none"> • Physical Literacy Program Look at recreation programming and parks spaces to increase opportunities residents to be active by: providing access to non-traditional activities, increase parallel programming for adults and pre-school/children/youth and increase opportunities for adults to be active adjacent to children’s playgrounds. 	<p>Community Services</p>
	<ul style="list-style-type: none"> • Promote Social Connectedness Increased awareness for staff and the public on the benefits of social connectedness and increase opportunities for patrons to connect in the Recreation Complex. 	<p>Community Services</p>
	<ul style="list-style-type: none"> • Living Wage Policy Report to Council on the implications of implementing a Living Wage at the City. 	<p>People, Communications & Engagement</p>



STRATEGIC PRIORITY

Economic Prosperity

► **Objective: Create an attractive and vibrant community through events, arts, and culture.**

ACTIONS	WHAT WE PLAN TO ACHIEVE IN 2021	DIVISION
Encourage and promote community opportunities for the public to experience arts, culture, and heritage activities.	<ul style="list-style-type: none"> • Murals on Private Property Activate commercial areas through art by establishing a program to create murals on private properties. 	Community Services
Encourage and promote community events.	<ul style="list-style-type: none"> • Community Event Improvements To further improve the community event application review process and explore other ways to support events in the community. 	Community Services

► **Objective: Support the growth of businesses and business neighbourhood development.**

ACTIONS	WHAT WE PLAN TO ACHIEVE IN 2021	DIVISION
Enhance economic development opportunities in Port Moody.	<ul style="list-style-type: none"> • Home Based Business Bylaw Updates Review of home-based businesses for multi-family complexes. 	Community Development
Identify and explore opportunities to develop economic zones in key neighbourhoods.	<ul style="list-style-type: none"> • Economic Development Master Plan To develop a road map for economic development for the City. 	Community Development
Support development and revitalization of commercial neighbourhoods.	<ul style="list-style-type: none"> • Provincial Support for Innovation Precinct To liaise with the Province to advocate for establishing the Moody Innovation Centre as a provincially-supported innovation precinct and to funnel relevant information into existing City processes and policy development. 	Community Development

► **Objective: Ensure a sustainable and resilient municipal economy and diversify the City's revenue sources.**

ACTIONS	WHAT WE PLAN TO ACHIEVE IN 2021	DIVISION
<p>Diversify the City's revenue sources to ensure sustainability.</p> <p>Leverage funding for projects with grants and partnerships.</p> <p>Ensure fiscal responsibility by assessing and monitoring lifecycle expenses.</p>	<ul style="list-style-type: none"> • Review Works Yard Materials/Supplies Tracking and Storage Identify and recommend measures to implement a supply chain management system. 	<p>Engineering & Operations</p>



STRATEGIC PRIORITY
Community Evolution

► **Objective: Ensure City assets are optimized, maintained, and funded for current and future needs.**

ACTIONS	WHAT WE PLAN TO ACHIEVE IN 2021	DIVISION
<p>Be stewards of City lands to optimize benefits to community well-being.</p> <p>Make progress towards the improvement and sustainability of City facilities to meet emerging needs.</p> <p>Ensure resiliency of City infrastructure and assets.</p>	<ul style="list-style-type: none"> • Update Asset Management Investment Plan (AMIP) Update to the existing plan model using new information from ongoing capital renewal, recent condition assessments, studies, and master plans. This will result in revised average annual target investment (AATI), the total summation of the replacement value of city assets divided by the service life of all assets. 	<p>Finance & Technology</p>
	<ul style="list-style-type: none"> • Update Subdivision and Development Servicing Bylaw Update the bylaw and supporting documents for accessibility, climate change, future technologies, and other current needs. 	<p>Engineering & Operations</p>
	<ul style="list-style-type: none"> • Review Utility and Other Asset Inspection and Monitoring Programs and Develop Improvement Plan Improved the data collection, monitoring, and reporting for City utility and other infrastructure assets. 	<p>Engineering & Operations</p>
	<ul style="list-style-type: none"> • Inlet Field Funding Options In the event that the City is unsuccessful in its application to the ICIP-CCR program, staff will explore alternative options for funding to replace the \$4.5M requested in the grant funding application. 	<p>Community Services</p>

► **Objective: Ensure future community growth is carefully considered and strategically managed consistent with the targets approved in our Official Community Plan. Develop tools to help us plan and prepare for the future.**

ACTIONS	WHAT WE PLAN TO ACHIEVE IN 2021	DIVISION
<p>Develop tools to help us plan and prepare for the future.</p> <p>Review proposed development projects and updated population projections on a regular basis.</p> <p>Look for creative ways to enable diverse housing forms and heritage revitalization.</p> <p>Review the Official Community Plan regularly to ensure it aligns with the community vision.</p>	<ul style="list-style-type: none"> • Coronation Park Financing Strategy Framework A Financing Strategy Framework which outlines how the City will work with redevelopment applicants to develop and establish effective and fair financing mechanisms for the neighbourhood municipal infrastructure supporting the redevelopment. 	<p>Community Development</p>
	<ul style="list-style-type: none"> • Confirm Moody Centre TOD revitalization plan Develop land use policies and promote economic revitalization to promote the evolution and revitalization of the Moody Centre TOD Area. 	<p>Community Development</p>
	<ul style="list-style-type: none"> • Small Lot Program and Laneway Program Updates Implement recommendation to improve the small lot and laneway housing program (infill development) and draft Bylaw Amendments as required. This new description combines two projects: “Explore laneway housing bylaw updates” and “Small Lot Program Implementation Improvements”. 	<p>Community Development</p>
	<ul style="list-style-type: none"> • Update IOCO Lands OCP Policies This City-initated OCP amendment would limit development potential of the IOCO lands to current zoning bylaw allowances. The amendment is related to the removal of the road reservation through Bert Flinn Park. 	<p>Community Development</p>
	<ul style="list-style-type: none"> • Expedited Review of SF Land Use Contract Areas Council has concerns that some existing land use contracts for single-family areas allow for development of homes larger than would be allowed under RS1. As a result, Council has requested an expedited review of the single-family Land Use Contract areas. 	<p>Community Development</p>

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

ACTIONS	WHAT WE PLAN TO ACHIEVE IN 2021	DIVISION
<p>Improve connections between neighbourhoods.</p> <p>Reduce the impacts of through-traffic.</p> <p>Plan for the impact of emerging transportation technologies.</p>	<ul style="list-style-type: none"> • Transit Stop Furniture Procure new bus shelters and consider adding benches through a new street furniture advertising agreement. The transit stop furniture will provide new and upgraded infrastructure which may include shelters, waste receptacles, bike racks, and benches will make the experience more comfortable for transit users. This project has been identified as a Short Term Project in our Master Transportation Plan (MTP) and will help make progress towards the 2017 MTP goals and targets including increasing the percentage of sustainable transportation mode trips, reducing average vehicle travel distance, and improving transportation related safety. 	<p>Engineering & Operations</p>
	<ul style="list-style-type: none"> • Bike Route Review Engage a consultant to review a short list of existing bike routes to recommend potential vehicle/bike separation measures, priorities, and cost estimates. Upon completion, report back to Council to request funding to implement the higher priority bike route improvements. 	<p>Engineering & Operations</p>
	<ul style="list-style-type: none"> • SkyTrain Station Assessment Assess viability and financial feasibility of a third SkyTrain Station west of Moody Centre Station. 	<p>Engineering & Operations</p>
	<ul style="list-style-type: none"> • Pedestrian Activated Signals Acceleration Update the Master Transportation Plan to accelerate high priority pedestrian activated signal improvements at Elgin/Clarke, Queens/St. Johns, and Clarke/Seaview. Construct Elgin/Clarke signal in 2020. 	<p>Engineering & Operations</p>

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 39.

Budget Guidelines and capital and operating templates were distributed in July and were due back to the Financial Planning team in September. 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. Due to COVID-19, Zoom meetings were arranged to discuss divisional budgets and ensure budget managers were able to use the budget software.

The Finance Committee approved the capital plan in January 2021. This accelerated time line for capital project budgets allows departments to tender contracts and begin work on their projects early in the new year, or order new equipment ensure it can be put into service as soon as possible.

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. Engage Port Moody, the City's new online public engagement hub, was used for the public budget consultation in February 2021.



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 2021 Budget Consultation was facilitated through engage.portmoody.ca, the City's online engagement hub where participants register to learn about the City's financial plans and projects, share ideas, and provide feedback. Between February 8 and February 28, 2021, participants could take a survey, answer a featured question (i.e. "If the City were to look at service level reductions to lower the tax rate increase, which specific services do you think we should consider reducing?"), and pose questions and comments to staff experts.

Bylaw Adoption

Budget deliberations occurred with the Finance Committee through the winter of 2020 and spring of 2021, with first three readings of the Five-Year Financial Plan Bylaw and the corresponding 2021 Tax Rates Bylaw at Regular Council on April 27, 2021. Adoption of the Bylaws occurred on May 11, 2021.

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

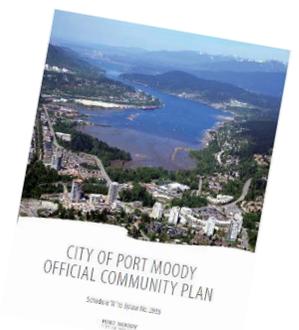
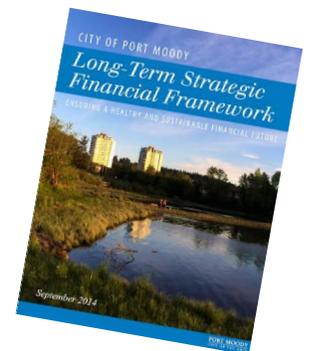
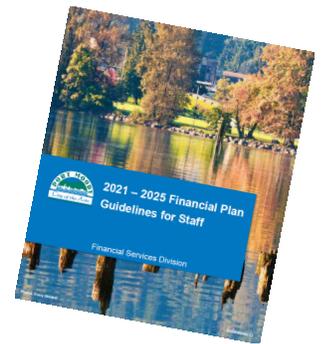
While the Strategic Plan sets out the goals and objectives of Council, Council acknowledges they cannot be achieved at all costs. Financial sustainability is a primary goal of City Council, and City Council recognizes that its goals and objectives must be balanced with its ability to pay, and the impact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

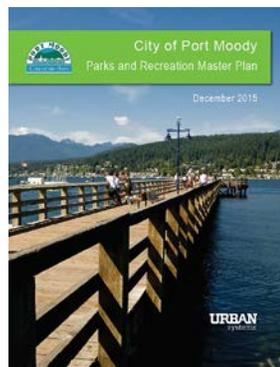
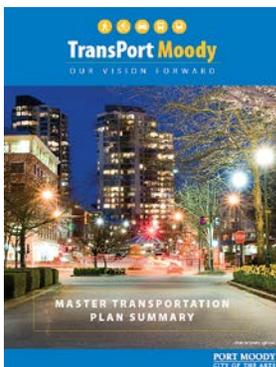
The LTSFF identifies the principles, strategies, and models that Council has determined the City will need to keep on track towards financial sustainability. The LTSFF is a dynamic document that is reviewed on a periodic basis to make sure the principles are consistent with current best practices.

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 data 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

2020
Jul

Budget Guidelines Approval
Packages distributed to departments

2020
Jul
-
Sep

Budgets prepared by departments

2020
Sep
-
Nov

Financial Planning staff review 2021–2025 Budgets with departments

2020
Oct

Utility Budget and Rates approved
Library Board Budget Presentation to Council

2020
Nov

Draft 2021-2025 Capital Introduction
Police Board Budget Presentation to Council

2021
Jan

Capital Budget Approval
Operating budget introduction

2021
Feb

Department budget Deliberations / Presentations
Budget Consultation and Engagement via Engage Port Moody

2021
Mar

Budget Deliberations

2021
Apr

Approval proposed Financial Plan & Tax Rates
First three readings - Financial Plan & Tax Rates Bylaw

2021
May

Adoption - Financial Plan & Tax Rates Bylaw

Section Three

Financial Plan Overview

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.

Socially Responsible Investing:

It is widely acknowledged that the extraction and burning of fossil fuels contributes to atmospheric buildups of carbon dioxide, and as a result, the earth's temperatures have been slowly increasing to critical levels causing catastrophic climate changes. While there is global acceptance that industry and the economy should be moving away from reliance on fossil fuels to reduce carbon emissions into the atmosphere, the debate lies in the urgency, how the transitions should be managed, and where the pressures to reduce should be exerted. There is a widely held belief that finance can be a tool to combat climate change. Following along this

line, the City decided in 2020 to exert financial pressure by diverting City investment funds away from companies that use those funds to finance the extraction and burning of fossil fuels.

Over the past two decades, an increasing number of investors have begun to consider non financial criteria, such as social and environmental criteria, in making investment decisions labelled socially responsive investing (SRI). Various investors, with different motives, engage in SRI through distinct strategies. While the SRI movement is gaining momentum, the effects of SRI strategies have been difficult to identify and quantify. Currently, throughout the investment world, there is increased focus on improving and standardizing SRI “labels” to support transparency and consistent practices with regard to investments labelled SRI. The intent is to reduce confusion, level the playing field and avoid paying unnecessary premiums.

As a result of the current inconsistencies around evaluation criteria, rating agencies and the overall complexity around SRI, local governments looked to the Municipal Finance Authority (MFA) to develop a fossil fuel free fund that member municipalities could confidently invest in. The City, like other agencies, was willing to look beyond portfolio performance alone and adopt a policy that supports the divestment movement, helping steer the economy away from reliance on fossil fuels as a long term financial strategy to protect the global environment. In 2020, the City amended its investment policy and invested a significant portion of the portfolio into the newly developed MFA fossil free fund.

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.

<i>Community Charter</i>	<i>City Bylaws</i>
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.

<i>General Operating Fund</i>	<i>General Capital Fund</i>
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.

<i>Sewer & Drainage Operating Fund</i>	<i>Sewer & Drainage Capital Fund</i>
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.

<i>Water Operating Fund</i>	<i>Water Capital Fund</i>
Insurance Reserve	Water Capital Reserve
Price Stabilization Reserve	

Consolidated Statement of Operations

	<u>2019 Budget</u>	<u>2019 Actuals</u>	<u>2020 Budget</u>	<u>2020 Actuals</u>	2021 Financial Plan
Revenue					
Taxes					
Real property	\$ 44,898,976	\$ 44,909,287	\$ 45,246,099	\$ 45,928,603	\$ 46,215,084
Private utility companies	378,711	378,711	363,926	363,925	370,077
	<u>45,277,687</u>	<u>45,287,998</u>	<u>45,610,025</u>	<u>46,292,528</u>	46,585,160
Payments in lieu of taxes	307,510	370,168	367,341	438,172	459,363
Services to other governments	45,000	49,408	45,000	36,320	45,000
Sale of services					
Environmental health services	3,154,084	3,212,576	3,141,932	3,210,624	3,217,874
Recreational and cultural services	3,722,640	3,796,849	3,999,788	1,721,181	2,345,103
Sewer utility fees and charges	6,457,290	6,576,019	6,937,166	7,006,932	7,595,295
Water utility fees and charges	7,083,363	7,199,292	7,530,059	7,629,675	7,588,946
Other revenue	2,629,299	5,006,456	2,999,722	4,687,662	3,680,016
Investment Income	669,667	1,376,189	684,429	1,098,840	697,176
Contributed assets	-	2,681,001	-	160,730	-
Transfers from other governments	8,737,010	4,141,113	9,717,507	8,065,191	12,984,809
Private contributions	7,698	477,517	14,652,484	16,103,995	91,848
Development levies utilized	44,482	2,284,212	42,098	3,436,336	233,520
	<u>78,135,730</u>	<u>82,458,798</u>	<u>95,727,551</u>	<u>99,888,186</u>	85,524,110
Expenses					
Corporate Administration	9,561,155	9,394,696	9,806,119	9,141,508	9,434,449
Community Development	2,885,989	2,627,834	3,180,923	2,923,999	2,988,265
Community Services	16,698,719	16,804,493	17,543,232	15,174,978	15,992,125
Engineering & Operations	10,297,808	8,985,970	10,188,293	9,226,888	9,223,627
Library	2,318,346	2,057,413	2,370,506	2,087,034	2,396,554
Police	13,002,707	11,992,850	12,852,028	12,075,290	13,033,784
Fire	8,895,276	8,727,230	9,055,688	8,834,772	9,385,576
Sewer & Drainage	6,877,221	5,462,841	6,792,991	5,601,863	5,639,372
Water	6,862,062	7,325,657	7,568,816	7,512,711	7,119,806
	<u>77,399,283</u>	<u>73,378,984</u>	<u>79,358,596</u>	<u>72,579,043</u>	75,213,558
Annual Surplus before Capital Expenditures	<u>736,447</u>	<u>9,079,814</u>	<u>16,368,955</u>	<u>27,309,143</u>	10,310,552

Certain prior year figures have been reclassified for comparative purposes to conform with the current year presentation.

Statement of Activities by Fund and Fund Balances

	General Fund	Sewer & Drainage Utility	Water Utility
Revenue			
Taxes			
Real property	\$ 46,215,084	\$ -	\$ -
Private utility companies	370,077	-	-
	<u>46,585,160</u>	-	-
Payments in lieu of taxes	459,363	-	-
Services to other governments	45,000	-	-
Sale of services			
Environmental health services	3,217,874	-	-
Recreational and cultural services	2,345,103	-	-
Sewer utility fees and charges	-	7,425,295	170,000
Water utility fees and charges	-	-	7,588,946
Other revenue	3,654,118	14,198	11,700
Investment Income	457,176	120,000	120,000
Contributed assets	-	-	-
Transfers from other governments	12,929,684	55,125	-
Private contributions	91,848	-	-
Development levies utilized	233,520	-	-
	<u>70,018,846</u>	<u>7,614,618</u>	<u>7,890,646</u>
Expenses			
Corporate Administration	9,434,449	-	-
Community Development	2,988,265	-	-
Community Services	15,992,125	-	-
Engineering & Operations	9,223,627	-	-
Library	2,396,554	-	-
Police	13,033,784	-	-
Fire	9,385,576	-	-
Sewer & Drainage	-	5,639,372	-
Water	-	-	7,119,806
	<u>62,454,380</u>	<u>5,639,372</u>	<u>7,119,806</u>
Annual Surplus before Capital Expenditures	<u>7,564,467</u>	<u>1,975,246</u>	<u>770,840</u>

Certain prior year figures have been reclassified for comparative purposes to conform with the current year presentation.

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. 376.28 full-time equivalents (FTEs) are budgeted for 2021, 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)

Department	2019 Budget	2020 Budget	2021 Budget
City Administration	11.35	12.32	11.23
Community Development	22.31	23.44	24.27
Community Services	112.92	116.53	109.96
Engineering & Operations	36.92	35.05	37.86
Finance & Technology	24.15	23.60	24.57
Fire	48.60	48.50	48.15
Library	19.26	18.65	18.66
People, Communications & Engagement	12.65	12.80	11.81
Police	68.00	68.00	69.00
Utilities	19.71	22.99	20.77
Total	375.87	381.88	376.28

New Positions in 2021

Mayor and Council approved one new position in the Finance & Technology department. The new position will ensure the City has sufficient safeguards in place to guarantee accurate and timely payroll processing for all employees. Police Board approved a full-time position, Business Systems Manager, which will oversee current and future information and business management systems and support projects for the implementation of new systems and initiatives.

Department	FTE	Position Title
Finance & Technology	1.00	Payroll Administrator
Police	1.00	Business Systems Manager
Total New Positions	2.00	

Adjustments in 2021

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

Department	FTE	Position Title
City Manager	-0.05	Executive Assistant - City Manager - AUX
City Manager	-0.05	Executive Assistant - Mayor & Council - AUX
City Manager	-1.00	Manager of Economic Development
Community Development	1.00	City Planner
Community Development	-1.00	Manager of Development Planning
Community Development	1.00	Manager of Economic Development
Community Development	-0.07	Policy Planner - AUX
Community Development	-0.11	Senior Planner - AUX
Community Services	1.19	Aquatic Leader - AUX
Community Services	0.56	Building Service Worker - RPT
Community Services	-0.60	Child Recreation Leader - AUX
Community Services	-0.76	Childcare Leader - AUX
Community Services	-0.54	Environmental Technician - AUX
Community Services	0.60	Environmental Technician - RPT
Community Services	0.91	Equipment Operator - TFT
Community Services	0.20	Events Assistant - RPT
Community Services	1.00	Facilities Shift Supervisor
Community Services	0.08	Fitness Program Supervisor - RPT
Community Services	-0.15	Front of House Assistant - AUX
Community Services	0.46	Horticultural Assistant - TFT
Community Services	-0.27	House Technician 1 - AUX
Community Services	0.70	Labourer - AUX
Community Services	-1.04	Labourer - TFT
Community Services	-0.44	Labourer Parks - AUX
Community Services	-0.86	Personal Trainer - CAS
Community Services	0.38	Playground Leader - AUX
Community Services	0.30	Public Art Coordinator - RPT
Community Services	-0.97	Recreation Assistant - CAS
Community Services	1.86	Recreation Attendant - AUX
Community Services	-0.33	Recreation Clerk - AUX
Community Services	-0.05	Recreation Clerk - RPT
Community Services	0.97	Recreation Instructor Assistant - CAS
Community Services	-0.42	Recreation Leader - AUX
Community Services	0.02	Recreation Leader - RPT
Community Services	0.13	Recreation Planning Coordinator - RPT
Community Services	-0.30	Registration Clerk - AUX
Community Services	0.01	Registration Clerk - RPT
Community Services	-1.00	Senior Facilities Maintenance Worker
Community Services	-0.72	Skate Attendant - AUX
Community Services	-2.98	Skate Instructor - CAS
Community Services	-0.63	Skate Lesson Supervisor - CAS
Community Services	-2.84	Specialty Instructor - CAS
Community Services	-0.27	Trail Maintenance Worker
Community Services	-0.14	Weight Room Attendant - AUX
Community Services	-0.63	Youth Leader - AUX
Engineering & Operations	-0.49	Community & Development Services Assistant
Engineering & Operations	-0.22	Engineering Technologist - AUX
Engineering & Operations	-0.28	Labourer - TFT
Engineering & Operations	-0.10	Labourer, General
Engineering & Operations	0.96	Lead Mechanic - AUX
Engineering & Operations	-0.06	Operations Assistant - RPT
Engineering & Operations	2.00	Operations Maintenance Worker
Engineering & Operations	1.00	Work Control Technician
Finance & Technology	-0.03	Accounting Clerk - RPT
Finance & Technology	-1.00	Mapping & GIS Technologist I
Finance & Technology	1.00	Mapping & GIS Technologist II
Fire	-0.17	Fire Prevention Officer
Fire	-0.17	Lieutenant Community Outreach & Life Safety
People, Communications & Engagement	-0.62	Auxiliary Clerk - AUX
People, Communications & Engagement	0.11	Events Assistant - AUX
People, Communications & Engagement	-0.09	Human Resources Advisor - AUX
People, Communications & Engagement	-0.38	Manager of Occupational Health & Safety
Utilities	-0.16	Labourer - AUX
Utilities	-1.06	Labourer - TFT
Utilities	-1.00	Utility Maintenance Worker 1
Total Position Change	-7.60	

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.

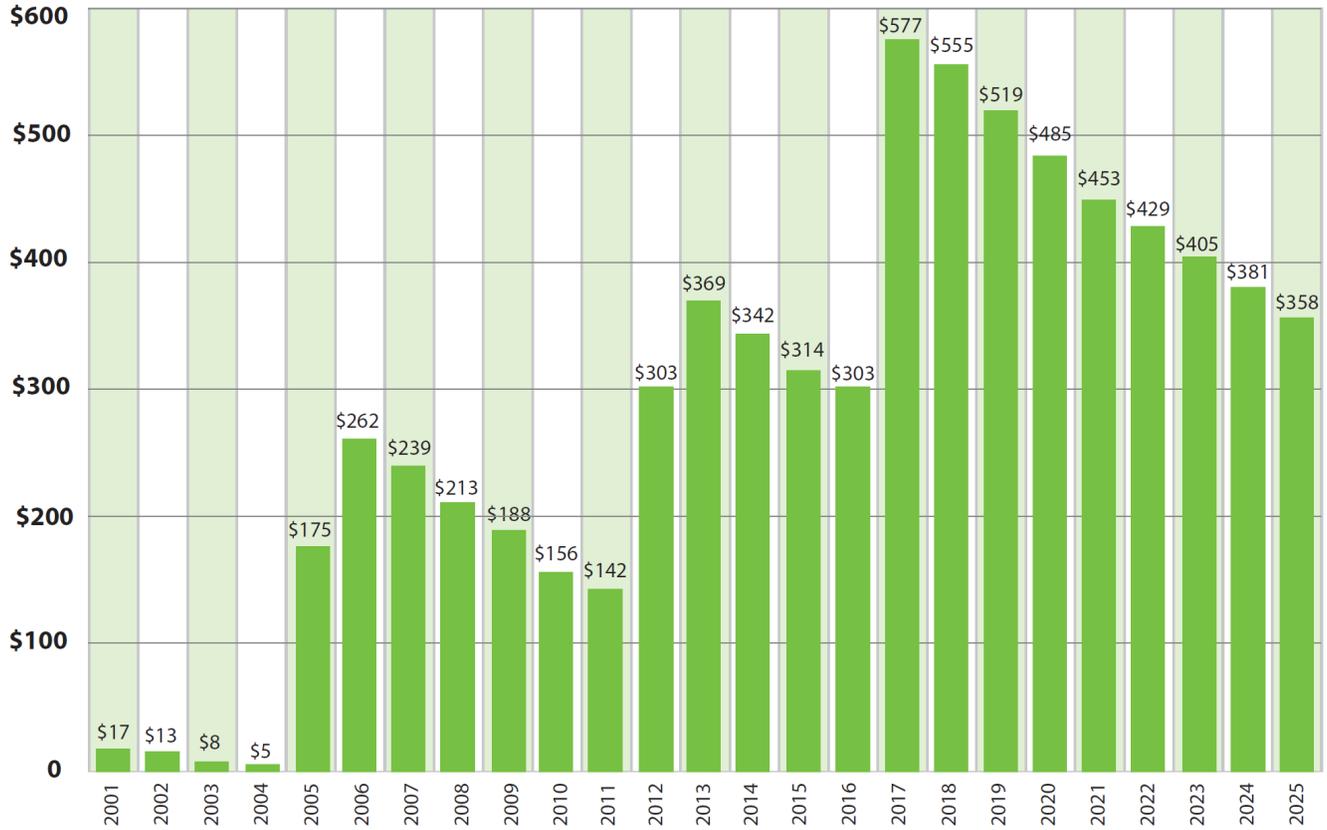
The City was virtually debt-free in 2004 and, in 2005, took on debt to expand and renovate the aging Recreation Complex. Again in 2006, the City needed to borrow to replace the Police Building which had reached the end of its useful life.

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 \$15 million in 2020. The budgeted cost of principal and interest debt payments in the general operating fund is \$2.05 million in the 2021 financial planning period, which is below the allowable limit.

Debt per capita, 2001–2025



Section Four

2021-2025

General Operating Budget



General Operating Fund

2021 BUDGET HIGHLIGHTS

The 2021-2025 Financial Plan is a fiscally responsible budget that balances the continuation of 2020 levels of service and addresses the financial realities of the ongoing COVID-19 pandemic. Port Moody, like other municipalities, continues to face budget challenges with cost increases for wages and benefits, which make up the single highest cost driver in the budget. The City realized and included minimal new tax revenue from construction growth, as well as other small increases to fees and fines that offset the revenues needed from the proposed increase to taxation. New revenues from digital billboards help to significantly reduce the tax increase for 2021.

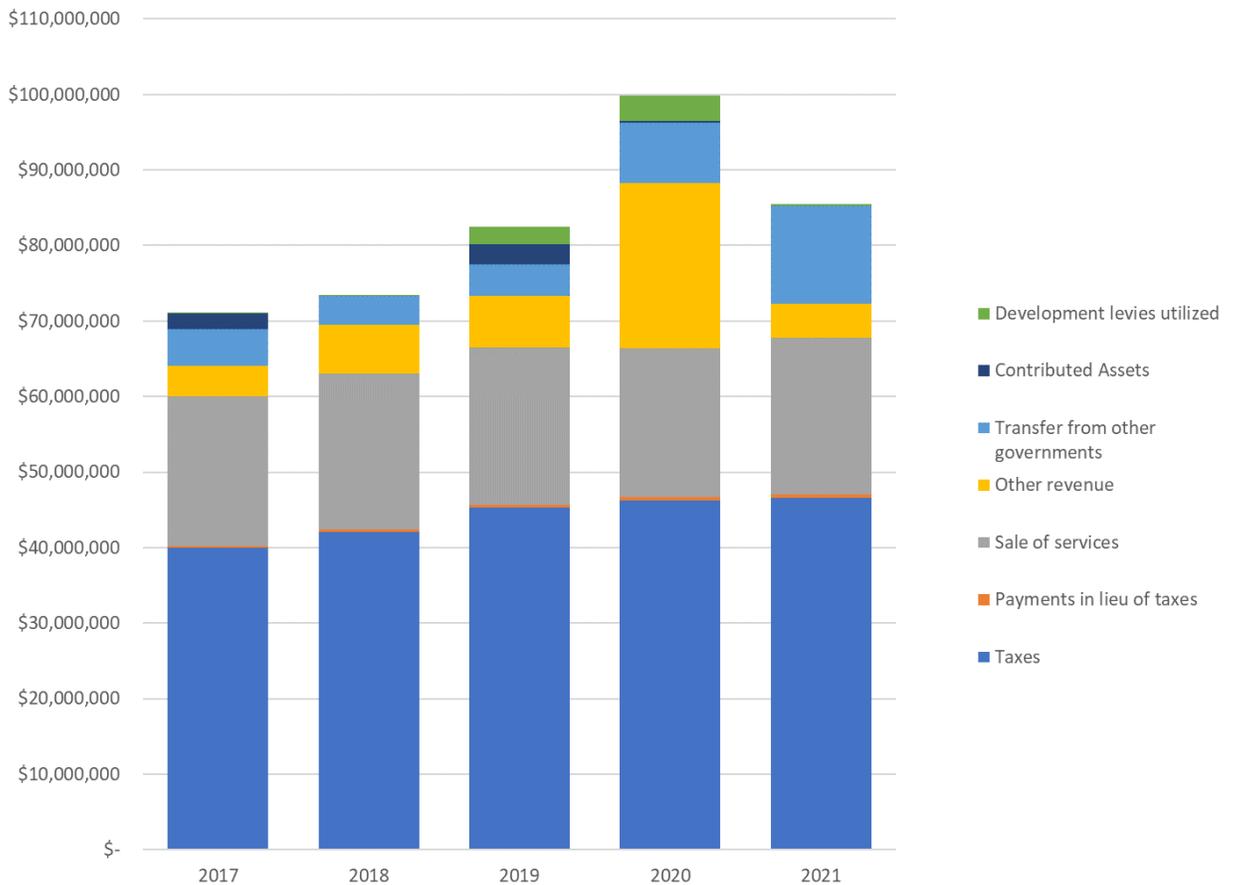
With the 2020 closure of the Flavelle sawmill (Mill and Timber); the City saw significant changes to assessed values and property classifications to the City's 2021 tax roll. This would result in a re-distribution of taxes throughout the City. To offset the impact of this redistribution, \$900,000 was transferred from City reserves to maintain an overall tax increase of approximately 3.55%. Increased costs as the City continues to respond to the effects of COVID-19 are offset with the Provincial government's COVID-19 Safe Restart Grants for Local Governments.

Operating Financial Plan

The Financial Plan Bylaw includes a net budgetary increase of \$1,575,000, which is estimated to represent a 3.55% tax rate increase. This is composed of:

1. Operating Budget – City
 - 2021 Non-Market Change (NMC) contains significant shifts between Class 4 (heavy Industry) and Class 6 (Business/Other). The resulting impact is a significant reduction in tax revenues, as Class 4 has a higher mill rate than Class 6. In order to offset this shift, the City must transfer \$900,000 from the Growth Stabilization Reserve, which is intended to be used to help smooth the impact of sudden tax shifts. The financial plan includes \$225,000 in new revenue, which represents an estimate of the City's NMC (growth) as a result of increases in taxable values unrelated to market increases and the shift described above. The Growth Stabilization Reserve will be used to smooth the impact of the significant Class 4/6 shift over the next two to three years.
 - Net new revenues are budgeted to increase by nearly \$512,000.

Revenues by Source 2017 – 2021

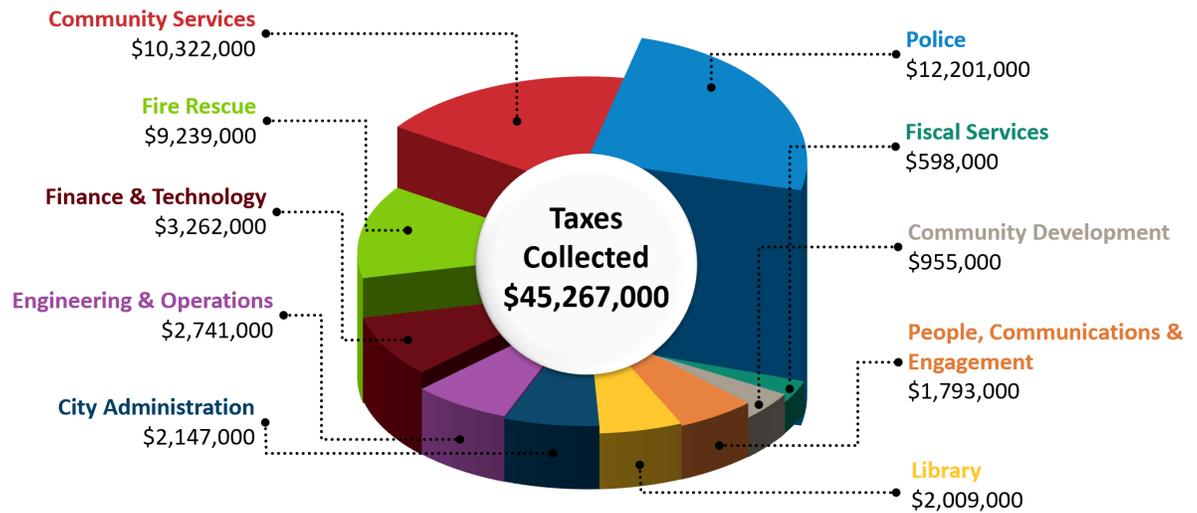


- Salaries, Wages, Benefits, and other employee related overhead costs have increased by \$1,392,000 (3.14%). This represented estimated collective agreement increases for all the bargaining units and management, increased costs for extended benefits, increased costs for the employer portion of the Canadian Pension Plan (CPP), increases to WorkSafeBC premiums, and the final (year three of three) phase in of the employer health tax.
- Operating expenses, including (but not limited to): equipment, consulting and professional services, supplies and materials, insurance, and contracted services have increased by \$215,000 (0.48%).
- Changes to reserve transfers (net transfers from reserves) have increased by \$66,000 (-0.15%).

2. Operating Budget – Police

- The Port Moody Police Board submitted a net operating budget increase of \$346,000 (0.78%), including a \$56,000 allocation of growth revenue.

2021 Net Operating Budget by Department



The total operating impact for City and Police services is \$1,644,000 (3.70%).

3. Capital – Asset Renewal Levy

- To continue to fund the replacement of critical municipal infrastructure, the City is increasing the Asset Renewal Levy (the Levy) by \$444,000 (1%), which is in line with the City's historic practice of increasing the asset levy by the equivalent of a 1% tax increase annually. In 2020, the asset levy was increase by \$173,000 (0.40%) in an effort to reduce the overall tax increase in response to the COVID-19 pandemic.

4. New Funding Requirements

- A number of new funding requirements have been included in the 2021-2025 Five-Year Financial Plan (\$278,000). The new funding requirements are offset with \$790,000 in new revenues related to the new digital billboards, resulting in net new revenues of \$512,000.

In conclusion, the 2021 Financial Plan includes a total net budgetary increase of \$1,575,000, which includes operating increases, the Port Moody Police budget, an increase to the Asset Renewal Levy, and new funding requirements and revenues. This is estimated to represent a 3.55% tax rate increase.

Executive Summary - Change over 2020

Executive Summary

Item	Amount (\$)	Tax (%)	Comment
Estimated 2021 Non-Market Change (Growth)	-168,750	-0.38%	Growth in tax revenues from new construction
Revenue Changes	-62,425	-0.14%	Development, Permits, Sale of Services
Salaries & Wages, Benefits, Employer Health Tax	1,392,078	3.14%	EHT, WCB, Benefits, Collective Agreements
Operating Expenses	199,689	0.45%	Inflationary related increases (Insurance, Equipment, Contracted Services, utilities, legal services)
Reserve Changes	-66,239	-0.15%	Development processing reserve, MTP reserve, etc.
Sub Total - City	1,294,353	2.92%	Budget Guidelines mandate 1.87%
Police	346,256	0.78%	Budget Guidelines mandate 0.63%
Sub Total - Operations	1,640,609	3.70%	Budget Guidelines mandate 2.50%
Capital Asset Renewal Levy	444,000	1.00%	As per the Budget Guidelines
Sub Total - Operations and Capital Levy	2,084,609	4.70%	Budget Guidelines mandate 3.50%
New Funding Requirements	276,667	0.62%	Council Resolution, contractual obligations, ELT high priority
New Revenues	-790,000	-1.78%	Digital Billboards (budgeted at minimum guaranteed)
Sub Total - New Funding Requirements	-512,259	-1.15%	
Total	1,572,350	3.55%	Budget Guidelines mandate 3.50%

Does not include any additional/new climate action funding

Tax Roll Shifts and Adjustments

Item	Amount (\$)	Tax (%)	Comment
Mill and Timber	1,200,000	2.70%	Revenue loss as a result of land use and tax class change
Class Shifts and Adjustments	-270,000	-0.61%	Impact on tax revenues from changes to the City's tax roll
Growth stabilization reserve transfer	-930,000	-2.09%	Transfer from Reserve established to phase in land use changes (i.e. Mill and Timber)
Sub Total	0	0.00%	Tax Roll Adjustments

Impact of COVID-19

The impacts of the COVID-19 global pandemic will continue to have a significant impact on City operations through 2021.

COVID-19 Impact	Amount (\$)	Tax (%)	Comment
COVID-19 Pandemic response increases	280,291	0.63%	Supplies, materials, Staffing
COVID-19 Revenue loss	1,516,246	3.41%	Recreation, Culture, and Parks revenues
COVID-19 Expense reductions	-425,919	-0.96%	Reduction in expenses from operational limitations
Provincial recovery funding	1,370,618	-3.09%	Provincial funding
Sub Total	0	0.00%	COVID-19 Impact

New Funding Requirements

New Funding Requirements	Amount (\$)	Tax (%)	Comment
Council Resolution / Contractual Obligation			
Communications and Engagement	13,000	0.03%	Engage Port Moody - Online Platform licence fee
Cultural Services	5,880	0.01%	Theatre Technician for Council Meetings (Council Resolution)
Development Planning	1,500	0.00%	Advisory Design Panel (Council Resolution)
Finance	108,837	0.25%	Payroll Position (business continuity - risk mitigation)
Fleet	101,852	0.23%	Mechanic
Fleet	-101,852	-0.23%	Mechanic - funding recovery through vehicle charge outs
Information Services	37,000	0.08%	Office 365 (contractual obligation)
Information Services	48,500	0.11%	Unit4 ERP - licenses (contractual obligation)
Sub Total - Council Resolution / Negotiated	214,717	0.48%	
ELT - High Priority			
Information Services	44,000	0.10%	Cyber Security Risk Mitigation
Information Services	5,950	0.01%	Remote work - VPN and sign-in dual factor authentication
Human Resources	12,000	0.03%	Check Mate - working alone personal safety app
Sub Total - ELT High Priority	61,950	0.14%	
Total	276,667	0.62%	

Excluded New Funding Requirements

While the service listed below have been deemed to be important by Divisions, due to fiscal constraints, they are recommended not to be included in the 2021 Financial Plan.

New Funding Requirements	Amount (\$)	Tax (%)	Comment
ELT Medium Priority			
Environmental Services	23,000	0.05%	Invasive species program
Fire Rescue	90,000	0.20%	Emergency Management Program Co-ordinator - New Position
Information Services	73,441	0.17%	I.S. Service Desk Specialist - New Position
Information Services	112,000	0.25%	Cloud Disaster Recovery Server Backup
Information Services	13,700	0.03%	Corporate Wide internal service request system
Mayor & Council	15,550	0.04%	Council Conferences and conventions (LMLGA, UBCM, FCM)
Parks	75,838	0.17%	Parks Caretaker - New Position
Parks	75,000	0.17%	Parks snow and ice response
Parks	15,000	0.03%	Dog waste diversion expansion
Parks	5,000	0.01%	Plant health care service
Parks	5,000	0.01%	Murray Street landscaping beds
Parks	27,016	0.06%	Trail Maintenance
Parks	39,646	0.09%	Mini Excavator Operator and Equipment Rental
Parks	30,000	0.07%	Vehicle Rentals
Sub Total - ELT Medium Priority	600,191	1.35%	

Operating Summary 2021 - 2025

ALL Division

CostC	Account	Budget 2021	Plan 2022	Plan 2023	Plan 2024	Plan 2025	Actual 2018	Actual 2019	Revised Budget 2018	Revised Budget 2019	Revised Budget 2020
City Administration											
	City Manager	808,563	822,530	836,761	851,264	861,450	580,588	829,749	642,695	922,427	907,566
	Legislative Services	815,630	831,069	847,736	864,322	879,406	686,498	719,934	726,049	773,086	791,314
	Mayor & Council	523,256	557,075	560,430	570,486	586,969	471,372	490,242	466,983	540,587	517,562
	Total City Administration	2,147,450	2,210,674	2,244,926	2,286,073	2,327,825	1,738,459	2,039,924	1,835,727	2,236,100	2,216,442
Community Development											
	Building, Bylaw & Licensing	100,100	73,268	81,602	89,926	105,727	-165,915	-190,603	19,700	49,184	67,477
	Community Development Admin	442,749	446,830	455,092	463,520	489,862	541,119	307,506	345,027	351,573	354,759
	Development Planning	209,268	220,791	225,543	230,390	235,901	53,452	38,867	85,214	93,828	114,534
	Policy Planning	202,621	211,667	219,466	227,421	235,535	-18,332	176,043	152,496	173,312	185,326
	Total Community Development	954,738	952,556	981,703	1,011,257	1,067,026	410,323	331,813	602,436	667,897	722,097
Community Services											
	Comm Serv Admin	262,662	267,896	273,285	278,847	284,594	298,343	238,437	241,625	247,121	253,279
	Cultural Services	1,042,984	1,166,953	1,190,622	1,214,946	1,239,937	817,332	987,219	894,769	1,085,815	949,496
	Environmental Services	481,198	489,042	497,043	505,205	512,530	358,335	440,142	430,032	456,564	467,705
	Facilities	4,052,524	4,130,855	4,216,282	4,304,554	4,406,415	3,683,989	3,692,266	3,611,767	3,810,607	3,907,372
	Parks	2,681,812	2,691,371	2,748,772	2,812,725	2,874,396	2,233,918	2,390,108	2,236,001	2,327,361	2,399,867
	Recreation	1,800,684	811,036	889,445	970,333	1,055,128	432,534	810,136	466,305	533,340	600,523
	Total Community Services	10,321,863	9,557,153	9,815,450	10,086,610	10,373,001	7,824,451	8,558,307	7,880,498	8,460,808	8,578,244
Engineering & Operations											
	Engineering	391,722	404,588	418,121	432,381	447,388	349,731	368,918	356,924	368,918	379,860
	Fleet	0	0	0	0	0	-1,313	29,437	0	1,856	-5,300
	MRN	0	0	0	0	0	0	-3	0	930	0
	Operations Admin	301,463	306,227	311,474	316,571	322,257	267,581	216,551	342,916	261,238	286,719
	Operations	2,048,171	2,229,899	2,279,241	2,325,366	2,378,515	1,556,459	1,933,772	1,777,909	1,971,609	1,938,178
	Total Engineering & Operations	2,741,356	2,940,713	3,008,836	3,074,319	3,148,159	2,172,457	2,548,675	2,477,748	2,604,551	2,599,457
Fire Rescue											
	Fire Rescue	9,238,763	9,513,642	9,795,263	10,072,542	10,344,524	8,069,751	8,489,545	8,172,696	8,401,991	8,885,825
	Total Fire Rescue	9,238,763	9,513,642	9,795,263	10,072,542	10,344,524	8,069,751	8,489,545	8,172,696	8,401,991	8,885,825
Finance & Technology											
	Finance	1,783,730	1,836,976	1,874,496	1,912,820	1,942,717	1,404,240	1,471,429	1,492,836	1,531,862	1,573,003
	Information Services	1,478,413	1,547,576	1,581,235	1,615,671	1,650,573	1,238,944	1,159,513	1,254,315	1,233,721	1,276,657
	Total Finance & Technology	3,262,142	3,384,551	3,455,731	3,528,491	3,593,290	2,643,184	2,630,943	2,747,150	2,765,583	2,849,660
Fiscal Services											
	Fiscal Services	-44,126,975	-44,463,233	-45,617,592	-46,820,282	-48,122,123	-37,321,215	-39,650,966	-37,498,040	-39,557,172	-40,726,243
	Total Fiscal Services	-44,126,975	-44,463,233	-45,617,592	-46,820,282	-48,122,123	-37,321,215	-39,650,966	-37,498,040	-39,557,172	-40,726,243
Library											
	Library	2,009,408	1,998,091	2,032,113	2,077,315	2,123,437	1,718,578	1,788,447	1,735,342	1,822,004	1,893,466
	Total Library	2,009,408	1,998,091	2,032,113	2,077,315	2,123,437	1,718,578	1,788,447	1,735,342	1,822,004	1,893,466
People, Communications & Engagement											
	Communications and Engagement	639,432	708,143	723,731	739,333	754,234	524,433	615,407	540,239	623,121	564,584
	Human Resources	947,787	967,783	988,092	1,008,854	1,029,281	867,843	882,654	847,555	882,654	905,396
	People, Communications & Engagement Admin	205,880	209,890	213,981	218,154	222,410	190,063	199,462	177,681	194,386	199,166
	Total People, Communications & Engagement	1,793,099	1,885,816	1,925,804	1,966,340	2,005,925	1,582,339	1,697,523	1,565,475	1,700,161	1,669,146
Police											
	Police	11,658,157	12,020,033	12,357,764	12,717,338	13,138,943	10,197,770	10,831,756	10,480,969	10,898,073	11,311,903
	Total Police	11,658,157	12,020,033	12,357,764	12,717,338	13,138,943	10,197,770	10,831,756	10,480,969	10,898,073	11,311,903
	Total ALL	0	-1	0	0	0	-1,556,180	-716,648	1	0	0

City Administration

2021-2025 OPERATING BUDGET

2021-2025 Five Year Financial Plan

City Manager Division

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.

Corporate Planning is responsible for organizing and coordinating corporate strategic and business planning in relation to both the internal and external environment and facilitating cross-organizational corporate special projects as directed by the City Manager. Project examples include 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 2021 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes 4 FTE employees.

No new services are being requested as part of the 2021 Financial Plan.

Labour costs, including **Recoveries**, represent 70% of operating budget at \$561,000. Recoveries consist of transfers from the four Utilities for the various services provided by the employees of the City Manager division.

Legal Services represent 23% (\$184,000) 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 Tri-Cities Chamber of Commerce membership.

Personnel Services (training and development) expenses are \$14,000 and represents 2% of the budgeted operating expenses.

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

Supplies and **miscellaneous** expenses are \$7,000 and represent 1% of the budgeted operating expenses.

City Manager - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Expenses	808,563	822,530	836,761	851,264	861,450
Salary and Benefits	631,648	644,281	657,166	670,310	679,123
Personnel Services	14,100	14,100	14,100	14,100	14,100
Contracted Services	27,050	27,050	27,050	27,050	27,050
Consulting and Prof Services	183,520	186,260	189,042	191,865	194,731
Equipment under \$5,000	400	400	400	400	400
Supplies & Materials	7,200	7,200	7,200	7,200	7,200
Sundry	15,000	15,000	15,000	15,000	15,000
Recoveries	-70,355	-71,762	-73,197	-74,661	-76,154
Total	808,563	822,530	836,761	851,264	861,450

Notable Changes

The table below identifies the 2021 budget drivers. The overall reductions are directly related to a structural change, with the Economic Development Office reporting through to the Community Development Department.

Within the City Manager Cost Centres, labour increased by \$42,000 net of utility recoveries. Additionally, legal services have increase by \$8,000. Interdepartmental transfers of \$148,884 are due to the City re-organization among City Manager, Development Planning and Community Development Admin, which are not related to 2021 budget.

To ease the financial burden faced by taxpayers during the COVID-19 pandemic, Port Moody City Council has made cuts to the 2021 Financial Plan that resulted in a reduction to: The City Manager Contingency (\$15,000), and Contracted Services to fund organizational initiative (\$20,000).

City Manager - Budget Drivers	PLN 2021
Salary and Benefits	47,016
Consulting and Prof Services	8,068
Utility Shift	-5,205
Interdepartmental Transfers	-148,884
Total	-99,005

2021-2025 Five Year Financial Plan

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 Council and Committee meetings and ensuring strict adherence to legislative processes. Legislative Services also facilitates access to City records and City information.

The COVID-19 Pandemic has significantly increased the demand for internal and external support services provided by Legislative Services Staff. Should the increased demand be sustained, financial and human resources in addition to what is currently proposed will be required to meet this demand.

Budget Highlights

The 2021 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 \$673,000. Recoveries consist of transfers from the four Utilities for the various services provided by the employees of the Legislative Services division.

Communications represents 5% (\$41,000) of the annual operating budget expenses which include mailing fees including postage and courier services.

Consulting and Profession Services represent 5% (\$41,000) 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 3% (\$21,000) of the budgeted operating expenses.

Personnel Services represent 2% (\$13,000) of the annual operating budget expenses and primarily include professional dues and training and development.

Contracted Services represent 1% (\$5,000) of the annual operating budget expenses.

Legislative Services - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Revenues	-1,000	-67,150	-1,000	-1,000	-1,000
Rev-own sources-other	-1,000	-1,000	-1,000	-1,000	-1,000
Tsf from reserves-operating		-66,150			
Expenses	816,630	898,219	848,736	865,322	880,406
Salary and Benefits	712,974	727,233	741,778	756,614	769,873
Personnel Services	13,183	13,850	14,254	14,847	15,484
Contracted Services	4,948	5,019	5,092	5,165	5,240
Consulting and Prof Services	41,102	42,108	43,139	44,196	45,278
Communications	41,173	66,197	41,221	41,245	41,270
Equipment under \$5,000		30,000			
Supplies & Materials	20,746	25,986	21,230	21,477	21,728
Sundry		28,150			
Recoveries	-39,534	-40,325	-41,131	-41,954	-42,793
Tsf to reserves-operating	22,038		23,153	23,732	24,325
Total	815,630	831,069	847,736	864,322	879,406

Notable Changes

The 2021 budget drivers of the \$24,000 increase are primarily related to estimated contractual and cost of living increases for CUPE and exempt employees.

Operating expenses including miscellaneous revenue have a net decreased of \$1,000. Changes are mainly attributed to re-aligning budgets to better reflect actual expenses for delivery fees and expected software upgrades.

Legislative Services - Budget Drivers	PLN 2021
Revenue Changes	-500
Salary and Benefits	26,175
Operating Expenses	-1,396
Reserve Changes	385
Total	24,317

2021-2025 Five Year Financial Plan

Mayor and Council Division

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 2021 Financial Plan is relatively unchanged from previous plans and is consistent with Council's Strategic Plan. No new services are being requested for 2021.

Remuneration of Mayor and Council represents 75% of the total operating budget at \$405,000.

Personnel Services represent 13% (\$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 2% (\$10,000) of the budget and include civic functions, Council community events, insurance, office supplies, and food.

Council Contingency at 5% (\$29,000) is used for unplanned items throughout the year.

Grants and Donations at 4% (\$21,000) is used for the City’s community grants program with \$15,800 from future operating reserve funds.

Mayor & Council - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Revenues	-15,800				
Tsf from reserves-operating	-15,800				
Expenses	539,056	557,075	560,430	570,486	586,969
Salary and Benefits	404,870	413,442	422,188	431,112	440,197
Personnel Services	72,377	73,172	74,084	75,015	76,207
Communications	600	600	600	600	600
Insurance & Claims	500	500	500	500	500
Equipment under \$5,000	500	500	500	500	500
Supplies & Materials	9,971	12,110	11,252	11,397	11,545
Sundry	29,238	55,751	30,306	30,362	36,419
Grants & Donations	21,000	21,000	21,000	21,000	21,000
Total	523,256	577,075	560,430	570,486	586,969

Notable Changes

The 2021 budget drivers are included below, and are primarily related to cost of living increases related to salary and benefits and the Employer Health tax (EHT).

Due to funding constraints, requests for an additional funding for Council conferences and conventions (\$15,550) could not be supported in the 2021 Financial Plan.

Mayor & Council - Budget Drivers	PLN 2021
Salary and Benefits	5,602
Operating Expenses	92
Total	5,694

Community Development

2021-2025 OPERATING BUDGET

2021-2025 Five Year Financial Plan

Community Development

Department Overview

The Community Development Department is comprised of the following Divisions:

- Community Development Administration
- Building, Bylaw and Licensing
- Policy Planning
- Development Planning

Department Challenges

The Community Development Department supports a broad list of services, but in many cases there is only one person to support that service area. The City has growing interests in economic development and supporting various social issues. Determining the highest priorities in these service areas will assist staff in ensuring resources are aligned to accomplish the most important goals.

Both planning and building applications are increasing in complexity and magnitude. To support these applications more staff time, specialty knowledge and capacity is required in order to maintain the service levels established by Council.

The City has expedited the transitioning to on-line application and permitting services as a result of the adaptation of our business model due to COVID-19. Expediting this on-line service implementation has improved customer service and will improve processing efficiencies. The expediting of this service transition has also resulted in a backlog of paper work and data entry that will need to be caught up in 2021 to realize the full benefits and integration of this service transition.

While the COVID-19 pandemic has impacted the department, most Community Development Services have been able to seamlessly transition service delivery. One area that continues to be impacted by the pandemic is Bylaw Enforcement. Additional Bylaw Enforcement tasks based on requirements established by the Provincial Health Officer have been added. Additional Bylaw Enforcement has been added to support these requirements and are anticipated to continue well into 2021.

Department Priorities and Key Initiatives

The four divisions in the department share the following priorities and initiatives:

- Update to the City's Official Community Plan and Neighbourhood Studies
- Creation of target sector background studies and Economic Development Master Plan
- Complete the Housing Needs Study and Inclusionary Zoning Analysis
- Begin implementation of the Climate Action Plan
- Support the creation of additional affordable housing, employment, parks and daycare spaces
- Facilitate the review and consideration of several large development applications in targeted areas of the community
- Continue the legislated requirement to terminate Land Use Contracts
- Integrate the new engagement platform, 'Engage Port Moody' to communicate department projects and the progression of significant applications
- Update to the small lot and detached accessory dwelling unit program
- Implementation of digital processing of land use applications

2021-2025 Five Year Financial Plan

Building, Bylaw and Licensing Division

Building, Bylaw and Licensing provides customer service to owner, builder in the construction industry, responds to bylaw related concerns raised by residents or businesses, and facilitates licensing of most businesses, residential units as well as dogs. Key initiatives supporting the Strategic Plan are Paperless Licence Renewals and Building Officials Opening Hours Extension. The Division consist of approximately 12.50 FTE employees.

The Building, Bylaw and Licensing Division consist of the following service areas:

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 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.

Budget Highlights

The 2021 Financial Plan is relatively unchanged from previous plans. One additional temporary full - time staff person has been requested for 2021 to support the building department and the transition to on-line applications and services.

Revenues consisting of building permit fees, business licence revenues, other licences result in a predicted revenue of \$1,578,000.

Labour, including Recoveries, continues to be the most significant cost for the division at \$1,164,692. 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 \$776,000 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).

Building, Bylaw & Licensing - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Revenues	-1,907,730	-1,705,051	-1,718,912	-1,733,329	-1,740,756
Rev-own sources-other	-103,000	-103,000	-103,000	-103,000	-103,000
Rev-own sources-licenses	-1,475,000	-1,259,000	-1,259,000	-1,259,000	-1,259,000
Tsf from reserves-operating	-329,729	-343,051	-356,912	-371,329	-378,756
Expenses	2,007,829	1,778,319	1,800,513	1,823,256	1,846,483
Salary and Benefits	1,164,692	1,187,986	1,211,746	1,235,981	1,260,700
Personnel Services	25,550	25,550	25,550	25,550	25,550
Contracted Services	9,750	9,800	9,850	9,900	9,900
Consulting and Prof Services	7,600	7,915	8,246	8,593	8,958
Communications	3,000	3,000	3,000	3,000	3,000
Vehicle Expenses	9,036	9,152	9,272	9,395	9,522
Equipment under \$5,000	19,438	19,045	18,808	18,660	18,579
Supplies & Materials	15,300	15,200	15,200	15,200	15,200
Sundry	67,100	67,100	67,100	67,100	67,100
Recoveries	-89,637	-91,429	-93,258	-95,123	-97,026
Tsf to reserves-operating	776,000	525,000	525,000	525,000	525,000
Total	100,100	73,268	81,602	89,926	105,727

Notable Changes

The 2021 cost drivers are:

- Revenues decrease by \$44,000 mainly due to revenue losses in permits and licenses
- Salary adjustments – salary and benefit \$52,000

Building, Bylaw & Licensing - Budget Drivers	PLN 2021
Revenue Changes	44,000
Salaries and Benefits	51,786
Operating Expenses	-1,361
Transfer from/to Development Process Reserve	-61,803
Total	32,622

2021-2025 Five Year Financial Plan

Community Development Administration Division

Community Development Administration is responsible for leadership of the Community Development Department supporting the Policy Planning, Current Planning and Building, Bylaw and Licensing Divisions. The Community Development Administration Division also leads the City's Economic Development Initiatives and Corporate Planning initiatives. Community Development Administration consist of 3 people totalling 3.00 FTE's.

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

Administration (General Manager), supports the greater needs of the department; providing leadership for the team; liaison to the City Manager's Office and Mayor and Council; and oversees the implementation of the City's Official Community Plan and other guiding planning documents and policies.

Economic Development, responsible for promoting the City as a development and investment opportunity and seeking out investment initiatives; overseeing the implementation of the City's economic development strategy and tourism strategic plan; supporting the Department on development applications with a commercial component; 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 Economic Development Committee, and acting as the liaison between various relevant local, regional, provincial and federal agencies in the economic development and tourism contexts; monitoring community economic data and trends; and preparing and facilitating proposals, funding opportunities and partnerships for economic development projects and initiatives.

Corporate Planning, responsible for organizing and coordinating corporate strategic and business planning; facilitating cross-organizational corporate projects; managing the Council strategic plan reporting, updating corporate strategic planning, and corporate projects; and advising on recommended changes to Corporate policies and procedures.

Budget Highlights

The 2021 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes 3.0 FTE employees. No new services are being requested as part of the 2021 Financial Plan.

Labour costs, including Recoveries, represent 85% of operating budget at \$407,000.

Contracted Services expenses are 2.4% of the total operating budget which includes the City Manager Tri-Cities Chamber of Commerce membership and other outsourced services.

Training and development represents 3.7% of the budgeted operating expenses

Contingency expenses represent 2% of the total operating expenses. The contingency is used to fund various City initiatives.

Supplies and Materials expenses represent 1.8% of the budgeted operating expenses.

Community Development Admin - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Revenues	-30,895	-35,723	-36,058	-36,399	-19,000
Rev-own sources-other	-14,500	-19,000	-19,000	-19,000	-19,000
Tsf from reserves-operating	-16,395	-16,723	-17,058	-17,399	
Expenses	473,644	482,553	491,150	499,919	508,862
Salary and Benefits	406,885	415,023	423,323	431,790	440,426
Personnel Services	17,654	17,784	17,917	18,052	18,190
Contracted Services	3,000	3,000	3,000	3,000	3,000
Consulting and Prof Services	8,280	8,285	8,291	8,297	8,303
Communications	5,000	5,000	5,000	5,000	5,000
Equipment under \$5,000	14,000	14,000	14,000	14,000	14,000
Supplies & Materials	8,400	8,910	8,940	8,971	9,002
Sundry	10,425	10,551	10,679	10,809	10,941
Total	442,749	446,830	455,092	463,520	489,862

Notable Changes

The 2021 budget drivers are:

- Salary adjustments – salary and benefit \$14,000
- Interdepartmental transfers \$68,000, due to the City's re-organization, offset in City Manager Division
- COVID Impact \$4,500

Community Development Admin - Budget Drivers	PLN 2021
Salaries and Benefits	14,153
Interdepartmental Transfers	68,233
Operating Expenses	1,425
Transfer from/to Development Process Reserve	-321
COVID-19 Impact	4,500
Total	87,990

2021-2025 Five Year Financial Plan

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. The Division consist of 6.00 FTE employees.

The Development Planning Division consist of the following service areas:

Development application review of small single lot applications to large complex mixed-use applications that will require updates to infrastructure such as road and pedestrian networks and amenities in the neighbourhoods. The Division also supports Council's decision making process through staff reports and by ensuring legal process requirements are followed.

Development inquiry support is the primary customer service function of the Division. Staff support applicants, home owners, and interested residents for the preparation and review of development applications.

Budget Highlights

The 2021 Financial Plan is relatively unchanged from previous plans. 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 \$805,000.

Labour continues to be the most significant cost at \$711,000.

Reserve Transfers at -\$200,000 represents transfers to/from the Development Processing Reserve. A transfer from the reserve to fund four positions is -\$478,000 and a transfer to the reserve from revenues in excess of sustainable revenues is \$285,300.

Other expenses at 2.46% of the total operating expenses represents training and development of employees, outsourced contractors, and office supplies.

Development Planning - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Revenues	-805,153	-756,717	-766,471	-776,420	-786,000
Rev-own sources-other	-324,000	-266,000	-266,000	-266,000	-266,000
Rev-own sources-licenses	-3,000	-3,000	-3,000	-3,000	-3,000
Tsf from reserves-operating	-478,153	-487,717	-497,471	-507,420	-517,000
Expenses	1,014,421	977,508	992,014	1,006,810	1,021,901
Salary and Benefits	711,056	725,277	739,783	754,579	769,670
Personnel Services	7,431	7,431	7,431	7,431	7,431
Contracted Services	2,000	2,000	2,000	2,000	2,000
Consulting and Prof Services	6,500	6,500	6,500	6,500	6,500
Communications	5,000	5,000	5,000	5,000	5,000
Supplies & Materials	2,600	2,600	2,600	2,600	2,600
Sundry	1,400	1,400	1,400	1,400	1,400
Tsf to reserves-operating	278,434	227,300	227,300	227,300	227,300
Total	209,268	220,791	225,543	230,390	235,901

Notable Changes

The 2021 cost drivers are:

- Revenue increases by \$103,500
- Salary adjustments – salary and benefit \$33,600
- Reserve changes by \$80,000
- Interdepartmental transfers \$68,000, due to the City's re-organization, offset in City Manager Division

Development Planning - Budget Drivers	PLN 2021
Revenue Changes	-103,500
Salaries and Benefits	33,593
Operating Expenses	-3,269
Interdepartmental Transfers	80,651
Transfer from/to Development Process Reserve	85,759
New Services	1,500
Total	94,734

2021-2025 Five Year Financial Plan

Policy Planning Division

Policy Planning 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. The Division consist of 4.00 FTE employees.

The Policy Panning Division consist of the following service areas:

Policy Planning takes the lead in policy, bylaw and engagement projects for Community Development. The Division makes sure new policies are coordinated with existing policies, taking into account legal requirements as well as committee and public input.

Social Planning is a large service area that can support various social support functions. The Social Planning work is predominantly focused on affordable housing as that is the primary funding source for this position. This service area also provides limited support to childcare, poverty reduction and food security initiatives.

Sustainability and Energy coordination is primarily focussed on creating and implementing the City's Climate Action Plan. This is a substantial endeavour with ambitious targets to reduce greenhouse gas emissions. This division both leads projects and provides overall oversight of the implementation of the Climate Action Plan.

Budget Highlights

The 2021 Financial Plan is relatively unchanged from previous plans. A significant portion of the staffing cost in this department is recovered from the Carbon Offset Community Reserve, the Affordable Housing Reserve, and grant funding. There are no new proposed services for 2021.

Labour continues to be the most significant cost for the division at \$496,000 (96%).

Contracted and Consulting Services represents 2% of the total expenses and includes a \$11,500 budget for the Heritage Commission.

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

Policy Planning - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Revenues	-313,331	-315,499	-317,710	-319,965	-322,265
Transfer from other govt-capital other	-50,000	-50,000	-50,000	-50,000	-50,000
Tsf from reserves-operating	-157,078	-159,246	-161,457	-163,712	-166,012
Tsf from reserves-capital	-106,253	-106,253	-106,253	-106,253	-106,253
Expenses	515,952	527,166	537,176	547,386	557,800
Salary and Benefits	496,278	507,492	517,502	527,712	538,126
Personnel Services	6,974	6,974	6,974	6,974	6,974
Consulting and Prof Services	11,500	11,500	11,500	11,500	11,500
Supplies & Materials	1,200	1,200	1,200	1,200	1,200
Total	202,621	211,667	219,466	227,421	235,535

Notable Changes

The 2021 budget drivers are:

- Grant revenue increases by \$29,000
- Salary adjustments – salary and benefit \$19,000
- Reserve changes by \$27,000

Policy Planning - Budget Drivers	PLN 2021
Revenue Changes	-29,000
Salaries and Benefits	18,920
Operating Expenses	500
Reserve Changes	26,875
Total	17,295

Community Services

2021-2025 OPERATING BUDGET

2021-2025 Five Year Financial Plan

Community Services Administration Division

Community Services Administration is responsible for leadership of the Community Services Department supporting and promoting the Cultural Services, Environment, Facilities, Parks and Recreation 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 five divisions.

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 Services Division.

Division Priorities and Key Initiatives

Challenges

The Department experienced the impact of COVID-19 across all divisions and this is expected to continue into 2021. Provincial Health Orders restricting bookings, programs and services will have a negative impact upon revenues in 2021. The significant rise in popularity of outdoor activities will continue and play courts, parks and trails are expected to continue to experience a 160% increase in use above normal.

Key Initiatives

Staff will continue to focus upon implementing tactics to achieve the objectives and actions in the 2019-2022 Council Strategic Plan. These tactics include:

- Truth and Reconciliation Understanding and Engagement
- Emergency Support Services – ESS Reception Centre Exercise in Q3 2021
- Policy and procedure reviews

Budget Highlights

Revenues are anticipated to increase by \$16,000.

Salaries and benefits represent 96% of all operating expenses at \$267,000.

Comm Serv Admin - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Revenues	-16,000	-16,000	-16,000	-16,000	-16,000
Rev-own sources-other	-16,000	-16,000	-16,000	-16,000	-16,000
Expenses	278,662	283,896	289,285	294,847	300,594
Salary and Benefits	266,963	272,302	277,748	283,303	288,969
Personnel Services	2,774	2,669	2,612	2,619	2,700
Consulting and Prof Services	4,200	4,200	4,200	4,200	4,200
Communications	100	100	100	100	100
Equipment under \$5,000	1,100	1,100	1,100	1,100	1,100
Supplies & Materials	2,425	2,425	2,425	2,425	2,425
Sundry	1,100	1,100	1,100	1,100	1,100
Total	262,662	267,896	273,285	278,847	284,594

Notable Changes

The 2021 budget driver is related to salary and benefit adjustments. This is partially offset by reductions in operating expenses.

Comm Serv Admin - Budget Drivers	PLN 2021
Salaries and Benefits	11,273
Operating Expenses	-1,890
Total	9,383

2021-2025 Five Year Financial Plan

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

COVID-19 required that all theatre rentals and community events be suspended for 2020. It is expected that this suspended level of service will continue well into 2021, which will have a significant impact upon revenue generation for the Division.

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. The filming policy was been developed in 2020 and will be presented to Council in early 2021.

Key Initiatives

Working with developers to increase their understanding on the value of creating inviting public spaces and public art. Increasing the understanding that the City requirements for public art contributions,

creative space making and cultural spaces have a direct community benefit, increase in quality of life and general positive experience for the community.

To complete public and committee review of the Draft Art in Public Spaces Master Plan and present a final plan for Council adoption in early 2021. Upon adoption of the new 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.

In the 2021 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
- Community Mural Program
- Completion of the Art in Public Spaces Master Plan
- Engage the second Artist in the Staff Artist 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.

Shoreline House Post Project – three of the five House Posts will be installed in 2021 accompanied with interpretive signage and landscaping.

Operating revenues are primarily associated with theatre rentals and proceeds from film shoots. Revenues are anticipated to be low due to the current COVID-19 restrictions upon events and gathering.

Salaries and benefits represent 44% of all operating expenses at \$473,000.

Contract fees are the largest 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 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Revenues	-33,375	-134,325	-132,825	-137,325	-134,825
Sale of services-recreation	-33,000	-128,000	-130,000	-131,000	-132,000
Rev-own sources-other	-375	-2,825	-2,825	-2,825	-2,825
Tsf from reserves-operating		-3,500		-3,500	
Expenses	1,076,359	1,301,278	1,323,447	1,352,271	1,374,762
Salary and Benefits	473,312	539,780	550,576	561,888	573,119
Personnel Services	5,724	5,937	6,007	6,079	6,151
Contracted Services	536,378	697,323	702,988	722,923	728,873
Consulting and Prof Services	785	801	817	833	850
Communications	3,275	3,301	3,327	3,353	3,380
Insurance & Claims	8,437	8,690	8,951	9,219	9,496
Vehicle Expenses	1,793	1,847	1,903	1,960	2,018
Equipment under \$5,000	13,901	13,818	15,061	15,148	15,966
Supplies & Materials	22,637	23,090	23,552	24,024	24,504
Sundry	3,616	3,691	3,767	3,845	3,905
Grants & Donations	3,000	3,000	3,000	3,000	3,000
Tsf to reserves-operating	3,500	0	3,500		3,500
Total	1,042,984	1,166,953	1,190,622	1,214,946	1,239,937

Notable Changes

The 2021 budget driver mainly comes from COVID-19 impact (net \$62,000). Additional operating expenses and salary and benefit increase contributes the budget cost, which makes the total increase by \$93,500.

Cultural Services - Budget Drivers	PLN 2021
Salaries Adjustments	11,723
Operating Expenses	13,779
New Services (2021)	5,880
COVID-19 Impact	84,446
COVID-19 Reduction in expenses	-22,341
Total	93,487

2021-2025 Five Year Financial Plan

Environmental Services Division

The Environment Division is responsible for providing environmental leadership and direction across City departments. Core responsibilities include: environmental oversight 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 Official Community Plan and 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

Environmental Services 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 Capital and Operating projects for environmental permits and approvals;
- Environmentally Sensitive Areas Management Strategy which is currently being updated;

- Implementation of the Bear Management Strategy and the Beaver Management Plan;
- Port Moody Naturally programming;
- Update to the City's Spill Response Guideline.

The staff team provides 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 2021 Financial Plan is relatively unchanged from previous plans.

Revenues of \$87,400 are tied to reserve transfers from the Carbon Offsets and Development Process Reserves for position funding.

Labour for the division is \$520,000.

Environmental Services - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Revenues	-87,417	-89,165	-90,949	-92,768	-94,623
Tsf from reserves-operating	-87,417	-89,165	-90,949	-92,768	-94,623
Expenses	568,615	578,207	587,992	597,973	607,153
Salary and Benefits	520,121	529,428	538,921	548,605	558,482
Personnel Services	5,700	5,700	5,700	5,700	4,700
Contracted Services	1,000	1,000	1,000	1,000	1,000
Consulting and Prof Services	8,323	8,490	8,659	8,833	9,009
Communications	1,872	1,909	1,947	1,986	2,026
Equipment under \$5,000	4,000	4,000	4,000	4,000	4,000
Supplies & Materials	13,819	13,889	13,961	14,035	14,111
Sundry	19,781	19,791	19,802	19,814	19,825
Total	481,198	489,042	497,043	505,205	512,530

Notable Changes

The 2021 budget drivers are primarily salaries adjustments and operating changes, increase by \$7,000 and \$8,000 respectively.

Environmental Services - Budget Drivers	PLN 2021
Salaries and Benefits	7,149
Operating Expenses	8,059
Reserve Changes	-1,715
Total	13,494

2021-2025 Five Year Financial Plan

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 in 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 outpaced changes to this team challenging the ability to keep up with support requests.

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. Continued additional funding to the Capital Asset Reserve is key to catching-up on the backlog of facility renewal projects.

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

Key Initiatives

A key initiative for the division in 2021, is the coordination of Projects with the Project Management Team in Operations & Engineering. The capital project workload is beyond the capacity of the facility team and assistance from the Project Management Team with mid to large sized projects will assist in the timely completion of the 2021 Facilities Capital Program.

COVID-19 has required additional cleaning procedures in facilities. Staff will continue to maintain clean and safe facilities for the enjoyment and safety of the public and staff.

Budget Highlights

The Capital work for the Facilities Division is predominantly funded from the Facilities Asset Reserve. The 2021 budget is \$0.9 Million and decreasing to \$0.8 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 2021 of over\$23M. Staff assesses this backlog annually in conjunction with upcoming life cycle work and other identified priorities 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.

Notable projects for 2021 include:

- Replacement of Arena 2 and Curling Rink Chillers
- Public Safety Building geothermal pump replacement year 3 of 4
- Recreation complex Public Announcement (PA) and Sound System

Salary and benefits are \$2,586,000

Utilities are \$788,000 for heat & light in all facilities

Contracts and fees are \$612,000 for outsourced services

Supplies & Materials are \$237,000 for janitorial and maintenance supplies.

Insurance & Claims are \$215,000 for building insurance

Facilities - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Revenues	-217,700	-217,700	-217,700	-217,700	-217,700
Sale of services-recreation	-217,700	-217,700	-217,700	-217,700	-217,700
Expenses	4,270,223	4,348,555	4,433,983	4,522,254	4,624,115
Salary and Benefits	2,585,709	2,636,548	2,689,126	2,741,951	2,809,386
Personnel Services	12,000	12,000	12,000	12,000	12,000
Contracted Services	612,156	610,065	615,504	625,631	633,706
Consulting and Prof Services	4,000	4,000	7,000	8,000	10,000
Utilities	787,612	804,304	821,447	839,053	857,072
Communications	36,973	37,338	37,710	38,088	38,232
Insurance & Claims	215,097	221,550	228,196	235,042	242,094
Vehicle Expenses	16,429	16,922	17,430	17,953	18,491
Equipment under \$5,000	238,032	244,538	249,732	254,270	258,501
Supplies & Materials	236,786	240,406	244,190	248,032	251,804
Sundry	47,092	48,856	50,708	52,652	54,694
Recoveries	-582,229	-588,942	-600,443	-612,220	-624,095
Tsf to reserves-capital	60,567	60,971	61,382	61,802	62,231
Total	4,052,524	4,130,855	4,216,282	4,304,554	4,406,415

Notable Changes

The 2021 budget drivers are:

- Revenue loss at 3016 Murray Street \$117,600
- Salary and benefit adjustments increase \$150,000, which are partially offset by reductions in operating expenses

Facilities - Budget Drivers	PLN 2021
Revenue Changes on Murray St.	117,600
Salaries and Benefits	150,444
Operating Expenses	-74,623
Transfer from/to Reserve	-48,267
Total	145,154

2021-2025 Five Year Financial Plan

Parks Division

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 99 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). In 2021, staff will continue work on the action items identified in the Parks & Recreation Master Plan. 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 (North section) with restoration planting and amenities, grant application for the redevelopment of Inlet Park Field, scoping work for the development of a trail network plan, and continued partnership with volunteers such as TORCA, wayfinding signage improvements, and implementing recommendations to address wildlife management of geese, bears, beaver.

We are 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 a park asset management plan. This work paused in 2020 due to the impact of COVID-19. 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 continue the collection of park user volumes in 2021.

The 2021 parks work plan includes a number of capital projects including the Rocky Point Park Master Plan Update, Park Acquisition Strategy and a number of capital improvement projects.

Budget Highlights

The 2021 Financial Plan supports the areas discussed above and includes 22.36 FTE employees including a number of seasonal TFT and auxiliary staff.

Revenues of \$267,000 primarily consist of field rentals, user contributions, and ramp fees represents.

Labour expenses are \$2,004,000.

Contracted and Consulting Services expenses are \$196,000 and includes the budgets for wildlife management, turf maintenance, electrical, and other park contractor work.

Supplies & Materials expenses are \$175,000 of the budgeted operating expenses.

Parks - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Revenues	-267,323	-269,168	-272,950	-275,597	-279,186
Sale of services-recreation	-203,303	-209,781	-218,124	-225,493	-235,826
Rev-own sources-other	-11,026	-11,214	-11,438	-11,500	-11,563
Tsf from reserves-operating	-32,995	-33,174	-33,388	-33,604	-31,797
Tsf from reserves-capital	-20,000	-15,000	-10,000	-5,000	
Expenses	2,949,136	2,960,539	3,021,722	3,088,322	3,153,582
Salary and Benefits	2,004,205	1,946,469	1,984,328	2,022,718	2,055,697
Personnel Services	13,621	13,751	13,874	14,128	14,373
Contracted Services	195,551	229,340	233,430	237,653	241,878
Consulting and Prof Services	9,000	9,000	9,000	9,000	9,000
Utilities	17,535	17,946	18,412	18,837	19,378
Communications	5,558	5,559	5,560	5,561	5,562
Insurance & Claims	24,781	25,663	26,562	27,481	28,431
Vehicle Expenses	46,628	47,353	48,206	48,643	49,522
Lease & Rentals	2,187	2,187	2,187	2,187	2,187
Equipment under \$5,000	390,940	411,025	427,440	445,193	466,627
Supplies & Materials	174,781	187,797	188,045	192,010	195,778
Sundry	21,300	21,400	21,628	21,861	22,099
Recoveries	23,050	23,050	23,050	23,050	23,050
Tsf to reserves-capital	20,000	20,000	20,000	20,000	20,000
Total	2,681,812	2,691,371	2,748,772	2,812,725	2,874,396

Notable Changes

The 2021 budget drivers are primarily:

- COVID-19 Impact \$115,000
- Salary, Operating expense and Revenue Changes \$166,000

Parks - Budget Drivers	PLN 2021
Revenue adjustment	-6,335
Salaries and Benefits	122,429
Operating Expenses	50,102
Reserve Changes	750
COVID-19 Impact	115,000
Total	281,946

2021-2025 Five Year Financial Plan

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 full-time equivalents.

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

COVID-19 has had a significant impact upon the ability of the division to provide programs, services and facility and field rentals. It is expected that this suspended level of service will continue well into 2021, which will have a significant impact upon revenue generation for the division.

Key Initiatives

The Recreation Division has grown over the years and has become a challenge for one Manager to oversee. A review of the administration structure will be considered in 2021 to ensure that the established quality of service will continue to be maintained.

The Division continues to increase on-line services to meet demand which has grown with more people staying at home.

Recreation teams play an important role in teaching physical literacy (the importance of physical movement throughout life) and encouraging lifelong active living. This is challenging during the COVID-19 restrictions upon programs, but will be implemented as suspensions are lifted on programs and services.

In the 2021 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

COVID-19 will continue to impact revenues in the Recreation Division. Programs and services will continue to be offered in accordance with Provincial Health guidelines.

Salaries and benefits are \$3,226,000.

Supplies and contracted services total \$133,000 and \$49,000 respectively.

Revenue loss as a result of COVID-19, program and rental revenues will decrease \$1,913,100.

Recreation - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Revenues	-1,913,100	-3,423,246	-3,433,959	-3,441,000	-3,449,700
Sale of services-recreation	-1,891,100	-3,376,246	-3,386,959	-3,394,000	-3,400,700
Rev-own sources-other	-20,000	-45,000	-45,000	-45,000	-47,000
Transfer from other govt-prov'l conditional	-2,000	-2,000	-2,000	-2,000	-2,000
Expenses	3,713,784	4,234,282	4,323,403	4,411,333	4,504,828
Salary and Benefits	3,225,851	3,320,149	3,391,493	3,464,495	3,538,722
Personnel Services	14,180	14,930	14,971	14,940	15,045
Contracted Services	48,930	110,930	110,930	110,930	115,930
Consulting and Prof Services	31,000	35,000	35,700	35,700	36,000
Communications	55,633	116,798	128,641	107,405	156,560
Equipment under \$5,000	51,500	81,000	82,040	83,000	91,850
Supplies & Materials	132,950	399,235	401,819	436,913	392,741
Sundry	78,350	80,850	82,420	82,560	82,590
Grants & Donations	4,600	4,600	4,600	4,600	4,600
Tsf to reserves-capital	70,790	70,790	70,790	70,790	70,790
Total	1,800,684	811,036	889,445	970,333	1,055,128

Notable Changes

The 2021 budget drivers are:

- COVID-19 reductions \$1,083,000
- Salary changes and expense reductions \$116,000

Recreation - Budget Drivers	PLN 2021
Grant Changes	1,500
Salaries and Benefits	120,019
Operating Expenses	-4,028
COVID-19 Reduction in Revenues	1,486,246
COVID-19 Reduction in Expenses	-403,578
Total	1,200,159

Engineering & Operations

2021-2025 OPERATING BUDGET

2021-2025 Five Year Financial Plan

Engineering & Operations

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 department is comprised of the following Divisions:

- Engineering
- Fleet Services
- Major Road Network (MRN)
- Operations Administration
- Operations

Department 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.

2021-2025 Five Year Financial Plan

Engineering Division

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.

Budget Highlights

The Engineering Division includes 13 FTE positions, although 7 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 almost 70% (\$730,000) 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% (\$27,000) of the budgeted operating expenses.

All other expenses represent 3% (\$29,000) of the budgeted operating expenses. These include office supplies, vehicle expenses, and contractor and consulting fees.

Engineering - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Revenues	-662,645	-595,353	-598,116	-600,934	-603,809
Rev-own sources-other	-255,000	-185,000	-185,000	-185,000	-185,000
Rev-own sources-licenses	-85,000	-85,000	-85,000	-85,000	-85,000
Tsf from reserves-operating	-187,211	-187,211	-187,211	-187,211	-187,211
Tsf from reserves-capital	-135,434	-138,142	-140,905	-143,723	-146,598
Expenses	1,054,367	999,941	1,016,237	1,033,315	1,051,197
Salary and Benefits	1,043,501	1,064,356	1,085,634	1,107,333	1,129,476
Personnel Services	27,357	27,520	27,685	27,851	22,917
Contracted Services	1,500	1,500	1,500	1,500	1,500
Consulting and Prof Services	8,774	8,849	8,926	9,005	9,085
Communications	150	150	150	150	150
Vehicle Expenses	11,039	11,285	11,537	11,794	12,058
Equipment under \$5,000	-3,478	-3,723	-3,975	-4,232	-4,495
Supplies & Materials	8,712	8,827	8,944	9,061	8,629
Sundry	2,000	2,000	2,000	2,000	1,500
Recoveries	-314,199	-320,483	-326,893	-333,431	-340,099
Tsf to reserves-operating	194,011	124,660	125,730	127,284	135,477
Tsf to reserves-capital	75,000	75,000	75,000	75,000	75,000
Total	391,722	404,588	418,121	432,381	447,388

Notable Changes

The net change to the Engineering budget is \$12,000.

Budgeted revenues have decreased by \$28,000 from 2020 based on anticipated and recent historical development and permitting revenues. Salaries have increased due to the introduction of a Transportation Engineer position funded from the annual Master Transportation Plan (MTP) implementation levy. Note that this new position replaces a capital funded Project Manager position that was dedicated to MTP projects. Net operating expenses have been reduced by almost \$5,000, primarily as a result of increase to the utility shift. Other accounts have had budgets shift to better align with anticipated expenditures. Reserve transfers were increased to align with projected revenues and development related off-site servicing support needs.

Engineering - Budget Drivers	PLN 2021
Revenue Changes	28,106
Salary and Benefits	134,794
Operating Expenses	-4,614
Reserve Changes	-146,423
Total	11,863

2021-2025 Five Year Financial Plan

Fleet Division

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. For 2021, an additional RFT Fleet Mechanic has been included, offset by fleet maintenance expenses to provide capacity needed to better support vehicle and equipment preventative maintenance work – this additional capacity is necessary to help increase the reliability and extend the lifespan of the fleet and help reduce overall reactive fleet maintenance costs.

Fleet - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Expenses	0	0	0	0	0
Salary and Benefits	567,833	578,863	590,307	601,755	613,886
Personnel Services	2,100	2,100	2,100	2,100	2,100
Contracted Services	4,080	4,141	4,203	4,266	4,331
Equipment under \$5,000	10,200	10,353	10,508	10,666	10,826
Supplies & Materials	54,398	55,617	57,372	60,229	64,264
Recoveries	-638,611	-651,074	-664,491	-679,016	-695,407
Total	0	0	0	0	0

Notable Changes

The table below identifies the 2021 budget drivers. The net change to the Fleet Services operating budget is just over \$5,000 primarily related to increase in Employer Health Tax and Benefits.

Fleet - Budget Drivers	PLN 2021
Salaries and Benefits	22,939
Operating Expenses	-17,638
Total	5,301

2021-2025 Five Year Financial Plan

Major Road Network (MRN) Division

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). In 2020, due to TransLink revenue losses related to the COVID-19 Pandemic, TransLink funding was temporarily reduced by about 75%. TransLink funding programs are expected to be reinstated at full value for 2021.

Typically, 5/12s (42%) or \$606,000 (2019 value) goes to the capital reserve for pavement rehabilitation and an additional 15% or \$225,000 (2019 value) goes to the capital reserve for general rehabilitation.

Budget Highlights

The 2021-2025 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 60% 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 future rehabilitation of sidewalks, lamp standards, traffic signal systems, etc.

15% of the total operating expenses at \$221,000 is related to **Contracted 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 \$156,000.

Utilities represent 6% (\$83,000) of the total operating expenses. This includes electrical power for traffic and street light services.

Equipment expenses include vehicle charges for maintenance, fuel, and repairs and represents 5% (\$77,000) of the overall operating expenses.

MRN - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Revenues	-1,439,175	-1,439,175	-1,439,175	-1,439,175	-1,439,175
Transfer from other govt-capital other	-1,439,175	-1,439,175	-1,439,175	-1,439,175	-1,439,175
Expenses	1,439,175	1,439,175	1,439,175	1,439,175	1,439,175
Contracted Services	220,693	224,012	227,182	230,454	234,474
Consulting and Prof Services	5,150	5,150	5,150	5,150	5,150
Utilities	82,840	85,077	87,374	89,733	92,155
Communications	1,850	1,850	1,850	1,850	1,850
Insurance & Claims	16,068	16,550	17,047	17,558	18,085
Lease & Rentals	3,005	3,050	3,096	3,143	3,190
Equipment under \$5,000	76,992	81,302	84,693	87,566	90,496
Supplies & Materials	16,918	16,917	16,917	16,917	16,917
Recoveries	156,060	159,183	162,365	165,612	165,925
Tsf to reserves-operating	243,599	230,084	217,502	205,193	194,933
Tsf to reserves-capital	616,000	616,000	616,000	616,000	616,000
Total	0	0	0	0	0

Notable Changes

The major changes to the MRN budget over 2020 is the reinstatement of the Translink Grant. This is related to an ongoing agreement. For 2020, due to revenue losses from not receiving this TransLink funding, staff worked to reduce MRN costs, but only limited reductions are possible while continuing to maintain the road in a safe and functional state of repair. The lost revenue was recovered from the MRN rehabilitation reserves.

MRN - Budget Drivers	PLN 2021
Revenue Changes	-16,300
Salaries and Benefits	3,050
Operating Expenses	12,704
Reserve Changes	546
Total	0

2021-2025 Five Year Financial Plan

Operations Administration Division

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 plus one temporary FTE funded from capital to improve work order and data collection/retention processes.

Budget Highlights

The 2021-2025 Financial Plan includes the required expenditures to deliver the necessary services to the community. For 2021, 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 \$200,000 which is 66% of the total operating expenses. Recoveries represent a credit of \$259,000 to labour consist of transfers from the four Utilities for the various services provided by the employees of the Operations Admin division.

At 15% (\$46,000) of the overall operating expenses, **equipment expenses** include all vehicle fuel and maintenance charges.

Contract fees/services represent 7% 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.

All **other** operating expenses represent 11% (\$22,000) of the total operating expenses. This mainly consists of supplies and materials for the division.

Operations Admin - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Expenses	301,463	306,227	311,474	316,571	322,257
Salary and Benefits	458,808	467,664	476,697	485,911	495,309
Personnel Services	7,977	8,137	8,301	8,466	8,635
Contracted Services	21,829	21,896	21,964	22,033	22,104
Consulting and Prof Services	12,500	12,500	12,500	12,500	12,500
Communications	2,500	2,500	2,500	2,500	2,500
Equipment under \$5,000	45,873	47,770	49,263	50,526	51,815
Supplies & Materials	10,364	10,551	10,742	10,937	10,938
Sundry	850	850	850	850	850
Recoveries	-259,238	-265,640	-271,343	-277,151	-282,394
Total	301,463	306,227	311,474	316,571	322,257

Notable Changes

The net change to the Operations Administration budget is \$15,000 primarily related to increases in Employer Health Tax and Benefits. This is partially offset by an increase in the Utility Shift.

Operations Admin - Budget Drivers	PLN 2021
Salaries and Benefits	19,342
Operating Expenses	-4,600
Total	14,742

2021-2025 Five Year Financial Plan

Operations Division

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 2021, the Operations Division has 9 FTE's (inclusive of MRN).

Budget Highlights

For 2021, 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 Operations budget representing 34% (\$699,000) 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 20% (\$401,000) of the total operating expenses and includes charges for specialized and small equipment such as a street sweeper, backhoe, snow plows, salters, and mowers. These costs include: garage charges, vehicle insurance, vehicle rentals, and vehicle replacement provisions.

Utilities represents 13% (\$284,000) of the total operating expenses. This includes hydro fees for street lights on LRN roads within the city.

Supplies and Materials is 7% (\$133,000) of the total operating expenses and represents the cost for maintenance supplies including road salt, sand, and brine.

Vehicle Expenses represent 5% (\$103,000) of all operating expenses. This includes insurance and lease expenses for operating vehicles.

All other expenses represent 3% (\$58,000) of the budgeted operating expenses.

Operations - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Expenses	2,048,171	2,229,898	2,279,240	2,325,366	2,378,515
Salary and Benefits	1,124,970	1,277,444	1,302,821	1,328,347	1,355,073
Contracted Services	370,511	372,157	373,942	375,755	377,372
Utilities	284,365	290,052	295,853	301,770	307,806
Communications	6,000	6,000	6,000	6,000	6,000
Insurance & Claims	20,896	21,522	22,168	22,833	23,518
Vehicle Expenses	102,756	104,505	106,306	108,160	110,071
Lease & Rentals	29,600	29,600	29,600	29,600	29,600
Equipment under \$5,000	401,323	427,687	448,026	464,913	482,132
Supplies & Materials	133,271	134,964	137,238	139,555	141,541
Recoveries	-425,522	-434,032	-442,713	-451,567	-454,598
Total	2,048,171	2,229,899	2,279,241	2,325,366	2,378,515

Notable Changes

The net change to the Operations budget is \$110,000 (5%):

- The net impact of salary and benefits, interdepartmental transfers, and the utility shift is a \$48,000 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 an \$11,000 increase.
- Equipment costs are increased by \$41,000 primarily related to increases in contributions to expected equipment/vehicle replacement costs.
- All other net changes total \$10,000.
- 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 (includes LRN and MRN savings). This reduction was continued into the 2021 budget.

Operations - Budget Drivers	PLN 2021
Salaries and Benefits	51,638
Operating Expenses	58,353
Total	109,991

Fire Rescue

2021-2025 OPERATING BUDGET

2021-2025 Five Year Financial Plan

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 officers 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:

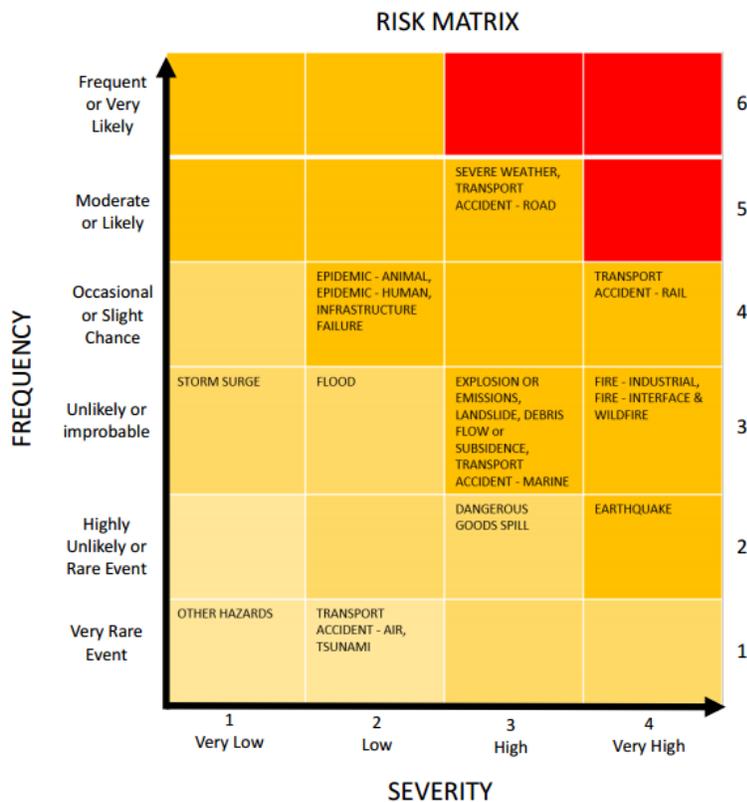
Port Moody Fire Rescue provides an all-hazards approach to its services. All-hazards response means that the Department will respond to any and all life safety incidents with our community. Port Moody Fire Rescue staff are all trained to a minimum of BC-EMALB First Responder Level 3, with enhanced skills 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 an 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.

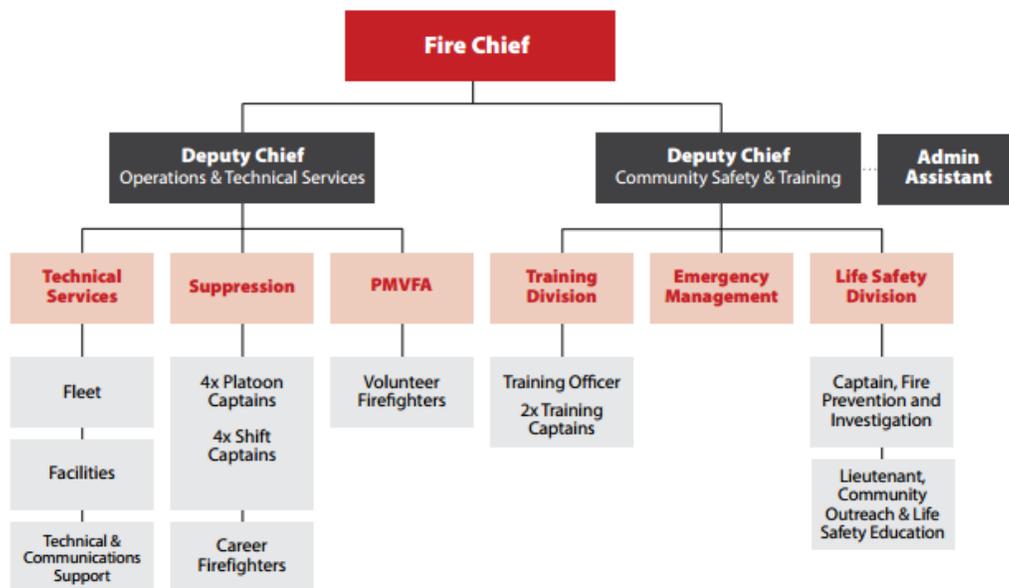
Community Safety Division, responsible for all fire prevention services, life-safety educational programming, and community outreach initiatives. As well, members of this Division support Operations through the provision of fire investigative services. Fire Prevention services include:

- 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 20 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”.

Department Structure:



Division Priorities and Key Initiatives

Port Moody Fire Rescue is continuing to action its heavy apparatus upgrade program. The Department's fleet has aged and deteriorated to the point where replacement is our highest priority. For 2021, PMFR will be securing the replacement of the now-obsolete 1999 Lafrance engine, and the 1997 Freightliner Rescue. Approved by Council in 2018, these 2 pieces, currently at the end of the useful life, will allow our community to be provided with top quality apparatus for the next 15 - 25 years. This replacement program, while much needed to secure our ability to respond into the future, is being managed through debt financing, and the servicing of that debt will have to be operationalized in the budget process. This apparatus replacement program directly reflects Council's strategic initiative for a healthy community.

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. The importance of this position has grown substantially in light of the COVID-19 pandemic, and the fact the associated provincial state of emergency has been the longest in history. The City of Port Moody's Emergency Operations Centre, under the oversight of the Deputy Chief of Community Safety, has been active continuously since March 16th, 2020.

Lastly, Port Moody Fire Rescue is moving to increase wellness support for our firefighters. Non-physical injuries that result in an absence from work are continuing to rise. This increase is a result in changes to WSBC legislation around mental health injuries, combined with an increase in knowledge as to the non-physical impacts of our service. This increase in wellness support will be in the form of increased access to physical health screening, as well as increased access to mental health services for staff.

Budget Highlights

Over 80% of Port Moody Fire Rescue's budget is allocated to salary & benefits. The remainder of the budget remains largely unchanged from previous years with the exception of the operationalized debt servicing and new position request as noted previously. There have been some cost centre adjustments in uniform and equipment purchases to reflect the increasing costs associated with our industry. PMFR continues to source grant opportunities in securing both wildfire prevention and emergency management grant funding.

Fire Rescue - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Revenues	-71,270	-193,127	-145,984	-98,842	-51,699
Rev-own sources-other	-5,000	-5,000	-5,000	-5,000	-5,000
Tsf from reserves-capital	-66,270	-188,127	-140,984	-93,842	-46,699
Expenses	9,310,033	9,706,768	9,941,247	10,171,384	10,396,223
Salary and Benefits	7,583,353	7,783,243	7,988,405	8,188,892	8,398,854
Personnel Services	81,641	82,971	84,324	85,696	86,271
Contracted Services	43,530	43,530	43,530	43,530	43,530
Consulting and Prof Services	61,016	61,931	62,860	63,803	64,760
Communications	25,750	25,994	26,242	26,494	26,749
Insurance & Claims	10,271	10,425	10,581	10,740	10,901
Vehicle Expenses	39,060	40,232	41,439	42,682	43,962
Equipment under \$5,000	431,184	440,963	450,169	459,212	468,380
Supplies & Materials	173,604	176,214	178,976	181,781	183,792
Gov't Payments	300,946	309,681	318,972	328,541	328,541
Sundry	372,230	541,501	541,782	542,067	538,613
Grants & Donations	6,598	6,696	6,797	6,899	7,002
Recoveries	180,851	183,386	187,171	191,047	194,868
Total	9,238,763	9,513,642	9,795,263	10,072,542	10,344,524

Notable Changes

The 2021 budget drivers are:

- Salary and benefit increase by \$289,500
- Operating expenses increase by \$54,400

Fire Rescue - Budget Drivers	PLN 2021
Revenue Changes	9,000
Salaries Adjustments	289,500
Operating Expenses	54,437
Total	352,937

Finance & Technology

2021-2025 OPERATING BUDGET

2021-2025 Five Year Financial Plan

Finance Division

The Finance Division is responsible for providing leadership and support to promote the financial wellbeing 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; oversees the City's internal audit program; and responsible for the Treasury function, which manages City investments.

Financial Reporting, responsible for the statutory reporting requirements of the City including the City's year-end Financial Statements and published Annual Report; and internal financial reporting.

Payroll, responsible for the accurate and timely preparation of employee pay in accordance with Federal and Provincial legislation, various collective agreements and City policies.

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 2021 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes 15.6 FTE employees. An increase of one full time employee over 2020.

Staff have requested a new position for 2021 – Payroll Administrator. This position was requested in 2019 and 2020, however had to be removed from the budget due to fiscal challenges in those years. The City’s payroll is currently processes by one payroll Advisor, for over 500 employees under five collective agreements. The additional resource is greatly needed to address the significant volume of work in payroll, and ensure the City has sufficient safeguards in place to guarantee accurate and timely payroll processing for all employees.

Revenues consisting of administrative fees, tax certificates, fees to banks and mortgage companies, and reserve transfers represents a budgeted \$131,000 credit.

Labour, including **Recoveries**, continues to be a significant cost for the division representing 78% of operating budget expenses at \$1,497,000. Recoveries, at a credit of \$272,000, consist of transfers from the four Utilities for the various services provided by the employees of the Finance division.

Insurance & Claims, at 12% (\$229,000) of the total operating expenses, primarily damage/liability claims and liability insurance.

Consulting and Professional Services represent 6% (\$107,000) 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 3% 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 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Revenues	-131,000	-131,000	-131,000	-131,000	-131,000
Rev-own sources-other	-106,000	-106,000	-106,000	-106,000	-106,000
Tsf from reserves-capital	-25,000	-25,000	-25,000	-25,000	-25,000
Expenses	1,914,730	1,967,976	2,005,496	2,043,820	2,073,717
Salary and Benefits	1,768,553	1,803,922	1,839,996	1,876,788	1,905,062
Personnel Services	36,098	34,389	34,684	34,981	35,282
Consulting and Prof Services	106,557	107,444	107,559	107,677	107,797
Communications	27,662	28,019	28,380	28,748	29,120
Insurance & Claims	228,673	252,433	258,637	265,026	271,607
Supplies & Materials	9,888	9,907	9,926	9,944	9,963
Sundry	9,200	9,200	9,200	9,200	9,200
Recoveries	-271,901	-277,339	-282,886	-288,544	-294,315
Total	1,783,730	1,836,976	1,874,496	1,912,820	1,942,717

Notable Changes

The 2021 budget drivers of the \$210,700 increase are primarily around the new service request of \$109,000 for the new Payroll Administrator, and salaries and benefits which increased by \$78,000. This was related to estimated contractual and cost of living increases for CUPE and exempt employees, increases to benefit costs, and final phase in of the Employer Health Tax (EHT).

Operating expenses have increased by \$24,600. The major driver of this increase is the City's insurance premiums (\$20,000). Other net increases of \$4,500 are related to consulting and professional services, communication (postage), supplies and materials, contracted services, and training and development (personnel services), and the utility shift.

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 claims expenses, which will be continued in 2021.

Finance - Budget Drivers	PLN 2021
Revenue Adjustments	-1,000
Salaries and Benefits	78,300
Operating Expenses	24,590
New Services - Payroll Administrator	108,837
Total	210,727

2021-2025 Five Year Financial Plan

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, servers, 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 2021 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes eight FTE employees.

Reserve Transfers, at a credit of \$63,300, represent transfers from the Development Process reserve and the Unallocated Asset Replacement reserve for GIS related support.

Labour continues to be a significant cost for the division representing 51% of the total operating budget at \$787,000. Recoveries, at a credit of \$239,000, consist of transfers from the four Utilities for the various services provided by the employees of the Information Services division.

Consulting Services represent 36% (\$561,000) 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 14% (\$212,000) of the total operating budget and includes the City's computer leases and maintenance for I.S. equipment.

Phones and Communications represent 11% (\$163,000) of the total budgeted operating and includes citywide; wired phone services, cellular services, internet/ data services.

Training and development represents 2% (\$34,500) of the total operating budgeted.

Web Hosting and Supplies represent 1% (\$23,000) of the total budgeted operating.

Information Services - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Revenues	-63,333	-63,333	-63,333	-63,333	-63,333
Tsf from reserves-operating	-50,000	-50,000	-50,000	-50,000	-50,000
Tsf from reserves-capital	-13,333	-13,333	-13,333	-13,333	-13,333
Expenses	1,541,745	1,610,908	1,644,568	1,679,004	1,713,906
Salary and Benefits	786,966	802,766	818,882	835,321	852,088
Personnel Services	34,519	35,190	35,869	36,557	37,253
Consulting and Prof Services	560,786	603,443	616,863	630,593	644,314
Communications	163,346	167,317	170,783	174,345	178,006
Equipment	212,335	216,641	221,073	225,632	230,325
Supplies & Materials	4,040	4,081	4,122	4,165	4,208
Sundry	18,779	25,275	25,657	26,045	26,440
Recoveries	-239,025	-243,805	-248,681	-253,655	-258,728
Total	1,478,413	1,547,576	1,581,235	1,615,671	1,650,573

Notable Changes

The 2021 budget drivers of the \$202,650 increase are primarily around:

- Salaries and benefits which increased by \$31,540. This is related to estimated contractual and cost of living increases for CUPE and exempt employees.
- Operating expenses increased by \$34,600. The major driver of this increase is personnel services (staff training) and equipment maintenance costs at \$11,330. This was partially offset by an increase in the utility shift (credit) of \$7,500.

New funding requirements for 2021, as result of contractual obligations, includes \$37,000 for Office 365 and \$48,500 for Unit4 ERP licenses. Additionally, the 2021 Financial Plan includes \$44,000 of new funding for cyber security risk mitigation, and \$6,000 for VPN and dual factor authentication services.

Due to funding constraints, continued requests for an additional I.S. Service Desk Specialist position (\$73,441), Cloud Disaster Recovery Server Backup (\$112,000), and a corporate wide internal service request system (\$13,700) could not be supported in the 2021 Financial Plan.

Information Services - Budget Drivers	PLN 2021
Salary and Benefits	31,732
Operating Expenses	33,499
New Services	136,524
Total	201,755

Library

2021-2025 OPERATING BUDGET

2021-2025 Five Year Financial Plan

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.

Port Moody Public Library consists of:

Circulation Services, responsible for the management of the signing in and out of library material including the provision of frontline customer service and ensuring materials are shelved properly.

Digital and Information Services, responsible for the management and implementation of library services for adults including references services, programming, and the development of adult collections.

Programs & Youth Services, responsible for managing and implementing library services for children and teens including reference services, programming, and the development of children and teen collections.

Collections & Technical Services, responsible for the management of the library integrated automation systems, library information technology and technical services functions such as acquisitions and cataloguing.

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 and Key Initiatives

The library prioritizes literacy, community building, and excellent customer service. We connect people with ideas and information, inspire the imagination, and foster a love of reading. These priorities inspire library staff to battle social isolation during the COVID-19 pandemic. The core services of lending materials, both physical and electronic, are being maintained during the pandemic, but the library is not able to be the social gathering place it normally is. Rather than building community in-person, we are

building community virtually by pivoting to provide high quality virtual programming. Our vision is that Port Moody grows as a community which values literacy, inclusion, and connectedness.

In the 2021 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 of the library's 2021 initiatives are listed below. A number of them are carried over from 2020 due to the impact of the COVID-19 pandemic:

- 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
- Develop a marketing plan
- Update and revise Library Board policies
- Investigate the feasibility of adding other collection types (e.g. musical instruments)

Budget Highlights

The 2021 Financial Plan is similar to previous plans with the exception of revenue shortfall due to the impact of COVID-19 on non-resident borrowing. The budget supports the areas discussed above and includes 17.66 FTE employees.

There are no new services proposed for the 2021 Financial Plan.

The Library Board is requesting \$2,009,408 municipal support for 2021. The Board is projecting revenue of \$163,277 from various sources. The overall cost to run the library in 2021 will be \$2,172,685.

Labour is a significant cost for the division representing 81% (\$1,751,248) of the total operating budget.

Supplies & Materials which include the overall cost for books cataloguing and maintenance represents 14% (\$298,150) of the total operating budget.

Equipment represents 4% (\$82,771) of the total operating budget.

Training and Development represents 0.32% (\$6,855) of the total operating budget.

Library - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Revenues	-163,277	-224,054	-235,174	-232,322	-231,322
Rev-own sources-other	-55,000	-75,150	-74,250	-73,250	-72,250
Transfer from other govt-prov'l conditional	-86,839	-99,258	-99,258	-99,258	-99,258
Transfer from other govt-capital other	-21,438	-49,646	-59,814	-59,814	-59,814
Tsf from reserves-operating			-1,852		
Expenses	2,172,685	2,222,145	2,267,287	2,309,637	2,354,759
Salary and Benefits	1,751,248	1,786,599	1,822,658	1,859,437	1,896,952
Personnel Services	6,855	11,911	11,927	11,944	12,012
Contracted Services	8,800	8,800	8,800	8,800	8,800
Consulting and Prof Services	50	50	50	50	50
Communications	10,203	10,249	10,276	10,303	10,331
Insurance & Claims	4,997	5,146	5,301	5,460	5,624
Equipment under \$5,000	82,771	84,017	85,325	86,699	88,141
Supplies & Materials	298,150	305,573	313,913	316,758	322,464
Sundry	8,695	8,864	9,037	9,213	9,392
Tsf to reserves-operating	917	935		973	993
Total	2,009,408	1,998,091	2,032,113	2,077,315	2,123,437

Notable Changes

The 2021 budget drivers are mostly due to the loss of \$80,123 to library revenues. \$71,545 of this loss will be directly due to the impact of COVID-19:

- \$6,000 in reduced revenue from photocopying and printing due to reduced activity
- \$50,795 in reduced grants for lending materials to residents from other communities
- \$11,200 in reduced fine revenue due to fewer books being checked out
- \$800 in reduced revenue from non-resident fees
- \$2,750 in reduced revenue from book sales and other miscellaneous items

Efforts were made to offset losses in revenue without resorting to staff layoffs or impacting the materials budget, both which are core to library services. Reductions were made:

- Conference Attendance (\$3,000)
- Training and Education (\$6,400)
- Book Processing (\$2,047)
- Salaries and benefits for Auxiliary Employees (\$16,320)
- Computer and Office Supplies (\$2,000)
- Library Board related activities (\$1,240)

The overall COVID-19 impact is \$60,545.

One decrease in revenue not related to COVID-19 is a projected \$5,000 reduction in the Provincial Operating Grant because Libraries Branch will likely consider Port Moody to have a population of

35,000. This means Port Moody will be compensated less per resident at a predetermined grandfathered amount.

Salaries & Benefits increased by \$42,174. This is related to estimated step and benefit increases.

Operating expenses increased \$5,864.

Library - Budget Drivers		PLN 2021
Revenue Changes		7,360
Misc/Other Revenues		2,296
Grant		5,064
Salary Adjustments		42,174
Salaries		11,455
Employer Health Tax (EHT)		10,138
Benefits		20,581
Operating Expenses		5,864
Communications		39
Contracted Services		-250
Equipment		1,542
Insurance & Claims		146
Miscellaneous		-634
Supplies & Materials		1,615
Personnel Services		3,406
COVID		60,545
COVID-19 Impact		60,545
Total		115,943

People, Communications & Engagement

2021-2025 OPERATING BUDGET

2021-2025 Five Year Financial Plan

Communications and Engagement Division

The **Communications and Engagement** Division is responsible for leading public awareness of City initiatives, 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.

The COVID-19 global pandemic has resulted in an increased demand for corporate communications, both internally and externally. While City events were cancelled in 2021, there may be a re-activation of events/support for new virtual events. A sustained response will continue to impact Communications & Engagement in areas supporting the EOC response e.g., facility closures and re-openings and program cancellations as part of the City's Moving Forward Plan.

2021 will see support for the City's new engage.portmoody.ca online engagement platform as well as public engagement for the OCP Update. A concentrated communication effort is required to improve the transparency and openness of planning and development information provided to the community. This involves strategic communication leadership working closely with the Community Development and IS departments.

Budget Highlights

The 2021 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes 5.15 FTE employees.

The 2021 Financial Plan includes one new service, \$13,000 for the annual license fee for Engage Port Moody.

Labour, including **Recoveries**, continues to be a significant cost for the division representing 80% of operating budget expenses at \$521,000. 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 7% (\$46,700) 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 \$32,000 (5%) for bi-annual Citizen Satisfaction Survey, Photography or other Communications consulting, and software maintenance.

Training & Development, Supplies and Materials, and Contracted Services represent 8% (\$50,000) of the annual operating budget expenses.

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

Communications and Engagement - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Revenues	-12,500		-12,500		-12,500
Tsf from reserves-operating	-12,500		-12,500		-12,500
Expenses	651,932	708,143	736,231	739,333	766,734
Salary and Benefits	583,976	595,656	607,569	619,720	632,114
Personnel Services	8,548	8,548	8,548	8,548	8,548
Contracted Services	16,821	72,282	72,898	73,515	73,955
Consulting and Prof Services	32,200	7,200	32,200	7,200	32,200
Communications	46,677	48,844	52,492	55,903	58,810
Supplies & Materials	24,174	24,836	25,532	26,265	26,761
Sundry	2,500	2,500	2,500	2,500	2,500
Recoveries	-62,964	-64,223	-65,508	-66,818	-68,154
Tsf to reserves-operating		12,500		12,500	
Total	639,432	708,143	723,731	739,333	754,234

Notable Changes

The 2021 budget drivers of the \$75,000 increase are:

- Salary adjustments increase \$42,000
- Operating expenses increase \$19,500
- Annual license fee for Engage Port Moody \$13,000
- The 2020 COVID-19 reductions that resulted in a reduction to contracted services and supplies for city events have not been added back to the 2021 Financial Plan.

Communications and Engagement - Budget Drivers	PLN 2021
Salaries and Benefits	42,376
Operating Expenses	19,473
New Services - License fee for Engage Port Moody	13,000
Total	74,849

2021-2025 Five Year Financial Plan

Human Resources Division

The **Human Resources** Division oversees human resources and occupational health & safety support. Staff provide professional services in the areas of organizational development, compensation and benefits administration, recruitment and selection, disability management, 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 through 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.

The COVID-19 global pandemic has resulted in a significant workload increase to Human Resources staff. Practical examples continue to be the need to support the EOC; any workforce adjustments requiring union agreement; work modifications including remote work and other HR and Occupational Health and Safety (OH&S) policy development/amendments; site safety planning and employee communications. Should the increased demand be sustained, operational support and strategic projects will continue to be impacted.

2021 will see negotiation of all collective agreements, enhancements to the City's career portal and development of a City Corporate Learning & Development Strategy.

Budget Highlights

The 2021 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes 6.65 FTE employees.

The 2021 Financial Plan includes one new service, \$12,000 for the annual cost of Check Mate, a working alone personal safety application utilizing a personal hand held device. The service ensures employee safety and compliance with the WorkSafe regulations.

Labour, including **Recoveries**, continues to be a significant cost for the division representing 65% of operating budget expenses at \$643,000. This included recoveries, which consist of transfers from the four Utilities for the various services provided by the employees of the Human Resources division.

Training & Development represent 24% (\$237,900) 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% (\$58,500) and primarily include legal service fees, extraordinary disability management/other HR specific specialized advice 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% (\$8,000) of the operating expenses.

Human Resources - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Revenues	-40,000	-40,000	-40,000	-40,000	-40,000
Rev-own sources-other	-40,000	-40,000	-40,000	-40,000	-40,000
Expenses	987,787	1,007,783	1,028,092	1,048,854	1,069,281
Salary and Benefits	724,759	739,254	754,039	769,120	784,502
Personnel Services	237,900	243,642	249,427	255,373	260,742
Consulting and Prof Services	58,446	59,615	60,807	62,023	63,264
Equipment under \$5,000	1,067	1,104	1,149	1,196	1,220
Supplies & Materials	7,400	7,588	7,758	7,932	8,079
Sundry	255	260	265	271	276
Recoveries	-82,039	-83,680	-85,354	-87,061	-88,803
Tsf to reserves-operating	40,000	40,000	40,000	40,000	40,000
Total	947,787	967,783	988,092	1,008,854	1,029,281

Notable Changes

The 2021 budget drivers of the \$42,390 increase are related to estimated general increases to salaries and benefits for all employees and new service added in 2021, with \$19,000 and \$12,000 respectively.

Human Resources - Budget Drivers	PLN 2021
Salaries and Benefits	18,965
Operating Expenses	4,940
Reserve Changes	6,485
New Services – Check Mate	12,000
Total	42,390

2021-2025 Five Year Financial Plan

People, Communications & Engagement Administration

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

Division Priorities and Key Initiatives

People, Communications & Engagement Administration is a support division 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 also support strategic planning processes and promotes inclusion, information accessibility, employee and civic engagement.

The COVID-19 global pandemic has resulted in the need for the position to support the EOC and supporting projects.

Budget Highlights

The 2021 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes one FTE employee.

Labour, including **Recoveries**, continues to be a significant cost for the division representing 97% of operating budget expenses at \$200,500. 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 2% (\$4,700) of the annual operating budget expenses and represents the budget for professional development and mileage expenses.

Supplies & Materials, and Miscellaneous expenses comprise \$650 and are less than 1% of budget.

People, Communications & Engagement Admin - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Expenses	205,880	209,890	213,981	218,154	222,410
Salary and Benefits	225,683	230,197	234,801	239,497	244,287
Personnel Services	4,700	4,700	4,700	4,700	4,700
Communications	100	100	100	100	100
Supplies & Materials	500	500	500	500	500
Sundry	50	50	50	50	50
Recoveries	-25,154	-25,657	-26,170	-26,693	-27,227
Total	205,880	209,890	213,981	218,154	222,410

Notable Changes

Changes to the 2021 budget are related to salary, benefits, utility recoveries, and the Employer Health Tax (EHT).

People, Communications & Engagement Admin - Budget Drivers	PLN 2021
Salaries and Benefits	7,426
Operating Expenses – Utility Shift	-713
Total	6,713

Port Moody Police

2021-2025 OPERATING BUDGET

2021-2025 Five Year Financial Plan

PMPD Police Department

The Port Moody Police department is established at 52 sworn police members and 15 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 calls for service and investigate complaints.

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), plain clothes detectives in the Major Crime Unit and Community Action Team. Crime Analysts and Victim Services workers also form part of operational support.

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, front counter services, 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). In 2021, PMPD is planning to join the integrated forensic identification service (IFIS). 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 by-laws and the Motor Vehicle Act.

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

Public health emergencies like COVID-19 create unique challenges for police departments and result in additional policing responsibilities for enforcement of public health orders along with extra costs for PPE to keep police members safe and protected. The 2021 budget does not reflect any added costs related to COVID-19. If COVID-19 continues throughout 2021 there will be additional costs incurred for enhanced cleaning for the building and PPE supplies as well as decreased front counter revenues related to fewer criminal record check requests. Police members are at a heightened risk of exposure to COVID-19 due to their close contact with members of the public. If police members are exposed and required to self isolate this could result in increased overtime costs for the department that have not been quantified at this time due to their uncertainty. The additional costs will be partially offset by decreased travel and conferences and community related event spending as well as decreased guard wages for the cell block. Training was unaffected due to the fact that Police training is provincially mandated with the majority of it mandatory. The net cost impact (excluding potential overtime costs if members are required to self isolate) is estimated to be approximately \$30,000. The department is not requesting additional budget for these potential costs at this time.

Budget Highlights

The 2021-2025 Financial Plan includes the required expenditures to deliver the necessary programs and services to the community. The 2021 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 87% (\$1,059,000) of the total police revenues.

Salaries and benefits represent a significant portion of the annual operating expenses at \$9,988,000 (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 professional services, 8% (\$1,084,000) 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 \$732,000. 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% (\$236,000) of the annual operating budget.

Recoveries at 2% (\$245,000) 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 5% of the overall operating expenses at \$589,000.

Police - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Revenues	-1,216,776	-1,239,769	-1,212,763	-1,217,158	-1,236,023
Taxes-Real Property	-543,063	-543,063	-543,063	-543,063	-543,063
Services to other governments	-45,000	-45,000	-45,000	-45,000	-45,000
Rev-own sources-other	-35,000	-35,000	-35,000	-35,000	-35,000
Transfer from other govt -prov'l unconditional	-516,656	-516,656	-516,656	-516,656	-516,656
Transfer from other govt -prov'l conditional	-72,791	-72,916	-73,044	-73,173	-73,306
Tsf from reserves-operating	-4,266	-27,134		-4,266	-22,998
Expenses	12,874,933	13,259,802	13,570,527	13,934,497	14,374,966
Salary and Benefits	9,988,308	10,239,095	10,501,175	10,783,167	11,125,447
Personnel Services	186,760	199,968	187,647	197,800	195,228
Contracted Services	70,711	72,086	73,487	74,917	76,375
Consulting and Prof Services	1,084,429	1,166,872	1,191,126	1,229,237	1,282,758
Communications	76,233	77,757	79,313	80,899	82,517
Vehicle Expenses	132,803	136,194	139,675	143,248	146,916
Equipment under \$5,000	599,016	613,379	625,547	636,921	662,944
Supplies & Materials	181,353	193,980	188,680	192,453	196,303
Gov't Payments	236,060	243,142	250,436	257,949	265,688
Sundry	60,288	61,454	62,643	63,856	67,093
Recoveries	245,272	250,409	255,666	261,051	266,565
Tsf to reserves-operating	13,700	5,466	15,133	13,000	7,133
Total	11,658,157	12,020,033	12,357,764	12,717,338	13,138,943

Notable Changes

The 2021 Budget has increased by \$346,256 over the prior year budget. The increase is primarily related to salaries and benefits which increased by \$371,000 and an increase in operating expenses of \$100,000.

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.

PMPD has made some important strategic organizational restructuring changes that will position the department for the future which have resulted in a small cost savings. These strategic changes include joining the regional Integrated Forensic Identification team, adding in house human resources support by reconfiguring and reducing the crime analyst position, creating a civilian Business Systems position to manage upcoming critical projects along with overseeing civilian staff. This was accomplished with the savings realized from joining the Integrated Forensic Identification team as well as the savings realized by the new provincial funding for the Integrated IHIT team. This restructuring has resulted in a net savings of approximately \$9,000.

Operating expenses have increased primarily due to inflation. The other notable increases were related to increased legal fees as well as IT related costs that include new anti-virus software, cyber security training and licenses to allow some staff to work remotely, when necessary.

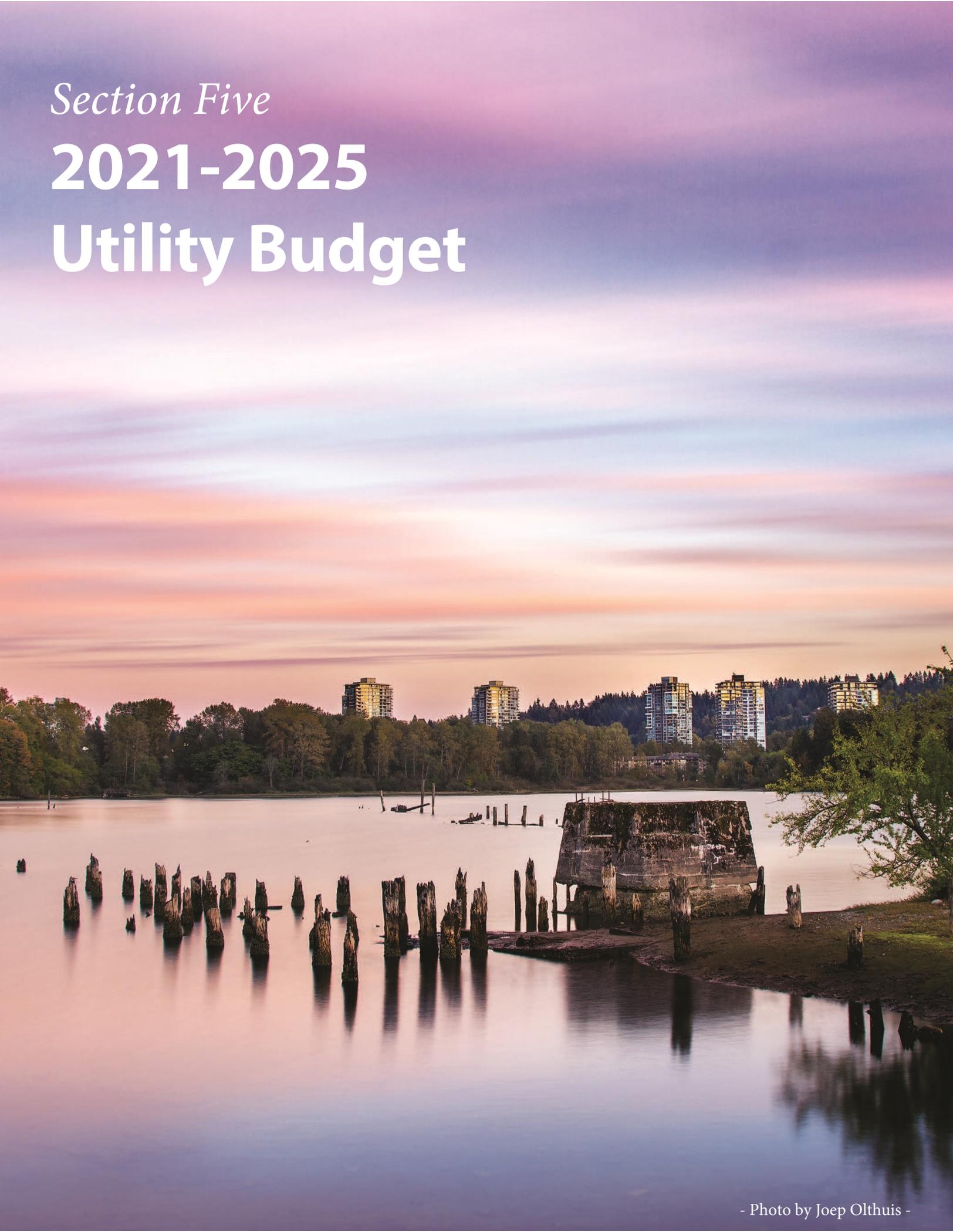
Revenues have increased over the prior year primarily due to an increase in traffic fine revenue and growth allocation.

Police - Budget Drivers	PLN 2021
Revenue Changes	-121,241
Salaries and Benefits	371,474
Operating Expenses	100,172
Reserve Changes	-4,149
Total	346,256

Section Five

2021-2025

Utility Budget



Utility Fund

2021 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 2021 Fees Bylaw.

The Utilities Financial Plan was prepared in accordance with the City’s 2021 Financial Plan Guidelines for the Committee’s consideration. The plan allows for the same level of service in 2021 as in 2020, and includes no new services for 2021.

The overall utility budgets total \$18,600,000 for 2021. The main drivers of the proposed \$680,000 increase for 2021 are Metro Vancouver (MV) charges; labour and benefits; transfer to capital reserves; and operating expenses (vehicles, utility shift, supplies and material, and contracted services).

Additional changes for 2021 include the necessary adjustments to build the Civil Construction Crew into the base operating budget for Sewer. The previous practice was to fund 90% of the personnel cost for the Civil Construction Crew from annual operating projects funded from all Water, Sewer, and Drainage capital reserves. This does not have a net operating budget impact in any of the three utilities, and streamlines administrative processes.

The total increase to the utility budgets in 2021 is \$669,000 and details of the notable changes can be found in pages 141-153. The total utility charges for a Single-Family Dwelling (SFD) are as follows:

	2020	2021	2022	2023	2024	2025
Water	\$463	\$475	\$499	\$528	\$569	\$617
Sewer	\$343	\$358	\$381	\$412	\$444	\$495
Garbage	\$115	\$117	\$118	\$119	\$120	\$121
Waste Management	\$41	\$50	\$50	\$51	\$52	\$52
Glass	\$12	\$12	\$13	\$13	\$13	\$14
Green Waste	\$233	\$238	\$242	\$245	\$249	\$252
Total	\$1,207	\$1,250	\$1,303	\$1,368	\$1,447	\$1,551
Increase over prior year	\$37	\$43	\$53	\$65	\$79	\$104
Variance %	3.20%	3.6%	4.2%	5.0%	5.8%	7.2%

Total utility charges for a SFD including Drainage are as follows:

Drainage Rate	\$90	\$96	\$104	\$113	\$122	\$134
Total Including Drainage	\$1,297	\$1,346	\$1,407	\$1,481	\$1,569	\$1,685
Increase Including Drainage	\$70	\$49	\$61	\$74	\$88	\$116
Variance %	5.6%	3.8%	4.5%	5.3%	5.9%	7.4%

Executive Summary 2021	Utilities								(Favourable)/ Unfavourable Totals
	336 - Garbage	337 - Recycling	357 - Green Waste	358 - Glass Recycling	Solid Waste	Sanitary Sewer	Drainage	Water	
2020 Approved Budget	0	0	1	0	1	0	0	0	3
Interdepartmental Transfers / Adjustments									
2021 Adjusted Budget	0	0	1	0	1	0	0	0	3
Revenue Changes									
ANNUAL USER FEES	-24,332	-17,630	-29,682	-779	-72,423	-262,338		-224,573	-559,334
DRAINAGE FEES MTRD							-120,811		-120,811
RATES FEES Secondary Suites						-10,000		-25,000	-35,000
Bank & Invest Interest								-17,000	-17,000
MMBC Funding-Recycling				-1,000	-1,000			-7,000	-7,000
Miscellaneous							-1,457		-1,457
Revenue Changes Total	-24,332	-17,630	-29,682	-1,779	-73,423	-272,338	-122,268	-273,573	-741,602
Salary Adjustments Wages & Benefits Overtime									
EHT (Employer Health Tax)	2,223	2,574	3,615		8,412	-2,837	5,457	6,308	17,340
Benefits	43	50	70	220	220			-1,071	432
	4,969	5,924	8,769	-578	19,084	17,740		17,771	54,595
Salary Adjustments Total	7,235	8,548	12,454	-353	27,884	16,238	5,457	23,008	72,587
Reserve Changes									
Sewer, Drainage and Water Annual Contribution						47,541	100,000	38,401	185,942
Transfer to/(from) Reserve						2,116		7,303	9,419
Reserve Changes Total						49,657	100,000	45,704	195,361
Operating Expenses									
GVRD/GVS&DD Charges Vehicle	9,600				9,600	80,135	14,141	253,493	357,369
Charges	3,238	4,644	5,066	1,810	14,758	9,181	1,889	15,567	41,395
Consulting and Prof Services	26				26	203		250	479
Utilities-light						322		4,148	4,470
Personnel Services Communications	94	21	43		158			99	257
Miscellaneous			59	-10	49				49
Contracted Services	325	271	111		707	6,860		591	8,158
Equipment replacement Provision		480	7,200	-684	6,996	568	245	4,102	11,911
Insurance & Claims									
Supplies & Materials	-1,294	-1,554	-2,331	-73	-5,252				-5,252
Utility Shift	91	91	91	91	364	349	11	39	763
	-112		150	1,000	1,038	352	525	6,500	8,415
	5,127	5,127	6,838		17,092	13,896		14,653	45,641
Operating Expenses Total	17,095	9,080	17,227	2,134	45,536	111,866	16,811	299,442	473,655
New Services									
New Positions						94,577		-94,577	0
New Services Total						94,577		-94,577	0
Budget Submitted	-2	-2	0	2	-2	0	0	4	4
Approved Budget Increase									
Surplus/(Deficit)	2	2	1	-2	3	0	0	-4	-4

Drainage

2021-2025 OPERATING BUDGET

2021-2025 Five Year Financial Plan

Drainage

Metro Vancouver's Greater Vancouver Sewer and Drainage District (GVS&DD) levy is estimated to increase by approximately 3.5% or \$14,000 for a total 2021 drainage levy of \$418,200 (MV has not yet provided a preliminary estimate, as such staff have used 2020 of MV's 2020 Five-Year Financial Plan and increased by 3.5%). 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 and 15% to drainage.

Salary and wages are increasing by \$5,000 for benefits and contracted salary increases.

Vehicle charges are increasing by \$2,000. This represents the Drainage Utility's share of vehicle resources pooled under the Operations Division. This includes increases related to replacement provision, fuel, maintenance, and garage charges.

Transfers to the Drainage Capital reserve are proposed to increase by \$100,000. This is offset by \$80,000 for the historical funding for the Civil Construction Crew.

The Drainage reserve saw a significant increase in annual funding beginning in 2020 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). This will also support anticipated future capital work as City Integrated Stormwater Management Plans for remaining watersheds are completed and as the City continues work towards a natural asset management program.

A number of accounts have been adjusted through the 2021 budget process to better reflect future expense estimates. This has occurred throughout accounts and cost centres in the Drainage utility. These changes are summarized in the executive summary as miscellaneous revenue changes and operating expense changes and net to zero.

As drainage is funded by taxation, and as we have not received the final assessments from BC Assessment Authority, the exact increase to the average homeowner cannot be determined at this time; however, based on the 2020 average residential assessed value of \$942,000, it is projected that the drainage rates would increase from \$90 (2020) to \$96 in 2021. This represents a \$6 or 7% increase.

Consolidated Budget

Drainage - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Revenues	-1,840,959	-1,987,206	-2,154,666	-2,322,724	-2,538,312
Rev-own sources-other	-2,998	-3,978	-4,974	-5,988	-7,020
Sale of services-sewer	-1,780,431	-1,924,483	-2,087,947	-2,256,431	-2,468,916
Transfer from other govt-capital other	-55,125	-55,125	-55,125	-55,125	-55,125
Tsf from reserves-capital	-2,405	-3,620	-6,620	-5,180	-7,251
Expenses	1,840,959	1,987,206	2,154,666	2,322,724	2,538,312
Contracted Services	16,599	16,848	17,101	17,358	17,618
Insurance & Claims	305	309	314	318	323
Lease & Rentals	725	725	725	725	725
Equipment under \$5,000	127,828	129,746	131,692	133,667	135,672
Supplies & Materials	14,727	14,948	15,172	15,399	15,630
Gov't Payments	419,905	459,376	518,176	581,912	689,565
Recoveries	158,465	161,634	164,867	168,164	171,528
Transfer to Funds	2,405	3,620	6,620	5,180	7,251
Tsf to reserves-capital	1,100,000	1,200,000	1,300,000	1,400,000	1,500,000
Total	0	0	0	0	0

Notable Changes

Drainage - Budget Drivers	PLN 2021
Drainage Fees	-120,811
Miscellaneous	-1,457
Salary Adjustments	5,457
Reserve Changes	100,000
Operating Expenses	16,811
Total	0

Sanitary Sewer

2021-2025 OPERATING BUDGET

2021-2025 Five Year Financial Plan

Sanitary Sewer

Metro Vancouver's Greater Vancouver Sewer and Drainage District (GVS&DD) levy is estimated to increase by approximately 3.5% or \$80,100 for a total 2021 sewage and drainage levy of \$2,373,000. MV has not yet provided a preliminary estimate; as such, staff have used estimates based on 2021 through 2024 of their 2020 Five Year Financial plan, and information from the MV board budget workshops in June 2020. 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 and 15% to drainage.

Vehicle charges are increasing by \$9,200. This represents the Sewer Utility's share of vehicle resources pooled under the Operations Division. This includes increases related to replacement provision, fuel, maintenance, and garage charges.

Salary and wages are increasing by \$111,000. \$16,000 is related to increases in employee benefits and contracted salary increase. \$95,000 is related to the transfer of a Utility Maintenance Worker position from Water to Sewer.

Previously, a large portion of the Sewer Utility's labour is budget through the Capital program, as noted in the executive summary, adjustments have been made to build the Civil Construction Crew into the base operating budget for Sewer. The previous practice was to fund 90% of the personnel cost for the Civil Construction Crew from annual operating projects funded from all Water, Sewer, and Drainage capital reserves. This does not have a net operating budget impact in any of the three utilities, and streamlines administrative processes.

Transfers to the Sewer Capital reserve is increasing by \$48,000, to \$1,949,000. This represents a 2.5% increase over 2020 and will be used to fund capital replacement and renewal projects related to the City's sewer infrastructure. Inter-fund transfers are increasing by \$2,000.

The internal administration (utility Shift) charged to the Sewer Utility is increasing by \$14,000. This charge is reviewed annually across the city and set at an appropriate level for the resources and services the utility used.

The only new service for 2021 is the Utility Maintenance Worker position described above. Although this will increase the sewer rates in 2021, it is 'net zero' with the Water Utility and does not increase the employee count (FTE).

A number of accounts have been adjusted through the 2021 budget process to better reflect future expense estimates. This has occurred throughout accounts and cost centres in the Sewer utility. These changes are summarized as operating expense changes on the utility executive summary and total \$9,000.

Budgeted revenues have increased by \$10,000 for metered revenues.

Consolidated Budget

Sanitary Sewer - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Revenues	-5,894,338	-6,185,231	-6,601,994	-7,044,916	-7,732,947
Rev-own sources-other	-11,200	-11,200	-11,200	-11,200	-11,200
Sale of services-sewer	-5,644,864	-5,949,547	-6,364,013	-6,807,252	-7,496,357
Rev-own sources-investment income	-120,000	-120,000	-120,000	-120,000	-120,000
Tsf from reserves-capital	-118,274	-104,484	-106,781	-106,464	-105,390
Expenses	5,894,338	6,185,231	6,601,994	7,044,916	7,732,947
Salary and Benefits	823,204	839,496	856,274	872,995	889,211
Personnel Services	5,692	5,777	5,864	5,952	6,041
Contracted Services	38,448	39,025	39,610	40,204	40,808
Consulting and Prof Services	13,719	13,925	14,133	14,345	14,561
Utilities	12,230	12,560	12,899	13,247	13,605
Communications	6,000	6,000	6,000	6,000	6,000
Insurance & Claims	51,674	53,094	54,551	56,045	57,579
Lease & Rentals	150	150	150	150	150
Equipment under \$5,000	107,022	113,113	117,621	121,467	121,467
Supplies & Materials	23,844	24,202	24,565	24,934	25,308
Gov't Payments	2,383,132	2,606,857	2,940,113	3,301,339	3,911,433
Sundry	7,000	7,000	7,000	7,000	7,000
Recoveries	281,051	286,596	292,192	297,978	303,749
Transfer to Funds	111,982	99,516	103,153	104,194	104,495
Tsf to reserves-capital	2,029,190	2,077,920	2,127,868	2,179,065	2,231,541
Total	0	0	0	0	0

Notable Changes

Sanitary Sewer - Budget Drivers	PLN 2021
Annual User Fees	-262,338
MTRD Rates Fees	-10,000
Salary Adjustments	16,238
Reserve Changes	49,657
Operating Expenses	111,866
New Position - transfer of a Utility Maintenance Worker position from Water to Sewer	94,577
Total	0

Solid Waste

2021-2025 OPERATING BUDGET

2021-2025 Five Year Financial Plan

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 challenges in 2019 surrounding the regional processing of organic materials (green waste) has stabilized. Overall, the Solid Waste budget has a modest increase (discussed below) which has resulted in an \$8 increase in Solid Waste fees for 2021.

Salary and wages are increasing by \$28,000. This is primarily driven by projected increases in employee benefits and contracted salary increases.

Metro Vancouver charges are increasing by \$9,600 for budgeted expenses for Garbage at the Coquitlam Transfer Station.

The internal administration charged to the Solid Waste utility is being increased in 2021 by \$17,000. This charge is reviewed annually and set at an appropriate level for the resources and services the utility utilizes.

Vehicle charges are increasing by \$9,500. This includes operating expenses (fuel, insurance, maintenance) and the annual replacement provision. 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 function at full capacity.

A number of accounts have been adjusted through the 2021 budget process to better reflect future expense estimates. This has occurred throughout accounts and across cost centres in the Solid Waste utility. These changes are summarized as revenue changes and operating expense on the utility executive summary and net to a savings of \$8,300.

Consolidated Budget

Solid Waste - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Revenues	-3,217,873	-3,258,180	-3,300,291	-3,343,276	-3,378,554
Sale of services-environmental health	-3,217,874	-3,258,178	-3,300,290	-3,343,278	-3,378,560
Expenses	3,217,873	3,258,180	3,300,291	3,343,276	3,378,554
Salary and Benefits	786,532	802,491	818,790	834,893	842,369
Personnel Services	10,439	10,600	10,762	10,927	11,095
Contracted Services	569,194	577,028	585,018	593,168	601,481
Consulting and Prof Services	6,490	6,517	6,545	6,572	6,600
Communications	26,700	26,700	26,700	26,700	26,700
Insurance & Claims	12,447	12,820	13,205	13,601	14,009
Vehicle Expenses	29,065	29,937	30,835	31,760	32,713
Equipment under \$5,000	879,800	884,365	889,992	896,279	903,052
Supplies & Materials	21,600	21,800	22,000	22,200	22,400
Gov't Payments	264,500	264,500	264,500	264,500	264,500
Sundry	21,703	22,028	22,359	22,694	23,034
Recoveries	499,890	509,880	520,073	530,467	541,087
Tsf to reserves-operating	10,000	10,000	10,000	10,000	10,000
Tsf to reserves-capital	79,514	79,514	79,514	79,514	79,514
Total	0	0	0	0	0

Notable Changes

Solid Waste - Budget Drivers	PLN 2021
Annual User Fees	-72,420
MMBC Funding-Recycling	-1,000
Salary Adjustments	27,884
Operating Expenses	45,536
Total	0

Water

2021-2025 OPERATING BUDGET

2021-2025 Five Year Financial Plan

Water

The water charge, levied by the Greater Vancouver Water District (GVWD), is estimated to increase by approximately 6.2% or \$253,000 for 2021. MV has not yet provided a preliminary estimate; as such, staff have used estimates based on 2021 through 2024 of their 2020 Five-Year Financial Plan, and information from the MV board budget workshops in June 2020.

Salary and wages are decreasing by \$72,000. The decrease is the direct result of a Utility Maintenance Worker (UMW) position being transferred from the Water Utility to the Sewer Utility. This accounts for \$95,000 of the change. An increase of \$23,000 is driven by projected increases in employee benefits and projected contracted salary increases.

Transfers to the Water Capital reserve are increasing by \$38,000, to \$1,574,000. This represents a 2.5% increase over 2020 and will be used to fund capital replacement and renewal projects related to the City's water infrastructure. This is reduced by \$160,000 to \$1,414,000 to allow the City's Civil Construction Crew to be funded from the base operating budget, rather than annual project budgets. Inter-fund transfers are increasing by \$7,000.

Vehicle charges are increasing by \$16,000. This represents the Water Utility's share of vehicle resources pooled under the Operations Division. This includes increases related to replacement provision, fuel, maintenance, and garage charges.

The internal administration (utility shift) charged to the Water utility is increasing by \$15,000. This charge is reviewed annually and set at an appropriate level for the resources and services the utility utilizes.

Additional expenses related to Supplies and Materials (\$6,500), Hydro (\$4,100), Contracted Services (\$4,100), and other accounts (\$1,000) resulted in an increase of \$15,700. These changes are summarized within the operating expense changes on the utility executive.

Budgeted revenues have increased by \$49,000. These are related to metered revenues (\$25,000), Secondary Suite revenues (\$17,000), and investment revenue (\$7,000).

Consolidated Budget

Water - Budget Summary	PLN 2021	PLN 2022	PLN 2023	PLN 2024	PLN 2025
Revenues	-7,921,359	-8,264,377	-8,678,092	-9,244,596	-9,921,921
Rev-own sources-other	-11,700	-11,700	-11,700	-11,700	-11,700
Sale of services-sewer	-170,000	-170,000	-170,000	-170,000	-170,000
Sale of services-water	-7,588,946	-7,932,784	-8,345,265	-8,915,040	-9,591,035
Rev-own sources-investment income	-120,000	-120,000	-120,000	-120,000	-120,000
Tsf from reserves-capital	-30,713	-29,893	-31,127	-27,856	-29,186
Expenses	7,921,359	8,264,377	8,678,092	9,244,596	9,921,921
Salary and Benefits	650,686	664,047	677,514	690,746	700,601
Personnel Services	10,824	10,924	11,025	11,128	11,233
Contracted Services	99,764	101,253	102,765	104,299	103,055
Consulting and Prof Services	39,750	40,000	40,250	40,500	40,750
Utilities	157,732	161,991	166,364	170,856	175,469
Communications	10,100	10,100	10,100	10,100	10,100
Insurance & Claims	63,298	65,067	66,883	68,748	70,662
Lease & Rentals	150	150	150	150	150
Equipment under \$5,000	181,461	191,791	199,433	205,952	212,748
Supplies & Materials	124,774	126,643	128,537	130,460	127,415
Gov't Payments	4,274,318	4,535,804	4,863,392	5,348,144	5,948,479
Sundry	23,104	23,125	23,145	23,166	23,187
Recoveries	772,459	787,558	803,060	818,816	835,057
Transfer to Funds	105,033	101,804	104,316	102,339	104,979
Tsf to reserves-capital	1,407,906	1,444,121	1,481,157	1,519,192	1,558,037
Total	0	0	0	0	0

Notable Changes

Water - Budget Drivers	PLN 2021
Secondary Suites	-17,000
Annual User Fees	-224,573
MTRD Rates Fees	-25,000
Bank & Invest Interest	-7,000
Salary Adjustments	23,008
Reserve Changes	45,704
Operating Expenses	299,442
New Position - transfer of a Utility Maintenance Worker position from Water to Sewer	-94,577
Total	0

Utility Rates

2021-2025 FIVE-YEAR FINANCIAL PLAN

Solid Waste Rates

2021-2025 FIVE-YEAR FINANCIAL PLAN

Recalc	BUD 2020			PLN 2021			PLN 2022			PLN 2023			PLN 2024			PLN 2025		
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Garbage																		
Per Single Family or Two Family Dwelling Per Unit: (1	5,110	\$ 115	\$ 587,650	5,029	117	\$ 588,393	5,029	118	\$ 593,422	5,029	119	\$ 598,451	5,029	120	\$ 603,480	5,029	121	\$ 608,509
Per SFD or 2 SFD Per Unit: (240L Cart)	1,496	\$ 199	\$ 297,704	1,571	203	\$ 318,913	1,571	205	\$ 322,055	1,571	208	\$ 326,768	1,571	210	\$ 329,910	1,571	212	\$ 333,052
Per Res MFD	0	\$ 115	\$ 0	0	117	\$ 0	0	118	\$ 0	0	119	\$ 0	0	120	\$ 0	0	121	\$ 0
Per ICI Premises: (120L Cart)	24	\$ 172	\$ 4,128	18	176	\$ 3,168	18	178	\$ 3,204	18	180	\$ 3,240	18	182	\$ 3,276	18	184	\$ 3,312
Per ICI Premises: (240L Cart)	57	\$ 300	\$ 17,100	59	306	\$ 18,054	59	310	\$ 18,290	59	314	\$ 18,526	59	317	\$ 18,703	59	320	\$ 18,880
Revenue Total			906,583			928,529			936,972			946,986			955,370			963,754
Per Operating Budget			906,541			931,304			939,701			948,500			957,484			964,495
\$ Change - Revenue						19,543			11,172			11,528			10,498			9,125
% Change - Revenue						2.16%			1.20%			1.23%			1.11%			0.96%
Rate Over/(Shortfall)			42			-2,775			-2,729			-1,514			-2,114			-741
\$1 of rate increase generates			6,688			6,678			6,678			6,678			6,678			6,678

Recalc	BUD 2020			PLN 2021			PLN 2022			PLN 2023			PLN 2024			PLN 2025		
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Green Waste																		
Per Single Family or Two Family Dwelling Per Unit: (1	4,876	\$ 233	\$ 1,136,108	4,853	238	\$ 1,155,014	4,853	242	\$ 1,174,426	4,853	245	\$ 1,188,985	4,853	249	\$ 1,208,397	4,853	252	\$ 1,222,956
Per MFD (with cart)	1,455	\$ 116	\$ 168,780	1,509	119	\$ 179,571	1,509	121	\$ 182,589	1,509	123	\$ 185,607	1,509	125	\$ 188,625	1,509	127	\$ 191,643
Per MFD Centralized*	927	\$ 47	\$ 43,569	926	48	\$ 44,448	926	49	\$ 45,374	926	50	\$ 46,300	926	51	\$ 47,226	926	52	\$ 48,152
Per ICI Premises: (240L Cart)	27	\$ 233	\$ 6,291	23	238	\$ 5,474	23	242	\$ 5,566	23	245	\$ 5,635	23	249	\$ 5,727	23	252	\$ 5,796
Per ICI Premises: (360L Cart)	0	\$ 233	\$ 0	0	238	\$ 0	0	242	\$ 0	0	245	\$ 0	0	249	\$ 0	0	252	\$ 0
Revenue Total			1,354,749			1,384,508			1,407,956			1,426,528			1,449,976			1,468,548
Per Operating Budget			1,356,002			1,386,121			1,406,498			1,427,698			1,449,333			1,467,551
\$ Change - Revenue						31,446			21,990			19,742			22,805			17,575
% Change - Revenue						2.32%			1.59%			1.40%			1.60%			1.21%
Rate Over/(Shortfall)			-1,253			-1,613			-1,458			-1,170			643			997
\$1 of rate increase generates			7,286			7,312			7,312			7,312			7,312			7,312

Sanitary Sewer Rates

2021-2025 FIVE-YEAR FINANCIAL PLAN

Drainage Rates

2021-2025 FIVE-YEAR FINANCIAL PLAN

Recalc	BUD 2020			PLN 2021			PLN 2022			PLN 2023			PLN 2024			PLN 2025		
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Drainage	18,485	\$ 91	\$ 1,682,135	18,485	96	\$ 1,774,560	18,485	104	\$ 1,922,440	18,485	113	\$ 2,088,805	18,485	122	\$ 2,255,170	18,485	134	\$ 2,476,990
Revenue Total			1,682,136			1,774,561			1,922,441			2,088,806			2,255,171			2,476,991
Per Operating Budget			1,657,896			1,780,431			1,924,483			2,087,947			2,256,431			2,468,916
\$ Change - Revenue						98,295			149,922			165,506			167,625			213,745
% Change - Revenue						5.84%			8.45%			8.61%			8.02%			9.48%
Rate Over/(Shortfall)			24,240			-5,870			-2,042			859			-1,260			8,075
\$1 of rate increase generates			18,486			18,486			18,486			18,486			18,486			18,486

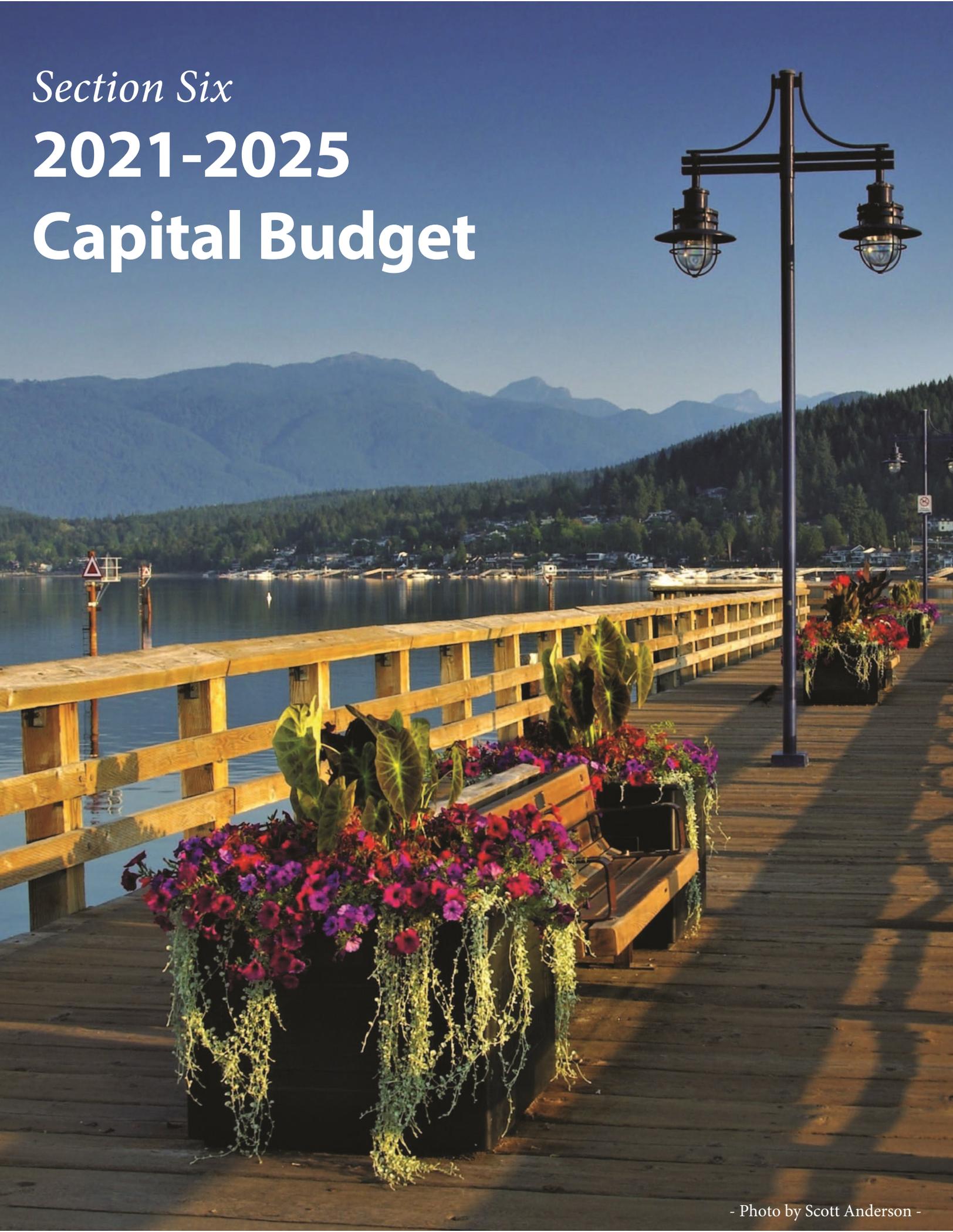
Water Utility Rates

2021-2025 FIVE-YEAR FINANCIAL PLAN

Section Six

2021-2025

Capital Budget



Capital Fund

2021 BUDGET HIGHLIGHTS

Capital Financial Plan

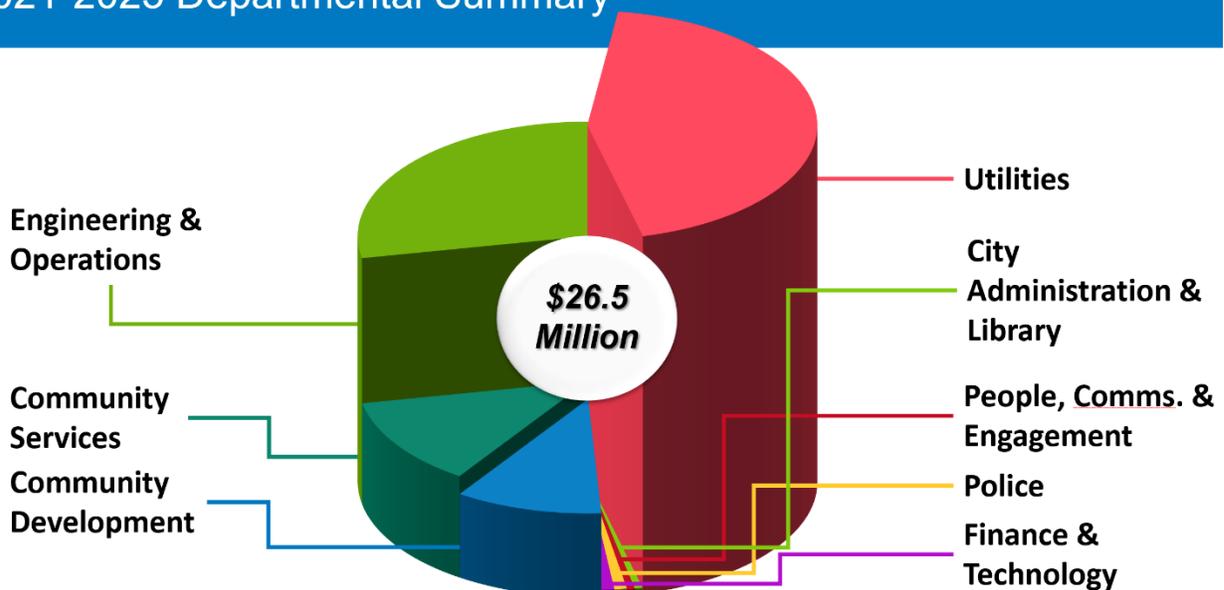
The 2021 Capital budget was introduced to the Finance Committee on November 17, 2020 and is being presented for Finance Committee approval on January 5, 2021. The Five-Year Financial Plan contains \$71.4 million in projects for years 2021 through 2025. 2021 has \$26.5 million in proposed projects with project submissions from nearly all departments.

Staff are requesting approval of the Capital Plan (2021 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 2021.

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. The list of 2021 projects is diverse and includes project submissions for the following items:

- fleet replacements;
- road reconstruction and rehabilitation at various locations throughout the City;
- upgrades and repairs to civic buildings;
- park improvements and updates to Park plans
- improvements to traffic signals, street lights, and bus stops; and
- major utility projects, including the loco Road Low-Pressure Sanitary Siphon and Valve Replacement, and the Shoreline Trail Sanitary Gravity Sewer, which have been approved by Council as part of the Utility budgets (October 20, 2020).

2021-2025 Departmental Summary



2021 - 2025 Capital Project by Department

Department	Total Project Count	2021	2022	2023	2024	2025
City Administration	1	125,000	125,000	125,000	125,000	125,000
Community Development	24	2,499,700	350,000	15,000	10,000	10,000
Community Services	102	6,556,900	3,217,000	1,652,400	1,008,800	3,180,200
Engineering & Operations	63	6,771,800	2,932,200	3,583,800	3,852,000	2,518,900
Finance & Technology	13	215,000	234,000	70,000	180,000	125,000
Library	4	31,900				
People, Communications & Engagement	5	141,000	41,000	36,000	41,000	36,000
Police	34	207,400	274,300	217,600	527,200	538,900
Utilities	47	9,960,800	3,919,700	5,837,400	5,275,100	4,735,900
	293	26,509,500	11,093,200	11,537,200	11,019,100	11,269,900

2021 - 2025 Capital Project Details

City Manager

Division	Total Project Count	2021	2022	2023	2024	2025
City Manager	1	125,000	125,000	125,000	125,000	125,000

City Manager Projects

	Project Name	Priority	LP 2021	LP 2022	LP 2023	LP 2024	LP 2025	Mid Range
1	 CM21001 Council Strategic Plan Goals 	3. High	125,000	125,000	125,000	125,000	125,000	
Total - Project Costs			125,000	125,000	125,000	125,000	125,000	

2021 - 2025 Capital Project Details

Building, Bylaw & Licensing

Division	Total Project Count	2021	2022	2023	2024	2025
Building, Bylaw & Licensing	2	87,000				

Building, Bylaw & Licensing Projects

	Project Name	Priority	LP 2021	LP 2022	LP 2023	LP 2024	LP 2025	Mid Range
1	 BL21001 Customer Service for Digital Building Permit Applications 	3. High	82,000					
2	 BL21002 Home-Based Business Bylaw Updates 	2. Council	5,000					
Total - Project Costs			87,000					

2021 - 2025 Capital Project Details

Community Development Admin

Division	Total Project Count	2021	2022	2023	2024	2025
Community Development Admin	4	270,100	115,000			

Community Development Admin Projects

	Project Name	Priority	LP 2021	LP 2022	LP 2023	LP 2024	LP 2025	Mid Range
1	CD21001 Customer Service Review and Implementation	3. High	115,000	115,000				
2	CD21002 Electronic Business Licensing	3. High	36,100					
3	CD21003 Economic Development Study and Master Planning	2. Council	114,000					
4	CD21004 Innovation Space Hub Opportunities	2. Council	5,000					
Total - Project Costs			270,100	115,000				

2021 - 2025 Capital Project Details

Development Planning

Division	Total Project Count	2021	2022	2023	2024	2025
Development Planning	6	150,500				

Development Planning Projects

	Project Name	Priority	LP 2021	LP 2022	LP 2023	LP 2024	LP 2025	Mid Range
1	DP21001 Sustainability Report Card implementation	2. Council	3,000					
2	DP21002 Development Approval Process Improvements	2. Council	15,000					
3	DP21003 Land Use Contract 2021 batches	3. High	15,000					
4	DP21004 Tempest Project Coordinator - Phase II of corporate electronic process support	4. Medium	80,000					
5	DP21005 Development Application Surcharges	2. Council	2,500					
6	DP21006 Small Lot Program and Laneway Program Updates	2. Council	35,000					
Total - Project Costs			150,500					

2021 - 2025 Capital Project Details

Policy Planning

Division	Total Project Count	2021	2022	2023	2024	2025
Policy Planning	12	1,992,100	235,000	15,000	10,000	10,000

Policy Planning Projects

	Project Name	Priority	LP 2021	LP 2022	LP 2023	LP 2024	LP 2025	Mid Range
1	✓ PL21001 Extreme Weather Response Plan	3. High	25,000					
2	✓ PL21002 Zero Emissions Plan for New and Existing Buildings	3. High	50,000					
3	✓ PL21003 Envisio for Climate Action Plan Monitoring/Implementation	3. High	5,000	5,000	5,000	5,000	5,000	
4	✓ PL21004 Building Optimization for Civic Facilities	3. High	20,000	10,000	10,000	5,000	5,000	
5	✓ PL21005 Tree Protection Bylaw Update	2. Council	30,000					
6	✓ PL21008 Westhill Child Care Facility	2. Council	1,758,100	220,000				
7	✓ PL21009 Seniors Centre Feasibility Study	4. Medium	30,000					
8	✓ PL21010 Official Community Plan Update - Scope Increase due to addition of Murray Street and potential 3D imaging of prop	3. High	36,000					
9	✓ PL21011 Policy for Family Friendly Units	2. Council	10,000					
10	✓ PL21012 Tri-Cities Food Security Assessment and Action Plan	2. Council	8,000					
11	✓ PL21013 Community Health Assessment	2. Council	5,000					
12	✓ PL21014 Expedited Review of SF Land Use Contract Areas	2. Council	15,000					
Total - Project Costs			1,992,100	235,000	15,000	10,000	10,000	

2021 - 2025 Capital Project Details

Comm Serv Admin

Division	Total Project Count	2021	2022	2023	2024	2025
Comm Serv Admin	2	12,500			175,000	400,000

Comm Serv Admin Projects

		Project Name	Priority	LP 2021	LP 2022	LP 2023	LP 2024	LP 2025	Mid Range
1		CA21001 Truth and Reconciliation Understanding and Engagement	3. High	12,500					
2		CA21002 Civic Complex Exterior Upgrades and Enhancement (Phase II)	4. Medium				175,000	400,000	300,000
Total - Project Costs				12,500			175,000	400,000	300,000

2021 - 2025 Capital Project Details

Cultural Services

Division	Total Project Count	2021	2022	2023	2024	2025
Cultural Services	21	87,600	135,500	132,900	74,300	46,700

Cultural Services Projects

	Project Name	Priority	LP 2021	LP 2022	LP 2023	LP 2024	LP 2025	Mid Range
1	✓ CU21001 Mackie SM450 and Amplifier Replacement	4. Medium		10,000				
2	✓ CU21002 Bistro Fridges - Bar and Commercial Catering	4. Medium		7,000				
3	✓ CU21003 Wired and Wireless Microphone Replacement	4. Medium		10,000				
4	✓ CU21004 Public Art Program Coordination	3. High	18,100	18,500	18,900	19,300	19,700	
5	✓ CU21005 Film Projector Replacement	4. Medium			48,000			
6	✓ CU21006 Galleria Event Tables (6') and Benches	4. Medium			10,000			
7	✓ CU21007 Winter Street Banners	4. Medium			17,500			
8	✓ CU21008 Queens Street Plaza Placemaking	5. Low		30,000				
9	✓ CU21009 Council Microphone System	3. High			25,000			
10	✓ CU21010 PTZ Cameras for Council Streaming	3. High		30,000				
11	✓ CU21011 Galleria Display Monitor Replacement	4. Medium			6,000			
12	✓ CU21012 Theatre Seating and Drapery Cleaning (with application of fire retardant)	3. High				10,000		
13	✓ CU21013 Replacement of Galleria Sound System	3. High				15,000		
14	✓ CU21014 Tricaster - Council streaming controller	3. High				30,000		
15	✓ CU21015 Cultural Mapping Project	3. High		30,000				
16	✓ CU21017 Bistro Chair Replacement and Cafe Table Resurfacing	4. Medium	5,500					
17	✓ CU21018 Inlet Theatre Stage Repairs	4. Medium			7,500			15,000
18	✓ CU21019 Replacement of Assisted Listening System	4. Medium					6,000	
19	✓ CU21020 Film Screen Replacement	4. Medium					15,000	
20	✓ CU21021 Replacement of Exterior Brovold Room Lighting Fixtures	4. Medium					6,000	
21	✓ CU21022 Completion of the Shoreline House Post Project	2. Council	64,000					
Total - Project Costs			87,600	135,500	132,900	74,300	46,700	15,000

2021 - 2025 Capital Project Details

Environmental Services

Division	Total Project Count	2021	2022	2023	2024	2025
Environmental Services	6	107,000	132,000	115,000	25,000	20,000

Environmental Services Projects

	Project Name	Priority	LP 2021	LP 2022	LP 2023	LP 2024	LP 2025	Mid Range
1	ES21001 Spill Management [Multiple Funding Src]	3. High	10,000	10,000	10,000	10,000	10,000	
2	ES21002 Fish Passage and Habitat Enhancement [Multiple Funding Src]	3. High	12,000	12,000				
3	ES21004 Targeted Knotweed Removal	3. High	25,000	20,000	15,000	15,000	10,000	
4	ES21006 ESA Restoration - Lower Suter Brook	4. Medium	30,000	30,000	40,000			
5	ES21007 ESA Strategy Implementation	4. Medium	10,000	10,000				
6	ES21008 Climate Action Plan - Climate Resilient Landscaping	3. High	20,000	50,000	50,000			
Total - Project Costs			107,000	132,000	115,000	25,000	20,000	

2021 - 2025 Capital Project Details

Facilities

Division	Total Project Count	2021	2022	2023	2024	2025
Facilities	38	925,000	1,320,000	1,137,000	607,000	1,615,000

Facilities Projects

	Project Name	Priority	LP 2021	LP 2022	LP 2023	LP 2024	LP 2025	Mid Range
1	FC21001 Civic Centre - Exterior paver hardscaping	3. High		500,000				
2	FC21003 Inlet Centre Firehall - Interior painting	4. Medium				50,000		
3	FC21007 Civic Centre - Emergency Generator Replacement	3. High					500,000	
4	FC21010 Recreation Complex - Main entrance aggregate paving	4. Medium		300,000				
5	FC21018 Facilities - Parking lot line repainting	4. Medium				20,000		
6	FC21020 Civic Centre - Washroom upgrades	3. High		100,000				
7	FC21036 Civic Centre - Exterior paver hardscaping	3. High	75,000					
8	FC21047 Inlet Centre Firehall - Hoses on nedermeyer system	3. High			20,000			
9	FC21048 Inlet Centre Firehall - Truck bay doors	3. High			30,000			
10	FC21051 Old Mill Boathouse - Fire Alarm and Sprinkler systems replacement	3. High		60,000				
11	FC21056 Westhill Pool - Pool water to sanitary construction	3. High					100,000	800,000
12	FC21058 Facilities - Unplanned emergency capital repairs	3. High	150,000	150,000	150,000	150,000	150,000	
13	FC21061 Civic Centre - Keyless Access System	3. High					190,000	
14	FC21066 Civic Centre - Condition assessment of parking lot slab and services	3. High		35,000				
15	FC21067 Public Safety Building - Painting	4. Medium			135,000			
16	FC21073 Public Safety Building - Bay door motor replacement	4. Medium			10,000			
17	FC21077 Recreation Complex - Intumescent repairs on structural steel pillars	3. High	65,000					
18	FC21078 Recreation Complex - Main entrance aggregate paving	4. Medium	60,000					
19	FC21079 Facilities - Envelope condition assessments	3. High				100,000		
20	FC21081 Glenayre Centre - Drain tile rebuild	3. High			225,000			
21	FC21083 HMCC - Interior painting	4. Medium			25,000			
22	FC21087 Civic Centre - Painting	4. Medium			60,000			
23	FC21117 Public Safety Building - Geothermal heat pump replacement	3. High	150,000					
24	FC21118 Public Safety Building - Geothermal heat pump replacement	3. High		150,000				
25	FC21121 Recreation Complex - Skaters lobby washrooms	4. Medium				25,000	250,000	
26	FC21125 Carpenters Shop - Exterior Repairs and roof replacement	3. High					100,000	500,000
27	FC21136 Arts Centre - Interior Painting	4. Medium				40,000		
28	FC21137 Civic Centre - Carpet replacement	3. High			390,000			
29	FC21142 Facilities - Guard rail inspection	3. High				60,000		
30	FC21169 Recreation Complex - Curling Rink lobby & lounge furniture replacement	4. Medium				45,000		
31	FC21183 Rocky Point PSB - Exterior Painting	3. High			50,000			
32	FC21188 Westhill Pool - Pool water to sanitary design	3. High				75,000		
33	FC21197 Civic Centre - Exterior paver ongoing repairs	3. High	25,000	25,000	25,000	25,000	25,000	
34	FC21201 Old Orchard Hall - Balcony replacement and envelope repairs	3. High	200,000					
35	FC21202 Old Orchard Hall - roof replacement	3. High					300,000	
36	FC21204 Zamboni RS054 - Battery replacement	3. High			17,000			
37	FC21205 Zamboni RS059 - Battery replacement	3. High				17,000		
38	FC21206 Westhill Centre - Concrete walkways and stairs	3. High	200,000					
Total - Project Costs			925,000	1,320,000	1,137,000	607,000	1,615,000	1,300,000

2021 - 2025 Capital Project Details

Parks

Division	Total Project Count	2021	2022	2023	2024	2025
Parks	33	5,424,800	1,584,500	267,500	127,500	833,500

Parks Projects

	Project Name	Priority	LP 2021	LP 2022	LP 2023	LP 2024	LP 2025	Mid Range
1	PK21001 Inlet Trail - Boardwalk and Pedestrian Bridge Reconstruction	3. High	525,000					
2	PK21002 Flavelle Park - Lifecycle maintenance wooden deck (Lifecycle Asset Management)	4. Medium			35,000			
3	PK21004 Playground Equipment Repair	4. Medium	15,000	15,000	15,000	15,000	15,000	
4	PK21005 Old Orchard Park - Master Plan	3. High	86,300					
5	PK21006 Chafer Beetle Management Program - City Lands	3. High	7,500	7,500	7,500	7,500	7,500	
6	PK21007 Security Cameras - Major Parks	3. High	5,000	5,000				
7	PK21008 Rocky Point Park - Picnic Shelter Rehabilitation	4. Medium					75,000	
8	PK21009 Rocky Point Park - Master Plan Review	3. High	173,000					
9	PK21010 Horticulture Vegetation Replacement Program	3. High	15,000	15,000	15,000	15,000	15,000	
10	PK21011 Playground Rehabilitation - Barber Street Playground Area	3. High	40,000					
11	PK21012 Urban Forestry - Tree Removals/Mitigation for City Lands	3. High	150,000	75,000	75,000			
12	PK21013 Maintenance Dredging - Rocky Point Pier	3. High	30,000	150,000				
13	PK21015 Forest Parkway Boulevard Rehabilitation	4. Medium					50,000	
14	PK21016 Heritage Mountain Grass Sportsfield Rehabilitation	3. High					250,000	
15	PK21017 Parks/Green Infrastructure - Planning/Asset Management Program (FUTURE YEARS)	4. Medium	45,000	45,000	45,000	45,000	45,000	
16	PK21019 Port Moody Pollinator Project	5. Low	10,000	10,000				
17	PK21020 Trail Network Plan	3. High		80,000				
18	PK21023 Urban Forestry - Tree Replacement Program	2. Council	15,000	15,000	15,000	15,000	15,000	
19	PK21024 Trasolini Field - Synthetic Turf Replacement	4. Medium		1,110,000				
20	PK21028 Wildfire Interface Management	3. High	5,000	5,000				
21	PK21030 Fencing - repair/replacement of fencing (Lifecycle Asset Management)	3. High	15,000	15,000	15,000	15,000	15,000	
22	PK21032 Annual repairs for asphalt pathways in parks (Lifecycle Replacement)	3. High	15,000	15,000	15,000	15,000	15,000	
23	PK21033 Bert Flinn Park Improvements	4. Medium			30,000			
24	PK21034 Shoreline Bike Path - Paving - north side of trail network in coordination with sanitary sewer	3. High	4,100,000					
25	PK21038 Playground Rehabilitation - Art Wilkinson Playground	3. High					176,000	
26	PK21039 Town Centre Tennis Courts - Resurfacing and Painting	4. Medium	100,000					
27	PK21040 Cedarwood Park - Water Park Replacement	4. Medium					120,000	
28	PK21041 Civic Centre Amphitheatre - Retaining wall restoration	4. Medium					35,000	
29	PK21044 Rocky Point Park - Irrigation repair	4. Medium	8,000					
30	PK21045 Garbage Can Replacement - Bear Safe Waste Cans	3. High		10,000				
31	PK21047 Easthill Park - Water park replacement and expansion	3. High						195,000
32	PK21048 Trasolini Field - Railway Crossing	3. High	30,000					
33	PK21049 Shoreline Park - Viewing Platforms	3. High	35,000	12,000				
Total - Project Costs			5,424,800	1,584,500	267,500	127,500	833,500	195,000

2021 - 2025 Capital Project Details

Recreation

Division	Total Project Count	2021	2022	2023	2024	2025
Recreation	2		45,000			265,000

Recreation Projects

	Project Name	Priority	LP 2021	LP 2022	LP 2023	LP 2024	LP 2025	Mid Range
1	RS21001 Recreation Complex Spin Bike Replacement	3. High		45,000			50,000	
2	RS21002 Selectorized Weight Room Equipment Replacement	3. High					215,000	
Total - Project Costs				45,000			265,000	

2021 - 2025 Capital Project Details

Engineering

Division	Total Project Count	2021	2022	2023	2024	2025
Engineering	27	6,005,000	2,375,000	3,435,000	3,460,000	1,870,000

Engineering Projects

	Project Name	Priority	LP 2021	LP 2022	LP 2023	LP 2024	LP 2025	Mid Range
1	EN21001 Traffic Signal Infrastructure - Maintenance and Replacement	3. High	150,000	150,000				
2	EN21002 Street Name Sign Replacement Program	2. Council		45,000				
3	EN21003 *Transit Infrastructure - Bus Stop Accessibility Improvements	3. High	25,000	25,000	25,000	25,000	25,000	
4	EN21004 Above-Ground Infrastructure - Planning/Asset Management	3. High	75,000	75,000	75,000	75,000	75,000	
5	EN21005 Engineering Project Management and Development Resource	3. High	120,000	120,000	120,000	120,000	120,000	
6	EN21006 Local Road Network (LRN) Road Reconstruction Program	3. High	750,000	750,000	750,000	750,000	750,000	
7	EN21007 Traffic Safety Initiatives	3. High	50,000	50,000	50,000	50,000	50,000	
8	EN21008 Bridge & Overpass Structures - Monitoring, Scoping, Assessment & Minor Repairs	3. High	50,000	50,000	50,000	50,000	50,000	
9	EN21009 Major Road Network (MRN) Road Rehabilitation Program	3. High	300,000	600,000	2,000,000	2,000,000	500,000	
10	EN21010 Streetlighting Replacement Program	3. High	150,000	150,000	150,000	75,000		
11	EN21011 Transit Improvements Program	3. High	25,000	25,000	25,000	25,000	25,000	
12	EN21012 Bike and Pedestrian Improvement Program	3. High	10,000	50,000	25,000	25,000	25,000	
13	EN21013 Electrical & Communications Infrastructure Improvements	3. High	30,000	30,000	30,000	30,000	30,000	
14	EN21014 *St. Johns Street Multi-use Pathway	3. High	3,800,000					
15	EN21015 Streetlight Improvement Program	3. High	25,000	25,000	25,000	25,000	25,000	
16	EN21016 Bridge and Major Structures Inventory Inspection	3. High				100,000		
17	EN21017 *Engineering & Operations Infrastructure Asset Life Cycle Program	3. High		30,000				
18	EN21018 *Engineering & Operations Work Process Review	3. High		90,000				
19	EN21020 Beaver Management - Ongoing Risk Assessment and Technical Studies	4. Medium	10,000	10,000	10,000	10,000	10,000	
20	EN21021 School Traffic Safety Initiative	3. High	50,000	50,000	50,000	50,000	50,000	
21	EN21022 Ioco Road Transportation and Mobility Study	3. High	75,000					
22	EN21023 Barnet Landfill Closure Certificate of Compliance	3. High	130,000					
23	EN21025 Traffic Signal New Infrastructure	3. High	50,000	50,000	50,000	50,000	50,000	
24	EN21026 Development Cost Charges (DCC) Program Update	4. Medium					85,000	
25	EN21027 Clarke St Functional Design	3. High	85,000					
26	EN21028 Bike Route Review	2. Council	20,000					
27	EN21029 Skytrain Station Assessment	2. Council	25,000					
Total - Project Costs			6,005,000	2,375,000	3,435,000	3,460,000	1,870,000	

2021 - 2025 Capital Project Details

Fleet

Division	Total Project Count	2021	2022	2023	2024	2025
Fleet	33	654,500	540,200	131,800	375,000	641,400

Fleet Projects

	Project Name	Priority	LP 2021	LP 2022	LP 2023	LP 2024	LP 2025	Mid Range
1	✓ FL21001 PL - Replace PL003 - Ford Focus Electric CX902L	3. High				45,000		
2	✓ FL21002 FD - Replace 2006 Rainbow Trailer - 02952y	3. High		7,500				
3	✓ FL21003 FD - Replace FR011 - 2011 Chevrolet Colorado Pick-up-Car #4 (Fire Prevention Officer Vehicle)	3. High		60,000				
4	✓ FL21004 FD - Replace FR014 - 09 Wells Cargo Trailer	3. High				30,000		
5	✓ FL21005 OP - Replace OP021A - 2012 Ford F150 PU DT6502	3. High	60,000					
6	✓ FL21006 OP - Replace OP019 - 07 Big Tex Trailer 01636C	3. High		13,000				
7	✓ FL21007 OP - Replace OP064 - 2016 John Deere Zero Turn Mower	3. High	10,000					
8	✓ FL21008 OP - Replace OP031 - 2002 Ingersol Roller	3. High		35,700				
9	✓ FL21009 OP - Replace OP029A - 2012 Case Loader	3. High	215,000					
10	✓ FL21010 OP - Replace OP099L - 2011 Ingersol Lightsource Trailer	3. High		35,000				
11	✓ FL21011 OP - Replace OP99F - 2012 Atlas Copco Compressor 8643IC	3. High		27,100				
12	✓ FL21012 OP - Replace OP063A - 2016 John Deere Zero Turn Mower	3. High	55,000					
13	✓ FL21013 OP - Replace OP023A - 2011 Ford Dump	3. High	150,000					
14	✓ FL21015 OP - Replace OP040A - 2013 Flatbed Trailer	3. High		18,000				
15	✓ FL21016 OP - Replace OP056 - 2014 Cargo Express Trailer	3. High		10,800				
16	✓ FL21017 OP - Replace OP033A - 2013 Ford F350	3. High			71,800			
17	✓ FL21018 OP - Replace OP058 - 2013 Eagle Tandem Landscape Trailer	3. High	11,000					
18	✓ FL21019 OP - Replace OP057 - 16 F550 4x4 Dump	3. High				150,000		
19	✓ FL21020 PK - Replace PK063 - 2005 Vermeer Chipper	3. High	90,000					
20	✓ FL21021 PK - Replace PK041A - 2013 Ford F150 Pickup EE1869	3. High		60,000				
21	✓ FL21022 PK - Replace PK066 - 2016 John Deere Zero Turn Mower	3. High	55,000					
22	✓ FL21023 PK - Replace PK017 - 2008 Agri-Metal Tuff Vac Sweeper	3. High		31,800				
23	✓ FL21027 PK - Replace PK053B - 2013 FORD F150 PU EE1870	3. High			60,000			
24	✓ FL21028 PK - Replace PK062A - 2012 Ford F450 Dump EE1860	3. High		108,200				
25	✓ FL21029 PK - Replace PK067 - 2015 Big Tex Utility Trailer	3. High	8,500					
26	✓ FL21030 PK - Replace PK046A - 2010 John Deere Tractor	3. High		108,200				
27	✓ FL21031 PK - Replace PK068 - 2016 Farm King trailer mower	3. High		19,500				
28	✓ FL21032 PK - Replace PKM001 - 2017 Kubota VS400 Premium Spreader	3. High		5,400				
29	✓ FL21033 PK - Replace PK064A - 16 F550 Dump	3. High				150,000		
30	✓ FL21034 PK - Replace PK069 - 17 F550 Dump	3. High					90,000	
31	✓ FL21037 OP - Replace OP074 - 17 Cat backhoe loader	3. High					275,700	
32	✓ FL21038 PK - Replace PK072 - 17 F550 Dump	3. High					124,000	
33	✓ FL21039 OP - Replace OP070 - 17 Ford F550 Crew Cab Dump	3. High					151,700	
Total - Project Costs			654,500	540,200	131,800	375,000	641,400	

2021 - 2025 Capital Project Details

Operations

Division	Total Project Count	2021	2022	2023	2024	2025
Operations	1	19,000	9,500	9,500	9,500	

Operations Projects

	Project Name	Priority	LP 2021	LP 2022	LP 2023	LP 2024	LP 2025	Mid Range
1	<input checked="" type="checkbox"/> OP21003 Beaver Management Plan - Field Activities 🔒	3. High	19,000	9,500	9,500	9,500		
Total - Project Costs			19,000	9,500	9,500	9,500		

2021 - 2025 Capital Project Details

Operations Admin

Division	Total Project Count	2021	2022	2023	2024	2025
Operations Admin	2	93,300	7,500	7,500	7,500	7,500

Operations Admin Projects

	Project Name	Priority	LP 2021	LP 2022	LP 2023	LP 2024	LP 2025	Mid Range
1	OA21001 New Work Control Technician	3. High	85,800					
2	OA21002 Public Works Day	3. High	7,500	7,500	7,500	7,500	7,500	
Total - Project Costs			93,300	7,500	7,500	7,500	7,500	

2021 - 2025 Capital Project Details

Information Services

Division	Total Project Count	2021	2022	2023	2024	2025
Information Services	13	215,000	234,000	70,000	180,000	125,000

Information Services Projects

		Project Name	Priority	LP 2021	LP 2022	LP 2023	LP 2024	LP 2025	Mid Range
1	✓	IS21001	Disk Array Replacement				85,000		
2	✓	IS21002	Agresso Upgrades		20,000		20,000		
3	✓	IS21003	Virtual Server Replacement				75,000		
4	✓	IS21004	Backup Server Replacements	50,000		50,000		50,000	
5	✓	IS21005	Orthophoto & LiDAR Mapping	20,000		20,000		20,000	
6	✓	IS21006	Firewall Replacement	55,000				55,000	
7	✓	IS21007	Cloud Disaster Recovery Server Backup	35,000					
8	✓	IS21008	Public Service Request App		40,000				
9	✓	IS21009	Telephony Replacement		120,000				
10	✓	IS21010	Security Audit Followup		38,000				
11	✓	IS21011	PCI Compliance	30,000					
12	✓	IS21012	Council Mobile Device		16,000				
13	✓	IS21013	Network Switch Replacement	25,000					
Total - Project Costs				215,000	234,000	70,000	180,000	125,000	

2021 - 2025 Capital Project Details

Library

Division	Total Project Count	2021	2022	2023	2024	2025
Library	4	31,900				

Library Projects

	Project Name	Priority	LP 2021	LP 2022	LP 2023	LP 2024	LP 2025	Mid Range
1	LI21001 Social Justice Book Sets	1. Pre-Approved	3,900					
2	LI21002 Circulating Ukulele Collection	1. Pre-Approved	1,000					
3	LI21003 Storytime in a Bag	1. Pre-Approved	1,000					
4	LI21004 Library Materials	1. Pre-Approved	26,000					
Total - Project Costs			31,900					

2021 - 2025 Capital Project Details

Communications and Engagement

Division	Total Project Count	2021	2022	2023	2024	2025
Communications and Engagement	4	131,000	41,000	36,000	41,000	36,000

Communications and Engagement Projects

	Project Name	Priority	LP 2021	LP 2022	LP 2023	LP 2024	LP 2025	Mid Range
1	✓ CO21001 Program to solicit local illustrations for city use	2. Council		5,000		5,000		
2	✓ CO21002 Holiday Lighting	3. High	36,000	36,000	36,000	36,000	36,000	
3	✓ CO21004 Planning and Development Communications and Engagement Specialist	2. Council	90,000					
4	✓ CO21005 Digital Democracy	2. Council	5,000					
Total - Project Costs			131,000	41,000	36,000	41,000	36,000	

2021 - 2025 Capital Project Details

Human Resources

Division	Total Project Count	2021	2022	2023	2024	2025
Human Resources	1	10,000				

Human Resources Projects

	Project Name	Priority	LP 2021	LP 2022	LP 2023	LP 2024	LP 2025	Mid Range
1	 HR21001 Corporate Learning Strategy 	2. Council	10,000					
Total - Project Costs			10,000					

2021 - 2025 Capital Project Details

Police

Division	Total Project Count	2021	2022	2023	2024	2025
Police	34	207,400	274,300	217,600	527,200	538,900

Police Projects

	Project Name	Priority	LP 2021	LP 2022	LP 2023	LP 2024	LP 2025	Mid Range
1	✓ PD21001 Server Room Equipment and Licenses	3. High	112,000					
2	✓ PD21002 Network Infrastructure	3. High			105,000			
3	✓ PD21003 Police Building Video Recording System	3. High					75,000	
4	✓ PD21004 Computers - Desktops & Tablets	3. High	37,000	36,100	35,300	37,000	37,000	
5	✓ PD21005 MDT's - Police Laptops	3. High				102,500		
6	✓ PD21006 Photocopiers and Printers	3. High		18,000			18,000	
7	✓ PD21007 UPS Battery	3. High	13,400					
8	✓ PD21008 Firearms - Pistols	3. High				45,500		
9	✓ PD21009 CEW (Less Lethal) Equipment	3. High			9,000			
10	✓ PD21010 External Hard Armor	3. High				19,800	21,500	
11	✓ PD21011 Forensic Surveying Equipment (Collision)	3. High		19,000				
12	✓ PD21012 E-ticketing Equipment	3. High				25,200		
13	✓ PD21013 Oral Fluid Screening Devices (Cannabis)	3. High		35,000				
14	✓ PD21014 Approved Screening Devices	3. High				8,500		
15	✓ PD21015 Radar Equipment	3. High		16,100				
16	✓ PD21016 Floatation Devices	3. High		5,100				
17	✓ PD21017 Furniture Replacement - Boardroom and EOC	3. High		9,000				
18	✓ PD21018 Replace PO086 Dodge Durango	3. High			68,300			
19	✓ PD21019 Replace PO087 Ford Explorer	3. High					77,300	
20	✓ PD21020 Replace PO089 Dodge Charger	3. High				61,400		
21	✓ PD21021 Replace PO091 Ford Explorer	3. High					77,300	
22	✓ PD21022 Replace PO092 Dodge Charger	3. High				61,400		
23	✓ PD21023 Replace PO093 Dodge Charger	3. High				61,400		
24	✓ PD21024 Replace PO100 Dodge Charger	3. High		58,400				
25	✓ PD21025 Replace PO101 Dodge Ram	3. High		51,300				
26	✓ PD21026 Replace PO102 Kawasaki MC	3. High	40,000					
27	✓ PD21028 Replace PO105 Dodge Charger	3. High				61,400		
28	✓ PD21029 Replace PO112 Honda Accord	3. High				43,100		
29	✓ PD21030 Replace PO095 Chevrolet Tahoe	3. High					82,800	
30	✓ PD21031 Server Room Equipment (back up Server)	3. High					65,000	
31	✓ PD21032 Software Upgrades - Office Suite	3. High					45,000	
32	✓ PD21033 Fibre Optic Connection	3. High					40,000	
33	⊖ PD21034 Organizational Training – Leadership	3. High						
34	✓ PD21035 Internet Child Exploitation	2. Council	5,000	26,300				
Total - Project Costs			207,400	274,300	217,600	527,200	538,900	

2021 - 2025 Capital Project Details

Drainage

Division	Total Project Count	2021	2022	2023	2024	2025
Drainage	12	754,000	1,774,000	3,134,000	2,054,000	2,384,000

Drainage Projects

	Project Name	Priority	LP 2021	LP 2022	LP 2023	LP 2024	LP 2025	Mid Range
1	DR21001 Asset Management - Drainage	3. High	50,000	50,000				
2	DR21003 Engineering Project Management and Development Resource	3. High	24,000	24,000	24,000	24,000	24,000	
3	DR21004 Environmental Investigation & Response - Drainage Systems	3. High	35,000	35,000	35,000	35,000	35,000	
4	DR21005 Integrated Stormwater Management Planning (ISMP) - Inlet Centre	3. High	300,000					
5	DR21007 Storm Drainage Capital Infrastructure Program (Linear and Non-Linear)	4. Medium			1,100,000	1,000,000	1,000,000	
6	DR21008 Stream Water Quality Monitoring Program (AMF)	3. High			75,000	75,000	75,000	
7	DR21009 Storm Drainage Improvements - Moody Centre	3. High				220,000	1,250,000	
8	DR21010 Storm Drainage Infrastructure Rehabilitation - North Shore	3. High	325,000	240,000				
9	DR21011 Integrated Stormwater Management Planning (ISMP) - College Park / Westhill	4. Medium		105,000				
10	DR21012 Ditch Inventory Program	3. High	20,000	20,000				
11	DR21013 Ioco Road Corridor Reconstruction	3. High		1,200,000	1,900,000	700,000		
12	DR21014 Coastal Flood Risk Assessment	4. Medium		100,000				
Total - Project Costs			754,000	1,774,000	3,134,000	2,054,000	2,384,000	

2021 - 2025 Capital Project Details

Sanitary Sewer

Division	Total Project Count	2021	2022	2023	2024	2025
Sanitary Sewer	10	5,730,000	395,000	690,000	1,040,000	865,000

Sanitary Sewer Projects

	Project Name	Priority	LP 2021	LP 2022	LP 2023	LP 2024	LP 2025	Mid Range
1	SD21002 Asset Management - Sanitary Sewer	3. High	50,000	50,000				
2	SD21003 Alderside Foreshore Sanitary Sewer Assessment	4. Medium		55,000		400,000		
3	SD21004 Sanitary Sewer Flow Monitoring Program	3. High	20,000	40,000	40,000	40,000	40,000	
4	SD21005 Sanitary Sewer Rehabilitation - Moody Centre	3. High		50,000				
5	SD21006 Sanitary Sewer Rehabilitation Study - North Shore Phase 2 (I&I)	4. Medium	150,000	100,000				
6	SD21007 CCTV Inspection/GPS Locate Program	3. High	100,000	100,000	100,000	100,000	100,000	
7	SD21008 Ioco Road Low-Pressure Sanitary Siphon and Valve Replacement	3. High	5,210,000					
8	SD21009 Sanitary Sewer Rehabilitation - North Shore Phase 1	3. High	200,000					
9	SD21010 Sewer Capital Infrastructure Program (Linear and Non-Linear)	4. Medium			500,000	500,000	500,000	
10	SD21011 Parkside Drive Trail Bridge Replacement	4. Medium			50,000		225,000	
Total - Project Costs			5,730,000	395,000	690,000	1,040,000	865,000	

2021 - 2025 Capital Project Details

Solid Waste

Division	Total Project Count	2021	2022	2023	2024	2025
Solid Waste	9	202,300	136,200	138,900	1,566,600	622,400

Solid Waste Projects

	Project Name	Priority	LP 2021	LP 2022	LP 2023	LP 2024	LP 2025	Mid Range
1	✓ SO21001 Solid Waste Coordinator Recourse Materials and Outreach Tools 	3. High	8,500	8,500	8,500	8,500	8,500	
2	✓ SO21002 Cart Replacement Plan 	3. High	103,800	107,700	110,400	113,100	118,900	
3	✓ SO21003 Public Waste Receptacles 	3. High	60,000	10,000	10,000	10,000	10,000	
4	✓ SO21004 Centralized Recycling Day 	3. High	10,000	10,000	10,000	10,000	10,000	
5	✓ SO21005 Replace OP075 - 17 Mack LR 	3. High				475,000		
6	✓ SO21006 Replace OP076 - 17 Mack LR 	3. High				475,000		
7	✓ SO21007 Replace OP077 - 17 Mack LR 	3. High				475,000		
8	✓ SO21008 Replace OP083 - 17 Mack LR 	3. High					475,000	
9	✓ SO21009 Solid Waste and Recycling Technical Policy and Support 	3. High	20,000					
Total - Project Costs			202,300	136,200	138,900	1,566,600	622,400	

2021 - 2025 Capital Project Details

Water

Division	Total Project Count	2021	2022	2023	2024	2025
Water	16	3,274,500	1,614,500	1,874,500	614,500	864,500

Water Projects

	Project Name	Priority	LP 2021	LP 2022	LP 2023	LP 2024	LP 2025	Mid Range
1	WT21002 Non-Linear Infrastructure Assets Renewal Program	3. High	170,000	170,000	170,000	170,000	170,000	
2	WT21003 Asset Management - Water Infrastructure	3. High	50,000	50,000				
3	WT21004 Fire Hydrant Improvements - Storz Adaptor Program	4. Medium	25,000	25,000				
4	WT21005 SCADA System Maintenance - Telemetry/Software	4. Medium	25,000	25,000				
5	WT21006 Water Conservation Coordinator Resource Materials & Outreach Tools	4. Medium	10,000	10,000	10,000	10,000	10,000	
6	WT21007 Water Meter Program Development & Implementation	4. Medium		120,000	60,000			
7	WT21008 Cross Connection Control Program Maintenance	4. Medium	28,000	28,000	28,000	28,000	28,000	
8	WT21009 Water Network Infrastructure Asset Renewal Program	3. High			250,000	250,000	500,000	
9	WT21010 Public Works Day	4. Medium	2,500	2,500	2,500	2,500	2,500	
10	WT21011 Water System Improvements Program	4. Medium			70,000	70,000	70,000	
11	WT21012 Ioco Road Corridor Reconstruction (Water)	3. High		1,100,000	1,200,000			
12	WT21013 Utility Rights of Way (Review/Assessment)	4. Medium	60,000	60,000	60,000	60,000	60,000	
13	WT21014 Engineering Project Management and Development Resource	3. High	24,000	24,000	24,000	24,000	24,000	
14	WT21015 Glenayre/Seaview/College Park Water System Rehabilitation	3. High	2,100,000					
15	WT21016 Chestnut Reservoir Seismic Upgrade	3. High	600,000					
16	WT21017 Service Separation from BA Line	3. High	180,000					
Total - Project Costs			3,274,500	1,614,500	1,874,500	614,500	864,500	

Section Seven
2021-2025
Reserves



Asset Reserves

2021-2025 RESERVE BALANCES

Port Moody Reserves for Years 2021 - 2025

Asset Reserve - Opening Balance

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Description	2021	2022	2023	2024	2025
Opening Balance	2,663,906	2,403,912	2,144,321	1,884,142	1,624,384
Transfer to Reserve: (from Facilities)	60,567	60,971	61,382	61,802	62,231
Transfer to Reserve: (from Fiscal Services)	4,560,850	5,031,850	5,519,850	6,023,850	6,544,850
Transfer to Reserve: (from Recreation)	70,790	70,790	70,790	70,790	70,790
Transfer to Reserve: (from Solid Waste)	16,299	16,299	16,299	16,299	16,299
Total - Transfer To	4,708,506	5,179,910	5,668,321	6,172,741	6,694,170
Transfer from Reserve: (to Fiscal Services)	-4,968,500	-5,439,500	-5,928,500	-6,432,500	-6,954,500
Total - Transfer From	-4,968,500	-5,439,500	-5,928,500	-6,432,500	-6,954,500
Ending Balance	2,403,912	2,144,321	1,884,142	1,624,384	1,364,054

Port Moody Reserves for Years 2021 - 2025

Asset Reserve - Equipment - City

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Description	2021	2022	2023	2024	2025
Opening Balance	-579,169	-502,890	-545,410	-384,541	-257,973
Transfer to Reserve: (from Fiscal Services)	262,336	294,488	327,869	362,273	397,907
Total - Transfer To	262,336	294,488	327,869	362,273	397,907
Transfer from Reserve: (to Fiscal Services)	-557	-1,008	-500	-705	-1,251
Total - Transfer From	-557	-1,008	-500	-705	-1,251
CU CU21001: Mackie SM450 and Amplifier Replacement 4. Medium		-10,000			
CU CU21010: PTZ Cameras for Council Streaming 3. High		-30,000			
CU CU21011: Galleria Display Monitor Replacement 4. Medium			-6,000		
CU CU21012: Theatre Seating and Drapery Cleaning (with application of fire retardant) 3. High				-10,000	
CU CU21013: Replacement of Galleria Sound System 3. High				-15,000	
CU CU21014: Tricaster - Council streaming controller 3. High				-30,000	
CU CU21017: Bistro Chair Replacement and Cafe Table Resurfacing 4. Medium	-5,500				
CU CU21018: Inlet Theatre Stage Repairs 4. Medium			-7,500		
CU CU21019: Replacement of Assisted Listening System 4. Medium					-6,000
CU CU21002: Bistro Fridges - Bar and Commercial Catering 4. Medium		-7,000			
CU CU21020: Film Screen Replacement 4. Medium					-15,000
CU CU21021: Replacement of Exterior Brovold Room Lighting Fixtures 4. Medium					-6,000
CU CU21003: Wired and Wireless Microphone Replacement 4. Medium		-10,000			
CU CU21005: Film Projector Replacement 4. Medium			-48,000		
CU CU21006: Galleria Event Tables (6') and Benches 4. Medium			-10,000		
CU CU21009: Council Microphone System 3. High			-25,000		
RS RS21001: Recreation Complex Spin Bike Replacement 3. High		-45,000			-50,000
RS RS21002: Selectorized Weight Room Equipment Replacement 3. High					-215,000
IS IS21001: Disk Array Replacement 3. High				-85,000	
IS IS21010: Security Audit Followup 3. High		-38,000			
IS IS21011: PCI Compliance 3. High	-30,000				
IS IS21012: Council Mobile Device 2. Council		-16,000			
IS IS21013: Network Switch Replacement 3. High	-25,000				
IS IS21002: Agresso Upgrades 3. High		-20,000		-20,000	
IS IS21003: Virtual Server Replacement 3. High				-75,000	
IS IS21004: Backup Server Replacements 3. High	-50,000		-50,000		-50,000
IS IS21005: Orthophoto & LIDAR Mapping 3. High	-20,000		-20,000		-20,000
IS IS21006: Firewall Replacement 3. High	-55,000				-55,000
IS IS21008: Public Service Request App 4. Medium		-40,000			
IS IS21009: Telephony Replacement 3. High		-120,000			
Total - Project Funding From	-185,500	-336,000	-166,500	-235,000	-417,000
Ending Balance	-502,890	-545,410	-384,541	-257,973	-278,317

Port Moody Reserves for Years 2021 - 2025

Asset Reserve - Equipment - Police

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Description			2021	2022	2023	2024	2025
Opening Balance			-125,661	-99,644	-38,559	22,806	6,362
Transfer to Reserve: (from Fiscal Services)			188,904	199,800	211,113	222,772	234,848
Total - Transfer To			188,904	199,800	211,113	222,772	234,848
Transfer from Reserve: (to Fiscal Services)			-487	-415	-448	-716	-905
Total - Transfer From			-487	-415	-448	-716	-905
PD	PD21001: Server Room Equipment and Licenses	3. High	-112,000				
PD	PD21010: External Hard Armor	3. High				-19,800	-21,500
PD	PD21011: Forensic Surveying Equipment (Collision)	3. High		-19,000			
PD	PD21012: E-ticketing Equipment	3. High				-25,200	
PD	PD21013: Oral Fluid Screening Devices (Cannabis)	3. High		-35,000			
PD	PD21014: Approved Screening Devices	3. High				-8,500	
PD	PD21015: Radar Equipment	3. High		-16,100			
PD	PD21016: Floatation Devices	3. High		-5,100			
PD	PD21017: Furniture Replacement - Boardroom and EOC	3. High		-9,000			
PD	PD21002: Network Infrastructure	3. High			-105,000		
PD	PD21003: Police Building Video Recording System	3. High					-75,000
PD	PD21031: Server Room Equipment (back up Server)	3. High					-65,000
PD	PD21032: Software Upgrades - Office Suite	3. High					-45,000
PD	PD21033: Fibre Optic Connection	3. High					-40,000
PD	PD21004: Computers - Desktops & Tablets	3. High	-37,000	-36,100	-35,300	-37,000	-37,000
PD	PD21005: MDT's - Police Laptops	3. High				-102,500	
PD	PD21006: Photocopiers and Printers	3. High		-18,000			-18,000
PD	PD21007: UPS Battery	3. High	-13,400				
PD	PD21008: Firearms - Pistols	3. High				-45,500	
PD	PD21009: CEW (Less Lethal) Equipment	3. High			-9,000		
Total - Project Funding From			-162,400	-138,300	-149,300	-238,500	-301,500
Ending Balance			-99,644	-38,559	22,806	6,362	-61,195

Port Moody Reserves for Years 2021 - 2025

Asset Reserve - Facilities Maintenance

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Description	2021	2022	2023	2024	2025
Opening Balance	-1,547,425	-1,290,087	-1,283,686	-925,886	118,928
Transfer to Reserve: (from Fiscal Services)	1,185,113	1,330,361	1,481,160	1,636,584	1,797,560
Total - Transfer To	1,185,113	1,330,361	1,481,160	1,636,584	1,797,560
Transfer from Reserve: (to Fiscal Services)	-2,775	-3,960	-3,360	-1,770	-4,845
Total - Transfer From	-2,775	-3,960	-3,360	-1,770	-4,845
FC FC21001: Civic Centre - Exterior paver hardscaping 3. High		-500,000			
FC FC21010: Recreation Complex - Main entrance aggregate paving 4. Medium		-300,000			
FC FC21117: Public Safety Building - Geothermal heat pump replacement 3. High	-150,000				
FC FC21118: Public Safety Building - Geothermal heat pump replacement 3. High		-150,000			
FC FC21121: Recreation Complex - Skaters lobby washrooms 4. Medium				-25,000	-250,000
FC FC21125: Carpenters Shop - Exterior Repairs and roof replacement 3. High					-100,000
FC FC21136: Arts Centre - Interior Painting 4. Medium				-40,000	
FC FC21137: Civic Centre - Carpet replacement 3. High			-390,000		
FC FC21142: Facilities - Guard rail inspection 3. High				-60,000	
FC FC21169: Recreation Complex - Curling Rink lobby & lounge furniture replacement 4. Medium				-45,000	
FC FC21018: Facilities - Parking lot line repainting 4. Medium				-20,000	
FC FC21183: Rocky Point PSB - Exterior Painting 3. High			-50,000		
FC FC21188: Westhill Pool - Pool water to sanitary design 3. High				-75,000	
FC FC21197: Civic Centre - Exterior paver ongoing repairs 3. High	-25,000	-25,000	-25,000	-25,000	-25,000
FC FC21020: Civic Centre - Washroom upgrades 3. High		-100,000			
FC FC21201: Old Orchard Hall - Balcony replacement and envelope repairs 3. High	-200,000				
FC FC21202: Old Orchard Hall - roof replacement 3. High					-300,000
FC FC21206: Westhill Centre - Concrete walkways and stairs 3. High	-200,000				
FC FC21003: Inlet Centre Firehall - Interior painting 4. Medium				-50,000	
FC FC21036: Civic Centre - Exterior paver hardscaping 3. High	-75,000				
FC FC21047: Inlet Centre Firehall - Hoses on nedermeyer system 3. High			-20,000		
FC FC21048: Inlet Centre Firehall - Truck bay doors 3. High			-30,000		
FC FC21051: Old Mill Boathouse - Fire Alarm and Sprinkler systems replacement 3. High		-60,000			
FC FC21056: Westhill Pool - Pool water to sanitary construction 3. High					-100,000
FC FC21058: Facilities - Unplanned emergency capital repairs 3. High	-150,000	-150,000	-150,000	-150,000	-150,000
FC FC21061: Civic Centre - Keyless Access System 3. High					-190,000
FC FC21066: Civic Centre - Condition assessment of parking lot slab and services 3. High		-35,000			
FC FC21067: Public Safety Building - Painting 4. Medium			-135,000		
FC FC21007: Civic Centre - Emergency Generator Replacement 3. High					-500,000
FC FC21073: Public Safety Building - Bay door motor replacement 4. Medium			-10,000		
FC FC21077: Recreation Complex - Intumescent repairs on structural steel pillars 3. High	-65,000				
FC FC21078: Recreation Complex - Main entrance aggregate paving 4. Medium	-60,000				
FC FC21079: Facilities - Envelope condition assessments 3. High				-100,000	
FC FC21081: Glenayre Centre - Drain tile rebuild 3. High			-225,000		
FC FC21083: HMCC - Interior painting 4. Medium			-25,000		
FC FC21087: Civic Centre - Painting 4. Medium			-60,000		
Total - Project Funding From	-925,000	-1,320,000	-1,120,000	-590,000	-1,615,000
Ending Balance	-1,290,087	-1,283,686	-925,886	118,928	296,643

Port Moody Reserves for Years 2021 - 2025

Asset Reserve - Parks

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Description	2021	2022	2023	2024	2025
Opening Balance	-292,713	-793,505	-1,634,026	-1,252,980	-663,375
Transfer to Reserve: (from Fiscal Services)	519,560	583,238	649,349	717,488	788,061
Total - Transfer To	519,560	583,238	649,349	717,488	788,061
Transfer from Reserve: (to Fiscal Services)	-3,052	-4,259	-803	-383	-2,501
Total - Transfer From	-3,052	-4,259	-803	-383	-2,501
PK PK21001: Inlet Trail - Boardwalk and Pedestrian Bridge Reconstruction 3. High	-262,500				
PK PK21010: Horticulture Vegetation Replacement Program 3. High	-15,000	-15,000	-15,000	-15,000	-15,000
PK PK21011: Playground Rehabilitation - Barber Street Playground Area 3. High	-40,000				
PK PK21012: Urban Forestry - Tree Removals/Mitigation for City Lands 3. High	-150,000	-75,000	-75,000		
PK PK21015: Forest Parkway Boulevard Rehabilitation 4. Medium					-50,000
PK PK21016: Heritage Mountain Grass Sportsfield Rehabilitation 3. High					-250,000
PK PK21017: Parks/Green Infrastructure - Planning/Asset Management Program (FUTURE YEARS) 4. Medium	-45,000	-45,000	-45,000	-45,000	-45,000
PK PK21002: Flavelle Park - Lifecycle maintenance wooden deck (Lifecycle Asset Management) 4. Medium			-35,000		
PK PK21020: Trail Network Plan 3. High		-80,000			
PK PK21023: Urban Forestry - Tree Replacement Program 2. Council	-15,000	-15,000	-15,000	-15,000	-15,000
PK PK21024: Trasolini Field - Synthetic Turf Replacement 4. Medium		-1,110,000			
PK PK21030: Fencing - repair/replacement of fencing (Lifecycle Asset Management) 3. High	-15,000	-15,000	-15,000	-15,000	-15,000
PK PK21032: Annual repairs for asphalt pathways in parks (Lifecycle Replacement) 3. High	-15,000	-15,000	-15,000	-15,000	-15,000
PK PK21033: Bert Flinn Park Improvements 4. Medium			-30,000		
PK PK21038: Playground Rehabilitation - Art Wilkinson Playground 3. High					-176,000
PK PK21039: Town Centre Tennis Courts - Resurfacing and Painting 4. Medium	-100,000				
PK PK21004: Playground Equipment Repair 4. Medium	-15,000	-15,000	-15,000	-15,000	-15,000
PK PK21040: Cedarwood Park - Water Park Replacement 4. Medium					-120,000
PK PK21041: Civic Centre Amphitheatre - Retaining wall restoration 4. Medium					-35,000
PK PK21044: Rocky Point Park - Irrigation repair 4. Medium	-8,000				
PK PK21045: Garbage Can Replacement - Bear Safe Waste Cans 3. High		-10,000			
PK PK21047: Easthill Park - Water park replacement and expansion 3. High					
PK PK21048: Trasolini Field - Railway Crossing 3. High	-30,000				
PK PK21049: Shoreline Park - Viewing Platforms 3. High	-35,000	-12,000			
PK PK21005: Old Orchard Park - Master Plan 3. High	-86,300				
PK PK21006: Chafer Beetle Management Program - City Lands 3. High	-7,500	-7,500	-7,500	-7,500	-7,500
PK PK21007: Security Cameras - Major Parks 3. High	-5,000	-5,000			
PK PK21008: Rocky Point Park - Picnic Shelter Rehabilitation 4. Medium					-75,000
PK PK21009: Rocky Point Park - Master Plan Review 3. High	-173,000				
Total - Project Funding From	-1,017,300	-1,419,500	-267,500	-127,500	-833,500
Ending Balance	-793,505	-1,634,026	-1,252,980	-663,375	-711,315

Description					2021	2022	2023	2024	2025
Opening Balance					-1,886,777	-1,876,154	-1,643,455	-1,157,034	-531,776
Transfer to Reserve: (from Fiscal Services)					1,402,787	1,574,713	1,753,210	1,937,182	2,127,725
Total - Transfer To					1,402,787	1,574,713	1,753,210	1,937,182	2,127,725
Transfer from Reserve: (to Fiscal Services)					-4,164	-4,014	-3,789	-3,924	-3,534
Total - Transfer From					-4,164	-4,014	-3,789	-3,924	-3,534
EN	EN21001: Traffic Signal Infrastructure - Maintenance and Replacement	3. High			-50,000	-50,000			
EN	EN21010: Streetlighting Replacement Program	3. High			-110,000	-110,000	-110,000	-55,000	
EN	EN21013: Electrical & Communications Infrastructure Improvements	3. High			-30,000	-30,000	-30,000	-30,000	-30,000
EN	EN21015: Streetlight Improvement Program	3. High			-25,000	-25,000	-25,000	-25,000	-25,000
EN	EN21016: Bridge and Major Structures Inventory Inspection	3. High						-100,000	
EN	EN21002: Street Name Sign Replacement Program	2. Council				-25,000			
EN	EN21021: School Traffic Safety Initiative	3. High			-50,000	-50,000	-50,000	-50,000	-50,000
EN	EN21022: Ioco Road Transportation and Mobility Study	3. High			-75,000				
EN	EN21025: Traffic Signal New Infrastructure	3. High			-50,000	-50,000	-50,000	-50,000	-50,000
EN	EN21026: Development Cost Charges (DCC) Program Update	4. Medium							-25,000
EN	EN21003: *Transit Infrastructure - Bus Stop Accessibility Improvements	3. High			-25,000	-25,000	-25,000	-25,000	-25,000
EN	EN21004: Above-Ground Infrastructure - Planning/Asset Management	3. High			-75,000	-75,000	-75,000	-75,000	-75,000
EN	EN21005: Engineering Project Management and Development Resource	3. High			-48,000	-48,000	-48,000	-48,000	-48,000
EN	EN21006: Local Road Network (LRN) Road Reconstruction Program	3. High			-750,000	-750,000	-750,000	-750,000	-750,000
EN	EN21007: Traffic Safety Initiatives	3. High			-50,000	-50,000	-50,000	-50,000	-50,000
EN	EN21008: Bridge & Overpass Structures - Monitoring, Scoping, Assessment & Minor Repairs	3. High			-50,000	-50,000	-50,000	-50,000	-50,000
Total - Project Funding From					-1,388,000	-1,338,000	-1,263,000	-1,308,000	-1,178,000
Ending Balance					-1,876,154	-1,643,455	-1,157,034	-531,776	414,415

Port Moody Reserves for Years 2021 - 2025

Asset Reserve - Unallocated

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Description		2021	2022	2023	2024	2025
Opening Balance		-744,791	-551,181	-309,267	27,685	415,037
Transfer to Reserve: (from Fiscal Services)		284,300	331,400	380,300	430,700	482,900
Total - Transfer To		284,300	331,400	380,300	430,700	482,900
Transfer from Reserve: (to Finance)		-25,000	-25,000	-25,000	-25,000	-25,000
Transfer from Reserve: (to Fiscal Services)		-157	-153	-15	-15	-15
Transfer from Reserve: (to Information Services)		-13,333	-13,333	-13,333	-13,333	-13,333
Total - Transfer From		-38,490	-38,486	-38,348	-38,348	-38,348
ES	ES21001: Spill Management [Multiple Funding Src] 3. High 	-5,000	-5,000	-5,000	-5,000	-5,000
ES	ES21002: Fish Passage and Habitat Enhancement [Multiple Funding Src] 3. High 	-6,000	-6,000			
ES	ES21007: ESA Strategy Implementation 4. Medium 	-10,000	-10,000			
EN	EN21017: *Engineering & Operations Infrastructure Asset Life Cycle Program 3. High 		-30,000			
OA	OA21001: New Work Control Technician 3. High 	-31,200				
Total - Project Funding From		-52,200	-51,000	-5,000	-5,000	-5,000
Ending Balance		-551,181	-309,267	27,685	415,037	854,589

General Reserves

2021-2025 RESERVE BALANCES

Description			2021	2022	2023	2024	2025
Opening Balance			190,003	153,617	146,362	149,749	168,483
Transfer to Reserve: (from Fiscal Services)			45,714	41,245	39,787	38,034	42,871
Total - Transfer To			45,714	41,245	39,787	38,034	42,871
CU	CU21015: Cultural Mapping Project	3. High		-30,000			
CU	CU21022: Completion of the Shoreline House Post Project	2. Council	-64,000				
CU	CU21004: Public Art Program Coordination	3. High	-18,100	-18,500	-18,900	-19,300	-19,700
CU	CU21007: Winter Street Banners	4. Medium			-17,500		
Total - Project Funding From			-82,100	-48,500	-36,400	-19,300	-19,700
Ending Balance			153,617	146,362	149,749	168,483	191,654

Description	2021	2022	2023	2024	2025
Opening Balance	377,945	250,850	182,687	113,435	48,072
Transfer to Reserve: (from Fiscal Services) Fiscal Services - \$50,000 base budget (reinstated), \$50,000 CARIB Rebate	50,000	50,000	50,000	50,000	50,000
Total - Transfer To	50,000	50,000	50,000	50,000	50,000
Transfer from Reserve: (to Environmental Services) Position Funding - Environmental Services	-53,395	-54,463	-55,552	-56,663	-57,796
Transfer from Reserve: (to Policy Planning) Position Funding - Policy Planning	-48,700	-48,700	-48,700	-48,700	-48,700
Total - Transfer From	-102,095	-103,163	-104,252	-105,363	-106,496
PL PL21002: Zero Emissions Plan for New and Existing Buildings 3. High	-50,000				
PL PL21003: Envisio for Climate Action Plan Monitoring/Implementation 3. High	-5,000	-5,000	-5,000	-5,000	-5,000
PL PL21004: Building Optimization for Civic Facilities 3. High	-20,000	-10,000	-10,000	-5,000	-5,000
Total - Project Funding From	-75,000	-15,000	-15,000	-10,000	-10,000
Ending Balance	250,850	182,687	113,435	48,072	-18,425

Port Moody Reserves for Years 2021 - 2025

Development Process Reserve

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Description			2021	2022	2023	2024	2025
Opening Balance			3,174,083	2,712,129	2,350,478	1,961,973	1,545,798
Transfer to Reserve: (from Building, Bylaw & Licensing) Excess revenues - Building, Bylaw & Licensing			776,000	525,000	525,000	525,000	525,000
Transfer to Reserve: (from Development Planning) Excess revenues - Development Planning			278,434	227,300	227,300	227,300	227,300
Total - Transfer To			1,054,434	752,300	752,300	752,300	752,300
Transfer from Reserve: (to Building, Bylaw & Licensing) To fund positions - Building, Bylaw & Licensing			-329,729	-343,051	-356,912	-371,329	-378,756
Transfer from Reserve: (to Community Development Admin)			-16,395	-16,723	-17,058	-17,399	
Transfer from Reserve: (to Development Planning) To fund positions - Development Planning			-478,153	-487,717	-497,471	-507,420	-517,000
Transfer from Reserve: (to Engineering)			-71,211	-71,211	-71,211	-71,211	-71,211
Transfer from Reserve: (to Environmental Services) To fund positions - Environmental Services			-34,022	-34,703	-35,397	-36,105	-36,827
Transfer from Reserve: (to Information Services) To fund positions - Information Services			-50,000	-50,000	-50,000	-50,000	-50,000
Transfer from Reserve: (to Policy Planning) To fund positions - Policy Planning			-108,378	-110,546	-112,757	-115,012	-117,312
Total - Transfer From			-1,087,888	-1,113,950	-1,140,805	-1,168,476	-1,171,106
BL	BL21001: Customer Service for Digital Building Permit Applications	3. High	-82,000				
DP	DP21001: Sustainability Report Card implementation	2. Council	-3,000				
DP	DP21002: Development Approval Process Improvements	2. Council	-15,000				
DP	DP21003: Land Use Contract 2021 batches	3. High	-15,000				
DP	DP21004: Tempest Project Coordinator - Phase II of corporate electronic process support	4. Medium	-80,000				
DP	DP21005: Development Application Surcharges	2. Council	-2,500				
DP	DP21006: Small Lot Program and Laneway Program Updates	2. Council	-35,000				
PL	PL21010: Official Community Plan Update - Scope increase due to addition of Murray Street and potential 3D imaging of prop	3. High	-36,000				
PL	PL21014: Expedited Review of SF Land Use Contract Areas	2. Council	-15,000				
PL	PL21005: Tree Protection Bylaw Update	2. Council	-30,000				
EN	EN21029: Skytrain Station Assessment	2. Council	-25,000				
CO	CO21004: Planning and Development Communications and Engagement Specialist	2. Council	-90,000				
Total - Project Funding From			-428,500				
Ending Balance			2,712,129	2,350,478	1,961,973	1,545,798	1,126,992

Port Moody Reserves for Years 2021 - 2025

Equipment Replacement Reserve Fund

Last Updated:

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Description	2021	2022	2023	2024	2025
Opening Balance	689,460	1,321,108	2,059,654	3,274,559	2,633,822
Transfer to Reserve: (from Building, Bylaw & Licensing) Building, Bylaws, and Licensing	8,725	8,223	7,868	7,592	7,367
Transfer to Reserve: (from Cultural Services) Cultural Services	4,874	5,271	5,553	5,772	5,950
Transfer to Reserve: (from Facilities) Facilities	85,851	90,723	94,180	96,861	99,052
Transfer to Reserve: (from Fire Rescue) Fire Rescue	53,410	56,282	58,320	59,900	61,192
Transfer to Reserve: (from Operations) Operations	447,200	489,152	518,917	542,005	560,869
Transfer to Reserve: (from Police) Police	166,261	171,970	175,309	177,678	179,516
Transfer to Reserve: (from Parks) Parks	134,228	148,198	158,110	165,799	172,080
Transfer to Reserve: (from Solid Waste) Solid Waste	529,399	526,327	524,148	522,456	521,074
Total - Transfer To	1,429,948	1,496,146	1,542,405	1,578,063	1,607,100
FC FC21204: Zamboni RS054 - Battery replacement 3. High			-17,000		
FC FC21205: Zamboni RS059 - Battery replacement 3. High				-17,000	
FL FL21001: PL - Replace PL003 - Ford Focus Electric CX902L 3. High				-45,000	
FL FL21010: OP - Replace OP099L - 2011 Ingersol Lightsource Trailer 3. High		-35,000			
FL FL21011: OP - Replace OP99F - 2012 Atlas Copco Compressor 8643IC 3. High		-27,100			
FL FL21012: OP - Replace OP063A - 2016 John Deere Zero Turn Mower 3. High	-55,000				
FL FL21013: OP - Replace OP023A - 2011 Ford Dump 3. High	-150,000				
FL FL21015: OP - Replace OP040A - 2013 Flatbed Trailer 3. High		-18,000			
FL FL21016: OP - Replace OP056 - 2014 Cargo Express Trailer 3. High		-10,800			
FL FL21017: OP - Replace OP033A - 2013 Ford F350 3. High			-71,800		
FL FL21018: OP - Replace OP058 - 2013 Eagle Tandem Landscape Trailer 3. High	-11,000				
FL FL21019: OP - Replace OP057 - 16 F550 4x4 Dump 3. High				-150,000	
FL FL21002: FD - Replace 2006 Rainbow Trailer - 02952y 3. High		-7,500			
FL FL21020: PK - Replace PK063 - 2005 Vermeer Chipper 3. High	-90,000				
FL FL21021: PK - Replace PK041A - 2013 Ford F150 Pickup EE1869 3. High		-60,000			
FL FL21022: PK - Replace PK066 - 2016 John Deere Zero Turn Mower 3. High	-55,000				
FL FL21023: PK - Replace PK017 - 2008 Agri-Metal Tuff Vac Sweeper 3. High		-31,800			
FL FL21027: PK - Replace PK053B - 2013 FORD F150 PU EE1870 3. High			-60,000		
FL FL21028: PK - Replace PK062A - 2012 Ford F450 Dump EE1860 3. High		-108,200			
FL FL21029: PK - Replace PK067 - 2015 Big Tex Utility Trailer 3. High	-8,500				
FL FL21003: FD - Replace FR011 - 2011 Chevrolet Colorado Pick-up-Car #4 (Fire Prevention Officer Vehicle) 3. High		-60,000			
FL FL21030: PK - Replace PK046A - 2010 John Deere Tractor 3. High		-108,200			
FL FL21031: PK - Replace PK068 - 2016 Farm King trailer mower 3. High		-19,500			
FL FL21032: PK - Replace PKM001 - 2017 Kubota VS400 Premium Spreader 3. High		-5,400			
FL FL21033: PK - Replace PK064A - 16 F550 Dump 3. High				-150,000	
FL FL21034: PK - Replace PK069 - 17 F550 Dump 3. High					-90,000
FL FL21037: OP - Replace OP074 - 17 Cat backhoe loader 3. High					-275,700
FL FL21038: PK - Replace PK072 - 17 F550 Dump 3. High					-124,000
FL FL21039: OP - Replace OP070 - 17 Ford F550 Crew Cab Dump 3. High					-151,700
FL FL21004: FD - Replace FR014 - 09 Wells Cargo Trailer 3. High				-30,000	
FL FL21005: OP - Replace OP021A - 2012 Ford F150 PU DT6502 3. High	-60,000				
FL FL21006: OP - Replace OP019 - 07 Big Tex Trailer 01636C 3. High		-13,000			
FL FL21007: OP - Replace OP064 - 2016 John Deere Zero Turn Mower 3. High	-10,000				
FL FL21008: OP - Replace OP031 - 2002 Ingersol Roller 3. High		-35,700			
FL FL21009: OP - Replace OP029A - 2012 Case Loader 3. High	-215,000				
PD PD21018: Replace PO086 Dodge Durango 3. High			-68,300		
PD PD21019: Replace PO087 Ford Explorer 3. High					-77,300
PD PD21020: Replace PO089 Dodge Charger 3. High				-61,400	
PD PD21021: Replace PO091 Ford Explorer 3. High					-77,300
PD PD21022: Replace PO092 Dodge Charger 3. High				-61,400	
PD PD21023: Replace PO093 Dodge Charger 3. High				-61,400	
PD PD21024: Replace PO100 Dodge Charger 3. High		-58,400			
PD PD21025: Replace PO101 Dodge Ram 3. High		-51,300			
PD PD21026: Replace PO102 Kawasaki MC 3. High	-40,000				
PD PD21028: Replace PO105 Dodge Charger 3. High				-61,400	
PD PD21029: Replace PO112 Honda Accord 3. High				-43,100	
PD PD21030: Replace PO095 Chevrolet Tahoe 3. High					-82,800
SO SO21002: Cart Replacement Plan 3. High	-103,800	-107,700	-110,400	-113,100	-118,900
SO SO21005: Replace OP075 - 17 Mack LR 3. High				-475,000	
SO SO21006: Replace OP076 - 17 Mack LR 3. High				-475,000	
SO SO21007: Replace OP077 - 17 Mack LR 3. High				-475,000	
SO SO21008: Replace OP083 - 17 Mack LR 3. High					-475,000
Total - Project Funding From	-798,300	-757,600	-327,500	-2,218,800	-1,472,700
Ending Balance	1,321,108	2,059,654	3,274,559	2,633,822	2,768,222

Description	2021	2022	2023	2024	2025
Opening Balance	-91,000	-4,134,100	-4,210,400	-4,260,400	-4,310,400
Transfer from Reserve: (to Policy Planning)	-50,000	-50,000	-50,000	-50,000	-50,000
Total - Transfer From	-50,000	-50,000	-50,000	-50,000	-50,000
PL PL21008: Westhill Child Care Facility 2. Council 	-1,458,100				
EN EN21014: *St. Johns Street Multi-use Pathway 3. High 	-2,530,000				
PD PD21035: Internet Child Exploitation 2. Council 	-5,000	-26,300			
Total - Project Funding From	-3,993,100	-26,300			
Ending Balance	-4,134,100	-4,210,400	-4,260,400	-4,310,400	-4,360,400

Port Moody Reserves for Years 2021 - 2025

MRN General Rehab Reserve

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Description	2021	2022	2023	2024	2025
Opening Balance	-142,844	-39,245	30,839	208,341	393,534
Transfer to Reserve: (from MRN)	243,599	230,084	217,502	205,193	194,933
Total - Transfer To	243,599	230,084	217,502	205,193	194,933
EN EN21001: Traffic Signal Infrastructure - Maintenance and Replacement 3. High 	-100,000	-100,000			
EN EN21010: Streetlighting Replacement Program 3. High 	-40,000	-40,000	-40,000	-20,000	
EN EN21002: Street Name Sign Replacement Program 2. Council 		-20,000			
Total - Project Funding From	-140,000	-160,000	-40,000	-20,000	
Ending Balance	-39,245	30,839	208,341	393,534	588,467

Port Moody Reserves for Years 2021 - 2025

MRN Pavement Rehab Reserve

Last Updated:

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Description		2021	2022	2023	2024	2025
Opening Balance		2,419,555	2,735,555	2,751,555	1,367,555	-16,445
Transfer to Reserve: (from MRN)		616,000	616,000	616,000	616,000	616,000
Total - Transfer To		616,000	616,000	616,000	616,000	616,000
EN	EN21009: Major Road Network (MRN) Road Rehabilitation Program 3. High 	-300,000	-600,000	-2,000,000	-2,000,000	-500,000
Total - Project Funding From		-300,000	-600,000	-2,000,000	-2,000,000	-500,000
Ending Balance		2,735,555	2,751,555	1,367,555	-16,445	99,555

Port Moody Reserves for Years 2021 - 2025

Master Transportation Plan

Last Updated:

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Description			2021	2022	2023	2024	2025
Opening Balance			-2,047,269	103,616	31,793	-17,793	-70,197
Transfer to Reserve: (from Fiscal Services)			486,000	486,000	486,000	486,000	486,000
Transfer to Reserve: (from Density Bonus Rsv)			3,555,000	-	-	-	-
Total - Transfer To			4,041,000	486,000	486,000	486,000	486,000
Transfer from Reserve: (to Engineering)			-135,434	-138,142	-140,905	-143,723	-146,598
Transfer from Reserve: (to Fiscal Services)			-344,681	-344,681	-344,681	-344,681	-344,681
Total - Transfer From			-480,115	-482,823	-485,586	-488,404	-491,279
EN	EN21011: Transit Improvements Program	3. High	-25,000	-25,000	-25,000	-25,000	-25,000
EN	EN21012: Bike and Pedestrian Improvement Program	3. High	-10,000	-50,000	-25,000	-25,000	-25,000
EN	EN21014: St. Johns Street Multi-use Pathway	3. High	-1,270,000				
EN	EN21027: Clarke St Functional Design	3. High	-85,000				
EN	EN21028: Bike Route Review	2. Council	-20,000				
Total - Project Funding From			-1,410,000	-75,000	-50,000	-50,000	-50,000
Ending Balance			103,616	31,793	-17,793	-70,197	-125,476

Port Moody Reserves for Years 2021 - 2025

New Initiative Reserve

Last Updated:

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Description			2021	2022	2023	2024	2025
Opening Balance			-675,749	-763,524	-777,392	-579,568	-295,407
Transfer to Reserve: (from Fiscal Services)			495,570	463,560	464,622	465,704	466,808
Total - Transfer To			495,570	463,560	464,622	465,704	466,808
Transfer from Reserve: (to Fiscal Services)			-1,745	-1,428	-798	-543	-513
Total - Transfer From			-1,745	-1,428	-798	-543	-513
CM	CM21001: Council Strategic Plan Goals	3. High	-125,000	-125,000	-125,000	-125,000	-125,000
BL	BL21002: Home-Based Business Bylaw Updates	2. Council	-5,000				
CD	CD21001: Customer Service Review and Implementation	3. High	-115,000	-115,000			
CD	CD21002: Electronic Business Licensing	3. High	-36,100				
CD	CD21003: Economic Development Study and Master Planning	2. Council	-39,000				
CD	CD21004: Innovation Space Hub Opportunities	2. Council	-5,000				
PL	PL21001: Extreme Weather Response Plan	3. High	-25,000				
PL	PL21012: Tri-Cities Food Security Assessment and Action Plan	2. Council	-8,000				
PL	PL21013: Community Health Assessment	2. Council	-5,000				
PL	PL21009: Seniors Centre Feasibility Study	4. Medium	-30,000				
CA	CA21001: Truth and Reconciliation Understanding and Engagement	3. High	-12,500				
CU	CU21008: Queens Street Plaza Placemaking	5. Low		-30,000			
ES	ES21004: Targeted Knotweed Removal	3. High	-25,000	-20,000	-15,000	-15,000	-10,000
ES	ES21006: ESA Restoration - Lower Suter Brook	4. Medium	-30,000	-30,000	-40,000		
ES	ES21008: Climate Action Plan - Climate Resilient Landscaping	3. High	-20,000	-50,000	-50,000		
PK	PK21019: Port Moody Pollinator Project	5. Low	-10,000	-10,000			
PK	PK21028: Wildfire Interface Management	3. High	-5,000	-5,000			
EN	EN21018: *Engineering & Operations Work Process Review	3. High		-50,000			
IS	IS21007: Cloud Disaster Recovery Server Backup	3. High	-35,000				
CO	CO21001: Program to solicit local illustrations for city use	2. Council		-5,000		-5,000	
CO	CO21002: Holiday Lighting	3. High	-36,000	-36,000	-36,000	-36,000	-36,000
CO	CO21005: Digital Democracy	2. Council	-5,000				
HR	HR21001: Corporate Learning Strategy	2. Council	-10,000				
Total - Project Funding From			-581,600	-476,000	-266,000	-181,000	-171,000
Ending Balance			-763,524	-777,392	-579,568	-295,407	-112

Other Reserves

2021-2025 RESERVE BALANCES

Port Moody Reserves for Years 2021 - 2025

Affordable housing Reserve

Last Updated:

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Description	2021	2022	2023	2024	2025
Opening Balance	907,148	790,895	684,642	578,389	472,136
Transfer from Reserve: (to Policy Planning)	-106,253	-106,253	-106,253	-106,253	-106,253
Total - Transfer From	-106,253	-106,253	-106,253	-106,253	-106,253
PL PL21011: Policy for Family Friendly Units 2. Council	-10,000				
Total - Project Funding From	-10,000				
Ending Balance	790,895	684,642	578,389	472,136	365,883

Port Moody Reserves for Years 2021 - 2025

Books&Library Collections Reserve

Last Updated:

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Description		2021	2022	2023	2024	2025
Opening Balance		53,644	21,744	21,744	21,744	21,744
LI	LI21001: Social Justice Book Sets 1. Pre-Approved	-3,900				
LI	LI21002: Circulating Ukulele Collection 1. Pre-Approved	-1,000				
LI	LI21003: Storytime in a Bag 1. Pre-Approved	-1,000				
LI	LI21004: Library Materials 1. Pre-Approved	-26,000				
Total - Project Funding From		-31,900				
Ending Balance		21,744	21,744	21,744	21,744	21,744

Description		2021	2022	2023	2024	2025
Opening Balance		962,422	662,422	442,422	442,422	442,422
PL	PL21008: Westhill Child Care Facility					
	2. Council					
	Total - Project Funding From	-300,000	-220,000			
Ending Balance		662,422	442,422	442,422	442,422	442,422

Port Moody Reserves for Years 2021 - 2025

Density Bonus

Last Updated:

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Description		2021	2022	2023	2024	2025
Opening Balance		14,585,477	7,012,658	7,357,339	7,702,020	7,871,701
Transfer to Reserve: (from MTP Reserve)		344,681	344,681	344,681	344,681	344,681
Total - Transfer To		344,681	344,681	344,681	344,681	344,681
Transfer from Reserve: (to MTP Reserve)		-3,555,000	0	0	0	0
Total - Transfer From		-3,555,000	0	0	0	0
CA	CA21002: Civic Complex Exterior Upgrades and Enhancement (Phase II) 4. Medium 				-175,000	-400,000
PK	PK21001: Inlet Trail - Boardwalk and Pedestrian Bridge Reconstruction 3. High 	-262,500				
PK	PK21034: Shoreline Bike Path - Paving - north side of trail network in coordination with sanitary sewer 3. High 	-4,100,000				
Total - Project Funding From		-4,362,500			-175,000	-400,000
Ending Balance		7,012,658	7,357,339	7,702,020	7,871,701	7,816,382

Description		2021	2022	2023	2024	2025
Opening Balance		94,196	-35,804	-35,804	-35,804	-35,804
EN	EN21023: Barnet Landfill Closure Certificate of Compliance 3. High 	-130,000				
Total - Project Funding From		-130,000	0	0	0	0
Ending Balance		-35,804	-35,804	-35,804	-35,804	-35,804

Description	2021	2022	2023	2024	2025
Opening Balance	0	-75,000	-75,000	-75,000	-75,000
CD CD21003: Economic Development Study and Master Planning 2. Council 	-75,000				
Total - Project Funding From	-75,000				
Ending Balance	-75,000	-75,000	-75,000	-75,000	-75,000

Description	2021	2022	2023	2024	2025
Opening Balance	174,588	164,498	34,048	54,048	74,048
Transfer to Reserve: (from Parks)	20,000	20,000	20,000	20,000	20,000
Total - Transfer To	20,000	20,000	20,000	20,000	20,000
Transfer from Reserve: (to Fiscal Services)	-90	-450			
Total - Transfer From	-90	-450			
PK PK21013: Maintenance Dredging - Rocky Point Pier 3. High 	-30,000	-150,000			
Total - Project Funding From	-30,000	-150,000			
Ending Balance	164,498	34,048	54,048	74,048	94,048

Utility Reserves

2021-2025 RESERVE BALANCES

Description					2021	2022	2023	2024	2025
Opening Balance					3,565,946	3,701,941	3,531,821	2,458,701	1,967,021
Transfer to Reserve: (from Drainage)					1,020,000	1,120,000	1,220,000	1,320,000	1,420,000
Total - Transfer To					1,020,000	1,120,000	1,220,000	1,320,000	1,420,000
Transfer from Reserve: (to Drainage)					-2,405	-3,620	-6,620	-5,180	-7,251
Transfer from Reserve: (to Sanitary Sewer)					-80,000	-80,000	-80,000	-80,000	-80,000
Total - Transfer From					-82,405	-83,620	-86,620	-85,180	-87,251
EN	EN21018: *Engineering & Operations Work Process Review	3. High				-10,000			
EN	EN21020: Beaver Management - Ongoing Risk Assessment and Technical Studies	4. Medium			-10,000	-10,000	-10,000	-10,000	-10,000
EN	EN21026: Development Cost Charges (DCC) Program Update	4. Medium							-20,000
OA	OA21001: New Work Control Technician	3. High			-15,600				
OP	OP21003: Beaver Management Plan - Field Activities	3. High			-19,000	-9,500	-9,500	-9,500	
DR	DR21001: Asset Management - Drainage	3. High			-50,000	-50,000			
DR	DR21010: Storm Drainage Infrastructure Rehabilitation - North Shore	3. High			-325,000	-240,000			
DR	DR21011: Integrated Stormwater Management Planning (ISMP) - College Park / Westhill	4. Medium				-105,000			
DR	DR21012: Ditch Inventory Program	3. High			-20,000	-20,000			
DR	DR21013: Ioco Road Corridor Reconstruction	3. High				-600,000	-950,000	-350,000	
DR	DR21014: Coastal Flood Risk Assessment	4. Medium				-100,000			
DR	DR21003: Engineering Project Management and Development Resource	3. High			-12,000	-12,000	-12,000	-12,000	-12,000
DR	DR21004: Environmental Investigation & Response - Drainage Systems	3. High			-35,000	-35,000	-35,000	-35,000	-35,000
DR	DR21005: Integrated Stormwater Management Planning (ISMP) - Inlet Centre	3. High			-300,000				
DR	DR21007: Storm Drainage Capital Infrastructure Program (Linear and Non-Linear)	4. Medium					-1,100,000	-1,000,000	-1,000,000
DR	DR21008: Stream Water Quality Monitoring Program (AMF)	3. High					-75,000	-75,000	-75,000
DR	DR21009: Storm Drainage Improvements - Moody Centre	3. High						-220,000	-1,250,000
WT	WT21013: Utility Rights of Way (Review/Assessment)	4. Medium			-15,000	-15,000	-15,000	-15,000	-15,000
Total - Project Funding From					-801,600	-1,206,500	-2,206,500	-1,726,500	-2,417,000
Ending Balance					3,701,941	3,531,821	2,458,701	1,967,021	882,770

Port Moody Reserves for Years 2021 - 2025

Sanitation Utility Reserve

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Description					2021	2022	2023	2024	2025
Opening Balance					323,225	249,919	259,438	273,744	292,834
Transfer to Reserve: (from Solid Waste)					63,215	63,215	63,215	63,215	63,215
Total - Transfer To					63,215	63,215	63,215	63,215	63,215
Transfer from Reserve: (to Fiscal Services)					-10,721	-10,696	-10,908	-11,125	-11,346
Transfer from Reserve: (to Parks)					-20,000	-15,000	-10,000	-5,000	0
Total - Transfer From					-30,721	-25,696	-20,908	-16,125	-11,346
OA	OA21001: New Work Control Technician		3. High		-7,800				
OA	OA21002: Public Works Day		3. High		-2,500	-2,500	-2,500	-2,500	-2,500
SO	SO21001: Solid Waste Coordinator Resource Materials and Outreach Tools		3. High		-5,500	-5,500	-5,500	-5,500	-5,500
SO	SO21003: Public Waste Receptacles		3. High		-60,000	-10,000	-10,000	-10,000	-10,000
SO	SO21004: Centralized Recycling Day		3. High		-10,000	-10,000	-10,000	-10,000	-10,000
SO	SO21009: Solid Waste and Recycling Technical Policy and Support		3. High		-20,000				
Total - Project Funding From					-105,800	-28,000	-28,000	-28,000	-28,000
Ending Balance					249,919	259,438	273,744	292,834	316,704

Port Moody Reserves for Years 2021 - 2025

Sewer Capital Reserve

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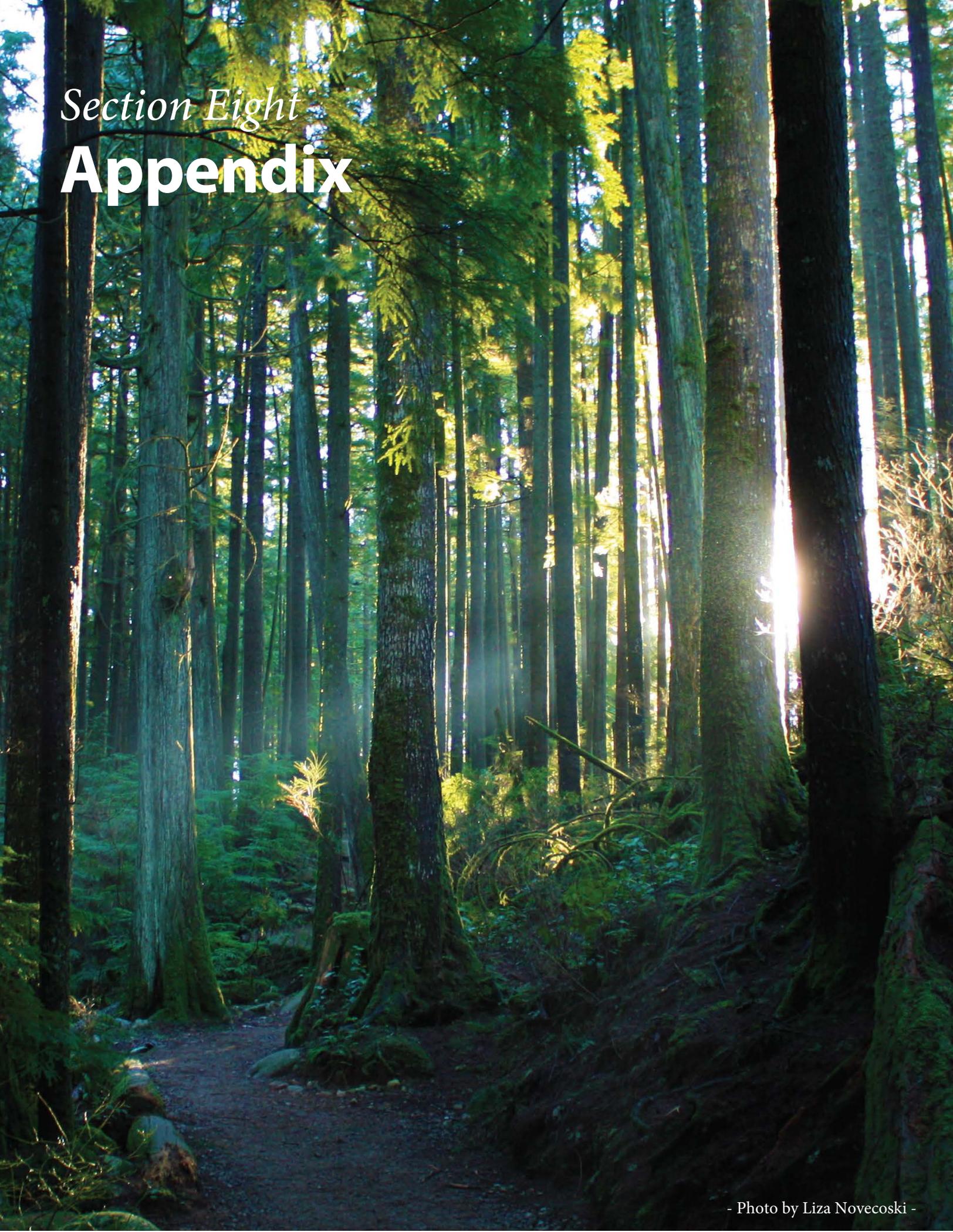
Description				2021	2022	2023	2024	2025
Opening Balance				2,295,476	-1,455,708	-408,772	61,816	833,917
Transfer to Reserve: (from Drainage)				80,000	80,000	80,000	80,000	80,000
Transfer to Reserve: (from Sanitary Sewer)				2,029,190	2,077,920	2,127,868	2,179,065	2,231,541
Total - Transfer To				2,109,190	2,157,920	2,207,868	2,259,065	2,311,541
Transfer from Reserve: (to Sanitary Sewer)				-38,274	-24,484	-26,781	-26,464	-25,390
Total - Transfer From				-38,274	-24,484	-26,781	-26,464	-25,390
ES	ES21001: Spill Management [Multiple Funding Src]	3. High		-5,000	-5,000	-5,000	-5,000	-5,000
ES	ES21002: Fish Passage and Habitat Enhancement [Multiple Funding Src]	3. High		-6,000	-6,000			
EN	EN21018: *Engineering & Operations Work Process Review	3. High			-15,000			
EN	EN21026: Development Cost Charges (DCC) Program Update	4. Medium						-20,000
EN	EN21005: Engineering Project Management and Development Resource	3. High		-36,000	-36,000	-36,000	-36,000	-36,000
OA	OA21001: New Work Control Technician	3. High		-15,600				
OA	OA21002: Public Works Day	3. High		-2,500	-2,500	-2,500	-2,500	-2,500
DR	DR21013: Ioco Road Corridor Reconstruction	3. High			-600,000	-950,000	-350,000	
DR	DR21003: Engineering Project Management and Development Resource	3. High		-12,000	-12,000	-12,000	-12,000	-12,000
SD	SD21010: Sewer Capital Infrastructure Program (Linear and Non-Linear)	4. Medium				-500,000	-500,000	-500,000
SD	SD21011: Parkside Drive Trail Bridge Replacement	4. Medium				-50,000		-225,000
SD	SD21002: Asset Management - Sanitary Sewer	3. High		-50,000	-50,000			
SD	SD21003: Alderside Foreshore Sanitary Sewer Assessment	4. Medium			-55,000		-400,000	
SD	SD21004: Sanitary Sewer Flow Monitoring Program	3. High		-20,000	-40,000	-40,000	-40,000	-40,000
SD	SD21005: Sanitary Sewer Rehabilitation - Moody Centre	3. High			-50,000			
SD	SD21006: Sanitary Sewer Rehabilitation Study - North Shore Phase 2 (I&I)	4. Medium		-150,000	-100,000			
SD	SD21007: CCTV Inspection/GPS Locate Program	3. High		-100,000	-100,000	-100,000	-100,000	-100,000
SD	SD21008: Ioco Road Low-Pressure Sanitary Siphon and Valve Replacement	3. High		-5,210,000				
SD	SD21009: Sanitary Sewer Rehabilitation - North Shore Phase 1	3. High		-200,000				
WT	WT21013: Utility Rights of Way (Review/Assessment)	4. Medium		-15,000	-15,000	-15,000	-15,000	-15,000
Total - Project Funding From				-5,822,100	-1,086,500	-1,710,500	-1,460,500	-955,500
Ending Balance				-1,455,708	-408,772	61,816	833,917	2,164,568

Port Moody Reserves for Years 2021 - 2025

Water Capital Reserve

Last Updated: 18. June 2021 3:20 PM

Description	2021	2022	2023	2024	2025
Opening Balance	1,242,462	-681,945	-908,717	-1,344,687	-479,352
Transfer to Reserve: (from Water)	1,407,906	1,444,121	1,481,157	1,519,192	1,558,037
Total - Transfer To	1,407,906	1,444,121	1,481,157	1,519,192	1,558,037
Transfer from Reserve: (to Water)	-30,713	-29,893	-31,127	-27,856	-29,186
Total - Transfer From	-30,713	-29,893	-31,127	-27,856	-29,186
EN EN21018: *Engineering & Operations Work Process Review 3. High		-15,000			
EN EN21026: Development Cost Charges (DCC) Program Update 4. Medium					-20,000
EN EN21005: Engineering Project Management and Development Resource 3. High	-36,000	-36,000	-36,000	-36,000	-36,000
OA OA21001: New Work Control Technician 3. High	-15,600				
OA OA21002: Public Works Day 3. High	-2,500	-2,500	-2,500	-2,500	-2,500
SO SO21001: Solid Waste Coordinator Recourse Materials and Outreach Tools 3. High	-3,000	-3,000	-3,000	-3,000	-3,000
WT WT21010: Public Works Day 4. Medium	-2,500	-2,500	-2,500	-2,500	-2,500
WT WT21011: Water System Improvements Program 4. Medium			-70,000	-70,000	-70,000
WT WT21012: Ioco Road Corridor Reconstruction (Water) 3. High		-1,100,000	-1,200,000		
WT WT21013: Utility Rights of Way (Review/Assessment) 4. Medium	-30,000	-30,000	-30,000	-30,000	-30,000
WT WT21014: Engineering Project Management and Development Resource 3. High	-24,000	-24,000	-24,000	-24,000	-24,000
WT WT21015: Glenayre/Seaview/College Park Water System Rehabilitation 3. High	-2,100,000				
WT WT21016: Chestnut Reservoir Seismic Upgrade 3. High	-600,000				
WT WT21017: Service Separation from BA Line 3. High	-180,000				
WT WT21002: Non-Linear Infrastructure Assets Renewal Program 3. High	-170,000	-170,000	-170,000	-170,000	-170,000
WT WT21003: Asset Management - Water Infrastructure 3. High	-50,000	-50,000			
WT WT21004: Fire Hydrant Improvements - Storz Adaptor Program 4. Medium	-25,000	-25,000			
WT WT21005: SCADA System Maintenance - Telemetry/Software 4. Medium	-25,000	-25,000			
WT WT21006: Water Conservation Coordinator Resource Materials & Outreach Tools 4. Medium	-10,000	-10,000	-10,000	-10,000	-10,000
WT WT21007: Water Meter Program Development & Implementation 4. Medium		-120,000	-60,000		
WT WT21008: Cross Connection Control Program Maintenance 4. Medium	-28,000	-28,000	-28,000	-28,000	-28,000
WT WT21009: Water Network Infrastructure Asset Renewal Program 3. High			-250,000	-250,000	-500,000
Total - Project Funding From	-3,301,600	-1,641,000	-1,886,000	-626,000	-896,000
Ending Balance	-681,945	-908,717	-1,344,687	-479,352	153,499

A photograph of a dense forest with tall, thin trees and sunlight filtering through the canopy. The trees are mostly vertical, with some moss on their trunks. The ground is covered in ferns and other forest floor vegetation. The lighting is soft and dappled, creating a serene atmosphere.

Section Eight
Appendix

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.

Audit: A professional examination of a company's financial statement by a professional accountant or group to determine that the statement has been presented fairly and prepared using Generally Accepted Accounting Principles (GAAP).

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. 3309

A Bylaw to establish the budget for the 2021-2025 Five-Year Financial Plan.

The Council of the City of Port Moody enacts as follows:

1. Citation

- 1.1 This Bylaw may be cited as "City of Port Moody Financial Plan Bylaw, 2021, No. 3309".

2. Repeal

- 2.1 City of Port Moody Financial Plan Bylaw, 2020, No. 3248 and all amendments thereto are hereby repealed.

3. Attachments and Schedules

- 3.1 The following schedules are attached to and form part of this Bylaw:

- Schedule A – Financial Plan, 2021; and
- Schedule B – 2021 Revenue Policy Disclosure – Policies and Objectives.

4. Severability

- 4.1 If a portion of this Bylaw is found invalid by a court, it will be severed and the remainder of the Bylaw will remain in effect.

Read a first time this 27th day of April, 2021.

Read a second time this 27th day of April, 2021.

Read a third time this 27th day of April, 2021.

Adopted this 11th day of May, 2021.

R. Vagramov
Mayor

D. Shermer
Corporate Officer

**Schedule A to Bylaw No. 3309
Financial Plan, 2021**

	2021	2022	2023	2024	2025
REVENUES					
Taxation	\$ 46,585,160	\$ 49,617,044	\$ 51,184,176	\$ 52,941,776	\$ 54,904,831
Sales, Fees and User Charges	\$ 20,594,185	\$ 23,030,704	\$ 24,100,619	\$ 25,341,770	\$ 26,973,944
Other Revenue	\$ 18,111,245	\$ 7,280,016	\$ 7,273,935	\$ 7,291,553	\$ 7,303,802
Development Levies	\$ 233,520				
	<u>\$ 85,524,110</u>	<u>\$ 79,927,763</u>	<u>\$ 82,558,729</u>	<u>\$ 85,575,099</u>	<u>\$ 89,182,577</u>
EXPENSES					
Operating Expenses	<u>(75,213,557)</u>	<u>(78,673,636)</u>	<u>(81,626,112)</u>	<u>(85,126,704)</u>	<u>(89,224,893)</u>
SURPLUS/(DEFICIT)	\$ 10,310,553	\$ 1,254,128	\$ 932,618	\$ 448,395	(42,317)
NON-CASH ITEMS					
Amortization	\$ 10,332,258	\$ 11,365,486	\$ 12,502,036	\$ 13,752,239	\$ 15,127,463
	<u>\$ 10,332,258</u>	<u>\$ 11,365,486</u>	<u>\$ 12,502,036</u>	<u>\$ 13,752,239</u>	<u>\$ 15,127,463</u>
Cash Items					
Capital Expenditures	(56,397,343)	(11,093,200)	(11,537,200)	(11,019,100)	(11,269,900)
Debt principal repayment	<u>(1,252,735)</u>	<u>(1,364,930)</u>	<u>(1,368,186)</u>	<u>(1,371,301)</u>	<u>(1,371,301)</u>
	<u>(57,650,078)</u>	<u>(12,458,130)</u>	<u>(12,905,386)</u>	<u>(12,390,401)</u>	<u>(12,641,201)</u>
TRANSFERS FROM					
Accumulated Surplus	\$ 64,087	\$ 0	\$ 0	\$ 0	\$ 0
Equip. Replace. Reserve Fund	\$ 1,919,722	\$ 759,873	\$ 328,483	\$ 2,225,456	\$ 1,477,118
Land Sales Reserve Fund	\$ 141,597				
Reserves/Funds	<u>\$ 50,811,562</u>	<u>\$ 14,780,881</u>	<u>\$ 15,540,269</u>	<u>\$ 13,093,807</u>	<u>\$ 13,995,352</u>
	<u>\$ 52,936,968</u>	<u>\$ 15,540,754</u>	<u>\$ 15,868,752</u>	<u>\$ 15,319,263</u>	<u>\$ 15,472,470</u>
TRANSFERS TO					
Equip. Replace. Reserve Fund	(1,429,948)	(1,496,146)	(1,542,405)	(1,578,063)	(1,607,100)
Reserves/Funds	<u>(14,499,752)</u>	<u>(14,206,092)</u>	<u>(14,855,614)</u>	<u>(15,551,433)</u>	<u>(16,309,315)</u>
	<u>(15,929,700)</u>	<u>(15,702,238)</u>	<u>(16,398,019)</u>	<u>(17,129,496)</u>	<u>(17,916,415)</u>
TOTAL	<u><u>\$ 0</u></u>				

Schedule B to Bylaw No. 3309
2021 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 2021 Financial Plan includes the following distribution of revenue:

Table 1: Proportions of Total Revenue

Revenue Source	% Total Revenue
Municipal Taxation	53.3%
Fees and Charges	24.2%
Government Contributions	2.5%
Investment Revenue	0.8%
Payment in Lieu of Taxes	1.3%
Other	17.9%
TOTAL	100.0%

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.

Table 2: Distribution of property tax revenue among the property classes (2021)

Property Class	% Property Tax
Residential (1)	67.22%
Utilities (2)	0.34%
Major Industry – Other (4)	11.54%
Major Industry – Ports (4)	2.68%
Major Industry – Ports (New Investments) (4)	1.46%
Light Industry (5)	1.72%
Business (6)	14.95%
Recreation (8)	0.09%
TOTAL	100.0%

Table 3: Distribution of property tax mill rates (2021)

Property Class	Ratio
Residential (1)	1.00:1
Utilities (2)	14.74:1
Major Industry – Other (4)	15.49:1
Major Industry – Ports (4)	10.25:1
Major Industry – Ports (New Investments) (4)	8.39:1
Light Industry (5)	4.15:1
Business (6)	2.05:1
Recreation (8)	0.78:1

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;
- 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; and
- Bill 42 (*Bill 42 – 2018 Assessment Amendment Act, 2018*) has a significant impact on the City’s autonomy over property taxation. The introduction of Bill 42 held a certain property valuation to current use rather than the highest and best use as is the case for all other properties. The restriction on this property resulted in all other properties paying more tax to compensate for this reduction in property value.

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. 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. As mentioned, Council’s policy is to allocate the tax increase equitably to each of the different tax classes recognizing that all tax classes have their own financial challenges.

The impact to tax rates can appear inequitable in some classes even though the tax dollars paid rise more equitably. The reason some tax rates rise more while other tax rates remain more constant is due to the fact that the assessed values, on which the tax 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 rates also need to move in step to keep the tax dollars paid equitable. Over time, tax rates moving in opposite directions to adjust for assessed values moving in opposite directions create significant variances in the tax rates between the classes. The only equity Council can achieve, without purposely directing tax shifts, is to try to keep the percentage increases to the tax dollars paid as equitable as possible.

Objective:

The 2021 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 2020, Council approved the list of permissive tax exemptions granted for the 2021 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 2021 permissive tax exemptions to:

- Mennonite Church;
- Catholic Church;
- Anglican Church;
- 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;
- Port Moody (Pacific #119) Branch of the Royal Canadian Legion;
- Catalyst Community Developments Society and St. Andrews Port Moody Housing Society; 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 \$140,630 for 2021. 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 2021 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.