

CITY OF PORT MOODY, BRITISH COLUMBIA



# *Five-Year Financial Plan*

## *For the Years 2022-2026*



*Photo by Jon Lavoie*

**PORT MOODY**  
CITY OF THE ARTS

# 2022-2026 Financial Plan

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# Reader's Guide

This budget document provides an overview of the *2022-2026 Financial Plan*, including the City's integrated planning process, details about the *City's Financial Plan* and 2022 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 2022-2026 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 policies 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 *2022–2026 Financial Plan* including key highlights and impact to residents by way of property tax and other property charges and user rate changes.

### 4. 2022-2026 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. 2022-2026 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. 2022-2026 Capital Budget

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

### 7. 2022-2026 Reserves

The City's Reserve balances for 2022-2026 are presented in section seven.

### 8. Appendix

Provides the Glossary of Terms and the *2022-2026 Financial Plan Bylaw* approved May 10, 2022.

# ***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, 2021.*

*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 01, 2021**

*Christopher P. Morrill*

Executive Director

*Section One*  
**Introduction**





## MAYOR ROB VAGRAMOV

**Chair:** Police Board    **Vice Chair:** Economic Development Committee

**Representative:** Metro Vancouver Board, TransLink Mayors' Council on Regional Transportation, Tri-Cities Mayors' Committee

**Alternate Representative:** Tri-Cities Chamber of Commerce, Youth Focus Committee

**Metro Vancouver Appointed:** COVID-19 Task Force, Greater Vancouver Sewerage and Drainage Committee, Mayor's Committee, Water Committee, Regional Planning Committee, Western Transportation Advisory Council, Lower Mainland Local Government Association, Zero Waste Committee, Municipal Finance Authority (Alternate Representative)



## DIANA DILWORTH

**Chair:** Seniors Focus Committee, Tourism Committee

**Vice Chair:** Fire Department Advisory Committee, Heritage Commission

**Representative:** Affordable Housing Task Force, Port Moody Heritage Society

**Alternate Representative:** Emergency Measures Policy and Planning Committee, Library Board

**Metro Vancouver Appointed:** Regional Parks Committee

**1st Alternate:** Municipal Insurance Association



## MEGHAN LAHTI

**Chair:** Climate Action Committee, Heritage Commission, Land Use Committee

**Vice Chair:** Arts and Culture Committee, City/CP Rail Community Advisory Panel, Environmental Protection Committee, Finance Committee

**Representative:** Library Board

**Alternate Representative:** Arts Centre Society, Fraser Health Municipal Regional Meeting (North Region), Port Moody Heritage Society, Tri-Cities Healthier Communities Partnership, Tri-Cities Homelessness and Housing Task Group.

**Voting Delegate:** Municipal Insurance Association



## AMY LUBIK

**Chair:** Environmental Protection Committee

**Vice Chair:** Climate Action Committee, Seniors Focus Committee

**Representative:** Tri-Cities Healthier Communities Partnership, Tri-Cities Food Council

**Alternate Representative:** Golden Spike Days, School District #43 Child Care Task Force



## HUNTER MADSEN

**Chair:** Economic Development Committee, House Size Siting Task Force, Moody Innovation Centre Task Force, Parks and Recreation Commission

**Vice Chair:** Tourism Committee

**Alternate Representative:** Metro Vancouver Board, Metro Vancouver Greater Vancouver Sewerage and Drainage, TransLink Mayors' Council on Regional Transportation, Tri-Cities Mayors' Committee

**Metro Vancouver Appointed:** Performance and Audit Committee



## STEVE MILANI

**Chair:** City/CP Rail Community Advisory Panel, Finance Committee, Fire Department Advisory Committee, Transportation Committee

**Vice Chair:** Land Use Committee, Moody Innovation Centre Task Force, Parks and Recreation Commission

**Representative:** House Size Siting Task Force, Emergency Measures Policy and Planning Committee, Tri-Cities Homelessness and Housing Task Group, Youth Focus Committee

**Metro Vancouver Appointed:** Municipal Finance Authority of BC

**2nd Alternate:** Municipal Insurance Association



## ZOË ROYER

**Chair:** Arts and Culture Committee

**Vice Chair:** Transportation Committee

**Representative:** Advisory Design Panel, Affordable Housing Task Force, Arts Centre Society, Fraser Health Municipal Regional Meeting (North Region), Golden Spike Days Society, House Size Siting Task Force, School District #43 Child Care Task Force, Tri-Cities Chamber of Commerce

**Metro Vancouver Appointed:** Climate Action Committee

# Message from the CFO

May 2022



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, the 2020 Climate Action Plan, as well as the various master plans 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 2022 budget, the City was faced with the continued pressures and uncertainty around COVID-19, while looking to re-establish pre-pandemic levels of service and deal with the financial pressures of two years of austerity budgets in response to the pandemic.

The total 2022 staff budget submission was initially \$3,606,166 which equates to an approximate 7.81% tax increase. This represented the budget staff felt, in their professional opinion, was required to move the City forward and deliver the level of service some of our neighbouring municipalities provide for their businesses and residents.

However, the Executive Leadership Team (ELT) recognized that taxpayers are facing difficult financial times, and that other municipalities may be more fortunate to have access to other funding streams not available to the City. ELT reviewed the staff budget submission and recommended several adjustment and reductions to decrease the overall tax increase. It must be noted that the recommended reductions did come with an added level of risk, and therefore, must be carefully considered and balanced against current and future service delivery impacts. These reductions (included the elimination of new positions funded through taxation) result in a proposed operating budget increase of \$2,756,000 or an estimated 5.97% tax increase for the average residential property.

This budget was presented to the community in the 2022 Budget Consultation, which was facilitated through engage.portmoody.ca, the City's online engagement hub. Participants registered to learn about the City's financial plans and projects, share ideas, and provide feedback. Between February 8 and February 28, 2022, participants had access to the annual budget survey, budget resource information, FAQs, and could pose questions and comments to staff. 288 individuals completed the online survey and 146 (51%) individuals provided feedback or comments for Council members.

73% of survey respondents indicated that they received good (63%) or excellent (10%) value in relation to the taxes and utility fees that they pay. 49% of survey respondents wanted to maintain current service levels through a tax increase. 27% of respondents wanted to keep tax rate the same as last year through reduced services levels; in contrast, 12% wanted enhanced service levels through a larger tax increase.

The results from the public consultation undertaken for the 2022-2026 Five-Year Financial Plan were presented to the Finance Committee on March 15, 2022.

In an effort to further reduce the financial burden on taxpayers, Council approved further reductions to the 2022 budget. These included general budget adjustments (\$310,000 – 0.67%), revenue adjustments (\$117,500 – 0.25%), and service adjustments (\$152,000 – 0.33%). These adjustments to the 2022 Financial plan resulted in a final 4.71% tax increase over 2021.

This represents a 3.71 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 4.71% increase on the Budget Highlights page 50.

In closing, I would like to recognize Council, as well as the Police and Library Boards, for the leadership they provided throughout the budget process, as well as the Department Heads and their respective departments for providing balanced and reasonable budget submissions. As we look to move past the COVID-19 pandemic, and the financial challenges that came with it, we were faced with tough budget deliberations that tried to balance the delivery of services with the current financial capacity of the community.

Stay safe!

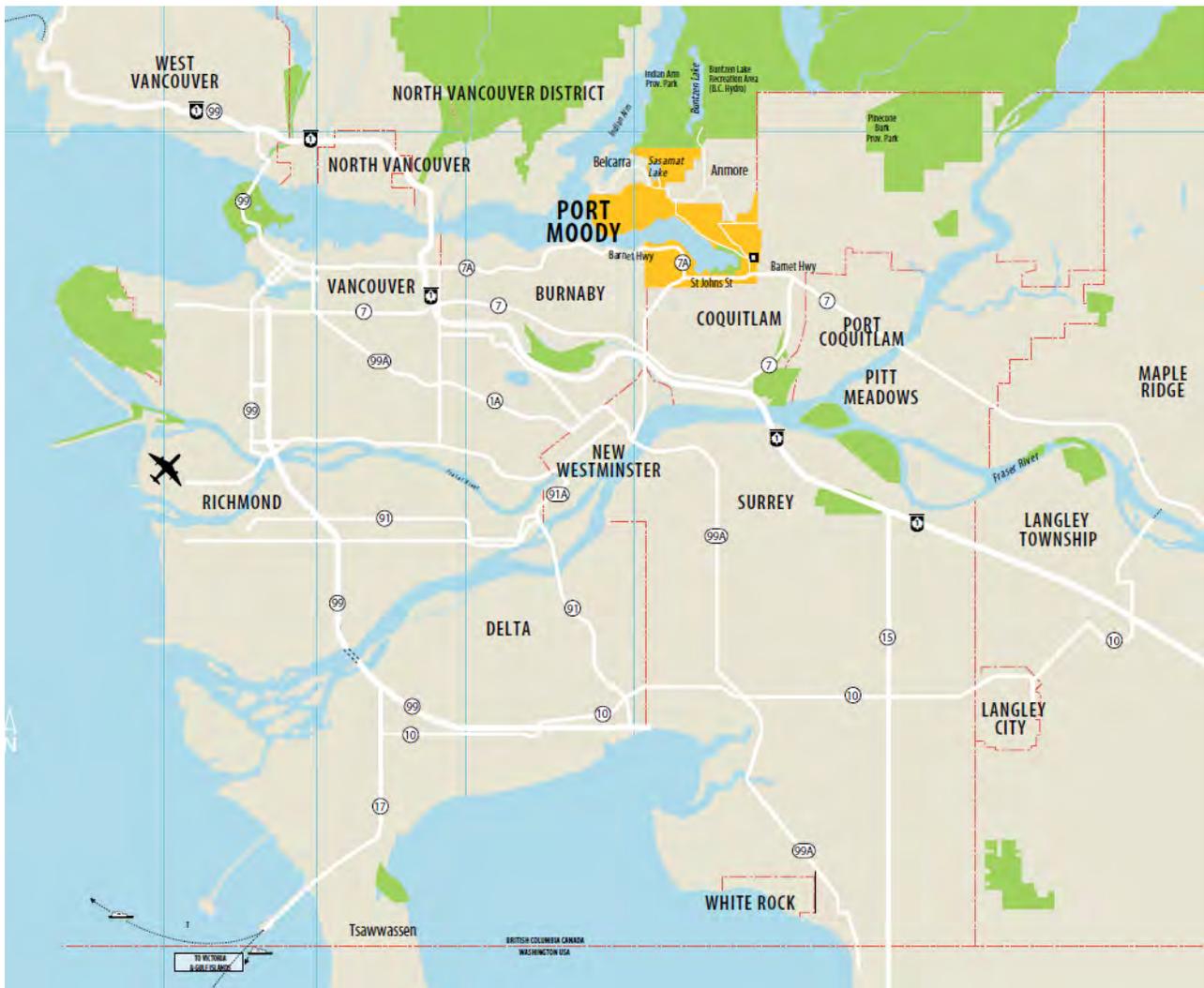


**Paul Rockwood, CPA, CGA, CRM**  
**General Manager, Finance and Technology Department**  
**Chief Financial Officer**

# Port Moody Overview

The City of Port Moody, located at the head of Burrard Inlet, was the original terminus of the Canadian Pacific Railway on the west coast of Canada, with the first passenger train arriving on July 4, 1886. Port Moody was incorporated as a municipality in 1913 with a population of just several hundred and has grown to a current population of about 33,500, 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.

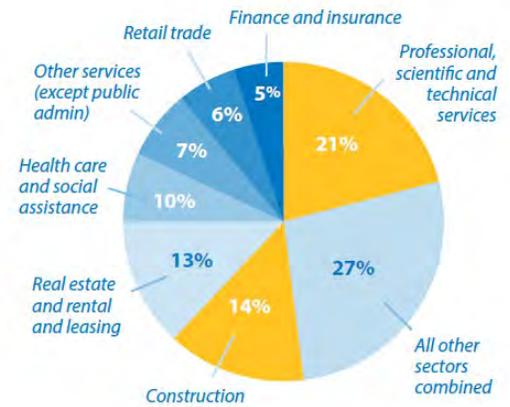
While heavy industry remains an important part of Port Moody's economy, the community has grown and changed significantly over the past century, with many new residents and businesses that have transformed the city from a mill town to a modern urban community. This transformation continues, with the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

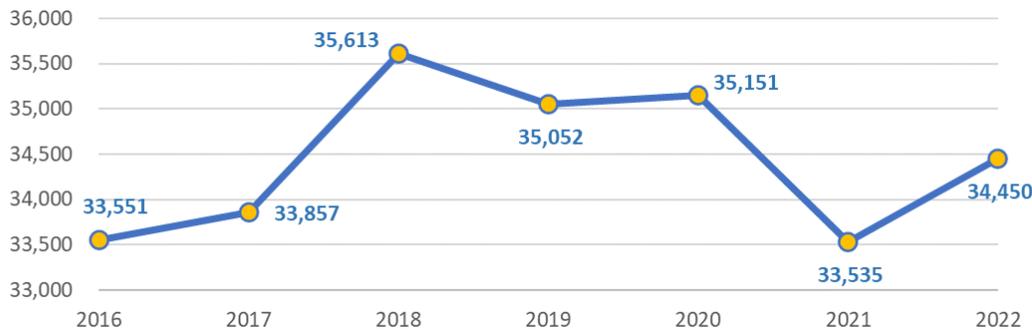
Key business sectors in Port Moody, as categorized by the North American Industry Classification System (NAICS 2012), include:

- 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, 2018 – 2022: 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.

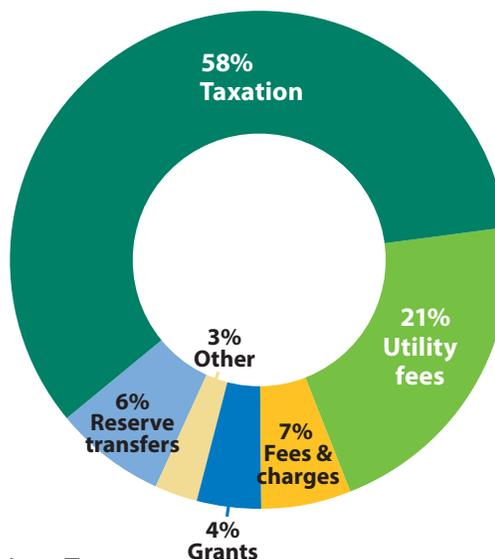
*Increased activity* - increasingly, there are more people of all ages active in the community.

*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.



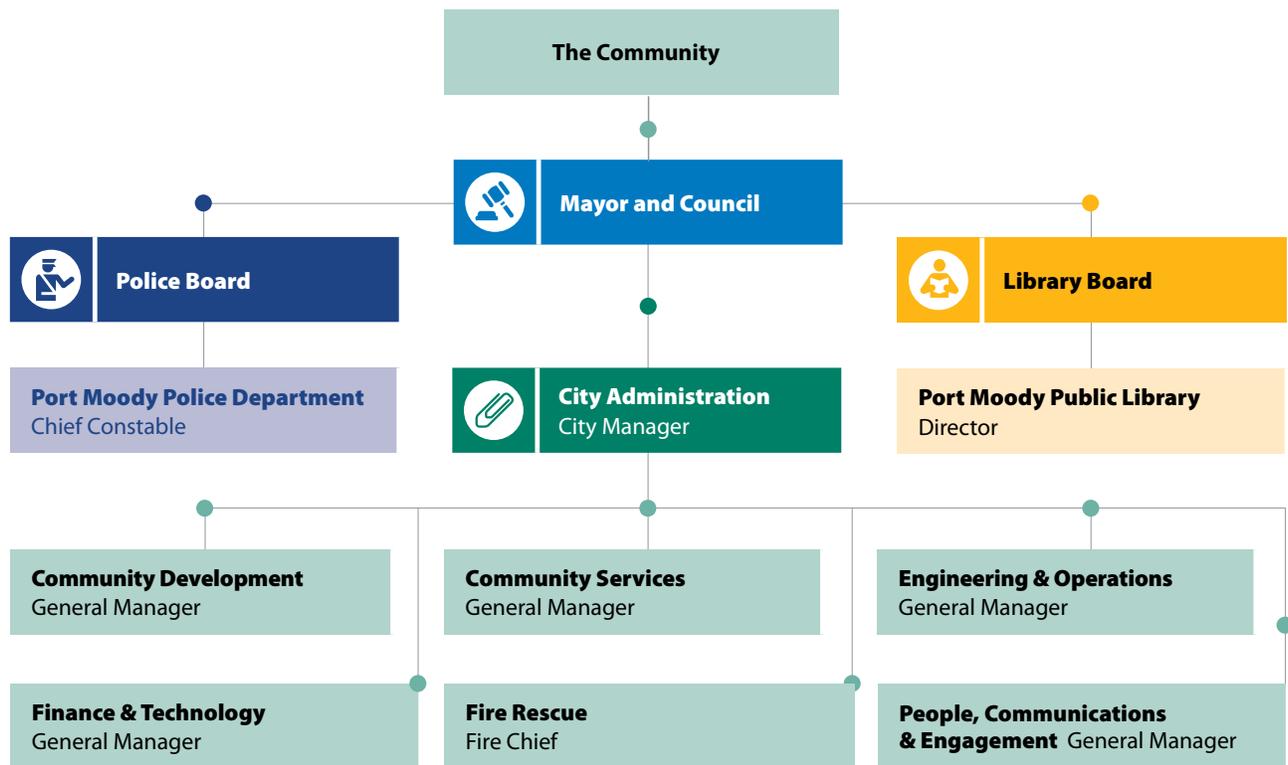
There is also a cost associated with not providing a service. For example, if the City did not provide easy and accessible garbage collection, garbage could become scattered around our city, becoming an eye-sore to the community and presenting costly health hazards. Lack of service, or low service, needs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

|                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Advisory Design Panel</b>              | 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.                                                                                                                                                                                                                                                 |
| <b>Arts and Culture Committee</b>         | The Arts and Culture Committee provides Council with advice and recommendations on matters related to arts and culture.                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Board of Variance</b>                  | 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.                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Climate Action Committee</b>           | 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.                                                                                                                                                                                                                                                                                                                                                    |
| <b>Economic Development Committee</b>     | The Economic Development Committee provides Council with advice and recommendations on strategic economic development. Their responsibilities include supporting local businesses and job retention.                                                                                                                                                                                                                                                                                                                                                               |
| <b>Environmental Protection Committee</b> | The Environmental Protection Committee is responsible for providing advice and recommendations on environmental issues to enhance bylaws or policies to encourage environmental protection.                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Heritage Commission</b>                | 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.                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Land Use Committee</b>                 | 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.<br>The Committee will also review and advise Council on bylaws, plans, studies, or policies on land use planning matters referred by Council. |
| <b>Library Board</b>                      | The Library Board is a governance board that provides public library services and programs in Port Moody.                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Parks and Recreation Commission</b>    | 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.                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Seniors Focus Committee</b>            | 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.                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Tourism Committee</b>                  | 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.                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Transportation Committee</b>           | 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.                                                                                                                                                                                                                                                                                                                                                 |
| <b>Youth Focus Committee</b>              | 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



## 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

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



# 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:*

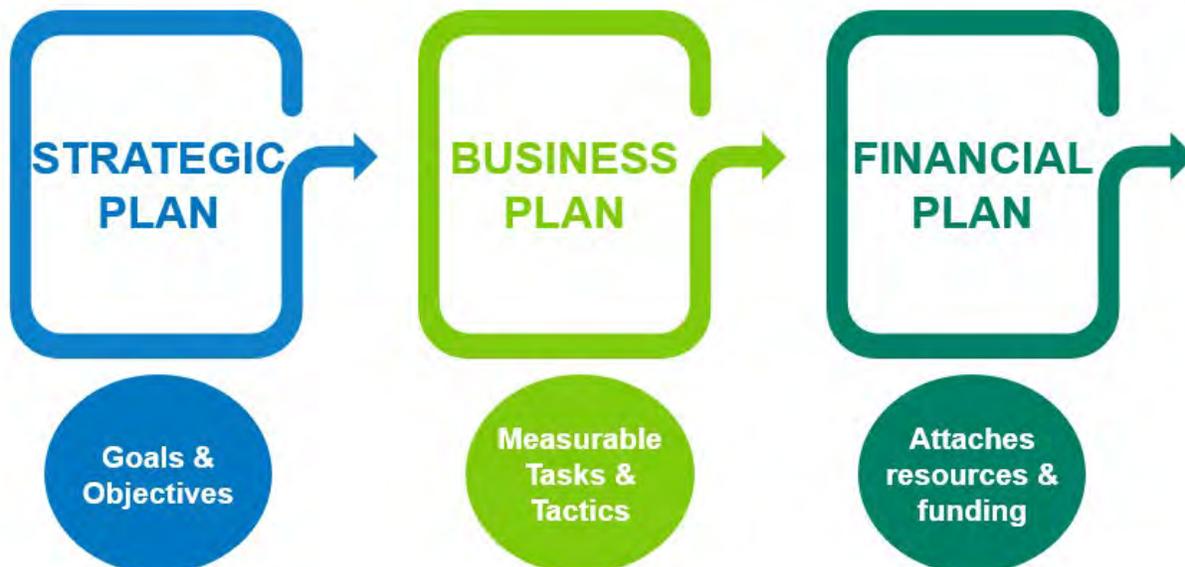
The Strategic Plan is the highest-level statement of the City’s aspirations for the future. It is developed with a long time frame in mind and is updated every four years following the municipal election. The Strategic Plan articulates Port Moody’s vision, mission, values and broad strategic goals. We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



# 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 23.

Budget Guidelines and capital and operating templates were distributed in July and due back to the Financial Planning team in September 2021. 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 are to be included in the Fees Bylaw. Financial Planning staff organized a variety of budget training and learning opportunities. Due to COVID-19, virtual 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 November 2021. This was an accelerated time line for capital project budgets to allow departments to either tender contracts and begin work on their projects early in the New Year, or order new equipment so it could be put into service as soon as possible.

## Let's Talk Taxes: 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 online public engagement hub, was adopted for public budget consultation in February 2022.

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

The City of Port Moody established a Citizen's Advisory Group (CAG) in 2016 as an advisory body with members appointed by Council to consider a variety of matters of importance to all residents.

Membership in the CAG does not require participants to have any specific expertise in the matters being considered. This has allowed interested residents to participate in the decision-making process, and provides Council with a readily accessible and representative group of engaged citizens to consult on any issue.

As all relevant information is presented to the participants at the meeting prior to soliciting their input, the input received can be expected to be better informed than input gathered from a general citizen



survey. The use of the CAG is one element of the City's overall Community Engagement Strategy, and has been monumental in achieving increased participation in budget consultations at the City.

The CAG and public were invited to the public budget consultation via Engage Port Moody. A survey was distributed to the CAG and released through social media/ media releases, on the City's website and per request. Budget information was provided on the City website including a budget booklet (Let's Talk Taxes), a budget breakdown infographic, and the draft financial plan. The City used consistent questions with previous consultations to allow for year-over-year comparison and tracking. A broader budget consultation remained open for an additional two weeks to allow time for members of the community to provide feedback in the 2022 plan.

## Bylaw Adoption

Budget deliberations occurred with the Finance Committee through the winter of 2021 and spring of 2022, with first three readings of the Five-Year Financial Plan Bylaw and the corresponding 2022 Tax Rates Bylaw at Regular Council on April 26, 2022. Adoption of the Bylaws occurred on May 10, 2022.

## Additional Tools and Resources

### *Financial Plan Guidelines*

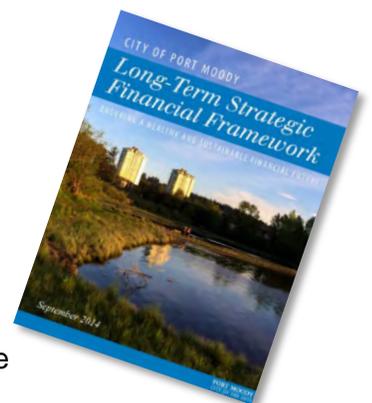
Financial Plan Guidelines are approved by the Finance Committee and distributed to staff annually prior to beginning budget preparations in the summer. These provide helpful information as well as summarized Council direction to staff as they begin to draft their budgets.

### *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.



## Climate Action Plan

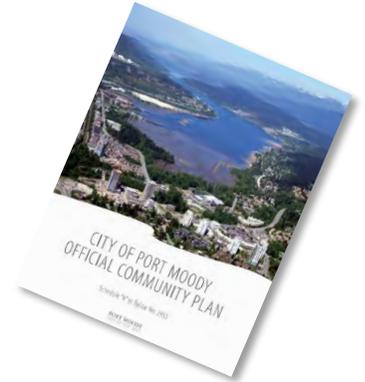
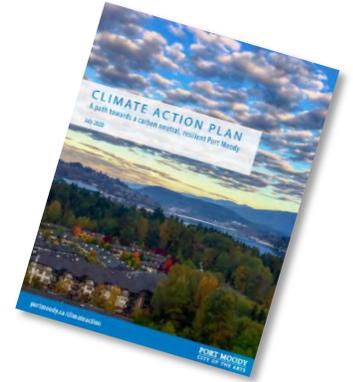
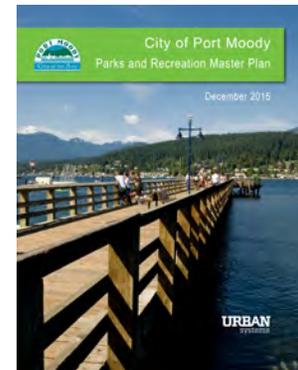
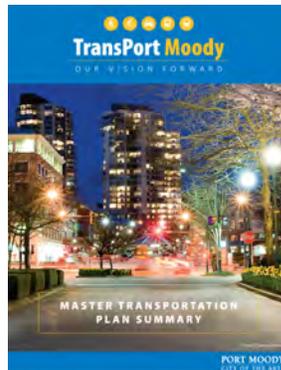
Port Moody's Climate Action Plan is a community-wide plan that outlines actions to help the City and its residents adapt to climate change and reduce greenhouse gas emissions (GHGs) that contribute to the warming of the Earth.

The Plan focuses on mitigation and adaptation. Mitigation – working to reduce or prevent the emission of GHGs – is an important part of responding to climate change. However, even if we significantly reduced GHG emissions overnight, the effects of climate change would continue to be felt by future generations for a long time to come. That is why our Climate Action Plan also focuses on adaptation measures, which will help us adjust to our new normal in Port Moody and reduce our vulnerability to the harmful effects of climate change.

## 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

**2021**  
Jul

Budget Guidelines Approval  
Packages distributed to departments

**2021**  
Jul  
-  
Sep

Budgets prepared by departments

**2021**  
Sep  
-  
Nov

Financial Planning staff review 2022–2026 Budgets with departments

**2021**  
Oct

Utility Budget and Rates approved  
Library Board Budget Presentation to Council

**2021**  
Nov

Draft 2022-2025 Capital Introduction  
Capital Budget Approval  
Police Board Budget Presentation to Council

**2022**  
Feb

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

**2022**  
Mar

Department budget Deliberations / Presentations

**2022**  
Apr

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

**2022**  
May

Adoption - Financial Plan & Tax Rates Bylaw

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*Progress Towards Our  
Strategic Priorities*  
**What we achieved in 2021**

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# HOW WE MET OUR STRATEGIC PRIORITIES *in 2021*



STRATEGIC PRIORITY

## *Exceptional Service*

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

### ACTIONS

**Commit to a high and consistent standard of service.**

**Review customer processes on a regular basis to improve accuracy and efficiency, and encourage feedback.**

**Consider cultural differences and accessibility needs when providing service.**

### WHAT WE ACHIEVED IN 2021

- Reviewed and updated Planning and Development PDF guides to optimize on-screen reading and self-printing
- Reviewed and updated all Planning and Development web pages to improve readability, navigation, and transparency of information
- Launched an improved “current development applications” GIS map linked to a new development application database that is updated daily
- Resumed in-person service at customer service counters at City Hall

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

### ACTIONS

**Make professional development a priority and provide City staff with excellent learning and development opportunities.**

**Commit to strategies for employee engagement.**

**Encourage innovative, critical, and creative thinking.**

### WHAT WE ACHIEVED IN 2021

- Conducted anti-racism and anti-bias training for staff, as part of the Diversity, Equity and Inclusion initiative
- Developed site-specific COVID-19 safety plans, as required by WorkSafeBC, while following all directives and recommendations from the provincial government and public health authorities
- Responded to significant workforce challenges resulting from COVID-19 by developing an organization-wide remote work policy, procedures, and implementation process including new online systems and computer hardware
- Developed an internal best practice guide for digital democracy approaches
- Conducted a series of focus group sessions to develop employee engagement recommendations

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

| ACTIONS                                | WHAT WE ACHIEVED IN 2021                                                                                                                                                                                                                                      |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Increase access to City information.   | <ul style="list-style-type: none"> <li>Launched Engage Port Moody portal on significant development applications, providing easier access to information and feedback opportunities</li> </ul>                                                                |
| Commit to effective public engagement. | <ul style="list-style-type: none"> <li>Facilitated the budget public engagement on Engage Port Moody, the City's online engagement hub</li> </ul>                                                                                                             |
| Encourage public participation.        | <ul style="list-style-type: none"> <li>Continued implementation of Port Moody 2050, a comprehensive Official Community Plan Update public engagement strategy</li> </ul>                                                                                      |
|                                        | <ul style="list-style-type: none"> <li>Developed and distributed a new Parks and Trails map to residents, with an at-a-glance list of amenities including basketball courts, pollinator gardens, playgrounds, spray parks, and off-leash dog areas</li> </ul> |
|                                        | <ul style="list-style-type: none"> <li>Added new data sets to the City's Open Data Portal, including solid waste diversion data</li> <li>Launched Bark Ranger photo contest to select the City's first ever canine ambassadors</li> </ul>                     |

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

| ACTIONS                                                                                                  | WHAT WE ACHIEVED IN 2021                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strengthen relationships with other levels of government, First Nations, community groups, and partners. | <ul style="list-style-type: none"> <li>Initiated a project to develop the first phase of a Truth and Reconciliation initiative</li> <li>Negotiated and entered a formalized agreement with the City of Coquitlam for cross boundary road and utility infrastructure</li> </ul>                                      |
| Seek partnerships where applicable for the provision of amenities.                                       | <ul style="list-style-type: none"> <li>Submitted archaeology and heritage alteration permits for the Shoreline House Post Project (design and installation of five house posts over the next two years with accompanying signage and landscaping representing the heritage of five Coast Salish Nations)</li> </ul> |



# Environmental Leadership

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

**ACTIONS**

**WHAT WE ACHIEVED IN 2021**

Educate the public about the importance of Port Moody’s natural assets.

Inspire environmental actions and advocacy.

Reduce the City’s impact on the planet.

- Produced easy-to-use interactive online Parks and Trails map that highlights 31 parks and 21 trails, including professional photos and a list of features and facilities
- Participated in joint Tri-Cities “Bears Know No Boundaries” campaign, which encouraged residents and business owners to keep bears and people safe by securing garbage and other attractants
- Launched “Recycle Right” campaign that encouraged residents to reduce the amount of banned material entering our recycling stream
- Offered free webinar for homeowners interested in learning about heat pumps, the most energy-efficient and climate-friendly heating and cooling system currently available in B.C.
- Used 30% Recycled Asphalt Pavement (RAP) in our annual paving program, saving around 525 tonnes of greenhouse gas emissions (the equivalent of 161 cars driving for a year)

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

**ACTIONS**

**WHAT WE ACHIEVED IN 2021**

Review and update existing environmental policies on a regular basis to find leadership opportunities.

Broaden the City’s sustainability programs.

- Submitted the City’s Bear Management Strategy to the Province for Bear Smart status
- Started a Transportation Assessment for New Developments project, which will develop guidelines to require developers to include comprehensive transportation demand management (TDM) strategies in proposals for new large development projects.
- Introduced a policy that restricts the use of rodenticides on City-owned lands

► **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 ACHIEVED IN 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Focus on user experience in park planning and design.                     | <ul style="list-style-type: none"> <li>Completed a review of the red bin dog waste program and developed program operating procedures</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Optimize and expand parks to meet the community's needs.                  | <ul style="list-style-type: none"> <li>Implemented four-hour parking limit at Rocky Point Park to increase turnover, help provide more equitable access to the park, and create consistency between the two lots</li> </ul>                                                                                                                                                                                                                                                                                                                                                                   |
| Create diverse, natural, open-space experiences throughout the community. | <ul style="list-style-type: none"> <li>Installed new bike racks around the city to make bike parking easier, safer, and more convenient</li> <li>Installed new signage at Rocky Point Boat Launch</li> <li>Engaged with residents on the feasibility of a community garden in Art Wilkinson Park</li> <li>Hosted or supported 10 volunteer invasive plant removal events, representing over 200 volunteer hours</li> <li>Started work on developing the Rocky Point Park Master Plan, Old Orchard Master Plan, Parkland Acquisition Strategy, and Urban Forest Management Strategy</li> </ul> |

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

| ACTIONS                                                                      | WHAT WE ACHIEVED IN 2021                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Respond and adapt to climate change through planning and policy development. | <ul style="list-style-type: none"> <li>Initiated a Tri-Cities working group to coordinate on a Tri-Cities climate ready mobility strategy</li> </ul>                                                                                                                          |
| Address global climate change with local actions.                            | <ul style="list-style-type: none"> <li>Initiated phase one of the Climate Action Plan Implementation Strategy focusing on 15 of the 23 actions identified in the Climate Action Plan</li> <li>Developed climate resilient landscaping strategies for public lands.</li> </ul> |



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

| ACTIONS                                                                                                                                                                                                            | WHAT WE ACHIEVED IN 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Ensure that available housing meets the community's diverse and emerging needs.</p> <p>Work with other levels of government and private agencies to support housing and homelessness programs and services.</p> | <ul style="list-style-type: none"> <li>• Worked on updating the laneway housing design guidelines and zoning bylaw to promote and incentivize accessibility features in new laneway homes</li> <li>• Worked on developing an inclusionary zoning policy that will require below-market rental units in all multi-family developments seeking additional density</li> <li>• Opened a warming shelter at Kyle Centre in partnership with the Tri-Cities Homelessness and Housing Task Group and Phoenix Society</li> <li>• Consulted with the community on how to make homes and buildings climate ready</li> </ul> |

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

| ACTIONS                                                                                                                                                                                                                                                                                                           | WHAT WE ACHIEVED IN 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>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.</p> <p>Consider accessibility when planning and designing programs, services, facilities, parks, and infrastructure.</p> | <ul style="list-style-type: none"> <li>• Began work on developing a feasibility study for a new seniors centre based in Port Moody</li> <li>• Completed the Age-Friendly Plan that identifies actions to ensure the necessary physical and social infrastructure is in place to support an aging community</li> <li>• Created a new loco Road Community Garden</li> <li>• Improved accessibility and walkability for pedestrians at key intersections across the city via traffic signal changes</li> <li>• Published tips on preventing heat-related illness during two unprecedented regional heat waves, and installed hands-free water bottle filling stations at Rocky Point Park and Old Orchard Park to help visitors stay cool</li> </ul> |

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

**ACTIONS**

Incorporate healthy living opportunities for people of all ages in City programs and services.

Ensure the built environment and infrastructure allows for, and encourages, active living.

**WHAT WE ACHIEVED IN 2021**

- Launched summer trail etiquette campaign encouraging pedestrians, cyclists, runners, hikers, and mountain bikers to be respectful, courteous, and kind on our trails
- Expanded Recreation Complex fitness membership, 11-visit swipe, or drop-in pass to include access to Kyle Centre fitness classes, jungle gym, family drop-ins, youth drop-in activities, and public skating

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

**ACTIONS**

Maintain the “no call too small” community safety service level.

Ensure that emergency preparedness plans and strategies are incorporated into all municipal operations.

**WHAT WE ACHIEVED IN 2021**

- Collaborated on and endorsed a Tri-Cities Food Security Assessment and Action Plan
- Hired a new Fire Chief with 26 years of experience in fire and rescue services
- Opened two cooling centres and provided misting tents to help vulnerable residents cope with the higher temperatures



STRATEGIC PRIORITY

# Economic Prosperity

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

| ACTIONS                                                                             | WHAT WE ACHIEVED IN 2021                                                                                                                                                                                                              |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Enhance economic development opportunities in Port Moody.                           | <ul style="list-style-type: none"> <li>Developed a film and motion picture industry policy to guide filming activities in Port Moody</li> </ul>                                                                                       |
| Identify and explore opportunities to develop economic zones in key neighbourhoods. | <ul style="list-style-type: none"> <li>Collaborated with local partners to run “Taste of the Tri-Cities”, a dine-out program to support food and beverage businesses hit hard during COVID-19</li> </ul>                              |
| Support development and revitalization of commercial neighbourhoods.                | <ul style="list-style-type: none"> <li>Began the research and drafting process for the Economic Development Master Plan</li> <li>Accepted community nominations and awarded five Spike Business Awards to local businesses</li> </ul> |

► **Objective: Attract well-paid jobs and new businesses in key sectors.**

| ACTIONS                                                                                                            | WHAT WE ACHIEVED IN 2021                                                                                                                                                                                                                                           |
|--------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Make Port Moody attractive to growth business sectors and targeted industries.                                     | <ul style="list-style-type: none"> <li>Completed a cannabis retail strategy – a comprehensive approach to facilitate and regulate new cannabis retail uses on locations supported by the community</li> </ul>                                                      |
| Be proactive in identifying and responding to emerging industries and recognizing challenges to existing industry. | <ul style="list-style-type: none"> <li>Conducted a light industrial lands survey in conjunction with the Economic Development Committee</li> </ul>                                                                                                                 |
| Support growth in the number of well-paid local jobs.                                                              | <ul style="list-style-type: none"> <li>Updated the home-based business bylaw to include a new low-impact home occupation category, available in every residential unit/zone and compatible in multi-family developments and homes with secondary suites</li> </ul> |
| Retain and encourage green, clean, or creative light industry.                                                     |                                                                                                                                                                                                                                                                    |

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

**ACTIONS**

Diversify the City's revenue sources to ensure sustainability.

Leverage funding for projects with grants and partnerships.

Ensure fiscal responsibility by assessing and monitoring lifecycle expenses.

**WHAT WE ACHIEVED IN 2021**

- Received a \$28,840 grant from the Federation of Canadian Municipalities' Green Municipal Fund to evaluate the feasibility of using electric vehicles as part of our operational fleet for core city services
- Obtained a \$240,000 wayfinding grant from the Community Economic Recovery Infrastructure Program (CERIP)
- Liaised with the Province to advocate for establishing the Moody Innovation Centre as a provincially-supported innovation precinct
- Installed two digital billboards as part of a 25-year revenue sharing agreement with Pattison Outdoor Advertising.
- Developed a framework and policy to manage the City's fleet and to establish the responsibilities of all user departments when considering requests for additional, alternate, temporary, replacement, or leased equipment
- Provided \$18,250 in financial assistance to ten community groups that contribute to the general interest and benefit of local residents and businesses

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

**ACTIONS**

Encourage and promote community opportunities for the public to experience arts, culture, and heritage activities.

Encourage and promote community events.

**WHAT WE ACHIEVED IN 2021**

- Reviewed options to facilitate the increasing requests to use parks and city facilities for commercial activities
- Solicited nominations for six Civic Awards, highlighting people, groups, and businesses that give their time and energy to make Port Moody a better place
- Hosted Holiday Cheer at the Pier, a free, festive walk-through event for all ages at Rocky Point Pier and Boat Launch
- Collected food and toys at City facilities during the holiday season for SHARE Family and Community Services



# Community Evolution

► **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 ACHIEVED IN 2021                                                                                                                                                                     |
|---------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Develop tools to help us plan and prepare for the future.                                   | <ul style="list-style-type: none"> <li>Launched Port Moody 2050 Community Survey #1 (vision and goals) and Community Survey #2 (exploration of key themes)</li> </ul>                        |
| Review proposed development projects and updated population projections on a regular basis. | <ul style="list-style-type: none"> <li>Launched an improved “current development applications” GIS map linked to a new development application database that is updated daily</li> </ul>     |
| Look for creative ways to enable diverse housing forms and heritage revitalization.         | <ul style="list-style-type: none"> <li>Completed a Housing Needs Study and initiated a Housing Action Plan to identify local housing needs, gaps, targets, and actions to address</li> </ul> |
| Review the Official Community Plan regularly to ensure it aligns with the community vision. | <ul style="list-style-type: none"> <li>Completed the first phase of assessing the viability and financial feasibility of a third SkyTrain Station west of Moody Centre Station</li> </ul>    |

► **Objective: Bring people together by activating public spaces.**

| ACTIONS                                                                                                                                       | WHAT WE ACHIEVED IN 2021                                                                                                                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Create engaging public spaces by incorporating or highlighting arts and culture, innovative urban design, events, recreation, natural assets. | <ul style="list-style-type: none"> <li>Adopted an Art in Public Spaces Master Plan, which serves as a five-year roadmap to strengthen public art and help Port Moody thrive as City of the Arts</li> <li>Unveiled original utility box artwork at Rocky Point Park created by our Artist in Residence</li> </ul>                                  |
| Engage Port Moody’s creative community in beautifying the city.                                                                               | <ul style="list-style-type: none"> <li>Improved the Town Centre tennis courts with resurfacing, fencing, and new bleachers</li> <li>Installed Grad 2021 photo backdrops at Rocky Point Park and Pioneer Park to support and recognize graduates who missed out on traditional ceremonies and celebrations due to the COVID-19 pandemic</li> </ul> |

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

| ACTIONS                                                                                             | WHAT WE ACHIEVED IN 2021                                                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Be stewards of City lands to optimize benefits to community well-being.                             | <ul style="list-style-type: none"> <li>Developed a Streetlight Asset Management Strategy</li> </ul>                                                                                                                                                                                                    |
| Make progress towards the improvement and sustainability of City facilities to meet emerging needs. | <ul style="list-style-type: none"> <li>Replaced the Recreation Complex Arena Chiller and upgraded the ammonia detection system to protect the safety of arena users, staff, and nearby residents with funding contributions from the Provincial and Federal Governments</li> </ul>                     |
| Ensure resiliency of City infrastructure and assets.                                                | <ul style="list-style-type: none"> <li>Developed enhanced safe work procedures and emergency protocols for water distribution system critical infrastructure</li> <li>Completed regulatory evaluation and reclassification process for water distribution and wastewater collection systems</li> </ul> |

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

| ACTIONS                                                      | WHAT WE ACHIEVED IN 2021                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Improve connections between neighbourhoods.                  | <ul style="list-style-type: none"> <li>Designated two commercial loading zones on Morrissey Road in Suter Brook Village to provide safe parking and unloading locations for business deliveries, removing the need for double-parking or other illegal maneuvers</li> </ul>                                                                                                                                  |
| Reduce the impacts of through-traffic.                       | <ul style="list-style-type: none"> <li>Implemented traffic pattern changes on Spring Street to help improve pedestrian, cyclist, and driver safety in the area</li> </ul>                                                                                                                                                                                                                                    |
| Plan for the impact of emerging transportation technologies. | <ul style="list-style-type: none"> <li>Developed and adopted a pilot design for Moray Street traffic calming measures after engaging with the public on concerns around road safety and traffic calming</li> <li>Installed temporary traffic calming measures on St. George Street to reduce traffic volume and speed while prioritizing walking, cycling, and other active or neighbourhood uses</li> </ul> |

*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 Funds

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 &amp; Drainage Operating Fund</i> | <i>Sewer &amp; 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

|                                                   | 2020 Budget       | 2020 Actuals      | 2021 Budget      | 2021 Actuals      | 2022 Financial Plan |
|---------------------------------------------------|-------------------|-------------------|------------------|-------------------|---------------------|
| <b>Revenue</b>                                    |                   |                   |                  |                   |                     |
| Taxes                                             |                   |                   |                  |                   |                     |
| Real property                                     | \$ 45,246,099     | \$ 45,928,603     | \$ 46,215,084    | \$ 45,990,721     | \$ 48,931,114       |
| Private utility companies                         | 363,926           | 363,925           | 370,077          | 370,077           | 365,721             |
|                                                   | 45,610,025        | 46,292,528        | 46,585,160       | 46,360,798        | 49,296,835          |
| Payments in lieu of taxes                         | 367,341           | 438,172           | 459,363          | 434,901           | 586,866             |
| Services to other governments                     | 45,000            | 36,320            | 45,000           | 38,509            | 45,000              |
| Sale of services                                  |                   |                   |                  |                   |                     |
| Environmental health services                     | 3,141,932         | 3,210,624         | 3,217,874        | 3,323,451         | 3,336,589           |
| Recreational and cultural services                | 3,999,788         | 1,721,181         | 2,345,103        | 2,261,301         | 3,966,224           |
| Sewer utility fees and charges                    | 6,937,166         | 7,006,932         | 7,595,295        | 7,533,886         | 7,392,648           |
| Water utility fees and charges                    | 7,530,059         | 7,629,675         | 7,588,946        | 8,031,265         | 8,205,830           |
| Other revenue                                     | 2,999,722         | 4,687,662         | 3,680,016        | 6,577,286         | 3,648,392           |
| Investment Income                                 | 684,429           | 1,098,840         | 697,176          | 966,809           | 685,000             |
| Contributed assets                                | -                 | 160,730           | -                | -                 | -                   |
| Transfers from other governments                  | 9,717,507         | 8,065,191         | 12,984,809       | 3,978,011         | 13,593,701          |
| Private contributions                             | 14,652,484        | 16,103,995        | 91,848           | 8,908,063         | 47,689              |
| Development levies utilized                       | 42,098            | 3,436,336         | 233,520          | 191,109           | 17,914              |
|                                                   | 95,727,551        | 99,888,186        | 85,524,110       | 88,605,389        | 90,822,689          |
| <b>Expenses</b>                                   |                   |                   |                  |                   |                     |
| Corporate Administration                          | 9,806,119         | 9,141,508         | 10,309,057       | 8,869,248         | 11,450,675          |
| Community Development                             | 3,180,923         | 2,923,999         | 4,144,981        | 3,507,567         | 5,039,850           |
| Community Services                                | 17,543,232        | 15,174,978        | 17,709,676       | 15,901,929        | 20,075,255          |
| Engineering & Operations                          | 10,188,293        | 9,226,888         | 10,643,694       | 10,005,490        | 11,484,043          |
| Library                                           | 2,370,506         | 2,087,034         | 2,438,660        | 2,114,221         | 2,549,511           |
| Police                                            | 12,852,028        | 12,075,290        | 13,250,991       | 12,411,756        | 13,869,459          |
| Fire                                              | 9,055,688         | 8,834,772         | 9,543,514        | 9,454,982         | 10,008,811          |
| Sewer & Drainage                                  | 6,792,991         | 5,601,863         | 7,298,910        | 6,026,398         | 6,887,133           |
| Water                                             | 7,568,816         | 7,512,711         | 7,692,041        | 7,354,525         | 7,991,509           |
|                                                   | 79,358,596        | 72,579,043        | 83,031,524       | 75,646,116        | 89,356,245          |
| <b>Annual Surplus before Capital Expenditures</b> | <b>16,368,955</b> | <b>27,309,143</b> | <b>2,492,586</b> | <b>12,959,273</b> | <b>1,466,444</b>    |

# Statement of Activities by Fund and Fund Balances

|                                                   | General<br>Fund | Sewer &<br>Drainage Utility | Water<br>Utility |
|---------------------------------------------------|-----------------|-----------------------------|------------------|
| <b>Revenue</b>                                    |                 |                             |                  |
| Taxes                                             |                 |                             |                  |
| Real property                                     | \$ 48,931,114   | \$ -                        | \$ -             |
| Private utility companies                         | 365,721         | -                           | -                |
|                                                   | 49,296,835      | -                           | -                |
| Payments in lieu of taxes                         | 586,866         | -                           | -                |
| Services to other governments                     | 45,000          | -                           | -                |
| Sale of services                                  |                 |                             |                  |
| Environmental health services                     | 3,336,589       | -                           | -                |
| Recreational and cultural services                | 3,966,224       | -                           | -                |
| Sewer utility fees and charges                    | -               | 7,392,648                   | -                |
| Water utility fees and charges                    | -               | -                           | 8,205,830        |
| Other revenue                                     | 3,645,449       | 2,943                       | -                |
| Investment Income                                 | 445,000         | 120,000                     | 120,000          |
| Contributed assets                                | -               | -                           | -                |
| Transfers from other governments                  | 13,538,576      | 55,125                      | -                |
| Private contributions                             | 47,689          | -                           | -                |
| Development levies utilized                       | 17,914          | -                           | -                |
|                                                   | 74,926,143      | 7,570,716                   | 8,325,830        |
| <b>Expenses</b>                                   |                 |                             |                  |
| Corporate Administration                          | 11,450,675      | -                           | -                |
| Community Development                             | 5,039,850       | -                           | -                |
| Community Services                                | 20,075,255      | -                           | -                |
| Engineering & Operations                          | 11,484,043      | -                           | -                |
| Library                                           | 2,549,511       | -                           | -                |
| Police                                            | 13,869,459      | -                           | -                |
| Fire                                              | 10,008,811      | -                           | -                |
| Sewer & Drainage                                  | -               | 6,887,133                   | -                |
| Water                                             | -               | -                           | 7,991,509        |
|                                                   | 74,477,604      | 6,887,133                   | 7,991,509        |
| <b>Annual Surplus before Capital Expenditures</b> | <b>448,539</b>  | <b>683,584</b>              | <b>334,321</b>   |

# Employee Base

## Full-Time Equivalent (FTE) Analysis

All departments budget for a full staffing complement at the top pay level (not at the current pay step of each employee). 386.78 full-time equivalents (FTEs) are budgeted for 2022, 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                          | 2020 Budget   | 2021 Budget   | 2022 Budget   |
|-------------------------------------|---------------|---------------|---------------|
| City Administration                 | 12.32         | 11.23         | 11.23         |
| Community Development               | 23.44         | 24.27         | 25.64         |
| Community Services                  | 116.53        | 109.96        | 119.09        |
| Engineering & Operations            | 35.05         | 37.86         | 37.97         |
| Finance & Technology                | 23.60         | 24.57         | 25.57         |
| Fire                                | 48.50         | 48.15         | 48.15         |
| Library                             | 18.65         | 18.66         | 18.66         |
| People, Communications & Engagement | 12.80         | 11.81         | 11.47         |
| Police                              | 68.00         | 69.00         | 69.00         |
| Utilities                           | 22.99         | 20.77         | 20.00         |
| <b>Total</b>                        | <b>381.88</b> | <b>376.28</b> | <b>386.78</b> |

### *New Positions in 2022*

Mayor and Council approved two new positions. As a result of the COVID-19 pandemic, and the pressures it has placed on the Information Services division, an additional I.S. Service Desk Specialist position (\$78,279) has been included in the 2022 Financial Plan. This position will be funded from the provincial COVID-19 restart grant. Legislative Services Advisor position (\$115,482) in City Administration department, funded from tax revenue, will ensure the increased demand for internal and external support services by Legislative Services Staff be sustained.

| Department                 | FTE         | Position Title               |
|----------------------------|-------------|------------------------------|
| City Administration        | 1.00        | Legislative Services Advisor |
| Finance & Technology       | 1.00        | I.S. Service Desk Specialist |
| <b>Total New Positions</b> | <b>2.00</b> |                              |

## Adjustments in 2022

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

| Department            | FTE   | Position Title                             |
|-----------------------|-------|--------------------------------------------|
| City Administration   | -1.00 | Corporate Planning Advisor                 |
| Community Development | 0.37  | Bylaw Enforcement Officer - AUX            |
| Community Development | 1.00  | Development Planner                        |
| Community Development | -1.00 | Senior Planner - AUX                       |
| Community Development | 1.00  | Senior Sustainability & Energy Coordinator |
| Community Services    | -0.04 | Aquatic Leader - AUX                       |
| Community Services    | 1.00  | Building Services Worker                   |
| Community Services    | 0.20  | Building Services Worker - AUX             |
| Community Services    | -0.02 | Building Services Worker - RPT             |
| Community Services    | 1.10  | Childcare Leader - AUX                     |
| Community Services    | 0.11  | Convenor - AUX                             |
| Community Services    | -0.10 | Equipment Operator - TFT                   |
| Community Services    | -1.00 | Facilities Lead Hand                       |
| Community Services    | 2.00  | Facilities Maintenance Worker              |
| Community Services    | 1.28  | Facilities Maintenance Worker - AUX        |
| Community Services    | 0.47  | Fitness Instructor - CAS                   |
| Community Services    | 0.09  | Fitness Program Supervisor - RPT           |
| Community Services    | 0.16  | Front of House Assistant - AUX             |
| Community Services    | -0.32 | Horticultural Assistant - TFT              |
| Community Services    | 0.31  | House Technician I - AUX                   |
| Community Services    | 0.37  | Labourer - Trails - TFT                    |
| Community Services    | -1.00 | Labourer 2 Recreation & Facilities         |
| Community Services    | 0.09  | Personal Trainer - CAS                     |
| Community Services    | -0.38 | Public Art Coordinator - RPT               |
| Community Services    | -1.18 | Recreation Attendant - AUX                 |
| Community Services    | 1.14  | Recreation Instructor - CAS                |
| Community Services    | 0.13  | Recreation Leader - RPT                    |
| Community Services    | 1.18  | Registration Clerk - AUX                   |
| Community Services    | 0.12  | Registration Clerk - RPT                   |
| Community Services    | -2.00 | Senior Facilities Maintenance Worker       |
| Community Services    | 0.71  | Skate Attendant - AUX                      |
| Community Services    | 1.75  | Skate Instructor - CAS                     |
| Community Services    | 0.35  | Skate Lesson Supervisor - CAS              |
| Community Services    | 1.89  | Specialty Instructor - CAS                 |

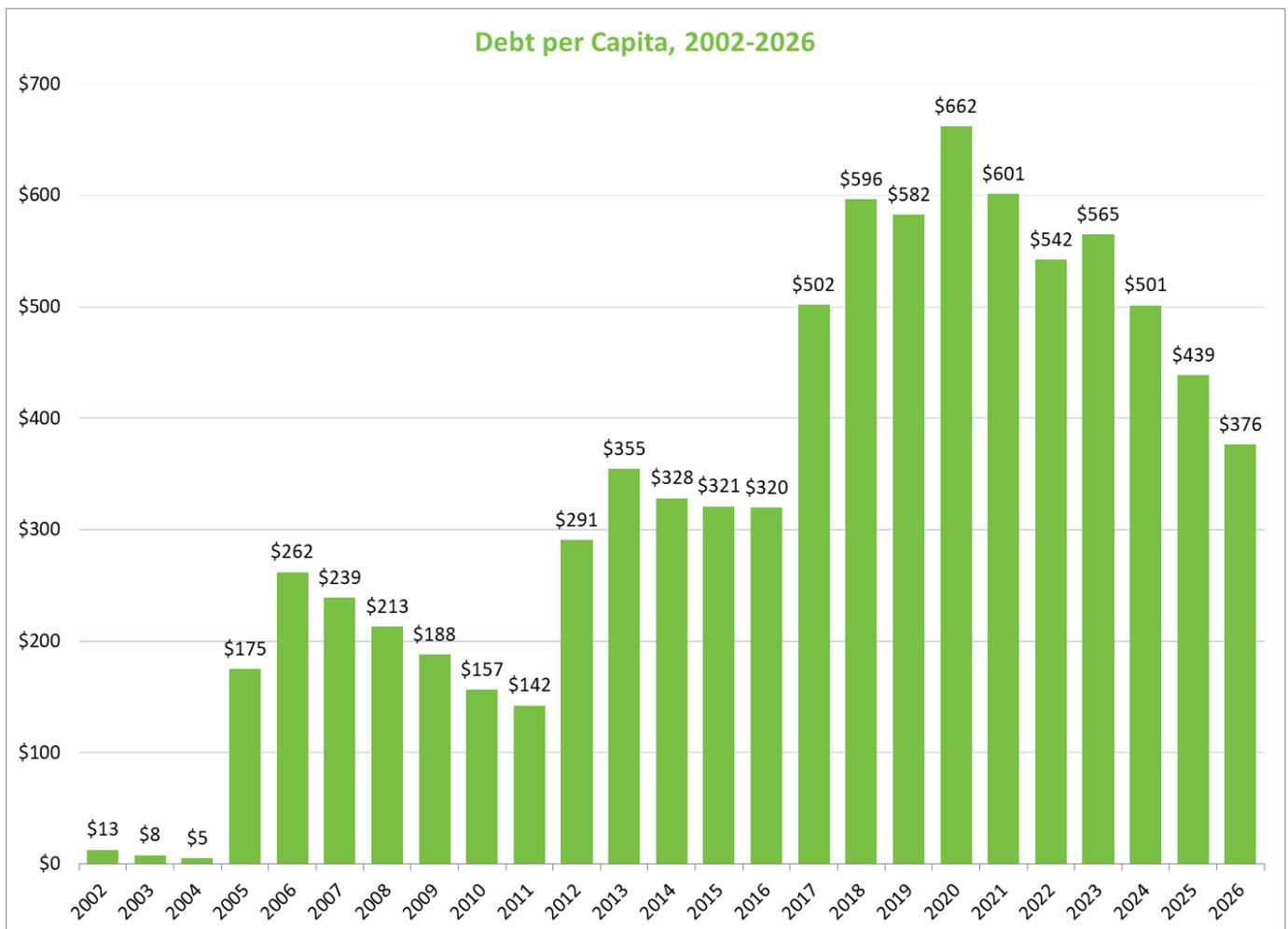
| Department                          | FTE         | Position Title                           |
|-------------------------------------|-------------|------------------------------------------|
| Community Services                  | -0.02       | Theatre Coordinator - RPT                |
| Community Services                  | 0.20        | Weight Room Attendant - AUX              |
| Community Services                  | 0.54        | Youth Leader - AUX                       |
| Engineering & Operations            | 1.00        | Corporate Planning Advisor               |
| Engineering & Operations            | -0.55       | Labourer - Roads - TFT                   |
| Engineering & Operations            | 0.62        | Labourer - TFT                           |
| Engineering & Operations            | -0.96       | Lead Mechanic - AUX                      |
| Engineering & Operations            | 1.00        | Mechanic                                 |
| Engineering & Operations            | -1.00       | Operations & Purchasing Clerk            |
| Finance & Technology                | -1.00       | Mapping & GIS Technologist I             |
| Finance & Technology                | 1.00        | Operations & Purchasing Clerk            |
| People, Communications & Engagement | -0.49       | Events Coordinator - RPT                 |
| People, Communications & Engagement | 0.15        | Manager of Recruitment & Career Services |
| Utilities                           | -2.77       | Labourer - Solid Waste - TFT             |
| Utilities                           | 1.00        | Labourer, General                        |
| Utilities                           | 1.00        | Solid Waste Collection Operator          |
| <b>Total Position Change</b>        | <b>8.50</b> |                                          |

# 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 benefiting 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.

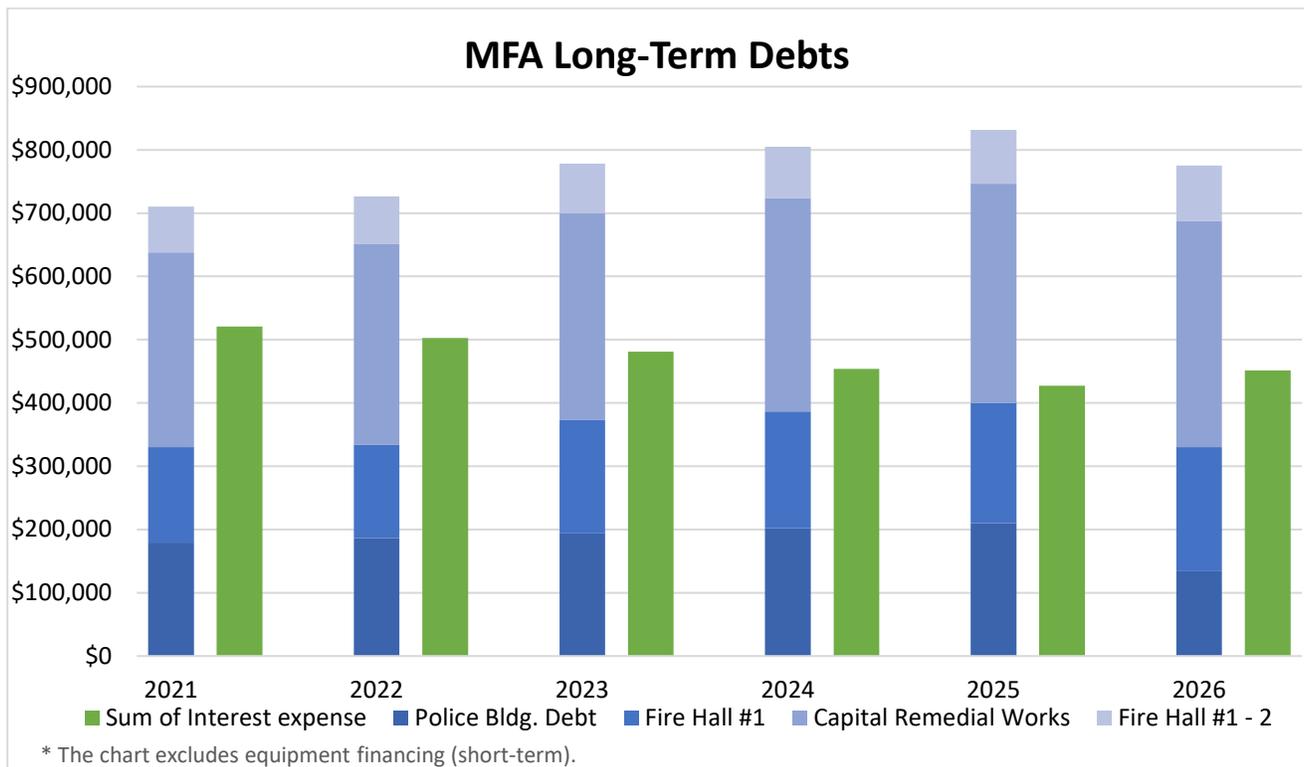
In BC, all long-term capital financing is required to be financed through the Municipal Finance Authority (MFA). The MFA was created in 1970 by the Province to pool the borrowing needs of all local governments in BC to provide the most competitive rates possible. The MFA's continued triple AAA credit 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 and established a Fire Hall Replacement Levy to pay the debt. The City borrowed \$6 million in 2012 and \$3 million in 2013. The resulting debt rose to approximately \$291 per capita in 2012, and increased to \$355 per capita in 2013.

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 debt (2017 and 2018).



Most recently, the City has used debt to finance the replacement of critical Fire Rescue apparatus. The City's Ladder Truck and a Fire Engine were replaced in 2020. Additionally, a Fire Engine and Fire Rescue truck are scheduled to be replaced in 2022 and 2023.

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 \$17 million in 2021. The budgeted cost of principal and interest debt payments in the general operating fund is \$2 million in the 2022 financial planning period, which is below the allowable limit.

*Section Four*

**2022-2026**

**General Operating Budget**



# General Operating Fund

## 2022 BUDGET HIGHLIGHTS

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, the 2020 Climate Action Plan, as well as the various master plans 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.

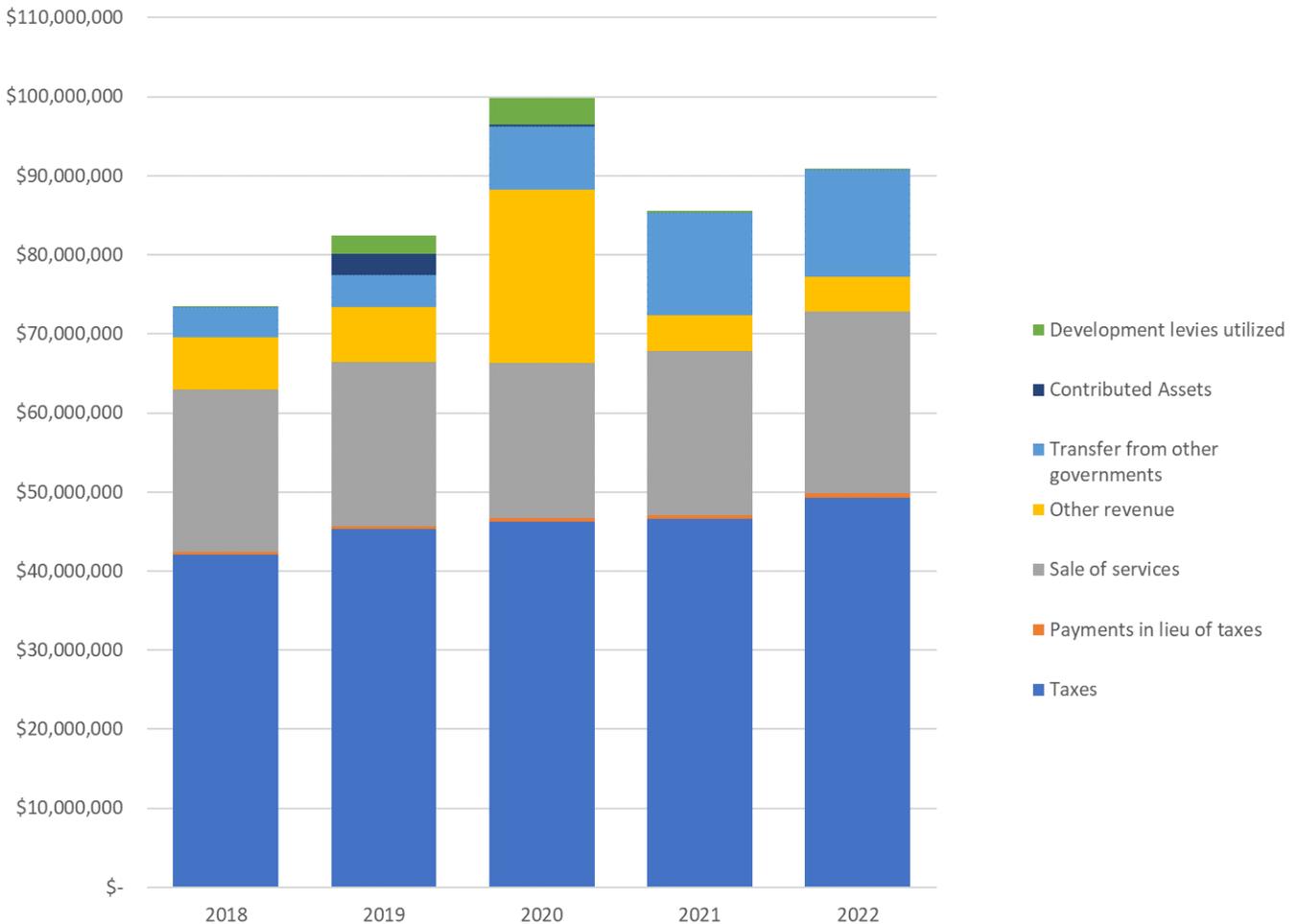
In developing the 2022 budget, the City was faced with the continued pressures and uncertainty around COVID-19, while looking to re-establish pre-pandemic levels of service and deal with the financial pressures of two years of austerity budgets in response to the pandemic.

### Operating Financial Plan

The Financial Plan Bylaw includes a net budgetary increase of \$2,176,000, which is estimated to represent a 4.71% tax rate increase. This is composed of:

1. Operating Budget – City
  - Growth or Non-Market Change (NMC) represents an estimate of increases in taxable values unrelated to market increases. For 2022 NMC includes \$600,000 in new revenues (growth).
  - Net revenues are budgeted to decrease by \$42,000. These are primarily development related revenues and are partially offset with adjustments to reserve transfers.

## Revenues by Source 2018– 2022



- Salaries, Wages, Benefits, and other employee related overhead costs have increased by \$977,000 (2.12%). 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), and substantial increases to WorkSafeBC premiums.
- Operating expenses are increasing by \$371,000 (0.80%). This represents increases for operating expenses such as; insurance, equipment, contracted services, utilities, legal services, professional services, leases, etc.
- Transfers to and from reserves have a net decrease of \$4000,000 (-0.87%). This decrease is primarily related to the decrease in development related revenues noted above.

## 2. Operating Budget – Police

- The Port Moody Police Board submitted a 2022 operating budget of \$12,777,000. This represents a \$576,000 (1.25%) increase over 2021.

### 2022 Net Operating Budget by Department

|                                     | <b>2022<br/>Net Budget</b> | <b>Annual cost per<br/>average household</b> |
|-------------------------------------|----------------------------|----------------------------------------------|
| City Administration                 | 2,247,000                  | \$124                                        |
| Community Development               | 859,000                    | \$47                                         |
| Community Services                  | 9,752,000                  | \$536                                        |
| Engineering & Operations            | 2,926,000                  | \$161                                        |
| Finance & Technology                | 3,617,000                  | \$199                                        |
| Fire Rescue                         | 9,552,000                  | \$525                                        |
| Fiscal Services                     | 2,473,000                  | \$136                                        |
| Library                             | 2,046,000                  | \$113                                        |
| People, Communications & Engagement | 1,795,000                  | \$99                                         |
| Police                              | 12,777,000                 | \$703                                        |
| <b>Total</b>                        | <b>48,044,000</b>          | <b>\$2,643</b>                               |

The total operating impact for City and Police services is \$966,000 (2.09%).

## 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 \$462,000 (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.

## 4. Growth Stabilization Reserve

- The draft 2022-2026 Five-Year Financial Plan includes a \$450,000 or 0.97% tax increase as the City reduces the annual transfer from the Growth Stabilization Reserve, introduced in 2021 to phase in the impact of the Mill and Timber tax class change.

## 5. New Funding Requirements

- New funding requirements as a result of previous Council direction or contractual obligations total \$230,000 (0.50%). Net new funding requirements required to address service delivery pressures total \$68,000 (0.15%).

In conclusion, the 2022 Financial Plan includes a total net budgetary increase of \$2,176,000, 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 4.71% tax rate increase.

## Budget Deliberations

The total 2022 staff budget submission was initially \$3,606,166 which equated to an approximate 7.81% tax increase. This represented the budget staff felt, in their professional opinion, was required to move the City forward and deliver the level of service some of our neighbouring municipalities provide for their businesses and residents.

However, the Executive Leadership Team (ELT) recognized that taxpayers are facing difficult financial times, and that other municipalities may be more fortunate to have access to other funding streams not available to the City. ELT reviewed the staff budget submission and recommended several adjustment and reductions to decrease the overall tax increase. It must be noted that the recommended reductions did come with an added level of risk, and therefore, must be carefully considered and balanced against current and future service delivery impacts. These reductions (included the elimination of new positions funded through taxation) result in a proposed operating budget increase of \$2,756,000 or an estimated 5.97% tax increase for the average residential property.

This budget was presented to the community in the 2022 Budget Consultation, which was facilitated through [engage.portmoody.ca](https://engage.portmoody.ca), the City's online engagement hub. Participants registered to learn about the City's financial plans and projects, share ideas, and provide feedback. Between February 8 and February 28, 2022, participants had access to the annual budget survey, budget resource information, FAQs, and could pose questions and comments to staff. 288 individuals completed the online survey and 146 (51%) individuals provided feedback or comments for Council members.

73% of survey respondents indicated that they received good (63%) or excellent (10%) value in relation to the taxes and utility fees that they pay. 49% of survey respondents wanted to maintain current service levels through a tax increase. 27% of respondents wanted to keep tax rate the same as last year through reduced services levels; in contrast, 12% wanted enhanced service levels through a larger tax increase.

The results from the public consultation undertaken for the 2022-2026 Five-Year Financial Plan were presented to the Finance Committee on March 15, 2022.

In an effort to further reduce the financial burden on taxpayers, Council approved further reductions to the 2022 budget. These included general budget adjustments (\$310,000 – 0.67%), revenue adjustments (\$117,500 – 0.25%), and service adjustments (\$152,000 – 0.33%). These adjustments to the 2022 Financial plan resulted in a final 4.71% tax increase over 2021.

# Executive Summary

## - Change Over 2021

### Executive Summary

| Budget Driver                | Amount (\$)      | Tax (%)      | Driver Impact                                                                                                    |
|------------------------------|------------------|--------------|------------------------------------------------------------------------------------------------------------------|
| Growth                       | -600,000         | -1.30%       | Limited new construction (primarily Class 1 - Residential)                                                       |
| Revenues                     | 41,953           | 0.09%        | Development and other Permits; Sale of Services                                                                  |
| Salary & Benefits            | 977,438          | 2.12%        | Salaries, Wages, Benefits                                                                                        |
| Operating Expenses           | 371,284          | 0.80%        | Inflationary related increases<br>(Insurance, Equipment, Contracted Services, utilities, legal)                  |
| Operating Reserves           | -400,043         | -0.87%       | Reduced transfers to reserves – related to lower revenues<br>(Development processing reserve, MTP reserve, etc.) |
| <b>Sub Total - City</b>      | <b>390,632</b>   | <b>0.85%</b> |                                                                                                                  |
| Police                       | 575,799          | 1.25%        |                                                                                                                  |
| <b>Total - Operations</b>    | <b>966,431</b>   | <b>2.09%</b> |                                                                                                                  |
| Capital Asset Levy           | 462,000          | 1.00%        | To fund <u>existing</u> capital asset renewal and replacement                                                    |
| Growth Stabilization Reserve | 450,000          | 0.97%        | Reserve transfer to offset revenue loss from land use changes (Mill and Timber) - Year 2 of 3 phase in           |
| <b>Total</b>                 | <b>1,878,431</b> | <b>4.07%</b> |                                                                                                                  |

### New Funding Requirements - Contractual / Council Directed

|                                                   |                  |                |              |                                                                                                              |
|---------------------------------------------------|------------------|----------------|--------------|--------------------------------------------------------------------------------------------------------------|
| Mayor & Council                                   | Community Grants | 15,800         | 0.03%        | To restore Community Grant Program reduced as a result of COVID                                              |
| Legislative Services                              | New Position     | 116,836        | 0.25%        | Legislative Advisor (2021)<br>– workloads from FOI, other legislative matters                                |
| Legislative Services                              | New Software     | 13,260         | 0.03%        | Closed Caption software for virtual meetings                                                                 |
| Information Services                              | New Software     | 33,990         | 0.07%        | Office 365 annual licensing/ software maintenance – old version of software no longer supported by Microsoft |
| Fiscal Services                                   | Reserve Transfer | 50,000         | 0.11%        | Climate Action Reserve funding (annual contribution).                                                        |
| <b>Sub Total - Contractual / Council Directed</b> |                  | <b>229,886</b> | <b>0.50%</b> |                                                                                                              |

### New Funding Requirements - To address service delivery pressures

|                                                          |                           |                  |              |                                                                   |
|----------------------------------------------------------|---------------------------|------------------|--------------|-------------------------------------------------------------------|
| Information Services                                     | Corporate Training        | 11,550           | 0.03%        | Security Awareness Training for Staff                             |
| Fiscal Services                                          | Reserve Funding           | 15,000           | 0.03%        | Annual funding increase from the New Initiatives Reserve          |
| Facilities                                               | Vehicle (operating costs) | 12,000           | 0.03%        | New vehicle lease for Ford Escape Plug-in                         |
| Fire Rescue                                              | Software                  | 3,654            | 0.01%        | APX Fire Pre Plan Software                                        |
| Information Services                                     | Software                  | 14,111           | 0.03%        | Corporate Wide Internal Service Request System                    |
| Parks                                                    | Dog Waste                 | 15,000           | 0.03%        | Additional permanent dog waste funding at four sites              |
| Parks                                                    | Designated Anchorage Area | 12,000           | 0.03%        | Management of the DAA - staff time / insurance / use of Fire Boat |
| Parks                                                    | Trail Equipment           | 10,000           | 0.02%        | Trail equipment rental                                            |
| Parks                                                    | New Park space            | 9,000            | 0.02%        | New park construction - staff time & supplies                     |
| Parks                                                    | Tidal Park                | 2,500            | 0.01%        | Management of Tidal Park - staff time & signage                   |
| Capital Projects - FL22041                               | Parks                     | 15,000           | 0.03%        | Operating impact for Mini Excavator – fuel, maintenance, etc.     |
| Capital Projects - FL22042                               | Parks                     | 2,500            | 0.01%        | Operating impact for Tandem Dump Trailer – insurance, etc.        |
| Capital Projects - IS22009                               | Information Services      | 36,000           | 0.08%        | Operating impact for phone replacement – software maintenance     |
| Capital Projects - PK22061                               | Parks                     | 2,000            | 0.00%        | Operating impact for Noon's Creek Stairs – maintenance            |
| Fiscal Services                                          | New Revenues              | -92,265          | -0.20%       | Public safety building lease                                      |
| <b>Sub Total - to address service delivery pressures</b> |                           | <b>68,050</b>    | <b>0.15%</b> |                                                                   |
| <b>Total</b>                                             |                           | <b>2,176,367</b> | <b>4.71%</b> |                                                                   |



|                                                      | Budget             | Plan               | Plan               | Plan               | Plan               | Actual             | Actual             | Revised Budget     | Revised Budget     | Revised Budget     |
|------------------------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
|                                                      | 2022               | 2023               | 2024               | 2025               | 2026               | 2019               | 2020               | 2019               | 2020               | 2021               |
| <b>City Administration</b>                           |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| City Manager                                         | 706,923            | 722,382            | 739,375            | 753,205            | 767,312            | 829,749            | 1,031,502          | 922,427            | 907,566            | 808,563            |
| Legislative Services                                 | 985,404            | 1,012,630          | 1,038,989          | 1,057,292          | 1,077,792          | 719,934            | 720,322            | 773,086            | 791,314            | 815,630            |
| Mayor & Council                                      | 554,658            | 584,850            | 595,248            | 605,835            | 563,563            | 490,242            | 484,596            | 540,587            | 517,562            | 523,256            |
| <b>Total City Administration</b>                     | <b>2,246,985</b>   | <b>2,319,863</b>   | <b>2,373,613</b>   | <b>2,416,332</b>   | <b>2,408,667</b>   | <b>2,039,924</b>   | <b>2,236,420</b>   | <b>2,236,100</b>   | <b>2,216,442</b>   | <b>2,147,449</b>   |
| <b>Community Development</b>                         |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Building, Bylaw & Licensing                          | 4,209              | -19,947            | 7,100              | 25,066             | 43,236             | -190,603           | -126,222           | 49,184             | 67,477             | 100,100            |
| Community Development Admin                          | 457,992            | 471,591            | 486,562            | 498,522            | 510,659            | 307,506            | 394,256            | 351,573            | 354,759            | 442,749            |
| Development Planning                                 | 170,935            | 178,897            | 188,236            | 194,175            | 200,211            | 38,867             | 191,661            | 93,828             | 114,534            | 209,268            |
| Policy Planning                                      | 225,844            | 268,650            | 251,570            | 257,479            | 263,506            | 176,043            | 168,977            | 173,312            | 185,326            | 202,621            |
| <b>Total Community Development</b>                   | <b>858,981</b>     | <b>899,190</b>     | <b>933,468</b>     | <b>975,241</b>     | <b>1,017,611</b>   | <b>331,813</b>     | <b>628,672</b>     | <b>667,897</b>     | <b>722,097</b>     | <b>954,738</b>     |
| <b>Community Services</b>                            |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Community Services Admin                             | 269,598            | 276,391            | 284,121            | 289,974            | 295,935            | 238,437            | 277,793            | 247,121            | 253,279            | 262,662            |
| Cultural Services                                    | 1,000,196          | 1,161,550          | 1,188,980          | 1,213,382          | 1,235,724          | 987,219            | 994,904            | 1,085,815          | 949,496            | 1,042,984          |
| Environmental Services                               | 484,117            | 528,134            | 614,676            | 626,280            | 638,118            | 440,142            | 402,102            | 456,564            | 467,705            | 481,198            |
| Facilities                                           | 4,279,033          | 4,406,169          | 4,523,513          | 4,637,933          | 4,807,528          | 3,692,266          | 3,600,129          | 3,810,607          | 3,907,372          | 4,052,523          |
| Parks                                                | 2,888,750          | 3,030,766          | 3,130,521          | 3,202,447          | 3,261,490          | 2,390,108          | 2,574,117          | 2,327,361          | 2,399,867          | 2,681,812          |
| Recreation                                           | 830,144            | 920,981            | 1,018,305          | 1,073,315          | 1,107,308          | 810,136            | 1,674,963          | 533,340            | 600,523            | 1,800,684          |
| <b>Total Community Services</b>                      | <b>9,751,837</b>   | <b>10,323,991</b>  | <b>10,760,115</b>  | <b>11,043,332</b>  | <b>11,346,102</b>  | <b>8,558,307</b>   | <b>9,524,008</b>   | <b>8,460,808</b>   | <b>8,578,244</b>   | <b>10,321,864</b>  |
| <b>Engineering &amp; Operations</b>                  |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Engineering                                          | 504,399            | 522,300            | 542,664            | 563,459            | 576,317            | 368,918            | 185,772            | 368,918            | 379,860            | 391,722            |
| Fleet                                                | 0                  | 0                  | 0                  | 0                  | 0                  | 29,437             | 39,037             | 1,856              | -5,300             | 0                  |
| MRN                                                  | 0                  | 0                  |                    | 0                  | 0                  | -3                 | 187                | 930                | 0                  | 0                  |
| Operations Admin                                     | 317,849            | 327,490            | 337,071            | 345,171            | 354,791            | 216,551            | 648,632            | 261,238            | 286,719            | 255,490            |
| Operations                                           | 2,104,164          | 2,267,234          | 2,335,831          | 2,388,085          | 2,416,530          | 1,933,772          | 1,656,545          | 1,971,609          | 1,938,178          | 2,048,171          |
| <b>Total Engineering &amp; Operations</b>            | <b>2,926,411</b>   | <b>3,117,024</b>   | <b>3,215,566</b>   | <b>3,296,716</b>   | <b>3,347,638</b>   | <b>2,548,675</b>   | <b>2,530,173</b>   | <b>2,604,551</b>   | <b>2,599,457</b>   | <b>2,695,384</b>   |
| <b>Fire Rescue</b>                                   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Fire Rescue                                          | 9,551,777          | 9,927,985          | 10,257,174         | 10,550,410         | 10,833,319         | 8,489,545          | 8,801,700          | 8,401,991          | 8,885,825          | 9,238,763          |
| <b>Total Fire Rescue</b>                             | <b>9,551,777</b>   | <b>9,927,985</b>   | <b>10,257,174</b>  | <b>10,550,410</b>  | <b>10,833,319</b>  | <b>8,489,545</b>   | <b>8,801,700</b>   | <b>8,401,991</b>   | <b>8,885,825</b>   | <b>9,238,763</b>   |
| <b>Finance &amp; Technology</b>                      |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Finance                                              | 1,862,538          | 1,907,505          | 1,959,234          | 1,999,566          | 2,040,578          | 1,471,429          | 1,407,743          | 1,531,862          | 1,573,003          | 1,829,702          |
| Information Services                                 | 1,754,666          | 1,802,285          | 1,851,589          | 1,895,709          | 1,940,910          | 1,159,513          | 1,323,335          | 1,233,721          | 1,276,657          | 1,478,413          |
| <b>Total Finance &amp; Technology</b>                | <b>3,617,204</b>   | <b>3,709,790</b>   | <b>3,810,824</b>   | <b>3,895,275</b>   | <b>3,981,488</b>   | <b>2,630,943</b>   | <b>2,731,078</b>   | <b>2,765,583</b>   | <b>2,849,660</b>   | <b>3,308,115</b>   |
| <b>Fiscal Services</b>                               |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Fiscal Services                                      | -45,570,995        | -47,349,707        | -48,927,570        | -50,287,571        | -51,525,742        | -39,650,966        | -40,522,921        | -39,557,172        | -40,726,243        | -44,670,038        |
| <b>Total Fiscal Services</b>                         | <b>-45,570,995</b> | <b>-47,349,707</b> | <b>-48,927,570</b> | <b>-50,287,571</b> | <b>-51,525,742</b> | <b>-39,650,966</b> | <b>-40,522,921</b> | <b>-39,557,172</b> | <b>-40,726,243</b> | <b>-44,670,038</b> |
| <b>Library</b>                                       |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Library                                              | 2,046,038          | 2,068,651          | 2,128,178          | 2,174,022          | 2,228,683          | 1,788,447          | 1,854,393          | 1,822,004          | 1,893,466          | 2,009,408          |
| <b>Total Library</b>                                 | <b>2,046,038</b>   | <b>2,068,651</b>   | <b>2,128,178</b>   | <b>2,174,022</b>   | <b>2,228,683</b>   | <b>1,788,447</b>   | <b>1,854,393</b>   | <b>1,822,004</b>   | <b>1,893,466</b>   | <b>2,009,408</b>   |
| <b>People, Communications &amp; Engagement</b>       |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Communications and Engagement                        | 579,199            | 593,515            | 609,313            | 620,763            | 632,339            | 615,407            | 519,070            | 623,121            | 564,584            | 639,432            |
| Human Resources                                      | 1,005,032          | 1,028,266          | 1,053,833          | 1,074,408          | 1,093,691          | 882,654            | 906,331            | 882,654            | 905,396            | 947,787            |
| People, Communications & Engagement Admin            | 210,515            | 215,645            | 221,428            | 225,749            | 230,157            | 199,462            | 209,902            | 194,386            | 199,166            | 205,880            |
| <b>Total People, Communications &amp; Engagement</b> | <b>1,794,747</b>   | <b>1,837,426</b>   | <b>1,884,574</b>   | <b>1,920,920</b>   | <b>1,956,187</b>   | <b>1,697,523</b>   | <b>1,635,303</b>   | <b>1,700,161</b>   | <b>1,669,146</b>   | <b>1,793,099</b>   |
| <b>Police</b>                                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Police                                               | 12,777,021         | 13,145,794         | 13,564,065         | 14,015,330         | 14,406,053         | 10,831,756         | 10,589,215         | 10,898,073         | 11,311,903         | 12,201,220         |
| <b>Total Police</b>                                  | <b>12,777,021</b>  | <b>13,145,794</b>  | <b>13,564,065</b>  | <b>14,015,330</b>  | <b>14,406,053</b>  | <b>10,831,756</b>  | <b>10,589,215</b>  | <b>10,898,073</b>  | <b>11,311,903</b>  | <b>12,201,220</b>  |
| <b>Total ALL</b>                                     | <b>7</b>           | <b>7</b>           | <b>7</b>           | <b>7</b>           | <b>7</b>           | <b>-734,032</b>    | <b>8,040</b>       | <b>-4</b>          | <b>-3</b>          | <b>1</b>           |

# City Administration

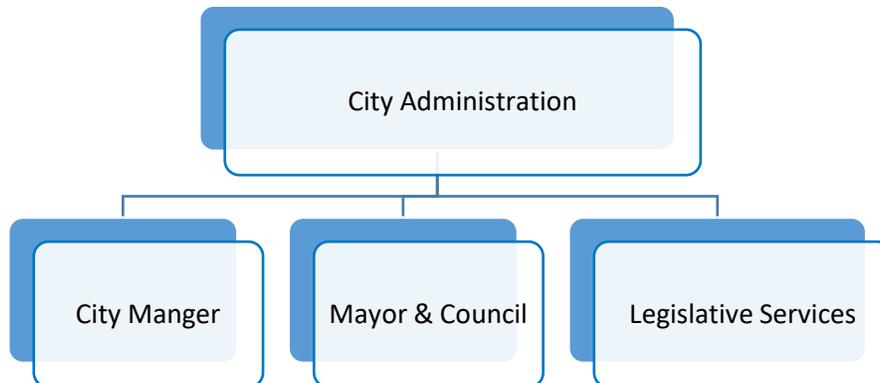
## *2022 - 2026 Operating Budget*

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# 2022-2026 Five Year Financial Plan

## City Administration

The City Administration Department includes the City Manager Division, the Mayor and Council Division, and the Legislative Services 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.

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.

The 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.

## Department 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.

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.

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.

## *Budget Highlights*

The 2022 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes the Mayor, six Councillors, and 11.23 FTE employees (a corporate realignment resulted in one FTE moving under the Engineering Division). Two new services are included in 2022; a new Legislative Services Advisor position, and closed caption software for Council and Committee meetings, both of which received Council approval in 2021.

**Reserve Transfers** cover the cost of elections over a four-year cycle. In 2022, \$85,322 will be transferred to Legislative Services to offset the cost of the municipal election. This covers supplies & materials, equipment, and labour expenses.

**Labour costs**, including **Recoveries**, represent 78% of operating budget at \$1,755,000. Recoveries consist of transfers from the four Utilities for the various services provided by the employees of the City Administration department.

**Consulting and Professional Services** (including Legal Services) represent 11% (\$242,000) of the annual operating budget expenses and includes the corporate (city-wide) budgets for general legal counsel.

**Personnel Services** (training, development, conferences, professional dues, etc.) expenses are \$101,647 and represents 5% of the budgeted operating expenses. This includes Council's budget for conferences (LGLMA, UBCM, FCM, the Mayor's Caucus), as well as the corporate annual membership dues for FCM, LGLMA, and UBCM.

**Communications** represents 5% (\$55,797) of the annual operating budgeted expenses which include mailing fees including postage and courier services.

**Sundry** (Miscellaneous and Contingency) expenses are \$64,751,000 and represent 2.75% of the total operating budget. This includes a \$40,000 Council contingency and a \$15,000 City Manager contingency which are used to fund various unplanned items throughout the year.

**Supplies & Materials** and **Equipment** expenses are 3.36% (\$79,084) of the total operating budget and include expenses related to the 2022 municipal election

**Contracted Services** expenses are 1.38% (\$32,369) of the total operating budget which includes the Tri-Cities Chamber of Commerce membership.

**Grants** and **Donations** at 0.89% (\$21,000) is used for the City's community grants program.

Other miscellaneous expenses total 3% (\$61,769) and include Contracted Services, Insurance, Leases, and Equipment.

| City Administration Budget Summary | PLN 2022         | PLN 2023         | PLN 2024         | PLN 2025         | PLN 2026         |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Revenues</b>                    | <b>-106,322</b>  | <b>-1,000</b>    | <b>-1,000</b>    | <b>-1,000</b>    | <b>-1,000</b>    |
| Other Revenue                      | -1,000           | -1,000           | -1,000           | -1,000           | -1,000           |
| Tsf from reserves-operating        | -105,322         |                  |                  |                  |                  |
| <b>Expenses</b>                    | <b>2,353,307</b> | <b>2,320,863</b> | <b>2,374,613</b> | <b>2,417,332</b> | <b>2,409,667</b> |
| Salary and Benefits                | 1,870,347        | 1,869,331        | 1,918,334        | 1,955,294        | 1,941,749        |
| Personnel Services                 | 101,647          | 103,194          | 105,085          | 107,021          | 109,005          |
| Contracted Services                | 32,369           | 31,942           | 32,015           | 32,090           | 32,165           |
| Consulting and Prof Services       | 242,347          | 247,167          | 252,083          | 257,097          | 262,213          |
| Communications                     | 55,797           | 31,821           | 31,845           | 31,870           | 31,895           |
| Insurance & Claims                 | 500              | 500              | 500              | 500              | 500              |
| Lease & Rentals                    | 900              | 900              | 900              | 900              | 900              |
| Equipment under \$5,000            | 28,000           |                  |                  |                  |                  |
| Supplies & Materials               | 51,084           | 40,580           | 41,085           | 41,599           | 42,123           |
| Sundry                             | 64,751           | 64,806           | 64,862           | 64,919           | 64,975           |
| Grants & Donations                 | 21,000           | 21,000           | 21,000           | 21,000           | 21,000           |
| Recoveries                         | -115,436         | -118,322         | -121,599         | -124,031         | -126,512         |
| Tsf to reserves-operating          |                  | 27,944           | 28,502           | 29,073           | 29,655           |
| <b>Total</b>                       | <b>2,246,985</b> | <b>2,319,863</b> | <b>2,373,613</b> | <b>2,416,332</b> | <b>2,408,667</b> |

## Notable Changes

The table below identifies the 2022 budget drivers.

Salaries and Benefits increased by \$69,116. A restructuring in 2021 resulted in the Corporate Planning Advisor position to report through the Project Delivery Team within the Engineering division. As a result, the annual budgets for this position are transferred to the Engineering division, resulting in the \$110,097 reduction.

Operating expenses have net reduction of \$5,381, however supplies and materials, personnel services, and consulting and professional services increase marginally, while communications was reduced. Operating expense increases were partially offset with an increase in the Utility shift (\$5,547).

New Funding Requirements for 2022 totalling \$165,896 include:

- \$35,800 of reinstated services - \$20,000 to bring Council Contingency back to 2019 funding levels, and \$15,800 to reinstate the community grant program.
- \$116,836 for a new Legislative Services Advisor approved in 2021
- \$13,260 for Closed Caption Software

The Provincial COVID-19 restart grant funding is being used to offset the \$20,000 increase in Council contingency for 2022.

| City Administration - Budget Drivers | PLN 2022      |
|--------------------------------------|---------------|
| Salary Adjustments                   | 69,116        |
| Salary Adjustments - Offset          | -110,097      |
| Operating Expenses                   | -5,381        |
| New Services City                    | 165,896       |
| COVID-19 Restart Grant (2022)        | -20,000       |
| <b>Total</b>                         | <b>99,534</b> |

## Department Performance Measures

| Measures in Support of Council Strategic Plan | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Target | Long-Term Target | LT Target Year |
|-----------------------------------------------|-------------|-------------|-------------|-------------|------------------|----------------|
| <b>Exceptional Service</b>                    |             |             |             |             |                  |                |
| # Bylaws processed                            | 45          | 62          | 51          | n/a         | n/a              | n/a            |
| # Council and Committee meetings supported    | 235         | 266         | 268         | n/a         | n/a              | n/a            |
| # Phone calls routed through reception        | n/a         | 6,966       | 7,763       | n/a         | n/a              | n/a            |
| # Freedom of Information requests             | 56          | 39          | 56          | n/a         | n/a              | n/a            |

# Community Development

## *2022 - 2026 Operating Budget*

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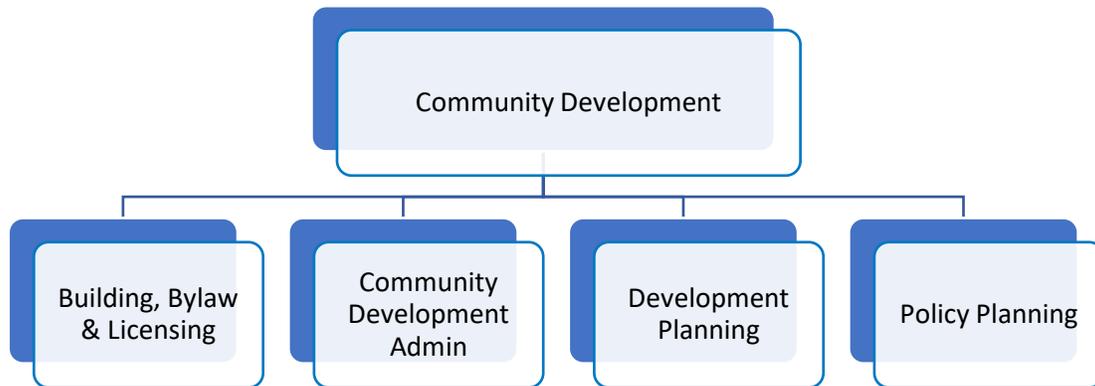
# 2022-2026 Five Year Financial Plan

## Community Development

### Department Overview

The Community Development Department is comprised of the following Divisions:

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



### Department Challenges

The Community Development Department supports a broad list of services. 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 planning topics. 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 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 from the COVID-19 pandemic. 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 paperwork and data entry that has started to be caught up on in 2021 and will continue into 2022 to realize the full benefits and integration of this service transition.

### *Building, Bylaw and Licensing*

Building, Bylaw and Licensing provides customer service to home/property owners, 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. 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.

## *Community Development Administration*

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. Community Development Administration consist of 3 people totalling 3.00 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; 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.

**Customer Service**, the first point of contact for the second floor of City Hall assisting walk in and phone customers with their inquiries; for more complex inquiries, ensures the customer is directed to the best team member to provide assistance.

## *Development Planning*

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 and the subsequent detailed design and approvals related to the coordination of servicing and building requirements. The Division consist of 6.00 FTE employees (as well as a total of 1 FTE of temporary Auxiliary support).

The Development Planning Division consist of the following service areas:

**Development application review team** reviews application from 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. Typical day to day work extends from technical review and reports to supporting applicants in navigating the approval process for their projects. This service also supports Council's decision-making process through staff reports and by ensuring legal process requirements are followed.

**Property inquiry** is a primary customer service function of the Division. Staff support applicants, homeowners, and interested residents by providing information about allowed land uses and about the requirements for potential new development applications.

### *Policy Planning*

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 consists of 5.00 FTE employees.

The Policy Panning Division consists of the following service areas:

**Policy Planning** takes the lead in policy, bylaw, and engagement projects for Community Development. This service makes sure new policies are coordinated with existing policies, considering 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, seniors needs, food security and community health 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 role includes leading projects and provides overall oversight of the implementation of the Climate Action Plan.

### *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 integrate studies related to (Council identified) Growth Principles
- Year 1 of 2 in a new Development Application process review.
- Implementation of the Economic Development Master Plan

- Creation of a Housing Needs Action Plan
- Year 2 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
- Finalize the work related to the legislated requirement to terminate Land Use Contracts
- Expand the engagement platform, 'Engage Port Moody' to include more development project applications
- Update to the small lot and detached accessory dwelling unit program with the goal of increased uptake
- Digital processing and payments for all development applications with applicant friendly online interface
- Support to Council directed social planning initiatives such as food security, childcare, and community health.

While the COVID-19 pandemic has impacted the department as a whole, one of the specific service areas which is anticipated to still feel the impacts of the pandemic in 2022 is the Bylaw Enforcement Division. Additional Bylaw Enforcement coverage was required in 2021 to support the requirements made by the Provincial Health Officer. Use of public spaces has increased during the pandemic and staff anticipate these patterns will continue in 2022. Additional Bylaw Enforcement staff to support possible requirements and the use changes are continuing in 2022.

### *Budget Highlights*

**Revenues** consisting of building permit fees, business licence revenues, other licences result in a budgeted revenue of \$1,745,000.

**Transfers** includes anticipated grant revenue from BC Hydro, and transfers from Operating and Capital reserves tied to positions.

**Labour**, including Recoveries, continues to be the most significant cost for the department at \$3,104,000 (76%). Recoveries consist of transfers from Utilities for the various services provided by the employees of the department.

**Transfer to Reserves** is the second most significant expense at \$698,000 (17%) 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).

**Operating expenses** (including Supplies and Materials, Equipment, Lease & Rentals, Communication, Insurance, and Miscellaneous) represents 4.1% (\$166,000) of the budgeted operating expenses.

**Contracted and Consulting and Professional Services** expenses are 1.6% (\$65,000) of the total operating budget which includes the annual operating budget for the Heritage Commission.

**Personnel Services** expenses represent 1.4% (\$58,000) of the budgeted operating expenses.

| <b>Community Development Budget Summary</b> | <b>PLN 2022</b>   | <b>PLN 2023</b>   | <b>PLN 2024</b>   | <b>PLN 2025</b>   | <b>PLN 2026</b>   |
|---------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Revenues</b>                             | <b>-3,233,141</b> | <b>-3,356,860</b> | <b>-3,286,010</b> | <b>-3,309,380</b> | <b>-3,332,939</b> |
| Other Revenue                               | -490,500          | -491,500          | -491,500          | -491,500          | -491,500          |
| Rev-own sources-licenses                    | -1,254,333        | -1,413,833        | -1,413,833        | -1,413,833        | -1,413,833        |
| Transfer from other govt-capital other      | -50,000           | -50,000           | -50,000           | -50,000           | -50,000           |
| Tsf from reserves-operating                 | -1,315,454        | -1,276,216        | -1,202,860        | -1,223,673        | -1,244,625        |
| Tsf from reserves-capital                   | -122,854          | -125,311          | -127,817          | -130,374          | -132,981          |
| <b>Expenses</b>                             | <b>4,092,123</b>  | <b>4,256,050</b>  | <b>4,219,479</b>  | <b>4,284,621</b>  | <b>4,350,550</b>  |
| Salary and Benefits                         | 3,197,136         | 3,246,264         | 3,210,050         | 3,274,011         | 3,339,201         |
| Personnel Services                          | 58,250            | 58,547            | 58,848            | 59,153            | 59,463            |
| Contracted Services                         | 17,800            | 18,850            | 19,900            | 20,900            | 21,900            |
| Consulting and Prof Services                | 47,394            | 40,927            | 40,980            | 41,553            | 42,147            |
| Communications                              | 12,375            | 12,451            | 12,528            | 12,607            | 12,686            |
| Insurance & Claims                          | 3,992             | 4,112             | 4,235             | 4,362             | 4,493             |
| Lease & Rentals                             | 19,160            | 19,160            | 19,160            | 19,160            | 19,160            |
| Equipment under \$5,000                     | 20,162            | 21,763            | 22,865            | 23,718            | 24,134            |
| Supplies & Materials                        | 27,050            | 27,335            | 26,805            | 26,841            | 26,878            |
| Sundry                                      | 83,665            | 83,832            | 84,002            | 84,175            | 84,350            |
| Recoveries                                  | -93,162           | -95,491           | -98,195           | -100,158          | -102,162          |
| Tsf to reserves-operating                   | 698,300           | 818,300           | 818,300           | 818,300           | 818,300           |
| <b>Total</b>                                | <b>858,981</b>    | <b>899,190</b>    | <b>933,468</b>    | <b>975,241</b>    | <b>1,017,611</b>  |

## Notable Changes

The 2022 cost drivers are:

- Revenues decrease by \$180,000 mainly due to revenue losses in permits and licenses
- Salary adjustments – salary and benefits \$50,000
- Operating expense increases of \$11,000
- Reserve transfer decreases of \$331,000 mainly from the Development Process Reserve fund associated with the reduction of revenues noted above.

| Community Development - Budget Drivers | PLN 2022 |
|----------------------------------------|----------|
| Revenue Changes                        | 179,167  |
| Salary Adjustments                     | 49,501   |
| Operating Expenses                     | 10,887   |
| Reserve Changes                        | -330,813 |
| COVID-19 Restart Grant (2021)          | -4,500   |

## 2022 Department Action Plan

### Exceptional Service

- ▶ Ensure our customers are highly satisfied with the quality of our service.
  - **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.
- ▶ Provide the public with transparent and open government, and opportunities to provide input on City issues.
  - **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).

### Environmental Leadership

- ▶ Expand and enhance policies to guide environmental goals and sustainability programs.
  - **Sustainability Report Card Update** - Improved review tool that allows applicants to prepare proposals that address the City's environmental goals by promoting sustainable development.



## Healthy City

- ▶ Plan for a variety of housing types to meet community needs.
  - **Develop Accessibility Guidelines for Laneway Homes** - Update the laneway housing design guidelines and zoning bylaw to promote and incentivize accessibility features in new laneway homes.
  - **Policy for Family-Friendly Units** - Create a policy for requiring family-friendly units as part of new multi-family developments.
  - **Affordable Housing Reserve Fund Terms of Reference** - To update the Affordable Housing Reserve Fund (AHRF) Terms of Reference (TOR). To include a guideline that will allow distribution of funding out of the Reserve for rental relief initiatives for renters in need of financial assistance within the TOR.
  - **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.
- ▶ Provide local services and access to amenities for residents of all ages and abilities.
  - **Child Care Needs Assessment and Actions Plan** - Identify Port Moody's child care needs and identify actions to support the creation of additional child care spaces to meet those needs.
  - **Community Health Assessment Phase 1** - Scoping exercise to conduct a Port Moody Community Health Assessment.



## Economic Prosperity

- ▶ Support the growth of businesses and business neighbourhood development.
  - **Wayfinding Strategy** - Creation of a strategy to guide future wayfinding signage in the City.
  - **Innovation Space Hub Opportunities** - To determine the City's best use of the commercial space provided at 50 Electronic Avenue.
  - **Economic Development Master Plan** - To develop a roadmap for economic development for the City.



## Community Evolution

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

- **Update IOCO Lands OCP Policies** - This City-initiated 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.
- **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.

## Department Performance Measures

| Measures in Support of Council Strategic Plan                              | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Target | Long-Term Target | LT Target Year |
|----------------------------------------------------------------------------|-------------|-------------|-------------|-------------|------------------|----------------|
| <b>Exceptional Service</b>                                                 |             |             |             |             |                  |                |
| Turnaround of permit applications reviewed (staff first review Planning)   | -           | -           | -           | -           | 90 days          | -              |
| Turnaround of permit applications reviewed (Construction valuation < \$1M) | -           | -           | -           | -           | 2 weeks          | -              |
| Turnaround of permit applications reviewed (Construction valuation > \$1M) | -           | -           | -           | 12 weeks    | 10 weeks         | Ongoing        |
| <b>Environmental Leadership</b>                                            |             |             |             |             |                  |                |
| # Electric vehicle charging sessions facilitated                           | 16,900      | 7,494       | 12,119      | 15,460      | n/a              | n/a            |
| # Unique vehicles using charging stations                                  | 2,642       | 2,147       | 2,597       | 3,396       | n/a              | n/a            |
| Energy dispensed at EV Charging stations (MWh)                             | 132         | 56          | 118         | 154         | n/a              | n/a            |
| <b>Economic Prosperity</b>                                                 |             |             |             |             |                  |                |
| # Building inspections conducted                                           | 1,687       | 1,890       | 2,189       | 2,300       | n/a              | n/a            |
| # Building permits issued                                                  | 308         | 348         | 168         | 320         | n/a              | n/a            |
| # Business licenses issued                                                 | 2,817       | 2,308       | 1,871       | 2,300       | n/a              | n/a            |
| # Dog licenses issued                                                      | 1,531       | 1,753       | 2,134       | n/a         | n/a              | n/a            |
| # Planning and development-related land use applications processed         | 115         | 83          | 85          | 100         | n/a              | n/a            |
| \$ Revenue of business licenses issued                                     | \$651,878   | \$571,758   | \$580,792   | \$505,000   | n/a              | n/a            |
| \$ Works processed (construction valuation)                                | \$165M      | \$226M      | \$62M       | \$36M       | n/a              | n/a            |

# Community Services

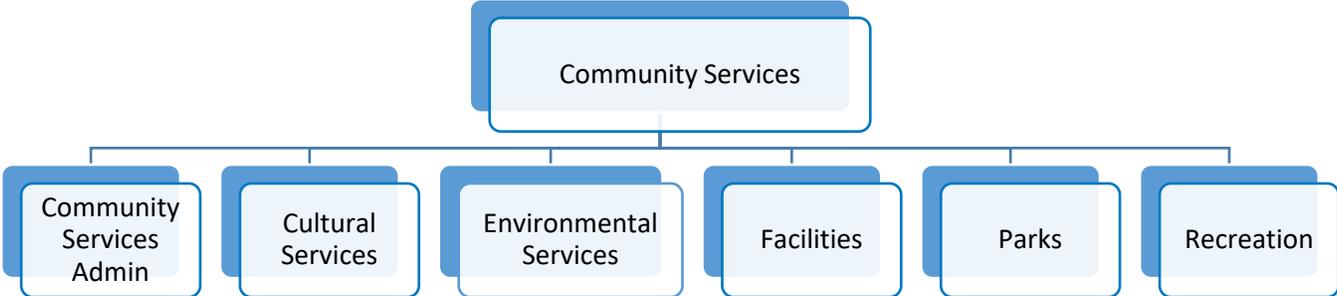
## *2022 - 2026 Operating Budget*

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# 2022-2026 Five Year Financial Plan

## Community Services Department

The Community Services Department consists of the Community Services Administration Division, Cultural Services, Environmental Services, Facilities, Parks, and Recreation.



### Community Services Administration

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 2022. Provincial Health Orders may at times impact bookings, programs and services which could have a negative impact upon revenues in 2022. The significant rise in popularity of outdoor activities will continue and play courts, parks and trails are expected to continue to experience heavy use which will require increased maintenance and servicing.

## 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 Q2 2022
- Policy and procedure reviews

## Cultural Services

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 delivers City events and 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 12 people, equating to approximately 5.8 FTE's.

The Cultural Services Division consists 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.

**Council Meeting Support**, responsible for providing production services for all Council/City meetings occurring in the Council Chambers (Inlet Theatre).

**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.

**City-led Events**, responsible for producing City-led events.

**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.

**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. The position is currently vacant and will be filled again in 2022.

**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 the majority of 2021. In September, restrictions permitted some theatre renters to return, although the number of rentals for the remainder of 2021 has been very low. This has had a significant impact on revenue.

The impact resulting from the continued Public Art Coordinator vacancy has continued, and the ability to support public art projects and maintenance has been a challenge, with some initiatives being postponed until the position has had the funding re-instated.

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 and customer service. 2021 continued to be busy for filming in Port Moody.

The lead-time and budgets for city-led events in 2022 is challenging as staff would have already begun planning for certain key events given the time required. Some events may not be able to be presented in 2022 without the necessary lead time or budget.

### **Key Initiatives**

The *In the Presence of Ancestors* project will continue to be an important initiative for 2022. This project is a significant step towards Truth and Reconciliation.

The installation of the digital sign at the corner of Newport Drive and loco Road will greatly increase the City's ability to quickly deliver messaging to motorists as well serving community groups and theatre renters.

In the 2022 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:

- Queen Street Plaza Placemaking
- Local Artist Galleria Display Program
- Community Mural Program
- Engage the second artist in the Staff Artist Program
- Delivery of City produced events

## *Environmental Services*

The Environment Services 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 Services 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 the Environmentally Sensitive Areas Management Strategy, Development Permit Areas for natural lands protected within the City's Official Community Plan, streamside setbacks as set out in the Zoning Bylaw, and internal policies (Naturescape, Bird Nest Protection, Rodenticide Use).

**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 updates with local environmental stewardship representatives.

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

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

## *Division Priorities and Key Initiatives*

Environment is a small division focused on the provision of environmental expertise and support towards City matters across departments and externally. Division priorities and key initiatives are driven by Council Strategic Plan priorities, capital plan projects, and internal and community requests, including:

- Review Capital and Operating projects for environmental permits, approvals, and inputs.
- Support and inform planning policy (e.g., OCP update) and development projects, and parks planning and management initiatives (e.g., Urban Forest Management Strategy, parks master planning).
- Implement Climate Action Plan work plan items, including restoration of environmentally sensitive areas on City lands and developing climate resilient landscaping standards.
- Update the City's Spill Response Guideline and erosion and sediment control policies.
- Expand community outreach opportunities using new tools and programs.

The staff team provides daily responses to the public on environmental requirements through development, Bear Essentials and other wildlife information (i.e., reduction of bear attractants), composter and rain barrel purchase, invasive species identification and support, tree protection inquiries, wildlife rescue requests and information regarding City policies. 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.

## *Facilities*

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 Firehall 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 2022 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 2022 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.

### *Parks*

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 and climate resilient landscaping practices, 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 2022, 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, urban forestry, 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, the redevelopment of Inlet Park Field, Trasolini Field synthetic turf replacement, the development of both a trail network plan and urban forest management strategy, 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. 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 2022.

The 2022 parks work plan includes a number of capital projects including the Rocky Point Park Master Plan Update, Park Acquisition Strategy, Urban Forest Management Strategy, Trail Network Plan and a number of capital improvement projects such as the Trasolini field synthetic turf replacement, and playground upgrades at multiple park sites throughout the City.

## *Recreation*

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 consists 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 unknown how the level of service will be impacted in 2022, but any restrictions on services will have an 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 2022 to ensure that the established quality of service will continue to be maintained.

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 2022 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

**Revenues** total \$4,350,491 for the department. Recreation and Cultural services revenues account for \$3,962,12.

**Other Revenue** \$75,707 is primarily related to revenues for Parks services. Additionally, the department receives \$4,000 in annual grant revenues, and \$308,660 in reserve transfers.

**Salaries and benefits** (net of **Recoveries**) represent 65% of operating expenses at \$9,118,000.

**Contracted Services** represents 12% (\$1,754,000) and includes the \$700,464 for the Cultural Services Division. This expense covers several areas which includes City events (\$63,767) and community event grants (\$63,250) but mainly represents contracts with PoMoArts and the Port Moody Heritage Society (\$528,655 or 75%). It should be noted that the required budget for City led events in 2022 was updated and presented to Council under a separate report in 2021. The actual budget required is \$207,500, an increase of \$143,733 not currently reflected in the operating budget or divisional summary.

**Utilities** represents 6% (\$827,000) and includes natural gas (heat) and electricity (lights) at all civic facilities and Parks.

**Equipment** represents 5% (\$719,000) of the operating budget for the department.

**Supplies and Materials** represents 4.7% (\$663,000) of the operating budget for the department.

**Consulting and Professional Services, Communications, Insurance, Leases, Grants, and Miscellaneous** represents 5.8% (\$813,000) of the operating budget.

**Personnel Services** represents 0.4% (\$55,000) of the operating budget for departmental training, development, and professional dues and fees.

| Community Services Budget Summary           | PLN 2022          | PLN 2023          | PLN 2024          | PLN 2025          | PLN 2026          |
|---------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Revenues</b>                             | <b>-4,350,491</b> | <b>-4,125,860</b> | <b>-4,069,548</b> | <b>-4,093,636</b> | <b>-4,122,088</b> |
| Recreation and Cultural Services            | -3,962,124        | -3,943,177        | -3,959,393        | -3,989,624        | -4,014,220        |
| Other Revenue                               | -75,707           | -76,377           | -76,551           | -78,727           | -78,905           |
| Transfer from other govt-prov'l conditional | -3,000            | -3,000            | -3,000            | -3,000            | -3,000            |
| Transfer from other govt-capital other      | -1,000            | -1,000            | -1,000            | -1,000            | -1,000            |
| Tsf from reserves-operating                 | -293,660          | -92,305           | -24,604           | -21,285           | -24,964           |
| Tsf from reserves-capital                   | -15,000           | -10,000           | -5,000            |                   |                   |
| <b>Expenses</b>                             | <b>14,102,328</b> | <b>14,449,851</b> | <b>14,829,663</b> | <b>15,136,968</b> | <b>15,468,191</b> |
| Salary and Benefits                         | 9,777,108         | 10,010,652        | 10,290,987        | 10,505,001        | 10,671,544        |
| Personnel Services                          | 55,298            | 55,842            | 56,408            | 57,046            | 57,854            |
| Contracted Services                         | 1,754,011         | 1,793,259         | 1,827,180         | 1,852,526         | 1,892,404         |
| Consulting and Prof Services                | 70,651            | 79,700            | 80,056            | 80,719            | 81,589            |

|                           |                  |                   |                   |                   |                   |
|---------------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| Utilities                 | 827,292          | 847,406           | 868,040           | 889,134           | 908,799           |
| Communications            | 129,551          | 130,223           | 130,905           | 131,597           | 132,301           |
| Insurance & Claims        | 320,259          | 330,636           | 340,162           | 349,974           | 358,714           |
| Lease & Rentals           | 72,993           | 58,499            | 59,015            | 59,541            | 60,078            |
| Equipment under \$5,000   | 718,670          | 764,665           | 797,397           | 824,488           | 847,100           |
| Supplies & Materials      | 663,521          | 670,927           | 683,651           | 696,726           | 779,046           |
| Sundry                    | 212,321          | 215,766           | 218,383           | 220,749           | 222,078           |
| Grants & Donations        | 7,600            | 7,600             | 7,600             | 7,600             | 7,700             |
| Recoveries                | -658,708         | -675,994          | -692,713          | -709,654          | -724,475          |
| Tsf to reserves-operating |                  | 3,500             |                   | 3,500             |                   |
| Tsf to reserves-capital   | 151,761          | 157,172           | 162,592           | 168,021           | 173,458           |
| <b>Total</b>              | <b>9,751,837</b> | <b>10,323,991</b> | <b>10,760,115</b> | <b>11,043,332</b> | <b>11,346,102</b> |

## Notable Changes

The 2022 budget drivers of the \$570,028 change over 2021 are primary related to:

- Additional revenues of \$76,363
- Salary and benefits which increased by \$327,537 and offset salary adjustments of \$39,493. This is related to adjustments of staffing levels due to returning programming and services previously reduced because of the COVID-19 pandemic, as well as estimated contractual and cost of living increases for CUPE and exempt employees.
- Operating expenses have a net increase of \$214,373. This includes contracted services (\$145,972) supplies and materials (\$82,125), communications, utilities, insurance, vehicles and equipment, etc.
- New Services includes \$136,023 for reinstated community events (temporary funding), \$19,500 for capital projects that have an ongoing operating impact, and \$60,500 for new funding requirements to maintain existing levels of service.
- As many services return to normal, COVID-19 relief funding has been reduced by \$1,293,897 in 2022.

| Community Services - Budget Drivers | PLN 2022        |
|-------------------------------------|-----------------|
| Revenue Changes                     | -76,636         |
| Salary Adjustments                  | 327,537         |
| Salary Adjustments - Offset         | 39,493          |
| Operating Expenses                  | 214,373         |
| Reserve Changes                     | 3,079           |
| New Services City                   | 216,023         |
| COVID                               | -1,293,897      |
| <b>Total</b>                        | <b>-570,028</b> |

## 2022 Department Action Plan

### Exceptional Service

- ▶ Form effective relationships with service delivery partners, industries, and stakeholders to improve service delivery.
  - **Truth and Reconciliation Understanding and Engagement Phase 1** - 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 intercultural relationships, provide education and understanding, invite dialogue on cultural reframing, and encourage participation in a shared activity.

### Environmental Leadership

- ▶ Maintain and enhance Port Moody's natural and built assets while reducing the impact on our planet.
  - **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.
- ▶ Expand and enhance policies to guide environmental goals and sustainability programs.
  - **Riparian Variance Policy** - Develop a policy and procedure to ensure a consistent approach for assessing and responding to requests for variance to Zoning Bylaw streamside setback requirements. 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.
  - **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.

### Healthy City

- ▶ Provide local services and access to amenities for residents of all ages and abilities.
  - **Facility Safety Improvement** - Update health and safety and emergency procedures in civic facilities.
- ▶ Encourage lifelong healthy and active living.
  - **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.
  - **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.



## Economic Prosperity

- ▶ Create an attractive and vibrant community through events, arts, and culture.
  - **Local Artist Gallery Display Program** - Provide opportunities for local artists to display their work in civic facilities.
  - **Community Event Improvements** - To further improve the community event application review process and explore other ways to support events in the community.



## Community Evolution

- ▶ Ensure City assets are optimized, maintained, and funded for current and future needs.
  - **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.
- ▶ Bring people together by activating public spaces.
  - **Queen Street Plaza Placemaking - Design Phase** - Develop a design to beautify and activate the plaza by creating a space for residents and visitors to gather and connect, encourage pedestrian traffic to the plaza and support surrounding businesses.

## Department Performance Measures

| Measures in Support of Council Strategic Plan                              | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Target | Long-Term Target | LT Target Year |
|----------------------------------------------------------------------------|-------------|-------------|-------------|-------------|------------------|----------------|
| <b>Exceptional Service</b>                                                 |             |             |             |             |                  |                |
| % Online transactions                                                      | 44%         | 61%         | 83%         | 85%         | 95%              | 2026           |
| <b>Environmental Leadership</b>                                            |             |             |             |             |                  |                |
| # Reports of environmental and pollution incidents and questions responded | 47          | 83          | 65          | 50          | 50               | 2025           |
| # Service calls processed for Environment Services and Parks divisions     | 733         | 1,152       | 1,167       | 1,200       | 1,200            | 2023           |
| # Trees planted in parks and streets                                       | 255         | 788         | 266*        | 500*        | 500*             | 2023           |
| # Volunteer hours contributed for environment and parks events             | 142         | 170         | 222         | 200         | 250              | 2025           |
| Red Bin Dog Waste Diversion (kgs)                                          | n/a         | 16,900      | 26,100      | n/a         | 30,000           | 2025           |
| <b>Healthy City</b>                                                        |             |             |             |             |                  |                |
| # Children facilitated over summer camp programs                           | 773         | 779         | 907         | 1,000       | n/a              | n/a            |
| # Courses/programs offered                                                 | 530         | 748         | 1,329       | 1,400       | 1,500            | 2024           |
| # Playground safety inspections conducted                                  | 66          | 264         | 264         | 264         | 300              | 2030           |
| # Registrants in programs                                                  | 25,827      | 5,774       | 9,553       | 20,000      | 30,000           | 2026           |
| <b>Economic Prosperity</b>                                                 |             |             |             |             |                  |                |
| # Filming/rental permits issued                                            | 27          | 11          | 27          | n/a         | n/a              | n/a            |
| # Hours booked at Inlet Theatre                                            | 1,826       | 898         | n/a         | 1,826       | 2,000            | n/a            |
| # Volunteer hours contributed for recreational centre events               | n/a         | n/a         | 32          | 50          | 150              | 2025           |
| <b>Community Evolution</b>                                                 |             |             |             |             |                  |                |
| # Community events organized                                               | 18          | n/a         | n/a         | n/a         | n/a              | n/a            |

\* The number doesn't include all street trees for 2021, submitted a grant application which identifies a target for 2022-2023 to double boulevard/street trees from 50 to 100 and native park trees from 500 to 1000 for 2023, long term target for 1500 for 2023, 2024 onward will be informed by Urban Forest Management Strategy

# Engineering & Operations

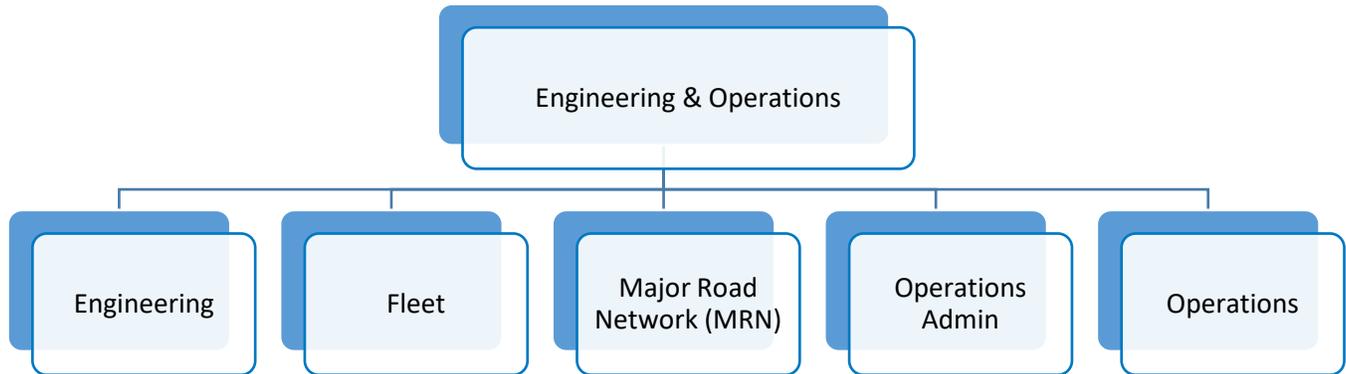
## *2022 - 2026 Operating Budget*

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# 2022-2026 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. This includes all City roads, sidewalks, bridges, streetlights, 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
- Major Road Network (MRN)
- Operations Administration
- Operations

### Engineering Division

The Engineering Division includes 15 FTE positions, although 8 of these are primarily funded through capital projects. 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.

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, Facilities, and Parks.

Through the Master Transportation Plan adopted in 2017 (currently being updated), 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.

## *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.

## *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 70.3 lane kilometers in the MRN road network. Total 2021 Translink funding was \$1.54 million (70.3 lane kms x \$21,880 = \$1.54M). For 2022, we anticipate a similar level of funding.

Typically, 5/12s (42%) or \$641,000 (2021 value) goes to the capital reserve for pavement rehabilitation and an additional 15% or \$230,000 (2021 value) goes to the capital reserve for general rehabilitation.

## *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.

## *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 2022, the Operations Division has 9 FTE's (inclusive of MRN).

## *Budget Highlights*

### **Revenues**

**Other Revenues** (\$192,167) and **Licenses Revenues** (\$89,500) are related to off-site engineering fees (development driven), anchor encroachment fees, highway use permit activity, and multi-family parking permit fees.

**Government Transfers** (\$1,458,875) are related to the funding agreement with Translink for the MRN road network.

**Reserve Transfers** (\$258,809 and \$142,653) primarily provide funding from the City reserves 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.

### **Expenses**

**Salary and Benefits** (\$3,304,363), including **Recoveries** (-\$1,304,246), is a major driver of the department budget representing 39% of total operating expenses. Recoveries consist of transfers from the four Utilities for the various services provided by the employees of the Engineering and Operations division.

**Transfers to Reserves** (capital \$691,000, and operating \$349,277) represent 20% of operating expenses. Capital transfers are from the MRN, while operating transfers are tied to development related revenues.

**Contracted Services** represents 12% of the budgeted operating expenses.

**Utilities** represent 7% (\$376,195) and include the cost of electricity for traffic signals and streetlights.

**Equipment** represents 11% (\$560,381) of the budgeted operating expenses and includes a significant portion of the City's fleet.

**Training & development** represents 1% (\$38,788) of the budgeted operating expenses.

**All other expenses** represent 9% (\$462,098) of the budgeted operating expenses. These include: office Consulting and professional service, communications, insurance, leases and rentals, supplies and materials, and miscellaneous expenses.

| Engineering & Operations Budget Summary | PLN 2022          | PLN 2023          | PLN 2024          | PLN 2025          | PLN 2026          |
|-----------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Revenues</b>                         | <b>-2,169,004</b> | <b>-2,086,912</b> | <b>-2,093,840</b> | <b>-2,100,906</b> | <b>-2,107,987</b> |
| Other Revenue                           | -192,167          | -192,167          | -192,167          | -192,167          | -192,167          |
| Rev-own sources-licenses                | -89,500           | -89,500           | -89,500           | -89,500           | -89,500           |
| Transfer from other govt-capital other  | -1,458,875        | -1,458,875        | -1,458,875        | -1,458,875        | -1,458,875        |
| Tsf from reserves-operating             | -285,809          | -200,745          | -204,760          | -208,855          | -213,032          |
| Tsf from reserves-capital               | -142,653          | -145,625          | -148,538          | -151,508          | -154,412          |
| <b>Expenses</b>                         | <b>5,095,415</b>  | <b>5,203,936</b>  | <b>5,309,406</b>  | <b>5,397,622</b>  | <b>5,455,625</b>  |
| Salary and Benefits                     | 3,304,363         | 3,387,425         | 3,481,835         | 3,551,839         | 3,623,262         |
| Personnel Services                      | 38,788            | 39,208            | 39,608            | 40,013            | 40,423            |
| Contracted Services                     | 614,560           | 624,288           | 634,164           | 644,096           | 651,099           |
| Consulting and Prof Services            | 28,549            | 28,626            | 28,705            | 28,785            | 28,811            |
| Utilities                               | 376,195           | 384,322           | 392,628           | 401,116           | 409,791           |
| Communications                          | 10,500            | 10,500            | 10,500            | 10,500            | 10,500            |
| Insurance & Claims                      | 101,259           | 104,297           | 107,426           | 110,649           | 113,968           |
| Lease & Rentals                         | 93,933            | 94,161            | 94,393            | 94,629            | 94,870            |
| Equipment under \$5,000                 | 560,381           | 604,587           | 636,260           | 658,888           | 678,292           |
| Supplies & Materials                    | 225,007           | 228,601           | 232,258           | 235,605           | 220,193           |
| Sundry                                  | 2,850             | 2,850             | 2,850             | 2,850             | 2,850             |
| Recoveries                              | -1,301,246        | -1,331,094        | -1,365,042        | -1,390,075        | -1,414,018        |
| Tsf to reserves-operating               | 349,277           | 335,165           | 322,822           | 317,727           | 304,581           |

|                         |                  |                  |                  |                  |                  |
|-------------------------|------------------|------------------|------------------|------------------|------------------|
| Tsf to reserves-capital | 691,000          | 691,000          | 691,000          | 691,000          | 691,000          |
| <b>Total</b>            | <b>2,926,411</b> | <b>3,117,024</b> | <b>3,215,566</b> | <b>3,296,716</b> | <b>3,347,638</b> |

## Notable Changes

The net change to the Engineering and Operations budget is \$231,028.

- Budgeted revenues have decreased by \$38,633 from 2021 based on anticipated and actual recent development and permitting revenues.
- Salary and benefit adjustments (net of internal admin) total \$115,617
- Salary Adjustments relate one FTE position (Corporate Planning Advisor) which was moved into the Engineering budget for 2022, this increase is offset by a decrease in the City Manager budget.
- Net operating expenses have increased by \$75,260
- Reserve transfers decreased by \$88,333. This is related to a drop in corresponding revenues that are transferred to reserve.
- New Services are related to the re-establishment of roads maintenance (grass and boulevard cutting) that was reduced in the 2020 Financial Plan. Temporary funding for this service comes from the Provincial COVID-19 Restart grant.

| Engineering & Operations - Budget Drivers | PLN 2022       |
|-------------------------------------------|----------------|
| Revenue Changes                           | 38,633         |
| Salary Adjustments                        | 115,617        |
| Salary Adjustments - Offset               | 89,851         |
| Operating Expenses                        | 75,260         |
| Reserve Changes                           | -88,333        |
| New Services City                         | 89,000         |
| COVID                                     | -89,000        |
| <b>Total</b>                              | <b>231,028</b> |

## 2022 Department Action Plan

### Exceptional Service

- ▶ Ensure our customers are highly satisfied with the quality of our service.
  - **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.
- ▶ Ensure City employees are engaged, properly equipped to do their work effectively, and motivated to build their careers in Port Moody.
  - **Review and Improve Operations Work Order Management Process** - Improving the Work Order Management system will enhance the City's ability to plan for asset maintenance in the future, track historical work on assets, and improve customer service. This will improve tracking of requests, allocation, cost and effort tracking, and ensure activities are coded correctly to the assets that they support.

### Environmental Leadership

- ▶ Expand and make the most of our parks and green spaces and design them to create positive and diverse experiences throughout the community.
  - **Unify Bert Flinn Park** - As per Council approved motions on October 8, 2019, remove the road right-of-way through Bert Flinn Park.

### Economic Prosperity

- ▶ Ensure a sustainable and resilient municipal economy and diversify the City's revenue sources.
  - **Review Works Yard Materials/Supplies Tracking and Storage** - Identify and recommend measures to implement a supply chain management system.

### Community Evolution

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

- **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.
- ▶ **Ensure City assets are optimized, maintained, and funded for current and future needs.**
  - **Update Subdivision and Development Servicing Bylaw** - Update the bylaw and supporting documents for accessibility, climate change, future technologies, and other current needs.

## Department Performance Measures

| Measures in Support of Council Strategic Plan                 | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Target | Long-Term Target | LT Target Year |
|---------------------------------------------------------------|-------------|-------------|-------------|-------------|------------------|----------------|
| <b>Exceptional Service</b>                                    |             |             |             |             |                  |                |
| # Highway Use permits processed                               | 146         | 206         | 203         | 200         | 200              | Ongoing        |
| <b>Environmental Leadership</b>                               |             |             |             |             |                  |                |
| Average solid waste diversion rate                            | 75.8%       | 74.0%       | 74.4%       | 73.64%      | 70%              | Ongoing        |
| Tonnes of recycling, glass, green waste and garbage collected | 6,954       | 7,139       | n/a         | n/a         | n/a              | n/a            |
| <b>Economic Prosperity</b>                                    |             |             |             |             |                  |                |
| \$ Offsite engineering review fees collected                  | 183,520     | 222,395     | 45,434      | 200,000     | 200,000          | Ongoing        |

# Fire Rescue

## *2022 - 2026 Operating Budget*

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# 2022-2026 Five Year Financial Plan

## Fire Rescue

Port Moody Fire Rescue is a full-service fire rescue response agency 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. With roots in the community 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 professional service 24 hours a day, 7 days a week.

### 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 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:

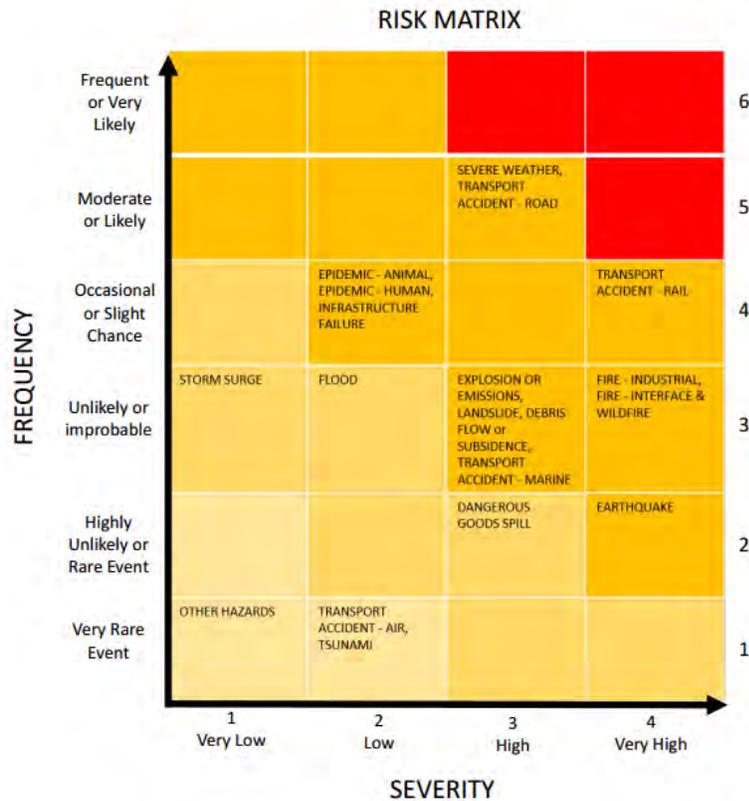
- Technical rope rescue
- Confined space rescue

- Advanced vehicle extrication operations
- Hazardous Materials advanced operations
- Wildland/Interface suppression & structure protection services
- Marine rescue response

Port Moody Fire Rescue’s staffing model has 2 NFPA compliant staffed engines on duty 24/7, one each at Inlet Centre and Glenayre Fire Halls. These engines, each staffed with 1 officer and 3 firefighters, provide the 1st-in response to all emergencies within our city. As well, PMFR utilizes an elevated alarm system to recall off-duty career and volunteer firefighters to respond to major incidents, or simultaneous events.

**Community Risk Model**

Port Moody Fire Rescue follows a community risk model that evaluates several factors to determine response priorities. Factors include current available staffed apparatus, response times, geography, topography, building stock, demographics, local hazards, and critical infrastructure systems. PMFR provides response services to the Port of Vancouver facilities located locally, and heavy industry partners including Suncor petrochemicals, Imperial Oil, 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, lifesafety/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 PMFR departmental staff. Industry best practices, regulatory requirements, and operational needs all drive the scope of the training programs. In 2021, the PMFR Training Division facilitated the delivery of over 5,500 hours of training and firefighter development.

**Life 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

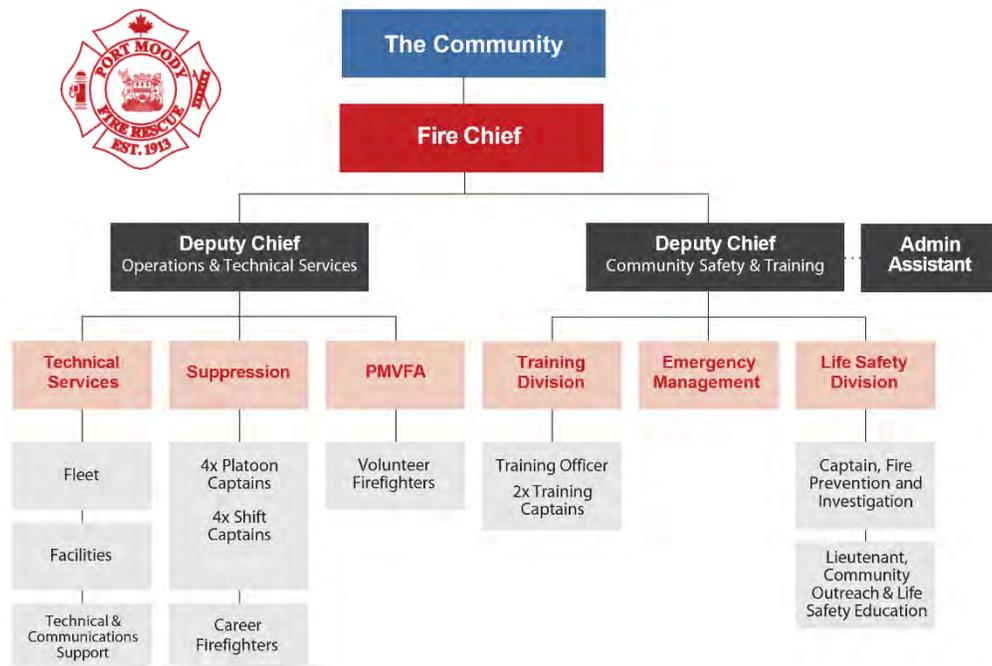
**Community Outreach** services include:

- Public education
- Fire Extinguisher training
- Community Outreach

**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 team members who 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



## Department Priorities and Key Initiatives

Port Moody Fire Rescue will action a Fire Service Master Plan review in 2022. The last master plan review was completed almost 20 years ago. A third-party consultant will review all aspects of PMFR's service and operations, producing an updated Master Plan to guide the department's service delivery through the next two decades. A fire service master plan review is a process of identifying a fire department's present status, and developing a strategy for future goals and needs, along with assisting the department in making decisions in relation to more efficiently allocating its resources. This project directly reflects Council's strategic initiatives of community evolution and exceptional service.

PMFR is continuing with the previously approved heavy apparatus replacement program. Approved by Council in 2018, these 2 pieces, currently at the end of the useful life, will enable Port Moody firefighters to effectively respond and mitigate emergencies in our community the next 15 - 25 years. For 2022, PMFR will be operationalizing a new Smeal Fire Engine, replacing a 1999 Lafrance engine. In 2023, a new Smeal Rescue Truck will replace the 1997 Freightliner Rescue Truck. This apparatus replacement program directly reflects Council's strategic initiatives of exceptional service and a healthy community.

Lastly, Port Moody Fire Rescue is carrying forward funding for wellness support for our firefighters, as programming was deferred due to the COVID pandemic. 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 carried forward budget item will continue our commitment to wellness support will be in the form of increased access to health screening, as well as increased training of firefighter peer support and CISM team members. This wellness support initiative directly reflects Council's strategic initiatives of exceptional service and a healthy community.

## 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 except for minor inflationary increases, apparatus debt servicing, and the Emergency Program position request. PMFR continues to source provincial grant opportunities securing substantial funding for wildfire prevention and emergency management initiatives.

| Fire Rescue - Budget Summary | PLN 2022         | PLN 2023          | PLN 2024          | PLN 2025          | PLN 2026          |
|------------------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Revenues</b>              | <b>-95,270</b>   | <b>-130,779</b>   | <b>-83,580</b>    | <b>-36,381</b>    | <b>-5,000</b>     |
| Other Revenue                | -5,000           | -5,000            | -5,000            | -5,000            | -5,000            |
| Tsf from reserves-capital    | -90,270          | -125,779          | -78,580           | -31,381           |                   |
| <b>Expenses</b>              | <b>9,647,047</b> | <b>10,058,764</b> | <b>10,340,754</b> | <b>10,586,791</b> | <b>10,838,319</b> |
| Salary and Benefits          | 7,807,934        | 8,050,867         | 8,295,318         | 8,504,837         | 8,720,088         |
| Personnel Services           | 94,932           | 96,243            | 97,573            | 98,357            | 99,629            |
| Contracted Services          | 43,530           | 43,530            | 43,530            | 43,530            | 43,530            |
| Consulting and Prof Services | 75,514           | 80,239            | 84,124            | 88,201            | 92,477            |
| Communications               | 25,986           | 26,226            | 26,470            | 26,717            | 26,967            |
| Insurance & Claims           | 50,657           | 52,020            | 53,422            | 54,863            | 56,345            |
| Lease & Rentals              | 7,006            | 7,111             | 7,217             | 7,326             | 7,435             |
| Equipment under \$5,000      | 453,257          | 463,886           | 473,703           | 482,688           | 491,373           |
| Supplies & Materials         | 180,434          | 185,086           | 189,866           | 194,309           | 199,137           |
| Gov't Payments               | 272,100          | 281,670           | 291,580           | 301,840           | 312,297           |
| Sundry                       | 396,710          | 526,597           | 526,779           | 526,964           | 527,152           |
| Grants & Donations           | 6,696            | 6,797             | 6,899             | 7,002             | 7,108             |
| Recoveries                   | 232,291          | 238,492           | 244,272           | 250,157           | 254,780           |
| <b>Total</b>                 | <b>9,551,777</b> | <b>9,927,985</b>  | <b>10,257,174</b> | <b>10,550,410</b> | <b>10,833,319</b> |

## Notable Changes

The 2022 budget drivers are:

- Salaries and benefits increase by \$225,000
- Operating expenses increase by \$85,000

| Fire Rescue - Budget Drivers             | PLN 2022       |
|------------------------------------------|----------------|
| Salaries and Benefits                    | 224,582        |
| Operating Expenses                       | 84,779         |
| New Service - APX Fire Pre Plan Software | 3,654          |
| <b>Total</b>                             | <b>313,015</b> |

## 2022 Department Action Plan



### Healthy City

- ▶ Ensure Port Moody is a safe place where local government and public safety agencies are prepared to address natural disasters and other emergencies.
  - **Update Community Wild Fire Protection Plan** - Update the 2007 Wildfire Protection Plan with an eye to identifying next steps in reducing community risk.
  - **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.

## Department Performance Measures

| Measures in Support of Council Strategic Plan                                                                   | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Target | Long-Term Target | LT Target Year |
|-----------------------------------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|------------------|----------------|
| <b>Exceptional Service</b>                                                                                      |             |             |             |             |                  |                |
| % Compliance for inspection program                                                                             | 93%         | 76%         | 91%         | n/a         | n/a              | n/a            |
| Citizen satisfaction                                                                                            | 80%         | 85%         | 77%         | 85%         | n/a              | n/a            |
| <b>Healthy City</b>                                                                                             |             |             |             |             |                  |                |
| # Critical life-saving interventions performed                                                                  | 13          | 29          | 17          | n/a         | n/a              | n/a            |
| # Hours training participated                                                                                   | 6,648       | 6,000       | 5,300       | 5,500       | n/a              | n/a            |
| # Incidents responded in total (including fire calls, medical, motor vehicle and hazardous materials incidents) | 1,312       | 1,008       | 1,330       | 1,330       | n/a              | n/a            |
| # Premise inspections conducted                                                                                 | 1,169       | 823         | 503         | 813         | n/a              | n/a            |

# Finance & Technology

## *2022 - 2026 Operating Budget*

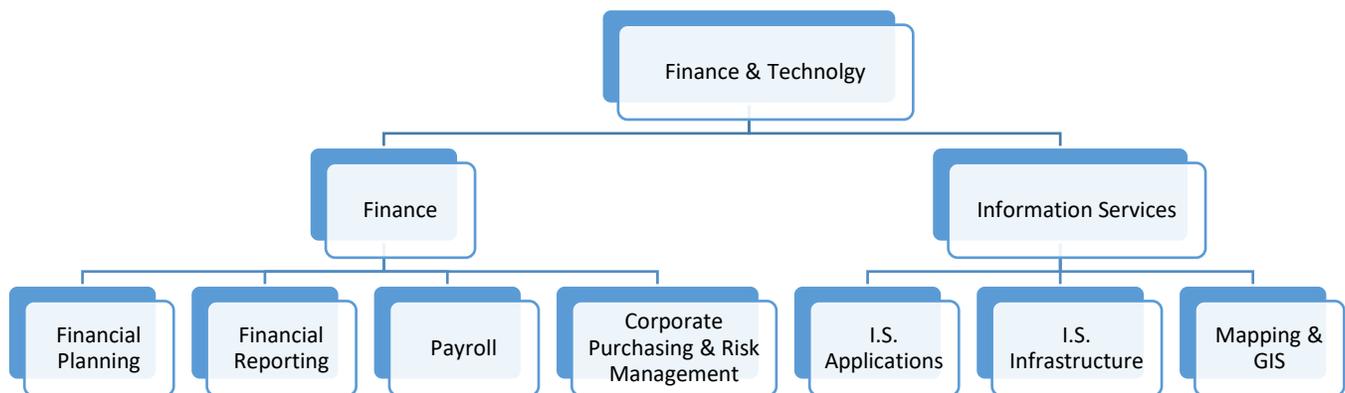
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# 2022-2026 Five Year Financial Plan

## Finance & Technology

The Finance and Technology department consists of the Finance Division and the Information Services 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.

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.

## *Department Priorities and Key Initiatives*

Finance and Technology is a support department that is focused on providing excellent customer service to our external and internal client groups.

Finance deals with the public regarding 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 ensuring 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.

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 2022 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes 17.2 FTE employee in Finance and 10 FTE employees in Information Service. This represents an increase of two FTEs over 2021 in Information Services; one for an additional I.S. Service Desk Specialist position, and an internally transferred position from Community Development.

**Revenues** consisting of administrative fees, tax certificates, fees to banks and mortgage companies, and reserve transfers represents a budgeted of \$98,000.

**Reserve Transfers** (operating and capital), at \$88,300, represent transfers from the Development Process reserve and the Unallocated Asset Replacement reserve for Finance and GIS related support.

**Labour**, including **Recoveries**, continues to be a significant cost for the division representing 77% of operating budget expenses at \$2,782,000. Recoveries, at a credit of \$599,000, consist of transfers from the four Utilities for the various services provided by the employees of the Finance and Technology department.

**Consulting and Professional Services** represent 21% (\$769,000) of the annual operating budget expenses and includes the budgets for: internal audit, actuarial services, audit services, and software maintenance costs that supports services such as:

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

**Communications** represent 7% (\$256,000) of the total budgeted operating and includes citywide; wired phone services, cellular services, internet/ data services, as well as advertising and postage for tax and utilities.

**Insurance & Claims**, at 7% (\$252,000) of the total operating expenses, primarily damage/liability claims and liability insurance.

**Equipment and Leases** represent 6% (\$228,000) of the total operating budget and includes the City's computer leases and maintenance for I.S. equipment.

Personnel Services (**Training and Development**) represents 2% (\$72,000) of the total operating budgeted.

**Supplies & Miscellaneous** (sundry) expenses represent 1% (\$43,000) of the budgeted operating expenses.

| Finance & Technology Budget Summary | PLN 2022         | PLN 2023         | PLN 2024         | PLN 2025         | PLN 2026         |
|-------------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Revenues</b>                     | <b>-186,333</b>  | <b>-186,333</b>  | <b>-186,333</b>  | <b>-186,333</b>  | <b>-186,333</b>  |
| Other Revenue                       | -98,000          | -98,000          | -98,000          | -98,000          | -98,000          |
| Tsf from reserves-operating         | -50,000          | -50,000          | -50,000          | -50,000          | -50,000          |
| Tsf from reserves-capital           | -38,333          | -38,333          | -38,333          | -38,333          | -38,333          |
| <b>Expenses</b>                     | <b>3,803,537</b> | <b>3,896,123</b> | <b>3,997,157</b> | <b>4,081,608</b> | <b>4,167,821</b> |
| Salary and Benefits                 | 2,782,320        | 2,850,810        | 2,930,573        | 2,989,185        | 3,048,799        |
| Personnel Services                  | 71,845           | 72,796           | 73,962           | 75,144           | 76,342           |
| Consulting and Prof Services        | 769,251          | 784,660          | 806,043          | 828,018          | 850,600          |
| Communications                      | 256,177          | 259,380          | 262,638          | 265,950          | 269,293          |
| Insurance & Claims                  | 252,433          | 258,637          | 265,026          | 271,607          | 278,387          |
| Lease & Rentals                     | 133,143          | 137,137          | 141,251          | 145,489          | 149,854          |
| Equipment under \$5,000             | 94,412           | 95,068           | 95,736           | 96,418           | 97,113           |
| Supplies & Materials                | 13,988           | 14,048           | 14,109           | 14,171           | 14,244           |
| Sundry                              | 28,617           | 36,555           | 36,939           | 37,330           | 37,728           |
| Recoveries                          | -598,648         | -612,967         | -629,121         | -641,704         | -654,538         |
| <b>Total</b>                        | <b>3,617,204</b> | <b>3,709,790</b> | <b>3,810,824</b> | <b>3,895,275</b> | <b>3,981,488</b> |

## Notable Changes

The 2022 budget drivers of the \$309,088 increase are primary related to:

- An \$8,000 reduction in miscellaneous revenues.
- Salaries and benefits which increased by \$82,302. This is related to estimated contractual and cost of living increases for CUPE and exempt employees. Additionally, there is an increase of \$20,246 related to the transfer of a position from the Operations Administration division.
- Operating expenses have a net increase of \$24,610. The major drivers of these changes are a \$23,760 increase in corporate insurance (liability), an increase in professional services (Software Maintenance) at \$40,890, communications (telephone and cellular services) at \$28,813 and equipment maintenance costs (cloud backup, firewall maintenance, etc.) at \$15,220. These are partially offset with increases of \$87,722 to the Utility Shift

New funding requirements for 2022, as result of contractual obligations, includes \$34,000 for Office 365. Additionally, the 2022 Financial Plan includes \$11,651 for staff security awareness training and \$14,000 for a corporate wide internal service request system. The replacement of the City's phone system, as part of the 2022 capital plan (IS22009), will result in an increase of \$36,000 in the annual telephone budget.

As a result of the COVID-19 pandemic, and the pressures it has placed on the Information Services division, an additional I.S. Service Desk Specialist position (\$78,279) has been included in the 2022 Financial Plan. This position will be funded from the provincial COVID-19 restart grant.

Due to funding constraints, the continued requests for a Cloud Disaster Recovery Server Backup (\$112,000) could not be supported in the 2022 Financial Plan.

| Finance & Technology - Budget Drivers | PLN 2022       |
|---------------------------------------|----------------|
| Revenue Changes                       | 8,000          |
| Salary Adjustments                    | 82,302         |
| Interdepartmental Position Transfer   | 20,246         |
| Operating Expenses                    | 24,610         |
| New Services City                     | 95,651         |
| COVID                                 | 78,279         |
| <b>Total</b>                          | <b>309,088</b> |

## 2022 Department Action Plan

### Community Evolution

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

## Department Performance Measures

| Measures in Support of Council Strategic Plan                            | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Target | Long-Term Target | LT Target Year |
|--------------------------------------------------------------------------|-------------|-------------|-------------|-------------|------------------|----------------|
| <b>Exceptional Service</b>                                               |             |             |             |             |                  |                |
| # Invoices processed                                                     | 8,578       | 7,646       | 7,354       | n/a         | n/a              | n/a            |
| % Purchasing card transactions out of total purchases                    | 3.0%        | 3.2%        | 3.6%        | n/a         | n/a              | n/a            |
| # Insurance claims                                                       | 15          | 11          | 21          | n/a         | n/a              | n/a            |
| # Formal tenders, RFPs, RFSOs, EOIs and notice of intent calls processed | 45          | 35          | 29          | n/a         | n/a              | n/a            |
| # Purchase requisitions and service contracts processed                  | 204         | 177         | 178         | n/a         | n/a              | n/a            |
| # Property tax deferrals processed                                       | 685         | 692         | 701         | n/a         | n/a              | n/a            |
| Canadian Award for Financial Reporting                                   | ✓           | ✓           | ✓           | ✓           | ✓                | Ongoing        |
| Distinguished Budget Presentation Award                                  | ✓           | ✓           | ✓           | ✓           | ✓                | Ongoing        |
| # IS service desk tickets submitted                                      | 2,767       | 3,396       | 3,405       | n/a         | n/a              | n/a            |
| % IS service desk tickets closed vs. submitted                           | 99%         | 99%         | 96%         | n/a         | n/a              | n/a            |
| # Internal and external requests for information systems support         | 2,700       | 3,300       | n/a         | n/a         | n/a              | n/a            |
| <b>Environmental Leadership</b>                                          |             |             |             |             |                  |                |
| % Tax notices registered for electronic delivery                         | 6.11%       | 9.31%       | 12.30%      | 14%         | 50%              | 2035           |
| % Utility notices registered for electronic delivery                     | 5.92%       | 7.51%       | 10.40%      | 12%         | 50%              | 2035           |
| <b>Economic Prosperity</b>                                               |             |             |             |             |                  |                |
| % Current year taxes outstanding at December 31                          | 0.90%       | 2.70%       | 1.03%       | 1%          | 1%               | n/a            |
| \$ Cash and investment portfolio                                         | \$71M       | \$90M       | \$120M      | n/a         | n/a              | n/a            |

# Fiscal Services

## *2022 - 2026 Operating Budget*

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## Consolidated Budget

| Fiscal Services - Budget Summary            | PLN 2022           | PLN 2023           | PLN 2024           | PLN 2025           | PLN 2026           |
|---------------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Revenues</b>                             | <b>-62,921,981</b> | <b>-61,722,488</b> | <b>-64,397,050</b> | <b>-66,800,163</b> | <b>-69,262,430</b> |
| Taxes-Real Property                         | -48,931,107        | -51,773,415        | -53,931,051        | -55,806,903        | -57,651,867        |
| Taxes-Private Utility Companies             | -365,721           | -365,721           | -365,721           | -365,721           | -365,721           |
| Payments in Lieu of tax-federal             | -45,000            | -45,000            | -45,000            | -45,000            | -45,000            |
| Payments in Lieu of tax-provincial          | -528,866           | -528,866           | -528,866           | -528,866           | -528,866           |
| Payments in Lieu of tax-other               | -13,000            | -13,000            | -13,000            | -13,000            | -13,000            |
| Other Revenue                               | -1,283,932         | -1,283,932         | -1,283,932         | -1,283,932         | -1,283,932         |
| Rev-own sources-investment income           | -445,000           | -445,000           | -445,000           | -445,000           | -445,000           |
| Transfer from other govt-prov'l conditional | -162,836           | -162,836           | -170,387           | -170,387           | -170,387           |
| Transfer from funds                         | -208,837           | -218,970           | -221,090           | -221,534           | -224,294           |
| Tsf from reserves-operating                 | -658,262           | -128,726           | -128,456           | -128,456           | -128,456           |
| Tsf from reserves-capital                   | -10,279,421        | -6,757,023         | -7,264,547         | -7,791,365         | -8,405,908         |
| <b>Expenses</b>                             | <b>17,350,986</b>  | <b>14,372,780</b>  | <b>15,469,480</b>  | <b>16,512,592</b>  | <b>17,736,688</b>  |
| Salary and Benefits                         | 232,775            | 172,915            | 225,343            | 195,396            | 214,259            |
| Lease & Rentals                             | -500,000           | -500,000           | -500,000           | -500,000           | -500,000           |
| Equipment under \$5,000                     | 100,000            | 100,000            | 100,000            | 100,000            | 100,000            |
| Sundry                                      | 1,864,359          | 1,870,539          | 1,876,904          | 1,883,461          | 1,890,214          |
| Recoveries                                  | -21,630            | -34,000            | -34,000            | -34,000            | -34,000            |
| Tsf to reserves-operating                   | 653,220            | 670,057            | 686,930            | 703,841            | 720,789            |
| Tsf to reserves-capital                     | 15,022,262         | 12,093,270         | 13,114,302         | 14,163,895         | 15,345,426         |
| <b>Total</b>                                | <b>-45,570,995</b> | <b>-47,349,707</b> | <b>-48,927,570</b> | <b>-50,287,571</b> | <b>-51,525,742</b> |

## Notable Changes

| Fiscal Services - Budget Drivers    |  | PLN 2022          |
|-------------------------------------|--|-------------------|
| <b>Revenue Changes</b>              |  | <b>-710,892</b>   |
| Misc/Other Revenues                 |  | 57,112            |
| Grant                               |  | -141,554          |
| Lease and Rental                    |  | -26,450           |
| 2022 Growth                         |  | -600,000          |
| <b>Salary Adjustments</b>           |  | <b>-3,283</b>     |
| Benefits                            |  | -16,835           |
| Benefits (WCB)                      |  | 13,552            |
| <b>Operating Expenses</b>           |  | <b>-29,746</b>    |
| Personnel Services                  |  | -20,544           |
| Miscellaneous                       |  | -9,202            |
| <b>Reserve Changes</b>              |  | <b>928,024</b>    |
| Transfer from/to Reserve            |  | 16,024            |
| Asset Renewal Levy                  |  | 462,000           |
| Growth Stabilization Reserve        |  | 450,000           |
| <b>New Services City</b>            |  | <b>-27,265</b>    |
| Reinstated 2020 COVID-19 Reductions |  | 50,000            |
| New Services 2022                   |  | -77,265           |
| <b>COVID</b>                        |  | <b>1,118,572</b>  |
| COVID-19 Restart Grant (2021)       |  | 1,324,818         |
| COVID-19 Restart Grant (2022)       |  | -206,246          |
| <b>New Tax Revenue</b>              |  | <b>-2,176,367</b> |
| New Tax Revenue                     |  | -2,176,367        |
| <b>Total</b>                        |  | <b>-900,957</b>   |

# Library

## ***2022 - 2026 Operating Budget***

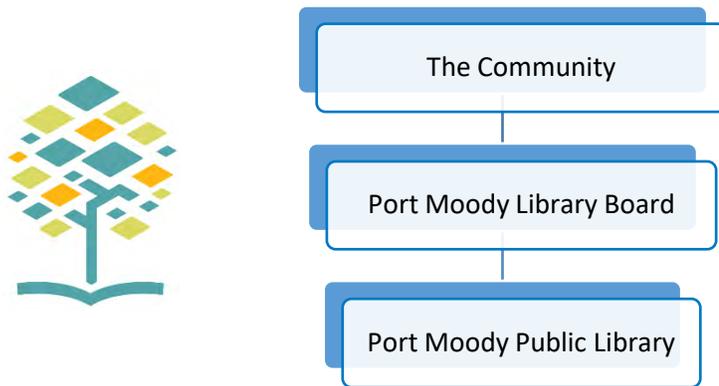
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# 2022-2026 Five Year Financial Plan

## 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.

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

### Department Priorities and Key Initiatives

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

In the 2022 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 21<sup>st</sup> Century literacy needs

Some of the library's 2022 initiatives are listed below. A number of them are carried over from previous years due to the impact of the COVID-19 pandemic:

- Improve training for both staff and the Library Board
- Create a Collection Development Framework
- Explore and plan for the use of Virtual Reality
- Investigate the feasibility of lending devices and other types of technology
- Update and revise Library Board policies including a review of fine payment
- Develop more targeted promotions

### *Budget Highlights*

The 2022 Financial Plan is similar to previous plans with the exception of adjustments due to changing conditions from the COVID-19 pandemic. The budget supports the areas discussed above and includes 17.66 FTE employees. There are no new services proposed for the 2022 Financial Plan.

The Library Board is requesting \$2,046,038 municipal support for 2022. The Board is projecting revenue of \$205,074 from various sources. The overall cost to run the library in 2022 will be \$2,251,112.

**Labour** is a significant cost for the division representing 80% (\$1,809,401) of the total operating budget.

**Supplies & Materials** which include the overall cost for books cataloguing and maintenance represents 14% (\$304,987) of the total operating budget.

**Equipment (including Lease & Rentals)** represents 4% (\$85,263) of the total operating budget.

**Personnel Services** represent 1% (\$16,666) of the total operating budget.

| <b>Library - Budget Summary</b>             | <b>PLN 2022</b>  | <b>PLN 2023</b>  | <b>PLN 2024</b>  | <b>PLN 2025</b>  | <b>PLN 2026</b>  |
|---------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Revenues</b>                             | <b>-205,074</b>  | <b>-238,165</b>  | <b>-235,313</b>  | <b>-234,313</b>  | <b>-235,279</b>  |
| Recreation and Cultural Services            | -4,100           | -5,000           | -5,000           | -5,000           | -5,000           |
| Other Revenue                               | -53,800          | -72,250          | -71,250          | -70,250          | -69,250          |
| Transfer from other govt-prov'l conditional | -96,332          | -99,249          | -99,249          | -99,249          | -99,249          |
| Transfer from other govt-capital other      | -50,842          | -59,814          | -59,814          | -59,814          | -59,814          |
| Tsf from reserves-operating                 |                  | -1,852           |                  |                  | -1,966           |
| <b>Expenses</b>                             | <b>2,251,112</b> | <b>2,306,816</b> | <b>2,363,491</b> | <b>2,408,335</b> | <b>2,463,962</b> |
| Salary and Benefits                         | 1,809,401        | 1,854,644        | 1,906,578        | 1,944,716        | 1,991,817        |
| Personnel Services                          | 16,666           | 16,765           | 16,844           | 16,960           | 17,027           |
| Contracted Services                         | 7,000            | 8,800            | 8,800            | 8,800            | 8,800            |
| Consulting and Prof Services                | 50               | 50               | 50               | 50               | 50               |
| Communications                              | 11,389           | 11,436           | 11,484           | 11,534           | 11,584           |
| Insurance & Claims                          | 5,496            | 5,771            | 5,944            | 6,122            | 6,306            |
| Lease & Rentals                             | 15,981           | 15,981           | 15,981           | 15,981           | 15,981           |
| Equipment under \$5,000                     | 69,282           | 67,091           | 67,579           | 68,078           | 68,586           |
| Supplies & Materials                        | 304,987          | 316,160          | 318,941          | 324,584          | 333,089          |
| Sundry                                      | 9,925            | 10,119           | 10,316           | 10,518           | 10,723           |
| Tsf to reserves-operating                   | 935              |                  | 973              | 993              |                  |
| <b>Total</b>                                | <b>2,046,038</b> | <b>2,068,651</b> | <b>2,128,178</b> | <b>2,174,022</b> | <b>2,228,683</b> |

## Notable Changes

The 2022 budget drivers are partly due to a recovery of library revenues as the pandemic eases:

- \$4,000 increase in revenue from photocopying and printing due to increased activity
- \$38,897 increase in grants for lending materials to residents from other communities
- \$1,700 increase in revenue from book sales and other miscellaneous items

Revenue from fines is one area we budgeted less for 2022. Fine revenue did not recover as expected in 2021, and it is unlikely to fully recover for some years.

- \$2,800 reduction in fine revenue

Most of the increases budgeted for in 2022 are about restoring funding that had been cut due to the pandemic:

- Conference Attendance \$3,000
- Training and Education \$6,000
- Book Processing \$2,047
- Supplies \$1,048
- Board training \$2,017

- Computer supplies \$1,214

There are a number of other increases budgeted for intended to either keep pace with inflation or fulfill contractual obligations:

- Insurance \$499
- Equipment maintenance \$2,492
- Library materials \$5,134

Salaries and benefits will increase by \$58,153. This is related to estimated contractual and cost of living increases for CUPE and exempt employees.

| Library - Budget Drivers               | PLN 2022      |
|----------------------------------------|---------------|
| Revenue Changes                        | 3,681         |
| Salaries and Benefits                  | 58,153        |
| Operating Expenses                     | 9,273         |
| COVID-19 Impact & Restart Grant (2021) | -34,478       |
| <b>Total</b>                           | <b>36,629</b> |

## Department Performance Measures

| Measures in Support of Library Strategic Directions                                                        | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Target | Long-Term Target | LT Target Year |
|------------------------------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|------------------|----------------|
| <b>Direction 1 – Raise the profile of the Library in the community</b>                                     |             |             |             |             |                  |                |
| # In-person visits                                                                                         | 335,029     | 111,980     | 119,361     | 150,000     | 380,000          | 2027           |
| # Reference questions answered                                                                             | 19,694      | 9,132       | 11,344      | 13,000      | 20,000           | 2027           |
| <b>Direction 2 – Revitalize how the Library does business to prepare for a future of growth and change</b> |             |             |             |             |                  |                |
| # Total checkouts processed (including physical and electronic items)                                      | 659,578     | 438,740     | 562,672     | 615,000     | 750,000          | 2027           |
| <b>Direction 3 – Provide robust and relevant programming that addresses 21st Century literacy needs</b>    |             |             |             |             |                  |                |
| # Children registered for the annual Summer Reading Club                                                   | 1,339       | 840         | 1,157       | 1,250       | 1,500            | 2027           |
| # Programs hosted by the Library (in-person and virtual)                                                   | 757         | 714         | 637         | 700         | 770              | 2027           |
| # Program participants                                                                                     | 32,747      | 83,525      | 27,288      | 30,000      | 35,000           | 2027           |

# People, Communications & Engagement

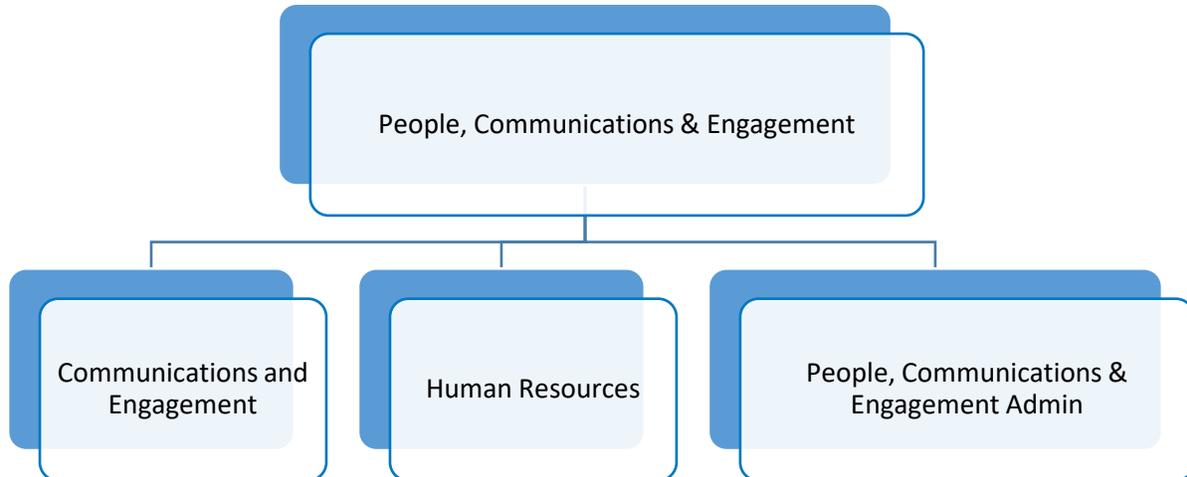
## *2022 - 2026 Operating Budget*

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## 2022-2026 Five Year Financial Plan

### People, Communications & Engagement Department

The People, Communications, and Engagement Department consists of the Human Resources Division, the Communications and Engagement Division, and an Administrative Division.



#### 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.

#### 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, develop an effective organization 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 continued to result in a significant workload increase to Human Resources staff. Practical examples continue to be the need to support the EOC; workforce adjustments; work modifications including remote work and other HR and Occupational Health and Safety (OH&S) policy development/amendments; site safety planning and employee communications. As the increase demand has continued, operational support and strategic projects have been impacted.

2022 will see facilitation of the Executive Leadership Team strategy, negotiation of all collective agreements, enhancements to the City's career portal, implementation of employee engagement initiatives, advancing diversity, equity and inclusion and the development of a city corporate learning & development strategy.

## *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 and public engagement 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, advertising, and media relations; and also supports city events and community engagement initiatives.

### *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 partners.

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.

2022 will see expanded use of the City's engage.portmoody.ca online engagement hub as well as extensive public engagement for the OCP Update and other priority initiatives. Communication efforts will continue to improve the transparency and openness of planning and development information provided to the community through collaboration with the Community Development and IS departments.

## *People, Communications & Engagement Administration Division*

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.

### *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 support strategic planning processes and promote inclusion, information accessibility, employee, and civic engagement. We provide support to leadership streamlining support for Council's legislative processes.

### *Budget Highlights*

The 2022 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes 12.8 FTE employees.

**Labour**, including **Recoveries**, continues to be a significant cost for the division representing 75% of operating budget expenses at \$1,383,000. This included recoveries, which consist of transfers from the four Utilities for the various services provided by the employees in the People, Communications & Engagement Department.

**Human Resources Services (Personnel Services)** represent 13% (\$234,000) of the annual operating budget expenses and includes the budgets for: Corporate Training, Learning Contracts, Rewards and Recognition, Occupational Health & Safety Programs, Recruitment and Selection, and Staff Civic Functions.

**Consulting and Professional Services** represents 6% (\$119,000) and primarily include legal service fees, extraordinary disability management/other HR specific specialized advice, software maintenance/upgrades, the bi-annual Citizen Satisfaction Survey, and Photography or other Communications consulting.

**Other Revenue** is the anticipated revenue (\$40,000) from the WorkSafeBC Certificate of Recognition (COR) program and as noted below, is transferred to the Occupational Health and Safety Reserve.

**Reserve Transfers** are related to the Occupational Health and Safety Reserve and represent 2% (\$40,000) of total operating expenses.

**Communications** expenses represent 2% (\$37,000) of the total operating expenses. This includes printing costs and distribution for publications (Utility Newsletter, Tax Newsletter, Guide to Summer, Focus Newsletter, Calendar, Annual Report, etc.). This also includes advertising including print ads and social media ads.

**Contracted Services, Supplies and Materials, Lease and Rentals, and Miscellaneous (Sundry)** expenses include office supplies/materials and represent 2% (\$34,000) of the operating expenses.

| People, Communications & Engagement Budget Summary | PLN 2022         | PLN 2023         | PLN 2024         | PLN 2025         | PLN 2026         |
|----------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Revenues</b>                                    | <b>-52,500</b>   | <b>-40,000</b>   | <b>-52,500</b>   | <b>-40,000</b>   | <b>-52,500</b>   |
| Other Revenue                                      | -40,000          | -40,000          | -40,000          | -40,000          | -40,000          |
| Tsf from reserves-operating                        | -12,500          |                  | -12,500          |                  | -12,500          |
| <b>Expenses</b>                                    | <b>1,847,247</b> | <b>1,877,425</b> | <b>1,937,074</b> | <b>1,960,920</b> | <b>2,008,687</b> |
| Salary and Benefits                                | 1,573,839        | 1,612,564        | 1,656,528        | 1,689,177        | 1,722,479        |
| Personnel Services                                 | 233,685          | 236,892          | 240,147          | 243,451          | 246,805          |
| Contracted Services                                | 16,654           | 16,709           | 16,764           | 16,821           | 16,878           |
| Consulting and Prof Services                       | 118,596          | 96,283           | 123,999          | 101,744          | 127,856          |
| Communications                                     | 37,226           | 39,011           | 40,425           | 41,278           | 42,046           |
| Lease & Rentals                                    | 1,083            | 1,099            | 1,116            | 1,132            | 1,149            |
| Supplies & Materials                               | 13,732           | 13,923           | 14,117           | 14,314           | 14,513           |
| Sundry                                             | 2,809            | 2,813            | 2,817            | 2,821            | 2,825            |
| Recoveries                                         | -190,378         | -194,368         | -198,840         | -202,318         | -205,864         |
| Tsf to reserves-operating                          | 40,000           | 52,500           | 40,000           | 52,500           | 40,000           |
| <b>Total</b>                                       | <b>1,794,747</b> | <b>1,837,426</b> | <b>1,884,574</b> | <b>1,920,920</b> | <b>1,956,187</b> |

## Notable Changes

The 2022 budget drivers of the \$1,649 increase are related to:

- **Salary and Benefit** increases (\$53,913) for general increases to salaries, benefits including WCB benefit cost increases.
- **Salary adjustments** (-\$39,493) decrease resulting through the transfer of a part-time events position to Cultural Services.
- Net decrease in all other operating expenses of \$12,771.

| People, Communications & Engagement - Budget Drivers | PLN 2022     |
|------------------------------------------------------|--------------|
| Salary Adjustments                                   | 53,913       |
| Salary Adjustments - Offset                          | -39,493      |
| Operating Expenses                                   | -12,771      |
| <b>Total</b>                                         | <b>1,649</b> |

## 2022 Department Action Plan

### Exceptional Service

- ▶ Ensure our customers are highly satisfied with the quality of our service.
  - **Implement Applicant Tracking System** - Replacement of the outdated HR Applicant Tracking System (ATS) which is no longer supported by its provider. Research, purchase and implement a new ATS that also incorporates new efficiencies in the recruitment process.
  - **Enhance Customer Service Phase 1** - Implementation of Customer Service focused initiatives including a standardized set of customer service values. Communicate and practice these values to all community members, resulting in exceptional service to our clients so that the service our customers receive is consistent every time they connect with us.
- ▶ Ensure City employees are engaged, properly equipped to do their work effectively, and motivated to build their careers in Port Moody.
  - **Onboarding Improvements** - Making improvements to onboarding to ensure that employee's orientation is comprehensive, and that the introduction to the organization is a positive experience.



## Healthy City

- ▶ Encourage lifelong healthy and active living.
  - **Living Wage Policy** - Report to Council on the implications of implementing a Living Wage at the City.
- ▶ Ensure Port Moody is a safe place where local government and public safety agencies are prepared to address natural disasters and other emergencies.
  - **Emergency Operations Staff Planning Phase 1** - Ensure appropriate staffing for Emergency Operations Center Planning.

## Department Performance Measures

| Measures in Support of Council Strategic Plan       | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Target | Long-Term Target | LT Target Year |
|-----------------------------------------------------|-------------|-------------|-------------|-------------|------------------|----------------|
| <b>Exceptional Service</b>                          |             |             |             |             |                  |                |
| # Recruitment and selection processes managed       | 94          | 80          | 107         | n/a         | n/a              | n/a            |
| MarCom Award Honouring Excellence in Communications | ✓           | -           | ✓           | -           | -                | -              |

# Port Moody Police

## *2022 - 2026 Operating Budget*

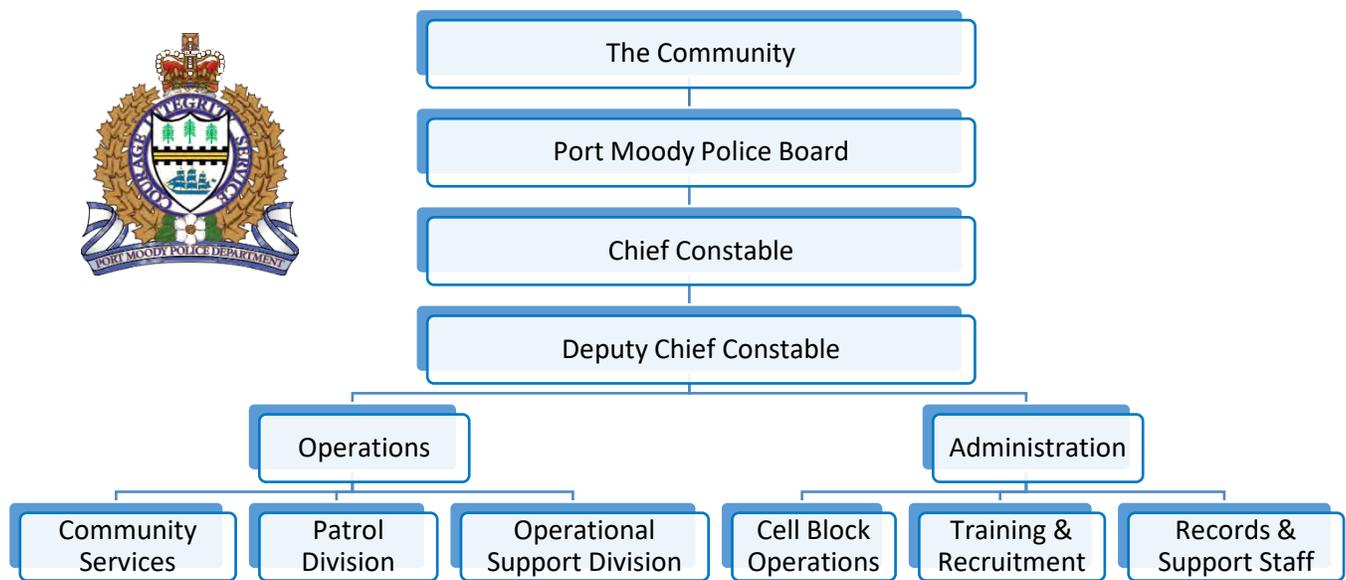
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# 2022-2026 Five Year Financial Plan

## Port Moody Police Department

The Port Moody Police department (PMPD) is established at 52 sworn police members and 17 civilian staff. The department also has several auxiliary civilian staff members and utilize these employees in a part time capacity, as and when required, generally within the Administration Division.

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



The PMPD consists of the following divisions:

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

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

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

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

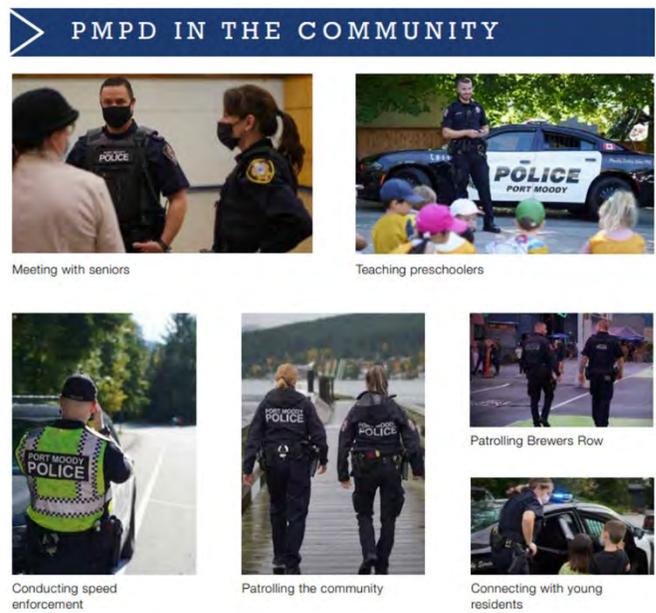
**Integrated Teams**, responsible for highly specialized policing duties. The PMPD participates in regional teams and have members embedded into the regional homicide team (IHIT), the regional police dog team (IPDS), the regional Emergency Response Team (ERT) and also the regional forensic identification 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.

### Department 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 – A SAFE AND ENGAGED COMMUNITY |                                |
|----------------------------------------|--------------------------------|
| Evolve Policing                        | Service Excellence             |
| GOAL #2 – A CAPABLE ORGANIZATION       |                                |
| Engage our People                      | Strengthen Technology & Policy |

## *Detailed Service Vision*

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 2022 budget does not reflect any added costs related to COVID-19. If COVID-19 continues throughout 2022 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. 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 2022-2026 Financial Plan includes the required expenditures to deliver the necessary programs and services to the community. The 2022 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** represent 74% (\$566,000) of the total police revenues.

**Salaries and benefits** represent a significant portion of the annual operating expenses at \$10,437,500 (77%). The majority of the increase is due to non-discretionary items such as anticipated cost of living increases, increase in benefit costs and police member increments. A small increase is proposed to increase the hours for the Crime Analyst, HR Consultant and IT staff as these positions are crucial in ensuring our strategic goals of engaging our people and strengthening technology and policy are achieved.

**Consulting and professional services**, 9% (\$1,228,000) 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 \$706,000. This includes prime user fees, maintenance, insurance, and lease costs.

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

**Recoveries** at 2% (\$260,000) 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 \$682,500.

| Police - Budget Summary                                     |  | PLN 2022          | PLN 2023          | PLN 2024          | PLN 2025          | PLN 2026          |
|-------------------------------------------------------------|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Revenues</b>                                             |  | <b>-765,323</b>   | <b>-754,985</b>   | <b>-751,046</b>   | <b>-760,578</b>   | <b>-776,382</b>   |
| Services to other governments                               |  | -45,000           | -45,000           | -45,000           | -45,000           | -45,000           |
| Other Revenue                                               |  | -61,510           | -61,510           | -61,510           | -61,510           | -61,510           |
| Tsf from gov't-unconditional:<br>Provincial Traffic Sharing |  | -565,974          | -565,974          | -565,974          | -565,974          | -565,974          |
| Tsf from gov't-conditional:<br>Provincial Grants            |  | -74,039           | -74,167           | -74,296           | -74,429           | -74,564           |
| Tsf from reserves-operating                                 |  | -18,800           | -8,334            | -4,266            | -13,665           | -29,334           |
| <b>Expenses</b>                                             |  | <b>13,542,345</b> | <b>13,900,779</b> | <b>14,315,112</b> | <b>14,775,908</b> | <b>15,182,435</b> |
| Salary and Benefits                                         |  | 10,408,355        | 10,675,885        | 10,987,545        | 11,327,477        | 11,600,902        |
| Personnel Services                                          |  | 204,490           | 192,260           | 202,505           | 200,027           | 204,028           |
| Contracted Services                                         |  | 73,570            | 74,810            | 76,074            | 77,363            | 78,678            |
| Consulting and Prof Services                                |  | 1,227,966         | 1,301,752         | 1,355,222         | 1,426,312         | 1,541,996         |
| Communications                                              |  | 79,169            | 80,752            | 82,367            | 84,015            | 85,695            |
| Insurance & Claims                                          |  | 67,988            | 69,348            | 70,735            | 72,150            | 73,593            |
| Lease & Rentals                                             |  | 60,489            | 61,699            | 62,933            | 64,191            | 65,475            |
| Equipment under \$5,000                                     |  | 645,437           | 659,442           | 672,216           | 699,440           | 696,409           |
| Supplies & Materials                                        |  | 193,980           | 188,679           | 192,453           | 196,303           | 200,229           |
| Gov't Payments                                              |  | 243,142           | 250,436           | 257,949           | 265,688           | 273,656           |
| Sundry                                                      |  | 63,302            | 64,529            | 65,779            | 69,055            | 68,356            |
| Recoveries                                                  |  | 259,823           | 265,721           | 271,334           | 277,088           | 282,952           |
| Tsf to reserves-operating                                   |  | 14,633            | 15,466            | 18,000            | 16,800            | 10,466            |
| <b>Total</b>                                                |  | <b>12,777,021</b> | <b>13,145,794</b> | <b>13,564,065</b> | <b>14,015,330</b> | <b>14,406,053</b> |

## Notable Changes

The 2022 Budget has increased by \$575,799 over the prior year budget. The increase is primarily related to salaries and benefits which increased by \$420,044, an increase in operating expenses (offset by reserve transfers) of \$232,830 and an increase in revenue by \$77,076.

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. A small increase is proposed to increase the hours for the HR Consultant and IT staff as these positions are crucial in ensuring our strategic goals of engaging our people and strengthening technology and policy are achieved.

Operating expenses have increased primarily due to inflation. The other notable increases were related to increased ECOMM dispatch fees, a provincially mandated Digital Evidence Management System as well as IT related costs that include online crime reporting and intranet maintenance.

Revenues have increased over the prior year due to additional traffic fine revenues as well as increased recoveries for building tenant.

| Police - Budget Drivers                                                                        | PLN 2022       |
|------------------------------------------------------------------------------------------------|----------------|
| Revenue increase – primarily increased traffic fine revenue and revenue recoveries from tenant | -77,076        |
| Salary and Benefit increase                                                                    | 420,044        |
| Operating Expense increase (offset by transfers to/from reserves)                              | 232,831        |
| <b>Total</b>                                                                                   | <b>575,799</b> |

## 2022 Department Action Plan



### Goal 1. A safe and engaged community

- ▶ Objective 1. Evolve Policing: The Department commits to evolve the delivery of policing services to meet the changing needs and expectations of the community.
  - Identify options for Tri-Cities Advisory Council to strengthen the voice of our diverse community
  - Improve Restorative Justice practices in Port Moody
  - Undertake an Equity, Diversity and Inclusivity (EDI) review and identify EDI opportunities for PMPD
  - Prepare for expected changes from the provincial government’s reform of the Police Act
  
- ▶ Objective 2. Service Excellence: The Department will continue to enhance police services to meet the needs of the community.
  - Explore partnership with a Child and Youth Advocacy Centre to better serve child victims of crime
  - Increase cyber crimes investigation capacity
  - Increase number of officers that have participated in phase two of trauma-informed practice training
  - Expand outreach activities online and in-person to engage with the community



### Goal 2. A capable organization

- ▶ Objective 3. Engage our People: The Department will increase employee engagement and support the development and health of every employee.
  - Complete an employee engagement survey, action recommendations, and set targets for future years
  - Expand support for workplace stress and employee trauma
  - Expand annual psychological check-ins to civilian employees
  - 100% of employees have a development plan
  - 100% of employees participate in performance management

- ▶ Objective 4. Strengthen Technology & Policy: The Department will continue to invest in technology and policy.
  - Establish online crime reporting
  - Complete policy renewal project
  - Prepare for digital evidence through PRIME and identify resources required
  - Begin digital disclosure to Crown Counsel Phase I
  - Incorporate pandemic learnings into the business continuity plan
  - Assess feasibility of an electric vehicle fleet.

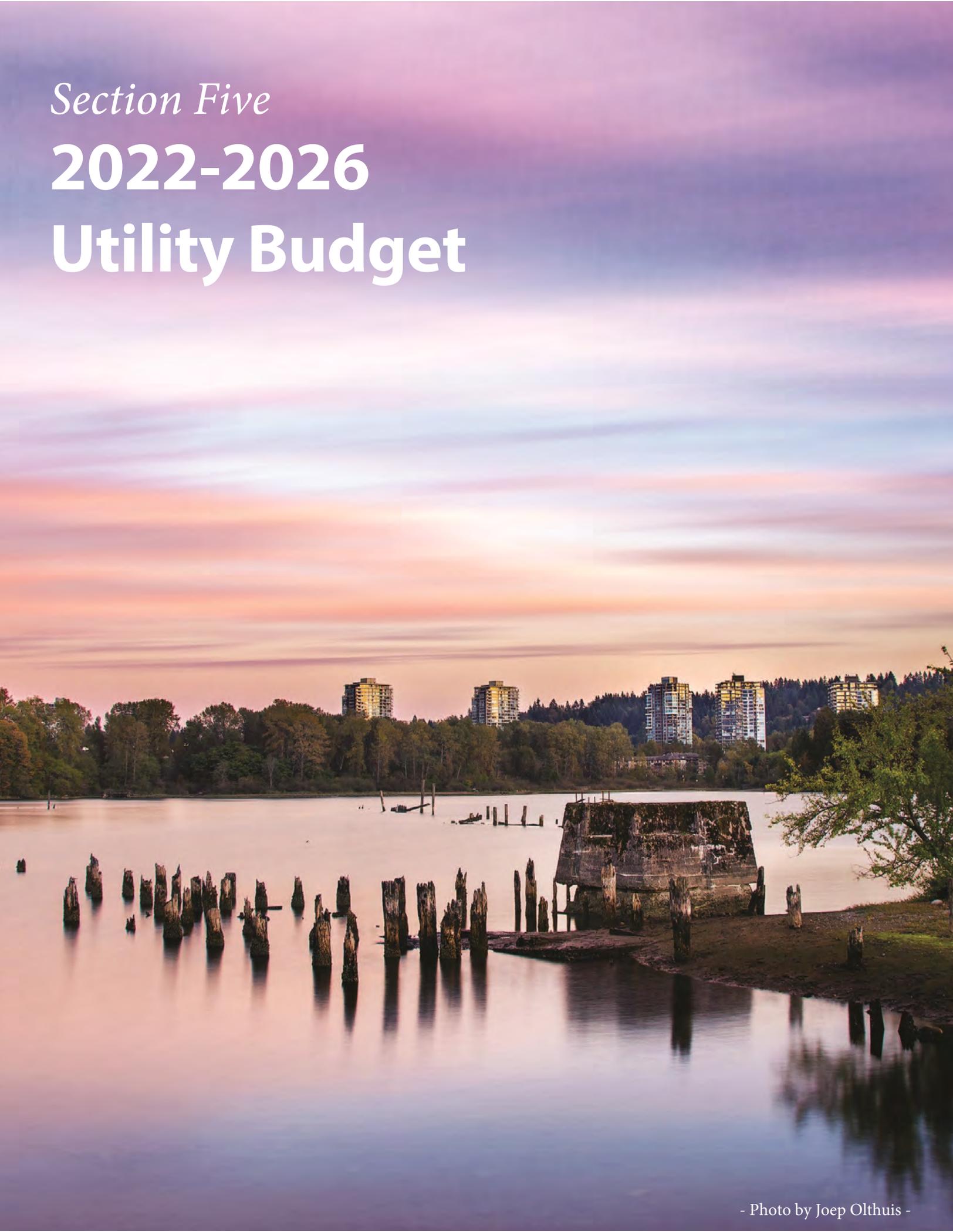
## Department Performance Measures

| Measures in Support of PMPD Strategic Plan                       | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Target | Long-Term Target | LT Target Year |
|------------------------------------------------------------------|-------------|-------------|-------------|-------------|------------------|----------------|
| <b>Goal 1 – A safe and engaged community</b>                     |             |             |             |             |                  |                |
| # Collision investigations conducted                             | 240         | 188         | 224         | n/a         | n/a              | Ongoing        |
| # Impaired driving cases investigated                            | 230         | 123         | 74          | n/a         | n/a              | Ongoing        |
| # Service calls received (including emergency in-progress calls) | 7,695       | 7,429       | 7,109       | n/a         | n/a              | Ongoing        |
| # Traffic violation and road safety warning tickets issued       | 5,447       | 2,995       | 2,258       | n/a         | n/a              | Ongoing        |
| # Crimes against person                                          | 165         | 178         | 182         | n/a         | n/a              | n/a            |
| # Property crime                                                 | 696         | 586         | 558         | n/a         | n/a              | n/a            |
| <b>Goal 2 – A capable organization</b>                           |             |             |             |             |                  |                |
| # Authorized Strength Sworn / Civilian                           | 52 / 16     | 52 / 16     | 52 / 17     | n/a         | n/a              | n/a            |

*Section Five*

**2022-2026**

**Utility Budget**



# Utility Fund

## 2022 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.

Once the provisional Utility budgets and corresponding fees are approved by the Finance Committee, they will be included in the 2022 Fees Bylaw, which will be presented to Council in November 2021. Capital projects for the Utilities will also be presented with the General Fund in November 2021. Final adjustment may be required to balance the funds and ensure capital and operating reserve transfers are completed. The Utility budgets will be incorporated into the City’s Five-Year Financial Plan Bylaw.

The Utilities Financial Plan was prepared in accordance with the City’s 2022 Financial Plan Guidelines for the Committee’s consideration. The plan allows for the same level of service in 2022 as in 2021 and includes no new services for 2022.

The overall utility budgets total \$19,426,000 for 2022. The main drivers of the proposed \$938,000 increase for 2022 are Metro Vancouver (MV) charges; transfer to capital reserves; labour and benefits; and operating expenses (vehicles, utility shift, supplies and material, and contracted services).

In previous years, all residents paid the same flat rate for water and sewer services regardless of housing type. For 2022, the city implemented a new tiered structure for water and sewer services, with different rates depending on housing type. This change was introduced by City Council with the goal of distributing costs in a more equitable way.

The tiered structure means some residents will pay less and some will pay more, depending on housing type. Although the number of people per household can vary, changes to rates were determined based on the estimated average number of occupants for each housing type.

Council also created a new, discounted classification for not-for-profit organizations (previously limited to churches) operating in Port Moody and set water and sewer rates for housing run by non-governmental organizations to be in the lowest tier (along with secondary suites and laneway homes).

Additional details on the City’s Utilities and Utility billings can be found at [www.PortMoody.ca/Utilities](http://www.PortMoody.ca/Utilities).

| Executive Summary 2022                    | Utilities      |                 |                   |                       |                 |                 |                |                 | (Favourable)/<br>Unfavourable<br>Totals |
|-------------------------------------------|----------------|-----------------|-------------------|-----------------------|-----------------|-----------------|----------------|-----------------|-----------------------------------------|
|                                           | 336 - Garbage  | 337 - Recycling | 357 - Green Waste | 358 - Glass Recycling | Solid Waste     | Sanitary Sewer  | Drainage       | Water           |                                         |
| 2021 Approved Budget                      | -1             | 0               | 0                 | 0                     | -1              | 0               | 0              | 0               | 2                                       |
| Interdepartmental Transfers / Adjustments |                |                 |                   |                       |                 |                 |                |                 |                                         |
| 2022 Adjusted Budget                      | -1             | 0               | 0                 | 0                     | -1              | 0               | 0              | 0               | 2                                       |
| <b>Revenue Changes</b>                    |                |                 |                   |                       |                 |                 |                |                 |                                         |
| Misc. Revenue Adjustment                  |                |                 |                   |                       |                 |                 |                | -10,064         | -10,064                                 |
| Revenue                                   | -37,391        | -30,940         | -40,967           | -9,418                | -118,716        | -316,367        | -46,159        | -441,884        | -923,126                                |
| Penalty Revenue                           |                |                 |                   |                       |                 |                 |                | -5,000          | -5,000                                  |
| <b>Revenue Changes Total</b>              | <b>-37,391</b> | <b>-30,940</b>  | <b>-40,967</b>    | <b>-9,418</b>         | <b>-118,716</b> | <b>-316,367</b> | <b>-46,159</b> | <b>-456,948</b> | <b>-938,190</b>                         |
| <b>Salary Adjustments</b>                 |                |                 |                   |                       |                 |                 |                |                 |                                         |
| Salary and Benefits                       | -642           | -907            | -764              | 6,089                 | 3,776           | 34,536          | 716            | 15,825          | 54,853                                  |
| <b>Salary Adjustments Total</b>           | <b>-642</b>    | <b>-907</b>     | <b>-764</b>       | <b>6,089</b>          | <b>3,776</b>    | <b>34,536</b>   | <b>716</b>     | <b>15,825</b>   | <b>54,853</b>                           |
| <b>Reserve Changes</b>                    |                |                 |                   |                       |                 |                 |                |                 |                                         |
| Capital Transfers                         |                |                 |                   |                       |                 | 50,053          | 100,000        | 34,158          | 184,211                                 |
| <b>Reserve Changes Total</b>              |                |                 |                   |                       |                 | <b>50,053</b>   | <b>100,000</b> | <b>34,158</b>   | <b>184,211</b>                          |
| <b>Operating Expenses</b>                 |                |                 |                   |                       |                 |                 |                |                 |                                         |
| Contracted and Professional Services      | 27             | 980             | 5,553             |                       | 6,560           | 783             | 249            | 13,195          | 20,787                                  |
| Utilities (Electricity)                   |                |                 |                   |                       |                 | 330             |                | -4,891          | -4,561                                  |
| Insurance                                 | 320            | 320             | 320               | 320                   | 1,280           | 4,267           | 2,428          | 10,669          | 18,644                                  |
| Vehicle Charges                           | 17,572         | 21,194          | 23,415            | 2,953                 | 65,134          | 2,230           | 2,664          | 3,780           | 73,808                                  |
| Miscellaneous                             | 144            | 93              | 353               | 56                    | 646             | 444             | 3,876          | -5,079          | -113                                    |
| Utility Shift (internal Admin)            | 5,708          | 5,708           | 7,611             |                       | 19,027          |                 |                | 26,694          | 45,721                                  |
| Visa/MC banking fees                      | 4,265          | 3,554           | 4,479             |                       | 12,298          |                 |                |                 | 12,298                                  |
| Metro Vancouver                           | 10,000         |                 |                   |                       | 10,000          | 223,725         | -63,774        | 362,597         | 532,548                                 |
| <b>Operating Expenses Total</b>           | <b>38,036</b>  | <b>31,849</b>   | <b>41,731</b>     | <b>3,329</b>          | <b>114,945</b>  | <b>231,779</b>  | <b>-54,557</b> | <b>406,965</b>  | <b>699,132</b>                          |
| <b>Budget Submitted</b>                   | <b>2</b>       | <b>2</b>        | <b>0</b>          | <b>0</b>              | <b>4</b>        | <b>1</b>        | <b>0</b>       | <b>0</b>        | <b>1</b>                                |

# Drainage

## ***2022 - 2026 Operating Budget***

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## 2022-2026 Five Year Financial Plan

### Drainage

The 2022 Financial plan is consistent with 2021 levels of service and does not reflect any new services.

Metro Vancouver's Greater Vancouver Sewer and Drainage District (GVS&DD) levy is decreasing by 246,000 for a total 2022 sewage and drainage levy of \$2,553,000. This results in a \$63,800 decrease in the Drainage allocation, for a total 2022 drainage levy of \$356,000. MV levies the sewer and drainage together as part of the sewer and drainage district. 86% of the total GVS&DD levy is attributed to sewer and 14% to drainage.

Several accounts have been adjusted through the 2022 budget process to better reflect future expense estimates. This has occurred throughout the accounts and cost centres within the Sewer utility. These changes are summarized as operating expense changes on the utility executive summary and total \$9,000. For example, Insurance and Miscellaneous expenses are increasing by \$5,000. Vehicle charges are increasing by \$2,700; this represents the Drainage Utility's share of vehicle resources pooled under the Operations Division and includes increases related to replacement provision, fuel, maintenance, and garage charges.

Transfers to the Drainage Capital reserve are proposed to increase by \$100,000 to \$1,118,000.

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.

As drainage is funded by taxation, the exact amount will vary based on assessed value; however, based on the 2022 average residential assessed value of \$1,200,000, it is projected that the drainage rates would increase from \$99 (2021) to \$100 in 2022. This represents an \$1 increase.

## Consolidated Budget

| Drainage - Budget Summary              | PLN 2022          | PLN 2023          | PLN 2024          | PLN 2025          | PLN 2026          |
|----------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Revenues</b>                        | <b>-1,886,829</b> | <b>-2,072,671</b> | <b>-2,259,434</b> | <b>-2,458,631</b> | <b>-2,743,987</b> |
| Other Revenue                          | -2,943            | -3,936            | -4,945            | -5,972            | -7,016            |
| Sewer Utility Fees and Charges         | -1,826,590        | -2,006,890        | -2,190,829        | -2,390,632        | -2,675,874        |
| Transfer from other govt-capital other | -55,125           | -55,125           | -55,125           | -55,125           | -55,125           |
| Tsf from reserves-capital              | -2,171            | -6,720            | -8,535            | -6,902            | -5,972            |
| <b>Expenses</b>                        | <b>1,886,829</b>  | <b>2,072,671</b>  | <b>2,259,434</b>  | <b>2,458,631</b>  | <b>2,743,987</b>  |
| Salary and Benefits                    | 159,181           | 162,365           | 165,612           | 168,924           | 172,303           |
| Contracted Services                    | 16,848            | 17,101            | 17,358            | 17,618            | 17,883            |
| Insurance & Claims                     | 2,733             | 2,815             | 2,899             | 2,986             | 3,076             |
| Lease & Rentals                        | 725               | 725               | 725               | 725               | 725               |
| Equipment under \$5,000                | 130,492           | 139,310           | 145,666           | 150,671           | 154,927           |
| Supplies & Materials                   | 18,548            | 18,772            | 18,999            | 19,230            | 19,464            |
| Gov't Payments                         | 356,131           | 424,864           | 499,640           | 591,574           | 769,638           |
| Transfer to Funds                      | 2,171             | 6,720             | 8,535             | 6,902             | 5,972             |
| Tsf to reserves-capital                | 1,200,000         | 1,300,000         | 1,400,000         | 1,500,000         | 1,600,000         |
| <b>Total</b>                           | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          |

## Notable Changes

| Drainage - Budget Drivers | PLN 2022 |
|---------------------------|----------|
| Revenue Changes           | -46,159  |
| Salary Adjustments        | 716      |
| Reserve Changes           | 100,000  |
| Operating Expenses        | -54,557  |
| <b>Total</b>              | <b>0</b> |



# Sanitary Sewer

## *2022 - 2026 Operating Budget*

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## 2022-2026 Five Year Financial Plan

### Sanitary Sewer

The 2022 Financial plan is consistent with 2021 levels of service and does not reflect any new services.

Metro Vancouver's Greater Vancouver Sewer and Drainage District (GVS&DD) levy is decreasing by approximately by 246,000 for a total 2022 sewage and drainage levy of \$2,553,000. This results in a \$183,000 decrease in the Sanitary Sewer allocation, for a total 2022 levy of \$2,197,000. Metro Vancouver levies the sewer and drainage together as part of the sewer and drainage district. 86% of the total GVS&DD levy is attributed to sewer and 14% to drainage.

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 \$49,000, to \$2,078,000. This represents a 2.5% increase over 2021 and will be used to fund capital replacement and renewal projects related to the City's sewer infrastructure.

Salary and wages, including benefits, are increasing by \$34,500 as a result of increases in the cost of employee benefits and projected contractual salary increases.

Several accounts have been adjusted through the 2022 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 \$8,000.



Annacis Island Waste Water Treatment Plant

## Consolidated Budget

| Sanitary Sewer - Budget Summary   | PLN 2022          | PLN 2023          | PLN 2024          | PLN 2025          | PLN 2026          |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Revenues</b>                   | <b>-5,790,610</b> | <b>-6,304,804</b> | <b>-6,853,905</b> | <b>-7,505,045</b> | <b>-8,687,179</b> |
| Sewer Utility Fees and Charges    | -5,566,058        | -6,078,039        | -6,627,156        | -7,279,070        | -8,462,164        |
| Rev-own sources-investment income | -120,000          | -120,000          | -120,000          | -120,000          | -120,000          |
| Tsf from reserves-capital         | -104,552          | -106,766          | -106,749          | -105,975          | -105,016          |
| <b>Expenses</b>                   | <b>5,790,610</b>  | <b>6,304,804</b>  | <b>6,853,905</b>  | <b>7,505,045</b>  | <b>8,687,179</b>  |
| Salary and Benefits               | 512,077           | 524,536           | 538,611           | 549,171           | 559,935           |
| Personnel Services                | 5,777             | 5,864             | 5,952             | 6,041             | 6,132             |
| Contracted Services               | 39,025            | 39,610            | 40,204            | 40,808            | 41,419            |
| Consulting and Prof Services      | 13,925            | 14,133            | 14,345            | 14,561            | 14,779            |
| Utilities                         | 12,560            | 12,899            | 13,247            | 13,605            | 13,970            |
| Communications                    | 6,000             | 6,000             | 6,000             | 6,000             | 6,000             |
| Insurance & Claims                | 55,941            | 58,378            | 59,987            | 61,639            | 63,335            |
| Lease & Rentals                   | 150               | 150               | 150               | 150               | 150               |
| Equipment under \$5,000           | 109,252           | 116,635           | 121,956           | 126,146           | 129,709           |
| Supplies & Materials              | 24,202            | 24,565            | 24,934            | 25,308            | 25,687            |
| Gov't Payments                    | 2,200,484         | 2,624,514         | 3,085,820         | 3,652,961         | 4,751,388         |
| Sundry                            | 7,000             | 7,000             | 7,000             | 7,000             | 7,000             |
| Recoveries                        | 626,714           | 639,513           | 652,154           | 665,035           | 676,833           |
| Transfer to Funds                 | 99,584            | 103,138           | 104,479           | 105,080           | 105,513           |
| Tsf to reserves-capital           | 2,077,920         | 2,127,868         | 2,179,065         | 2,231,541         | 2,285,330         |
| <b>Total</b>                      | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          |

## Notable Changes

| Sanitary Sewer - Budget Drivers | PLN 2022 |
|---------------------------------|----------|
| Revenue Changes                 | -316,367 |
| Salary Adjustments              | 34,536   |
| Reserve Changes                 | 50,053   |
| Operating Expenses              | 231,778  |
| <b>Total</b>                    | <b>0</b> |



# Solid Waste

## *2022 - 2026 Operating Budget*

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## *2022-2026 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 a \$9 increase in Solid Waste fees for 2022.

Vehicle charges are increasing by \$65,000. 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 function at full capacity.

The internal administration (Utility Shift) charged to the Solid Waste utility is being increased in 2022 by \$19,000. This charge is reviewed annually and set at an appropriate level for the resources and services the utility utilizes.

Transfers related to banking fees and credit card processing are increasing by \$12,000.

Metro Vancouver charges are increasing by \$10,000 for budgeted expenses for Garbage at the Coquitlam Transfer Station.

Salary and wages are increasing by \$4,000. This is primarily driven by projected increases in the cost of employee benefits and contracted salary increases.

Several other accounts have been adjusted through the 2022 budget process to better reflect future expense estimates. This has occurred throughout accounts and cost centres in the Solid Waste utility. These changes are summarized as operating expense changes on the utility executive summary and total \$8,000.

## Consolidated Budget

| Solid Waste - Budget Summary          | PLN 2022          | PLN 2023          | PLN 2024          | PLN 2025          | PLN 2026          |
|---------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Revenues</b>                       | <b>-3,336,589</b> | <b>-3,392,654</b> | <b>-3,446,953</b> | <b>-3,493,466</b> | <b>-3,537,966</b> |
| Sale of services-environmental health | -3,336,589        | -3,392,654        | -3,446,953        | -3,493,466        | -3,537,966        |
| <b>Expenses</b>                       | <b>3,336,590</b>  | <b>3,392,654</b>  | <b>3,446,953</b>  | <b>3,493,466</b>  | <b>3,537,966</b>  |
| Salary and Benefits                   | 790,305           | 809,705           | 831,694           | 848,124           | 864,874           |
| Personnel Services                    | 10,595            | 10,753            | 10,915            | 11,079            | 11,175            |
| Contracted Services                   | 575,656           | 581,719           | 587,871           | 594,117           | 600,456           |
| Consulting and Prof Services          | 6,587             | 6,686             | 6,786             | 6,888             | 6,992             |
| Communications                        | 26,988            | 27,280            | 27,577            | 27,878            | 28,184            |
| Insurance & Claims                    | 43,665            | 44,975            | 46,324            | 47,714            | 49,145            |
| Equipment under \$5,000               | 944,062           | 962,083           | 975,717           | 986,795           | 996,505           |
| Supplies & Materials                  | 21,800            | 21,800            | 21,800            | 21,800            | 21,800            |
| Gov't Payments                        | 274,500           | 274,500           | 274,500           | 274,500           | 274,500           |
| Sundry                                | 34,000            | 34,000            | 34,000            | 34,000            | 34,000            |
| Recoveries                            | 518,917           | 529,638           | 540,255           | 551,057           | 560,822           |
| 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            |
| <b>Total</b>                          | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          |

## Notable Changes

| Solid Waste - Budget Drivers | PLN 2022 |
|------------------------------|----------|
| Revenue Changes              | -118,716 |
| Salary Adjustments           | 3,776    |
| Operating Expenses           | 114,940  |
| <b>Total</b>                 | <b>0</b> |









# Water

## *2022 - 2026 Operating Budget*

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## 2022-2026 Five Year Financial Plan

### Water

The 2022 Financial plan is consistent with 2021 levels of service and does not reflect any new services.

The water charge, levied by the Greater Vancouver Water District (GVWD), is estimated to increase by approximately 8.5% or \$362,000 for 2022.

Transfers to the Water Capital reserve are increasing by \$34,000, to \$1,442,000. This represents a 2.5% increase over 2021 and will be used to fund capital replacement and renewal projects related to the City's water infrastructure.

The internal administration (utility shift) charged to the Water utility is increasing by \$27,000. This charge is reviewed annually and set at an appropriate level for the internal City resources and services the utility uses.

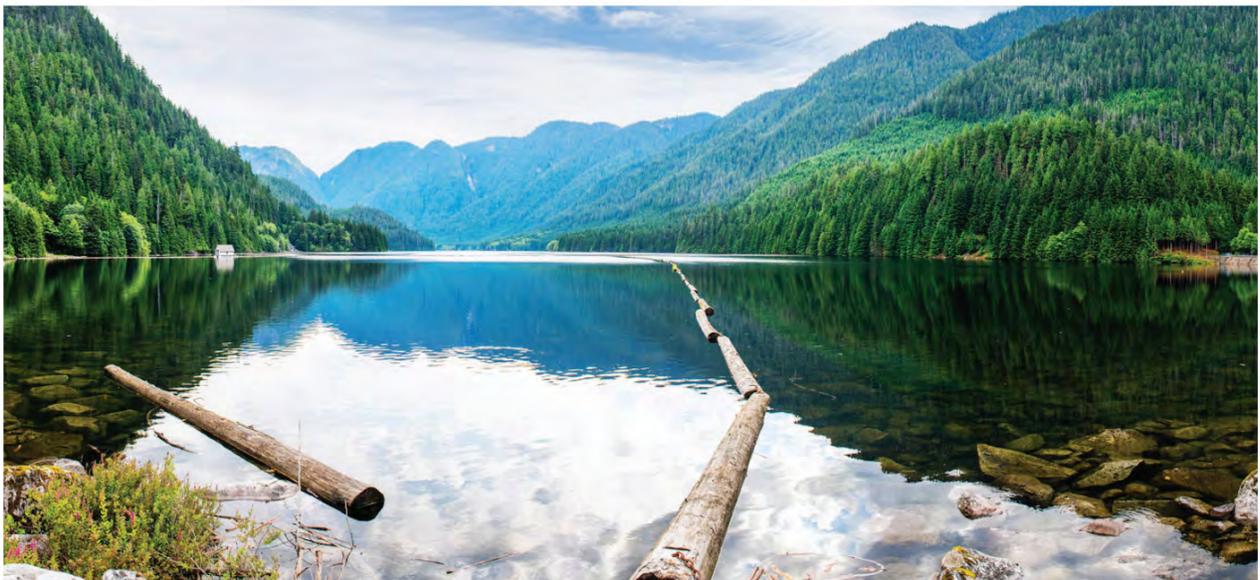
Salary and wages, including benefits, are increasing by \$15,825 as a result of increases in the cost of employee benefits and projected contractual salary increases.

Contracted and Professional services are increasing by \$13,000 to \$153,000 to better reflect actual prior year expenditures.

The Water Utility's share of insurance is increasing by \$11,000 to \$74,000 representing a 17% increase over 2021 due to hardening insurance market, particularly around liability insurance.

Vehicle charges are increasing by \$4,000. 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.

Minor changes to additional expense and revenue categories are summarized within the operating expense changes on the utility executive summary.



## Consolidated Budget

| Water - Budget Summary            | PLN 2022          | PLN 2023          | PLN 2024          | PLN 2025           | PLN 2026           |
|-----------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------|
| <b>Revenues</b>                   | <b>-8,358,580</b> | <b>-8,745,164</b> | <b>-9,387,788</b> | <b>-10,107,247</b> | <b>-10,909,442</b> |
| Sewer Utility Fees and Charges    | -192,850          | -195,743          | -198,679          | -201,659           | -204,684           |
| Water Utility Fees and Charges    | -8,012,980        | -8,397,329        | -9,041,339        | -9,757,239         | -10,556,451        |
| Rev-own sources-investment income | -120,000          | -120,000          | -120,000          | -120,000           | -120,000           |
| Tsf from reserves-capital         | -32,750           | -32,093           | -27,771           | -28,349            | -28,307            |
| <b>Expenses</b>                   | <b>8,358,580</b>  | <b>8,745,164</b>  | <b>9,387,788</b>  | <b>10,107,247</b>  | <b>10,909,442</b>  |
| Salary and Benefits               | 838,156           | 857,495           | 878,778           | 896,126            | 913,815            |
| Personnel Services                | 10,986            | 11,151            | 11,318            | 11,488             | 11,661             |
| Contracted Services               | 112,513           | 114,050           | 115,611           | 117,195            | 118,724            |
| Consulting and Prof Services      | 40,196            | 40,649            | 41,109            | 41,576             | 42,049             |
| Utilities                         | 152,841           | 156,968           | 161,206           | 165,558            | 169,727            |
| Communications                    | 10,100            | 10,100            | 10,100            | 10,100             | 10,100             |
| Insurance & Claims                | 73,966            | 77,115            | 79,098            | 81,141             | 83,245             |
| Lease & Rentals                   | 150               | 150               | 150               | 150                | 150                |
| Equipment under \$5,000           | 185,241           | 197,761           | 206,784           | 213,887            | 219,929            |
| Supplies & Materials              | 121,849           | 123,677           | 125,532           | 127,415            | 129,329            |
| Gov't Payments                    | 4,636,915         | 4,930,073         | 5,485,142         | 6,115,968          | 6,830,967          |
| Sundry                            | 1,361             | 1,381             | 1,402             | 1,423              | 1,445              |
| Recoveries                        | 627,508           | 640,324           | 652,981           | 665,879            | 677,693            |
| Transfer to Funds                 | 104,735           | 105,357           | 102,330           | 104,220            | 105,505            |
| Tsf to reserves-capital           | 1,442,064         | 1,478,914         | 1,516,248         | 1,555,121          | 1,595,102          |
| <b>Total</b>                      | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>           | <b>0</b>           |

## Notable Changes

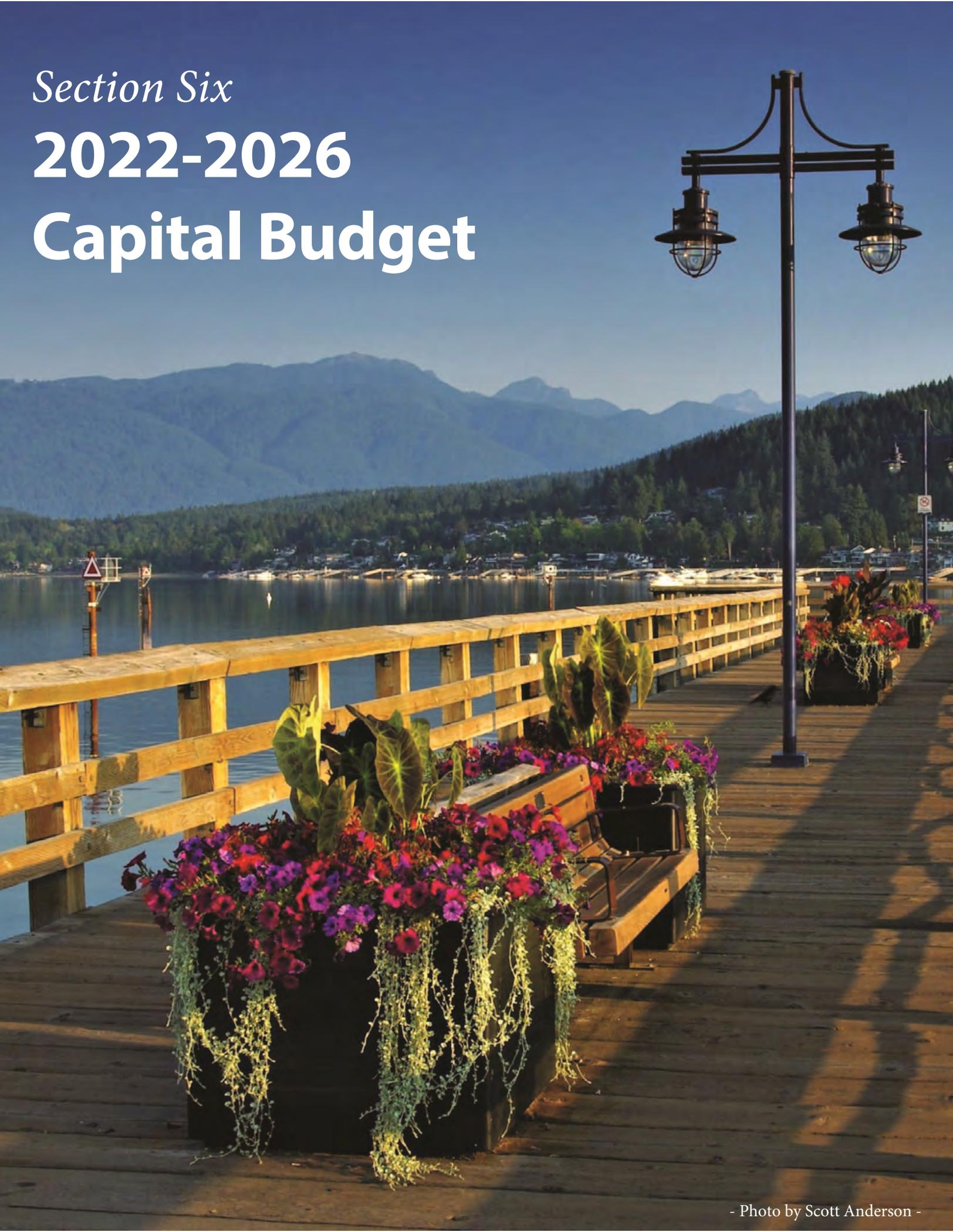
| Water - Budget Drivers | PLN 2022 |
|------------------------|----------|
| Revenue Changes        | -456,948 |
| Salary Adjustments     | 15,825   |
| Reserve Changes        | 34,158   |
| Operating Expenses     | 406,965  |
| <b>Total</b>           | <b>0</b> |



*Section Six*

**2022-2026**

**Capital Budget**



# Capital Fund

## 2022 BUDGET HIGHLIGHTS

### Capital Financial Plan

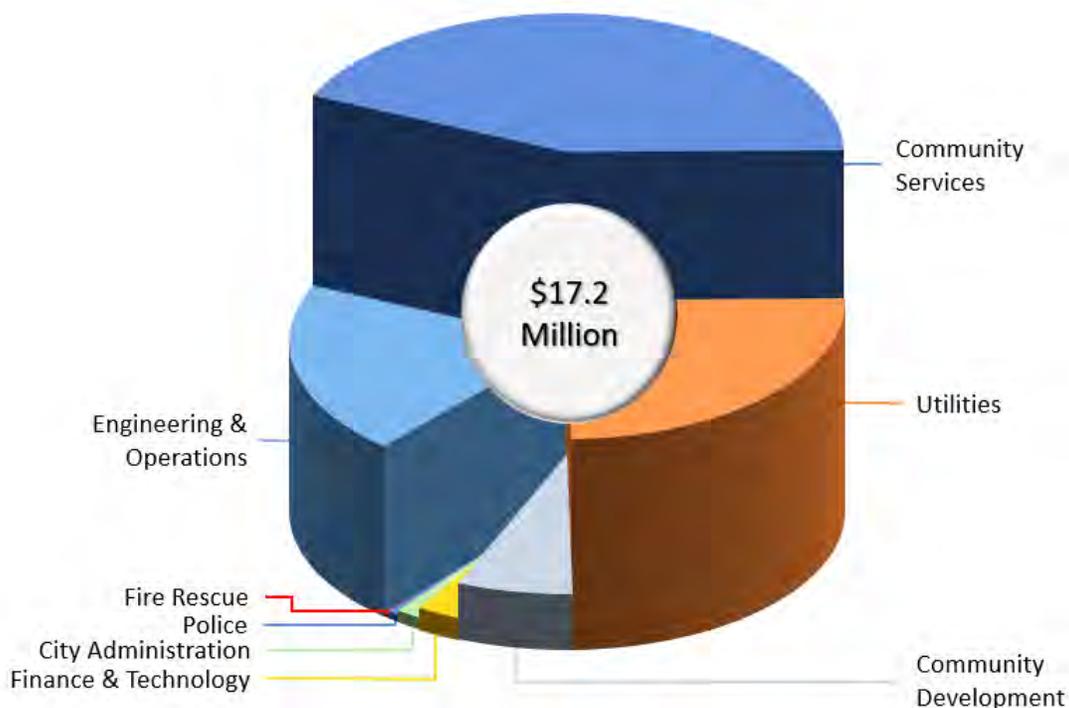
The 2022 Capital budget was introduced to the Finance Committee on November 16, 2021 and approved by the Finance Committee on December 7, 2021. The Five-Year Financial Plan contains \$64.8 million in projects for years 2022 through 2026. 2022 has \$17.2 million in proposed projects with project submissions from nearly all departments.

Staff presented the Capital Plan for Finance Committee approval in December, eliminating the requirement for project pre-approvals and ensuring staff could begin project planning, procurement, and general resourcing in January 2022.

Funding for the 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 2022 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.

### 2022 Department Summary



## ***2022 - 2026 Capital Project by Department***

| <b>Department</b>                   | <b>Total Project Count</b> | <b>2022</b>       | <b>2023</b>       | <b>2024</b>       | <b>2025</b>       | <b>2026</b>      |
|-------------------------------------|----------------------------|-------------------|-------------------|-------------------|-------------------|------------------|
| <b>City Administration</b>          | <b>2</b>                   | 240,000           | 125,000           | 125,000           | 125,000           | 125,000          |
| <b>Community Development</b>        | <b>12</b>                  | 1,148,000         | 57,000            | 12,000            | 12,000            | 12,000           |
| <b>Community Services</b>           | <b>134</b>                 | 7,409,600         | 2,786,400         | 2,272,800         | 2,730,200         | 1,932,100        |
| <b>Engineering &amp; Operations</b> | <b>77</b>                  | 3,475,900         | 3,708,800         | 3,983,200         | 2,908,600         | 3,027,500        |
| <b>Fire Rescue</b>                  | <b>1</b>                   | 60,000            |                   |                   |                   |                  |
| <b>Finance &amp; Technology</b>     | <b>17</b>                  | 469,000           | 130,000           | 160,000           | 90,000            | 55,000           |
| <b>Library</b>                      | <b>3</b>                   | 11,000            |                   |                   |                   |                  |
| <b>Police</b>                       | <b>33</b>                  | 125,900           | 338,500           | 578,100           | 354,700           | 549,300          |
| <b>Utilities</b>                    | <b>48</b>                  | 4,285,500         | 6,973,600         | 6,074,700         | 4,598,700         | 3,704,500        |
|                                     |                            | <b>17,224,900</b> | <b>14,119,300</b> | <b>13,205,800</b> | <b>10,819,200</b> | <b>9,405,400</b> |

## 2022 - 2026 Capital Plan

### Top 10 Projects (by dollar)

| Division                                        | Project Name                                                           | Climate Action Plan | Priority   | LP 2022          | Percentage of Total Projects |
|-------------------------------------------------|------------------------------------------------------------------------|---------------------|------------|------------------|------------------------------|
| Parks                                           | PK22001 - Inlet Trail - Boardwalk and Pedestrian Bridge Reconstruction | Infrastructure      | 3. High    | 2,500,000        | 15%                          |
| Parks                                           | PK22024 - Trasolini Field - Synthetic Turf Replacement                 | Not Applicable      | 4. Medium  | 1,110,000        | 6%                           |
| Water                                           | WT22015 - Glenayre/Seaview/College Park Water System Rehabilitation    | Not Applicable      | 3. High    | 1,100,000        | 6%                           |
| Engineering                                     | EN22006 - Local Road Network (LRN) Road Reconstruction Program         | Not Applicable      | 3. High    | 1,000,000        | 6%                           |
| Water                                           | WT22012 - Ioco Road Corridor Reconstruction (Water)                    | Not Applicable      | 3. High    | 750,000          | 4%                           |
| Parks                                           | PK22054 - Noons Creek Bike Trail Bridge                                | Infrastructure      | 3. High    | 600,000          | 3%                           |
| Development Planning                            | DP22007 - Development Process Streamlining                             | Not Applicable      | 2. Council | 535,000          | 3%                           |
| Engineering                                     | EN22009 - Major Road Network (MRN) Road Rehabilitation Program         | Not Applicable      | 3. High    | 300,000          | 2%                           |
| Facilities                                      | FC22218 - Works Yard - Roofing Replacement                             | Buildings           | 3. High    | 255,000          | 1%                           |
| Parks                                           | PK22013 - Maintenance Dredging - Rocky Point Pier                      | Not Applicable      | 3. High    | 250,000          | 1%                           |
| <b>Total - Top 10 (by dollar) Project Costs</b> |                                                                        |                     |            | <b>8,400,000</b> | <b>49%</b>                   |

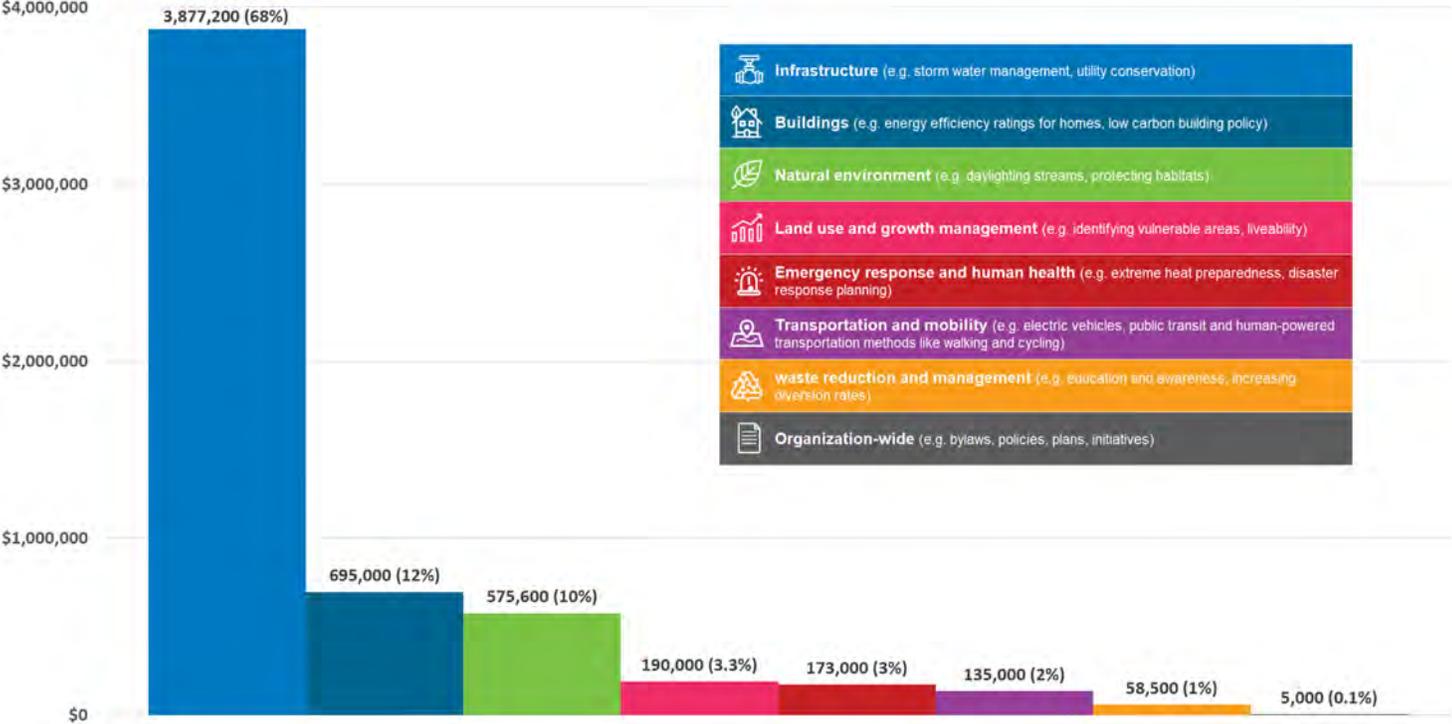
## 2022 - 2026 Capital Plan

### Projects with Operating Budget Impact

| Division                     | Project Name                                    | Climate Action Plan | Priority  | LP 2022        | Annual Operating Impact |
|------------------------------|-------------------------------------------------|---------------------|-----------|----------------|-------------------------|
| Fleet                        | FL22041 - PK - Mini Excavator                   | Not Applicable      | 3. High   | 80,500         | 15,000                  |
| Fleet                        | FL22042 - PK - Tandem Dump Trailer              | Not Applicable      | 3. High   | 22,500         | 2,500                   |
| Information Services         | IS22007 - Cloud Disaster Recovery Server Backup | Not Applicable      | 3. High   | 30,000         | 112,000                 |
| Information Services         | IS22009 - Telephony Replacement                 | Not Applicable      | 3. High   | 70,000         | 360                     |
| Parks                        | PK22061 - Noons Creek Stairs                    | Not Applicable      | 4. Medium | 25,000         | 2,000                   |
| <b>Total - Project Costs</b> |                                                 |                     |           | <b>228,000</b> | <b>131,860</b>          |

# 2022 - 2026 Capital Plan

## Climate Action Plan



## Infrastructure

|                               | Project Name                                                               | Priority  | LP 2022          | LP 2023          | LP 2024          | LP 2025          | LP 2026          | Mid Range      |
|-------------------------------|----------------------------------------------------------------------------|-----------|------------------|------------------|------------------|------------------|------------------|----------------|
| CA22002                       | Civic Complex Exterior Upgrades and Enhancement (Phase II)                 | 4. Medium |                  |                  | 175,000          | 400,000          | 100,000          | 200,000        |
| FC22056                       | Westhill Pool - Pool water drainage to sanitary system                     | 3. High   |                  |                  |                  | 100,000          | 800,000          |                |
| FC22081                       | Glenayre Centre - Drain tile rebuild                                       | 3. High   |                  | 225,000          |                  |                  |                  |                |
| PK22001                       | Inlet Trail - Boardwalk and Pedestrian Bridge Reconstruction               | 3. High   | 2,500,000        |                  |                  |                  |                  |                |
| PK22054                       | Noons Creek Bike Trail Bridge                                              | 3. High   | 600,000          |                  |                  |                  |                  |                |
| PK22064                       | Town Centre LED Lights                                                     | 4. Medium | 50,000           |                  |                  |                  |                  |                |
| EN22032                       | Streetlight LED Replacement                                                | 4. Medium |                  | 125,000          | 125,000          | 125,000          | 125,000          |                |
| OP22005                       | Works Yard Improvements - Aggregate Storage Bunker Resurfacing             | 3. High   | 26,100           |                  |                  |                  |                  |                |
| OP22006                       | Works Yard Improvements - Spoils Storage Bunker Re/Re                      | 3. High   | 41,100           |                  |                  |                  |                  |                |
| DR22004                       | Environmental Investigation & Response - Drainage Systems                  | 3. High   | 35,000           | 35,000           | 35,000           | 35,000           | 35,000           |                |
| DR22007                       | Storm Drainage Capital Infrastructure Program (Linear and Non-Linear)      | 4. Medium |                  | 1,100,000        | 1,000,000        | 1,000,000        | 1,000,000        |                |
| DR22009                       | Storm Drainage Improvements - Moody Centre                                 | 3. High   |                  |                  | 780,000          | 1,100,000        | 810,000          |                |
| DR22010                       | Storm Drainage Infrastructure Rehabilitation - North Shore                 | 3. High   | 240,000          |                  |                  |                  |                  |                |
| DR22011                       | Integrated Stormwater Management Planning (ISMP) - College Park / Westhill | 4. Medium | 105,000          |                  |                  |                  |                  |                |
| DR22013                       | loco Road Corridor Reconstruction                                          | 3. High   | 150,000          | 1,900,000        | 1,750,000        |                  |                  |                |
| WT22006                       | Water Conservation Coordinator Resource Materials & Outreach Tools         | 4. Medium | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           |                |
| WT22007                       | Water Meter Program Development & Implementation                           | 4. Medium | 120,000          | 60,000           |                  |                  |                  |                |
| <b>Total - Infrastructure</b> |                                                                            |           | <b>3,877,200</b> | <b>3,455,000</b> | <b>3,875,000</b> | <b>2,770,000</b> | <b>2,880,000</b> | <b>200,000</b> |

## Natural Environment

|                                    | Project Name                                                                  | Priority   | LP 2022        | LP 2023        | LP 2024        | LP 2025        | LP 2026        | Mid Range |
|------------------------------------|-------------------------------------------------------------------------------|------------|----------------|----------------|----------------|----------------|----------------|-----------|
| PK22006                            | Chafer Beetle Management Program - City Lands                                 | 3. High    | 7,500          | 7,500          | 7,500          | 7,500          | 7,500          |           |
| PK22010                            | Horticulture Vegetation Replacement Program                                   | 3. High    | 15,000         | 15,000         | 15,000         | 15,000         | 15,000         |           |
| PK22012                            | Urban Forestry - Tree Removals/Mitigation for City Lands                      | 3. High    | 75,000         | 75,000         | 75,000         | 75,000         | 75,000         |           |
| PK22017                            | Parks/Green Infrastructure - Planning/Asset Management Program (FUTURE YEARS) | 4. Medium  | 45,000         | 45,000         | 45,000         | 45,000         | 45,000         |           |
| PK22019                            | Port Moody Pollinator Project                                                 | 4. Medium  | 10,000         |                |                |                |                |           |
| PK22020                            | Trail Network Plan                                                            | 3. High    | 85,000         |                |                |                |                |           |
| PK22023                            | Urban Forestry - Tree Replacement Program                                     | 2. Council | 15,000         | 15,000         | 15,000         | 15,000         | 15,000         |           |
| PK22028                            | Wildfire Interface Management                                                 | 3. High    | 5,000          |                |                |                |                |           |
| PK22033                            | Bert Flinn Park Improvements                                                  | 4. Medium  |                | 30,000         |                |                |                |           |
| PK22062                            | Street Tree Maintenance Program                                               | 4. Medium  | 36,000         | 36,000         | 36,000         | 36,000         | 36,000         |           |
| PK22068                            | Downtown Park Protection Plan                                                 | 2. Council | 15,000         |                |                |                |                |           |
| PK22070                            | Pop Up Parks                                                                  | 5. Low     | 20,000         |                |                |                |                |           |
| ES22001                            | Spill Management [Multiple Funding Src]                                       | 3. High    | 7,600          | 5,000          | 5,000          | 5,000          | 5,000          |           |
| ES22002                            | Fish Passage and Habitat Enhancement [Multiple Funding Src]                   | 3. High    | 12,000         | 12,000         | 12,000         | 12,000         | 12,000         |           |
| ES22004                            | Targeted Knotweed Removal                                                     | 3. High    | 20,000         | 15,000         | 15,000         | 10,000         | 10,000         |           |
| ES22006                            | Ecological Restoration and Enhancement Projects                               | 4. Medium  | 40,000         | 50,000         |                |                |                |           |
| ES22007                            | Environmental Procedures and Practices                                        | 4. Medium  |                | 15,000         |                |                |                |           |
| ES22008                            | Climate Action Plan - Climate Resilient Landscaping                           | 3. High    | 50,000         | 50,000         |                |                |                |           |
| ES22009                            | City Nature Challenge                                                         | 5. Low     | 3,000          |                |                |                |                |           |
| ES22010                            | Marine Habitat Enhancement Opportunities                                      | 2. Council | 30,000         |                |                |                |                |           |
| ES22011                            | Salmon in the City                                                            | 2. Council | 75,000         |                |                |                |                |           |
| OP22003                            | Beaver Management Plan - Field Activities                                     | 3. High    | 9,500          | 9,500          | 9,500          |                |                |           |
| DR22008                            | Stream Water Quality Monitoring Program (AMF)                                 | 3. High    |                | 75,000         | 75,000         | 75,000         | 75,000         |           |
| <b>Total - Natural Environment</b> |                                                                               |            | <b>575,600</b> | <b>455,000</b> | <b>310,000</b> | <b>295,500</b> | <b>295,500</b> |           |

## Organization Wide

|                                  | Project Name                                              | Priority | LP 2022      | LP 2023      | LP 2024      | LP 2025      | LP 2026      | Mid Range |
|----------------------------------|-----------------------------------------------------------|----------|--------------|--------------|--------------|--------------|--------------|-----------|
| PL22003                          | Envisio for Climate Action Plan Monitoring/Implementation | 3. High  | 5,000        | 5,000        | 5,000        | 5,000        | 5,000        |           |
| <b>Total - Organization Wide</b> |                                                           |          | <b>5,000</b> | <b>5,000</b> | <b>5,000</b> | <b>5,000</b> | <b>5,000</b> |           |

## Buildings

|                          | Project Name                                              | Priority | LP 2022        | LP 2023        | LP 2024        | LP 2025        | LP 2026      | Mid Range |
|--------------------------|-----------------------------------------------------------|----------|----------------|----------------|----------------|----------------|--------------|-----------|
| FC22007                  | Civic Centre - Emergency Generator Replacement            | 3. High  |                |                |                | 500,000        |              |           |
| FC22079                  | Facilities - Envelope condition assessments               | 3. High  |                |                | 100,000        |                |              |           |
| FC22105                  | Arts Centre - Condensing units                            | 3. High  |                | 10,000         | 100,000        |                |              |           |
| FC22118                  | Public Safety Building - Geothermal heat pump replacement | 3. High  | 150,000        |                |                |                |              |           |
| FC22202                  | Old Orchard Hall - roof replacement                       | 3. High  |                |                |                | 275,000        |              |           |
| FC22211                  | Facilities - DDC Controls Upgrade                         | 3. High  | 150,000        |                |                |                |              |           |
| FC22218                  | Works Yard - Roofing Replacement                          | 3. High  | 255,000        | 246,000        | 258,000        |                |              |           |
| FC22220                  | Rocky Point Pool - Boiler Replacement                     | 3. High  |                | 100,000        |                |                |              |           |
| FC22221                  | Civic Centre - Hot Water Tank Replacement                 | 3. High  | 30,000         |                |                |                |              |           |
| FC22224                  | Artist Studio 2709 Esplanade - HVAC Upgrades              | 3. High  | 100,000        |                |                |                |              |           |
| PL22004                  | Building Optimization for Civic Facilities                | 3. High  | 10,000         | 10,000         | 5,000          | 5,000          | 5,000        |           |
| <b>Total - Buildings</b> |                                                           |          | <b>695,000</b> | <b>366,000</b> | <b>463,000</b> | <b>780,000</b> | <b>5,000</b> |           |

## Emergency Response & Human Health

|                                                      | Project Name                                         | Priority   | LP 2022        | LP 2023      | LP 2024      | LP 2025      | LP 2026        | Mid Range |
|------------------------------------------------------|------------------------------------------------------|------------|----------------|--------------|--------------|--------------|----------------|-----------|
| PK22040                                              | Cedarwood Park - Water Park Replacement              | 4. Medium  |                |              |              |              | 120,000        |           |
| PK22043                                              | Easthill Park - Water Park Replacement and Expansion | 4. Medium  |                |              |              |              | 180,000        |           |
| PK22055                                              | Ailsa Spray Park Enhancement                         | 4. Medium  | 30,000         |              |              |              |                |           |
| PK22065                                              | Northshore Community Park - Water Fountain           | 3. High    | 25,000         |              |              |              |                |           |
| PK22072                                              | Ailsa Park - Water Fountain                          | 4. Medium  | 25,000         |              |              |              |                |           |
| PK22073                                              | Westhill Park - Water Fountain                       | 4. Medium  | 25,000         |              |              |              |                |           |
| FD22005                                              | Fire Service Master Plan Review                      | 3. High    | 60,000         |              |              |              |                |           |
| PL22017                                              | Community Education - Extreme Weather                | 2. Council | 8,000          | 2,000        | 2,000        | 2,000        | 2,000          |           |
| <b>Total - Emergency Response &amp; Human Health</b> |                                                      |            | <b>173,000</b> | <b>2,000</b> | <b>2,000</b> | <b>2,000</b> | <b>302,000</b> |           |

## Waste Reduction & Management

|                                                 | Project Name                                                  | Priority  | LP 2022       | LP 2023       | LP 2024       | LP 2025       | LP 2026       | Mid Range      |
|-------------------------------------------------|---------------------------------------------------------------|-----------|---------------|---------------|---------------|---------------|---------------|----------------|
| CU22024                                         | Inlet Theatre Water Bottle Filling Station                    | 4. Medium | 10,000        |               |               |               |               |                |
| SO22001                                         | Solid Waste Coordinator Recourse Materials and Outreach Tools | 3. High   | 8,500         | 8,500         | 8,500         | 8,500         | 8,500         |                |
| SO22003                                         | Public Waste Receptacles                                      | 3. High   | 10,000        | 10,000        | 10,000        | 10,000        | 10,000        | 50,000         |
| SO22004                                         | Centralized Recycling Day                                     | 3. High   | 10,000        | 10,000        | 10,000        | 10,000        | 10,000        | 50,000         |
| SO22009                                         | Solid Waste and Recycling Technical Policy and Support        | 4. Medium | 20,000        |               |               |               |               |                |
| <b>Total - Waste Reduction &amp; Management</b> |                                                               |           | <b>58,500</b> | <b>28,500</b> | <b>28,500</b> | <b>28,500</b> | <b>28,500</b> | <b>100,000</b> |

## Land Use & Growth Management

|                                                 | Project Name                       | Priority   | LP 2022        | LP 2023       | LP 2024 | LP 2025 | LP 2026 | Mid Range |
|-------------------------------------------------|------------------------------------|------------|----------------|---------------|---------|---------|---------|-----------|
| PL22015                                         | Sea Level Rise Strategy - Phase II | 2. Council | 190,000        | 40,000        |         |         |         |           |
| <b>Total - Land Use &amp; Growth Management</b> |                                    |            | <b>190,000</b> | <b>40,000</b> |         |         |         |           |

## Transportation & Mobility

|                                              | Project Name                            | Priority   | LP 2022        | LP 2023       | LP 2024       | LP 2025       | LP 2026       | Mid Range |
|----------------------------------------------|-----------------------------------------|------------|----------------|---------------|---------------|---------------|---------------|-----------|
| EN22012                                      | Bike and Pedestrian Improvement Program | 3. High    | 50,000         | 25,000        | 25,000        | 25,000        | 25,000        |           |
| OA22003                                      | Fleet Utilization Assessment            | 3. High    | 35,000         |               |               |               |               |           |
| PL22016                                      | Zero Emissions Mobility Strategy        | 2. Council | 50,000         |               |               |               |               |           |
| <b>Total - Transportation &amp; Mobility</b> |                                         |            | <b>135,000</b> | <b>25,000</b> | <b>25,000</b> | <b>25,000</b> | <b>25,000</b> |           |

**Total - Project Costs for Climate Action Plan**

**5,709,300**   **4,376,500**   **4,708,500**   **3,906,000**   **3,541,000**   **300,000**

# 2022 - 2026 Capital Project Details

## City Manager

| Division     | Total Project Count | 2022    | 2023    | 2024    | 2025    | 2026    |
|--------------|---------------------|---------|---------|---------|---------|---------|
| City Manager | 2                   | 240,000 | 125,000 | 125,000 | 125,000 | 125,000 |

# City Manager Projects

|                              | Project Name                                       | Priority | LP 2022        | LP 2023        | LP 2024        | LP 2025        | LP 2026        | Mid Range |
|------------------------------|----------------------------------------------------|----------|----------------|----------------|----------------|----------------|----------------|-----------|
| 1                            | CM22001 Council Strategic Plan Goals               | 3. High  | 125,000        | 125,000        | 125,000        | 125,000        | 125,000        |           |
| 2                            | CM22002 Customer Service Review and Implementation | 3. High  | 115,000        |                |                |                |                |           |
| <b>Total - Project Costs</b> |                                                    |          | <b>240,000</b> | <b>125,000</b> | <b>125,000</b> | <b>125,000</b> | <b>125,000</b> |           |

***2022 - 2026 Capital Project Details***

***Building, Bylaw & Licensing***

| Division                    | Total Project Count | 2022   | 2023 | 2024 | 2025 | 2026 |
|-----------------------------|---------------------|--------|------|------|------|------|
| Building, Bylaw & Licensing | 1                   | 30,000 |      |      |      |      |

# Building, Bylaw & Licensing Projects

|                              | Project Name                                | Priority   | LP 2022       | LP 2023 | LP 2024 | LP 2025 | LP 2026 | Mid Range |
|------------------------------|---------------------------------------------|------------|---------------|---------|---------|---------|---------|-----------|
| 1                            | BL22001 Construction Best Practices Program | 2. Council | 30,000        |         |         |         |         |           |
| <b>Total - Project Costs</b> |                                             |            | <b>30,000</b> |         |         |         |         |           |

***2022 - 2026 Capital Project Details***

***Community Development Admin***

| Division                    | Total Project Count | 2022   | 2023 | 2024 | 2025 | 2026 |
|-----------------------------|---------------------|--------|------|------|------|------|
| Community Development Admin | 1                   | 20,000 |      |      |      |      |

# Community Development Admin Projects

|                              | Project Name                      | Priority   | LP 2022       | LP 2023 | LP 2024 | LP 2025 | LP 2026 | Mid Range |
|------------------------------|-----------------------------------|------------|---------------|---------|---------|---------|---------|-----------|
| 1                            | CD22005 Industrial Lands Strategy | 2. Council | 20,000        |         |         |         |         |           |
| <b>Total - Project Costs</b> |                                   |            | <b>20,000</b> |         |         |         |         |           |

# ***2022 - 2026 Capital Project Details***

## ***Development Planning***

| <b>Division</b>             | <b>Total Project Count</b> | <b>2022</b> | <b>2023</b> | <b>2024</b> | <b>2025</b> | <b>2026</b> |
|-----------------------------|----------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>Development Planning</b> | <b>2</b>                   | 545,000     |             |             |             |             |

# Development Planning Projects

|                              | Project Name                             | Priority   | LP 2022        | LP 2023 | LP 2024 | LP 2025 | LP 2026 | Mid Range |
|------------------------------|------------------------------------------|------------|----------------|---------|---------|---------|---------|-----------|
| 1                            | DP22007 Development Process Streamlining | 2. Council | 535,000        |         |         |         |         |           |
| 2                            | DP22008 Land Use Contract 2022 batch     | 3. High    | 10,000         |         |         |         |         |           |
| <b>Total - Project Costs</b> |                                          |            | <b>545,000</b> |         |         |         |         |           |

# ***2022 - 2026 Capital Project Details***

## ***Policy Planning***

| <b>Division</b>        | <b>Total Project Count</b> | <b>2022</b> | <b>2023</b> | <b>2024</b> | <b>2025</b> | <b>2026</b> |
|------------------------|----------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>Policy Planning</b> | <b>8</b>                   | 553,000     | 57,000      | 12,000      | 12,000      | 12,000      |

# Policy Planning Projects

|                              | Project Name                                                      | Priority   | LP 2022        | LP 2023       | LP 2024       | LP 2025       | LP 2026       | Mid Range |
|------------------------------|-------------------------------------------------------------------|------------|----------------|---------------|---------------|---------------|---------------|-----------|
| 1                            | PL22003 Envisio for Climate Action Plan Monitoring/Implementation | 3. High    | 5,000          | 5,000         | 5,000         | 5,000         | 5,000         |           |
| 2                            | PL22004 Building Optimization for Civic Facilities                | 3. High    | 10,000         | 10,000        | 5,000         | 5,000         | 5,000         |           |
| 3                            | PL22008 Westhill Child Care Facility                              | 2. Council | 220,000        |               |               |               |               |           |
| 4                            | PL22015 Sea Level Rise Strategy - Phase II                        | 2. Council | 190,000        | 40,000        |               |               |               |           |
| 5                            | PL22016 Zero Emissions Mobility Strategy                          | 2. Council | 50,000         |               |               |               |               |           |
| 6                            | PL22017 Community Education - Extreme Weather                     | 2. Council | 8,000          | 2,000         | 2,000         | 2,000         | 2,000         |           |
| 7                            | PL22018 Housing Action Plan                                       | 2. Council | 50,000         |               |               |               |               |           |
| 8                            | PL22019 Analysis and Development of Maximum Density Standards     | 2. Council | 20,000         |               |               |               |               |           |
| <b>Total - Project Costs</b> |                                                                   |            | <b>553,000</b> | <b>57,000</b> | <b>12,000</b> | <b>12,000</b> | <b>12,000</b> |           |

# ***2022 - 2026 Capital Project Details***

## ***Community Services Admin***

| <b>Division</b>                 | <b>Total Project Count</b> | <b>2022</b> | <b>2023</b> | <b>2024</b> | <b>2025</b> | <b>2026</b> |
|---------------------------------|----------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>Community Services Admin</b> | <b>1</b>                   |             |             | 175,000     | 400,000     | 100,000     |

# Community Services Admin Projects

|                              | Project Name                                                       | Priority  | LP 2022 | LP 2023 | LP 2024        | LP 2025        | LP 2026        | Mid Range      |
|------------------------------|--------------------------------------------------------------------|-----------|---------|---------|----------------|----------------|----------------|----------------|
| 1                            | CA22002 Civic Complex Exterior Upgrades and Enhancement (Phase II) | 4. Medium |         |         | 175,000        | 400,000        | 100,000        | 200,000        |
| <b>Total - Project Costs</b> |                                                                    |           |         |         | <b>175,000</b> | <b>400,000</b> | <b>100,000</b> | <b>200,000</b> |

# ***2022 - 2026 Capital Project Details***

## ***Cultural Services***

| <b>Division</b>          | <b>Total Project Count</b> | <b>2022</b> | <b>2023</b> | <b>2024</b> | <b>2025</b> | <b>2026</b> |
|--------------------------|----------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>Cultural Services</b> | <b>27</b>                  | 133,500     | 66,900      | 156,300     | 177,700     | 50,600      |

# Cultural Services Projects

|                              | Project Name                                                                      | Priority  | LP 2022        | LP 2023       | LP 2024        | LP 2025        | LP 2026       | Mid Range     |
|------------------------------|-----------------------------------------------------------------------------------|-----------|----------------|---------------|----------------|----------------|---------------|---------------|
| 1                            | CU22001 Mackie SM450 and Amplifier Replacement                                    | 4. Medium | 10,000         |               |                |                |               |               |
| 2                            | CU22002 Bistro Fridges - Bar and Commercial Catering                              | 4. Medium |                |               | 9,000          |                |               |               |
| 3                            | CU22003 Wired Microphone Replacement                                              | 4. Medium | 5,000          |               |                |                |               |               |
| 4                            | CU22004 Public Art Program Coordination                                           | 3. High   | 18,500         | 18,900        | 19,300         | 19,700         | 20,100        |               |
| 5                            | CU22005 Film Projector Replacement                                                | 4. Medium |                |               | 48,000         |                |               |               |
| 6                            | CU22006 Galleria Event Tables (6') and Benches                                    | 4. Medium |                | 10,000        |                |                |               |               |
| 7                            | CU22007 Winter Street Banners                                                     | 4. Medium |                | 17,500        |                |                |               |               |
| 8                            | CU22008 Queens Street Plaza Placemaking                                           | 5. Low    | 30,000         |               |                |                |               |               |
| 9                            | CU22009 Council Microphone System                                                 | 3. High   |                |               | 25,000         |                |               |               |
| 10                           | CU22010 PTZ Cameras for Council Streaming                                         | 3. High   | 30,000         |               |                |                |               |               |
| 11                           | CU22011 Galleria Display Monitor Replacement                                      | 4. Medium |                | 6,000         |                |                |               |               |
| 12                           | CU22012 Theatre Seating and Drapery Cleaning (with application of fire retardant) | 3. High   |                |               | 10,000         |                |               |               |
| 13                           | CU22013 Replacement of Galleria Sound System                                      | 3. High   |                |               | 15,000         |                |               |               |
| 14                           | CU22014 Tricaster - Council streaming controller                                  | 3. High   |                |               | 30,000         |                |               |               |
| 15                           | CU22015 Cultural Mapping Project                                                  | 3. High   | 30,000         |               |                |                |               |               |
| 16                           | CU22018 Inlet Theatre Stage Repairs                                               | 4. Medium |                | 7,500         |                |                | 7,500         | 15,000        |
| 17                           | CU22019 Replacement of Assisted Listening System                                  | 4. Medium |                |               |                | 6,000          |               |               |
| 18                           | CU22020 Film Screen Replacement                                                   | 4. Medium |                |               |                | 15,000         |               |               |
| 19                           | CU22021 Replacement of Exterior Brovold Room Lighting Fixtures                    | 4. Medium |                |               |                | 6,000          |               |               |
| 20                           | CU22023 Theatre Drape Replacement                                                 | 4. Medium |                |               |                |                |               | 30,000        |
| 21                           | CU22024 Inlet Theatre Water Bottle Filling Station                                | 4. Medium | 10,000         |               |                |                |               |               |
| 22                           | CU22025 Audio Console, Snakes, and Patch Bay Replacement (Inlet Theatre)          | 4. Medium |                |               |                |                | 15,000        |               |
| 23                           | CU22026 Amplifier Replacement                                                     | 4. Medium |                |               |                | 17,500         |               |               |
| 24                           | CU22027 Wireless Microphone Replacement                                           | 4. Medium |                |               |                |                | 8,000         |               |
| 25                           | CU22028 Inlet Theatre Ceiling Tile Replacement                                    | 4. Medium |                |               |                | 100,000        |               |               |
| 26                           | CU22029 Inlet Theatre Carpet Replacement                                          | 4. Medium |                |               |                | 13,500         |               |               |
| 27                           | CU22030 Theatre Management Software                                               | 3. High   |                | 7,000         |                |                |               |               |
| <b>Total - Project Costs</b> |                                                                                   |           | <b>133,500</b> | <b>66,900</b> | <b>156,300</b> | <b>177,700</b> | <b>50,600</b> | <b>45,000</b> |

# ***2022 - 2026 Capital Project Details***

## ***Environmental Services***

| <b>Division</b>               | <b>Total Project Count</b> | <b>2022</b> | <b>2023</b> | <b>2024</b> | <b>2025</b> | <b>2026</b> |
|-------------------------------|----------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>Environmental Services</b> | <b>9</b>                   | 237,600     | 147,000     | 32,000      | 27,000      | 27,000      |

# Environmental Services Projects

|                              | Project Name                                                        | Priority   | LP 2022        | LP 2023        | LP 2024       | LP 2025       | LP 2026       | Mid Range |
|------------------------------|---------------------------------------------------------------------|------------|----------------|----------------|---------------|---------------|---------------|-----------|
| 1                            | ES22001 Spill Management [Multiple Funding Src]                     | 3. High    | 7,600          | 5,000          | 5,000         | 5,000         | 5,000         |           |
| 2                            | ES22002 Fish Passage and Habitat Enhancement [Multiple Funding Src] | 3. High    | 12,000         | 12,000         | 12,000        | 12,000        | 12,000        |           |
| 3                            | ES22004 Targeted Knotweed Removal                                   | 3. High    | 20,000         | 15,000         | 15,000        | 10,000        | 10,000        |           |
| 4                            | ES22006 Ecological Restoration and Enhancement Projects             | 4. Medium  | 40,000         | 50,000         |               |               |               |           |
| 5                            | ES22007 Environmental Procedures and Practices                      | 4. Medium  |                | 15,000         |               |               |               |           |
| 6                            | ES22008 Climate Action Plan - Climate Resilient Landscaping         | 3. High    | 50,000         | 50,000         |               |               |               |           |
| 7                            | ES22009 City Nature Challenge                                       | 5. Low     | 3,000          |                |               |               |               |           |
| 8                            | ES22010 Marine Habitat Enhancement Opportunities                    | 2. Council | 30,000         |                |               |               |               |           |
| 9                            | ES22011 Salmon in the City                                          | 2. Council | 75,000         |                |               |               |               |           |
| <b>Total - Project Costs</b> |                                                                     |            | <b>237,600</b> | <b>147,000</b> | <b>32,000</b> | <b>27,000</b> | <b>27,000</b> |           |

# 2022 - 2026 Capital Project Details

## Facilities

| Division   | Total Project Count | 2022      | 2023      | 2024      | 2025      | 2026      |
|------------|---------------------|-----------|-----------|-----------|-----------|-----------|
| Facilities | 48                  | 1,611,000 | 1,549,000 | 1,651,000 | 1,381,000 | 1,011,000 |

# Facilities Projects

|                              | Project Name                                                                   | Priority  | LP 2022          | LP 2023          | LP 2024          | LP 2025          | LP 2026          | Mid Range      |
|------------------------------|--------------------------------------------------------------------------------|-----------|------------------|------------------|------------------|------------------|------------------|----------------|
| 1                            | FC22003 Inlet Centre Firehall - Interior painting                              | 4. Medium |                  |                  | 50,000           |                  |                  |                |
| 2                            | FC22007 Civic Centre - Emergency Generator Replacement                         | 3. High   |                  |                  |                  | 500,000          |                  |                |
| 3                            | FC22008 Artist Studio 2709 Esplanade - Interior painting/flooring              | 4. Medium | 20,000           |                  |                  |                  |                  |                |
| 4                            | FC22010 Recreation Complex - Main Entrance Concrete Repairs                    | 4. Medium |                  |                  | 100,000          |                  |                  |                |
| 5                            | FC22018 Facilities - Parking lot line repainting                               | 4. Medium |                  |                  | 20,000           |                  |                  |                |
| 6                            | FC22020 Civic Centre - Washroom upgrades                                       | 3. High   | 100,000          |                  |                  |                  |                  |                |
| 7                            | FC22047 Inlet Centre Firehall - Hoses on nedermeyer system                     | 3. High   |                  | 20,000           |                  |                  |                  |                |
| 8                            | FC22048 Inlet Centre Firehall - Truck bay doors                                | 3. High   |                  | 30,000           |                  |                  |                  |                |
| 9                            | FC22051 Old Mill Boathouse - Fire Alarm and Sprinkler systems replacement      | 3. High   |                  | 60,000           |                  |                  |                  |                |
| 10                           | FC22056 Westhill Pool - Pool water drainage to sanitary system                 | 3. High   |                  |                  |                  | 100,000          | 800,000          |                |
| 11                           | FC22058 Facilities - Unplanned emergency capital repairs                       | 3. High   | 150,000          | 150,000          | 150,000          | 150,000          | 150,000          |                |
| 12                           | FC22061 Civic Centre - Keyless Access System                                   | 3. High   | 180,000          |                  |                  |                  |                  |                |
| 13                           | FC22066 Civic Centre - Condition assessment of parking lot slab and services   | 3. High   | 35,000           |                  |                  |                  |                  |                |
| 14                           | FC22067 Public Safety Building - Painting                                      | 4. Medium |                  | 135,000          |                  |                  |                  |                |
| 15                           | FC22073 Public Safety Building - Bay door motor replacement                    | 4. Medium |                  | 10,000           |                  |                  |                  |                |
| 16                           | FC22079 Facilities - Envelope condition assessments                            | 3. High   |                  |                  | 100,000          |                  |                  |                |
| 17                           | FC22081 Glenayre Centre - Drain tile rebuild                                   | 3. High   |                  | 225,000          |                  |                  |                  |                |
| 18                           | FC22083 HMCC - Interior painting                                               | 4. Medium |                  | 25,000           |                  |                  |                  |                |
| 19                           | FC22087 Civic Centre - Painting                                                | 4. Medium |                  | 60,000           |                  |                  |                  |                |
| 20                           | FC22105 Arts Centre - Condensing units                                         | 3. High   |                  | 10,000           | 100,000          |                  |                  |                |
| 21                           | FC22118 Public Safety Building - Geothermal heat pump replacement              | 3. High   | 150,000          |                  |                  |                  |                  |                |
| 22                           | FC22121 Recreation Complex - Skaters lobby washrooms                           | 4. Medium |                  |                  | 200,000          |                  |                  |                |
| 23                           | FC22125 Carpenters Shop - Exterior Repairs                                     | 3. High   |                  |                  |                  |                  |                  | 225,000        |
| 24                           | FC22135 Works Yard - Security camera system                                    | 4. Medium |                  |                  |                  | 75,000           |                  |                |
| 25                           | FC22136 Arts Centre - Interior Painting                                        | 4. Medium |                  |                  | 40,000           |                  |                  |                |
| 26                           | FC22137 Civic Centre - Carpet replacement                                      | 3. High   |                  |                  | 390,000          |                  |                  |                |
| 27                           | FC22142 Facilities - Guard rail inspection                                     | 3. High   |                  |                  | 60,000           |                  |                  |                |
| 28                           | FC22169 Recreation Complex - Curling Rink lobby & lounge furniture replacement | 4. Medium |                  |                  | 45,000           |                  |                  |                |
| 29                           | FC22172 Recreation Complex - Security camera improvements                      | 4. Medium |                  |                  | 40,000           | 200,000          |                  |                |
| 30                           | FC22183 Rocky Point PSB - Exterior Painting                                    | 3. High   |                  | 50,000           |                  |                  |                  |                |
| 31                           | FC22197 Civic Centre - Exterior paver ongoing repairs                          | 3. High   | 25,000           | 25,000           | 25,000           | 25,000           | 25,000           |                |
| 32                           | FC22202 Old Orchard Hall - roof replacement                                    | 3. High   |                  |                  |                  | 275,000          |                  |                |
| 33                           | FC22204 Zamboni RS054 - Battery replacement                                    | 3. High   |                  | 17,000           |                  |                  |                  |                |
| 34                           | FC22205 Zamboni RS059 - Battery replacement                                    | 3. High   |                  |                  | 17,000           |                  |                  |                |
| 35                           | FC22211 Facilities - DDC Controls Upgrade                                      | 3. High   | 150,000          |                  |                  |                  |                  |                |
| 36                           | FC22213 Rocky Point Pool - Fence Replacement                                   | 3. High   | 20,000           |                  |                  |                  |                  |                |
| 37                           | FC22215 Recreation Complex - Roof Accessibility Upgrades                       | 3. High   | 50,000           |                  |                  |                  |                  |                |
| 38                           | FC22216 Facilities - Wireless Synchronized Clock System                        | 4. Medium | 30,000           |                  |                  |                  |                  |                |
| 39                           | FC22217 Recreation Complex - Arena 1 Dressing Rooms                            | 3. High   | 50,000           | 250,000          |                  |                  |                  |                |
| 40                           | FC22218 Works Yard - Roofing Replacement                                       | 3. High   | 255,000          | 246,000          | 258,000          |                  |                  |                |
| 41                           | FC22219 Facilities - Security Upgrades                                         | 3. High   | 30,000           | 20,000           | 20,000           | 20,000           |                  |                |
| 42                           | FC22220 Rocky Point Pool - Boiler Replacement                                  | 3. High   |                  | 100,000          |                  |                  |                  |                |
| 43                           | FC22221 Civic Centre - Hot Water Tank Replacement                              | 3. High   | 30,000           |                  |                  |                  |                  |                |
| 44                           | FC22222 HMCC - Deck Resurfacing                                                | 3. High   | 150,000          |                  |                  |                  |                  |                |
| 45                           | FC22223 Civic Centre - Library Fireplace Replacement                           | 4. Medium | 50,000           |                  |                  |                  |                  |                |
| 46                           | FC22224 Artist Studio 2709 Esplanade - HVAC Upgrades                           | 3. High   | 100,000          |                  |                  |                  |                  |                |
| 47                           | FC22225 Arts Centre - Appleyard exterior repainting                            | 4. Medium |                  | 80,000           |                  |                  |                  |                |
| 48                           | FC22226 Holiday Lighting                                                       | 3. High   | 36,000           | 36,000           | 36,000           | 36,000           | 36,000           | 180,000        |
| <b>Total - Project Costs</b> |                                                                                |           | <b>1,611,000</b> | <b>1,549,000</b> | <b>1,651,000</b> | <b>1,381,000</b> | <b>1,011,000</b> | <b>405,000</b> |

# 2022 - 2026 Capital Project Details

## Parks

| Division | Total Project Count | 2022      | 2023      | 2024    | 2025    | 2026    |
|----------|---------------------|-----------|-----------|---------|---------|---------|
| Parks    | 46                  | 5,382,500 | 1,023,500 | 258,500 | 494,500 | 543,500 |

# Parks Projects

|                              | Project Name                                                                          | Priority        | LP 2022          | LP 2023          | LP 2024        | LP 2025        | LP 2026        | Mid Range      |
|------------------------------|---------------------------------------------------------------------------------------|-----------------|------------------|------------------|----------------|----------------|----------------|----------------|
| 1                            | PK22001 Inlet Trail - Boardwalk and Pedestrian Bridge Reconstruction                  | 3. High         | 2,500,000        |                  |                |                |                |                |
| 2                            | PK22002 Flavell Park - Lifecycle maintenance wooden deck (Lifecycle Asset Management) | 4. Medium       |                  | 35,000           |                |                |                |                |
| 3                            | PK22004 Playground Equipment Repair                                                   | 4. Medium       | 15,000           | 15,000           | 15,000         | 15,000         | 15,000         |                |
| 4                            | PK22006 Chafer Beetle Management Program - City Lands                                 | 3. High         | 7,500            | 7,500            | 7,500          | 7,500          | 7,500          |                |
| 5                            | PK22007 Security Cameras - Major Parks                                                | 3. High         | 5,000            |                  |                |                |                |                |
| 6                            | PK22008 Rocky Point Park - Picnic Shelter Rehabilitation                              | 4. Medium       |                  |                  |                | 75,000         |                |                |
| 7                            | PK22010 Horticulture Vegetation Replacement Program                                   | 3. High         | 15,000           | 15,000           | 15,000         | 15,000         | 15,000         |                |
| 8                            | PK22012 Urban Forestry - Tree Removals/Mitigation for City Lands                      | 3. High         | 75,000           | 75,000           | 75,000         | 75,000         | 75,000         |                |
| 9                            | PK22013 Maintenance Dredging - Rocky Point Pier                                       | 3. High         | 250,000          |                  |                |                |                |                |
| 10                           | PK22014 Goose Management Program                                                      | 4. Medium       | 12,000           | 12,000           |                |                |                |                |
| 11                           | PK22016 Heritage Mountain Grass Sportsfield Rehabilitation                            | 3. High         |                  | 600,000          |                |                |                |                |
| 12                           | PK22017 Parks/Green Infrastructure - Planning/Asset Management Program (FUTURE YEARS) | 4. Medium       | 45,000           | 45,000           | 45,000         | 45,000         | 45,000         |                |
| 13                           | PK22019 Port Moody Pollinator Project                                                 | 4. Medium       | 10,000           |                  |                |                |                |                |
| 14                           | PK22020 Trail Network Plan                                                            | 3. High         | 85,000           |                  |                |                |                |                |
| 15                           | PK22023 Urban Forestry - Tree Replacement Program                                     | 2. Council      | 15,000           | 15,000           | 15,000         | 15,000         | 15,000         |                |
| 16                           | PK22024 Trasolini Field - Synthetic Turf Replacement                                  | 4. Medium       | 1,110,000        |                  |                |                |                |                |
| 17                           | PK22025 Graffiti Removal                                                              | 1. Pre-Approved | 5,000            | 5,000            | 5,000          | 5,000          | 5,000          |                |
| 18                           | PK22028 Wildfire Interface Management                                                 | 3. High         | 5,000            |                  |                |                |                |                |
| 19                           | PK22030 Fencing - repair/replacement of fencing (Lifecycle Asset Management)          | 3. High         | 15,000           | 15,000           | 15,000         | 15,000         | 15,000         |                |
| 20                           | PK22032 Annual repairs for asphalt pathways in parks (Lifecycle Replacement)          | 3. High         | 15,000           | 15,000           | 15,000         | 15,000         | 15,000         |                |
| 21                           | PK22033 Bert Fiinn Park Improvements                                                  | 4. Medium       |                  | 30,000           |                |                |                |                |
| 22                           | PK22038 Playground Rehabilitation - Art Wilkinson Playground                          | 3. High         |                  |                  |                | 176,000        |                |                |
| 23                           | PK22040 Cedarwood Park - Water Park Replacement                                       | 4. Medium       |                  |                  |                |                | 120,000        |                |
| 24                           | PK22041 Civic Centre Amphitheatre - Retaining wall and site restoration               | 4. Medium       |                  | 40,000           |                |                |                |                |
| 25                           | PK22043 Easthill Park - Water Park Replacement and Expansion                          | 4. Medium       |                  |                  |                |                | 180,000        |                |
| 26                           | PK22045 Garbage Can Replacement - Bear Safe Waste Cans                                | 3. High         | 10,000           |                  |                |                |                |                |
| 27                           | PK22046 Northshore Park - Water Park                                                  | 4. Medium       |                  |                  |                |                |                | 220,000        |
| 28                           | PK22049 Shoreline Park - Viewing Platforms                                            | 3. High         | 12,000           |                  |                |                |                |                |
| 29                           | PK22052 Park Signage Replacement                                                      | 4. Medium       | 7,000            | 7,000            |                |                |                |                |
| 30                           | PK22053 Dog Management Strategy                                                       | 4. Medium       |                  | 50,000           |                |                |                |                |
| 31                           | PK22054 Noons Creek Bike Trail Bridge                                                 | 3. High         | 600,000          |                  |                |                |                |                |
| 32                           | PK22055 Ailsa Spray Park Enhancement                                                  | 4. Medium       | 30,000           |                  |                |                |                |                |
| 33                           | PK22056 Pickleball Facility                                                           | 2. Council      | 150,000          |                  |                |                |                |                |
| 34                           | PK22058 James Park Stairs and Bridge Replacement                                      | 4. Medium       | 93,000           |                  |                |                |                |                |
| 35                           | PK22061 Noons Creek Stairs                                                            | 4. Medium       | 25,000           |                  |                |                |                |                |
| 36                           | PK22062 Street Tree Maintenance Program                                               | 4. Medium       | 36,000           | 36,000           | 36,000         | 36,000         | 36,000         |                |
| 37                           | PK22063 Rocky Point Park - Boat Ramp Repairs                                          | 4. Medium       | 60,000           |                  |                |                |                |                |
| 38                           | PK22064 Town Centre LED Lights                                                        | 4. Medium       | 50,000           |                  |                |                |                |                |
| 39                           | PK22065 Northshore Community Park - Water Fountain                                    | 3. High         | 25,000           |                  |                |                |                |                |
| 40                           | PK22066 Greenleaf Park Sports Court - Fencing Replacement                             | 4. Medium       |                  |                  | 15,000         |                |                |                |
| 41                           | PK22067 Twin Creeks Park Sports Court - Goal Replacement                              | 4. Medium       |                  | 6,000            |                |                |                |                |
| 42                           | PK22068 Downtown Park Protection Plan                                                 | 2. Council      | 15,000           |                  |                |                |                |                |
| 43                           | PK22070 Pop Up Parks                                                                  | 5. Low          | 20,000           |                  |                |                |                |                |
| 44                           | PK22071 3016 Murray Street                                                            | 5. Low          | 15,000           |                  |                |                |                |                |
| 45                           | PK22072 Ailsa Park - Water Fountain                                                   | 4. Medium       | 25,000           |                  |                |                |                |                |
| 46                           | PK22073 Westhill Park - Water Fountain                                                | 4. Medium       | 25,000           |                  |                |                |                |                |
| <b>Total - Project Costs</b> |                                                                                       |                 | <b>5,382,500</b> | <b>1,023,500</b> | <b>258,500</b> | <b>494,500</b> | <b>543,500</b> | <b>220,000</b> |

# ***2022 - 2026 Capital Project Details***

## ***Recreation***

| <b>Division</b>   | <b>Total Project Count</b> | <b>2022</b> | <b>2023</b> | <b>2024</b> | <b>2025</b> | <b>2026</b> |
|-------------------|----------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>Recreation</b> | <b>3</b>                   | 45,000      |             |             | 250,000     | 200,000     |

# Recreation Projects

|                              | Project Name                                           | Priority | LP 2022       | LP 2023 | LP 2024 | LP 2025        | LP 2026        | Mid Range |
|------------------------------|--------------------------------------------------------|----------|---------------|---------|---------|----------------|----------------|-----------|
| 1                            | RS22001 Recreation Complex Spin Bike Replacement       | 3. High  | 45,000        |         |         | 50,000         |                |           |
| 2                            | RS22002 Selectorized Weight Room Equipment Replacement | 3. High  |               |         |         | 200,000        |                |           |
| 3                            | RS22003 Cardio Weight Room Equipment Replacement       | 3. High  |               |         |         |                | 200,000        |           |
| <b>Total - Project Costs</b> |                                                        |          | <b>45,000</b> |         |         | <b>250,000</b> | <b>200,000</b> |           |

# ***2022 - 2026 Capital Project Details***

## ***Engineering***

| <b>Division</b>    | <b>Total Project Count</b> | <b>2022</b> | <b>2023</b> | <b>2024</b> | <b>2025</b> | <b>2026</b> |
|--------------------|----------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>Engineering</b> | <b>25</b>                  | 2,599,000   | 3,405,000   | 3,570,000   | 1,955,000   | 1,470,000   |

# Engineering Projects

|                              | Project Name                                                                           | Priority   | LP 2022          | LP 2023          | LP 2024          | LP 2025          | LP 2026          | Mid Range        |
|------------------------------|----------------------------------------------------------------------------------------|------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 1                            | EN22001 Traffic Signal Infrastructure - Maintenance and Replacement                    | 3. High    | 150,000          |                  |                  |                  |                  |                  |
| 2                            | EN22002 Street Name Sign Replacement Program                                           | 2. Council | 45,000           |                  |                  |                  |                  |                  |
| 3                            | EN22003 *Transit Infrastructure - Bus Stop Accessibility Improvements                  | 3. High    | 25,000           | 25,000           | 25,000           | 25,000           | 25,000           |                  |
| 4                            | EN22004 Above-Ground Infrastructure - Planning/Asset Management                        | 3. High    | 75,000           | 75,000           | 75,000           | 75,000           | 75,000           |                  |
| 5                            | EN22005 Engineering Project Management and Development Resource                        | 3. High    | 120,000          | 120,000          | 120,000          | 120,000          | 120,000          |                  |
| 6                            | EN22006 Local Road Network (LRN) Road Reconstruction Program                           | 3. High    | 1,000,000        | 500,000          | 750,000          | 750,000          | 750,000          |                  |
| 7                            | EN22007 Traffic Safety Initiatives                                                     | 3. High    | 50,000           | 50,000           | 50,000           | 50,000           | 50,000           |                  |
| 8                            | EN22008 Bridge & Overpass Structures - Monitoring, Scoping, Assessment & Minor Repairs | 3. High    | 50,000           | 50,000           | 50,000           | 50,000           | 50,000           |                  |
| 9                            | EN22009 Major Road Network (MRN) Road Rehabilitation Program                           | 3. High    | 300,000          | 2,000,000        | 2,000,000        | 400,000          |                  |                  |
| 10                           | EN22010 Streetlighting Replacement Program                                             | 3. High    | 150,000          | 75,000           |                  |                  |                  |                  |
| 11                           | EN22011 Transit Improvements Program                                                   | 3. High    | 25,000           | 25,000           | 25,000           | 25,000           | 25,000           |                  |
| 12                           | EN22012 Bike and Pedestrian Improvement Program                                        | 3. High    | 50,000           | 25,000           | 25,000           | 25,000           | 25,000           |                  |
| 13                           | EN22013 Electrical & Communications Infrastructure Improvements                        | 3. High    | 30,000           | 30,000           | 30,000           | 30,000           | 30,000           |                  |
| 14                           | EN22015 Streetlight Improvement Program                                                | 3. High    | 25,000           | 25,000           | 25,000           | 25,000           | 25,000           |                  |
| 15                           | EN22016 Bridge and Major Structures Inventory Inspection                               | 3. High    |                  |                  | 100,000          |                  |                  |                  |
| 16                           | EN22017 *Engineering & Operations Infrastructure Asset Life Cycle Program              | 3. High    | 30,000           |                  |                  |                  |                  |                  |
| 17                           | EN22018 *Engineering & Operations Work Process Review                                  | 3. High    | 90,000           |                  |                  |                  |                  |                  |
| 18                           | EN22020 Beaver Management - Ongoing Risk Assessment and Technical Studies              | 4. Medium  | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           |                  |
| 19                           | EN22021 School Traffic Safety Initiative                                               | 3. High    | 50,000           | 50,000           | 50,000           | 50,000           | 50,000           |                  |
| 20                           | EN22025 Traffic Signal New Infrastructure                                              | 3. High    | 50,000           | 50,000           | 50,000           | 50,000           | 50,000           |                  |
| 21                           | EN22026 Development Cost Charges (DCC) Program Update                                  | 4. Medium  | 15,000           |                  |                  | 85,000           |                  |                  |
| 22                           | EN22031 Neighbourhood Traffic Calming Program                                          | 3. High    | 60,000           | 60,000           | 60,000           | 60,000           | 60,000           |                  |
| 23                           | EN22032 Streetlight LED Replacement                                                    | 4. Medium  |                  | 125,000          | 125,000          | 125,000          | 125,000          |                  |
| 24                           | EN22033 Barnet Highway CP Rail Overpass Deck Rehabilitation                            | 4. Medium  | 75,000           |                  |                  |                  |                  | 1,500,000        |
| 25                           | EN22034 Klahanie Drive Sidewalk Replacement                                            | 3. High    | 124,000          | 110,000          |                  |                  |                  |                  |
| <b>Total - Project Costs</b> |                                                                                        |            | <b>2,599,000</b> | <b>3,405,000</b> | <b>3,570,000</b> | <b>1,955,000</b> | <b>1,470,000</b> | <b>1,500,000</b> |

# 2022 - 2026 Capital Project Details

## Fleet

| Division | Total Project Count | 2022    | 2023    | 2024    | 2025    | 2026      |
|----------|---------------------|---------|---------|---------|---------|-----------|
| Fleet    | 46                  | 721,700 | 286,800 | 396,200 | 946,100 | 1,550,000 |

# Fleet Projects

|                              | Project Name                                                                                          | Priority | LP 2022        | LP 2023        | LP 2024        | LP 2025        | LP 2026          | Mid Range     |
|------------------------------|-------------------------------------------------------------------------------------------------------|----------|----------------|----------------|----------------|----------------|------------------|---------------|
| 1                            | FL22001 PL - Replace PL003 - Ford Focus Electric CX902L                                               | 3. High  |                |                | 43,900         |                |                  |               |
| 2                            | FL22002 FD - Replace FR015 - 2006 Rainbow Trailer - 02952y                                            | 3. High  |                | 7,900          |                |                |                  |               |
| 3                            | FL22003 FD - Replace FR011 - 2011 Chevrolet Colorado Pick-up-Car #4 (Fire Prevention Officer Vehicle) | 3. High  | 71,800         |                |                |                |                  |               |
| 4                            | FL22004 FD - Replace FR014 - 09 Wells Cargo Trailer                                                   | 3. High  |                |                | 29,300         |                |                  |               |
| 5                            | FL22006 OP - Replace OP019 - 07 Big Tex Trailer (Shoring Trailer) 01636C                              | 3. High  | 15,400         |                |                |                |                  |               |
| 6                            | FL22008 OP - Replace OP031 - 2002 Ingersol Roller                                                     | 3. High  | 55,000         |                |                |                |                  |               |
| 7                            | FL22010 OP - Replace OP099L - 2011 Ingersol Lightsource Trailer                                       | 3. High  |                |                |                | 38,600         |                  |               |
| 8                            | FL22011 OP - Replace OP99F - 2012 Atlas Copco Air Compressor Trailer 86431C                           | 3. High  |                | 28,400         |                |                |                  |               |
| 9                            | FL22015 OP - Replace OP040A - 2013 Flatbed(Flushing) Trailer                                          | 3. High  |                | 18,900         |                |                |                  |               |
| 10                           | FL22016 OP - Replace OP056 - 2014 Cargo Express Trailer(Civil Construction)                           | 3. High  |                | 11,300         |                |                |                  |               |
| 11                           | FL22017 OP - Replace OP033A - 2013 Ford F350                                                          | 3. High  |                | 75,400         |                |                |                  |               |
| 12                           | FL22019 OP - Replace OP057 - 16 F550 4x4 Dump                                                         | 3. High  |                |                | 161,500        |                |                  |               |
| 13                           | FL22021 PK - Replace PK041A - 2013 Ford F150 Pickup EE1869                                            | 3. High  | 76,900         |                |                |                |                  |               |
| 14                           | FL22023 PK - Replace PK017 - 2008 Agri-Metal Tuff Vac Sweeper Attachment                              | 3. High  |                | 36,800         |                |                |                  |               |
| 15                           | FL22027 PK - Replace PK053B - 2013 FORD F150 PU EE1870                                                | 3. High  |                | 63,000         |                |                |                  |               |
| 16                           | FL22028 PK - Replace PK062A - 2012 Ford F450 Dump EE1860                                              | 3. High  | 174,200        |                |                |                |                  |               |
| 17                           | FL22030 PK - Replace PK046A - 2010 John Deere Tractor                                                 | 3. High  | 117,900        |                |                |                |                  |               |
| 18                           | FL22031 PK - Replace PK068 - 2016 Farm King trailer mower                                             | 3. High  |                | 20,500         |                |                |                  |               |
| 19                           | FL22032 PK - Replace PKM001 - 2017 Kubota VS400 Premium Spreader                                      | 3. High  |                | 5,700          |                |                |                  |               |
| 20                           | FL22033 PK - Replace PK064A - 16 F550 Dump                                                            | 3. High  |                |                | 161,500        |                |                  |               |
| 21                           | FL22034 PK - Replace PK069 - 17 F550 Dump                                                             | 3. High  |                |                |                | 165,600        |                  |               |
| 22                           | FL22037 OP - Replace OP074 - 17 Cat backhoe loader                                                    | 3. High  |                |                |                | 304,000        |                  |               |
| 23                           | FL22038 PK - Replace PK072 - 17 F550 Dump                                                             | 3. High  |                |                |                | 165,600        |                  |               |
| 24                           | FL22039 OP - Replace OP070 - 17 Ford F550 Crew Cab Dump                                               | 3. High  |                |                |                | 167,400        |                  |               |
| 25                           | FL22040 OP - Replace 2-Post Vehicle lift                                                              | 3. High  | 40,500         |                |                |                |                  |               |
| 26                           | FL22041 PK - Mini Excavator                                                                           | 3. High  | 80,500         |                |                |                |                  |               |
| 27                           | FL22042 PK - Tandem Dump Trailer                                                                      | 3. High  | 22,500         |                |                |                |                  |               |
| 28                           | FL22043 PK - Power Wheel Barrow                                                                       | 3. High  | 30,500         |                |                |                |                  |               |
| 29                           | FL22044 OP - Wheel Balancer                                                                           | 3. High  | 11,500         |                |                |                |                  |               |
| 30                           | FL22045 OP- Tire Changer                                                                              | 3. High  | 25,000         |                |                |                |                  |               |
| 31                           | FL22046 OP Replace OP034 2009 Trailtech tilt trailer                                                  | 3. High  |                | 18,900         |                |                |                  |               |
| 32                           | FL22047 OP Replace OP059 16 F150 4x4 Super Cab                                                        | 3. High  |                |                |                |                | 73,500           |               |
| 33                           | FL22048 OP Replace OP060 16 Ford Transit 350 Van                                                      | 3. High  |                |                |                |                | 79,200           |               |
| 34                           | FL22049 OP Replace OP062 14 Clarke 5,000lbs Forklift                                                  | 3. High  |                |                |                |                | 45,300           |               |
| 35                           | FL22050 OP Replace OP068 16 Ford F150 Super Cab 4x4                                                   | 3. High  |                |                |                |                | 73,500           |               |
| 36                           | FL22051 OP Replace OP079 2018 Peterbilt Elgin Crosswind                                               | 3. High  |                |                |                |                | 396,000          |               |
| 37                           | FL22052 OP Replace OP080 2018 Freightliner 108SD Dump                                                 | 3. High  |                |                |                |                | 396,000          |               |
| 38                           | FL22053 OP Replace OP100 2020 F550 Bucket Truck                                                       | 3. High  |                |                |                |                | 203,700          |               |
| 39                           | FL22054 OP Replace OP99M 2013 Kohler Mobile Generator                                                 | 3. High  |                |                |                |                | 50,900           |               |
| 40                           | FL22055 PK Replace PK065A 2016 Ford F150 Super Cab                                                    | 3. High  |                |                |                |                | 73,500           |               |
| 41                           | FL22056 PK Replace PK077 2018 Kubota 1100C                                                            | 3. High  |                |                |                | 60,700         |                  |               |
| 42                           | FL22057 PK Replace PK084 2019 Ferris FB2000                                                           | 3. High  |                |                |                | 16,600         |                  |               |
| 43                           | FL22058 PK Replace PKM002 Redexim Overseeder                                                          | 3. High  |                |                |                | 27,600         |                  |               |
| 44                           | FL22059 CU Replace CU001 07 Dodge Caravan                                                             | 3. High  |                |                |                |                |                  | 70,000        |
| 45                           | FL22060 FD Replace FR019 11 Wells Cargo Trailer                                                       | 3. High  |                |                |                |                | 22,600           |               |
| 46                           | FL22061 FD Replace FR022 16 Ford F550 Hooklift                                                        | 3. High  |                |                |                |                | 135,800          |               |
| <b>Total - Project Costs</b> |                                                                                                       |          | <b>721,700</b> | <b>286,800</b> | <b>396,200</b> | <b>946,100</b> | <b>1,550,000</b> | <b>70,000</b> |

# 2022 - 2026 Capital Project Details

## Operations

| Division   | Total Project Count | 2022    | 2023  | 2024  | 2025 | 2026 |
|------------|---------------------|---------|-------|-------|------|------|
| Operations | 4                   | 112,700 | 9,500 | 9,500 |      |      |

# Operations Projects

|                              | Project Name                                                           | Priority | LP 2022        | LP 2023      | LP 2024      | LP 2025 | LP 2026 | Mid Range |
|------------------------------|------------------------------------------------------------------------|----------|----------------|--------------|--------------|---------|---------|-----------|
| 1                            | OP22003 Beaver Management Plan - Field Activities                      | 3. High  | 9,500          | 9,500        | 9,500        |         |         |           |
| 2                            | OP22004 Works Yard Improvements - Truck Wash                           | 3. High  | 36,000         |              |              |         |         |           |
| 3                            | OP22005 Works Yard Improvements - Aggregate Storage Bunker Resurfacing | 3. High  | 26,100         |              |              |         |         |           |
| 4                            | OP22006 Works Yard Improvements - Spoils Storage Bunker Re/Re          | 3. High  | 41,100         |              |              |         |         |           |
| <b>Total - Project Costs</b> |                                                                        |          | <b>112,700</b> | <b>9,500</b> | <b>9,500</b> |         |         |           |

# 2022 - 2026 Capital Project Details

## Operations Admin

| Division         | Total Project Count | 2022   | 2023  | 2024  | 2025  | 2026  |
|------------------|---------------------|--------|-------|-------|-------|-------|
| Operations Admin | 2                   | 42,500 | 7,500 | 7,500 | 7,500 | 7,500 |

# Operations Admin Projects

|                              | Project Name                         | Priority | LP 2022       | LP 2023      | LP 2024      | LP 2025      | LP 2026      | Mid Range |
|------------------------------|--------------------------------------|----------|---------------|--------------|--------------|--------------|--------------|-----------|
| 1                            | OA22002 Public Works Day             | 3. High  | 7,500         | 7,500        | 7,500        | 7,500        | 7,500        |           |
| 2                            | OA22003 Fleet Utilization Assessment | 3. High  | 35,000        |              |              |              |              |           |
| <b>Total - Project Costs</b> |                                      |          | <b>42,500</b> | <b>7,500</b> | <b>7,500</b> | <b>7,500</b> | <b>7,500</b> |           |

# 2022 - 2026 Capital Project Details

## Fire Rescue

| Division    | Total Project Count | 2022   | 2023 | 2024 | 2025 | 2026 |
|-------------|---------------------|--------|------|------|------|------|
| Fire Rescue | 1                   | 60,000 |      |      |      |      |

# Fire Rescue Projects

|                              | Project Name                            | Priority | LP 2022       | LP 2023 | LP 2024 | LP 2025 | LP 2026 | Mid Range |
|------------------------------|-----------------------------------------|----------|---------------|---------|---------|---------|---------|-----------|
| 1                            | FD22005 Fire Service Master Plan Review | 3. High  | 60,000        |         |         |         |         |           |
| <b>Total - Project Costs</b> |                                         |          | <b>60,000</b> |         |         |         |         |           |

# 2022 - 2026 Capital Project Details

## Finance

| Division | Total Project Count | 2022   | 2023 | 2024 | 2025 | 2026 |
|----------|---------------------|--------|------|------|------|------|
| Finance  | 1                   | 50,000 |      |      |      |      |

# Finance Projects

|                              | Project Name                                                       | Priority | LP 2022       | LP 2023 | LP 2024 | LP 2025 | LP 2026 | Mid Range |
|------------------------------|--------------------------------------------------------------------|----------|---------------|---------|---------|---------|---------|-----------|
| 1                            | F122001 Asset Retirement Obligations (ARO) Implementation (PS3280) | 3. High  | 50,000        |         |         |         |         |           |
| <b>Total - Project Costs</b> |                                                                    |          | <b>50,000</b> |         |         |         |         |           |

# ***2022 - 2026 Capital Project Details***

## ***Information Services***

| <b>Division</b>             | <b>Total Project Count</b> | <b>2022</b> | <b>2023</b> | <b>2024</b> | <b>2025</b> | <b>2026</b> |
|-----------------------------|----------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>Information Services</b> | <b>16</b>                  | 419,000     | 130,000     | 160,000     | 90,000      | 55,000      |

# Information Services Projects

|                              | Project Name                                                                           | Priority   | LP 2022        | LP 2023        | LP 2024        | LP 2025       | LP 2026       | Mid Range |
|------------------------------|----------------------------------------------------------------------------------------|------------|----------------|----------------|----------------|---------------|---------------|-----------|
| 1                            | IS22001 Disk Array Replacement                                                         | 3. High    |                |                | 85,000         |               |               |           |
| 2                            | IS22002 Agresso Upgrades                                                               | 3. High    |                | 20,000         |                | 20,000        |               |           |
| 3                            | IS22003 Virtual Server Replacement                                                     | 3. High    |                |                | 75,000         |               |               |           |
| 4                            | IS22004 Backup Server Replacements                                                     | 3. High    |                | 50,000         |                | 50,000        |               |           |
| 5                            | IS22005 Orthophoto & LiDAR Mapping                                                     | 3. High    |                | 20,000         |                | 20,000        |               |           |
| 6                            | IS22006 Firewall Replacement                                                           | 3. High    |                |                |                |               | 55,000        |           |
| 7                            | IS22007 Cloud Disaster Recovery Server Backup                                          | 3. High    | 30,000         |                |                |               |               |           |
| 8                            | IS22008 Public Service Request App                                                     | 4. Medium  |                | 40,000         |                |               |               |           |
| 9                            | IS22009 Telephony Replacement                                                          | 3. High    | 70,000         |                |                |               |               |           |
| 10                           | IS22010 Security Audit Followup                                                        | 3. High    | 38,000         |                |                |               |               |           |
| 11                           | IS22012 Council Mobile Device                                                          | 2. Council | 16,000         |                |                |               |               |           |
| 12                           | IS22014 Office 365 Implementation                                                      | 3. High    | 70,000         |                |                |               |               |           |
| 13                           | IS22015 Wireless Access Point Replacement                                              | 3. High    | 66,000         |                |                |               |               |           |
| 14                           | IS22016 Server Room Upgrades                                                           | 3. High    | 22,000         |                |                |               |               |           |
| 15                           | IS22017 Next Generation 9-1-1                                                          | 3. High    | 27,000         |                |                |               |               |           |
| 16                           | IS22018 Tempest Project Coordinator - Phase II of corporate electronic process support | 4. Medium  | 80,000         |                |                |               |               |           |
| <b>Total - Project Costs</b> |                                                                                        |            | <b>419,000</b> | <b>130,000</b> | <b>160,000</b> | <b>90,000</b> | <b>55,000</b> |           |

# 2022 - 2026 Capital Project Details

## Library

| Division | Total Project Count | 2022   | 2023 | 2024 | 2025 | 2026 |
|----------|---------------------|--------|------|------|------|------|
| Library  | 3                   | 11,000 |      |      |      |      |

# Library Projects

|                              | Project Name                      | Priority | LP 2022       | LP 2023 | LP 2024 | LP 2025 | LP 2026 | Mid Range |
|------------------------------|-----------------------------------|----------|---------------|---------|---------|---------|---------|-----------|
| 1                            | LI22005 Indigenous Collection     | 3. High  | 5,000         |         |         |         |         |           |
| 2                            | LI22006 Collection Enhancement    | 3. High  | 5,000         |         |         |         |         |           |
| 3                            | LI22007 Technology Speaker Series | 3. High  | 1,000         |         |         |         |         |           |
| <b>Total - Project Costs</b> |                                   |          | <b>11,000</b> |         |         |         |         |           |

# ***2022 - 2026 Capital Project Details***

## ***Police***

| <b>Division</b> | <b>Total Project Count</b> | <b>2022</b> | <b>2023</b> | <b>2024</b> | <b>2025</b> | <b>2026</b> |
|-----------------|----------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>Police</b>   | <b>33</b>                  | 125,900     | 338,500     | 578,100     | 354,700     | 549,300     |

# Police Projects

|                              | Project Name                                      | Priority | LP 2022        | LP 2023        | LP 2024        | LP 2025        | LP 2026        | Mid Range |
|------------------------------|---------------------------------------------------|----------|----------------|----------------|----------------|----------------|----------------|-----------|
| 1                            | PD22001 Server Room Equipment and Licenses        | 3. High  |                |                |                |                | 112,000        |           |
| 2                            | PD22002 Network Infrastructure                    | 3. High  |                | 105,000        |                |                |                |           |
| 3                            | PD22003 Police Building Video Recording System    | 3. High  |                |                |                |                | 80,000         |           |
| 4                            | PD22004 Computers - Desktops & Tablets            | 3. High  | 39,800         | 37,500         | 36,900         | 37,700         | 39,800         |           |
| 5                            | PD22005 MDT's - Police Laptops                    | 3. High  |                |                | 102,500        |                |                |           |
| 6                            | PD22006 Photocopiers and Printers                 | 3. High  | 18,000         |                |                | 18,000         |                |           |
| 7                            | PD22007 UPS Battery                               | 3. High  |                |                |                |                | 18,300         |           |
| 8                            | PD22008 Firearms - Pistols                        | 3. High  |                |                | 58,700         |                |                |           |
| 9                            | PD22009 CEW (Less Lethal) Equipment               | 3. High  |                | 9,000          |                |                |                |           |
| 10                           | PD22010 External Hard Armor                       | 3. High  |                |                |                | 57,500         |                |           |
| 11                           | PD22011 Forensic Surveying Equipment (Collision)  | 3. High  |                | 19,000         |                |                |                |           |
| 12                           | PD22013 Oral Fluid Screening Devices (Cannabis)   | 3. High  | 21,000         |                |                |                |                |           |
| 13                           | PD22014 Approved Screening Devices                | 3. High  |                |                | 8,500          |                |                |           |
| 14                           | PD22015 Radar Equipment                           | 3. High  | 16,100         |                |                |                |                |           |
| 15                           | PD22017 Furniture Replacement - Boardroom and EOC | 3. High  | 9,000          |                |                |                |                |           |
| 16                           | PD22018 Replace PO086 Dodge Durango               | 3. High  |                |                | 70,000         |                |                |           |
| 17                           | PD22019 Replace PO087 Ford Explorer               | 3. High  |                |                |                | 77,300         |                |           |
| 18                           | PD22020 Replace PO089 Dodge Charger               | 3. High  |                |                | 64,600         |                |                |           |
| 19                           | PD22021 Replace PO091 Ford Explorer               | 3. High  |                |                |                | 77,300         |                |           |
| 20                           | PD22022 Replace PO092 Dodge Charger               | 3. High  |                |                | 64,600         |                |                |           |
| 21                           | PD22023 Replace PO093 Dodge Charger               | 3. High  |                |                | 64,600         |                |                |           |
| 22                           | PD22024 Replace PO100 Dodge Charger               | 3. High  |                | 63,000         |                |                |                |           |
| 23                           | PD22025 Replace PO101 Dodge Ram                   | 3. High  |                | 63,000         |                |                |                |           |
| 24                           | PD22026 Replace PO102 Traffic Motorcycle          | 3. High  |                | 42,000         |                |                |                |           |
| 25                           | PD22028 Replace PO105 Dodge Charger               | 3. High  |                |                | 64,600         |                |                |           |
| 26                           | PD22029 Replace PO112 Honda Accord                | 3. High  |                |                | 43,100         |                |                |           |
| 27                           | PD22030 Replace PO095 Chevrolet Tahoe             | 3. High  |                |                |                |                | 92,800         |           |
| 28                           | PD22031 Server Room Equipment (back up Server)    | 3. High  |                |                |                |                | 65,000         |           |
| 29                           | PD22032 Software Upgrades - Office Suite          | 3. High  |                |                |                | 45,000         |                |           |
| 30                           | PD22035 Less Lethal Firearms                      | 3. High  | 22,000         |                |                |                |                |           |
| 31                           | PD22037 Replace PO103 Dodge Charger               | 3. High  |                |                |                |                | 67,900         |           |
| 32                           | PD22038 Replace PO082 Prisoner Van                | 3. High  |                |                |                |                | 73,500         |           |
| 33                           | PD22039 Replace PO098 Victim Services Van         | 3. High  |                |                |                | 41,900         |                |           |
| <b>Total - Project Costs</b> |                                                   |          | <b>125,900</b> | <b>338,500</b> | <b>578,100</b> | <b>354,700</b> | <b>549,300</b> |           |

# 2022 - 2026 Capital Project Details

## Drainage

| Division | Total Project Count | 2022    | 2023      | 2024      | 2025      | 2026      |
|----------|---------------------|---------|-----------|-----------|-----------|-----------|
| Drainage | 10                  | 624,000 | 3,134,000 | 3,664,000 | 2,234,000 | 1,944,000 |

# Drainage Projects

|                              | Project Name                                                                       | Priority  | LP 2022        | LP 2023          | LP 2024          | LP 2025          | LP 2026          | Mid Range |
|------------------------------|------------------------------------------------------------------------------------|-----------|----------------|------------------|------------------|------------------|------------------|-----------|
| 1                            | DR22001 Asset Management - Drainage                                                | 3. High   | 50,000         |                  |                  |                  |                  |           |
| 2                            | DR22003 Engineering Project Management and Development Resource                    | 3. High   | 24,000         | 24,000           | 24,000           | 24,000           | 24,000           |           |
| 3                            | DR22004 Environmental Investigation & Response - Drainage Systems                  | 3. High   | 35,000         | 35,000           | 35,000           | 35,000           | 35,000           |           |
| 4                            | DR22007 Storm Drainage Capital Infrastructure Program (Linear and Non-Linear)      | 4. Medium |                | 1,100,000        | 1,000,000        | 1,000,000        | 1,000,000        |           |
| 5                            | DR22008 Stream Water Quality Monitoring Program (AMF)                              | 3. High   |                | 75,000           | 75,000           | 75,000           | 75,000           |           |
| 6                            | DR22009 Storm Drainage Improvements - Moody Centre                                 | 3. High   |                |                  | 780,000          | 1,100,000        | 810,000          |           |
| 7                            | DR22010 Storm Drainage Infrastructure Rehabilitation - North Shore                 | 3. High   | 240,000        |                  |                  |                  |                  |           |
| 8                            | DR22011 Integrated Stormwater Management Planning (ISMP) - College Park / Westhill | 4. Medium | 105,000        |                  |                  |                  |                  |           |
| 9                            | DR22012 Ditch Inventory Program                                                    | 3. High   | 20,000         |                  |                  |                  |                  |           |
| 10                           | DR22013 Ioco Road Corridor Reconstruction                                          | 3. High   | 150,000        | 1,900,000        | 1,750,000        |                  |                  |           |
| <b>Total - Project Costs</b> |                                                                                    |           | <b>624,000</b> | <b>3,134,000</b> | <b>3,664,000</b> | <b>2,234,000</b> | <b>1,944,000</b> |           |

# ***2022 - 2026 Capital Project Details***

## ***Sanitary Sewer***

| <b>Division</b>       | <b>Total Project Count</b> | <b>2022</b> | <b>2023</b> | <b>2024</b> | <b>2025</b> | <b>2026</b> |
|-----------------------|----------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>Sanitary Sewer</b> | <b>11</b>                  | 949,000     | 715,000     | 640,000     | 1,090,000   | 640,000     |

# Sanitary Sewer Projects

|                              | Project Name                                                               | Priority  | LP 2022        | LP 2023        | LP 2024        | LP 2025          | LP 2026        | Mid Range |
|------------------------------|----------------------------------------------------------------------------|-----------|----------------|----------------|----------------|------------------|----------------|-----------|
| 1                            | SD22002 Asset Management - Sanitary Sewer                                  | 3. High   | 50,000         |                |                |                  |                |           |
| 2                            | SD22003 Alderside Foreshore Sanitary Sewer Assessment                      | 4. Medium | 125,000        |                |                |                  |                |           |
| 3                            | SD22004 Sanitary Sewer Flow Monitoring Program                             | 3. High   | 40,000         | 40,000         | 40,000         | 40,000           | 40,000         |           |
| 4                            | SD22005 Sanitary Sewer Rehabilitation - Moody Centre                       | 3. High   | 50,000         |                |                |                  |                |           |
| 5                            | SD22006 Sanitary Sewer Rehabilitation Study - North Shore Phase 2 (I&I)    | 4. Medium | 100,000        |                |                |                  |                |           |
| 6                            | SD22007 CCTV Inspection/GPS Locate Program                                 | 3. High   | 100,000        | 100,000        | 100,000        | 100,000          | 100,000        |           |
| 7                            | SD22010 Sewer Capital Infrastructure Program (Linear and Non-Linear)       | 4. Medium |                | 500,000        | 500,000        | 500,000          | 500,000        |           |
| 8                            | SD22011 Parkside Drive Trail Bridge Replacement                            | 4. Medium |                | 75,000         |                | 225,000          |                |           |
| 9                            | SD22012 Sewer Rehabilitation - Columbia & Clarke St Gravity Mains          | 3. High   | 169,000        |                |                |                  |                |           |
| 10                           | SD22013 Wilkes Creek Trail at Hett Creek Trail Bridge Assessment & Repairs | 3. High   | 75,000         |                |                | 225,000          |                |           |
| 11                           | SD22014 Melrose Creek Sanitary Sewer Support Reinforcement                 | 3. High   | 240,000        |                |                |                  |                |           |
| <b>Total - Project Costs</b> |                                                                            |           | <b>949,000</b> | <b>715,000</b> | <b>640,000</b> | <b>1,090,000</b> | <b>640,000</b> |           |

# ***2022 - 2026 Capital Project Details***

## ***Solid Waste***

| <b>Division</b>    | <b>Total Project Count</b> | <b>2022</b> | <b>2023</b> | <b>2024</b> | <b>2025</b> | <b>2026</b> |
|--------------------|----------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>Solid Waste</b> | <b>11</b>                  | 151,000     | 903,100     | 1,159,200   | 663,200     | 679,000     |

# Solid Waste Projects

|                              | Project Name                                                          | Priority  | LP 2022        | LP 2023        | LP 2024          | LP 2025        | LP 2026        | Mid Range      |
|------------------------------|-----------------------------------------------------------------------|-----------|----------------|----------------|------------------|----------------|----------------|----------------|
| 1                            | SO22001 Solid Waste Coordinator Resource Materials and Outreach Tools | 3. High   | 8,500          | 8,500          | 8,500            | 8,500          | 8,500          |                |
| 2                            | SO22002 Cart Replacement Plan                                         | 3. High   | 102,500        | 105,100        | 107,700          | 110,400        | 113,100        |                |
| 3                            | SO22003 Public Waste Receptacles                                      | 3. High   | 10,000         | 10,000         | 10,000           | 10,000         | 10,000         | 50,000         |
| 4                            | SO22004 Centralized Recycling Day                                     | 3. High   | 10,000         | 10,000         | 10,000           | 10,000         | 10,000         | 50,000         |
| 5                            | SO22005 Replace OP075 - 17 Mack LR                                    | 3. High   |                | 499,000        |                  |                |                |                |
| 6                            | SO22006 Replace OP076 - 17 Mack LR                                    | 3. High   |                |                |                  | 524,300        |                |                |
| 7                            | SO22007 Replace OP077 - 17 Mack LR                                    | 3. High   |                |                | 511,500          |                |                |                |
| 8                            | SO22008 Replace OP083 - 17 Mack LR                                    | 3. High   |                |                | 511,500          |                |                |                |
| 9                            | SO22009 Solid Waste and Recycling Technical Policy and Support        | 4. Medium | 20,000         |                |                  |                |                |                |
| 10                           | SO22010 Replace OP088 - 20 Mack LR                                    | 3. High   |                |                |                  |                | 537,400        |                |
| 11                           | SO22011 Public Waste Collection Vehicle                               | 3. High   |                | 270,500        |                  |                |                |                |
| <b>Total - Project Costs</b> |                                                                       |           | <b>151,000</b> | <b>903,100</b> | <b>1,159,200</b> | <b>663,200</b> | <b>679,000</b> | <b>100,000</b> |

# 2022 - 2026 Capital Project Details

## Water

| Division | Total Project Count | 2022      | 2023      | 2024    | 2025    | 2026    |
|----------|---------------------|-----------|-----------|---------|---------|---------|
| Water    | 16                  | 2,561,500 | 2,221,500 | 611,500 | 611,500 | 441,500 |

# Water Projects

|                              | Project Name                                                               | Priority  | LP 2022          | LP 2023          | LP 2024        | LP 2025        | LP 2026        | Mid Range |
|------------------------------|----------------------------------------------------------------------------|-----------|------------------|------------------|----------------|----------------|----------------|-----------|
| 1                            | WT22002 Non-Linear Infrastructure Assets Renewal Program                   | 3. High   | 170,000          | 170,000          | 170,000        | 170,000        |                |           |
| 2                            | WT22003 Asset Management - Water Infrastructure                            | 3. High   | 50,000           |                  |                |                |                |           |
| 3                            | WT22004 Fire Hydrant Improvements - Storz Adaptor Program                  | 4. Medium | 25,000           |                  |                |                |                |           |
| 4                            | WT22005 SCADA System Maintenance - Telemetry/Software                      | 4. Medium | 25,000           |                  |                |                |                |           |
| 5                            | WT22006 Water Conservation Coordinator Resource Materials & Outreach Tools | 4. Medium | 10,000           | 10,000           | 10,000         | 10,000         | 10,000         |           |
| 6                            | WT22007 Water Meter Program Development & Implementation                   | 4. Medium | 120,000          | 60,000           |                |                |                |           |
| 7                            | WT22008 Cross Connection Control Program Maintenance                       | 3. High   | 25,000           | 25,000           | 25,000         | 25,000         | 25,000         |           |
| 8                            | WT22009 Water Network Infrastructure Asset Renewal Program                 | 3. High   |                  | 250,000          | 250,000        | 250,000        | 250,000        |           |
| 9                            | WT22010 Public Works Day                                                   | 4. Medium | 2,500            | 2,500            | 2,500          | 2,500          | 2,500          |           |
| 10                           | WT22011 Water System Operational Improvements Program                      | 4. Medium |                  | 70,000           | 70,000         | 70,000         | 70,000         |           |
| 11                           | WT22012 Ioco Road Corridor Reconstruction (Water)                          | 3. High   | 750,000          | 1,550,000        |                |                |                |           |
| 12                           | WT22013 Utility Rights of Way (Review/Assessment)                          | 4. Medium | 60,000           | 60,000           | 60,000         | 60,000         | 60,000         |           |
| 13                           | WT22014 Engineering Project Management and Development Resource            | 3. High   | 24,000           | 24,000           | 24,000         | 24,000         | 24,000         |           |
| 14                           | WT22015 Glenayre/Seaview/College Park Water System Rehabilitation          | 3. High   | 1,100,000        |                  |                |                |                |           |
| 15                           | WT22018 SCADA System Hardware Replacement                                  | 3. High   | 150,000          |                  |                |                |                |           |
| 16                           | WT22019 Ioco Road Rechlorination Station Component Replacement             | 3. High   | 50,000           |                  |                |                |                |           |
| <b>Total - Project Costs</b> |                                                                            |           | <b>2,561,500</b> | <b>2,221,500</b> | <b>611,500</b> | <b>611,500</b> | <b>441,500</b> |           |

*Section Seven*  
**2022-2026**  
**Reserves**



# Asset Reserves

## *2022 - 2026 Reserve Balances*

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| Description                                 | 2022              | 2023              | 2024              | 2025              | 2026              |
|---------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Opening Balance                             | 7,076,181         | 3,076,182         | 3,076,182         | 3,076,182         | 3,076,182         |
| Transfer to Reserve: (from Facilities)      | 60,971            | 61,382            | 61,802            | 62,231            | 62,668            |
| Transfer to Reserve: (from Fiscal Services) | 5,023,850         | 5,516,850         | 6,024,850         | 6,550,850         | 7,095,850         |
| 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            |
| <b>Total - Transfer To</b>                  | <b>5,171,910</b>  | <b>5,665,321</b>  | <b>6,173,741</b>  | <b>6,700,170</b>  | <b>7,245,607</b>  |
| Transfer from Reserve: (to Fiscal Services) | -9,171,909        | -5,665,321        | -6,173,741        | -6,700,170        | -7,315,507        |
| <b>Total - Transfer From</b>                | <b>-9,171,909</b> | <b>-5,665,321</b> | <b>-6,173,741</b> | <b>-6,700,170</b> | <b>-7,315,507</b> |
| <b>Ending Balance</b>                       | <b>3,076,182</b>  | <b>3,076,182</b>  | <b>3,076,182</b>  | <b>3,076,182</b>  | <b>3,006,282</b>  |

| Description                                 |                                                                                    |            | 2022     | 2023     | 2024     | 2025     | 2026     |
|---------------------------------------------|------------------------------------------------------------------------------------|------------|----------|----------|----------|----------|----------|
| Opening Balance                             |                                                                                    |            | -470,475 | -484,762 | -298,949 | -212,953 | -176,474 |
| Transfer to Reserve: (from Fiscal Services) |                                                                                    |            | 310,713  | 346,313  | 382,996  | 420,979  | 465,376  |
| Total - Transfer To                         |                                                                                    |            | 310,713  | 346,313  | 382,996  | 420,979  | 465,376  |
| CU                                          | CU22001: Mackie SM450 and Amplifier Replacement                                    | 4. Medium  | -10,000  |          |          |          |          |
| CU                                          | CU22011: Galleria Display Monitor Replacement                                      | 4. Medium  |          | -6,000   |          |          |          |
| CU                                          | CU22012: Theatre Seating and Drapery Cleaning (with application of fire retardant) | 3. High    |          |          | -10,000  |          |          |
| CU                                          | CU22013: Replacement of Galleria Sound System                                      | 3. High    |          |          | -15,000  |          |          |
| CU                                          | CU22014: Tricaster - Council streaming controller                                  | 3. High    |          |          | -30,000  |          |          |
| CU                                          | CU22018: Inlet Theatre Stage Repairs                                               | 4. Medium  |          | -7,500   |          |          | -7,500   |
| CU                                          | CU22019: Replacement of Assisted Listening System                                  | 4. Medium  |          |          |          | -6,000   |          |
| CU                                          | CU22002: Bistro Fridges - Bar and Commercial Catering                              | 4. Medium  |          |          | -9,000   |          |          |
| CU                                          | CU22020: Film Screen Replacement                                                   | 4. Medium  |          |          |          | -15,000  |          |
| CU                                          | CU22021: Replacement of Exterior Brovold Room Lighting Fixtures                    | 4. Medium  |          |          |          | -6,000   |          |
| CU                                          | CU22023: Theatre Drape Replacement                                                 | 4. Medium  |          |          |          |          |          |
| CU                                          | CU22024: Inlet Theatre Water Bottle Filling Station                                | 4. Medium  | -10,000  |          |          |          |          |
| CU                                          | CU22025: Audio Console, Snakes, and Patch Bay Replacement (Inlet Theatre)          | 4. Medium  |          |          |          |          | -15,000  |
| CU                                          | CU22026: Amplifier Replacement                                                     | 4. Medium  |          |          |          | -17,500  |          |
| CU                                          | CU22027: Wireless Microphone Replacement                                           | 4. Medium  |          |          |          |          | -8,000   |
| CU                                          | CU22003: Wired Microphone Replacement                                              | 4. Medium  | -5,000   |          |          |          |          |
| CU                                          | CU22030: Theatre Management Software                                               | 3. High    |          | -7,000   |          |          |          |
| CU                                          | CU22005: Film Projector Replacement                                                | 4. Medium  |          |          | -48,000  |          |          |
| CU                                          | CU22006: Galleria Event Tables (6') and Benches                                    | 4. Medium  |          | -10,000  |          |          |          |
| CU                                          | CU22009: Council Microphone System                                                 | 3. High    |          |          | -25,000  |          |          |
| RS                                          | RS22001: Recreation Complex Spin Bike Replacement                                  | 3. High    | -45,000  |          |          | -50,000  |          |
| RS                                          | RS22002: Selectorized Weight Room Equipment Replacement                            | 3. High    |          |          |          | -200,000 |          |
| RS                                          | RS22003: Cardio Weight Room Equipment Replacement                                  | 3. High    |          |          |          |          | -200,000 |
| FL                                          | FL22040: OP - Replace 2-Post Vehicle lift                                          | 3. High    | -40,500  |          |          |          |          |
| FL                                          | FL22044: OP - Wheel Balancer                                                       | 3. High    | -11,500  |          |          |          |          |
| FL                                          | FL22045: OP- Tire Changer                                                          | 3. High    | -25,000  |          |          |          |          |
| OP                                          | OP22004: Works Yard Improvements - Truck Wash                                      | 3. High    | -36,000  |          |          |          |          |
| IS                                          | IS22001: Disk Array Replacement                                                    | 3. High    |          |          | -85,000  |          |          |
| IS                                          | IS22010: Security Audit Followup                                                   | 3. High    | -38,000  |          |          |          |          |
| IS                                          | IS22012: Council Mobile Device                                                     | 2. Council | -16,000  |          |          |          |          |
| IS                                          | IS22015: Wireless Access Point Replacement                                         | 3. High    | -66,000  |          |          |          |          |
| IS                                          | IS22016: Server Room Upgrades                                                      | 3. High    | -22,000  |          |          |          |          |
| IS                                          | IS22002: Agresso Upgrades                                                          | 3. High    |          | -20,000  |          | -20,000  |          |
| IS                                          | IS22003: Virtual Server Replacement                                                | 3. High    |          |          | -75,000  |          |          |
| IS                                          | IS22004: Backup Server Replacements                                                | 3. High    |          | -50,000  |          | -50,000  |          |
| IS                                          | IS22005: Orthophoto & LIDAR Mapping                                                | 3. High    |          | -20,000  |          | -20,000  |          |
| IS                                          | IS22006: Firewall Replacement                                                      | 3. High    |          |          |          |          | -55,000  |
| IS                                          | IS22008: Public Service Request App                                                | 4. Medium  |          | -40,000  |          |          |          |
| Total - Project Funding From                |                                                                                    |            | -325,000 | -160,500 | -297,000 | -384,500 | -285,500 |
| Ending Balance                              |                                                                                    |            | -484,762 | -298,949 | -212,953 | -176,474 | 3,402    |

| Description                                 |                                                    |         | 2022     | 2023     | 2024     | 2025     | 2026     |
|---------------------------------------------|----------------------------------------------------|---------|----------|----------|----------|----------|----------|
| Opening Balance                             |                                                    |         | -59,469  | 19,513   | 41,391   | 36,954   | 91,049   |
| Transfer to Reserve: (from Fiscal Services) |                                                    |         | 182,882  | 192,378  | 202,163  | 212,295  | 224,137  |
| Total - Transfer To                         |                                                    |         | 182,882  | 192,378  | 202,163  | 212,295  | 224,137  |
| PD                                          | PD22001: Server Room Equipment and Licenses        | 3. High |          |          |          |          | -112,000 |
| PD                                          | PD22010: External Hard Armor                       | 3. High |          |          |          | -57,500  |          |
| PD                                          | PD22011: Forensic Surveying Equipment (Collision)  | 3. High |          | -19,000  |          |          |          |
| PD                                          | PD22013: Oral Fluid Screening Devices (Cannabis)   | 3. High | -21,000  |          |          |          |          |
| PD                                          | PD22014: Approved Screening Devices                | 3. High |          |          | -8,500   |          |          |
| PD                                          | PD22015: Radar Equipment                           | 3. High | -16,100  |          |          |          |          |
| PD                                          | PD22017: Furniture Replacement - Boardroom and EOC | 3. High | -9,000   |          |          |          |          |
| PD                                          | PD22002: Network Infrastructure                    | 3. High |          | -105,000 |          |          |          |
| PD                                          | PD22003: Police Building Video Recording System    | 3. High |          |          |          |          | -80,000  |
| PD                                          | PD22031: Server Room Equipment (back up Server)    | 3. High |          |          |          |          | -65,000  |
| PD                                          | PD22032: Software Upgrades - Office Suite          | 3. High |          |          |          | -45,000  |          |
| PD                                          | PD22004: Computers - Desktops & Tablets            | 3. High | -39,800  | -37,500  | -36,900  | -37,700  | -39,800  |
| PD                                          | PD22005: MDT's - Police Laptops                    | 3. High |          |          | -102,500 |          |          |
| PD                                          | PD22006: Photocopiers and Printers                 | 3. High | -18,000  |          |          | -18,000  |          |
| PD                                          | PD22007: UPS Battery                               | 3. High |          |          |          |          | -18,300  |
| PD                                          | PD22008: Firearms - Pistols                        | 3. High |          |          | -58,700  |          |          |
| PD                                          | PD22009: CEW (Less Lethal) Equipment               | 3. High |          | -9,000   |          |          |          |
| Total - Project Funding From                |                                                    |         | -103,900 | -170,500 | -206,600 | -158,200 | -315,100 |
| Ending Balance                              |                                                    |         | 19,513   | 41,391   | 36,954   | 91,049   | 86       |

| Description                                 |                                                                                 |           | 2022       | 2023       | 2024       | 2025       | 2026       |
|---------------------------------------------|---------------------------------------------------------------------------------|-----------|------------|------------|------------|------------|------------|
| Opening Balance                             |                                                                                 |           | -1,119,329 | -1,366,309 | -1,382,130 | -1,343,163 | -1,002,355 |
| Transfer to Reserve: (from Fiscal Services) |                                                                                 |           | 1,328,020  | 1,480,179  | 1,636,967  | 1,799,308  | 1,989,067  |
| Total - Transfer To                         |                                                                                 |           | 1,328,020  | 1,480,179  | 1,636,967  | 1,799,308  | 1,989,067  |
| CU                                          | CU22028: Inlet Theatre Ceiling Tile Replacement                                 | 4. Medium |            |            |            | -100,000   |            |
| CU                                          | CU22029: Inlet Theatre Carpet Replacement                                       | 4. Medium |            |            |            | -13,500    |            |
| FC                                          | FC22010: Recreation Complex - Main Entrance Concrete Repairs                    | 4. Medium |            |            | -100,000   |            |            |
| FC                                          | FC22105: Arts Centre - Condensing units                                         | 3. High   |            | -10,000    | -100,000   |            |            |
| FC                                          | FC22118: Public Safety Building - Geothermal heat pump replacement              | 3. High   | -150,000   |            |            |            |            |
| FC                                          | FC22121: Recreation Complex - Skaters lobby washrooms                           | 4. Medium |            |            | -200,000   |            |            |
| FC                                          | FC22125: Carpenters Shop - Exterior Repairs                                     | 3. High   |            |            |            |            |            |
| FC                                          | FC22135: Works Yard - Security camera system                                    | 4. Medium |            |            |            | -75,000    |            |
| FC                                          | FC22136: Arts Centre - Interior Painting                                        | 4. Medium |            |            | -40,000    |            |            |
| FC                                          | FC22137: Civic Centre - Carpet replacement                                      | 3. High   |            |            | -390,000   |            |            |
| FC                                          | FC22142: Facilities - Guard rail inspection                                     | 3. High   |            |            | -60,000    |            |            |
| FC                                          | FC22169: Recreation Complex - Curling Rink lobby & lounge furniture replacement | 4. Medium |            |            | -45,000    |            |            |
| FC                                          | FC22172: Recreation Complex - Security camera improvements                      | 4. Medium |            |            | -40,000    | -200,000   |            |
| FC                                          | FC22018: Facilities - Parking lot line repainting                               | 4. Medium |            |            | -20,000    |            |            |
| FC                                          | FC22183: Rocky Point PSB - Exterior Painting                                    | 3. High   |            | -50,000    |            |            |            |
| FC                                          | FC22197: Civic Centre - Exterior paver ongoing repairs                          | 3. High   | -25,000    | -25,000    | -25,000    | -25,000    | -25,000    |
| FC                                          | FC22020: Civic Centre - Washroom upgrades                                       | 3. High   | -100,000   |            |            |            |            |
| FC                                          | FC22202: Old Orchard Hall - roof replacement                                    | 3. High   |            |            |            | -275,000   |            |
| FC                                          | FC22211: Facilities - DDC Controls Upgrade                                      | 3. High   | -150,000   |            |            |            |            |
| FC                                          | FC22213: Rocky Point Pool - Fence Replacement                                   | 3. High   | -20,000    |            |            |            |            |
| FC                                          | FC22215: Recreation Complex - Roof Accessibility Upgrades                       | 3. High   | -50,000    |            |            |            |            |
| FC                                          | FC22216: Facilities - Wireless Synchronized Clock System                        | 4. Medium | -30,000    |            |            |            |            |
| FC                                          | FC22217: Recreation Complex - Arena 1 Dressing Rooms                            | 3. High   | -50,000    | -250,000   |            |            |            |
| FC                                          | FC22218: Works Yard - Roofing Replacement                                       | 3. High   | -255,000   | -246,000   | -258,000   |            |            |
| FC                                          | FC22219: Facilities - Security Upgrades                                         | 3. High   | -30,000    | -20,000    | -20,000    | -20,000    |            |
| FC                                          | FC22220: Rocky Point Pool - Boiler Replacement                                  | 3. High   |            | -100,000   |            |            |            |
| FC                                          | FC22221: Civic Centre - Hot Water Tank Replacement                              | 3. High   | -30,000    |            |            |            |            |
| FC                                          | FC22222: HMCC - Deck Resurfacing                                                | 3. High   | -150,000   |            |            |            |            |
| FC                                          | FC22223: Civic Centre - Library Fireplace Replacement                           | 4. Medium | -50,000    |            |            |            |            |
| FC                                          | FC22224: Artist Studio 2709 Esplanade - HVAC Upgrades                           | 3. High   | -100,000   |            |            |            |            |
| FC                                          | FC22225: Arts Centre - Appleyard exterior repainting                            | 4. Medium |            | -80,000    |            |            |            |
| FC                                          | FC22003: Inlet Centre Firehall - Interior painting                              | 4. Medium |            |            | -50,000    |            |            |
| FC                                          | FC22047: Inlet Centre Firehall - Hoses on nedermeier system                     | 3. High   |            | -20,000    |            |            |            |
| FC                                          | FC22048: Inlet Centre Firehall - Truck bay doors                                | 3. High   |            | -30,000    |            |            |            |
| FC                                          | FC22051: Old Mill Boathouse - Fire Alarm and Sprinkler systems replacement      | 3. High   |            | -60,000    |            |            |            |
| FC                                          | FC22056: Westhill Pool - Pool water drainage to sanitary system                 | 3. High   |            |            |            | -100,000   | -800,000   |
| FC                                          | FC22058: Facilities - Unplanned emergency capital repairs                       | 3. High   | -150,000   | -150,000   | -150,000   | -150,000   | -150,000   |
| FC                                          | FC22061: Civic Centre - Keyless Access System                                   | 3. High   | -180,000   |            |            |            |            |
| FC                                          | FC22066: Civic Centre - Condition assessment of parking lot slab and services   | 3. High   | -35,000    |            |            |            |            |
| FC                                          | FC22067: Public Safety Building - Painting                                      | 4. Medium |            | -135,000   |            |            |            |
| FC                                          | FC22007: Civic Centre - Emergency Generator Replacement                         | 3. High   |            |            |            | -500,000   |            |
| FC                                          | FC22073: Public Safety Building - Bay door motor replacement                    | 4. Medium |            | -10,000    |            |            |            |
| FC                                          | FC22079: Facilities - Envelope condition assessments                            | 3. High   |            |            | -100,000   |            |            |
| FC                                          | FC22008: Artist Studio 2709 Esplanade - Interior painting/flooring              | 4. Medium | -20,000    |            |            |            |            |
| FC                                          | FC22081: Glenayre Centre - Drain tile rebuild                                   | 3. High   |            | -225,000   |            |            |            |
| FC                                          | FC22083: HMCC - Interior painting                                               | 4. Medium |            | -25,000    |            |            |            |
| FC                                          | FC22087: Civic Centre - Painting                                                | 4. Medium |            | -60,000    |            |            |            |
| Total - Project Funding From                |                                                                                 |           | -1,575,000 | -1,496,000 | -1,598,000 | -1,458,500 | -975,000   |
| Ending Balance                              |                                                                                 |           | -1,366,309 | -1,382,130 | -1,343,163 | -1,002,355 | 11,712     |

Port Moody Reserves for Years 2022 - 2026

Asset Reserve - Parks

Last Updated: 29. October 2021 11:09 AM

| Description                                 |                                                                                         |                 | 2022     | 2023       | 2024       | 2025     | 2026     |
|---------------------------------------------|-----------------------------------------------------------------------------------------|-----------------|----------|------------|------------|----------|----------|
| Opening Balance                             |                                                                                         |                 | -782,791 | -832,079   | -1,120,660 | -625,504 | -295,177 |
| Transfer to Reserve: (from Fiscal Services) |                                                                                         |                 | 582,212  | 648,919    | 717,656    | 788,827  | 872,019  |
| Total - Transfer To                         |                                                                                         |                 | 582,212  | 648,919    | 717,656    | 788,827  | 872,019  |
| PK                                          | PK22010: Horticulture Vegetation Replacement Program                                    | 3. High         | -15,000  | -15,000    | -15,000    | -15,000  | -15,000  |
| PK                                          | PK22012: Urban Forestry - Tree Removals/Mitigation for City Lands                       | 3. High         | -75,000  | -75,000    | -75,000    | -75,000  | -75,000  |
| PK                                          | PK22014: Goose Management Program                                                       | 4. Medium       | -12,000  | -12,000    |            |          |          |
| PK                                          | PK22016: Heritage Mountain Grass Sportsfield Rehabilitation                             | 3. High         |          | -600,000   |            |          |          |
| PK                                          | PK22017: Parks/Green Infrastructure - Planning/Asset Management Program (FUTURE YEARS)  | 4. Medium       | -45,000  | -45,000    | -45,000    | -45,000  | -45,000  |
| PK                                          | PK22002: Flavelle Park - Lifecycle maintenance wooden deck (Lifecycle Asset Management) | 4. Medium       |          | -35,000    |            |          |          |
| PK                                          | PK22020: Trail Network Plan                                                             | 3. High         | -85,000  |            |            |          |          |
| PK                                          | PK22023: Urban Forestry - Tree Replacement Program                                      | 2. Council      | -15,000  | -15,000    | -15,000    | -15,000  | -15,000  |
| PK                                          | PK22025: Graffiti Removal                                                               | 1. Pre-Approved | -5,000   | -5,000     | -5,000     | -5,000   | -5,000   |
| PK                                          | PK22030: Fencing - repair/replacement of fencing (Lifecycle Asset Management)           | 3. High         | -15,000  | -15,000    | -15,000    | -15,000  | -15,000  |
| PK                                          | PK22032: Annual repairs for asphalt pathways in parks (Lifecycle Replacement)           | 3. High         | -15,000  | -15,000    | -15,000    | -15,000  | -15,000  |
| PK                                          | PK22033: Bert Flinn Park Improvements                                                   | 4. Medium       |          | -30,000    |            |          |          |
| PK                                          | PK22038: Playground Rehabilitation - Art Wilkinson Playground                           | 3. High         |          |            |            | -176,000 |          |
| PK                                          | PK22004: Playground Equipment Repair                                                    | 4. Medium       | -15,000  | -15,000    | -15,000    | -15,000  | -15,000  |
| PK                                          | PK22040: Cedarwood Park - Water Park Replacement                                        | 4. Medium       |          |            |            |          | -120,000 |
| PK                                          | PK22041: Civic Centre Amphitheatre - Retaining wall and site restoration                | 4. Medium       |          | -40,000    |            |          |          |
| PK                                          | PK22043: Easthill Park - Water Park Replacement and Expansion                           | 4. Medium       |          |            |            |          | -180,000 |
| PK                                          | PK22045: Garbage Can Replacement - Bear Safe Waste Cans                                 | 3. High         | -10,000  |            |            |          |          |
| PK                                          | PK22049: Shoreline Park - Viewing Platforms                                             | 3. High         | -12,000  |            |            |          |          |
| PK                                          | PK22052: Park Signage Replacement                                                       | 4. Medium       | -7,000   | -7,000     |            |          |          |
| PK                                          | PK22055: Ailsa Spray Park Enhancement                                                   | 4. Medium       | -30,000  |            |            |          |          |
| PK                                          | PK22058: James Park Stairs and Bridge Replacement                                       | 4. Medium       | -93,000  |            |            |          |          |
| PK                                          | PK22006: Chafer Beetle Management Program - City Lands                                  | 3. High         | -7,500   | -7,500     | -7,500     | -7,500   | -7,500   |
| PK                                          | PK22061: Noons Creek Stairs                                                             | 4. Medium       | -25,000  |            |            |          |          |
| PK                                          | PK22064: Town Centre LED Lights                                                         | 4. Medium       | -50,000  |            |            |          |          |
| PK                                          | PK22065: Northshore Community Park - Water Fountain                                     | 3. High         | -25,000  |            |            |          |          |
| PK                                          | PK22066: Greenleaf Park Sports Court - Fencing Replacement                              | 4. Medium       |          |            | -15,000    |          |          |
| PK                                          | PK22067: Twin Creeks Park Sports Court - Goal Replacement                               | 4. Medium       |          | -6,000     |            |          |          |
| PK                                          | PK22007: Security Cameras - Major Parks                                                 | 3. High         | -5,000   |            |            |          |          |
| PK                                          | PK22070: Pop Up Parks                                                                   | 5. Low          | -20,000  |            |            |          |          |
| PK                                          | PK22072: Ailsa Park - Water Fountain                                                    | 4. Medium       | -25,000  |            |            |          |          |
| PK                                          | PK22073: Westhill Park - Water Fountain                                                 | 4. Medium       | -25,000  |            |            |          |          |
| PK                                          | PK22008: Rocky Point Park - Picnic Shelter Rehabilitation                               | 4. Medium       |          |            |            | -75,000  |          |
| Total - Project Funding From                |                                                                                         |                 | -631,500 | -937,500   | -222,500   | -458,500 | -507,500 |
| Ending Balance                              |                                                                                         |                 | -832,079 | -1,120,660 | -625,504   | -295,177 | 69,342   |

| Description                                 |                                                                                         |            | 2022       | 2023       | 2024       | 2025       | 2026       |
|---------------------------------------------|-----------------------------------------------------------------------------------------|------------|------------|------------|------------|------------|------------|
| Opening Balance                             |                                                                                         |            | -1,774,438 | -2,061,995 | -1,437,945 | -813,310   | 78,484     |
| Transfer to Reserve: (from Fiscal Services) |                                                                                         |            | 1,571,943  | 1,752,050  | 1,937,635  | 2,129,794  | 2,354,407  |
| Total - Transfer To                         |                                                                                         |            | 1,571,943  | 1,752,050  | 1,937,635  | 2,129,794  | 2,354,407  |
| PL                                          | PL22016: Zero Emissions Mobility Strategy                                               | 2. Council | -50,000    |            |            |            |            |
| EN                                          | EN22001: Traffic Signal Infrastructure - Maintenance and Replacement                    | 3. High    | -50,000    |            |            |            |            |
| EN                                          | EN22010: Streetlighting Replacement Program                                             | 3. High    | -110,000   | -55,000    |            |            |            |
| EN                                          | EN22013: Electrical & Communications Infrastructure Improvements                        | 3. High    | -30,000    | -30,000    | -30,000    | -30,000    | -30,000    |
| EN                                          | EN22015: Streetlight Improvement Program                                                | 3. High    | -25,000    | -25,000    | -25,000    | -25,000    | -25,000    |
| EN                                          | EN22016: Bridge and Major Structures Inventory Inspection                               | 3. High    |            |            | -100,000   |            |            |
| EN                                          | EN22017: *Engineering & Operations Infrastructure Asset Life Cycle Program              | 3. High    | -5,000     |            |            |            |            |
| EN                                          | EN22002: Street Name Sign Replacement Program                                           | 2. Council | -25,000    |            |            |            |            |
| EN                                          | EN22021: School Traffic Safety Initiative                                               | 3. High    | -50,000    | -50,000    | -50,000    | -50,000    | -50,000    |
| EN                                          | EN22025: Traffic Signal New Infrastructure                                              | 3. High    | -50,000    | -50,000    | -50,000    | -50,000    | -50,000    |
| EN                                          | EN22026: Development Cost Charges (DCC) Program Update                                  | 4. Medium  | -7,500     |            |            | -25,000    |            |
| EN                                          | EN22003: *Transit Infrastructure - Bus Stop Accessibility Improvements                  | 3. High    | -25,000    | -25,000    | -25,000    | -25,000    | -25,000    |
| EN                                          | EN22031: Neighbourhood Traffic Calming Program                                          | 3. High    | -60,000    | -60,000    | -60,000    | -60,000    | -60,000    |
| EN                                          | EN22033: Barnet Highway CP Rail Overpass Deck Rehabilitation                            | 4. Medium  | -25,000    |            |            |            |            |
| EN                                          | EN22034: Klahanie Drive Sidewalk Replacement                                            | 3. High    | -124,000   | -110,000   |            |            |            |
| EN                                          | EN22004: Above-Ground Infrastructure - Planning/Asset Management                        | 3. High    | -75,000    | -75,000    | -75,000    | -75,000    | -75,000    |
| EN                                          | EN22005: Engineering Project Management and Development Resource                        | 3. High    | -48,000    | -48,000    | -48,000    | -48,000    | -48,000    |
| EN                                          | EN22006: Local Road Network (LRN) Road Reconstruction Program                           | 3. High    | -1,000,000 | -500,000   | -750,000   | -750,000   | -750,000   |
| EN                                          | EN22007: Traffic Safety Initiatives                                                     | 3. High    | -50,000    | -50,000    | -50,000    | -50,000    | -50,000    |
| EN                                          | EN22008: Bridge & Overpass Structures - Monitoring, Scoping, Assessment & Minor Repairs | 3. High    | -50,000    | -50,000    | -50,000    | -50,000    | -50,000    |
| Total - Project Funding From                |                                                                                         |            | -1,859,500 | -1,128,000 | -1,313,000 | -1,238,000 | -1,213,000 |
| Ending Balance                              |                                                                                         |            | -2,061,995 | -1,437,945 | -813,310   | 78,484     | 1,219,891  |

Port Moody Reserves for Years 2022 - 2026

Asset Reserve - Unallocated

Last Updated: 29. October 2021 11:09 AM

| Description                                      |                                                                         |            | 2022       | 2023       | 2024     | 2025     | 2026     |
|--------------------------------------------------|-------------------------------------------------------------------------|------------|------------|------------|----------|----------|----------|
| Opening Balance                                  |                                                                         |            | -669,273   | -1,010,165 | -843,016 | -510,025 | -119,391 |
| Transfer to Reserve: (from Fiscal Services)      |                                                                         |            | 4,330,641  | 379,982    | 430,824  | 483,467  | 545,001  |
| Total - Transfer To                              |                                                                         |            | 4,330,641  | 379,982    | 430,824  | 483,467  | 545,001  |
| Transfer from Reserve: (to Finance)              |                                                                         |            | -25,000    | -25,000    | -25,000  | -25,000  | -25,000  |
| Transfer from Reserve: (to Information Services) |                                                                         |            | -13,333    | -13,333    | -13,333  | -13,333  | -13,333  |
| Total - Transfer From                            |                                                                         |            | -38,333    | -38,333    | -38,333  | -38,333  | -38,333  |
| ES                                               | ES22001: Spill Management [Multiple Funding Src]                        | 3. High    | -3,800     | -2,500     | -2,500   | -2,500   | -2,500   |
| ES                                               | ES22010: Marine Habitat Enhancement Opportunities                       | 2. Council | -30,000    |            |          |          |          |
| ES                                               | ES22002: Fish Passage and Habitat Enhancement [Multiple Funding Src]    | 3. High    | -6,000     | -6,000     | -6,000   | -6,000   | -6,000   |
| ES                                               | ES22004: Targeted Knotweed Removal                                      | 3. High    | -20,000    | -15,000    | -15,000  | -10,000  | -10,000  |
| ES                                               | ES22006: Ecological Restoration and Enhancement Projects                | 4. Medium  | -40,000    | -50,000    |          |          |          |
| ES                                               | ES22007: Environmental Procedures and Practices                         | 4. Medium  |            | -15,000    |          |          |          |
| ES                                               | ES22008: Climate Action Plan - Climate Resilient Landscaping            | 3. High    | -50,000    | -50,000    |          |          |          |
| PK                                               | PK22001: Inlet Trail - Boardwalk and Pedestrian Bridge Reconstruction   | 3. High    | -2,500,000 |            |          |          |          |
| PK                                               | PK22024: Trasolini Field - Synthetic Turf Replacement                   | 4. Medium  | -1,110,000 |            |          |          |          |
| PK                                               | PK22054: Noons Creek Bike Trail Bridge                                  | 3. High    | -600,000   |            |          |          |          |
| PK                                               | PK22056: Pickleball Facility                                            | 2. Council | -150,000   |            |          |          |          |
| PK                                               | PK22062: Street Tree Maintenance Program                                | 4. Medium  | -36,000    | -36,000    | -36,000  | -36,000  | -36,000  |
| PK                                               | PK22071: 3016 Murray Street                                             | 5. Low     | -15,000    |            |          |          |          |
| EN                                               | EN22032: Streetlight LED Replacement                                    | 4. Medium  |            |            |          |          | -62,500  |
| OP                                               | OP22005: Works Yard Improvements - Aggregate Storage Bunker Resurfacing | 3. High    | -8,700     |            |          |          |          |
| OP                                               | OP22006: Works Yard Improvements - Spoils Storage Bunker Re/Re          | 3. High    | -13,700    |            |          |          |          |
| FI                                               | FI22001: Asset Retirement Obligations (ARO) Implementation (PS3280)     | 3. High    | -50,000    |            |          |          |          |
| Total - Project Funding From                     |                                                                         |            | -4,633,200 | -174,500   | -59,500  | -54,500  | -117,000 |
| Ending Balance                                   |                                                                         |            | -1,010,165 | -843,016   | -510,025 | -119,391 | 270,277  |

# General Reserves

## *2022 - 2026 Reserve Balances*

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| Description                                 |                                          |           | 2022    | 2023    | 2024    | 2025    | 2026    |
|---------------------------------------------|------------------------------------------|-----------|---------|---------|---------|---------|---------|
| Opening Balance                             |                                          |           | 273,960 | 266,705 | 270,092 | 288,826 | 311,997 |
| Transfer to Reserve: (from Fiscal Services) |                                          |           | 41,245  | 39,787  | 38,034  | 42,871  |         |
| Total - Transfer To                         |                                          |           | 41,245  | 39,787  | 38,034  | 42,871  |         |
| CU                                          | CU22015: Cultural Mapping Project        | 3. High   | -30,000 |         |         |         |         |
| CU                                          | CU22004: Public Art Program Coordination | 3. High   | -18,500 | -18,900 | -19,300 | -19,700 | -20,100 |
| CU                                          | CU22007: Winter Street Banners           | 4. Medium |         | -17,500 |         |         |         |
| Total - Project Funding From                |                                          |           | -48,500 | -36,400 | -19,300 | -19,700 | -20,100 |
| Ending Balance                              |                                          |           | 266,705 | 270,092 | 288,826 | 311,997 | 291,897 |

| Description                                                                                                            | 2022     | 2023    | 2024    | 2025    | 2026    |
|------------------------------------------------------------------------------------------------------------------------|----------|---------|---------|---------|---------|
| Opening Balance                                                                                                        | 251,771  | 139,371 | 89,571  | 129,571 | 169,571 |
| 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                           | -30,600  |         |         |         |         |
| Transfer from Reserve: (to Policy Planning) Position Funding - Policy Planning                                         | -116,800 | -84,800 |         |         |         |
| Total - Transfer From                                                                                                  | -147,400 | -84,800 |         |         |         |
| PL PL22003: Envisio for Climate Action Plan Monitoring/Implementation 3. High                                          | -5,000   | -5,000  | -5,000  | -5,000  | -5,000  |
| PL PL22004: Building Optimization for Civic Facilities 3. High                                                         | -10,000  | -10,000 | -5,000  | -5,000  | -5,000  |
| Total - Project Funding From                                                                                           | -15,000  | -15,000 | -10,000 | -10,000 | -10,000 |
| Ending Balance                                                                                                         | 139,371  | 89,571  | 129,571 | 169,571 | 209,571 |

| Description                                                                                             | 2022              | 2023              | 2024              | 2025              | 2026              |
|---------------------------------------------------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Opening Balance</b>                                                                                  | <b>3,415,061</b>  | <b>2,387,174</b>  | <b>1,765,442</b>  | <b>1,201,121</b>  | <b>613,392</b>    |
| Transfer to Reserve: (from Building, Bylaw & Licensing) Excess revenues - Building, Bylaw & Licensing   | 460,000           | 580,000           | 580,000           | 580,000           | 580,000           |
| Transfer to Reserve: (from Development Planning) Excess revenues - Development Planning                 | 288,300           | 288,300           | 288,300           | 288,300           | 288,300           |
| <b>Total - Transfer To</b>                                                                              | <b>748,300</b>    | <b>868,300</b>    | <b>868,300</b>    | <b>868,300</b>    | <b>868,300</b>    |
| Transfer from Reserve: (to Building, Bylaw & Licensing) To fund positions - Building, Bylaw & Licensing | -386,540          | -394,589          | -402,481          | -410,530          | -418,403          |
| Transfer from Reserve: (to Community Development Admin) To fund positions - Community Development       | -13,074           | -10,395           | -7,724            | -5,058            | -2,399            |
| Transfer from Reserve: (to Development Planning) To fund positions - Development Planning               | -786,486          | -774,040          | -780,440          | -796,049          | -811,970          |
| Transfer from Reserve: (to Engineering) To fund positions - Engineering Services                        | -71,211           | -71,211           | -71,211           | -71,211           | -71,211           |
| Transfer from Reserve: (to Environmental Services) To fund positions - Environmental Services           | -71,400           | -71,400           |                   |                   |                   |
| Transfer from Reserve: (to Information Services)                                                        | -50,000           | -50,000           | -50,000           | -50,000           | -50,000           |
| Transfer from Reserve: (to Policy Planning) To fund positions - Policy Planning                         | -116,076          | -118,398          | -120,765          | -123,181          | -125,644          |
| <b>Total - Transfer From</b>                                                                            | <b>-1,494,787</b> | <b>-1,490,033</b> | <b>-1,432,621</b> | <b>-1,456,029</b> | <b>-1,479,628</b> |
| DP DP22007: Development Process Streamlining 2. Council                                                 | -131,400          |                   |                   |                   |                   |
| DP DP22008: Land Use Contract 2022 batch 3. High                                                        | -10,000           |                   |                   |                   |                   |
| FD FD22005: Fire Service Master Plan Review 3. High                                                     | -60,000           |                   |                   |                   |                   |
| IS IS22018: Tempest Project Coordinator - Phase II of corporate electronic process support 4. Medium    | -80,000           |                   |                   |                   |                   |
| <b>Total - Project Funding From</b>                                                                     | <b>-281,400</b>   |                   |                   |                   |                   |
| <b>Ending Balance</b>                                                                                   | <b>2,387,174</b>  | <b>1,765,442</b>  | <b>1,201,121</b>  | <b>613,392</b>    | <b>2,065</b>      |

| Description                                             |                                                                                                        |         | 2022             | 2023             | 2024             | 2025             | 2026             |
|---------------------------------------------------------|--------------------------------------------------------------------------------------------------------|---------|------------------|------------------|------------------|------------------|------------------|
| Opening Balance                                         |                                                                                                        |         | 3,777,455        | 4,523,441        | 4,921,652        | 4,735,638        | 4,747,503        |
| Transfer to Reserve: (from Building, Bylaw & Licensing) |                                                                                                        |         | 9,915            | 11,413           | 12,400           | 13,138           | 13,726           |
| Transfer to Reserve: (from Cultural Services)           |                                                                                                        |         | 5,187            | 5,582            | 5,842            | 6,036            | 6,191            |
| Transfer to Reserve: (from Facilities)                  |                                                                                                        |         | 94,624           | 105,676          | 112,956          | 118,393          | 122,735          |
| Transfer to Reserve: (from Fire Rescue)                 |                                                                                                        |         | 56,270           | 59,873           | 62,246           | 64,018           | 65,434           |
| Transfer to Reserve: (from Operations)                  |                                                                                                        |         | 495,435          | 556,205          | 596,233          | 626,130          | 650,002          |
| Transfer to Reserve: (from Police)                      |                                                                                                        |         | 171,875          | 176,410          | 179,522          | 181,893          | 183,810          |
| Transfer to Reserve: (from Parks)                       |                                                                                                        |         | 154,512          | 180,068          | 196,901          | 209,473          | 219,512          |
| Transfer to Reserve: (from Solid Waste)                 |                                                                                                        |         | 540,368          | 554,184          | 563,286          | 570,084          | 575,513          |
| <b>Total - Transfer To</b>                              |                                                                                                        |         | <b>1,528,186</b> | <b>1,649,411</b> | <b>1,729,386</b> | <b>1,789,165</b> | <b>1,836,923</b> |
| FC                                                      | FC22204: Zamboni RS054 - Battery replacement                                                           | 3. High |                  | -17,000          |                  |                  |                  |
| FC                                                      | FC22205: Zamboni RS059 - Battery replacement                                                           | 3. High |                  |                  | -17,000          |                  |                  |
| FL                                                      | FL22001: PL - Replace PL003 - Ford Focus Electric CX902L                                               | 3. High |                  |                  | -43,900          |                  |                  |
| FL                                                      | FL22010: OP - Replace OP099L - 2012 Ingersol Lightsource Trailer                                       | 3. High |                  |                  |                  | -38,600          |                  |
| FL                                                      | FL22011: OP - Replace OP99F - 2012 Atlas Copco Air Compressor Trailer 86431C                           | 3. High |                  | -28,400          |                  |                  |                  |
| FL                                                      | FL22015: OP - Replace OP040A - 2013 Flatbed(Flushing) Trailer                                          | 3. High |                  | -18,900          |                  |                  |                  |
| FL                                                      | FL22016: OP - Replace OP056 - 2014 Cargo Express Trailer(Civil Construction)                           | 3. High |                  | -11,300          |                  |                  |                  |
| FL                                                      | FL22017: OP - Replace OP033A - 2013 Ford F350                                                          | 3. High |                  | -75,400          |                  |                  |                  |
| FL                                                      | FL22019: OP - Replace OP057 - 16 F550 4x4 Dump                                                         | 3. High |                  |                  | -161,500         |                  |                  |
| FL                                                      | FL22002: FD - Replace FR015 - 2006 Rainbow Trailer - 02952y                                            | 3. High |                  | -7,900           |                  |                  |                  |
| FL                                                      | FL22021: PK - Replace PK041A - 2013 Ford F150 Pickup EE1869                                            | 3. High | -76,900          |                  |                  |                  |                  |
| FL                                                      | FL22023: PK - Replace PK017 - 2008 Agri-Metal Tuff Vac Sweeper Attachment                              | 3. High |                  | -36,800          |                  |                  |                  |
| FL                                                      | FL22027: PK - Replace PK053B - 2013 FORD F150 PU EE1870                                                | 3. High |                  | -63,000          |                  |                  |                  |
| FL                                                      | FL22028: PK - Replace PK062A - 2012 Ford F450 Dump EE1860                                              | 3. High | -174,200         |                  |                  |                  |                  |
| FL                                                      | FL22003: FD - Replace FR011 - 2011 Chevrolet Colorado Pick-up-Car #4 (Fire Prevention Officer Vehicle) | 3. High | -71,800          |                  |                  |                  |                  |
| FL                                                      | FL22030: PK - Replace PK046A - 2010 John Deere Tractor                                                 | 3. High | -117,900         |                  |                  |                  |                  |
| FL                                                      | FL22031: PK - Replace PK068 - 2016 Farm King trailer mower                                             | 3. High |                  | -20,500          |                  |                  |                  |
| FL                                                      | FL22032: PK - Replace PKM001 - 2017 Kubota VS400 Premium Spreader                                      | 3. High |                  | -5,700           |                  |                  |                  |
| FL                                                      | FL22033: PK - Replace PK064A - 16 F550 Dump                                                            | 3. High |                  |                  | -161,500         |                  |                  |
| FL                                                      | FL22034: PK - Replace PK069 - 17 F550 Dump                                                             | 3. High |                  |                  |                  | -165,600         |                  |
| FL                                                      | FL22037: OP - Replace OP074 - 17 Cat backhoe loader                                                    | 3. High |                  |                  |                  | -304,000         |                  |
| FL                                                      | FL22038: PK - Replace PK072 - 17 F550 Dump                                                             | 3. High |                  |                  |                  | -165,600         |                  |
| FL                                                      | FL22039: OP - Replace OP070 - 17 Ford F550 Crew Cab Dump                                               | 3. High |                  |                  |                  | -167,400         |                  |
| FL                                                      | FL22004: FD - Replace FR014 - 09 Wells Cargo Trailer                                                   | 3. High |                  |                  | -29,300          |                  |                  |
| FL                                                      | FL22041: PK - Mini Excavator                                                                           | 3. High | -80,500          |                  |                  |                  |                  |
| FL                                                      | FL22042: PK - Tandem Dump Trailer                                                                      | 3. High | -22,500          |                  |                  |                  |                  |
| FL                                                      | FL22043: PK - Power Wheel Barrow                                                                       | 3. High | -30,500          |                  |                  |                  |                  |
| FL                                                      | FL22046: OP Replace OP034 2009 Trailtech tilt trailer                                                  | 3. High |                  | -18,900          |                  |                  |                  |
| FL                                                      | FL22047: OP Replace OP059 16 F150 4x4 Super Cab                                                        | 3. High |                  |                  |                  |                  | -73,500          |
| FL                                                      | FL22048: OP Replace OP060 16 Ford Transit 350 Van                                                      | 3. High |                  |                  |                  |                  | -79,200          |
| FL                                                      | FL22049: OP Replace OP062 14 Clarke 5,000lbs Forklift                                                  | 3. High |                  |                  |                  |                  | -45,300          |
| FL                                                      | FL22050: OP Replace OP068 16 Ford F150 Super Cab 4x4                                                   | 3. High |                  |                  |                  |                  | -73,500          |
| FL                                                      | FL22051: OP Replace OP079 2018 Peterbilt Elgin Crosswind                                               | 3. High |                  |                  |                  |                  | -396,000         |
| FL                                                      | FL22052: OP Replace OP080 2018 Freightliner 108SD Dump                                                 | 3. High |                  |                  |                  |                  | -396,000         |
| FL                                                      | FL22053: OP Replace OP100 2020 F550 Bucket Truck                                                       | 3. High |                  |                  |                  |                  | -203,700         |
| FL                                                      | FL22054: OP Replace OP99M 2013 Kohler Mobile Generator                                                 | 3. High |                  |                  |                  |                  | -50,900          |
| FL                                                      | FL22055: PK Replace PK065A 2016 Ford F150 Super Cab                                                    | 3. High |                  |                  |                  |                  | -73,500          |
| FL                                                      | FL22056: PK Replace PK077 2018 Kubota 1100C                                                            | 3. High |                  |                  |                  | -60,700          |                  |
| FL                                                      | FL22057: PK Replace PK084 2019 Ferris FB2000                                                           | 3. High |                  |                  |                  | -16,600          |                  |
| FL                                                      | FL22058: PK Replace PKM002 Redexim Overseeder                                                          | 3. High |                  |                  |                  | -27,600          |                  |
| FL                                                      | FL22059: CU Replace CU001 07 Dodge Caravan                                                             | 3. High |                  |                  |                  |                  |                  |
| FL                                                      | FL22006: OP - Replace OP019 - 07 Big Tex Trailer (Shoring Trailer) 01636C                              | 3. High | -15,400          |                  |                  |                  |                  |
| FL                                                      | FL22060: FD Replace FR019 11 Wells Cargo Trailer                                                       | 3. High |                  |                  |                  |                  | -22,600          |
| FL                                                      | FL22061: FD Replace FR022 16 Ford F550 Hooklift                                                        | 3. High |                  |                  |                  |                  | -135,800         |
| FL                                                      | FL22008: OP - Replace OP031 - 2002 Ingersol Roller                                                     | 3. High | -55,000          |                  |                  |                  |                  |
| OA                                                      | OA22003: Fleet Utilization Assessment                                                                  | 3. High | -35,000          |                  |                  |                  |                  |
| PD                                                      | PD22018: Replace PO086 Dodge Durango                                                                   | 3. High |                  |                  | -70,000          |                  |                  |
| PD                                                      | PD22019: Replace PO087 Ford Explorer                                                                   | 3. High |                  |                  |                  | -77,300          |                  |
| PD                                                      | PD22020: Replace PO089 Dodge Charger                                                                   | 3. High |                  |                  | -64,600          |                  |                  |
| PD                                                      | PD22021: Replace PO091 Ford Explorer                                                                   | 3. High |                  |                  |                  | -77,300          |                  |
| PD                                                      | PD22022: Replace PO092 Dodge Charger                                                                   | 3. High |                  |                  | -64,600          |                  |                  |
| PD                                                      | PD22023: Replace PO093 Dodge Charger                                                                   | 3. High |                  |                  | -64,600          |                  |                  |
| PD                                                      | PD22024: Replace PO100 Dodge Charger                                                                   | 3. High |                  | -63,000          |                  |                  |                  |
| PD                                                      | PD22025: Replace PO101 Dodge Ram                                                                       | 3. High |                  | -63,000          |                  |                  |                  |
| PD                                                      | PD22026: Replace PO102 Traffic Motorcycle                                                              | 3. High |                  | -42,000          |                  |                  |                  |
| PD                                                      | PD22028: Replace PO105 Dodge Charger                                                                   | 3. High |                  |                  | -64,600          |                  |                  |



| Description                                               | 2022            | 2023           | 2024           | 2025           | 2026           |
|-----------------------------------------------------------|-----------------|----------------|----------------|----------------|----------------|
| <b>Opening Balance</b>                                    | <b>709,408</b>  | <b>607,047</b> | <b>656,071</b> | <b>682,886</b> | <b>731,495</b> |
| Transfer to Reserve: (from Communications and Engagement) |                 | 12,500         |                | 12,500         |                |
| Transfer to Reserve: (from Cultural Services)             | 0               | 3,500          |                | 3,500          |                |
| Transfer to Reserve: (from Engineering)                   | 4,908           | 4,816          | 4,722          | 4,627          | 4,529          |
| Transfer to Reserve: (from Library)                       | 935             | 0              | 973            | 993            | 0              |
| Transfer to Reserve: (from Legislative Services)          |                 | 22,928         | 23,386         | 23,854         | 24,332         |
| Transfer to Reserve: (from Police)                        | 14,633          | 15,466         | 18,000         | 16,800         | 10,466         |
| <b>Total - Transfer To</b>                                | <b>20,476</b>   | <b>59,210</b>  | <b>47,081</b>  | <b>62,274</b>  | <b>39,327</b>  |
| Transfer from Reserve: (to Communications and Engagement) | -12,500         | 0              | -12,500        |                | -12,500        |
| Transfer from Reserve: (to Cultural Services)             | -3,500          | 0              | -3,500         |                | -3,500         |
| Transfer from Reserve: (to Library)                       |                 | -1,852         |                |                | -1,966         |
| Transfer from Reserve: (to Legislative Services)          | -66,038         | 0              | 0              | 0              |                |
| Transfer from Reserve: (to Police)                        | -18,800         | -8,334         | -4,266         | -13,665        | -29,334        |
| <b>Total - Transfer From</b>                              | <b>-100,838</b> | <b>-10,186</b> | <b>-20,266</b> | <b>-13,665</b> | <b>-47,300</b> |
| PD PD22035: Less Lethal Firearms 3. High                  | -22,000         |                |                |                |                |
| <b>Total - Project Funding From</b>                       | <b>-22,000</b>  |                |                |                |                |
| <b>Ending Balance</b>                                     | <b>607,047</b>  | <b>656,071</b> | <b>682,886</b> | <b>731,495</b> | <b>723,522</b> |

| Description                                 |                                                      | 2022     | 2023    | 2024    | 2025    | 2026    |
|---------------------------------------------|------------------------------------------------------|----------|---------|---------|---------|---------|
| Opening Balance                             |                                                      |          |         |         |         |         |
| Transfer from Reserve: (to Policy Planning) |                                                      | -71,200  | -71,200 | -71,200 | -71,200 | -71,200 |
| Transfer from Reserve: (to Recreation)      |                                                      | -1,000   | -1,000  | -1,000  | -1,000  | -1,000  |
| Total - Transfer From                       |                                                      | -72,200  | -72,200 | -72,200 | -72,200 | -72,200 |
| DP                                          | DP22007: Development Process Streamlining 2. Council | -403,600 |         |         |         |         |
| CU                                          | CU22010: PTZ Cameras for Council Streaming 3. High   | -30,000  |         |         |         |         |
| IS                                          | IS22014: Office 365 Implementation 3. High           | -70,000  |         |         |         |         |
| IS                                          | IS22009: Telephony Replacement 3. High               | -70,000  |         |         |         |         |
| Total - Project Funding From                |                                                      | -573,600 |         |         |         |         |
| Ending Balance                              |                                                      |          |         |         |         |         |

| Description                     |                                                                      |            | 2022     | 2023     | 2024     | 2025     | 2026    |
|---------------------------------|----------------------------------------------------------------------|------------|----------|----------|----------|----------|---------|
| Opening Balance                 |                                                                      |            | -256,585 | -234,467 | -185,702 | -129,973 | -84,544 |
| Transfer to Reserve: (from MRN) |                                                                      |            | 207,118  | 193,765  | 180,729  | 170,429  | 170,429 |
| Total - Transfer To             |                                                                      |            | 207,118  | 193,765  | 180,729  | 170,429  | 170,429 |
| EN                              | EN22001: Traffic Signal Infrastructure - Maintenance and Replacement | 3. High    | -100,000 |          |          |          |         |
| EN                              | EN22010: Streetlighting Replacement Program                          | 3. High    | -40,000  | -20,000  |          |          |         |
| EN                              | EN22002: Street Name Sign Replacement Program                        | 2. Council | -20,000  |          |          |          |         |
| EN                              | EN22032: Streetlight LED Replacement                                 | 4. Medium  |          | -125,000 | -125,000 | -125,000 | -62,500 |
| EN                              | EN22033: Barnet Highway CP Rail Overpass Deck Rehabilitation         | 4. Medium  | -25,000  |          |          |          |         |
| Total - Project Funding From    |                                                                      |            | -185,000 | -145,000 | -125,000 | -125,000 | -62,500 |
| Ending Balance                  |                                                                      |            | -234,467 | -185,702 | -129,973 | -84,544  | 23,385  |

| Description                     |                                                                        | 2022      | 2023       | 2024       | 2025     | 2026     |
|---------------------------------|------------------------------------------------------------------------|-----------|------------|------------|----------|----------|
| Opening Balance                 |                                                                        | 1,665,655 | 1,956,655  | 572,655    | -811,345 | -595,345 |
| 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                              | EN22033: Barnet Highway CP Rail Overpass Deck Rehabilitation 4. Medium | -25,000   |            |            |          |          |
| EN                              | EN22009: Major Road Network (MRN) Road Rehabilitation Program 3. High  | -300,000  | -2,000,000 | -2,000,000 | -400,000 |          |
| Total - Project Funding From    |                                                                        | -325,000  | -2,000,000 | -2,000,000 | -400,000 |          |
| Ending Balance                  |                                                                        | 1,956,655 | 572,655    | -811,345   | -595,345 | 20,655   |

| Description                                 |                                                  |         | 2022     | 2023     | 2024     | 2025     | 2026     |
|---------------------------------------------|--------------------------------------------------|---------|----------|----------|----------|----------|----------|
| Opening Balance                             |                                                  |         | -46,384  | 19,935   | 111,254  | 202,573  | 293,892  |
| Transfer to Reserve: (from Fiscal Services) |                                                  |         | 486,000  | 486,000  | 486,000  | 486,000  | 486,000  |
| Total - Transfer To                         |                                                  |         | 486,000  | 486,000  | 486,000  | 486,000  | 486,000  |
| Transfer from Reserve: (to Fiscal Services) |                                                  |         | -344,681 | -344,681 | -344,681 | -344,681 | -344,681 |
| Total - Transfer From                       |                                                  |         | -344,681 | -344,681 | -344,681 | -344,681 | -344,681 |
| EN                                          | EN22011: Transit Improvements Program            | 3. High | -25,000  | -25,000  | -25,000  | -25,000  | -25,000  |
| EN                                          | EN22012: Bike and Pedestrian Improvement Program | 3. High | -50,000  | -25,000  | -25,000  | -25,000  | -25,000  |
| Total - Project Funding From                |                                                  |         | -75,000  | -50,000  | -50,000  | -50,000  | -50,000  |
| Ending Balance                              |                                                  |         | 19,935   | 111,254  | 202,573  | 293,892  | 385,211  |

| Description                                 |                                                                            |            | 2022     | 2023     | 2024     | 2025     | 2026     |
|---------------------------------------------|----------------------------------------------------------------------------|------------|----------|----------|----------|----------|----------|
| Opening Balance                             |                                                                            |            | -728,585 | -921,264 | -678,108 | -328,078 | 38,863   |
| Transfer to Reserve: (from Fiscal Services) |                                                                            |            | 479,320  | 496,157  | 513,030  | 529,941  | 546,889  |
| Total - Transfer To                         |                                                                            |            | 479,320  | 496,157  | 513,030  | 529,941  | 546,889  |
| CM                                          | CM22001: Council Strategic Plan Goals                                      | 3. High    | -125,000 | -125,000 | -125,000 | -125,000 | -125,000 |
| CM                                          | CM22002: Customer Service Review and Implementation                        | 3. High    | -115,000 |          |          |          |          |
| BL                                          | BL22001: Construction Best Practices Program                               | 2. Council | -30,000  |          |          |          |          |
| CD                                          | CD22005: Industrial Lands Strategy                                         | 2. Council | -20,000  |          |          |          |          |
| PL                                          | PL22015: Sea Level Rise Strategy - Phase II                                | 2. Council | -90,000  | -40,000  |          |          |          |
| PL                                          | PL22017: Community Education - Extreme Weather                             | 2. Council | -8,000   | -2,000   | -2,000   | -2,000   | -2,000   |
| PL                                          | PL22019: Analysis and Development of Maximum Density Standards             | 2. Council | -20,000  |          |          |          |          |
| CU                                          | CU22008: Queens Street Plaza Placemaking                                   | 5. Low     | -30,000  |          |          |          |          |
| ES                                          | ES22011: Salmon in the City                                                | 2. Council | -75,000  |          |          |          |          |
| ES                                          | ES22009: City Nature Challenge                                             | 5. Low     | -3,000   |          |          |          |          |
| FC                                          | FC22226: Holiday Lighting                                                  | 3. High    | -36,000  | -36,000  | -36,000  | -36,000  | -36,000  |
| PK                                          | PK22019: Port Moody Pollinator Project                                     | 4. Medium  | -10,000  |          |          |          |          |
| PK                                          | PK22028: Wildfire Interface Management                                     | 3. High    | -5,000   |          |          |          |          |
| PK                                          | PK22046: Northshore Park - Water Park                                      | 4. Medium  |          |          |          |          |          |
| PK                                          | PK22053: Dog Management Strategy                                           | 4. Medium  |          | -50,000  |          |          |          |
| PK                                          | PK22068: Downtown Park Protection Plan                                     | 2. Council | -15,000  |          |          |          |          |
| EN                                          | EN22017: *Engineering & Operations Infrastructure Asset Life Cycle Program | 3. High    | -10,000  |          |          |          |          |
| EN                                          | EN22018: *Engineering & Operations Work Process Review                     | 3. High    | -50,000  |          |          |          |          |
| IS                                          | IS22007: Cloud Disaster Recovery Server Backup                             | 3. High    | -30,000  |          |          |          |          |
| Total - Project Funding From                |                                                                            |            | -672,000 | -253,000 | -163,000 | -163,000 | -163,000 |
| Ending Balance                              |                                                                            |            | -921,264 | -678,108 | -328,078 | 38,863   | 422,752  |

# Other Reserves

## *2022 - 2026 Reserve Balances*

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| Description                                 | 2022      | 2023     | 2024     | 2025     | 2026     |
|---------------------------------------------|-----------|----------|----------|----------|----------|
| Opening Balance                             | 1,123,714 | 950,860  | 825,549  | 697,732  | 567,359  |
| Transfer from Reserve: (to Policy Planning) | -122,854  | -125,311 | -127,817 | -130,374 | -132,981 |
| Total - Transfer From                       | -122,854  | -125,311 | -127,817 | -130,374 | -132,981 |
| PL PL22018: Housing Action Plan 2. Council  | -50,000   |          |          |          |          |
| Total - Project Funding From                | -50,000   |          |          |          |          |
| Ending Balance                              | 950,860   | 825,549  | 697,732  | 567,359  | 434,378  |

| Description                  |                                 |         | 2022    | 2023   | 2024   | 2025   | 2026   |
|------------------------------|---------------------------------|---------|---------|--------|--------|--------|--------|
| Opening Balance              |                                 |         | 48,544  | 38,544 | 38,544 | 38,544 | 38,544 |
| LI                           | LI22005: Indigenous Collection  | 3. High | -5,000  |        |        |        |        |
| LI                           | LI22006: Collection Enhancement | 3. High | -5,000  |        |        |        |        |
| Total - Project Funding From |                                 |         | -10,000 |        |        |        |        |
| Ending Balance               |                                 |         | 38,544  | 38,544 | 38,544 | 38,544 | 38,544 |

| Description                  |                                                     | 2022      | 2023      | 2024      | 2025      | 2026      |
|------------------------------|-----------------------------------------------------|-----------|-----------|-----------|-----------|-----------|
| Opening Balance              |                                                     | 2,117,332 | 1,897,332 | 1,897,332 | 1,897,332 | 1,897,332 |
| PL                           | PL22008: Westhill Child Care Facility<br>2. Council | -220,000  |           |           |           |           |
| Total - Project Funding From |                                                     | -220,000  |           |           |           |           |
| Ending Balance               |                                                     | 1,897,332 | 1,897,332 | 1,897,332 | 1,897,332 | 1,897,332 |

| Description                                                                      | 2022      | 2023      | 2024      | 2025      | 2026      |
|----------------------------------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|
| Opening Balance                                                                  | 7,160,942 | 7,505,623 | 7,850,304 | 8,019,985 | 7,964,666 |
| Transfer to Reserve: (from Fiscal Services)                                      | 344,681   | 344,681   | 344,681   | 344,681   | 344,681   |
| Total - Transfer To                                                              | 344,681   | 344,681   | 344,681   | 344,681   | 344,681   |
| CA CA22002: Civic Complex Exterior Upgrades and Enhancement (Phase II) 4. Medium |           |           | -175,000  | -400,000  | -100,000  |
| Total - Project Funding From                                                     |           |           | -175,000  | -400,000  | -100,000  |
| Ending Balance                                                                   | 7,505,623 | 7,850,304 | 8,019,985 | 7,964,666 | 8,209,347 |

| Description                  |                                |         | 2022    | 2023   | 2024   | 2025   | 2026   |
|------------------------------|--------------------------------|---------|---------|--------|--------|--------|--------|
| Opening Balance              |                                |         | 28,371  | 14,871 | 14,871 | 14,871 | 14,871 |
| IS                           | IS22017: Next Generation 9-1-1 | 3. High | -13,500 |        |        |        |        |
| Total - Project Funding From |                                |         | -13,500 |        |        |        |        |
| Ending Balance               |                                |         | 14,871  | 14,871 | 14,871 | 14,871 | 14,871 |

| Description                  |                                |         | 2022    | 2023   | 2024   | 2025   | 2026   |
|------------------------------|--------------------------------|---------|---------|--------|--------|--------|--------|
| Opening Balance              |                                |         | 47,221  | 33,721 | 33,721 | 33,721 | 33,721 |
| IS                           | IS22017: Next Generation 9-1-1 | 3. High | -13,500 |        |        |        |        |
| Total - Project Funding From |                                |         | -13,500 |        |        |        |        |
| Ending Balance               |                                |         | 33,721  | 33,721 | 33,721 | 33,721 | 33,721 |

Library Reserve

Last Updated: 29. October 2021 11:09 AM

| Description                                   | 2022    | 2023    | 2024    | 2025    | 2026    |
|-----------------------------------------------|---------|---------|---------|---------|---------|
| Opening Balance                               | 117,757 | 131,757 | 146,757 | 161,757 | 176,757 |
| Transfer to Reserve: (from Fiscal Services)   | 15,000  | 15,000  | 15,000  | 15,000  | 15,000  |
| Total - Transfer To                           | 15,000  | 15,000  | 15,000  | 15,000  | 15,000  |
| LI LI22007: Technology Speaker Series 3. High | -1,000  |         |         |         |         |
| Total - Project Funding From                  | -1,000  |         |         |         |         |
| Ending Balance                                | 131,757 | 146,757 | 161,757 | 176,757 | 191,757 |

| Description                  |                                                  |         | 2022    | 2023 | 2024 | 2025 | 2026 |
|------------------------------|--------------------------------------------------|---------|---------|------|------|------|------|
| Opening Balance              |                                                  |         |         |      |      |      |      |
| PK                           | PK22013: Maintenance Dredging - Rocky Point Pier | 3. High | -30,000 |      |      |      |      |
| Total - Project Funding From |                                                  |         | -30,000 |      |      |      |      |
| Ending Balance               |                                                  |         |         |      |      |      |      |

| Description                       |                                                          | 2022     | 2023    | 2024    | 2025    | 2026   |
|-----------------------------------|----------------------------------------------------------|----------|---------|---------|---------|--------|
| Opening Balance                   |                                                          | 164,499  | -95,501 | -70,501 | -40,501 | -5,501 |
| Transfer to Reserve: (from Parks) |                                                          | 20,000   | 25,000  | 30,000  | 35,000  | 40,000 |
| Total - Transfer To               |                                                          | 20,000   | 25,000  | 30,000  | 35,000  | 40,000 |
| PK                                | PK22013: Maintenance Dredging - Rocky Point Pier 3. High | -220,000 |         |         |         |        |
| PK                                | PK22063: Rocky Point Park - Boat Ramp Repairs 4. Medium  | -60,000  |         |         |         |        |
| Total - Project Funding From      |                                                          | -280,000 |         |         |         |        |
| Ending Balance                    |                                                          | -95,501  | -70,501 | -40,501 | -5,501  | 34,499 |

# Utility Reserves

## *2022 - 2026 Reserve Balances*

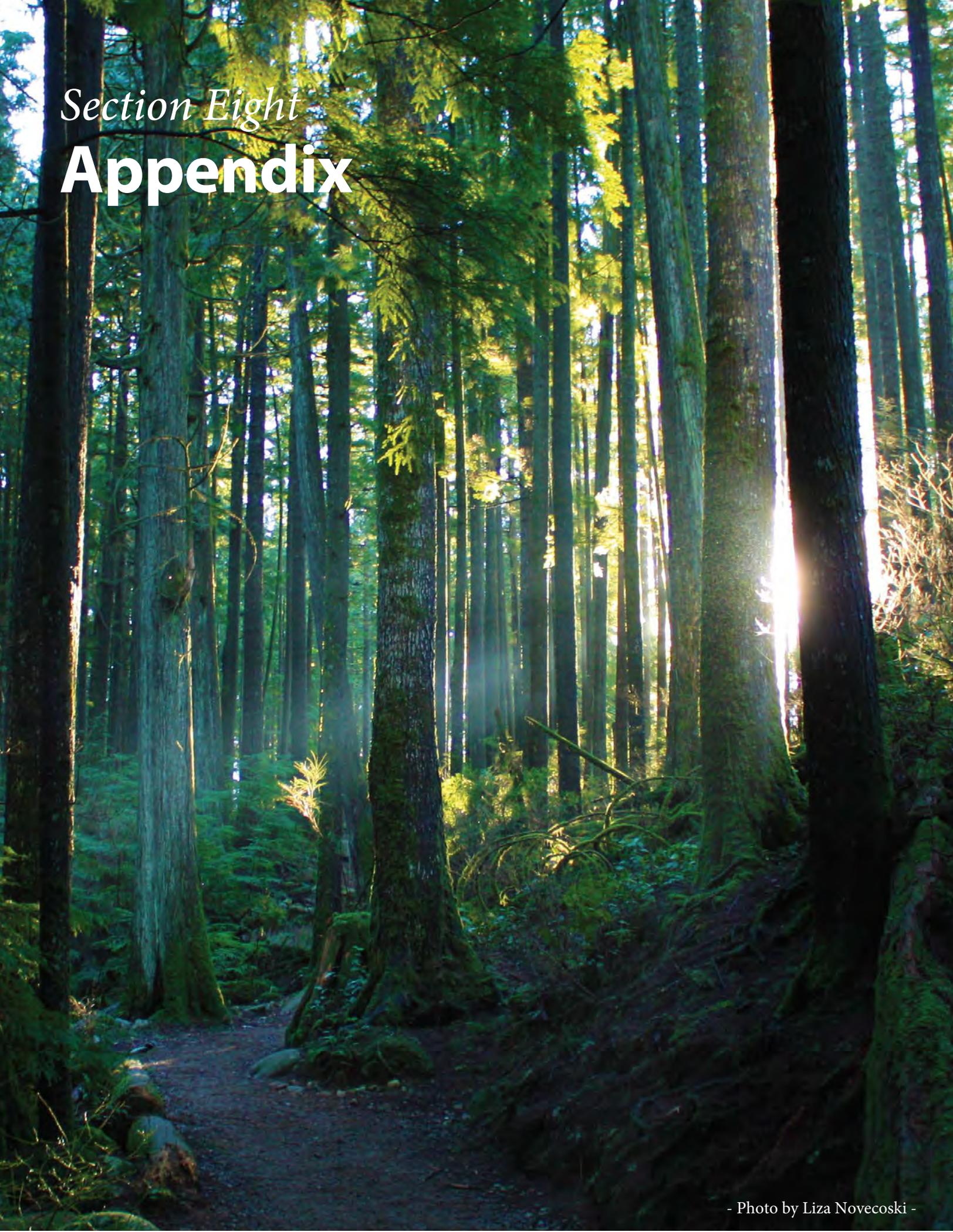
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| Description                                |                                                                                     |            | 2022      | 2023       | 2024       | 2025       | 2026       |
|--------------------------------------------|-------------------------------------------------------------------------------------|------------|-----------|------------|------------|------------|------------|
| Opening Balance                            |                                                                                     |            | 3,932,448 | 4,247,048  | 3,143,816  | 1,533,919  | 566,824    |
| Transfer to Reserve: (from Drainage)       |                                                                                     |            | 1,118,400 | 1,216,768  | 1,315,103  | 1,413,405  | 1,511,674  |
| Total - Transfer To                        |                                                                                     |            | 1,118,400 | 1,216,768  | 1,315,103  | 1,413,405  | 1,511,674  |
| Transfer from Reserve: (to Sanitary Sewer) |                                                                                     |            | -80,000   | -80,000    | -80,000    | -80,000    | -80,000    |
| Total - Transfer From                      |                                                                                     |            | -80,000   | -80,000    | -80,000    | -80,000    | -80,000    |
| PL                                         | PL22015: Sea Level Rise Strategy - Phase II                                         | 2. Council | -100,000  |            |            |            |            |
| ES                                         | ES22001: Spill Management [Multiple Funding Src]                                    | 3. High    | -3,800    | -2,500     | -2,500     | -2,500     | -2,500     |
| ES                                         | ES22002: Fish Passage and Habitat Enhancement [Multiple Funding Src]                | 3. High    | -6,000    | -6,000     | -6,000     | -6,000     | -6,000     |
| EN                                         | EN22017: *Engineering & Operations Infrastructure Asset Life Cycle Program          | 3. High    | -5,000    |            |            |            |            |
| EN                                         | EN22018: *Engineering & Operations Work Process Review                              | 3. High    | -10,000   |            |            |            |            |
| EN                                         | EN22020: Beaver Management - Ongoing Risk Assessment and Technical Studies          | 4. Medium  | -10,000   | -10,000    | -10,000    | -10,000    | -10,000    |
| EN                                         | EN22026: Development Cost Charges (DCC) Program Update                              | 4. Medium  | -2,500    |            |            | -20,000    |            |
| OP                                         | OP22003: Beaver Management Plan - Field Activities                                  | 3. High    | -9,500    | -9,500     | -9,500     |            |            |
| DR                                         | DR22001: Asset Management - Drainage                                                | 3. High    | -50,000   |            |            |            |            |
| DR                                         | DR22010: Storm Drainage Infrastructure Rehabilitation - North Shore                 | 3. High    | -240,000  |            |            |            |            |
| DR                                         | DR22011: Integrated Stormwater Management Planning (ISMP) - College Park / Westhill | 4. Medium  | -105,000  |            |            |            |            |
| DR                                         | DR22012: Ditch Inventory Program                                                    | 3. High    | -20,000   |            |            |            |            |
| DR                                         | DR22013: Ioco Road Corridor Reconstruction                                          | 3. High    | -75,000   | -950,000   | -875,000   |            |            |
| DR                                         | DR22003: Engineering Project Management and Development Resource                    | 3. High    | -12,000   | -12,000    | -12,000    | -12,000    | -12,000    |
| DR                                         | DR22004: Environmental Investigation & Response - Drainage Systems                  | 3. High    | -35,000   | -35,000    | -35,000    | -35,000    | -35,000    |
| DR                                         | DR22007: Storm Drainage Capital Infrastructure Program (Linear and Non-Linear)      | 4. Medium  |           | -1,100,000 | -1,000,000 | -1,000,000 | -1,000,000 |
| DR                                         | DR22008: Stream Water Quality Monitoring Program (AMF)                              | 3. High    |           | -75,000    | -75,000    | -75,000    | -75,000    |
| DR                                         | DR22009: Storm Drainage Improvements - Moody Centre                                 | 3. High    |           |            | -780,000   | -1,100,000 | -810,000   |
| SD                                         | SD22007: CCTV Inspection/GPS Locate Program                                         | 3. High    | -25,000   | -25,000    | -25,000    | -25,000    | -25,000    |
| WT                                         | WT22013: Utility Rights of Way (Review/Assessment)                                  | 4. Medium  | -15,000   | -15,000    | -15,000    | -15,000    | -15,000    |
| Total - Project Funding From               |                                                                                     |            | -723,800  | -2,240,000 | -2,845,000 | -2,300,500 | -1,990,500 |
| Ending Balance                             |                                                                                     |            | 4,247,048 | 3,143,816  | 1,533,919  | 566,824    | 7,998      |

| Description                                 |                                                                        |           | 2022    | 2023     | 2024    | 2025    | 2026    |
|---------------------------------------------|------------------------------------------------------------------------|-----------|---------|----------|---------|---------|---------|
| Opening Balance                             |                                                                        |           | 291,431 | 281,034  | 200,224 | 219,398 | 243,352 |
| 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) |                                                                        |           | -10,612 | -10,824  | -11,041 | -11,262 | -11,487 |
| Transfer from Reserve: (to Parks)           |                                                                        |           | -15,000 | -10,000  | -5,000  | 0       | 0       |
| Total - Transfer From                       |                                                                        |           | -25,612 | -20,824  | -16,041 | -11,262 | -11,487 |
| OA                                          | OA22002: Public Works Day                                              | 3. High   | -2,500  | -2,500   | -2,500  | -2,500  | -2,500  |
| SO                                          | SO22001: Solid Waste Coordinator Resource Materials and Outreach Tools | 3. High   | -5,500  | -5,500   | -5,500  | -5,500  | -5,500  |
| SO                                          | SO22011: Public Waste Collection Vehicle                               | 3. High   |         | -95,200  |         |         |         |
| SO                                          | SO22003: Public Waste Receptacles                                      | 3. High   | -10,000 | -10,000  | -10,000 | -10,000 | -10,000 |
| SO                                          | SO22004: Centralized Recycling Day                                     | 3. High   | -10,000 | -10,000  | -10,000 | -10,000 | -10,000 |
| SO                                          | SO22009: Solid Waste and Recycling Technical Policy and Support        | 4. Medium | -20,000 |          |         |         |         |
| Total - Project Funding From                |                                                                        |           | -48,000 | -123,200 | -28,000 | -28,000 | -28,000 |
| Ending Balance                              |                                                                        |           | 281,034 | 200,224  | 219,398 | 243,352 | 267,080 |

| Description                                |                                                                             |           | 2022       | 2023       | 2024       | 2025       | 2026      |
|--------------------------------------------|-----------------------------------------------------------------------------|-----------|------------|------------|------------|------------|-----------|
| Opening Balance                            |                                                                             |           | -954,359   | 71,277     | 550,096    | 1,232,094  | 2,374,339 |
| Transfer to Reserve: (from Drainage)       |                                                                             |           | 81,600     | 83,232     | 84,897     | 86,595     | 88,326    |
| Transfer to Reserve: (from Sanitary Sewer) |                                                                             |           | 2,077,920  | 2,127,868  | 2,179,065  | 2,231,541  | 2,285,330 |
| Total - Transfer To                        |                                                                             |           | 2,159,520  | 2,211,100  | 2,263,961  | 2,318,136  | 2,373,656 |
| Transfer from Reserve: (to Sanitary Sewer) |                                                                             |           | -24,484    | -26,781    | -26,464    | -25,390    | -25,974   |
| Total - Transfer From                      |                                                                             |           | -24,484    | -26,781    | -26,464    | -25,390    | -25,974   |
| EN                                         | EN22017: *Engineering & Operations Infrastructure Asset Life Cycle Program  | 3. High   | -5,000     |            |            |            |           |
| EN                                         | EN22018: *Engineering & Operations Work Process Review                      | 3. High   | -15,000    |            |            |            |           |
| EN                                         | EN22026: Development Cost Charges (DCC) Program Update                      | 4. Medium | -2,500     |            |            | -20,000    |           |
| EN                                         | EN22005: Engineering Project Management and Development Resource            | 3. High   | -36,000    | -36,000    | -36,000    | -36,000    | -36,000   |
| OA                                         | OA22002: Public Works Day                                                   | 3. High   | -2,500     | -2,500     | -2,500     | -2,500     | -2,500    |
| OP                                         | OP22005: Works Yard Improvements - Aggregate Storage Bunker Resurfacing     | 3. High   | -8,700     |            |            |            |           |
| OP                                         | OP22006: Works Yard Improvements - Spoils Storage Bunker Re/Re              | 3. High   | -13,700    |            |            |            |           |
| DR                                         | DR22013: loco Road Corridor Reconstruction                                  | 3. High   | -75,000    | -950,000   | -875,000   |            |           |
| DR                                         | DR22003: Engineering Project Management and Development Resource            | 3. High   | -12,000    | -12,000    | -12,000    | -12,000    | -12,000   |
| SD                                         | SD22010: Sewer Capital Infrastructure Program (Linear and Non-Linear)       | 4. Medium |            | -500,000   | -500,000   | -500,000   | -500,000  |
| SD                                         | SD22011: Parkside Drive Trail Bridge Replacement                            | 4. Medium |            | -75,000    |            | -225,000   |           |
| SD                                         | SD22012: Sewer Rehabilitation - Columbia & Clarke St Gravity Mains          | 3. High   | -169,000   |            |            |            |           |
| SD                                         | SD22013: Wilkes Creek Trail at Hett Creek Trail Bridge Assessment & Repairs | 3. High   | -75,000    |            |            | -225,000   |           |
| SD                                         | SD22014: Melrose Creek Sanitary Sewer Support Reinforcement                 | 3. High   | -240,000   |            |            |            |           |
| SD                                         | SD22002: Asset Management - Sanitary Sewer                                  | 3. High   | -50,000    |            |            |            |           |
| SD                                         | SD22003: Alderside Foreshore Sanitary Sewer Assessment                      | 4. Medium | -125,000   |            |            |            |           |
| SD                                         | SD22004: Sanitary Sewer Flow Monitoring Program                             | 3. High   | -40,000    | -40,000    | -40,000    | -40,000    | -40,000   |
| SD                                         | SD22005: Sanitary Sewer Rehabilitation - Moody Centre                       | 3. High   | -50,000    |            |            |            |           |
| SD                                         | SD22006: Sanitary Sewer Rehabilitation Study - North Shore Phase 2 (I&I)    | 4. Medium | -100,000   |            |            |            |           |
| SD                                         | SD22007: CCTV Inspection/GPS Locate Program                                 | 3. High   | -75,000    | -75,000    | -75,000    | -75,000    | -75,000   |
| WT                                         | WT22013: Utility Rights of Way (Review/Assessment)                          | 4. Medium | -15,000    | -15,000    | -15,000    | -15,000    | -15,000   |
| Total - Project Funding From               |                                                                             |           | -1,109,400 | -1,705,500 | -1,555,500 | -1,150,500 | -680,500  |
| Ending Balance                             |                                                                             |           | 71,277     | 550,096    | 1,232,094  | 2,374,339  | 4,041,522 |

| Description                       |                                                                             |           | 2022       | 2023       | 2024       | 2025       | 2026      |
|-----------------------------------|-----------------------------------------------------------------------------|-----------|------------|------------|------------|------------|-----------|
| Opening Balance                   |                                                                             |           | -342,974   | -1,548,630 | -2,333,767 | -1,468,300 | -585,286  |
| Transfer to Reserve: (from Water) |                                                                             |           | 1,442,064  | 1,478,914  | 1,516,248  | 1,555,121  | 1,595,102 |
| Total - Transfer To               |                                                                             |           | 1,442,064  | 1,478,914  | 1,516,248  | 1,555,121  | 1,595,102 |
| Transfer from Reserve: (to Water) |                                                                             |           | -29,819    | -31,052    | -27,780    | -29,108    | -29,636   |
| Total - Transfer From             |                                                                             |           | -29,819    | -31,052    | -27,780    | -29,108    | -29,636   |
| EN                                | EN22017: *Engineering & Operations Infrastructure Asset Life Cycle Program  | 3. High   | -5,000     |            |            |            |           |
| EN                                | EN22018: *Engineering & Operations Work Process Review                      | 3. High   | -15,000    |            |            |            |           |
| EN                                | EN22026: Development Cost Charges (DCC) Program Update                      | 4. Medium | -2,500     |            |            | -20,000    |           |
| EN                                | EN22005: Engineering Project Management and Development Resource            | 3. High   | -36,000    | -36,000    | -36,000    | -36,000    | -36,000   |
| OA                                | OA22002: Public Works Day                                                   | 3. High   | -2,500     | -2,500     | -2,500     | -2,500     | -2,500    |
| OP                                | OP22005: Works Yard Improvements - Aggregate Storage Bunker Resurfacing     | 3. High   | -8,700     |            |            |            |           |
| OP                                | OP22006: Works Yard Improvements - Spoils Storage Bunker Re/Re              | 3. High   | -13,700    |            |            |            |           |
| SO                                | SO22001: Solid Waste Coordinator Resource Materials and Outreach Tools      | 3. High   | -3,000     | -3,000     | -3,000     | -3,000     | -3,000    |
| WT                                | WT22010: Public Works Day                                                   | 4. Medium | -2,500     | -2,500     | -2,500     | -2,500     | -2,500    |
| WT                                | WT22011: Water System Operational Improvements Program                      | 4. Medium |            | -70,000    | -70,000    | -70,000    | -70,000   |
| WT                                | WT22012: Ioco Road Corridor Reconstruction (Water)                          | 3. High   | -750,000   | -1,550,000 |            |            |           |
| WT                                | WT22013: Utility Rights of Way (Review/Assessment)                          | 4. Medium | -30,000    | -30,000    | -30,000    | -30,000    | -30,000   |
| WT                                | WT22014: Engineering Project Management and Development Resource            | 3. High   | -24,000    | -24,000    | -24,000    | -24,000    | -24,000   |
| WT                                | WT22015: Glenayre/Seaview/College Park Water System Rehabilitation          | 3. High   | -1,100,000 |            |            |            |           |
| WT                                | WT22018: SCADA System Hardware Replacement                                  | 3. High   | -150,000   |            |            |            |           |
| WT                                | WT22019: Ioco Road Rechlorination Station Component Replacement             | 3. High   | -50,000    |            |            |            |           |
| WT                                | WT22002: Non-Linear Infrastructure Assets Renewal Program                   | 3. High   | -170,000   | -170,000   | -170,000   | -170,000   |           |
| WT                                | WT22003: Asset Management - Water Infrastructure                            | 3. High   | -50,000    |            |            |            |           |
| WT                                | WT22004: Fire Hydrant Improvements - Storz Adaptor Program                  | 4. Medium | -25,000    |            |            |            |           |
| WT                                | WT22005: SCADA System Maintenance - Telemetry/Software                      | 4. Medium | -25,000    |            |            |            |           |
| WT                                | WT22006: Water Conservation Coordinator Resource Materials & Outreach Tools | 4. Medium | -10,000    | -10,000    | -10,000    | -10,000    | -10,000   |
| WT                                | WT22007: Water Meter Program Development & Implementation                   | 4. Medium | -120,000   | -60,000    |            |            |           |
| WT                                | WT22008: Cross Connection Control Program Maintenance                       | 3. High   | -25,000    | -25,000    | -25,000    | -25,000    | -25,000   |
| WT                                | WT22009: Water Network Infrastructure Asset Renewal Program                 | 3. High   |            | -250,000   | -250,000   | -250,000   | -250,000  |
| Total - Project Funding From      |                                                                             |           | -2,617,900 | -2,233,000 | -623,000   | -643,000   | -453,000  |
| Ending Balance                    |                                                                             |           | -1,548,630 | -2,333,767 | -1,468,300 | -585,286   | 527,180   |

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 Expenditures:** Includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. It includes expenditures that result in the acquisition or addition of a fixed asset or increase the capacity, efficiency, span of life, or economy of operating an existing fixed asset.

**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. 3358

A Bylaw to establish the budget for the 2022-2026 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, 2022, No. 3358”.

### 2. Repeal

- 2.1 City of Port Moody Financial Plan Bylaw, 2021, No. 3309 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, 2022; and
  - Schedule B – 2022 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 26<sup>th</sup> day of April, 2022.

**Read a second time** this 26<sup>th</sup> day of April, 2022.

**Read a third time** this 26<sup>th</sup> day of April, 2022.

**Adopted** this 10<sup>th</sup> day of May, 2022.

R. Vagramov  
Mayor

D. Shermer  
Corporate Officer

**Schedule A to Bylaw No. 3358  
Financial Plan, 2022**

|                              | 2022          | 2023          | 2024          | 2025          | 2026          |
|------------------------------|---------------|---------------|---------------|---------------|---------------|
| <b>REVENUES</b>              |               |               |               |               |               |
| Taxation                     | \$ 49,296,835 | \$ 52,139,142 | \$ 54,296,779 | \$ 56,172,630 | \$ 58,017,594 |
| Sales, Fees and User Charges | \$ 22,962,374 | \$ 24,077,020 | \$ 25,524,602 | \$ 27,168,963 | \$ 29,505,606 |
| Other Revenue                | \$ 18,545,566 | \$ 7,617,722  | \$ 7,628,521  | \$ 7,633,837  | \$ 7,637,219  |
| Development Levies           | \$ 17,914     |               |               |               |               |
|                              | \$ 90,822,689 | \$ 83,833,884 | \$ 87,449,901 | \$ 90,975,430 | \$ 95,160,419 |
| <b>EXPENSES</b>              |               |               |               |               |               |
| Operating Expenses           | (89,356,245)  | (83,782,157)  | (87,555,963)  | (91,398,035)  | (96,087,398)  |
| <b>SURPLUS/(DEFICIT)</b>     | \$ 1,466,444  | \$ 51,727     | (106,061)     | (422,606)     | (926,979)     |
| <b>NON-CASH ITEMS</b>        |               |               |               |               |               |
| Amortization                 | \$ 11,013,293 | \$ 12,114,623 | \$ 13,326,086 | \$ 14,658,694 | \$ 16,124,565 |
|                              | \$ 11,013,293 | \$ 12,114,623 | \$ 13,326,086 | \$ 14,658,694 | \$ 16,124,565 |
| <b>Cash Items</b>            |               |               |               |               |               |
| Capital Expenditures         | (55,581,652)  | (12,489,900)  | (11,672,000)  | (9,464,500)   | (8,250,300)   |
| Debt principal repayment     | (1,281,309)   | (1,390,252)   | (1,390,252)   | (1,390,252)   | (1,390,252)   |
|                              | (56,862,961)  | (13,880,152)  | (13,062,252)  | (10,854,752)  | (9,640,552)   |
| <b>TRANSFERS FROM</b>        |               |               |               |               |               |
| Accumulated Surplus          | \$ 61,963     | -             | -             | -             | -             |
| Equip. Replace. Reserve Fund | \$ 1,172,341  | \$ 1,254,954  | \$ 1,921,146  | \$ 1,782,632  | \$ 2,442,004  |
| Land Sales Reserve Fund      | \$ 141,597    | -             | -             | -             | -             |
| Off Road Parking Fund        | \$ 35,000     | -             | -             | -             | -             |
| Reserves/Funds               | \$ 59,692,137 | \$ 17,527,322 | \$ 15,768,819 | \$ 13,542,053 | \$ 11,441,990 |
|                              | \$ 61,103,038 | \$ 18,782,276 | \$ 17,689,965 | \$ 15,324,685 | \$ 13,883,994 |
| <b>TRANSFERS TO</b>          |               |               |               |               |               |
| Equip. Replace. Reserve Fund | (1,532,186)   | (1,654,411)   | (1,734,386)   | (1,794,165)   | (1,841,923)   |
| Reserves/Funds               | (15,187,627)  | (15,414,064)  | (16,113,351)  | (16,911,857)  | (17,599,104)  |
|                              | (16,719,813)  | (17,068,475)  | (17,847,737)  | (18,706,022)  | (19,441,027)  |
| <b>TOTAL</b>                 | \$ 0          | \$ 0          | \$ 0          | \$ 0          | \$ 0          |

**Schedule B to Bylaw No. 3358**  
**2022 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 2022 Financial Plan includes the following distribution of revenue:

Table 1: Proportions of Total Revenue

| Revenue Source           | % Total Revenue |
|--------------------------|-----------------|
| Municipal Taxation       | 53.1%           |
| Fees and Charges         | 25.4%           |
| External Grants          | 12.3%           |
| Government Contributions | 2.5%            |
| Investment Revenue       | 0.7%            |
| Payment in Lieu of Taxes | 1.4%            |
| Other                    | 4.6%            |
| 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 (2022)

| Property Class                               | % Property Tax |
|----------------------------------------------|----------------|
| Residential (1)                              | 67.29%         |
| Utilities (2)                                | 0.34%          |
| Major Industry – Other (4)                   | 11.99%         |
| Major Industry – Ports (4)                   | 2.47%          |
| Major Industry – Ports (New Investments) (4) | 1.36%          |
| Light Industry (5)                           | 1.69%          |
| Business (6)                                 | 14.77%         |
| Recreation (8)                               | 0.09%          |
| TOTAL                                        | 100.0%         |

Table 3: Distribution of property tax mill rates (2022)

| Property Class                               | Ratio   |
|----------------------------------------------|---------|
| Residential (1)                              | 1.00:1  |
| Utilities (2)                                | 17.23:1 |
| Major Industry – Other (4)                   | 16.91:1 |
| Major Industry – Ports (4)                   | 12.03:1 |
| Major Industry – Ports (New Investments) (4) | 9.84:1  |
| Light Industry (5)                           | 4.49:1  |
| Business (6)                                 | 2.23:1  |
| Recreation (8)                               | 0.86:1  |

**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 2022 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 2022 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 2022 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 31<sup>st</sup> of each year.

Civic tax revenue foregone as a result of the permissive tax exemptions for charitable organizations is estimated to be \$157,049 for 2022. 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 2022 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 2016-2022.

**Objective:**

Each year, Council will examine its permissive tax exemption policy to determine if it should be expanded.

# CONTACT *Information*

## MAYOR AND COUNCIL

|                                  |              |
|----------------------------------|--------------|
| General enquiries                | 604.469.4501 |
| Mayor Rob Vagramov (direct line) | 604.469.4515 |
| Councillor Diana Dilworth        | 604.469.4516 |
| Councillor Meghan Lahti          | 604.469.4586 |
| Councillor Amy Lubik             | 604.469.4584 |
| Councillor Hunter Madsen         | 604.469.4585 |
| Councillor Steve Milani          | 604.469.4517 |
| Councillor Zoë Royer             | 604.469.4518 |

## EXECUTIVE LEADERSHIP

|                                                                          |              |
|--------------------------------------------------------------------------|--------------|
| Tim Savoie, City Manager                                                 | 604.469.4519 |
| David Fleugel, Chief Constable                                           | 604.461.3456 |
| Anna Mathewson, General Manager of Community Services                    | 604.469.4547 |
| Jeff Moi, General Manager of Engineering and Operations                  | 604.469.4700 |
| Darcey O'Riordan, Fire Chief                                             | 604.469.4525 |
| Angela Parnell, General Manager of People, Communications and Engagement | 604.469.4595 |
| Paul Rockwood, General Manager of Finance and Technology                 | 604.469.4504 |
| Marc Saunders, Director of Library Services                              | 604.469.4580 |
| Kate Zanon, General Manager of Community Development                     | 604.469.4542 |

## FACILITIES

|                                                                        |              |
|------------------------------------------------------------------------|--------------|
| Inlet Centre Fire Hall (non-emergency), 150 Newport Drive              | 604.469.7795 |
| Glenayre Fire Hall (non-emergency), 955 Glenayre Drive                 | 604.931.1163 |
| Inlet Theatre, 100 Newport Drive                                       | 604.469.4722 |
| Kyle Centre, 125 Kyle Street                                           | 604.469.4561 |
| Port Moody Arts Centre, 2425 St. Johns Street                          | 604.931.2008 |
| Port Moody Public Library, 100 Newport Drive                           | 604.469.4575 |
| Port Moody Station Museum, 2734 Murray Street                          | 604.939.1648 |
| Port Moody Recreation Complex, 300 loco Road                           | 604.469.4556 |
| Public Safety Building (Police) (non-emergency), 3051 St. Johns Street | 604.461.3456 |
| Works Yard, 3250 Murray Street                                         | 604.469.4574 |

## COMMUNITY FACILITIES

|                                                          |              |
|----------------------------------------------------------|--------------|
| Rental enquiries                                         | 604.469.4552 |
| ▶ Glenayre Community Centre, 492 Glencoe Drive           |              |
| ▶ Heritage Mountain Community Centre, 200 Panorama Place |              |
| ▶ Old Orchard Hall, 646 Bentley Road                     |              |
| ▶ Westhill Youth Centre, 203 Westhill Place              |              |

This list is current as of June 1, 2022

### City of Port Moody

#### Finance and Technology Department

100 Newport Drive, Port Moody, B.C., Canada V3H 5C3

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**PORT MOODY**  
CITY OF THE ARTS

