

# Five-Year Financial Plan

FOR THE YEARS 2023-2027

Photo by Roger Gaudette

PORT MOODY CITY OF THE ARTS

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### **Reader's Guide**

This budget document provides an overview of the 2023-2027 Financial Plan, including the City's integrated planning process, details about the City's Financial Plan and 2023 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 2023-2027 Financial Plan is organized into the following sections:

1. Introduction

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

#### 2. Integrated Planning Framework

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

#### 3. Financial Plan Overview

Lists the financial policies that drive decision making when building the Five-Year Financial Plan as well as outlines the City's fund structure. This section provides a summary of the *2023-2027 Financial Plan* including key highlights and impact to residents by way of property tax and other property charges and user rate changes.

#### 4. 2023-2027 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. 2023-2027 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. 2023-2027 Capital Budget

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

#### 7. 2023-2027 Reserves

The City's Reserve balances for 2023-2027 are presented in section seven.

#### 8. Appendix

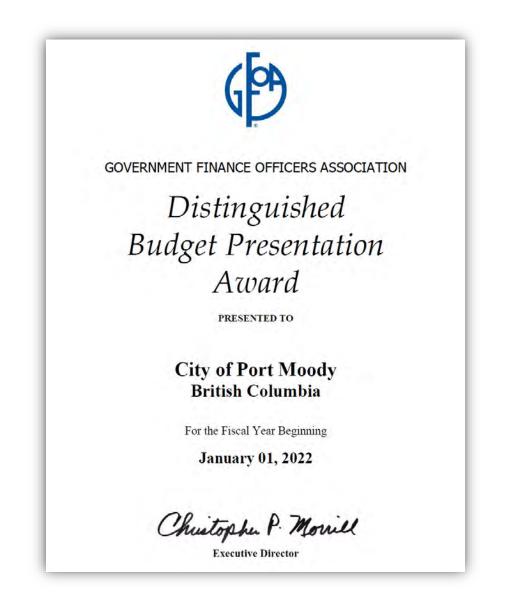
Provides the Glossary of Terms and City of Port Moody Financial Plan Bylaw No. 3402.

### 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, 2022.

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.



# Section One Introduction

#### **MAYOR** and **COUNCIL**



#### MAYOR MEGHAN LAHTI

Chair: Police Board, Governance and Legislation Committee

Vice-Chair: Strategic Priorities Committee

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

**Metro Vancouver Appointed:** Mayors Committee, Regional Culture Committee, Regional Planning Committee, Climate Action Committee



#### SAMANTHA AGTARAP

**Chair:** City Initiatives and Planning Committee, Climate Action Committee, Mayor's Arts and Business Coalition Task Force

**Vice-Chair:** Finance Committee, Economic Development and Tourism Committee

**Representative:** Youth Focus Committee, Tri-Cities Healthier Communities Partnership

**Alternate Representative:** Port Moody Heritage Society, Tri-Cities Chamber of Commerce, Tri-Cities Community Action Team

**Voting Designate:** Municipal Insurance Association



**DIANA DILWORTH** 

**Chair:** Parks and Environment Committee, Economic Development and Tourism Committee

**Vice-Chair:** City Initiatives and Planning Committee, Inclusion, Diversity, Equity, and Accessibility (IDEA) Committee

**Representative:** Emergency Measures Policy and Planning Committee, Golden Spike Days, Tri-Cities Chamber of Commerce

**Alternate Representative:** Library Board, Metro Vancouver Board of Directors, Tri-Cities Homelessness and Housing Task Group

Metro Vancouver Appointed: Indigenous Relations Committee, Regional Parks Committee



#### **KYLA KNOWLES**

**Chair:** Land Use Committee, Arts, Culture and Heritage Committee

Vice-Chair: Mayor's Arts and Business Coalition Task Force

**Representative:** Arts Centre Society, Port Moody Heritage Society

Alternate Representative: Golden Spike Days, Youth Focus Committee



#### AMY LUBIK

**Chair:** Finance Committee, Inclusion, Diversity, Equity, and Accessibility (IDEA) Committee

**Vice-Chair:** Seniors Focus Committee, Transportation Committee, Arts, Culture and Heritage Committee

**Representative:** Library Board, Tri-Cities Homelessness and Housing Task Group

Alternate Representative: Fraser Health Municipal Regional Meeting (North Region), Tri-Cities Food Council



#### HAVEN LURBIECKI

**Chair:** Seniors Focus Committee

Vice-Chair: Climate Action Committee

**Representative:** School District 43 Child Care Task Force, Tri-Cities Community Action Team, Tri-Cities Food Council

Alternate Representative: Arts Centre Society, Emergency Measures Policy and Planning Committee

**Voting Designate:** Municipal Insurance Association



#### **CALLAN MORRISON**

Chair: Transportation Committee

**Vice-Chair:** Land Use Committee, Parks and Environment Committee

**Representative:** Fraser Health Municipal Regional Meeting (North Region)

**Alternate Representative:** School District 43 Child Care Task Force, Tri-Cities Healthier Communities Partnership

**Voting Designate:** Municipal Insurance Association

### **Message from the CFO**



We carry out our business on the ancestral and unceded homelands of the kwikwalam (Kwikwetlem), səlilwətał (Tsleil-Waututh), xwmə0kwəyəm (Musqueam), Skwxwú7mesh (Squamish), qicəy' (Katzie), q'wa:n'll'ən' (Kwantlen), qiqéyt (Qayqayt), and Stó:lō (Sto:lo) Peoples, and extend appreciation for the opportunity to work on this territory. Municipalities must annually prepare a five-year financial plan and adopt tax rates in accordance with the Community Charter (Section 165 Community Charter). The five-year requirement encourages city councils to think strategically and consider the longer-term impacts of current decisions.

When an entity embraces strategic planning, it gives the community confidence that decisions are well thought out and sustainable over the long term. City Council is in the process of completing their Strategic Plan that will set out the goals and objectives for their term of Office. Financial sustainability has long been a primary goal of City Council, recognizing that the goals and objectives must be sustainable and balanced with the ability to pay.

Financial sustainability is not only ensuring that the delivery of services is affordable now but also being mindful of the financial well-being of future generations.

To be financially sustainable, an entity must look to diversify and reduce its reliance on any one source of revenue as much as possible. The City diversifies its revenue base between property tax, utility fees, development levies, program fees, permits & licence fees, investment income, and fines & penalties. Entities must have autonomy to set revenues and have unrestricted access over a certain portion of those revenues. Reliance on other levels of governments and agencies reduces the City's ability to achieve financial sustainability.

The annual budget 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.

All City Departments and Boards prepared and submitted their budgets for consideration to the Finance Committee (the Committee) on February 7, 2023, as the preliminary step in 2023 - 2027 Financial Plan (the Plan) deliberation process. The Committee received that draft submission and is now presenting the Plan, prior to the Committee deliberations, to the public for comment as required under Section 166 of the Community Charter. 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.

The 2023 Five-Year Financial Plan presented some unique challenges. Inflation at the end of 2022 was 6.6%, one of the highest year-over-year increases we have seen in decades. This inflationary pressure has increased costs around transportation, insurance, construction, contracted and professional services, and software maintenance. Additionally, high inflation has increased

expectations regarding wage settlements for most of the city's bargaining units which have collective agreements that expired in 2021 and 2022. Finally, benefit and overhead costs are increasing because of increased costs for Canada Pension Plan (CPP), Employment Insurance (EI), WorkSafeBC premiums, and extended health benefits.

Budget considerations have become increasingly complex as local governments respond to pressing community health and social issues. With declining support from senior governments for initiatives such as affordable housing, childcare, mental health, and homelessness, municipalities are faced with the challenge of absorbing the costs of these important services. Furthermore, the frequency and intensity of extreme weather events such as atmospheric rivers, heat domes, and the ongoing COVID-19 pandemic have put significant strain on municipal services, requiring them to adapt and respond to shifting community needs and expectations. As a result, budget considerations must take into account the need to address these pressing issues while also balancing the limited resources available.

Port Moody has emerged as a sought-after regional destination, thanks to its diverse offerings, including the Shoreline Trail, Rocky Point Parks, Old Orchard Park, Sasamat Lake, Brewers Row, and more. As the city attracts more visitors, it is faced with the challenge of managing regional growth and transportation demand. Despite this growth, Port Moody is not generating sufficient revenues to keep pace with the increased pressures on its services. Moreover, the city is faced with a reciprocity challenge, as it is providing services to users from other growing municipalities, while also trying to match service levels with neighboring cities such as Burnaby and Coquitlam.

In accordance with the Budget Guidelines, which mandate the use of zero-based budgeting strategies, the draft submissions for the budget have been created with the goal of maintaining the 2022 service level as a baseline. Additionally, these submissions aim to reinstate services that were cut in previous COVID-related austerity budgets. Staff have proposed some adjustments to the baseline service level, with that are deemed necessary to move the City forward.

The Finance Committee deliberated over the 2023 Financial Plan covering the years 2023 through 2027 and directed staff to bring forward the related Bylaw for Council's consideration. As approved by the Finance Committee on April 4, 2023, the Financial Plan Bylaw includes a net budgetary increase of \$4,500,000, which is estimated to represent a 9.26% tax rate increase.

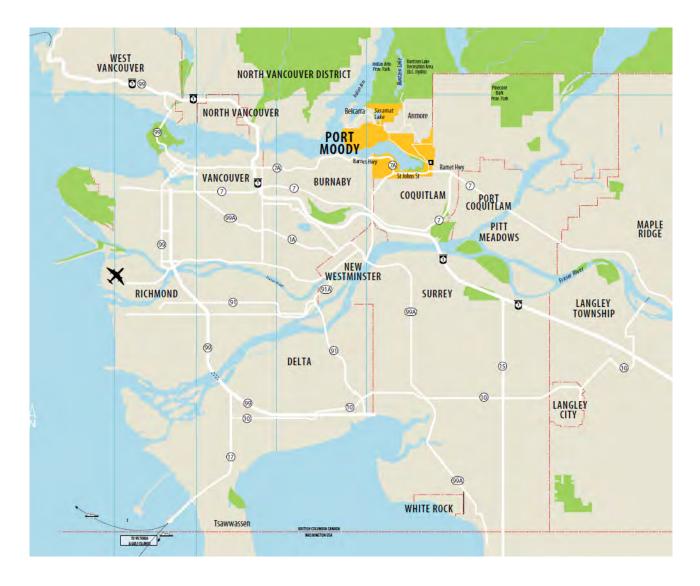
In closing, I would like to recognize Council, as well as the Police and Library Boards, for the leadership they provided throughout the budget process, as well as the Department Heads and their respective departments for proving balanced and reasonable budget submissions. As we faced some of the greatest year-over-year inflation of the past 40 years, we were faced with tough budget deliberations that tried to balance the delivery of services with the current financial capacity of the community.

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 33,535, 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, 2001 – 2021 (statcan.gc.ca)



#### 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 2050. Based on this target, the City's Official Community Plan has projected population 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 2050 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. 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 55% of total operating costs.

### **Services & Impacts**

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

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

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

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

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

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

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

#### Service impacts

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

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

#### What's driving the budget?

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

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

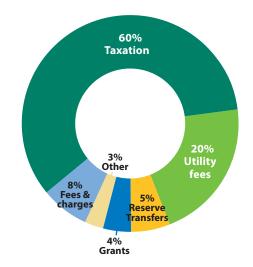
Increased activity - increasingly, there are more people of all ages active in the community.

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

#### How does the City fund these services?

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

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



There is also a cost associated with not providing a service. For

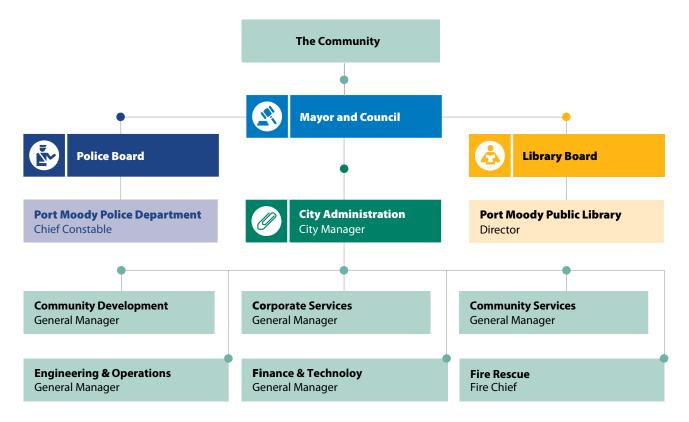
example, if the City did not provide easy and accessible garbage collection, garbage could become scattered around our city, becoming an eye-sore to the community and presenting costly health hazards. Lack of service, or low service, needs to be carefully considered as well.

#### Service cost challenges

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

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

### **Organizational Structure**



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

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

The Port Moody Public Library Board is a governance board which operates under the authority of the Library Act of British Columbia. The Library Board is made up of eight Port Moody residents appointed by Port Moody City Council for two year terms. The Board also has one city 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.

### Council Standing Committees

City Initiatives and Planning Committee	The City Initiatives and Planning Committee reviews, provides preliminary feedback and makes recommendations to Council regarding items in the early stages of development related to planning, housing, transportation, road and utility infrastructure, parks, City facilities, economic development, climate action and/or environment and provides feedback on other City initiatives.
Finance Committee	The Finance Committee reviews all financial matters referred to the Committee including, but not limited to, the City's operating and capital budgets, the annual audit and management letter, the annual report and funding alternatives, as well as items referred by other agencies.
Governance and Legislation Committee	<ul> <li>The Governance and Legislation Committee assists Council in fulfilling its responsibilities for the City to review and make recommendations to Council, regarding:</li> <li>effective corporate governance;</li> <li>transparency and accountability to the public;</li> <li>Council administrative procedures;</li> <li>Corporate policies</li> <li>Committees and Council effectiveness; and</li> <li>other related issues that are put forward by the City Manager or referred by Council.</li> </ul>
Strategic Priorities Committee	<ul> <li>The Strategic Priorities Committee assists Council in fulfilling its responsibilities for the City by reviewing and making recommendations to Council, regarding:</li> <li>the Council Strategic Plan;</li> <li>long-term strategic master plans and priorities;</li> <li>intergovernmental relations; and</li> <li>other related issues that are put forward by the City Manager or referred by Council.</li> </ul>

### Committees & Advisory Bodies

Advisory Design Panel	The Advisory Design Panel provides City Council and the General Manager of Community Development with comment and advice on certain development applications with regards to design, fit with location, and site context.
Arts, Culture, and Heritage Committee	The Arts, Culture, and Heritage Committee provides Council with advice and recommendations on issues related to Port Moody's arts, cultural, and heritage resources in an effort to align these important areas for the benefit of the City of the Arts.
Board of Variance	The Board of Variance consists of five members appointed by Council. They listen to public appeals about the strict application of certain local government provisions and regulations.
Climate Action Committee	The Climate Action Committee provides Council with advice and recommendations on ways in which the City can achieve carbon neutrality in corporate operations and community energy and emission programs for residents and businesses, specifically through the reduction of GHG emissions as detailed below and within the terms of the Council Committee System Policy and the Council Strategic Plan.
Economic Development and Tourism Committee	The Economic Development and Tourism Committee provides Council with advice and recommendations on strategic economic and tourism development directions and related matters within the terms of the Council Committee System Policy and the Council Strategic Plan.
Inclusion, Diversity, Equity, and Accessibility (IDEA) Committee	<ul> <li>The IDEA Committee provides Council with advice and recommendations on inclusion, diversity, equity, and accessibility issues, strategies and initiatives as detailed below and within the terms of the Council Committee System Policy and the Council Strategic Plan:</li> <li>reviewing proposed or existing policies, programs, and bylaws related to services for, or relating, to accessibility in all its forms, New Comers to Canada and people from diverse backgrounds, and Reconciliation.</li> <li>reviewing short-, medium-, and long-term goals to accessibility and equity within municipal jurisdiction;</li> <li>opportunities for strengthening the City's existing recreation programs and services for all residents;</li> <li>opportunities for Reconciliation, anti-racism and inclusion actions and programs;</li> <li>providing feedback on how to more meaningfully connect with communities and groups not always reached by traditional challenges, with opportunities to act as liaisons where warranted.</li> <li>hearing and providing recommendations to delegations by community groups,</li> </ul>
	<ul> <li>hearing and providing recommendations to delegations by community groups, social service agencies and others and makes recommendations to Council;</li> <li>reviewing proposed or existing or proposed policies, programs, and bylaws related to services for or relating to people experiencing homelessness or housing precariousness that are not within the purview of the Tri-Cities Homelessness and Housing Task Force;</li> </ul>

	<ul> <li>considering other social planning issues as may be referred by Council; and</li> <li>any other matters referred by Council.</li> </ul>
Land Use Committee	<ul> <li>The Land Use Committee provides Council and the General Manager of Community Development with comment and advice on proposed land use changes as detailed below and within the terms of the Council Committee Systems Policy.</li> <li>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; and</li> <li>review and advise Council on bylaws, plans, studies, or policies on land use planning matters referred by Council.</li> </ul>
Library Board	The Library Board is a governance board that provides public library services and programs in Port Moody.
Mayor's Arts and Business Coalition Task Force	The Mayor's Arts and Business Coalition Task Force works together to identify opportunities to strengthen the City's branding as City of the Arts and to make recommendations to Council on the same.
Parks and Environment Committee	<ul> <li>The Parks and Environment Committee provides Council with advice and recommendations on parks and environmental issues as outlined below and within the Council Committee System Policy and workplans derived from Council's Strategic Plan:</li> <li>long-term planning, management, maintenance, improvement, operation, control, construction, and use of Parks and Recreation facilities;</li> <li>fee schedule for all facilities, programs, and operations on which fees shall be levied on an annual basis;</li> <li>existing or proposed bylaws and policies related to the protection and enhancement of the City's parks and environment;</li> <li>requirements for parks and environment in new development or redevelopment within the city as referred by Council;</li> <li>opportunities for park enhancement and environmental protection within the city; and</li> <li>other areas identified by the committee with approval from the Council.</li> </ul>
Seniors Focus Committee	<ul> <li>The Seniors Focus Committee provides Council with advice and recommendations on seniors' issues, strategies and initiatives as detailed below and within the terms of the Council Committee System Policy and the Council Strategic Plan: <ul> <li>recommendations provided in the Age Friendly Community Planning Project report;</li> <li>short, medium and long term goals to address seniors' issues within municipal jurisdiction;</li> <li>opportunities for strengthening the City's existing recreation programs and services for seniors;</li> <li>current and future trends that may influence the delivery of services for seniors;</li> <li>opportunities for corporate alliances;</li> <li>seniors' issues, strategies and initiatives within municipal jurisdiction;</li> <li>other areas identified by the committee with approval from Council.</li> </ul> </li> </ul>

Transportation Committee	<ul> <li>The Transportation Committee provides Council with advice and recommendations on traffic and transportation issues and priorities, and related matters as detailed below and within the terms of the Council Committee System Policy and the Council Strategic Plan:</li> <li>traffic safety;</li> <li>accessibility;</li> <li>traffic operational issues;</li> <li>sustainable transportation modes including the reduction of Greenhouse Gas Emissions;</li> <li>traffic calming and place making;</li> <li>parking needs and systems;</li> <li>other areas identified by the committee with approval from the Council.</li> </ul>
Youth Focus Committee	<ul> <li>The Youth Focus Committee provides Council with advice and recommendations on youth issues, strategies, and initiatives as detailed below and within the terms of the Council Committee System Policy and the Council Strategic Plan:</li> <li>Short-, medium-, and long-term goals to deal with youth issues;</li> <li>Opportunities for strengthening the City's existing programs and services;</li> <li>Current and future trends that may influence the delivery of youth services;</li> <li>Opportunities for corporate alliances;</li> <li>Youth issues, strategies, and initiatives;</li> <li>Any other matters referred by Council; and</li> <li>Other areas identified by the Committee for approval by Council.</li> </ul>

### Section Two Integrated Planning Framework

# Integrated Planning Framework

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

#### Strategic Plan:

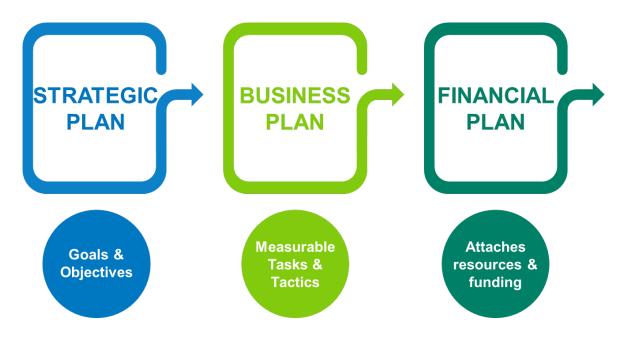
The Strategic Plan is the highest-level statement of the City's aspirations for the future. It is developed with a long time frame in mind and is updated every four years following the municipal election. The Strategic Plan articulates Port Moody's vision, mission, values and broad strategic goals. We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

#### **Business Plan:**

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

#### Financial Plan:

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



### 2023–2026 Council Strategic Plan

#### **ABOUT** *the* **PLAN**:

Port Moody Council officially adopted their 2023–2026 Strategic Plan in March 2023. This strategic plan provides a framework for setting priorities and making decisions. It will guide Council and City staff over the next four years as they develop policies and deliver services to the community. Council and staff will focus on four strategic priority areas: sustainable core services, healthy community development, resilient natural environment, and vibrant and prosperous community.

portmoody.ca/stratplan



Port Moody Council Standing from left to right: Councillor Kyla Knowles, Councillor Haven Lurbiecki, Councillor Callan Morrison, Councillor Samantha Agtarap. Seated from left to right: Councillor Amy Lubik, Mayor Meghan Lahti, Councillor Diana Dilworth

#### VISION STATEMENT

Embracing nature and the arts; the most liveable city in the world

#### MISSION STATEMENT

To lead bold initiatives and provide our community with exceptional services and a sound financial future

#### STRATEGIC PRIORITY AREAS



#### STRATEGIC PRIORITY AREA

#### **Sustainable Core Services**

Strategic Goals	Objectives
Prioritize core services	<ul> <li>Align service levels and financial planning</li> <li>Enhance and standardize customer service approach</li> <li>Support emergency preparedness and plan for business continuity</li> </ul>
Ensure financial sustainability	<ul> <li>Increase and diversify revenues</li> <li>Develop a strategy for future uses of City lands</li> <li>Plan for asset lifecycle and renewal costs</li> </ul>
Lead with good governance	<ul> <li>Strategically focus public engagement opportunities and ensure public information is accessible</li> <li>Ensure effective Council and organizational governance</li> <li>Maintain and improve the efficiency of City processes</li> </ul>

#### STRATEGIC PRIORITY AREA

Healthy Community Development	
Strategic Goals	Objectives
Create complete and connected communities through balanced growth	<ul> <li>Prioritize transit-oriented development and diverse and equitable housing options</li> <li>Improve neighbourhood connections and identify unique neighbourhood needs, including commercial/retail services</li> <li>Implement best practices that result in growth that is consistent with community needs</li> </ul>
Provide safe, efficient, and accessible transportation options	<ul> <li>Embrace a multi-modal approach for mobility</li> <li>Provide safe and comfortable transportation options for all ages and abilities</li> <li>Strategically plan for the City's transportation networks</li> </ul>
Enhance community wellbeing	<ul> <li>Facilitate community well-being through programs and long-term planning</li> <li>Provide recreation services and access to indoor and outdoor amenities for all ages and abilities</li> <li>Incorporate our values, including diversity, equity, inclusion, Truth and Reconciliation, and climate action, into our policies, plans, and initiatives</li> </ul>

#### STRATEGIC PRIORITY AREA

#### **Resilient Natural Environment**

Strategic Goals	Objectives
Protect, integrate, and enhance our natural assets	<ul> <li>Protect and enhance natural waterways and the public foreshore</li> <li>Expand the City's green infrastructure</li> <li>Strengthen the City's urban forest</li> </ul>
Advance climate change mitigation and adaptation	<ul> <li>Prioritize implementation of climate action initiatives</li> <li>Plan for extreme weather, coastal flooding, and sea level rise</li> <li>Collaborate on regional initiatives</li> </ul>
Enhance and expand parkland and open spaces	<ul> <li>Increase, expand, and enhance urban parks</li> <li>Optimize park-user experiences</li> <li>Increase and improve trails and open spaces</li> </ul>

#### STRATEGIC PRIORITY AREA

Vibrant and Prosperous Community					
Strategic Goals	Objectives				
Improve the local business climate	<ul> <li>Prioritize implementation of the Economic Development Master Plan</li> <li>Focus on growth of priority business areas</li> <li>Provide support and communication to businesses in redevelopment areas</li> </ul>				
Enhance vibrancy through placemaking, arts, culture, heritage, and tourism	<ul> <li>Develop a vision for the "City of the Arts"</li> <li>Facilitate events and festivals in our community</li> <li>Strengthen the vibrancy of our waterfront and main thoroughfares</li> </ul>				
Leverage public spaces	<ul> <li>Determine strategic direction for existing and future civic facilities</li> <li>Determine direction for underutilized City lands</li> <li>Enhance places where people naturally gather</li> </ul>				



### **Business Planning**

The 2023 Corporate Project Plan is a snapshot of all the projects currently on staff workplans that directly advance Council's vision, as laid out in the 2023–2026 Port Moody Council Strategic Plan. The Council Strategic Plan charts the course for the city over the next four years. It provides a framework for the decisions Council will make and guides our approach for delivering services to the community. Our Executive Team has worked with Senior Leadership Team members to create a Corporate Project Plan that aligns staff work plans with Council's priorities. As a staff team we looked at each strategic priority area, goal, and objective, and identified new or existing projects that are in alignment.

The implementation of Corporate Project Plan 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.



\*Current as of March 2023. The number of projects will change as projects are completed and as new direction is provided by Council.

#### There are 112 total projects\*:

The Corporate Project Plan has strategic and operational projects:

#### STRATEGIC PROJECTS

shape the future direction of the City, have long term impacts, or require a significant investment of resources. Strategic projects are identified as either Priority 1 or 2 to guide staff work sequencing if competing priorities arise.

#### OPERATIONAL PROJECTS

consist of smaller scale projects or the ones that would typically fall within a departmental work plan.

## **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 29.

Budget Guidelines and capital and operating templates were distributed in June and due back to the Financial Planning team in September 2022. 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.

The Finance Committee approved the capital plan in November 2022. This was an accelerated timeline 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, is adopted for public budget consultation in February - March 2023.

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 2023 plan.

#### **Bylaw Adoption**

Budget deliberations occurred with the Finance Committee through the winter of 2022 and spring of 2023, with first three readings of the Five-Year Financial Plan Bylaw and the corresponding 2023 Tax Rates Bylaw at Regular Council on April 25, 2023. Adoption of the Bylaws occurred on May 9, 2023.

#### **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.

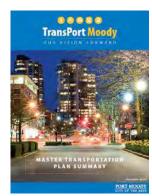
The Plan focuses on mitigation and adaptation. Mitigation – working to reduce or prevent the emission of GHGs – is an important part of responding to climate change. However, even if we significantly reduced GHG emissions overnight, the effects of climate change would continue to be felt by future generations 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.

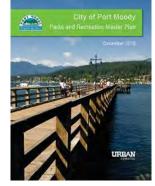
#### Official Community Plan

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







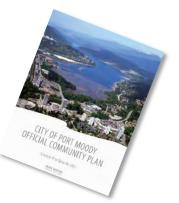
The City of Port Moody has a variety of master plans that help guide major initiatives. These documents, that provide a future vision for the city, are used in conjunction with Council's Strategic Plan, and the Staff Action Plan, in the business planning and financial planning process. These include 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 date and information. This tool has been critical in providing departments with a user-friendly tool that allows them to house all their budget related data that was traditionally captured on a variety of spreadsheets and other medium.







### **Detailed Budget Timeline**



Budget Guidelines Approval Packages distributed to departments



Budgets prepared by departments

2022 Sep -Nov

Financial Planning staff review 2023–2027 Budgets with departments

2022 Oct

Utility Budget and Rates approved Library Board Budget Presentation to Council

2022 Draf Intro

Draft 2023-2027 Capital Introduction Capital Budget Approval

Police Board Budget Presentation to Council



Mar

Operating budget introduction

Department budget Deliberations / Presentations

Budget Consultation and Engagement via Engage Port Moody

#### **2023** Apr

Budget Consultation results considered

Approval proposed Financial Plan & Tax Rates

First three readings -Financial Plan & Tax Rates Bylaw

**2023** May Adoption - Financial Plan & Tax Rates Bylaw 2022 Strategic Plan Goals Achieved Towards 2019-2022 Strategic Priorities

#### 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.



#### 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

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

#### 2019–2022 Council Strategic Plan

Port Moody Council officially adopted their 2019–2022 Strategic Plan in May 2019. This strategic plan provides a framework for the decisions Council will make, and guides our approach for delivering services to our community. We have identified five strategic priorities with specific outcomes and actions that we will pursue to make our vision for Port Moody a reality.

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

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

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

#### **OUR VALUES**

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



#### HOW WE MET OUR STRATEGIC PRIORITIES in 2022



#### STRATEGIC PRIORITY Exceptional Service

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

#### A C T I O N S

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 2022

- Made improvements to the online public-facing development application reporting system and GIS map to increase information that the public can readily access on the status of in stream and approved development applications.
- Finalized a review of our online communication channels with improvements in how the public can reach us

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

#### A C T I O N S

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 2022

- Improved the Work Order Management system to enhance the City's ability to plan for asset maintenance in the future, track historical work on assets, and improve customer service.
- Finalized the Corporate Organizational Development Plan

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

#### A C T I O N S

Strengthen relationships with other levels of government, First Nations, community groups, and partners.

Seek partnerships where applicable for the provision of amenities.

#### WHAT WE ACHIEVED IN 2022

Completed Phase 1 of Truth and Reconciliation Understanding and Engagement. The Phase 1 report from the Four our Future consulting team was presented to Council in May 2022, and the City is now in Phase 2.



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

ΑCTIONS	WHAT WE ACHIEVED IN 2022
Review and update existing environmental policies on a regular basis to find leadership opportunities.	<ul> <li>Developed a policy and procedure to ensure a consistent approach for assessing and responding to requests for variance to Zoning Bylaw streamside setback requirements.</li> </ul>
Broaden the City's sustainability programs.	<ul> <li>Improved the Sustainability Report Card, which is a tool that allows applicants to prepare proposals that address the City's environmental goals by promoting sustainable development.</li> </ul>
	<ul> <li>Developed spill procedures and guidelines to improve storm water quality protection by formalizing protocols, improving equipment and resources, and training staff.</li> </ul>

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

ΑCTIONS	WHAT WE ACHIEVED IN 2022
Focus on user experience in park planning and design. Optimize and expand parks to meet the community's needs.	• Completed the design phase of the Inlet Park Redevelopment Project. The project involves redeveloping the existing gravel sports field at Inlet Park to include an artificial turf field and promoting a careful balance of active sports facilities and environmental leadership to protect the surrounding park.
Create diverse, natural, open-space experiences throughout the community.	Removed the road right-of-way through Bert Flinn Park.

#### • Objective: Provide leadership in climate change by thinking globally and acting locally.

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#### ACTIONS

Respond and adapt to climate change through planning and policy development.

Address global climate change with local actions.

- Developed a Climate Ready Homes and Buildings Plan, a resilient, zero-emissions plan for all new and existing buildings that includes addressing indoor air quality and climate risks where possible.
- Developed a Climate Resilient Landscaping Strategy for public lands.
- Developed an Extreme Weather Resilience Plan with a focus on supporting the most vulnerable populations and identifying and improving the capacity of multi-purpose areas within civic facilities and parks that could be converted to cooling, warming, and emergency support centres when needed.



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

#### ACTIONS

Ensure that available housing meets the community's diverse and emerging needs.

Work with other levels of government and private agencies to support housing and homelessness programs and services.

#### WHAT WE ACHIEVED IN 2022

- Updated the laneway housing design guidelines and zoning bylaw to promote and incentivize accessibility features in new laneway homes.
- Created a policy for requiring family-friendly units (2 and 3+ bedrooms) as part of new multi-family developments.
- Updated the Affordable Housing Reserve Fund Terms of Reference to include guidelines to allow distribution of funding out of the Reserve for rental relief initiatives for renters in need of financial assistance.
- Developed an inclusionary zoning policy that requires below-market rental units in all multi-family developments seeking additional density.
- Completed the Housing Action Plan, a framework to guide the implementation of strategies for new market, affordable and non-market housing units. The plan sets housing targets for all housing types across the housing spectrum and recommends policy directions and actions to support the development of these units.

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

#### ΑСΤΙΟΝS

Ensure plans and programs take into account the diverse needs of residents and factors related to age and other demographics such as income, languages, housing types, and abilities.

Consider accessibility when planning and designing programs, services, facilities, parks, and infrastructure.

- Completed the Child Care Needs Assessment and Actions Plan to identify Port Moody's child care needs and identify actions to support the creation of additional child care spaces to meet those needs.
- Assessed potential pool accessibility upgrades.
- Received a grant to manage the renovation of the second floor at Westhill Community Centre into a child care centre with spaces for 37 children.



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

#### ACTIONS

#### WHAT WE ACHIEVED IN 2022

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

Completed a needs assessment for seniors services and amenities.

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

#### 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.

- Completed an updated water distribution system emergency plan to reflect the current infrastructure and layout of the water distribution system. Identified critical actions and outlined response activities that correspond with hazards, risks and vulnerabilities present in Port Moody for continued safe operation of the water distribution system.
- Updated the 2007 Wildfire Protection Plan including next steps in • reducing community risk.
- Developed a staffing plan for the Emergency Operations Centre.



#### STRATEGIC PRIORITY Economic Prosperity

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

#### ACTIONS

Enhance economic development opportunities in Port Moody.

Identify and explore opportunities to develop economic zones in key neighbourhoods.

Support development and revitalization of commercial neighbourhoods.

#### WHAT WE ACHIEVED IN 2022

- Received \$240,000 from the Community Economic Recovery Infrastructure Program (CERIP) to implement wayfinding signage, and developed a Wayfinding Strategy to guide future wayfinding signage in the city.
- Published a Business Economic Study.
- Developed an Economic Development Master Plan to serve as a roadmap for economic development for the city.

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

#### A C T I O N S

Make Port Moody attractive to growth business sectors and targeted industries.

Be proactive in identifying and responding to emerging industries and recognizing challenges to existing industry.

Support growth in the number of well-paid local jobs.

Retain and encourage green, clean, or creative light industry.

#### WHAT WE ACHIEVED IN 2022

- Partnered with the Tri-Cities Chamber on the Savour the Summer campaign following up on 2021's Taste of the Tri-Cities
- Hosted the Spike Business Awards gala after a two-year break due to COVID-19.

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

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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 2022
- Applied for and received a grant through the ICIP-CCR program towards the redevelopment of Inlet Park.

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

#### ΑСΤΙΟΝS

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

Encourage and promote community events.

- Improved the community event application review process and reviewed potential for commercial activity in parks.
- Provided opportunities for local artists to display their work in civic facilities through the Local Artist Gallery Display Program.



 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.

#### ΑСΤΙΟΝS

Develop tools to help us plan and prepare for the future.

Review proposed development projects and updated population projections on a regular basis.

Look for creative ways to enable diverse housing forms and heritage revitalization.

Review the Official Community Plan regularly to ensure it aligns with the community vision.

#### WHAT WE ACHIEVED IN 2022

- Updated the IOCO Lands OCP Policies to limit the development potential of the IOCO lands to current zoning bylaw allowances.
- Conducted a review of single family land use contract areas with the Council House Size and Siting Task Group.
- Developed an interim corporate policy for streamlining development applications for Council identified priority areas: affordable housing, employment spaces, and reduced embodied carbon emissions. The interim policy will provide temporary guidance until a more thorough long-term policy can be developed based on the results of various in-progress projects relating to development strategies, policies, and reviews.
- Made significant progress on developing a computer model to better understand the effects of potential land developments within the city on traffic. The model considers various growth scenarios, and enables the creation of metrics/targets for key roadways crossing the city centre.

#### > Objective: Bring people together by activating public spaces.

#### ΑCΤΙΟΝS

Create engaging public spaces by incorporating or highlighting arts and culture, innovative urban design, events, recreation, natural assets.

Engage Port Moody's creative community in beautifying the city.

#### WHAT WE ACHIEVED IN 2022

- Reviewed select existing bike routes to recommend potential vehicle/ bike separation measures, priorities, and cost estimates.
- Implemented the Suter Brook Village Traffic Improvement Pilot with a traffic pattern change to one-way travel on Brew Street from Morrissey Road to Capilano Road.

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

ΑCTIONS	WHAT WE ACHIEVED IN 2022
Be stewards of City lands to optimize benefits to community well-being.	<ul> <li>Improved the data collection, monitoring, and reporting for City utility and other infrastructure assets.</li> </ul>
Make progress towards the improvement and sustainability of City facilities to meet	• Completed a Climate Ready Homes and Buildings Plan which outlines actions the City can take to make civic buildings more climate ready.
emerging needs. Ensure resiliency of City infrastructure and assets.	<ul> <li>Completed an Extreme Weather Resiliency Plan which identifies short, medium, and long term solutions to reduce or eliminate future impacts from climate-related hazards.</li> </ul>
	<ul> <li>Initiated climate audits of civic facilities to recommend initiatives to reduce emissions and prepare for future climate scenarios.</li> </ul>
	<ul> <li>Participated in a province wide building benchmarking program to measure and compare energy performance of facilities to similar building types across the province.</li> </ul>

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

ΑCTIONS	WHAT WE ACHIEVED IN 2022
Improve connections between neighbourhoods.	<ul> <li>Completed the Moray Street Traffic Calming Study and Design including neighbourhood consultation and implementation of a pilot traffic calming project.</li> </ul>
Reduce the impacts of through-traffic. Plan for the impact of emerging transportation technologies.	Completed amendments to the Truck Route and Restrictions Bylaw

# Section Three Financial Plan Overview

## **Financial Policies**

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

#### Balanced Five-Year Budget:

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

#### Public Consultation:

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

#### Basis of Budgeting:

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

#### Tangible Capital Asset Policy:

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

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

#### Examples of TCAs at the City are:

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

The City of Port Moody is fortunate to have many natural assets that reduce the need for engineered infrastructure that would otherwise be required. This includes the numerous creeks, ditches, forests, wetlands, and coastal and riparian areas all of which contribute to storm water

management. Canadian public sector accounting standards do not currently allow for the valuation and recording of such assets into the financial statements of the City. As such, these natural assets are not reported in the financial statements. Nevertheless, the City acknowledges the importance of these assets and the need to manage them in conjunction with engineered infrastructure.

#### 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

Statutory Reserve Funds 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.

Community Charter	City Bylaws
Equipment Replacement Reserve	General Statutory Reserve
Land Sales Reserve	Heritage Reserve
Local Improvement Reserve	
Tax Sale Reserve	
Off Road Parking Reserve	

#### **General Funds**

The General Fund is the primary fund for most municipal services and departments. This fund has a number of 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.

Non-Statutory Reserves 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.

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

General Operating Fund	General Capital Fund
Emergency Insurance Reserve	Anchor Encroachment Reserve
Emergency Vehicle Collision Reserve	Debt Reserve
Development Process Reserve	Sanitation Utility Reserve
Future Operating Reserve	Asset Replacement Reserve
Suterbrook Reserve	City Artworks Reserve
Klahanie Greenway Reserve	MRN Pavement Rehab. Reserve
Climate Action Program Reserves	Fire Truck Lease Reserve
Payroll and Benefits Reserves	Affordable Housing Reserve
Recycling and Waste Management Reserve	Master Transportation Plan Reserve
Police Major Incident Reserve	Community Amenity Contribution Reserve
Covid Safe Restart Reserve	Density Bonus Reserve
Public Art Reserves	Other Reserves for Capital Purposes
Other Reserves for Operating Purposes	

#### Sewer & Drainage Utility Funds

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

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

#### Water Utility Funds

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

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

## **Consolidated Statement of Operations**

										2023
	202	21 Budget	20	21 Actuals	20	22 Budget	20	22 Actuals	Fi	nancial Plan
Revenue										
Taxes										
Real property	\$	46,215,084	\$	45,990,721	\$	48,931,114	\$	48,973,207	\$	54,254,385
Private utility companies		370,077		370,077		365,721		365,721		392,314
		46,585,160		46,360,798		49,296,835		49,338,928		54,646,699
Payments in lieu of taxes		459,363		434,901		586,866		593,247		1,707,978
Sale of services										
Environmental health services		3,217,874		3,323,451		3,336,589		3,463,557		3,522,169
Recreational and cultural services		2,345,103		2,261,301		3,966,224		3,563,989		3,798,268
Sewer utility fees and charges		7,595,295		7,533,886		7,392,648		7,726,171		8,022,159
Water utility fees and charges		7,588,946		8,031,265		8,205,830		8,480,113		8,568,684
Other revenue		3,725,016		6,615,795		3,693,392		4,791,324		4,572,787
Investment income		697,176		966,809		685,000		2,531,896		827,000
Contributed tangible capital assets		-		681,000		-		8,911,867		
Government transfers		12,984,809		3,978,011		13,593,701		4,289,615		20,319,920
Private contributions		91,848		8,908,063		47,689		3,349,196		31,000
Development levies utilized		233,520		191,109		17,914		74,671		1,857,496
Total Revenues		85,524,110		89,286,389		90,822,689		97,114,574		107,874,159
Expenses										
Corporate Administration		10,309,057		8,869,248		11,450,675		10,575,756		12,890,814
Community Development		4,144,981		3,507,567		5,039,850		3,983,288		5,958,526
Community Services		17,709,676		15,901,929		20,075,255		17,861,089		22,054,578
Engineering & Operations		10,643,694		10,005,490		11,484,043		11,172,514		11,999,569
Library		2,438,660		2,114,221		2,549,511		2,226,974		2,653,360
Police		13,250,991		12,411,756		13,869,459		13,237,915		15,052,389
Fire		9,543,514		9,454,982		10,008,811		9,941,519		10,827,860
Sewer & Drainage		7,298,910		6,026,398		6,887,133		5,999,066		7,765,243
Water		7,692,041		7,354,525		7,991,509		7,307,825		8,556,062
Total Expenses		83,031,524		75,646,116		89,356,245		82,305,946		97,758,401
Annual Surplus before Capital Expenditures		2,492,586		13,640,273		1,466,444		14,808,628		10,115,758

## **Statement of Activities by Fund and Fund Balances**

	General Fund	Sewer & Drainage Utility	Water Utility
Revenue			
Taxes			
Real property	\$ 54,254,385	\$-	\$-
Private utility companies	392,314	-	-
	54,646,699	-	-
Payments in lieu of taxes	1,707,978	-	-
Sale of services			
Environmental health services	3,522,169		
Recreational and cultural services	3,798,268	-	-
Sewer utility fees and charges	-	8,022,159	-
Water utility fees and charges	-		8,568,684
Other revenue	4,536,386	18,787	17,614
Investment income	587,000	120,000	120,000
Contributed tangible capital assets	-	-	-
Government transfers	20,262,568	57,352	-
Private contributions	31,000	-	-
Development levies utilized	 1,857,496		
Total Revenues	 90,949,563	8,218,298	8,706,298
Expenses			
Corporate Administration	12,890,814	-	-
Community Development	5,958,526	-	-
Community Services	22,054,578	-	-
Engineering & Operations	11,999,569	-	-
Library	2,653,360	-	-
Police	15,052,389	-	-
Fire	10,827,860	-	-
Sewer & Drainage	-	7,765,243	-
Water	-		8,556,062
Total Expenses	 81,437,096	7,765,243	8,556,062
Annual Surplus before Capital Expenditures	9,512,467	453,055	150,236

## **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). 406.26 full-time equivalents (FTEs) are budgeted for 2023, including full-time, part-time, auxiliary, casual staff and PMPD members. Historical comparisons for departmental FTEs are shown below:

#### 2022 2021 2023 Department Budget Budget Budget City Administration\* 11.23 11.23 3.00 **Community Development** 24.27 25.64 28.31 109.96 116.30 127.62 **Community Services** 22.03 **Corporate Services** n/a n/a **Engineering & Operations** 37.86 37.15 36.75 24.57 26.79 Finance & Technology 25.57 **Fire Rescue** 48.15 49.00 52.00 Library 18.66 18.66 18.76 People, Communications & Engagement\* 11.81 11.47 n/a Police 69.11 69.00 70.00 Utilities 20.77 20.00 21.00 Total 376.28 384.02 406.26

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

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

\* Legislative Services Division has been reclassified from City Administration to Corporate Services in 2023 Budget.

\* People, Communications & Engagement has been renamed to Corporate Services in 2023 Budget.

#### New Positions in 2023

The Council has approved the following new positions to meet service demands that are funded through taxation, with a total of 8.63 FTEs (\$447,000, approximately 0.92%) to be phased in over two years.

Department	FTE	Position Title
Community Development	0.67	Park Ranger
Community Services	1.00	House Technician II
Community Services	1.00	Parks Maintenance Worker
Community Services	1.00	Parks Planner
Corporate Services	0.40	Communications Specialist
Corporate Services	0.56	Legislative Services Advisor
Fire Rescue	1.00	Fire Prevention Inspector
Fire Rescue	2.00	Firefighter
Police	1.00	Disclosure Clerk
Total New Positions	8.63	

#### Adjustments in 2023

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

Department	FTE	Position Title
Community Development	0.60	Building Official I - AUX
Community Development	-0.11	Bylaw Enforcement Officer - AUX
Community Development	1.00	Customer Service Representative
Community Development	-0.09	Development Planner
Community Development	0.60	Development Planner - AUX
Community Services	0.20	Research Assistant- RPT
Community Services	0.49	Events Assistant - RPT
Community Services	1.00	Events Coordinator
Community Services	-0.02	Front of House Assistant - AUX
Community Services	0.07	House Technician I - AUX
Community Services	0.08	Labourer - AUX
Community Services	0.60	Staff Artist
Community Services	0.02	Theatre Coordinator - RPT
Community Services	0.33	Labourer - Parks Maintenance - TFT
Community Services	1.00	Building Services Worker 1 - RPT
Community Services	-0.49	Events Assistant - RPT
Community Services	-0.07	Labourer - Horticulture - TFT
Community Services	0.65	Labourer - Parks Maintenance - TFT

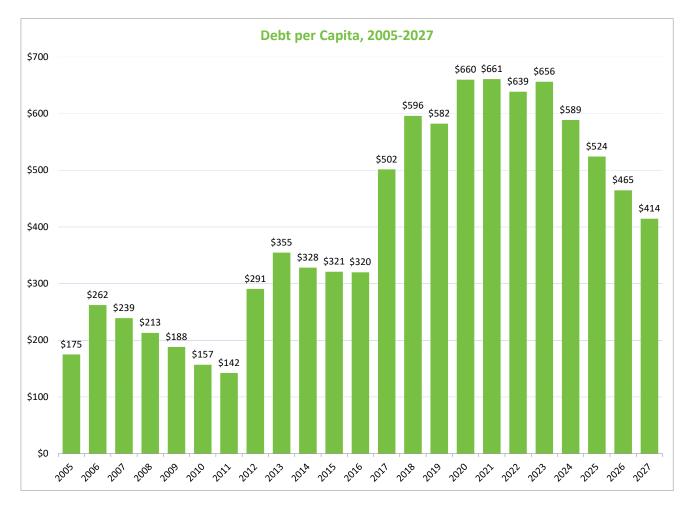
Department	FTE	Position Title
Community Services	-0.42	Labourer - TFT
Community Services	0.08	Aquatic Leader 2 - AUX
Community Services	-0.94	Child Recreation Leader - AUX
Community Services	-0.65	Childcare Leader - AUX
Community Services	0.63	Early Learner Playschool Leader - AUX
Community Services	0.33	Playground Leader - AUX
Community Services	1.00	Recreation Assistant
Community Services	-2.54	Recreation Instructor - CAS
Community Services	0.13	Recreation Instructor Assistant - CAS
Community Services	0.27	Registration Clerk - AUX
Community Services	-0.21	Registration Clerk - RPT
Community Services	2.52	Skate Instructor - CAS
Community Services	4.53	Specialty Instructor - CAS
Community Services	-0.27	Weight Room Attendant - AUX
Corporate Services	-0.11	Events Assistant - AUX
Corporate Services	1.00	Corporate Planning Advisor
Corporate Services	1.00	General Manager, Corporate Services
Corporate Services	-1.00	General Manager, People, Communications & Engagement
Corporate Services	0.34	Human Resources Assistant - RPT
Corporate Services	-0.62	Manager of Occupational Health & Safety
Corporate Services	-0.06	Manager of Recruitment & Career Services
Corporate Services	0.60	Occupational Health & Safety Advisor
Corporate Services	-0.22	Office Assistant - AUX
Corporate Services	0.44	Legislative Services Advisor
Engineering & Operations	-1.00	Corporate Planning Advisor
Engineering & Operations	-1.00	Engineering Assistant
Engineering & Operations	1.00	Engineering Project Assistant
Engineering & Operations	0.60	Senior Buyer - RPT
Finance & Technology	0.13	Payroll Advisor - RPT
Finance & Technology	1.09	I.S. Systems Analyst I
Library	0.04	Circulation Assistant - AUX
Library	0.02	Circulation Assistant - RPT
Library	0.04	Program & Services Advisor - AUX
Utilities	1.00	Utility Maintenance Worker 2
Total Position Change	13.61	

## 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.

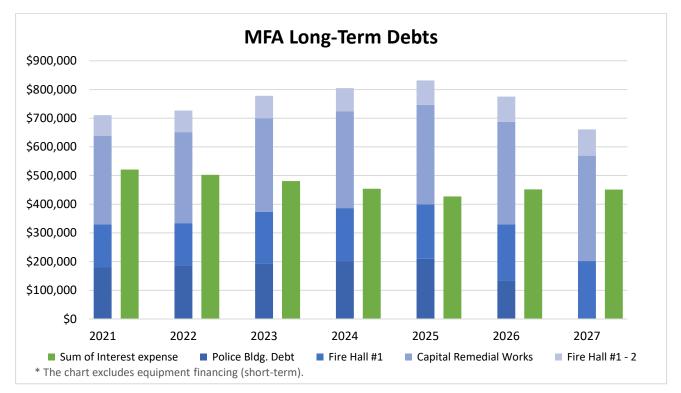
In BC, all long-term capital financing is required to be financed through the Municipal Finance Authority (MFA). The MFA was created in 1970 by the Province to pool the borrowing needs of all local governments in BC to provide the most competitive rates possible. The MFA's continued triple AAA credit 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, a Fire Engine was replaced in 2022, and a Fire Rescue truck is scheduled to be replaced in 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 \$17.9 million in 2022. The budgeted cost of principal and interest debt payments in the general operating fund is \$1.8 million in the 2023 financial planning period, which is below the allowable limit.

## Section Four 2023-2027 General Operating Budget

## **General Operating Fund**

#### **2023 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 2023 budget, the City was faced with the significant inflationary pressures, 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**

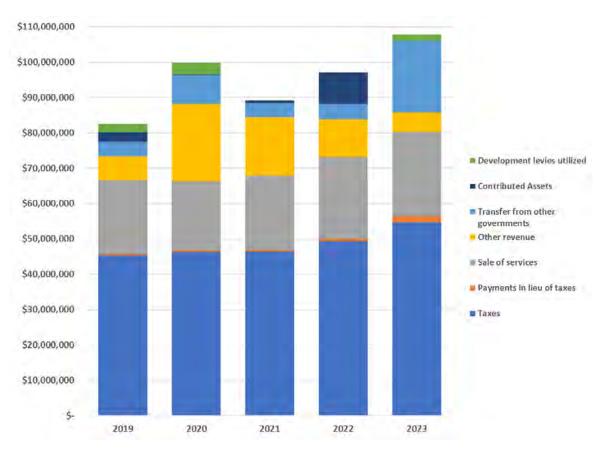
The Financial Plan Bylaw includes a net budgetary increase of \$4,500,000, which is estimated to represent a 9.26% tax rate increase. This is composed of:

#### Revenue

Development and construction related application and permit revenues, investment and grant revenue are projected to increase by \$1,518,000 (3.13%).

Recreation revenues, digital billboard and transit shelter revenues, and Lease revenues for Cityowned facilities are projected to decrease by \$389,000 (0.80%).





#### Salaries and benefits

Salaries and wages have increased by \$2,507,000 (5.17%), representing estimated collective agreement increases for all the bargaining units and management. General benefits have increased by \$395,000 (0.81%) for WorkSafe BC premiums, extended benefits, the employee parties of the Canadian Dension Plan (CPP). Employment

health benefits, the employer portion of the Canadian Pension Plan (CPP), Employment Insurance (EI), and the Employer Health Tax.

#### **Operating expenses**

Operating expenses are increasing by \$480,000 (0.99%), representing inflationary increases for operating expenses such as insurance, equipment, contracted services, utilities, legal services, professional services, leases, etc.

#### **Reserve transfers**

Transfers to and from reserves are increasing by \$1,342,000 (2.77%). This increase is primarily related to the increase in development-related revenues noted above. The 2023 increase for City services is \$3,199,000 (6.60%).

#### Port Moody Police

The Port Moody Police submitted their Provisional Budget in November 2022, and their amended budget on February 21, 2023 which had minor adjustments based on updated information, and represents an increase of \$846,000 (1.95%) over 2022 (excluding new position request).

The total operating impact for operations (City and Police) is an increase of \$4,145,000 (8.56%) for 2023.

#### 2023 Net Operating Budget by Department

	2023 Net Budget	Annual Cost per Average SF Household
City Administration	1,348,000	\$72
Community Development	941,000	\$51
Community Services	11,443,000	\$614
Corporate Services	3,193,000	\$171
Engineering & Operations	3,033,000	\$163
Finance & Technology	4,010,000	\$215
Fire Rescue	10,200,000	\$548
Fiscal Services	3,117,000	\$167
Library	2,188,000	\$117
Police	13,770,000	\$739
Total	53,243,000	\$2,858

#### Capital asset levy

The Capital Asset Levy has increased by an estimated 1% or \$485,000 to ensure that the Asset Reserve and associated capital envelopes have sufficient funds to renew and replace critical city infrastructure.

#### **Growth stabilization reserve**

The Mill and Timber site on the Port Moody waterfront was reclassified from a Class 4 (Heavy Industry) to Class 6 (Business/Other) in 2021, resulting in a significant tax shift for 2021. The City utilized the Growth Stabilization Reserve to smooth the impact over three years. The reserve transfer was reduced by \$450,000 in 2023 (year three of three), which represents a 0.93% tax increase. The total before reinstated new service or new funding requirements to meet increasing service demand is a 2023 budget increase of \$5,080,000 or 10.49%.

#### New revenue

2023 Growth or Non-Market Change (NMC) are \$700,000 (1.44%). Additionally, the City expects to receive an additional \$761,000 from payments in lieu of taxes (PILTs) from the BC Hydro Burrard thermal facility.

#### Reinstated services

The reinstated services, removed in the 2020 austerity budgets total \$249,000 (0.51%) for city and community events.

#### New positions to meet service demands

Staff have submitted a variety of new positions to meet ongoing service demands across the city. These positions will be phased in over a two-year period (2023-2024). This totals \$447,000 (0.93%) in 2023 and represents 8.63 FTEs.

#### New operating expenses to meet service demands

Staff have submitted a variety of new operating expenses to meet ongoing service demands across the city. This totals \$185,000 (0.38%).

The total budget increase, including reinstated new service and new funding requirements to meet increasing service demand is \$4,500,000 or 9.26%.

#### **Budget Deliberations**

The initial budget submission from City staff was a \$5,493,000 (11.33%) increase over 2022; however, ongoing budget deliberations and the pursuit of additional revenues reduced the budget increase to \$4,500,000 (9.26%) over 2022. Staff presented the Finance Committee with an initial overview of the draft 2023 Financial Plan followed by detailed department presentations that highlighted each department's overall budget and how it was proposed to change over the prior year.

The preliminary \$5.5 million (11.33%) budget was presented to the community in the 2023 Budget Consultation, which was facilitated through engage.portmoody.ca, the City's online engagement hub. Participants registered to learn about the City's plans and projects, share ideas, and provide feedback. Between February 28 and March 19, 2023, participants had access to the annual budget survey, budget resource information, FAQs, and could pose questions and comments to staff. 377 individuals completed the online survey and 183 (49%) individuals provided feedback or comments for Council members.

- 72% of survey respondents indicated that they received good (62%) or excellent (10%) value in relation to the taxes and utility fees that they pay.
- 45% of survey respondents wanted to maintain current service levels through a tax increase.
- 28% of respondents wanted to keep tax rate the same as last year through reduced services levels; in contrast, 14% wanted enhanced service levels through a larger tax increase.
- 56% of respondents said to leave subsidies and user fees they way they are (no change), while 25% wanted decreased subsidies so users pay more than they do now, while 8% wanted to increase subsidies so users pay less than they do now.

The results from the public consultation undertaken for the 2023-2027 Five-Year Financial Plan were presented to the Finance Committee on April 4, 2023.

#### **Total Property Charges**

The 2023 Financial Plan presented for Council's approval results in an estimated total residential property tax charge increase of 9.26% for the average household assessed at \$1,333,000 for 2023, or \$242 for the year (\$4.65 per week). The total blended property charge, which includes property tax and utility levies, is estimated at approximately \$2,972 for the average household, an increase of 9.45% from 2022.

### **Executive Summary - Change over 2022**

	Budget Driver	Amount (\$)	Tax (%)	Driver Impact
Ber				
	e Operating Budget	4 540 000	2 4 2 9 /	Development and other Develop Cale of Operators
1	Revenue Increases Revenue Decreases	-1,518,000 389,000	-3.13% 0.80%	Development and other Permits; Sale of Services
3	Salary - Wages	2,209,000	4.56%	Program and User Fees (Recreation Revenues), Lease Rentals, Digital Billboards Salaries and Wages – follows regional patterns
4	Salary - Wages	297,000	0.61%	CPP, EI, WorkSafe BC, Employer Health Tax, extended health benefits
5	Operating Expenses	480,000	0.99%	Inflationary related increases (i.e. Materials, supplies, contractors, insurance, etc.)
6	Operating Reserves	1,342,000	2.77%	Transfers to/from reserves (Development Processing Reserve, Climate Action Program, MRN,
7	Sub Total - City	3,199,000	6.60%	, etc.)
8	Port Moody Police Department	946,000	1.95%	Updated from original Police Board presentation
9	Total - Operations	4,145,000	8.55%	
10	Capital Asset Levy	485,000	1.00%	To fund existing capital asset renewal and replacement
11	Growth Stabilization Reserve	450,000	0.93%	Reserve transfer to offset revenue loss from land use changes (Mill and Timber site moving from
12	Total - Before New Funding Requirements	5,080,000	10.48%	Class 4 to Class 6)
13	/ Revenues New Tax Revenue	700.000	-1.44%	Limited new construction (primarily Class 1 - Residential)
13	Fiscal Services	-700,000	-2.31%	BC Hydro Grant in Lieu
14	Fiscal Services	360,000	0.73%	Transfer to Assessment Appeals
16	Total - New Revenues	-1,461,000	-3.02%	
		1,401,000	0.02 /0	
Reir	nstated Services - City Events			
17	Cultural Services	44,000	0.09%	Events Coordinator Position eliminated in 2020 – Required to support and coordinate ongoing City Events and provide internal events support across the corporation
18	Cultural Services Events	136,000	0.27%	Golden spike days (support), Community volunteer BBQ, Spike Awards, Canada Day Celebration (City participation and concert headliner), Remembrance day support, Holiday Cheer at the Pier, Community Fair, Pop-up City Hall at the Fingerling Festival and loco Festival, and other minor events
19	Cultural Services - Festival and Special Event Assistance Program	68,000	0.14%	Community led special events such Rib Fest, loco Festival, Inlet Spring Regatta, Fish Fest, Rock for Autism, Port Moody Shuffle, etc.
20	Total - Reinstated Services	249,000	0.50%	
New	positions to meet service demands			
21	Communications and Engagement	22,000	0.04%	0.40 FTE – Communications Specialist
22	Legislative Services	35,000	0.07%	0.56 FTE – Legislative Services Advisor
23	Cultural Services	45,000	0.09%	1.00 FTE – House Technician II
24	Parks	42,000	0.09%	1.00 FTE – Parks Maintenance Worker
25	Parks	52,000	0.10%	1.00 FTE – Parks Planner
26	Building, Bylaws, and Licensing	32,000	0.07%	0.67 FTE – Parks Ranger (Bylaws)
27	Fire Rescue	115,000	0.24%	2.00 FTE – Fire Fighters (2)
28	Fire Rescue	57,000	0.12%	1.00 FTE – Fire Prevention Inspector
29	Port Moody Police Department	47,000	0.10%	1.00 FTE – PMPD - Disclosure Clerk
30	Total - New positions to meet service demands	447,000	0.92%	8.63 FTEs - Funded through Taxation
New	operating expenses to meet service demands			
31	Environmental Services Leased vehicle	14,000	0.03%	Vehicle is required for ongoing operational work
32	Parks Supplies and Contracted services	25,000	0.05%	Horticultural supplies, maintenance supplies, addition of red bin dog waste program at two sites
33	Recreations Activating Parks	20,000	0.04%	Activating Parks program – through the summer, two recreation staff to visit a different park each day to organize crafts, scavenger hunts and activities. Recommended through Parks and Recreation Commission
34	Library Reserve Transfer	15,000	0.03%	Future replacement of systems and technology
35	Skedda Desk Booking Software	2,000	0.00%	Annual operating cost/licensing for software related to hotel desk booking system
36	Operating Impact: CU23030 - Theatre Management Software	8,000	0.02%	Annual operating cost/licensing for software related to theatre management software and Point of Sale solution
37	Operating Impact: IS23007 - Cloud Disaster Recovery Server Backup	100,000	0.21%	Annual operating cost/licensing for software related to cloud disaster recovery and server backups
38	Total - New operating expenses to meet service demands	185,000	0.38%	
	2023 Total	4,500,000	9.26%	

Sinterest Si	Executive Summary 2023	City Admini	stration		Community D	levelopment			Corporate S	Services					Services				Engineer	ing & Operat			Fire Rescue	Finance & T	echnology	Fiscal Services	Library	Police	(Favourable)/ Unfavourable Totals
Name Dist <	% dollar equivalent \$485,000				Building, Bylaw & Licensing	Development Planning	Community Development Admin	Communication s and Engagement	Legislative Services	Human Resources	Corporate Services Admin S	Community Services Admin	Cultural Services				Environmental Services		Operations Admin					Information Services				Police	
Add         Add <th></th> <th>706,923</th> <th>554,658</th> <th>225,279</th> <th>944</th> <th>169,170</th> <th>456,492</th> <th>575,499</th> <th>983,939</th> <th>1,004,167</th> <th>210,515</th> <th>269,298</th> <th>1,039,663</th> <th>4,279,033</th> <th>822,484</th> <th>2,846,318</th> <th>483,217</th> <th>501,534</th> <th>317,548</th> <th>0</th> <th>2,104,164</th> <th>0</th> <th>9,551,477</th> <th>1,787,746</th> <th>1,858,438</th> <th>-45,571,003</th> <th>2,045,474</th> <th>12,777,022</th> <th>0</th>		706,923	554,658	225,279	944	169,170	456,492	575,499	983,939	1,004,167	210,515	269,298	1,039,663	4,279,033	822,484	2,846,318	483,217	501,534	317,548	0	2,104,164	0	9,551,477	1,787,746	1,858,438	-45,571,003	2,045,474	12,777,022	0
	epartmental Transfers / Adjustments Adjusted Budget	706.923	554.658	225.279	944	169.170	456.492	575.499	983.939	1.004.167	210.515	269.298	1.039.663	4.279.033	822,484	2.846.318	483.217	501.534	317.548	0	2.104.164	0	9.551.477	1.787.746	1.858.438	-45.571.003	2.045.474	12.777.022	0
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18 451

City Administration City Manager	Budget 2023	Plan								
City Manager	2023		Plan	Plan	Plan	Actual	Actual	Revised Budget	Revised Budget	Revised Budget
City Manager		2024	2025	2026	2027	2020	2021	2020	2021	2022
City Manager										
	746,728	772,524	790,631	804,346	818,320	1,031,502	778,871	907,566	698,466	706,923
Mayor & Council	601,620	618,339	632,506	647,086	660,587	484,596	515,804	517,562	523,256	554,658
Total City Administration	1,348,348	1,390,863	1,423,137	1,451,433	1,478,907	1,516,098	1,294,675	1,425,128	1,221,721	1,261,580
Community Development										
Building, Bylaw & Licensing	19,395	89,851	69,194	128,963	149,420	-126,222	-67,815	67,477	96,835	944
Community Development Admin	480,442	498,113	512,839	524,473	534,769	394,256	711,929	354,759	436,749	456,492
Development Planning	165,851	175,329	189,802	200,044	205,185	191,661	5,928	114,534	207,503	169,170
Policy Planning	275,809	296,057	314,346	320,608	326,995	168,977	249,448	185,326	202,056	225,279
Total Community Development	941,496	1,059,349	1,086,181	1,174,088	1,216,370	628,672	899,489	722,097	943,143	851,886
Corporate Services										
Communications and Engagement	619,314	664,831	680,746	693,175	705,892	519,070	630,655	564,584	635,732	575,499
Corporate Services Admin	349,167	362,920	371,859	379,189	386,666	209,902	210,148	199,166	205,880	210,515
Human Resources	1,083,845	1,121,833	1,148,907	1,168,475	1,163,404	906,331	948,764	905,396	946,922	1,004,167
Legislative Services	1,140,318	1,218,822	1,248,674	1,272,283	1,296,242	720,322	809,764	791,314	814,165	983,939
Total Corporate Services	3,192,644	3,368,406	3,450,186	3,513,121	3,552,204	2,355,625	2,599,332	2,460,459	2,602,699	2,774,121
Community Services										
Community Services Admin	306,239	319,589	307,205	313,406	319,781	277,793	251,247	253,279	262,362	269,298
Cultural Services	1,447,915	1,575,660	1,606,889	1,631,819	1,659,253	994,904	742,389	949,496	979,114	1,039,663
Environmental Services	556,166	566,591	580,112	590,773	601,269	402,102	459,984	467,705	480,298	483,217
Facilities	4,433,697	4,611,711	4,749,091	4,919,122	4,984,977	3,600,129	3,949,486	3,907,372	4,052,523	4,279,033
Parks	3,265,318	3,532,588	3,622,079	3,679,138	3,745,868	2,574,117	2,529,885	2,399,867	2,565,612	2,846,318
Recreation	1,434,129	1,532,692	1,575,588	1,754,796	1,773,635	1,674,963	571,199	600,523	710,356	822,484
Total Community Services	11,443,463	12,138,832	12,440,965	12,889,054	13,084,784	9,524,008	8,504,189	8,578,244	9,050,266	9,740,013
Engineering & Operations										
Engineering	395,871	430,241	445,734	458,303	470,556	185,772	436,073	379,860	498,955	501,534
Fleet	8,938	15,420	15,798	16,109	16,424	39,037	82,721	-5,300	0	0
MRN	0					187	689	0	0	0
Operations Admin	338,398	348,322	358,119	366,833	374,490	648,632	344,430	286,719	255,190	317,548
Operations	2,287,669	2,382,385	2,453,503	2,504,637	2,555,276	1,656,545	1,793,868	1,938,178	2,048,171	2,104,164
Total Engineering & Operations	3,030,876	3,176,368	3,273,154	3,345,882	3,416,746	2,530,173	2,657,781	2,599,457	2,802,316	2,923,246
Fire Rescue										
Fire Rescue	10,200,051	10,892,686	11,224,562	11,548,345	11,828,082	8,801,700	9,156,549	8,885,825	9,238,463	9,551,477
Total Fire Rescue	10,200,051	10,892,686	11,224,562	11,548,345	11,828,082	8,801,700	9,156,549	8,885,825	9,238,463	9,551,477
Finance & Technology										
Finance	2,042,484	2,140,194	2,216,816	2,269,014	2,322,553	1,407,743	1,710,522	1,573,003	1,825,602	1,858,438
Information Services	1,967,181	2,036,687	2,080,125	2,119,384	2,159,242	1,323,335	1,463,994	1,276,657	1,511,493	1,787,746
Total Finance & Technology	4,009,665	4,176,881	4,296,940	4,388,398	4,481,795	2,731,078	3,174,516	2,849,660	3,337,095	3,646,185
Fiscal Services										
Fiscal Services	-50,124,304	-53,007,378	-54,541,031	-56,178,192	-57,448,576	-40,522,921	-42,227,583	-40,726,243	-43,345,220	-45,571,003
Total Fiscal Services	-50,124,304	-53,007,378	-54,541,031	-56,178,192	-57,448,576	-40,522,921	-42,227,583	-40,726,243	-43,345,220	-45,571,003
Library										
Library	2,188,150	2,277,359	2,325,226	2,388,459	2,430,822	1,854,393	1,837,765	1,893,466	1,948,298	2,045,474
Total Library	2,188,150	2,277,359	2,325,226	2,388,459	2,430,822	1,854,393	1,837,765	1,893,466	1,948,298	2,045,474
Police										
Police	13,769,611	14,526,634	15,020,679	15,479,413	15,958,867	10,589,215	11,842,317	11,311,903	12,201,220	12,777,022
Total Police	13,769,611	14,526,634	15,020,679	15,479,413	15,958,867	10,589,215	11,842,317	11,311,903	12,201,220	12,777,022
Total ALL	0	0	0	0	0	8,040	-260,970	0	0	0

### City Administration

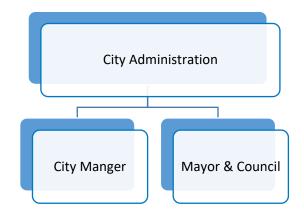
### 2023 - 2027 Operating Budget



#### 2023-2027 Five Year Financial Plan

#### City Administration

The City Administration Department includes the City Manager Division and the Mayor and Council Divisions.



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.



#### Department Priorities and Key Initiatives

The 2022-2026 Strategic Plan provides a framework for the decisions Council will make and guides their approach for delivering services to the community.

Council's vision: Embracing nature and the arts; the most liveable city in the world.

**Council mission**: To lead bold initiatives and provide our community with exceptional services and a sound financial future. These Strategic Priorities are:

- Sustainable Core Services
- Resilient Natural Environment
- Healthy Community Development
- Vibrant and Prosperous Community

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.

#### **Budget Highlights**

The 2023 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes the Mayor, six Councillors, and 3 FTE employees.

**Labour costs**, including **Recoveries**, represent 69% of operating budget at \$929,046. 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 14% (\$192,765) 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 \$90,257 and represents less than 1% 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.

**Sundry** (Miscellaneous and Contingency) expenses are \$64,975 and represent less than 1% 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.

**Contracted Services** expenses are less than 1% (\$27,050) of the total operating budget which includes the Tri-Cities Chamber of Commerce membership.

Grants and Donations at less than 1% (\$21,000) is used for the City's community grants program.

Other miscellaneous expenses total less than 1% (\$23,256) and include, Insurance, Leases, Communications, Supplies & Materials.

City Administration - Budget Summary	PLN 2023	PLN 2024	PLN 2025	PLN 2026	PLN 2027
Expenses	1,348,348	1,390,863	1,423,137	1,451,433	1,478,907
Salary and Benefits	996,174	1,034,675	1,061,812	1,086,724	1,112,265
Personnel Services	90,257	91,801	93,374	94,835	94,979
Contracted Services	27,050	27,050	27,050	27,050	27,050
Consulting and Prof Services	192,765	198,523	203,466	206,505	209,590
Communications	600	600	600	600	600
Insurance & Claims	1,000	1,000	1,000	1,000	1,000
Lease & Rentals	900	900	900	900	900
Supplies & Materials	20,756	20,090	20,401	20,651	20,752
Sundry	64,975	65,038	65,094	65,157	65,220
Grants & Donations	21,000	21,000	21,000	21,000	21,000
Recoveries	-67,128	-69,814	-71,559	-72,990	-74,450
Total	1,348,348	1,390,863	1,423,137	1,451,433	1,478,907

#### Notable Changes

The table below identifies the 2023 budget drivers.

Salaries and Benefits increased by \$51,721 due to general cost of living increases.

Operating expenses have increased by \$15,046 due to a decrease in the Utility Shift and marginal increases to Insurance & Sundry increases. Personnel Services, and Consulting and Professional Services, Supplies and Materials had the greatest increase.

The Provincial COVID-19 restart grant funding is being used to offset the \$20,000 increase in Council contingency for 2023.

City Administration - Budget Drivers	PLN 2023
Salary and Benefits	51,721
Operating Expenses	15,046
Council Contingency	20,000
Total	86,767

### **Department Performance Measures**

### City Administration



#### MEASURES IN SUPPORT OF 2023-2026 COUNCIL STRATEGIC PLAN

	2020 Actual	2021 Actual	2022 Actual	2023 Target	Long-Term Target	LT Target Year
Sustainable Core Services						
% Citizen satisfaction rate regarding City's municipal government, including Council and Administration as a whole <sup>1</sup>	n/a	n/a	61%	n/a	n/a	n/a

<sup>1</sup> The City has been conducting Citizen Surveys since 2012, with surveys typically conducted every two years. No survey was conducted in 2020 due to the COVID 19 pandemic.

VIEW THE 2023-2026 COUNCIL STRATEGIC PLAN AT **PORTMODDY.CA/STRATEGICPLAN** 

### Community Development

## 2023 - 2027 Operating Budget

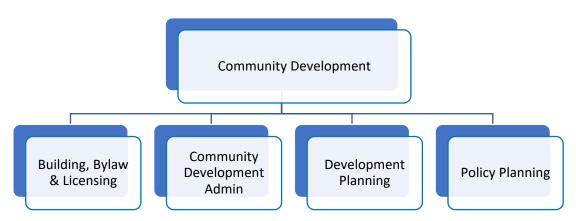


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#### 2023-2027 Five Year Financial Plan Community Development

The Community Development Department is comprised of the following Divisions:

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



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 climate action, social planning and economic development. 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 are required to maintain the service levels established by Council.

2022 saw the completion of many plans that will guide department work for the next several years. Key plans that have led to priorities in the departments' 2023 work plan include the Economic Development Master Plan, Housing Action Plan, Climate Ready Homes and Buildings Plan, and Extreme Weather Resilience Plan.

#### 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. 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, Development Planning, and Building, Bylaw and Licensing Divisions. The Community Development Administration Division also leads the City's Economic Development Initiatives. Economic development initiatives include supporting existing businesses, new investment, and job creation. Community Development Administration consists of 4 people totalling 4.00 FTEs. 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 an investment opportunity and seeking out investment initiatives; 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 economic development bodies and liaising with local businesses.

**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 through Council's consideration, detailed design and subdivision approvals, and by supporting advisory committees related to development planning projects. The Division consist of 6.00 FTE employees (as well as a total of 1 FTE of temporary



full-time support related to the Development Process Approvals grant). 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 neighbourhood applications. This team conducts both technical reviews and leads application project management assisting both staff and applicants navigate through the approval process meeting both on and off property municipal requirements. The development planning group also prepares reports, Bylaws, and other agreements to facilitates the requirements of the development process.

**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 longterm 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, social health, sustainability, and climate action, seeking and processing public input, and by supporting advisory committees related to community development initiatives. The Division consist 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 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, supporting other departments with their climate action related projects and providing 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:

- Presenting a draft Port Moody 2050, Official Community Plan update
- Year 2 of 2 of the Development Application process review
- Implementation of the Economic Development Master Plan
- Implementation of the Housing Action Plan
- Year 3 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

- Expand the engagement platform, 'Engage Port Moody' to include more development project applications
- Update to the small lot and detached accessory dwelling unit program while also considering missing middle housing options
- Support livability, childcare, community health and food security initiatives

#### **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.

Community Development - Budget Summary	PLN 2023	PLN 2024	PLN 2025	PLN 2026	PLN 2027
Revenues	-4,194,164	-4,147,630	-3,701,753	-3,454,372	-3,483,803
Other Revenue	-130,000	-130,000	-130,000	-130,000	-130,000
Rev-own sources-licenses	-2,521,333	-2,416,833	-2,055,833	-1,780,833	-1,780,833
Transfer from other govt-capital other	-50,000	-50,000	-50,000	-50,000	-50,000
Tsf from reserves-operating	-1,365,202	-1,418,062	-1,329,760	-1,354,655	-1,381,309
Tsf from reserves-capital	-127,629	-132,734	-136,161	-138,884	-141,662
Expenses	5,135,660	5,206,979	4,787,934	4,628,459	4,700,173
Salary and Benefits	3,426,917	3,597,958	3,567,823	3,639,079	3,711,761
Personnel Services	66,444	63,285	62,684	62,687	62,894
Contracted Services	22,850	22,700	20,700	20,700	20,700
Consulting and Prof Services	55,621	61,394	72,497	72,843	73,193
Communications	12,620	12,742	11,886	11,939	11,994
Insurance & Claims	4,391	4,611	4,841	5,083	5,338
Lease & Rentals	15,160	15,160	15,160	15,160	15,160
Equipment under \$5,000	19,832	21,987	23,419	24,496	25,370
Supplies & Materials	19,377	17,405	17,433	17,447	17,461
Sundry	80,038	82,266	82,498	82,817	82,937
Recoveries	-130,890	-135,828	-139,307	-142,093	-144,935
Tsf to reserves-operating	1,543,300	1,443,300	1,048,300	818,300	818,300
Total	941,496	1,059,349	1,086,181	1,174,088	1,216,370

#### Notable Changes

The 2023 cost drivers are:

- Revenues increased by \$906,500 mainly due to increases in building and planning fees.
- Salary adjustments are \$181,235 which is a modest change from 2022.
- Operating costs saw a modest decrease of \$24,151 which is due to a reduction in printing and supply expenses.
- Reserve transfers increased by \$806,652 primarily to the Development Process Reserve fund associated with the increase in revenues noted above.
- New Services included the Park Ranger position that was added in 2020 and formalized through this budget process.

Community Development - Budget Drivers	PLN 2023
Revenue Changes	-906,500
Salary Adjustments	181,235
Operating Expenses	-24,151
Reserve Changes	806,652
New Position: Park Ranger	32,374
Total	89,609

### 2023 Corporate Project Plan Snapshot

## Community Development



**Coastal Flood Management Strategy** 

#### **STRATEGIC PLAN PROJECTS**



2

Development Planning Process Improvement

Official Community Plan Update

#### STRATEGIC PLAN PROJECTS

Extreme Weather Staffing and Resource Plan	Moody Centre Streetscape Standards
Industrial Land Strategy Implementation	Heritage Strategic Plan Update Scoping
Tri-Cities Climate Mobility Strategy Phase 1	BC Energy Step Code Acceleration Development
Development minimum employment standards	Moody Centre South Neighbourhood Plan Phase 1
Missing Middle Housing Policy	Secure market rental housing policy
Community Well-Being Guidelines	Moody Centre Design Guide
Accessibility Plan and Response Density Standards	Embodied Emissions in New Construction
Pedestrian Priority Zone Exploration	BC Housing Partnership Exploration
Moody Centre Development Priorities and Density Standards	

### 2023 Corporate Project Plan Snapshot

## Community Development



#### **OPERATING PROJECTS**

Extreme Weather Ambassadors	Extreme Weather Public Education Campaign
Small Lot Program and Laneway	Minimum Maintenance Standards for
Program Updates	Rental Housing
Construction Best Practices	Sustainable Building Rezoning Policy
Design Guidelines - Climate Lens	Hazard Mapping and DPA - Climate
Update	Lens Update
Community and Commercial Zero	Building Energy Benchmarking +
Waste Strategy	Disclosure Requirement Policy
Facility and Asset Climate Risk	Green Infrastructure Design
Assessments	Standards
Thermal Conditioning Permit Program	Concierge Retrofit Program
Zero-Emission Vehicle Education Campaign	Strata and Building Management Climate Toolkit and Education Campaign
Competitive Analysis and Target Identification	Hotel Feasibility Study
Zero Emissions Municipal Building	Business Outreach Program
Policy	Formalization
Promotional Package for Office-Based	Civic Facility Low Carbon Resilience
Investment	Audits
Brownfield Development Strategy	Economic Development Micro Site

# **Department Performance Measures**

# Community Development



# MEASURES IN SUPPORT OF 2023-2026 COUNCIL STRATEGIC PLAN

	2020 Actual	2021 Actual	2022 Actual	2023 Target	Long-Term Target	LT Target Year
Sustainable Core Services						
# Building inspections conducted	1,890	2,189	1,526	1,800	n/a	n/a
# Building permits issued	348	168	307	325	n/a	n/a
# Business licenses issued	2,308	1,871	1,883	2,000	n/a	n/a
# Dog licenses issued	1,753	2,134	2,548	2,550	n/a	n/a
\$ Revenue of business licenses issued	571,758	580,792	538,230	550,000	n/a	n/a
\$ Works processed (construction valuation)	\$226M	\$62M	\$54M	\$75M	n/a	n/a
Healthy Community Development						
# Planning and development-related land use applications processed	83	85	96	96	n/a	n/a
Resilient Natural Environment						
# Electric vehicle charging sessions facilitated	7,494	12,119	16,789	18,000	n/a	n/a
# Unique vehicles using charging stations	2,147	2,597	3,141	3,500	n/a	n/a
Energy dispensed at EV Charging stations (MWh)	56	118	168	175	n/a	n/a

### VIEW THE 2023-2026 COUNCIL STRATEGIC PLAN AT **PORTMODDY.CA/STRATEGICPLAN**

# **Corporate Services**

# 2023 - 2027 Operating Budget

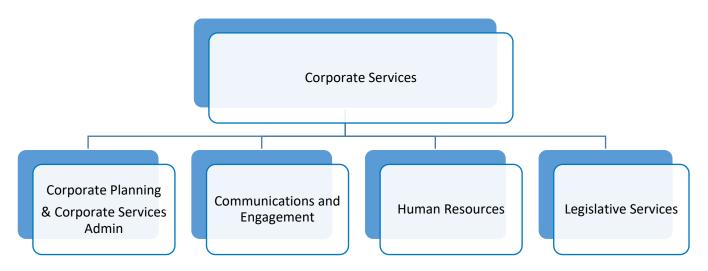


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# 2023-2027 Five Year Financial Plan

# Corporate Services Department

The Corporate Services Department consists of the Human Resources Division, the Communications and Engagement Division, the Legislative Services Division, and the Corporate Planning & Corporate Services Admin Division.



# Human Resources Division

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

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 and effective organization and that the employment experience is excellent though developing, facilitating, and providing services and support that enhance opportunities to grow.

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

In 2023 Human Resources will advance key organizational development plan initiatives, negotiations of collective agreements, enhancements to the City's career portal, implementation of employee engagement initiatives, and continued advancement of diversity, equity, inclusion and accessibility initiatives, enhanced mental health and wellness support and the development of a city corporate learning & development strategy. The Department will continue to develop strategies in order to compete in a challenging post-pandemic labour market.

# 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, including city-wide signage;

and is responsible for maintaining the City's brand. Staff manage websites, social media, advertising, and media relations; and also support city events and community engagement 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, accessibility, 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.

In 2023, the Communications and Engagement Division continues to provide corporate-wide support and leadership for increased activity related to public engagement, including the OCP update and several key strategic projects. The Division will continue to provide dedicated communications and engagement support to both planning and development and engineering, as well as begin work on our web renewal project. Enhanced public engagement planning tools for organizational support will be implemented.

### Legislative Services Division

The Legislative Services Division manages and provides advice on all governance matters relating to Council and committee business as well as elections. The division also manages official corporate records, information requests (including Freedom of Information request), privacy matters, legal agreements, policies, and Council meetings.

The Legislative Services Division provides Council Support and meeting administration to legislated council meetings and the City's Advisory Bodies of Council. The Division is responsible for managing and maintaining City records, oversees all elements of the City's Freedom of Information and Privacy compliance and initiatives, oversees corporate and administrative policy maintenance and ensures appropriate legislative processes are being adhered to. The Division provides operational support services including reception and mail services.

Following completion of the 2022's municipal election, Legislative Services will support any necessary changes to Council's procedure bylaw and ensure a comprehensive legislative services orientation and support for newly elected Council members. The Division continues the ability to respond to an increasing number of requests for records, a renewal of the City's records management system and adapting all Committees to a new Council Committee structure. A records management renewal project is underway in 2023.

# Corporate Planning and Corporate Services Administration Division

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

Corporate Planning is a Division within Corporate Services and is responsible for leading corporate projects and advising on corporate strategy, policies, procedures, and process improvements.

Corporate Services Administration is a support division that is focused on providing exceptional customer service to the community and to the organization. The function oversees all corporate services strategic and operational work, supports strategic planning processes, and promote inclusion, information accessibility, employee, and civic engagement.

Key initiatives, for 2023, include providing leadership to all Divisions ensuring effective support for Council's legislative processes. Implementation of the Customer Service Commitment and streamlined customer service channels, provide advice regarding projects within the strategic plan, assessing and integrating new projects for Council consideration and ensuring projects are scoped appropriately to include project management fundamentals, stakeholder and public engagement considerations, resource allocation, and timelines prior to Council submission.

# **Budget Highlights**

The 2023 budget supports the areas discussed above and includes 21.74 FTE employees.

**Labour**, including **Recoveries**, continues to be a significant cost for the division representing 81% of operating budget expenses at \$2,667,329. This included recoveries, which consist of transfers from the four Utilities for the various services provided by the employees in the Corporate Services Department.

**Human Resources Services (Personnel Services)** represent 8% (\$251,142) 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 5% (\$176,461) 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 2% (\$70,465) 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% (\$51,687) of the operating expenses.

Corporate Services - Budget Summary	PLN 2023	PLN 2024	PLN 2025	PLN 2026	PLN 2027
Revenues	-106,104	-122,111	-109,789	-210,529	-112,568
Other Revenue	-41,000	-41,000	-41,000	-41,000	-41,000
Tsf from reserves-operating	-65,104	-81,111	-68,789	-169,529	-71,568
Expenses	3,298,748	3,490,517	3,559,975	3,723,651	3,664,772
Salary and Benefits	2,912,566	3,086,418	3,163,604	3,226,377	3,265,464
Personnel Services	251,142	255,943	260,741	263,246	265,778
Contracted Services	17,916	18,014	18,114	18,165	18,217

Consulting and Prof Services	176,461	209,695	186,480	216,708	190,966
Communications	70,465	72,157	73,304	73,840	74,381
Lease & Rentals	1,105	1,127	1,149	1,161	1,172
Equipment under \$5,000				115,065	
Supplies & Materials	29,866	29,683	30,173	30,423	30,675
Sundry	2,800	2,800	2,800	2,800	2,800
Recoveries	-245,237	-253,816	-259,598	-264,134	-268,772
Tsf to reserves-operating	81,665	68,494	83,207	40,000	84,090
Total	3,192,644	3,368,406	3,450,186	3,513,121	3,552,204

# Notable Changes

The 2023 budget drivers of the \$418,519 increase are related to:

- Salary and Benefit increases (\$336,068) which covers general increases to salaries and benefit costs including a \$55,629 increase to various benefit costs including WorkSafe BC premiums. This also includes \$126,668 for the internal transfer of the Corporate Planning function to Corporate Services in 2023 and includes the Corporate Planning Advisor position which was transferred from Engineering & Operations is now funded in Corporate Services.
- **New Services** includes the addition of two position with partial funding through tax in 2023. This includes partial 2023 funding of for the Legislatives Services Advisor, and partial funding for the communications Specialist.
- Net **operating expenses** are increasing by \$8,107. Professional services are increasing by \$20,392 while a number of cost categories are reduced in 2023. The utility shift (a credit to the department) is increasing by \$12,393 which is directed related to the increase in salary and benefits noted above.
- **Reserve transfers** (\$17,687) are related to operating expenses within the Communications and engagement Division and the Legislative Services Division that are incurred at irregular cycles (not annual expenses). The reserve transfers are used to smooth out and "annualize" the expense for budgeting purposes.

Corporate Services - Budget Drivers	PLN 2023
Salary Adjustments	336,068
Operating Expenses	8,107
Reserve Changes	17,687
New Funding Requirements	56,657
Communications Specialist (0.40 FTE)	21,704
Legislative Services Advisor (0.56 FTE)	34,953
Total	418,519

# 2023 Corporate Project Plan Snapshot

# Corporate Services



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# **STRATEGIC PLAN PROJECTS**

**IDEA Framework** 

Customer Service Commitment Implementation

# **OPERATING PROJECTS**

Council Strategic Plan Public Dashboard

Corporate Learning Strategy

**Organizational Policy Review** 

Website Renewal

Organizational Development Plan Implementation Public Engagement Policy and Toolkit

**Employee Engagement Phase 2** 

**Records Management Renewal** 

**HR** Compensation Policy

# VIEW THE 2023-2026 COUNCIL STRATEGIC PLAN AT **PORTMODDY.CA/STRATEGICPLAN**

# **Department Performance Measures**

# Corporate Services



# MEASURES IN SUPPORT OF 2023-2026 COUNCIL STRATEGIC PLAN

	2020 Actual	2021 Actual	2022 Actual	2023 Target	Long-Term Target	LT Target Year
Sustainable Core Services						
# City webpage views	n/a	1.35M	1.52M	n/a	n/a	n/a
# Human Resources Information Systems changes processed	1,379	810	996	n/a	n/a	n/a
# Recruitment and selection processes managed	80	107	113	n/a	n/a	n/a
# Social media engagement (Facebook, Twitter, Instagram)	n/a	24,649	28,515	n/a	n/a	n/a
MarCom Award Honouring Excellence in Communications	$\checkmark$	$\checkmark$	$\checkmark$	n/a	n/a	n/a

# VIEW THE 2023-2026 COUNCIL STRATEGIC PLAN AT **PORTMODDY.CA/STRATEGICPLAN**

# **Community Services**

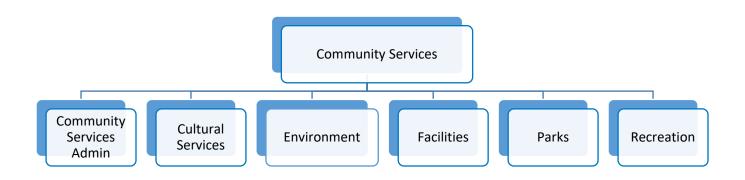
# 2023 - 2027 Operating Budget



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# 2023-2027 Five Year Financial Plan Community Services Department

The Community Services Department consists of the Community Services Administration, Cultural Services, Environment, Facilities, Parks, and Recreation Divisions. The Divisions are presented in alphabetical order here, but it should be noted that Parks & Environment are part of a shared Division.



# **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 Divisions. Community Services Administration with the support of the Recreation and Cultural Services Divisions also provides leadership to the City's Emergency Support Services (ESS) Program. Community Services Administration consist of 2 people totalling 1.80 FTE's. The Community Services Administration Division consists of the following service areas:

Administration (General Manager), supports the greater needs of the Department, provides leadership for the team, and is the team liaison to the City Manager's Office and Mayor and Council.

**Research** provides research and administration support to the General Manager as well as all five divisions. Key special projects are also coordinated through this Division, including the Extreme Weather Response (EWR) shelter, accessibility, and advancing Truth & Reconciliation.

**Emergency Support Services**, provides leadership for the City's Emergency Support Services Program. This includes annual planning, coordinating training and exercises, ESS supplies and grants management. Program activations are currently supported by Port Moody Police Victim Services (for Level 1 activations) and the Community Services Department (for Level 2 activations).

### Challenges

The Department experienced the impact of COVID-19 across all divisions. The shift in 2022 into the "new normal" saw many programs and events resuming, which are critical to support community physical and mental health and well-being. While some program registration and class size limitations remained below pre-COVID levels much of the year, numbers began to increase late in 2022. The resumption of many City-led and community events and programs was also well-received by the community. It is expected that registration for programs and services and event bookings will continue to evolve post-pandemic, with some ongoing uncertainty and impacts to revenues in 2023. Forecasting

program demand will continue to be a challenge in 2023, as the public adjusts behaviour and preferences towards recreation and other needs.

The significant rise in the popularity of outdoor activities continues, and parks and trails continue to experience heavy use, which in turn require increased maintenance and servicing as well as an increase in demand for dogs in parks. The pilot program for responsible liquor consumption led to additional park maintenance needs in 2022 and included preliminary data-gathering to support future program evaluation; this pilot has now been extended to December 2023 and both program evaluation and public engagement will take place over summer 2023.

The summer of 2022 saw several heat warnings that required the Department to respond, including through the operation of a cooling centre in the Galleria, installation and operation of misting tents in various park locations, and extended spray park hours to help community members stay cool. The impacts of climate change also continue to create additional water maintenance for landscaped areas and recently planted trees, and highlights the need for asset management planning and improved service levels.

### **Key Initiatives**

Staff will focus on implementing tactics to achieve the strategic priorities and objectives outlined in the 2023-2026 Council Strategic Plan. Of the total 13 Priority 1 projects that support the Strategic Plan, the Community Services Department is fully responsible for five projects and partially responsible for two others.

The Department will support efforts to improve accessibility, including participation in the Rick Hansen Foundation program - begun in early 2023 and which includes staff training and facility audits - and through facility accessibility improvements approved in the capital plan.

The Department continues to support the City's efforts to advance Truth and Reconciliation, focused on Phase 2 as approved by Council in June 2022, with actions ranging from staff training to relationshipbuilding with Indigenous Nations. As those staff-to-staff relationships are built with Indigenous Nations, additional considerations for operational work are expected to arise that will need further consideration and resources.

In 2023, a project first envisioned pre-COVID to enhance the civic complex through small-scale exterior upgrades, placemaking, and other improvements will be further developed and brought forward to Council for consideration.

Emergency Support Services (ESS) training remains a priority for the Department under the guidance of the Emergency Program Coordinator at Port Moody Fire & Rescue, with significant ESS training planned for 2023 - including as part of a large Coastal Response EOC exercise - as well as a review of the ESS Level 1 response and an overall ESS program structure and ESS Plan update.

# **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-led special events. The core Cultural Services staffing includes five staff in regular and part time positions equalling 3.8 FTEs. Auxiliary staff

supporting theatre rentals and public art support rounds out the team. 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 rental events with production and Front of House staff.

**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**, this category includes City presented public and invitation-based events as well as event coordination support to open-houses, town hall meetings, and staff 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. Events range from smaller one day events to multiday festivals occurring in various locations such as parks and parking lots.

**Filming**, responsible for facilitating permits for the motion picture industry activities in the City. This work requires coordination across all City departments, with residents/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. The reinstatement of this position was approved in the 2023 operating budget and will be filled as soon as possible.

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

### Challenges

Theatre rentals in early 2022 continued to be very low due to COVID-19 but increased as the year progressed. This had an impact on revenue in 2022. While we are seeing theatre rentals coming closer to pre-pandemic numbers, staffing is proving to be a significant challenge. Hiring and retaining theatre staff has been very challenging.

The impact resulting from the continued Public Art Coordinator vacancy has continued, and the ability to support public art projects has been a challenge and maintenance has been falling behind, with some initiatives being postponed until reinstatement of the position can be considered.

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. 2022 continued to be busy for filming in Port Moody.

There has been higher than usual turnover for auxiliary theatre staff post-COVID. This has required redirecting the Production Coordinator's time to directly support theatre rentals as well as recruitment and training. This has resulted in some additional overtime and staff have adjusted as much as possible to minimize the impact to theatre renters and Council.

### **Key Initiatives**

The In the Presence of Ancestors project will continue to be an important initiative for 2023. This project is a significant step towards Truth and Reconciliation and three House Posts are planned for installation in 2023 with an accompanying ceremony on June 21.

The recent 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 2023 Financial Plan, staff will be focussing on implementing tactics to achieve the objectives and actions in the 2023-2026 Council Strategic Plan 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

## Environment

Environment is a small division responsible for providing environmental leadership, expertise and direction across City departments; it forms part of the Parks & Environment Division. The division strives to maintain and enhance a strong environmental ethic City-wide through the provision of up-to-date environmental best practices, principles, process and research. The Environment Division has responsibility for:

**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, as well contaminated sites considerations under Contaminated Sites Regulation. The Environment Division provides support to the Engineering and Operations Department to ensure appropriate reviews, permits and approvals are in place for Capital and Operating projects.

**Environmental Planning**, responsible for environmental reviews and 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, requirements for erosion and sediment control and internal policies (Naturescape, Bird Nest Protection, Rodenticide Use). The group leads environmental restoration projects, supports parks planning and management initiatives, and provides daily responses to the public on environmental requirements through development and tree protection inquiries. They provide technical support for capital projects for a number of work groups, and input into watershed planning (integrated stormwater management planning) and green infrastructure as well as climate action plan projects.

### **Spill Response, Fisheries and Wildlife Management and Local Environmental Stewardship Coordination**, responsible for the provision of technical expertise towards water quality monitoring including regional Monitoring and Adaptive Management Framework, spill response, erosion and sediment monitoring, the development and implementation of wildlife management plans (e.g., Goose Management, Heron Management Guidelines, Bear Management Strategy and Beaver Management Plan), biodiversity requirements and coordination of updates with local environmental stewardship representatives. The group addresses wildlife rescue requests and information regarding City policies.

### **Community Environmental Education and**

**Outreach**, responsible for the delivery of environmental education and outreach programming throughout the year, including through new tools and programs. This includes an annual Bear Essentials event to reduce human-bear conflict, Bear Essentials and other wildlife information (i.e., reduction of bear attractants), implementation of the City Nature Challenge, Earth Day programs, and attendance at City and Community events (e.g., Fingerling Festival and the Community Fair). Access to environmental information is also provided on the City website, through social media, advertising and other messaging.



**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.

### Challenges

Challenges for the Environment team in 2022 included an increased public demand for education, and a higher volume of work related to increased visitor impacts to parks and natural areas including bylaw infractions such as illegal wildlife feeding, illegal trail building, off-leash dog issues, and unauthorized seasonal decorations.

There was an increase in development applications which involved significant staff time for plan review, monitoring and responding to issues during construction, sign offs for approvals, and a growing complexity with changes in contaminated sites review processes and the redevelopment of sites which require variance processes. The work review is being done to higher standards to meet the expectations of the Professional Governance Act which regulates professional biology work. Staff are also providing input into a growing number of planning processes which will result in longer term benefits.

Further, additional work and coordination is required on environmental review considerations for Rights Holder First Nations, including the development of new review processes. Project work in parks is also requiring additional coordination to address evolving standards for environmental considerations. The return from COVID impacts has resulted in a resurgence of volunteer and stewardship group activities and events and it can be challenging to keep up with community requests.

The Environment team has not had a staff vehicle to support response to environmental incidents, site visits for development and project reviews, and environment events which require equipment and supplies. A pilot to lease a vehicle was approved in the 2023 operating budget and will be a 2024 capital budget request.

### **Key Initiatives**

Division priorities and key initiatives are driven by Council Strategic Plan strategic priorities and objectives, capital plan projects, and internal and community requests. There are also strong connections to the Parks & Recreation Master Plan and Climate Action Plan work plan items, including restoration of environmentally sensitive areas on City lands and developing climate resilient landscaping standards.

The Environment team have increased the number of community outreach activities including the City Nature Challenge in 2023, which involves several events across the City with staff involvement. The City also recently applied for, and obtained Bat Friendly certification, which is now being implemented and has been enthusiastically received by the community.

### **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 consists of the following service areas:

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

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

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

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

### Challenges

There has been a gradual increase in demand for maintenance and support across 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; this work will be updated in 2023. 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.

Expanding facilities asset management plans highlighted the need for work which is not currently funded or lacking in staff availability to execute. Facilities prioritizes the work based on risk and operational needs. The older infrastructure is causing higher than usual breakdown rates, increased cost of repairs covered from the operations budget, and potential impact in the programs delivered to public.

Planning for the replacement of the Public Works Yard is growing in urgency as the buildings are not designed to meet current community needs and have exceeded their planned lifecycle. Plans are also needed to support Parks staff already in place at 3016 Murray Street, and with the recent departure of the tenant. Stemming from the new Strategic Plan priorities, staff in 2023 will develop a project proposal related to long-term planning for these two facilities.

Facilities continues to experience significant staffing shortages. Several individuals retired or moved to other career opportunities outside the corporate environment. Recruiting and retaining staff remains a significant challenge in a very competitive environment and given industry-wide staffing shortages.

### **Key Initiatives**

A key initiative for the Facilities Division in 2023 remains the coordination of projects with the Project Delivery team in Engineering. The capital project workload is beyond the capacity of the Facilities team and assistance from the Project Delivery Team with mid to large sized projects will facilitate the timely completion of the 2023 Facilities Capital Program.

Facilities will be completing an update of the 2014 building condition assessments, which will identify priority tasks moving forward.

Facilities staff also support accessibility goals and will be participating in the Rick Hansen Foundation program which the City joined in early 2023. As well, capital project funding to support other accessibility audits will be advanced.

### Parks

The Parks Division, which is connected with the Environment Division, provides services that support the protection of the natural environment and public enjoyment of over 349 hectares of parks and green spaces. The 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 and providing 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 Operations and Maintenance**, 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 beach, 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**, 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.

**Trails**, responsible for many kilometres of trails and pathways which provide connectivity throughout the City. Trails staff inspect and maintain a number of boardwalks, bridges and staircases throughout the City's park system, and facilitate the management of the trail assets to maximize the value of these critical and ensure they provide long-term benefits. Supports the collection of data with trail counters as well as wayfinding, signage, and universal access.

### Challenges

Parks continue to be busy with several factors combining to create demands on staff. The parks are busier later in the evenings and have additional use from the Responsible Liquor Consumption in Public Places pilot program creating waste clean-up in the late evening and early morning hours. Periods of warmer weather combined with changes in parking restrictions at nearby regional parks is creating additional demand for recreational water access.

There has been a continued demand for new and updated parks and parks facilities. The City continues to work to include park dedication through redevelopment at various scales. It has been challenging to address the need for increasingly complex and technical parks input without a park planner on staff; this position has now been approved in the 2023 operating budget and will support development-related work and capital project implementation moving forward.

The Parks team have been closely involved in processes related to Truth and Reconciliation, including capital projects, strategic projects, and evolving requirements related to daily operational work in our parks. There is an increased focus on protecting known archaeological sites and interest from Rights Holders to be involved. The development of new processes for referral coordination and additional staff training will assist in the future.

There has been a considerable increase in dog ownership throughout the Metro Vancouver region since 2020 (COVID), which has created a considerable strain on park and trail use including non-compliance of bylaws and complaints from other parks users and requests for additional off-leash spaces. The development of a Dog Management Strategy starting in 2023 will provide guidance on how to improve dog amenities for the community.

Another key challenge has been the attraction and retention of staff for seasonal positions. The work plans in parks have shifted to a year-round approach as there is a shrinking window for low park use periods. Other cities in the region are converting seasonal positions to regular staff positions and it is difficult to retain staff who are looking for regular full-time positions.

### **Key Initiatives**

In 2023, 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, continued partnership with volunteers such as TORCA, wayfinding signage improvements, and implementing recommendations to address wildlife management of geese, bears, beaver.

We are working to develop an updated Asset Management Plan for Parks to meet 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.

The 2023 Parks work plan includes a number of capital projects including the Rocky Point Park Master Plan Update, Old Orchard Park Master Plan Update, Parkland Strategy, Urban Forest Management Strategy, Trail Network Plan and several capital improvement projects such as the Inlet Field redevelopment and playground upgrades at multiple park sites.

### 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 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, 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.

### Challenges

COVID-19 had a significant impact upon the ability of the Division to provide programs, services and facility and field rentals. While 2022 saw the re-emergence into the new normal with many Recreation programs resuming and patrons returning to City facilities, class sizes were limited to increase user comfort and most program registration remains below per-COVID levels. It is unknown how the level of service will be impacted in 2023, but any future 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 2023 to ensure that the established quality of service will continue to be maintained. The 2023 operating budget included approval of a new Assistant Manager position, which will be developed and recruited in 2023.

The Recreation Division will be leading a number of direction-setting projects this year, including the development of an Allocation Framework and Policy that guide how the City addresses allocation and fees, along with kicking off the Strategic Plan project to develop a Feasibility Study for New Recreation and Community Facilities (a project that was first identified in the Parks & Recreation Master Plan).

In 2023, Recreation staff have identified several initiatives to connect citizens and promote healthy active living. These include improving youth services (building on the youth survey completed in 2022) and developing a plan for older adults (based on the results of the Age Friendly Recreation Study and a seniors survey completed in 2022).

# **Budget Highlights**

**Revenues** total \$4,150,490 for the Department. Recreation and Cultural services revenues account for \$3,793,268 or 91% of revenues.

**Other Revenue** of \$92,019 is primarily related to revenues for Parks services. Additionally, the department receives annual grant revenues and \$224,819 in reserve transfers.

Salaries and benefits (net of Recoveries) represent 70% of operating expenses at \$11,014,911.

**Contracted Services** represents just under 12% of operating expenses at \$1,796,258. Within Cultural Services this includes City events and community event grants, but mainly represents the two contracts with PoMo Arts and the Port Moody Heritage Society (\$539,000 or 30% of all contracted services).

**Utilities** represents 5.5% (\$851,096) and includes natural gas (heat) and electricity (lights) at all civic facilities and parks.

Equipment represents 4.9% (\$766,130) of the operating budget for the department.

Supplies and Materials represents 4.4% (\$692,463) of the operating budget for the department.

Insurance & Claims represents 2.2% (\$345,511) of the operating budget, primarily in Facilities.

**Personnel Services** represents 0.4% (\$62,290) of the operating budget for departmental training, development, and professional dues and fees.

Community Services - Budget Summary	PLN 2023	PLN 2024	PLN 2025	PLN 2026	PLN 2027
Revenues	-4,150,490	-4,250,826	-4,334,909	-4,279,972	-4,349,186
Recreation and Cultural Services	-3,793,268	-3,872,678	-3,959,523	-3,896,572	-3,966,756
Other Revenue	-92,019	-106,252	-106,488	-106,609	-106,731
Rev-own sources-licenses	-37,384	-37,384	-37,384	-37,384	-37,384
Transfer from other govt-prov'l conditional	-2,000	-2,000	-2,000	-2,000	-2,000
Transfer from other govt-capital other	-1,000	-1,000	-1,000	-1,000	-1,000
Tsf from reserves-operating	-156,664	-166,070	-166,561	-173,214	-170,858
Tsf from reserves-capital	-68,155	-65,442	-61,953	-63,192	-64,456
Expenses	15,593,953	16,389,658	16,775,874	17,169,026	17,433,969
Salary and Benefits	11,014,911	11,664,908	11,939,547	12,176,384	12,386,298
Personnel Services	62,290	63,652	64,566	65,451	66,791
Contracted Services	1,796,258	1,872,897	1,910,425	1,947,531	1,931,379
Consulting and Prof Services	84,496	85,036	85,498	85,782	90,371
Utilities	851,096	871,992	893,316	915,184	933,629
Communications	109,091	110,009	110,913	111,392	111,877
Insurance & Claims	345,511	362,177	379,676	398,049	417,343
Lease & Rentals	74,339	65,107	65,770	66,175	66,585
Equipment under \$5,000	766,130	796,372	819,008	834,419	849,121
Supplies & Materials	692,463	711,230	726,828	805,031	816,687
Sundry	268,024	268,516	273,945	274,221	279,466
Grants & Donations	75,850	75,850	75,850	75,850	75,850

Recoveries	-702,178	-720,679	-740,988	-759,902	-773,388
Tsf to reserves-operating	3,500		3,500		3,500
Tsf to reserves-capital	152,172	162,592	168,021	173,458	178,458
Total	11,443,463	12,138,832	12,440,965	12,889,054	13,084,784

# Notable Changes

The 2023 budget drivers of the \$1,703,450 change over 2022 are primary related to:

- Reduced revenues, with recreation revenues anticipated to mirror those in 2022, with postpandemic changes impacting the recreation sector.
- Salary and benefits have increased by \$825,196. This is related to continuing adjustments of staffing levels due to returning programming and services, as well as estimated contractual and cost of living increases for CUPE and exempt employees.
- Operating expenses reflect a minor net increase of \$6,214.
- Reinstated services of \$249,055 includes the Events Coordinator position and resumption of various events and grants/donation programs.
- New City Services reflects a total of \$207,055 and the addition of much-needed staffing (Park Maintenance Worker, Park Planner, and House Technician II) along with parks supplies, a trial leased vehicle for the Environment team, and a project to activate parks with recreation programming.
- As normal business operations have resumed, COVID-19 relief funding has been reduced by \$167,423.

Community Services - Budget Drivers	PLN 2023
Revenue Changes	220,481
Salary Adjustments	825,196
Operating Expenses	6,214
Reserve Changes	28,073
COVID-19 Restart Grant 2022	167,423
Reinstated Services	249,008
Event Coordinator	44,478
Grants/Donations	68,250
Various Events	136,280
New Funding Requirements	207,055
Parks Maintenance Worker	42,445
Parks Planner	52,179
Recreations Activating Parks	20,000
Parks Supplies and Contracted services	25,292
Environmental Services: Leased vehicle for Environment staff	14,000
Operating Impact: CU23030 - Theatre Management Software	8,000
House Technician II	45,139
Total	1,703,450

# 2023 Corporate Project Plan Snapshot

# Community Services



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2

# **STRATEGIC PLAN PROJECTS**

Parkland Strategy

**Urban Forest Management Strategy** 

Shoreline House Post Project

City of the Arts Strategy

Feasibility Study for New Recreation/Community Facilities

# **STRATEGIC PLAN PROJECTS**

Truth and Reconciliation Phase 2	Pop Up Parks
Rocky Point Park Master Plan Update	Trail Network Plan
Parks and Recreation Master Plan Update	Emergency Support Services Program Review and Plan Update

### VIEW THE 2023-2026 COUNCIL STRATEGIC PLAN AT **PORTMODDY.CA/STRATEGICPLAN**

# 2023 Corporate Project Plan Snapshot

# Community Services



# **OPERATING PROJECTS**

Inlet Sports Field Redevelopment	Seniors Needs Assessment
Dog Management Strategy	Tennis and Pickleball Strategy
Leisure Access Pass Review	Youth Needs Assessment
Tree Protection Bylaw Update	Old Orchard Park Master Plan Update
Shoreline Trail Boardwalk Replacement	Lower Suter Brook Enhancement
Invasive Species Management Program Update	City Event and Facility Zero Waste Strategy
Mossom Creek Park Feasibility Study	Westhill Childcare Facility
Facility Accessibility Improvements	Queen Street Plaza Placemaking
Civic Complex Enhancement	

### VIEW THE 2023-2026 COUNCIL STRATEGIC PLAN AT **PORTMODDY.CA/STRATEGICPLAN**

# **Department Performance Measures**

# Community Services



# MEASURES IN SUPPORT OF 2023-2026 COUNCIL STRATEGIC PLAN

	2020 Actual	2021 Actual	2022 Actual	2023 Target	Long-Term Target	LT Target Year		
Sustainable Core Services								
# Hours booked at Inlet Theatre	898	n/a	n/a	n/a	2,000	n/a		
# Playground safety inspections conducted	264	264	241	264	300	2030		
# Service calls processed (i.e. bears, invasive species, parks, trails, trees, and etc.)	1,152	1,167	1,109	1,200	1,200	2023		
Healthy Community Development								
# Children facilitated over summer camp programs	779	907	1,865	2,000	1,816	2024		
# Courses/programs offered	748	1,329	2,082	2,300	1,500	2024		
# Registrants in programs	5,774	9 <i>,</i> 553	16,332	20,000	30,000	2026		
Resilient Natural Environment								
# Reports of environmental and pollution incidents and questions responded	83	65	48	50	50	2025		
# Trees planted in parks and streets	788	266	620*	1,200	500	2023		
# Volunteer hours contributed for environment and parks events	170	222	536	250	250	2025		
Dog waste diversion in parks (kgs)	16,900	26,100	49,411	55,000	30,000	2025		
Vibrant and Prosperous Community								
# Volunteer hours contributed for City events at Recreational centres	n/a	32	1,498	1,500	150	2025		
	VIEW THE 2023-2026 COUNCIL STRATEGIC PLAN AT <b>PORTMODDY.CA/STRATEGICPLAN</b>							

# **Engineering & Operations**

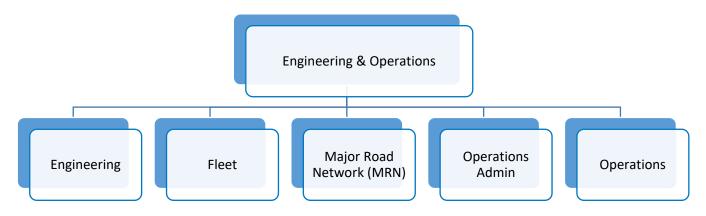
# 2023 - 2027 Operating Budget



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# 2023-2027 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 13 FTE positions, although 6 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 and departments 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 Vehicle and Equipment Fleet. Additionally, they are involved in all corporate fleet / vehicle replacements except for purchases of police vehicles. 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. For 2023, Translink funding was \$1.62 million (70.3 lane kms at \$22,990/lane-km).

For 2023, 5/12s (42%) or \$674,000 goes to the capital reserve for pavement rehabilitation and an additional \$146,000 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 2023, the Operations Division has 10 FTE's (inclusive of MRN).

# **Budget Highlights**

**Other Revenues** (\$218,514) and **Licenses Revenues** (\$75,000) are related to off-site engineering fees (development driven), anchor encroachment fees, highway use permit activity, and multi-family parking permit fees.

**Government Transfers** (\$1,559,648) are related to the funding agreement with Translink for the MRN road network.

**Reserve Transfers** (\$212,311 and \$154,531) 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.

**Salary and Benefits** (\$3,339,984), including **Recoveries** (-\$1,326,625), is a major driver of the department budget representing 38% 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 \$749,000, and operating \$271,506) represent 19% of operating expenses. Capital transfers are from the MRN, while operating transfers are tied to development related revenues.

Contracted Services represents 13% (665,290) of the budgeted operating expenses.

Utilities represent 7% (\$385,605) and include the cost of electricity for traffic signals and streetlights.

**Equipment** represents 12% (\$644,597) of the budgeted operating expenses and includes a significant portion of the City's fleet.

Training & development represents 0.75% (\$39,188) of the budgeted operating expenses.

**All other expenses** represent 9% (\$482,334) 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 2023	PLN 2024	PLN 2025	PLN 2026	PLN 2027
Revenues	-2,220,004	-2,267,584	-2,318,930	-2,353,302	-2,387,187
Other Revenue	-75,000	-75,000	-75,000	-75,000	-75,000
Rev-own sources-licenses	-218,514	-220,366	-225,012	-228,968	-232,118
Transfer from other govt-capital other	-1,559,648	-1,608,648	-1,649,648	-1,675,648	-1,701,648
Tsf from reserves-operating	-212,311	-220,803	-226,502	-231,032	-235,653
Tsf from reserves-capital	-154,531	-142,768	-142,768	-142,653	-142,768
Expenses	5,250,879	5,443,952	5,592,084	5,699,183	5,803,933
Salary and Benefits	3,339,984	3,477,453	3,564,047	3,636,652	3,710,006
Personnel Services	39,188	39,520	40,052	40,380	40,597
Contracted Services	665,290	675,710	688,071	694,802	700,726
Consulting and Prof Services	37,639	37,731	37,818	37,893	37,970
Utilities	385,605	396,901	407,010	414,264	421,658
Communications	17,323	17,352	17,381	17,396	17,411
Insurance & Claims	93,482	98,102	102,952	108,043	113,300
Lease & Rentals	88,985	89,222	89,463	89,679	89,710
Equipment under \$5,000	644,597	688,341	722,760	744,855	765,176
Supplies & Materials	242,055	246,584	251,201	253,569	255,936
Sundry	2,850	2,850	2,850	2,850	2,850
Recoveries	-1,326,625	-1,375,354	-1,407,510	-1,432,645	-1,458,353
Tsf to reserves-operating	271,506	280,540	289,989	294,446	298,946
Tsf to reserves-capital	749,000	769,000	786,000	797,000	808,000
Total	3,030,876	3,176,368	3,273,154	3,345,882	3,416,746

# Notable Changes

The net change to the Engineering and Operations budget is \$107,629.

- Budgeted revenues are projected to increase by \$112,620 from 2022 based on anticipated and actual recent development and permitting revenues.
- Salary and benefit adjustments (net of internal admin) total \$162,284.
- Net operating expenses have increased by \$142,783.
- Reserve transfers increased by \$47,150. This is related to a projected increase in development related fee and permit revenues.
- New Services are related to the re-establishment of roads maintenance (grass and boulevard cutting) that was reduced in the 2020 Financial Plan and funded by COVID-19 Restart Grant funding in 2022. Funding for this \$89,000 portion of the service was reinstated in the operating budget for 2023.

Engineering & Operations - Budget Drivers	PLN 2023
Revenue Changes	-112,620
Salary Adjustments	162,284
Interdepartmental Position Transfer (Corporate Planning Advisor)	-126,668
Operating Expenses	142,783
Reserve Changes	-47,150
COVID-19 Restart Grant 2022	89,000
Total	107,629

# 2023 Department Action Plan

The Engineering & Operations Department has adopted a strategy statement to help guide the work of its teams:

We are professionals and experts who are stewards of the City's infrastructure.

### We use evidence-based decision making and optimize the use of our resources to deliver exceptional services to our customers that are safe, reliable, sustainable, and that give the best long-term value to the community.

With the new 2023-2026 Council Strategic Plan (CSP) adopted, through 2023, the department will be developing a more detailed department strategy to: support achievement of the CSP; enhance management and stewardship of the infrastructure and services within the department's responsibilities; and provide support for the department's staff teams.

For 2023, the department will be undertaking several priorities and key initiatives that support the CSP. A full summary of projects is included in the 2023 Capital Plan, with some highlights included below:

The School Traffic Safety Initiative (EN23021) is on its 4<sup>th</sup> year of a 7-year program targeting completion of a school travel planning study and infrastructure review, along with some small scale improvements where required, at each elementary school in Port Moody.

Re-initiated in 2021, the annual Neighbourhood Traffic Calming Program (EN23031) supports completion of around one traffic calming initiative per year as prioritized by the Transportation Committee.

The Streetlight LED Replacement Program (EN23032) will support replacement of existing High Pressure Sodium and Metal Halide street lights with more energy efficient and longer lasting LED fixtures.

New for 2023, the Pedestrian Walkaways/Accessibility Capital Program (EN23037) has been added to support rehabilitation of deteriorated sections of sidewalk and walkways, and to add or upgrade curb ramps to provide an improved level of accessibility for pedestrians.

The Alderside Foreshore Sanitary Sewer Assessment (SD23003) will complete an investigation on the condition, remaining lifespan, and replacement options for the City's only mainline sewer located within the Burrard Inlet intertidal area.

The City-wide Sanitary Sewer Inflow & Infiltration Strategy (SD23015) will confirm an approach to address Inflow & Infiltration (I&I) in sewers throughout the City. I&I can occur in City sewers, private service connections, and on private property when clean rainwater enters the sanitary sewer leading to capacity issues and higher regional volumes (and costs) requiring sewage treatment.

Several improvements to the City's Works Yard are included to support safety and efficiency in providing core services, including: An overhead truck wash (OP23008) which will allow large equipment to be more safely and efficiently maintained; an additional covered work space (FL23080) for the fleet garage to add capacity and address maintenance of vehicles and equipment that are too large to fit in the existing garage bays; a brine making facility (OP23011) to support quick and reliable access to salt brine used to help prevent roads from icing in the winter.

Annually, the Engineering & Operations Department implements several infrastructure renewal and rehabilitation projects including LRN and MRN paving; watermain, sanitary sewer, and drainage infrastructure construction; and sidewalk, streetlight, and bridge upgrades and maintenance. These projects are planned and implemented via the program budgets summarized in the 2023 Capital Plan.

# 2023 Corporate Project Plan Snapshot

# Engineering and Operations

Green Infrastructure Policy and Program



St Johns Redesign Project Phase 2

# STRATEGIC PLAN PROJECTS 1 Short and Long Term Works Yard/3016<br/>Murray Plan Master Transportation Plan Update STRATEGIC PLAN PROJECTS 2 Drainage Utility Enhancements St Johns Redesign Multi-Use Path

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# 2023 Corporate Project Plan Snapshot

# Engineering and Operations



# **OPERATING PROJECTS**

Inflow and Infiltration Strategy	Engineering + Operations Work Process Review Phase 2
Update Subdivision and Development Servicing Bylaw	Emergency Water Plan - Implementation Phase
Shoreline Trail Upgrade	Bike Route Review
Revised Parking Minimums and Maximums	Transportation Assessment for New Developments Phase 1
Cumulative Development Traffic Model	Neighbourhood Traffic Calming Program
Suter Brook Village Traffic Improvement	Bus Stop Accessibility Improvements
School Traffic Safety Initiative	Water Metering Feasibility Study
Streetlight LED Replacement Program	

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# **Department Performance Measures**

# Engineering and Operations



# MEASURES IN SUPPORT OF 2023-2026 COUNCIL STRATEGIC PLAN

	2020 Actual	2021 Actual	2022 Actual	2023 Target	Long-Term Target	LT Target Year
Sustainable Core Services						
# Highway use permits processed	206	203	167	200	200	Ongoing
\$ Offsite engineering review fees collected	222,395	45,434	159,760	200,000	200,000	Ongoing
Resilient Natural Environment						
Average solid waste diversion rate	74.0%	74.4%	73.2%	74.0%	70.0%	Ongoing
Tonnes of recycling, glass, green waste and garbage collected	7,139	7,085	6,513*	7,000	n/a	n/a
1,000m <sup>3</sup> of drinking water purchased from Metro Vancouver	5,384	5,222	5,080	5,300	n/a	Ongoing

\*Weather related service disruptions early and late in the 2022 calendar year may have resulted in solid waste volumes shifted to other years. This tonnage may not necessarily reflect a trend.

VIEW THE 2023-2026 COUNCIL STRATEGIC PLAN AT **PORTMODDY.CA/STRATEGICPLAN** 

# Fire Rescue

# 2023 - 2027 Operating Budget



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# 2023-2027 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, fire investigation services, as well as oversee and administer the City of Port Moody Emergency program. With roots in the community since 1913, Port Moody Fire Rescue is composed of 45 career firefighters, 3 chief officers and stationed in two community Fire halls providing professional service 24 hours a day, 7 days a week. In addition, we have 10 - 20 paid on call auxiliary firefighters for larger incident response.

### **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 another 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

*Trust* - Trust is the foundation of every relationship; we value the trust of the public and serve with honesty and compassion.

*Service* - We are dedicated to excellence in serving the community.

*Integrity* - We honor our commitments and are accountable for our actions.

*Teamwork* - We work together, respecting differences, for the greater good.



### **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 BC-EMALB Emergency Medical 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:

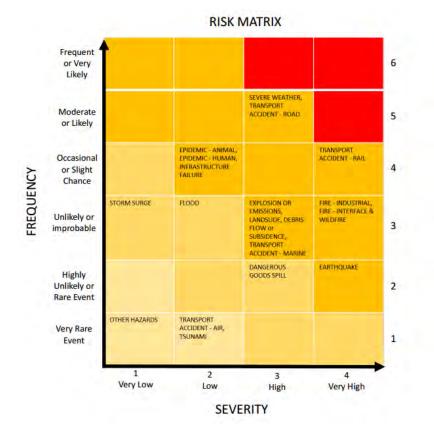
- Technical rope rescue
- Confined space rescue
- Advanced vehicle extrication operations
- Hazardous Materials advanced operations
- Wildland/Interface suppression & structure protection services
- Marine rescue response

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 Pacific Coast Terminals, Suncor, Imperial Oil, and the Canadian Pacific Railway.



Port Moody Fire Rescue is made up of the following divisions:

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

**Training Division**, responsible for the planning, development, delivery, and evaluation of all training of PMFR departmental staff. Industry best practices, regulatory requirements, and operational needs all drive the scope of the training programs. In 2022, the PMFR Training Division facilitated the delivery of over 5,900 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:

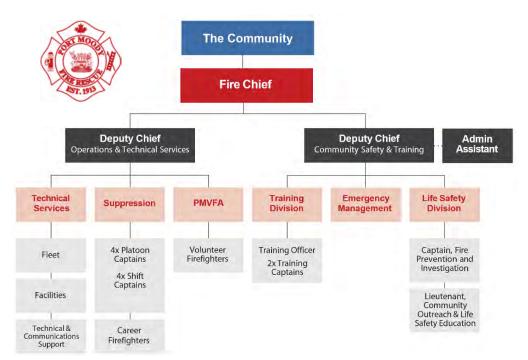
- Regular fire safety inspections
- Problem premise inspections
- Institutional inspections
- Fire and building code interpretation and enforcement
- Liaising with our City Buildings and Bylaws Department

Community Outreach services include:

- Public education Community and SD 43
- Fire extinguisher training
- Junior Firefighter programming
- Firesmart education

**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 10 - 20 community-oriented team members who support 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's minimum training standards.



#### Department Structure

#### Department Priorities and Key Initiatives

Port Moody Fire Rescue initiated a Fire Service Master Plan review in 2022. The last master plan review was completed 20 years ago. A third-party consultant reviewed all aspects of PMFR's service and operations, producing an updated 2023 Master Plan to guide the department's service delivery through the next two decades. The 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.

Port Moody Fire Rescue has requested 3 new positions in the 2023 budget, 2 suppression firefighters and 1 Fire Prevention inspector. The new suppression positions will enable the department make improvements in scheduling and in turn reduce injury time loss and overtime costs. The Fire Prevention inspector will add capacity to the Fire Prevention Division to provide increased inspection frequency and life safety programming. The Fire Inspector position will also assist capacity for the Fire Prevention Captain to work on the legislated changes and requirements introduced in the updated 2023 Fire Safety Act as well as community risk reduction measures.

Port Moody Fire Rescue is requesting funding for wellness support for our firefighters. Non-physical injuries result in firefighter absence from the workplace are continuing to rise. This increase is a result of changes to WSBC legislation covering occupational stress injuries, combined with an increase in education and advocacy of the non-physical impacts of the fire service. This 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.

PMFR is continuing with the previously approved heavy apparatus replacement program. In the fall of 2023, a new SVI Rescue Truck will replace the 1997 Freightliner Rescue Truck, which is currently at the end of its useful life. Approved by Council in 2018, this truck replacement is the last vehicle in the heavy apparatus replacement series. This replacement will enable Port Moody Fire Rescue to effectively respond and mitigate emergencies in our community the next 15 - 25 years. This apparatus replacement program directly reflects Council's strategic initiatives of exceptional service and a healthy community.

#### **Budget Highlights**

Over 82% 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 2023	PLN 2024	PLN 2025	PLN 2026	PLN 2027
Revenues	-151,695	-182,650	-126,321	-5,000	-5,000
Other Revenue	-5,000	-5,000	-5,000	-5,000	-5,000
Tsf from reserves-capital	-146,695	-177,650	-121,321		
Expenses	10,351,746	11,075,336	11,350,883	11,553,345	11,833,082
Salary and Benefits	8,384,373	8,946,811	9,183,705	9,417,708	9,662,540

Total	10,200,051	10,892,686	11,224,562	11,548,345	11,828,082
Tsf to reserves-capital	,	,	,	907	907
Recoveries	243,896	251,003	258,008	264,851	267,928
Grants & Donations	6,830	6,967	7,106	7,178	7,249
Sundry	484,859	596,164	590,141	518,098	518,286
Gov't Payments	281,670	291,580	301,840	312,297	323,102
Supplies & Materials	186,811	193,904	199,456	203,173	206,998
Equipment under \$5,000	472,155	488,248	501,313	511,684	520,158
Lease & Rentals	7,216	7,432	7,618	7,732	7,849
Insurance & Claims	35,659	37,380	39,186	41,059	43,026
Communications	26,476	26,976	27,403	27,667	27,933
Consulting and Prof Services	80,257	84,162	88,258	92,515	96,984
Contracted Services	43,992	44,468	44,876	45,128	45,382
Personnel Services	97,552	100,242	101,973	103,347	104,741

#### Notable Changes

The 2023 budget drivers are:

- Salaries and benefits increase by \$404,625
- Operating expenses increase by \$118,492
- 3 new positions: 2 Suppression Firefighters and 1 Fire Prevention Inspector (\$171,813)

Fire Rescue - Budget Drivers	PLN 2023
Salary Adjustments	404,625
Operating Expenses	118,492
Reserve Changes	-46,355
New Positions: Two Fire Fighters and One Fire Prevention Inspector	171,813
Total	648,575

## 2023 Corporate Project Plan Snapshot

# Fire Rescue



#### **OPERATING PROJECTS**

**Disaster Response Plan** 

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### **Department Performance Measures**

# Fire Rescue



### MEASURES IN SUPPORT OF 2023-2026 COUNCIL STRATEGIC PLAN

Measures in Support of 2023-2026 Council Strategic Plan	2020 Actual	2021 Actual	2022 Actual	2023 Target	Long- Term Target	LT Target Year
Sustainable Core Services						
% Compliance for inspection program	76%	91%	75%	78%	95%	2030
Citizen satisfaction	85%	77%	85%	85%	88%	2030
Healthy Community Development						
# Critical life-saving interventions performed	29	17	32	32	42	2030
# Hours training participated	6,000	5,300	5,944	6,100	7,800	2030
# Incidents responded in total (including fire calls, medical, motor vehicle and hazardous materials incidents)	1,008	1,330	1,578	1,600	2,100	2030
# Premise inspections conducted	823	503	1,035	1,100	2,030	2030

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### Finance & Technology

# 2023 - 2027 Operating Budget



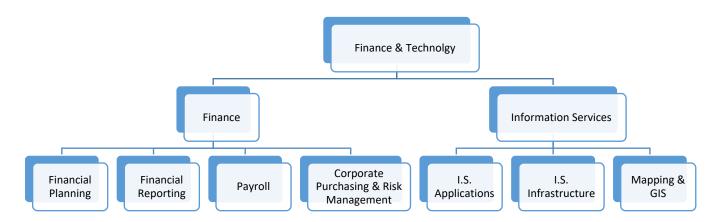
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### 2023-2027 Five Year Financial Plan Finance & Technology

The Finance and Technology department comprises the Finance Division and the Information Services Division.

The Finance Division's main objective is to ensure the City's financial health by providing leadership and support. They achieve this through activities such as long-term financial planning, annual budget development, property tax and utility calculation and collection, treasury and cash management, payroll services, purchasing administration, risk management, statutory financial reporting, and establishing internal controls. Their focus is on fiscal responsibility and effective management of the City's assets.

The Information Services Division is responsible for managing the City's technology infrastructure and driving digital transformation. They work closely with all departments to understand their technology needs and provide innovative solutions to enhance productivity and efficiency. The I.S. division oversees hardware and software resources, ensuring proper maintenance, upgrades, and replacements. They handle the installation and maintenance of software applications to meet operational requirements. Data security is a top priority, with the implementation of robust measures such as firewalls, antivirus software, and encryption protocols. They also provide technical support and troubleshooting services, ensuring employees have the necessary skills to utilize technology effectively.



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, severs, networking, email, file storage, printing, telephony, user accounts and SCADA.

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

#### Department Priorities and Key Initiatives

Finance and Technology is a support department that is focused on providing leadership and 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 2023 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes 16.7 FTE employee in Finance and 10.0 FTE employees in Information Service.

**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 \$173,400, represent transfers from the COVID Restart Grant Reserve, Development Process reserve, and the Unallocated Asset Replacement reserve for I.S. Help Desk, Finance and GIS related support.

**Labour**, net of **Recoveries**, continues to be a significant cost for the division representing 55% of operating budget expenses at \$2,364,000. Recoveries, at a credit of \$619,000, 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% (\$891,000) 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 6% (\$267,000) 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 6% (\$270,000) of the total operating expenses, primarily damage/liability claims and liability insurance.

**Equipment** and **Leases** represent 9% (\$371,000) 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% (\$76,000) of the total operating budgeted.

**Supplies & Miscellaneous** (sundry) expenses represent 1% (\$42,000) of the budgeted operating expenses.

Finance & Technology - Budget Summary	PLN 2023	PLN 2024	PLN 2025	PLN 2026	PLN 2027
Revenues	-271,436	-274,840	-277,124	-278,940	-280,792
Other Revenue	-98,000	-98,000	-98,000	-98,000	-98,000
Tsf from reserves-operating	-135,103	-138,507	-140,791	-142,607	-144,459
Tsf from reserves-capital	-38,333	-38,333	-38,333	-38,333	-38,333
Expenses	4,281,101	4,451,721	4,574,065	4,667,338	4,762,587
Salary and Benefits	2,983,560	3,117,941	3,212,560	3,276,623	3,342,012

Personnel Services	76,240	76,687	78,241	79,316	80,146
Consulting and Prof Services	891,130	920,850	936,233	953,427	971,031
Communications	266,665	274,239	280,270	284,318	288,445
Insurance & Claims	269,590	283,155	297,273	311,957	327,250
Lease & Rentals	175,799	182,831	188,316	192,083	195,924
Equipment under \$5,000	195,395	196,408	197,277	197,811	198,353
Supplies & Materials	13,583	13,794	13,998	14,108	14,166
Sundry	28,488	28,606	29,058	29,335	29,619
Recoveries	-619,350	-642,791	-659,161	-671,640	-684,359
Total	4,009,665	4,176,881	4,296,940	4,388,398	4,481,795

#### Notable Changes

The 2023 budget drivers of the \$363,477 increase are primary related to:

- Salaries and benefits which increased by \$201,240. This is related to estimated contractual and cost of living increases for CUPE and exempt employees. Additionally, \$85,103 is related to the inclusion of the new I.S. Service Desk Specialist position (approved in 2022) in the base operating budget which is funded through a transfer from the COVID Restart grant reserve.
- Operating expenses have a net increase of \$145,040. The major drivers of these changes are a \$119,879 increase is professional services (Software Maintenance) due to inflationary related contractual increases, a \$17,156 increase in corporate insurance (liability), a \$10,488 increase in communications (telephone and cellular services), equipment maintenance costs (cloud backup, firewall maintenance, etc.) at \$10,559, miscellaneous, supplies and materials, and personnel related costs increased by \$7,660. These are partially offset with increases of \$20,702 to the Utility Shift

New funding requirements for 2023, includes \$100,000 for a Cloud Disaster Recovery Server Backup which could not be accommodated in previous Financial Plans, and \$2,000 for the ongoing costs related to the implementation of software requirements.

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.

Finance & Technology - Budget Drivers	PLN 2023
Salary Adjustments	201,240
Operating Expenses	145,040
COVID-19 Restart Grant 2023	-85,103
New Funding Requirements	102,300
Skedda Desk Booking Software	2,300
Operating Impact: IS23007 - Cloud Disaster Recovery Server Backup	100,000
Total	363,477

# 2023 Corporate Project Plan Snapshot

# Finance and Technology



### STRATEGIC PLAN PROJECTS

Asset Management Investment Plan Update **Revenue Diversification Strategy** 

Land Management Strategy

#### STRATEGIC PLAN PROJECTS

**Digital Strategy** 

**Asset Management Policy Development** 

Natural Asset Management Plan Phase 1

#### **OPERATING PROJECTS**

Business Process Review Program Expansion

VIEW THE 2023-2026 COUNCIL STRATEGIC PLAN AT **PORTMODDY.CA/STRATEGICPLAN** 



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### **Department Performance Measures**

# Finance and Technology



### MEASURES IN SUPPORT OF 2023-2026 COUNCIL STRATEGIC PLAN

	2020 Actual	2021 Actual	2022 Actual	2023 Target	Long-Term Target	LT Target Year
Sustainable Core Services						
# Invoices processed	7,646	7,354	8,227	n/a	n/a	n/a
% Purchasing card transactions out of total purchases	3.2%	3.6%	3.0%	n/a	n/a	n/a
# Insurance claims	11	21	19	n/a	n/a	n/a
# Formal tenders, request for proposals, request for standing offers, expression of interest and notice of intent calls processed	35	29	31	n/a	n/a	n/a
# Purchase requisitions and service contracts processed	177	178	256	n/a	n/a	n/a
# Property tax deferrals processed	692	701	756	n/a	n/a	n/a
% Current year taxes outstanding at December 31	2.70%	1.03%	1.10%	1%	1%	n/a
% Tax notices registered for electronic delivery	9.31%	12.30%	13.70%	14%	50%	2035
% Utility notices registered for electronic delivery	7.51%	10.40%	12.20%	12%	50%	2035
\$ Cash and investment portfolio managed that met the City's capital financing and liquidity needs	90M	120M	121M	n/a	n/a	n/a
Canadian Award for Financial Reporting	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	Ongoing
Distinguished Budget Presentation Award	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	Ongoing

VIEW THE 2023-2026 COUNCIL STRATEGIC PLAN AT **PORTMODDY.CA/STRATEGICPLAN** 

### **Fiscal Services**

# 2023 - 2027 Operating Budget



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### 2023-2027 Five Year Financial Plan Fiscal Services

The Fiscal Services Department, which operates as an extension of the Finance Division, is used for financial planning and reporting for items that are corporate in nature. For revenues this includes property tax related revenue, investment income, lease and rental income, miscellaneous revenues and transfers from reserves and funds. For expenses this includes transfers to reserves (often offset with a revenue), debt financing (interest and principal), actuarial and general payroll liabilities and labour expenses, corporate bank charges, and minor miscellaneous and sundry expenses.

#### Consolidated Budget

Fiscal Services - Budget Summary	PLN 2023	PLN 2024	PLN 2025	PLN 2026	PLN 2027
Revenues	-72,150,150	-69,454,897	-72,050,739	-74,873,210	-77,241,523
Taxes-Real Property	-54,254,382	-57,772,070	-59,828,585	-62,054,921	-64,046,013
Taxes-Private Utility Companies	-392,314	-392,314	-392,314	-392,314	-392,314
Payments in Lieu of tax-federal	-45,000	-45,000	-45,000	-45,000	-45,000
Payments in Lieu of tax-provincial	-1,649,978	-1,649,978	-1,649,978	-1,649,978	-1,649,978
Payments in Lieu of tax-other	-13,000	-13,000	-13,000	-13,000	-13,000
Other Revenue	-1,140,032	-1,149,332	-1,149,332	-1,189,332	-1,016,168
Rev-own sources-investment income	-587,000	-587,000	-587,000	-587,000	-587,000
Transfer from other govt-prov'l unconditional	-186,000	-186,000	-186,000	-186,000	-186,000
Transfer from other govt-prov'l conditional	-6,896,836	-170,387	-170,387	-170,387	-170,387
Transfer from funds	-228,428	-217,162	-225,657	-226,212	-225,011
Tsf from reserves-operating	-2,189	-873	-566	-570	-640
Tsf from reserves-capital	-6,754,991	-7,271,781	-7,802,920	-8,358,497	-8,910,011
Expenses	22,025,846	16,447,519	17,509,708	18,695,018	19,792,947
Salary and Benefits	594,345	709,908	676,041	730,621	703,471
Sundry	1,515,080	1,514,942	1,521,738	1,494,292	1,384,552
Recoveries	-36,000	-36,000	-36,000	-36,000	-36,000
Tsf to reserves-operating	1,219,271	1,238,145	1,256,168	1,273,762	1,290,889
Tsf to reserves-capital	18,733,150	13,020,524	14,091,761	15,232,343	16,450,035
Total	-50,124,304	-53,007,378	-54,541,031	-56,178,192	-57,448,576

#### Notable Changes

The 2023 budget drivers of the \$4,553,0000 increase are primarily related to:

- An increase of \$4,500,000 in tax revenue to balance the 2023 budget.
- Increases in revenue of \$2.155 million primarily attributable to grant funding, the 2023 growth in the tax base due to non-market changes, and an increase in investment revenues.
- Salary and wages adjustments including contingencies, benefit adjustments, and actuarial estimates total \$362,000.
- Reserve changes including the annual increase to the asset reserve, the final phase out of the transfer from the growth stabilization reserve, increase to the transfer to the Climate Action Program reserve (tied to grant revenues noted above), and increase to the assessment appeals reserve.

Fiscal Services - Budget Drivers	PLN 2023
Revenue Changes	-2,155,073
Misc/Other Revenues	-15,755
Fines	-62,771
Grant	-1,366,547
Digital Billboard	140,000
2023 Growth	-700,000
Investment Revenue	-150,000
Salary Adjustments	361,567
Salary and Wages	538,156
Overhead and Benefits	-176,589
Operating Expenses	50,721
Miscellaneous	50,721
Reserve Changes	1,483,236
Asset Renewal Levy	485,000
Transfer from/to Reserve	2,236
Growth Stabilization Reserve	450,000
Climate Action Program	186,000
Assessment Appeals	360,000
COVID	206,246
COVID-19 Restart Grant 2022	206,246
New Tax Revenue	-4,500,000
New Tax Revenue	-4,500,000
Total	-4,553,303

### Library

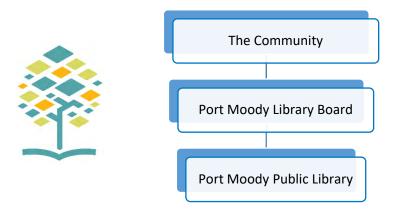
## 2023 - 2027 Operating Budget



### 2023-2027 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:

- Access to collections in multiple formats for a variety of audiences and abilities including books, magazines, newspapers, and multi-media
- Free library cards
- 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 BC public libraries through inter-library loan and the OneCard program

#### Department Priorities and Key Initiatives

The library is focused on providing excellent customer service to the residents of Port Moody. The priority is to be a welcoming and safe space to access lifelong learning.

In the 2023 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 2023 initiatives are listed below:

- Create a fund development strategy
- Review and possibly expand Sunday hours
- Renew the library's Mission, Vision and Values statements
- Advocate for a new library facility on the old Firehall lands
- Upgrade the technology used in the ParkLane room
- Improve accessibility in the library

#### **Budget Highlights**

The 2023 Financial Plan is similar to previous plans. The budget supports the areas discussed above and includes 17.66 FTE employees. There are no new services proposed for the 2023 Financial Plan.

The Library Board is requesting \$2,188,150 municipal support for 2023. The Board is projecting revenue of \$203,549 from various sources. The overall cost to run the library in 2023 will be \$2,391,699.

**Labour** is a significant cost for the division representing 80% (\$1,918,723) of the total operating budget.

**Supplies & Materials** which include the overall cost for books, cataloguing and maintenance represents 13% (\$315,260) of the total operating budget.

Equipment (including Lease & Rentals) represents 3.6% (\$86,405) of the total operating budget.

Personnel Services represent 0.08% (\$18,786) of the total operating budget.



Library - Budget Summary	PLN 2023	PLN 2024	PLN 2025	PLN 2026	PLN 2027
Revenues	-203,549	-203,649	-213,463	-213,363	-209,463
Other Revenue	-57,400	-56,400	-54,400	-52,400	-50,400
Transfer from other govt-prov'l conditional	-99,249	-99,249	-99,249	-99,249	-99,249
Transfer from other govt-capital other	-45,000	-48,000	-59,814	-59,814	-59,814
Tsf from reserves-operating	-1,900			-1,900	
Expenses	2,391,699	2,481,008	2,538,689	2,601,822	2,640,285
Salary and Benefits	1,918,723	1,998,004	2,048,944	2,098,129	2,131,376
Personnel Services	18,786	19,209	19,602	19,946	20,197
Contracted Services	7,000	7,000	7,000	7,000	7,000
Consulting and Prof Services	50	50	50	50	50
Communications	11,436	11,484	11,534	11,584	11,634
Insurance & Claims	8,860	9,303	9,768	10,256	10,769
Lease & Rentals	15,381	15,381	15,381	15,381	15,381
Equipment under \$5,000	70,924	71,709	67,199	67,903	68,626
Supplies & Materials	315,260	317,442	322,584	330,689	333,208
Sundry	10,279	10,476	10,678	10,883	11,093
Tsf to reserves-operating		950	950		950
Tsf to reserves-capital	15,000	20,000	25,000	30,000	30,000
Total	2,188,150	2,277,359	2,325,226	2,388,459	2,430,822

#### Notable Changes

There are four main budgetary drivers:

- Revenue is expected to decline by \$3,425 in 2023 due to a reduction in grants and late fines.
- Salaries and benefits will increase by \$109,323. This is related to estimated contractual and cost of living increases for CUPE and exempt employees.
- There will be an overall increase of \$17,763 to operating expenses, most of which are about keeping pace with inflation for the collections budget, insurance, advertising and software licensing.
- There will be an annual increase of \$15,000 to the library's technology reserve to pay for necessary upgrades to the library's technical infrastructure. This upgrade will take place over the next 5 to 7 years and will smooth out the impact to the tax base.

Library - Budget Drivers	PLN 2023
Revenue Changes	3,425
Salary Adjustments	109,323
Operating Expenses	17,763
Reserve Changes	-2,835
New Service: Technical Support	15,000
Total	142,676

### **Department Performance Measures**

# Port Moody Public Library



### MEASURES IN SUPPORT OF LIBRARY STRATEGIC DIRECTIONS

Measures in Support of Library Strategic Directions	2020 Actual	2021 Actual	2022 Actual	2023 Target	Long-Term Target	LT Target Year						
Direction 1 – Raise the profile of the Library in the community												
# In-person visits	111,980	119,361	208,262	215,000	350,000	2028						
# Reference questions answered	9,132	11,344	13,424	14,000	16,000	2028						
Direction 2 – Revitalize how the Library does business to prepare for a future of growth and change												
# Total checkouts processed (including physical and electronic items)	438,740	562,672	570,642	580,000	700,000	2028						
Direction 3 – Provide robust and relevant p	orogrammir	ng that add	resses 21st	Century lit	teracy needs							
# Children registered for the annual Summer Reading Club	840	1,093	1,157	1,200	1,500	2028						
# Programs hosted by the Library (in-person and virtual)	714	637	1,491	900	770	2028						
# Program participants	83,525	27,288	31,249	31,500	35,000	2028						



VIEW THE 2023-2026 COUNCIL STRATEGIC PLAN AT **PORTMODDY.CA/STRATEGICPLAN** 

### Port Moody Police

# 2023 - 2027 Operating Budget

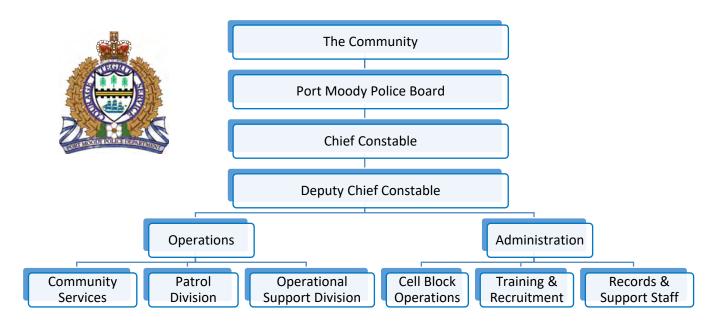


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### 2023-2027 Five Year Financial Plan Port Moody Police Department

The Port Moody Police department (PMPD) is established at 52 sworn police members and 18 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 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 with some unmarked vehicles in the fleet. Patrol officers respond to every call for service and investigate complaints from the public.

**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 and City By-Law 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, a Crime Analyst, 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, finance and human resources. 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 responding to 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 complex work for police. Frequently, police interactions with these vulnerable sectors do not relate to any criminal investigation but are related to general social issues.

> pmpd in the community



PMPD Mascot Chase teaching preschoolers about safety



Remembrance Day



PMPD Volunteer Bike Patrol Squad



PMPD Youth Officer Cst. Dixon addressing elementary school students

The PMPD are committed to reducing crime through targeted enforcement of prolific offenders. 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							

#### **Budget Highlights**

The 2023-2027 Financial Plan includes the required expenditures to deliver the necessary programs and services to the community. The 2023 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 75% (\$565,974) of the total police revenues.

**Salaries and benefits** represent a significant portion of the annual operating expenses at \$11,048,263 (76%). It represents the anticipated salaries and benefits as well as overtime costs for the police members and civilian staff.

**Consulting and professional services**, 10% (\$1,416,352) of the total operating expenses, consist of quarterly E-Comm dispatch charges, integrated teams, internal audits, and other outsourced police services. E-Comm dispatch fees are increasing 32% in 2023.

**Equipment and vehicle** expenses represent 6% of the annual operating expenses at \$812,856. 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% (\$250,436) of the annual operating budget.

**Recoveries** at 2% (\$266,651) 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 \$731,785.

Police - Budget Summary	PLN 2023	PLN 2024	PLN 2025	PLN 2026	PLN 2027
Revenues	-756,732	-757,793	-762,325	-783,129	-773,199
Services to other governments	-45,000	-45,000	-45,000	-45,000	-45,000
Other – Recoveries	-61,510	-61,510	-61,510	-61,510	-61,510
From gov't: Provincial Traffic Sharing	-565,974	-565,974	-565,974	-565,974	-565,974
From gov't: Provincial Grants	-75,914	-76,043	-76,176	-76,311	-76,449
From reserves – Operating	-8,334	-9,266	-13,665	-34,334	-24,266
Expenses	14,526,343	15,284,427	15,783,004	16,262,542	16,732,066
Salary and Benefits	11,048,263	11,585,107	11,970,221	12,317,711	12,691,043
Consulting and Prof Services	1,416,352	1,568,932	1,626,138	1,725,968	1,744,295
Equipment (includes vehicle expenses)	703,657	726,515	760,942	763,503	780,337
Government Payments	250,436	257,949	265,688	273,656	281,866
Recoveries	266,651	273,441	280,147	286,749	291,770
Personnel Services	259,654	271,247	270,144	275,547	303,457
Supplies & Materials	216,646	220,980	225,400	229,908	243,506
Vehicle Expenses (insurance & leases)	109,199	112,808	116,560	120,462	124,521
Communications	91,277	93,103	94,965	96,864	98,802
Contracted Services	79,214	80,566	81,945	83,352	84,787

Miscellaneous	64,528	75,779	69,054	78,356	69,682
To reserves – Operating	20,466	18,000	21,800	10,466	18,000
Total	13,769,611	14,526,634	15,020,679	15,479,413	15,958,867

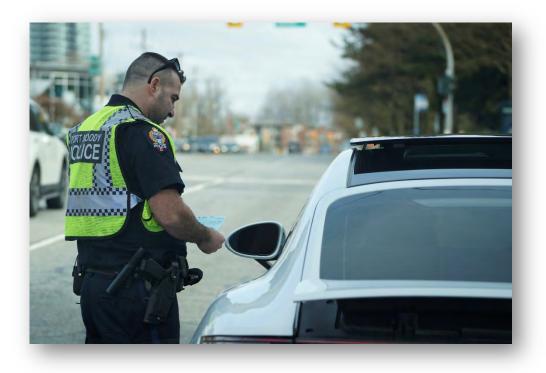
#### Notable Changes

The 2023 Budget has increased by \$992,590 over the prior year budget. The increase is primarily related to salaries and benefits which increased by \$639,908, an increase in operating expenses (offset by reserve transfers) of \$354,557 and an increase in revenue by \$1,875.

Salaries and benefits have increased over the prior year largely due to nondiscretionary items such as the anticipated cost of living increases and benefit increases. A slight increase is proposed to add a disclosure clerk position (phased in 50% this year) to comply with the reporting requirements of the new provincially mandated digital evidence management system as well as to increase the hours for the Crime Analyst. This position as well as additional hours for the Crime Analyst are critical for ensuring our strategic goals of engaging our people and strengthening technology and policy are achieved.

Operating expenses have increased primarily due to an increase in E-Comm dispatch fees and inflationary pressures. The other notable increases include police recruit training costs at the Justice Institute as well as provincially mandated training costs for major crime investigators.

Police - Budget Drivers	PLN 2023
Revenue increase – small increase in Victim Services provincial funding	-1,875
Salary and Benefit increase	639,909
Operating Expense increase (offset by transfers to/from reserves)	354,554
Total	992,588



## 2023 Corporate Project Plan Snapshot

# Port Moody Police Department



#### **DEPARTMENT STRATEGIC 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.
- Objective 2. Service Excellence: The Department will continue to enhance police services to meet the needs of 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.
- Objective 4. Strengthen Technology & Policy: The Department will continue to invest in technology and policy.

#### VIEW THE 2023-2026 COUNCIL STRATEGIC PLAN AT **PORTMODDY.CA/STRATEGICPLAN**



### **Department Performance Measures**

# Port Moody Police Department



# MEASURES IN SUPPORT OF THE DEPARTMENT STRATEGIC PLAN

	2020 Actual	2021 Actual	2022 Actual	2023 Target	Long-Term Target	LT Target Year
Goal 1 – A safe and engaged community						
# Police record checks	183	1,008	1,436	n/a	n/a	Ongoing
# Freedom of Information (FOI) requests	332	359	317	n/a	n/a	Ongoing
# Collision investigations conducted	188	224	230	n/a	n/a	Ongoing
# Impaired driving cases investigated	123	74	208	n/a	n/a	Ongoing
# Service calls received (including emergency in-progress calls)	7,429	7,109	6,778	n/a	n/a	Ongoing
# Traffic violation and road safety warning tickets issued	2,995	2,258	3,105	n/a	n/a	Ongoing
Rate of crime against person incidents per 1,000 population	5.86	5.43	16.6	n/a	n/a	n/a
Rate of property crime incidents per 1,000 population	16.17	16.64	22.1	n/a	n/a	n/a
Goal 2 – A capable organization						
# Authorized Strength Sworn / Civilian	52 / 16	52 / 17	52 / 17	52 / 18	n/a	n/a

VIEW THE 2023-2026 COUNCIL STRATEGIC PLAN AT **PORTMODDY.CA/STRATEGICPLAN** 

# Section Five 2023-2027 Utility Budget

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# **Utility Funds**

### **2023 BUDGET HIGHLIGHTS**

Supplying safe drinking water, ensuring the management of sanitary sewage and rainwater, and the delivery of solid waste collection are essential services provided by the City's Utilities. The City's water, sewer and drainage infrastructure has been designed and built over a period of more than 100 years. Today, the environment in which this infrastructure operates is rapidly changing. The City's infrastructure is aging and is in need of renewal, while pressures from population growth and climate change are generating increasing need for services. Climate change is disproportionately affecting the City's water and wastewater services with extreme heat, storms and sea level rise causing infrastructure damage, and exacerbating droughts, urban heat and flooding.

Community values and expectations regarding water quality, public safety, environmental protection, healthy ecosystems and livability are evolving. To maintain the Utilities' mandate of providing excellent water, sewer and drainage, and solid waste services to the public, it is critical to envision and plan for these services to be integrated, resourceful, equitable and resilient.

Pressures due to aging infrastructure, population growth, climate change and changing regulations require the utilities to plan and manage services in new ways. The Water Utility operates a water distribution system supplied with high-quality drinking water from Metro Vancouver. The Utility strives to maintain a high level of reliability and energy efficiency. The water distribution system, valued at an estimated replacement cost of \$146 million, typically distributes a total of more than 5 million cubic metres of water to customers each year and is made up of:

- Over 120 kilometres of underground pipes
- 3 reservoirs
- 2 re-chlorination stations
- 3 pump stations
- and 15 pressure reducing valve stations

The Sewer Utility operates a wastewater collection system that conveys municipal and industrial wastewater to Metro Vancouver's wastewater treatment plants. The safe and efficient operation of our wastewater collection system protects public health, property, and the environment. The wastewater collection system, valued at an estimated replacement cost of \$165 million, is made up of 4 lift stations and over 118 kilometres of underground pipes.

The Drainage Utility conveys rainfall runoff to the environment and prevents damage to property and infrastructure, with an estimated replacement cost of \$150 million.

The Water, Sanitary Sewer, and Solid Waste 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. 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 are included in the annual Fees Bylaw, which was presented to Council in November 2022. Capital projects for the Utilities were presented with the General Fund in November 2022. Final adjustments were required to balance the funds and ensure capital and operating reserve transfers were completed. The Utility budgets are incorporated into the City's Five-Year Financial Plan Bylaw.

The Utilities Financial Plan was prepared in accordance with the City's 2023 Financial Plan Guidelines for the Committee's consideration. The plan allows for the same level of service in 2023 as in 2022 and includes one new service. The 2023 Utility budgets included the addition of a staff resources to fulfill various core functions that support the utility and other operational teams, such as works yard maintenance, stores support, materials stocking and handling, equipment operations and other related duties and project work.

The overall utility budgets total \$20,600,000 for 2023. The main drivers of the proposed \$1,281,000 increase for 2023 are Metro Vancouver (MV) charges; labour and benefits; transfers to capital reserves; and operating expenses (vehicles, utility shift, supplies and materials, and contracted services)

In previous years, all residents paid the same flat rate for water and sewer services regardless of housing type. In 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 <u>www.PortMoody.ca/Utilities</u>.

Executive Summary 2023				Uti	lities				(Favourable)/ Unfavourable Totals
	336 - Garbage	337 - Recycling	357 - Green Waste	358 - Glass Recycling	Solid Waste	Sanitary Sewer	Drainage	Water	
2022 Approved Budget	0	0	0	0	0	0	0	0	0
Interdepartmental Transfers / Adjustments									
2023 Adjusted Budget	0	0	0	0	0	0	0	0	0
Revenue Changes									
User Fees	-19,873	-63,818	-92,950	-8,939	-185,580	-377,113	-250,398	-362,854	-1,175,945
Penalty Revenue		,	. ,			-2,000	,		-2,000
Other Revenue						,	716		716
Revenue Changes Total	-19,873	-63,818	-92,950	-8,939	-185,580	-379,113	-249,682	-362,854	-1,177,229
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Salary Adjustments									
Salary and Wages	3,165	3,625	5,027	1,185	13,002	27,161	45,103	33,614	118,880
Overhead and Benefits	1,351	1,562	2,201	598	5,712	3,683	27,855	24,494	61,744
Salary Adjustments Total	4,516	5,187	7,228	1,783	18,714	30,844	72,958	58,108	180,624
	,	,	,	,	,	,	,	,	
Reserve Changes									
Reserve Transfers	-21,667	3,333	18,333		-1	-91,354	42,892	37,331	-11,132
Reserve Changes Total	-21,667	3,333	18,333		-1	-91,354	42,892	37,331	-11,132
-									
Operating Expenses									
Personnel	-1,345	3,366	1,895		3,916	115		219	4,250
Contracted Services		630			630	780	337	2,786	4,533
Communications	71	95	148	56	370				370
Professional Services	36	34	61		131	278		604	1,013
Utilities (i.e Hydro & Gas)						339		4,127	4,466
Insurance	602	602	602	602	2,408	4,391	136	5,347	12,282
Lease and Rentals						3,000	15		3,015
Vehicle Charges	30,093	36,303	53,545	4,248	124,189	12,014	14,348	20,367	170,918
Supplies	-2,400	2,300	100		0	484	370	2,436	3,290
SCADA						1,000			1,000
Miscellaneous		2,000			2,000			10,027	12,027
Internal Admin	3,217	3,217	4,288		10,722	81,582		-56,187	36,117
Metro Vancouver						313,135	111,126	255,186	679,447
Operating Expenses Total	30,274	48,547	60,639	4,906	144,366	417,118	126,332	244,912	932,728
New Funding Requirement									
Yard Support	6,750	6,750	6,750	2,250	22,500	22,500	7,500	22,500	75,000
New Funding Requirement Total	6,750	6,750	6,750	2,250	22,500	22,500	7,500	22,500	75,000

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**Budget Submitted** 

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### **Department Summary - Utilities**

Utilities	Actual 2021	Budget 2021	Budget 2022	Plan 2023	Plan 2024	Plan 2025	Plan 2026	Plan 2027
Drainage	192,673	0	0	0	0	0	0	0
Sanitary Sewer	-504,274	1	0	0	0	0	0	0
Solid Waste	0	-1	0	0	0	0	0	0
Water	-378,645	1	0	0	0	0	0	0
Utilities - Total	-690,246	0	0	0	0	0	0	0

### Drainage

### 2023 - 2027 Operating Budget



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### 2023-2027 Five Year Financial Plan

#### Drainage

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.

Transfers to the Drainage Capital reserve are increasing by \$124,000 or 11.1% to \$1,243,000, which will be used to fund capital replacement and renewal projects related to the City's drainage infrastructure.

Salary and wages, including benefits, are increasing by \$73,000, of which \$55,000 is for the Civil Construction crew adjustments which is now part of the based Drainage operating budget. As discussed above, the increase in salary and wages will have no net operating budget impact as the related transfers to the Capital reserve to fund the annual Civil Construction crew operating projects is no longer required.

Vehicle charges are increasing by \$14,000. This represents the Drainage Utility's share of vehicle resources pooled under the Operations Division. This includes increases related to replacement provision, fuel, maintenance, and garage charges.

Metro Vancouver's (MV) Greater Vancouver Sewer and Drainage District (GVS&DD) levy is increasing by 21.2% to a total 2023 drainage levy of \$467,000. 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.

A \$7,500 new service request is approved in the Drainage Utility's budget as there is a need to provide staff or resources to fulfill various core functions that support the utility and other operational teams, such as works yard maintenance, stores support, materials stocking and handling, equipment operations and other related duties and project work.

As drainage is funded by taxation, the exact amount will vary based on assessed value; however, based on the 2023 average residential assessed value of \$1,333,000, it is projected that the drainage rates would increase from \$100 (2022) to \$114 in 2023. This represents an \$14 increase.



### Consolidated Budget

Drainage - Budget Summary	PLN 2023	PLN 2024	PLN 2025	PLN 2026	PLN 2027
Revenues	-2,145,821	-2,399,541	-2,611,818	-2,855,525	-3,153,587
Other Revenue	-5,826	-8,280	-7,775	-7,902	-8,184
Sewer Utility Fees and Charges	-2,076,988	-2,325,149	-2,539,714	-2,784,224	-3,082,253
Transfer from other govt-capital other	-57,352	-57,352	-57,352	-57,352	-57,352
Tsf from reserves-capital	-5,655	-8,760	-6,977	-6,047	-5,798
Expenses	2,145,821	2,399,541	2,611,818	2,855,525	3,153,587
Salary and Benefits	245,465	255,692	261,295	266,648	271,320
Contracted Services	17,185	17,529	17,880	18,059	18,240
Insurance & Claims	2,869	3,013	3,163	3,321	3,488
Lease & Rentals	740	754	769	777	785
Equipment under \$5,000	144,840	154,294	160,887	165,855	170,055
Supplies & Materials	18,918	19,297	19,683	19,879	20,078
Gov't Payments	467,257	599,023	701,456	836,135	1,025,938
Transfer to Funds	5,655	8,760	6,977	6,047	5,798
Tsf to reserves-capital	1,242,892	1,341,178	1,439,708	1,538,803	1,637,886
Total	0	0	0	0	0

### Notable Changes

Drainage - Budget Drivers	PLN 2023
Revenue Changes: User Fees & Other Revenue	-249,682
Salary Adjustments	72,958
Reserve Changes	42,892
Operating Expenses	126,332
New Services: Yard Support	7,500
Total	0

### Drainage Rates 2023 - 2027

	BUD 2022		BUD 2022 PLN 2023			PLN 2024			PLN 2025 PLN 2026			PLN 2026	PLN 2027					
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Drainage	18,200	\$ 100	\$ 1,820,000	18,200	114	\$ 2,074,800	18,200	128	\$ 2,329,600	18,200	140	\$ 2,548,000	18,200	153	\$ 2,784,600	18,200	169	\$ 3,075,800

Revenue Total	1,820,001	2,074,801	2,329,601	2,548,001	2,784,601	3,075,801
Per Operating Budget	1,826,590	2,076,988	2,325,149	2,539,714	2,784,224	3,082,253
\$ Change - Revenue		256,987	250,348	210,113	236,223	297,652
% Change - Revenue		14.12%	12.07%	9.02%	9.27%	10.69%
Rate Over/(Shortfall)	-6,589	-2,187	4,452	8,287	377	-6,452
\$1 of rate increase generates	18,201	18,201	18,201	18,201	18,201	18,201

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# Sanitary Sewer

# 2023 - 2027 Operating Budget



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## 2023-2027 Five Year Financial Plan

#### Sanitary Sewer

Metro Vancouver's Greater Vancouver Sewer and Drainage District (GVS&DD) levy is estimated to increase by approximately 14.3% or \$313,000 for 2023 levy of \$2,514,000. 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 (discussed above) and 14% to drainage.

Transfers to the Sewer Capital reserve is decreasing by \$91,000 to \$1,905,000. A reduction (credit) of \$142,000 for the Civil Construction crew adjustments have been made to build the 60% of the personnel cost into the Sewer based operating budget. The previous practice was to fund the Civil Construction crew from annual operating projects funded from the Sewer (60%), Water (25%) and Drainage (15%) Capital reserves. This adjustment will have no net operating budget impact in any of the three utilities. An inflationary increase to the Sewer Capital reserve by \$51,000 or 2.5% over 2022 and will be used to fund capital replacement and renewal projects related to the City's sewer infrastructure. A focus Sewer capital projects in coming years will be addressing Inflow and Infiltration as MV will begin implementation of wet weather sewage utility pricing which will increase fees for municipalities with higher than average Inflow and Infiltration volumes.

Salary and wages, including benefits, are increasing by \$31,000 as a result of increases in the cost of employee benefits and projected contractual salary increases.

The internal administration (utility shift) charged to the Sewer utility is increasing by 13.2% or \$82,000 over 2022, of which, \$69,000 represents the Utilities Superintendent labor costs which was previously funded entirely from Water Utility and is now 50% funded from the Water Utility and 50% funded from the Sewer Utility. The baseline utility shift from 2022 is increasing by \$12,600. This charge is reviewed annually and set at an appropriate level for the internal City resources and services the utility uses.

Vehicle charges are increasing by \$12,000. This represents the Sewer Utility's share of vehicle resources pooled under the Operations Division. This includes increases related to replacement provision, fuel, maintenance, and garage charges.

A \$22,500 new service request is approved in the Sewer Utility's budget as there is a need to provide staff or resources to fulfill various core functions that support the utility and other operational teams, such as works yard maintenance, stores support, materials stocking and handling, equipment operations and other related duties and project work.



## Consolidated Budget

Sanitary Sewer - Budget Summary	PLN 2023	PLN 2024	PLN 2025	PLN 2026	PLN 2027
Revenues	-6,107,148	-6,911,595	-7,550,600	-8,358,261	-9,449,792
Other Revenue	-12,961	-18,783	-17,785	-17,902	-18,365
Sewer Utility Fees and Charges	-5,945,171	-6,747,338	-7,386,765	-8,194,819	-9,285,659
Rev-own sources-investment income	-120,000	-120,000	-120,000	-120,000	-120,000
Tsf from reserves-capital	-29,016	-25,474	-26,050	-25,540	-25,768
Expenses	6,107,148	6,911,595	7,550,600	8,358,261	9,449,792
Salary and Benefits	578,384	601,336	613,730	625,309	635,317
Personnel Services	5,893	6,011	6,131	6,192	6,255
Contracted Services	39,805	40,602	41,414	41,827	42,246
Consulting and Prof Services	14,203	14,487	14,777	14,925	15,074
Utilities	12,899	13,247	13,605	13,970	14,350
Communications	6,000	6,000	6,000	6,000	6,000
Insurance & Claims	60,332	62,979	65,748	68,645	71,678
Lease & Rentals	3,150	3,150	3,150	3,150	3,150
Equipment under \$5,000	121,266	129,179	134,699	138,858	142,376
Supplies & Materials	24,686	25,180	25,683	25,940	26,201
Gov't Payments	2,513,619	3,221,716	3,772,185	4,495,892	5,515,788
Sundry	8,000	8,000	8,000	8,000	8,000
Recoveries	708,296	723,001	737,653	750,904	752,385
Transfer to Funds	106,021	104,501	106,813	107,610	108,657
Tsf to reserves-capital	1,904,594	1,952,208	2,001,014	2,051,039	2,102,315
Total	0	0	0	0	0

### Notable Changes

Sanitary Sewer - Budget Drivers	PLN 2023
Revenue Changes: User Fees & Penalty Revenue	-379,113
Salary Adjustments	30,844
Reserve Changes	-91,354
Operating Expenses	417,123
New Services: Yard Support	22,500
Total	0

## Sewer Rates 2023 - 2027

			BUD 2022			PLN 2023			PLN 2024		PLN 202		PLN 2026					PLN 2027
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Single Family	6,006	\$ 422	\$ 2,534,532	4,856	438	\$ 2,126,928	4,856	504	\$ 2,447,424	4,856	557	\$ 2,704,792	4,856	624	\$ 3,030,144	4,856	714	\$ 3,467,184
Townhouse	1,621	\$ 398	\$ 645,158	3,512	413	\$ 1,450,456	3,512	476	\$ 1,671,712	3,512	526	\$ 1,847,312	3,512	590	\$ 2,072,080	3,512	676	\$ 2,374,112
Condo	5,502	\$ 267	\$ 1,469,034	5,244	277	\$ 1,452,588	5,244	319	\$ 1,672,836	5,244	353	\$ 1,851,132	5,244	396	\$ 2,076,624	5,244	453	\$ 2,375,532
Laneway House	7	\$ 203	\$ 1,421	12	211	\$ 2,532	12	243	\$ 2,916	12	269	\$ 3,228	12	301	\$ 3,612	12	345	\$ 4,140
Secondary Suites	409	\$ 203	\$ 83,027	414	211	\$ 87,354	414	243	\$ 100,602	414	269	\$ 111,366	414	301	\$ 124,614	414	345	\$ 142,830
NFP Housing	200	\$ 203	\$ 40,600	129	211	\$ 27,219	129	243	\$ 31,347	129	269	\$ 34,701	129	301	\$ 38,829	129	345	\$ 44,505
Office	172	\$ 455	\$ 78,260	183	472	\$ 86,376	183	544	\$ 99,552	183	602	\$ 110,166	183	675	\$ 123,525	183	773	\$ 141,459
Restaurant	18	\$ 781	\$ 14,058	21	811	\$ 17,031	21	934	\$ 19,614	21	1,033	\$ 21,693	21	1,158	\$ 24,318	21	1,326	\$ 27,846
Service Stns (Garage)	6	\$ 781	\$ 4,686	6	811	\$ 4,866	6	934	\$ 5,604	6	1,033	\$ 6,198	6	1,158	\$ 6,948	6	1,326	\$ 7,956
Private Club	0	\$ 455	\$ 0	0	472	\$ 0	0	544	\$ 0	0	602	\$ 0	0	675	\$ 0	0	773	\$ 0
Not for Profit	15	\$ 455	\$ 6,825	6	472	\$ 2,832	6	544	\$ 3,264	6	602	\$ 3,612	6	675	\$ 4,050	6	773	\$ 4,638
Unclassified	2	\$ 455	\$ 910	8	472	\$ 3,776	8	544	\$ 4,352	8	602	\$ 4,816	8	675	\$ 5,400	8	773	\$ 6,184

Revenue Total	4,878,512	5,261,959	6,059,224	6,699,017	7,510,145	8,596,387
Per Operating Budget	4,881,058	5,258,171	6,060,338	6,699,765	7,507,819	8,598,659
\$ Change - Revenue		187,627	798,379	640,541	808,802	1,088,514
% Change - Revenue		3.85%	15.17%	10.57%	12.07%	14.49%
Rate Over/(Shortfall)	-2,546	3,788	-1,114	-748	2,326	-2,272
\$1 of rate increase generates	13,959	14,392	14,392	14,392	14,392	14,392

# Solid Waste

# 2023 - 2027 Operating Budget



### 2023-2027 Five Year Financial Plan Solid Waste

The Solid Waste Utility is broken up into Garbage, Recycling, Green Waste, and Glass collection services. Each function is self-balancing (revenues/fees equal expenses) and has a separate rate. Overall, the Solid Waste fees is expected to increase \$21 or 5% to \$440 for 2023. A current focus of the Solid Waste Utility is on reducing the level of contamination in the recycled materials the City collects to more closely meet RecycleBC targets for single stream processors.



Vehicle charges are increasing by \$124,000. 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 charged to the Solid Waste utility is being increased in 2023 by \$11,000. 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 \$2,000 or 20% to \$12,000.

Salary and wages are increasing by \$18,700. This is primarily driven by projected increases in the cost of employee benefits and contracted salary increases.

A \$22,500 new service request is approved in the Solid Waste Utility's budget as there is a need to provide staff or resources to fulfill various core functions that support the utility and other operational teams, such as works yard maintenance, stores support, materials stocking and handling, equipment operations and other related duties and project work.

## Consolidated Budget

Solid Waste - Budget Summary	PLN 2023	PLN 2024	PLN 2025	PLN 2026	PLN 2027
Revenues	-3,541,362	-3,633,996	-3,697,316	-3,749,375	-3,785,639
Sale of services-environmental health	-3,522,169	-3,606,146	-3,670,573	-3,722,404	-3,757,993
Other Revenue	-19,193	-27,850	-26,743	-26,971	-27,646
Expenses	3,541,362	3,633,996	3,697,316	3,749,375	3,785,639
Salary and Benefits	850,713	884,839	903,907	921,299	936,637
Personnel Services	14,511	14,801	15,097	15,248	15,400
Contracted Services	576,286	576,927	577,581	577,915	578,252
Consulting and Prof Services	6,719	6,853	6,991	7,060	7,132
Communications	27,359	27,737	28,122	28,348	28,518
Insurance & Claims	36,869	38,505	39,999	41,333	42,720
Equipment under \$5,000	1,077,454	1,122,265	1,152,748	1,175,538	1,194,344
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	36,000	36,000	36,000	36,000	36,000
Recoveries	529,638	540,255	551,057	560,822	560,823
Tsf to reserves-operating	10,000	10,000	10,000	10,000	10,000
Tsf to reserves-capital	79,513	79,513	79,513	79,513	79,513
Total	0	0	0	0	0

## Notable Changes

Solid Waste - Budget Drivers	PLN 2023
Revenue Changes: User Fees	-185,580
Salary Adjustments	18,714
Operating Expenses	144,366
New Services: Yard Support	22,500
Total	0

## Garbage Rates 2023 - 2027

			BUD 2022			PLN 2023			PLN 2024	PLN 2025			PLN 2026			PLN 2027		
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Per Single Family or Two Family Dwelling Pe	5,034	\$ 119	\$ 599,046	4,977	119	\$ 592,263	4,977	122	\$ 607,194	4,977	124	\$ 617,148	4,977	125	\$ 622,125	4,977	126	\$ 627,102
Per SFD or 2 SFD Per Unit: (240L Cart)	1,682	\$ 206	\$ 346,492	1,790	206	\$ 368,740	1,790	211	\$ 377,690	1,790	214	\$ 383,060	1,790	216	\$ 386,640	1,790	218	\$ 390,220
Per Res MFD	0	\$ 119	\$ 0	0	119	\$ 0	0	122	\$ 0	0	124	\$ 0	0	125	\$ 0	0	126	\$ 0
Per ICI Premises: (120L Cart)	19	\$ 178	\$ 3,382	19	178	\$ 3,382	19	182	\$ 3,458	19	184	\$ 3,496	19	186	\$ 3,534	19	188	\$ 3,572
Per ICI Premises: (240L Cart)	73	\$ 310	\$ 22,630	74	310	\$ 22,940	74	317	\$ 23,458	74	321	\$ 23,754	74	324	\$ 23,976	74	327	\$ 24,198

Revenue Total	971,551	987,326	1,011,801	1,027,459	1,036,276	1,045,093
Per Operating Budget	968,695	988,568	1,009,423	1,025,531	1,038,561	1,047,135
\$ Change - Revenue		1,242	22,097	13,730	11,102	10,859
% Change - Revenue		0.13%	2.24%	1.36%	1.08%	1.05%
Rate Over/(Shortfall)	2,856	-1,242	2,378	1,928	-2,285	-2,042
\$1 of rate increase generates	6,809	6,861	6,861	6,861	6,861	6,861

## Green Waste Rates 2023 - 2027

			BUD 2022			PLN 2023			PLN 2024	PLN 2025			PLN 2026			PLN 2027		
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Per Single Family or Two Family Dwelling Pe	4,845	\$ 243	\$ 1,177,335	4,844	258	\$ 1,249,752	4,844	264	\$ 1,278,816	4,844	268	\$ 1,298,192	4,844	272	\$ 1,317,568	4,844	274	\$ 1,327,256
Per MFD (with cart)	1,629	\$ 122	\$ 198,738	1,681	129	\$ 216,849	1,681	132	\$ 221,892	1,681	134	\$ 225,254	1,681	136	\$ 228,616	1,681	137	\$ 230,297
Per MFD Centralized*	926	\$ 49	\$ 45,374	926	52	\$ 48,152	926	53	\$ 49,078	926	54	\$ 50,004	926	55	\$ 50,930	926	55	\$ 50,930
Per ICI Premises: (240L Cart)	25	\$ 243	\$ 6,075	24	258	\$ 6,192	24	264	\$ 6,336	24	268	\$ 6,432	24	272	\$ 6,528	24	274	\$ 6,576
Per ICI Premises: (360L Cart)	0	\$ 0	\$ 0	0	0	\$ 0	0	0	\$ 0	0	0	\$ 0	0	0	\$ 0	0	0	\$ 0

Revenue Total	1,427,523	1,520,946	1,556,123	1,579,883	1,603,643	1,615,060
Per Operating Budget	1,427,088	1,520,038	1,554,518	1,580,718	1,601,765	1,616,209
\$ Change - Revenue		86,657	33,572	24,595	21,882	12,566
% Change - Revenue		6.07%	2.21%	1.58%	1.39%	0.78%
Rate Over/(Shortfall)	435	908	1,605	-835	1,878	-1,149
\$1 of rate increase generates	7,426	7,476	7,476	7,476	7,476	7,476

## Glass Rates 2023 - 2027

	BUD 2022				PLN 2023		PLN 2024			PLN 2025			PLN 2026			PLN 2027		
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Per Single Family or Two Family Dwelling Pe	4,845	\$ 13	\$ 62,985	4,844	14	\$ 67,816	4,844	14	\$ 67,816	4,844	15	\$ 72,660	4,844	15	\$ 72,660	4,844	15	\$ 72,660
Per MFD with Cart	1,622	\$ 13	\$ 21,086	1,674	14	\$ 23,436	1,674	14	\$ 23,436	1,674	15	\$ 25,110	1,674	15	\$ 25,110	1,674	15	\$ 25,110
Per MFD Centralized	5,637	\$8	\$ 45,096	5,735	8	\$ 45,880	5,735	8	\$ 45,880	5,735	8	\$ 45,880	5,735	8	\$ 45,880	5,735	8	\$ 45,880
Per ICI Premises: (240L Cart)					0			0			0			0			0	
Per ICI Premises: (360L Cart)					0			0			0			0			0	

Revenue Total	129,168	137,133	137,133	143,651	143,651	143,651
Per Operating Budget	127,119	136,058	139,905	142,906	145,456	147,583
\$ Change - Revenue		5,443	2,772	5,773	1,805	3,932
% Change - Revenue		4.21%	2.02%	4.21%	1.26%	2.74%
Rate Over/(Shortfall)	2,049	1,075	-2,772	745	-1,805	-3,932
\$1 of rate increase generates	12,105	12,254	12,254	12,254	12,254	12,254

## Recycling Rates 2023 - 2027

			BUD 2022			PLN 2023			PLN 2024			PLN 2025			PLN 2026			PLN 2027
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Per Single Family or Two Family Dwelling Pe	4,845	\$ 44	\$ 213,180	4,844	49	\$ 237,356	4,844	52	\$ 251,888	4,844	54	\$ 261,576	4,844	55	\$ 266,420	4,844	56	\$ 271,264
Per MFD with Cart	1,621	\$ 44	\$ 71,324	1,673	49	\$ 81,977	1,673	52	\$ 86,996	1,673	54	\$ 90,342	1,673	55	\$ 92,015	1,673	56	\$ 93,688
Per MFD Centralized	5,637	\$ 28	\$ 157,836	5,735	31	\$ 177,785	5,735	33	\$ 189,255	5,735	34	\$ 194,990	5,735	35	\$ 200,725	5,735	36	\$ 206,460
Per ICI Premises: (240L Cart)	27	\$ 171	\$ 4,617	29	192	\$ 5,568	29	203	\$ 5,887	29	209	\$ 6,061	29	213	\$ 6,177	29	216	\$ 6,264
Per ICI Premises: (360L Cart)	93	\$ 254	\$ 23,622	89	286	\$ 25,454	89	302	\$ 26,878	89	311	\$ 27,679	89	317	\$ 28,213	89	322	\$ 28,658

Revenue Total	470,580	528,141	560,905	580,649	593,551	606,335
Per Operating Budget	469,687	533,505	558,300	577,418	592,622	603,066
\$ Change - Revenue		58,611	30,159	16,513	11,973	9,515
% Change - Revenue		12.46%	5.71%	2.94%	2.06%	1.60%
Rate Over/(Shortfall)	893	-5,364	2,605	3,231	929	3,269
\$1 of rate increase generates	12,224	12,371	12,371	12,371	12,371	12,371

# Water

# 2023 - 2027 Operating Budget



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## 2023-2027 Five Year Financial Plan Water

The water charge, levied by the Greater Vancouver Water District (GVWD), is estimated to increase by approximately 5.5% or \$255,000 for 2023.

Transfers to the Water Capital reserve are increasing by \$37,000 to \$1,478,000. This represents a 2.5% increase over 2022 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 decreasing by \$56,000. A reduction (credit) of \$69,000 can be attributed to the Utilities Superintendent which was previously funded entirely from Water Utility and is now 50% funded from the Water Utility and 50% funded from the Sewer Utility. The baseline utility shift from 2022 is increasing by \$12,800. 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 \$58,000 as a result of increases in the cost of employee benefits and projected contractual salary increases.

Vehicle charges are increasing by \$20,000. This represents the Water Utility's share of vehicle resources pooled under the Operations Division. This includes increases related to replacement provision, fuel, maintenance, and garage charges.

The Water Utility's share of insurance is increasing by \$5,000 to \$79,000 representing an 8.5% increase over 2022 due to hardening insurance market, particularly around liability insurance.

Contracted and Professional services, Utilities, and Supplies are increasing by \$10,000 and have been reviewed and updated to better reflect projected expenditures.

Miscellaneous expenses are increasing by \$10,000 to reflect the budget for water conservation outreach and materials, which was previously funded through annual operating projects.

A \$22,500 new service request is approved in the Water Utility's budget as there is a need to provide staff or resources to fulfill various core functions that support the utility and other operational teams, such as works yard maintenance, stores support, materials stocking and handling, equipment operations and other related duties and project work.

## Consolidated Budget

Water - Budget Summary	PLN 2023	PLN 2024	PLN 2025	PLN 2026	PLN 2027
Revenues	-8,744,001	-9,318,412	-10,143,550	-11,017,733	-12,051,737
Other Revenue	-17,614	-25,581	-24,468	-24,682	-25,309
Sewer Utility Fees and Charges	-196,707	-200,641	-204,654	-206,701	-208,768
Water Utility Fees and Charges	-8,371,977	-8,945,289	-9,764,009	-10,638,667	-11,669,711
Rev-own sources-investment income	-120,000	-120,000	-120,000	-120,000	-120,000
Tsf from reserves-capital	-37,703	-26,901	-30,419	-27,683	-27,950
Expenses	8,744,001	9,318,412	10,143,550	11,017,733	12,051,737
Salary and Benefits	937,954	974,564	995,891	1,014,632	1,031,600
Personnel Services	11,206	11,430	11,658	11,775	11,893
Contracted Services	115,299	117,605	119,957	121,157	122,370
Consulting and Prof Services	40,800	41,416	42,045	42,365	42,688
Utilities	156,968	161,206	165,558	170,030	174,612
Communications	10,100	10,100	10,100	10,100	10,100
Insurance & Claims	79,314	82,729	86,316	90,082	94,037
Lease & Rentals	150	150	150	150	150
Equipment under \$5,000	205,608	219,030	228,388	235,439	241,403
Supplies & Materials	124,286	126,772	129,307	130,601	131,906
Gov't Payments	4,892,101	5,365,887	6,092,860	6,882,755	7,842,875
Sundry	11,388	11,416	11,444	11,459	11,473
Recoveries	569,745	579,579	590,641	600,951	599,416
Transfer to Funds	110,967	101,460	106,290	104,467	105,652
Tsf to reserves-capital	1,478,116	1,515,068	1,552,945	1,591,769	1,631,563
Total	0	0	0	0	0

## Notable Changes

Water - Budget Drivers	PLN 2023
Revenue Changes: User Fees	-362,854
Salary Adjustments	58,108
Reserve Changes	37,331
Operating Expenses	244,915
New Services: Yard Support	22,500
Total	0

## Water Rates 2023 - 2027

			BUD 2022			PLN 2023			PLN 2024			PLN 2025			PLN 2026			PLN 2027
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Single Family	6,015	\$ 594	\$ 3,572,910	4,865	603	\$ 2,933,595	4,865	651	\$ 3,167,115	4,865	720	\$ 3,502,800	4,865	793	\$ 3,857,945	4,865	879	\$ 4,276,335
Townhouse	1,621	\$ 557	\$ 902,897	3,512	565	\$ 1,984,280	3,512	610	\$ 2,142,320	3,512	675	\$ 2,370,600	3,512	744	\$ 2,612,928	3,512	825	\$ 2,897,400
Condo	5,502	\$ 373	\$ 2,052,246	5,244	378	\$ 1,982,232	5,244	408	\$ 2,139,552	5,244	451	\$ 2,365,044	5,244	497	\$ 2,606,268	5,244	551	\$ 2,889,444
Laneway House	7	\$ 284	\$ 1,988	12	288	\$ 3,456	12	311	\$ 3,732	12	344	\$ 4,128	12	379	\$ 4,548	12	420	\$ 5,040
Secondary Suites	409	\$ 284	\$ 116,156	414	288	\$ 119,232	414	311	\$ 128,754	414	344	\$ 142,416	414	379	\$ 156,906	414	420	\$ 173,880
NFP Housing	200	\$ 284	\$ 56,800	129	288	\$ 37,152	129	311	\$ 40,119	129	344	\$ 44,376	129	379	\$ 48,891	129	420	\$ 54,180
Office	172	\$ 594	\$ 102,168	183	603	\$ 110,349	183	651	\$ 119,133	183	720	\$ 131,760	183	793	\$ 145,119	183	879	\$ 160,857
Restaurant	18	\$ 1,275	\$ 22,950	21	1,294	\$ 27,174	21	1,397	\$ 29,337	21	1,545	\$ 32,445	21	1,702	\$ 35,742	21	1,887	\$ 39,627
Service Stns (Garage)	6	\$ 1,275	\$ 7,650	6	1,294	\$ 7,764	6	1,397	\$ 8,382	6	1,545	\$ 9,270	6	1,702	\$ 10,212	6	1,887	\$ 11,322
Private Club	0	\$ 594	\$ 0	0	603	\$ 0	0	651	\$ 0	0	720	\$ 0	0	793	\$ 0	0	879	\$ 0
Not for Profit	15	\$ 320	\$ 4,800	6	325	\$ 1,950	6	351	\$ 2,106	6	388	\$ 2,328	6	427	\$ 2,562	6	473	\$ 2,838
Unclassified	2	\$ 594	\$ 1,188	8	603	\$ 4,824	8	651	\$ 5,208	8	720	\$ 5,760	8	793	\$ 6,344	8	879	\$ 7,032

Revenue Total	6,841,754	7,212,009	7,785,759	8,610,928	9,487,466	10,517,956
Per Operating Budget	6,847,330	7,210,184	7,787,430	8,610,163	9,486,868	10,519,979
\$ Change - Revenue		100,758	575,421	824,404	875,940	1,032,513
% Change - Revenue		1.47%	7.98%	10.59%	10.17%	10.88%
Rate Over/(Shortfall)	-5,576	1,825	-1,671	765	598	-2,023
\$1 of rate increase generates	13,968	14,401	14,401	14,401	14,401	14,401

# Section Six 2023-2027 Capital Budget

# **Capital Fund**

## **2023 BUDGET HIGHLIGHTS**

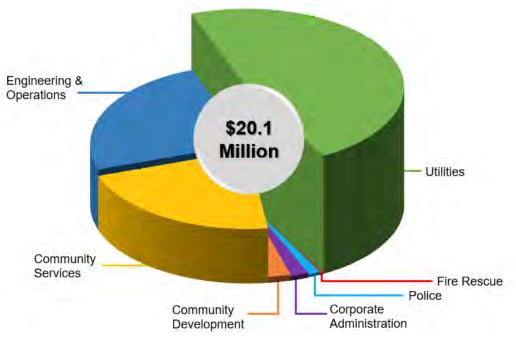
#### **Capital Financial Plan**

The 2023 Capital budget was introduced to the Finance Committee on November 15, 2022 and approved by the Finance Committee on December 6, 2022. The Five-Year Financial Plan contains \$69.1 million in projects for years 2023 through 2027. 2023 has \$20.1 million in approved 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 2023.

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 2023 projects is diverse and includes the following items:

- road reconstruction and rehabilitation at various locations throughout the City;
- upgrades and repairs to civic buildings including the Works Yard building envelope replacement, and the Recreation Complex Arena 1 dressing rooms;
- fleet replacements;
- park improvements and updates to Park plans;
- improvements to traffic signals, street lights, and bus stops; and,
- major utility projects, including the loco Road corridor reconstruction (water and infrastructure), Stoney Creek sanitary sewer rehabilitation, and Alderside foreshore sanitary sewer assessment.



#### **2023 Department Summary**

## 2023 - 2027 Capital Project by Department

Department	Total Project Count	2023	2024	2025	2026	2027
City Administration	1	150,000	125,000	125,000	125,000	150,000
Community Development	22	385,200	41,700	13,700	13,700	13,700
Corporate Services	2	90,000				
Community Services	154	4,380,900	5,273,900	3,652,500	2,931,100	1,679,300
Engineering & Operations	85	4,929,400	4,107,000	2,691,000	3,313,700	4,631,000
Fire Rescue	7	89,000	62,000	15,000		
Finance & Technology	12	215,000	392,000	195,000	207,000	199,000
Library	3	13,000				
Police	35	256,900	701,900	347,700	631,000	282,800
Utilities	38	9,542,700	4,479,100	5,419,400	3,942,000	3,249,100
	359	20,052,100	15,182,600	12,459,300	11,163,500	10,204,900

## PORT MOODY **CITY OF THE ARTS**

#### Top 10 Projects (by dollar)

Division	Project Name	Climate Action Plan	Priority	LP 2023
Water	WT23009 - Water Network Infrastructure Asset Renewal Program	Not Applicable	3. High	2,180,000
Engineering	EN23009 - Major Road Network (MRN) Road Rehabilitation Program	Not Applicable	3. High	2,000,000
Drainage	DR23013 - Ioco Road Corridor Reconstruction	Infrastructure	3. High	1,900,000
Water	WT23012 - Ioco Road Corridor Reconstruction (Water)	Not Applicable	3. High	1,550,000
Engineering	EN23006 - Local Road Network (LRN) Road Reconstruction Program	Not Applicable	3. High	750,000
Solid Waste	SO23007 - OP077 - Replace 17 Mack Garbage Truck LR	Not Applicable	3. High	583,100
Solid Waste	SO23008 - OP083 - Replace 17 Mack Garbage Truck LR	Not Applicable	3. High	583,100
Sanitary Sewer	SD23016 - Stoney Creek Sanitary Sewer Rehabilitation	Not Applicable	3. High	500,000
Sanitary Sewer	SD23003 - Alderside Foreshore Sanitary Sewer Assessment	Not Applicable	3. High	350,000
Drainage	DR23007 - Storm Drainage Capital Infrastructure Program (Linear and Non-Linear)	Infrastructure	4. Medium	300,000
Total To	pp 10 Projects (by dollar)			10,696,200

## PORT MOODY CITY OF THE ARTS

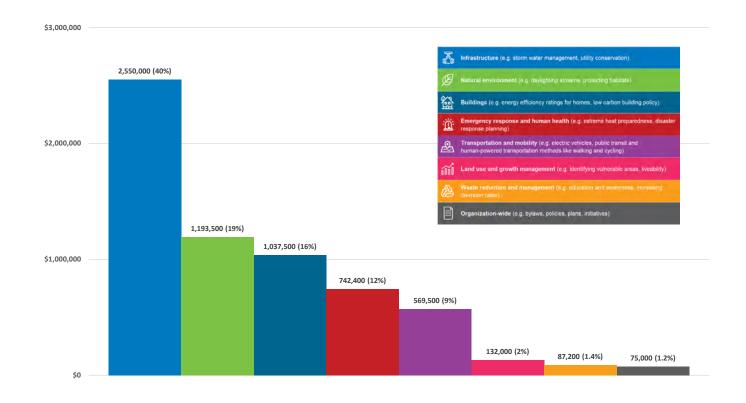
#### Projects with Operating Budget Impact

Division	Project Name	Climate Action Plan	Priority	LP 2023	Annı Operating
Cultural Services	CU23030 - Theatre Management Software	Not Applicable	3. High	10,000	
Information Services	IS23007 - Cloud Disaster Recovery Server Backup	Not Applicable	3. High	25,000	11
Total -	Project Costs			35,000	12

## PORT MOODY CITY OF THE ARTS

#### **Climate Action Related Projects**

Climate Action Plan	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027
Buildings	1,037,500	1,358,000	500,000	700,000	
Emergency Response & Human Health	569,500	252,000	125,000	410,000	80,000
Infrastructure	2,550,000	3,988,000	2,700,000	2,300,000	2,692,000
Land Use & Growth Management	132,000				
Natural Environment	1,193,500	1,121,000	786,500	448,500	343,500
Organization Wide	75,000				
Transportation & Mobility	742,400	317,000	1,025,500	1,716,200	1,523,900
Waste Reduction & Management	87,200	97,200	37,200	37,200	37,200
Total - Project Costs (\$)	6,387,100	7,133,200	5,174,200	5,611,900	4,676,600
Total - Project Costs (%)	32%	47%	42%	50%	46%



	Project Name	Division	Priority	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027
FC23007	Civic Centre - Emergency Generator Replacement	Facilities	3. High			500,000		
FC23037	Old Mill Boathouse - Condition Assessment	Facilities	4. Medium				50,000	
FC23038	HMCC - Condition Assessment	Facilities	3. High				50,000	
FC23079	Facilities - Envelope Condition Assessments	Facilities	3. High				100,000	
FC23082	Westhill Centre - Building Envelope Replacement	Facilities	3. High	225,000				
FC23105	Arts Centre - Condensing Units	Facilities	3. High	10,000	100,000			
FC23112	Public Safety Building - Emergency Generator	Facilities	3. High				500,000	
FC23121	Recreation Complex - Skaters Lobby Washrooms	Facilities	4. Medium		200,000			
FC23164	Public Safety Building - DDC Upgrades to Connect to RC Studio	Facilities	4. Medium		100,000			
FC23218	Works Yard - Building Envelope Replacement	Facilities	3. High	246,000	258,000			
FC23220	Rocky Point Pool - Boiler Replacement	Facilities	3. High	100,000				
FC23230	Public Safety Building - Hot water Loops Piping Replacement	Facilities	3. High	100,000				
FC23240	Recreation Complex - Gymnasium Air Conditioning	Facilities	3. High	100,000	350,000			
FC23241	Facilities - Accessibility Improvements	Facilities	4. Medium	100,000	350,000			
PL23022	Concierge Retrofit Program for Large and Small Buildings - Phase 1 and 2	Policy Planning	3. High	10,000				
PL23024	Top-ups for Existing Incentive Programs	Policy Planning	3. High	25,000				
PL23025	Accelerate Adoption of the BC Energy Step Code	Policy Planning	3. High	8,500				
PL23026	Embodied Emissions in New Construction Research and Options	Policy Planning	2. Council	48,000				
PL23028	Identify Oil and Propane-Heated Buildings	Policy Planning	3. High	22,000				
PL23035	Review and Update Design Guidelines with a Climate Lens	Policy Planning	4. Medium	43,000				
Total - F	Buildings			1,037,500	1,358,000	500,000	700,000	

#### Emergency Response & Human Health

	Project Name	Division	Priority	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027
CA23004	Emergency Social Services (ESS) plan and program update	Community Services Admin	4. Medium	50,000	50,000			
CA23005	2023 Emergency Support Services	Community Services Admin	3. High					
PK23040	Cedarwood Park - Spray Park Replacement	Parks	4. Medium				120,000	
PK23043	Easthill Park - Water Park Replacement and Expansion	Parks	4. Medium				180,000	
PK23055	Ailsa Spray Park Enhancement	Parks	4. Medium	150,000				
PK23073	Westhill Park - Water Fountain	Parks	4. Medium		30,000			
PK23078	Chestnut Way Park - Water Fountain	Parks	4. Medium			30,000		
PK23083	Misting Poles	Parks	3. High	90,000				
PK23088	Kyle Park - Water Fountain	Parks	5. Low	30,000				
PK23089	St George Street Park - Spray Feature	Parks	5. Low				30,000	
PK23098	Sycamore Park - Water Feature	Parks	4. Medium	30,000	)			
PK23099	Greenleaf Park - Water Fountain	Parks	4. Medium		30,000			
EN23004	Above-Ground Infrastructure - Planning/Asset Management	Engineering	3. High	75,000	75,000	75,000	75,000	75,000
FD23007	Mental Health Resilience Support and Training	Fire Rescue	3. High			15,000		
FD23010	Community Outreach - Firefighter Youth Academy Camp	Fire Rescue	4. Medium	6,000	1			
FD23011	Health and Wellness Initiative	Fire Rescue	3. High	25,000	)			
FD23012	Community Risk Reduction Program	Fire Rescue	4. Medium		12,000			
FD23013	Training Records Documentation Project	Fire Rescue	3. High	8,000				
FD23014	Emergency Planning Coordinator	Fire Rescue	3. High	50,000	50,000			
PL23017	Community Education - Extreme Weather	Policy Planning	2. Council	5,000	5,000	5,000	5,000	5,000
PL23027	Establish Extreme Weather Ambassadors	Policy Planning	3. High	29,500				
PL23029	Minimum Maintenance Standards for Rental Housing	Policy Planning	2. Council	12,000				
PL23034	Develop a Registry of Vulnerable Populations	Policy Planning	3. High	9,000				
Tatal	Second Street Allowers Handle							
I otal - E	mergency Response & Human Health			569,500	252,000	125,000	410,000	80,000

	Project Name	Division	Priority	LP 202	3	LP 2024	LP 2025	LP 2026	LP 2027
CA23002	Civic Complex Exterior Upgrades and Enhancement (Phase II)	Community Services Admin	4. Medium	5	0,000	175,000	400,000	100,000	100,000
FC23056	Westhill Pool - Pool Water Drainage to Sanitary System	Facilities	3. High				50,000	100,000	800,000
FC23081	Glenayre Centre - Drain Tile Rebuild	Facilities	3. High					225,000	
FC23141	Civic Centre - Sumps and Pump Controls	Facilities	3. High				85,000		
PK23093	Irrigation Replacement	Parks	3. High	1	0,000	10,000	10,000	10,000	10,000
EN23032	Streetlight LED Replacement	Engineering	4. Medium	15	0,000	150,000			
OP23007	Works Yard Improvements - Drainage Infrastructure Design	Operations	3. High	2	0,000				
DR23004	Environmental Investigation & Response - Drainage Systems	Drainage	3. High	3	5,000	45,000	45,000	45,000	45,000
DR23007	Storm Drainage Capital Infrastructure Program (Linear and Non-Linear)	Drainage	4. Medium	30	0,000	1,000,000	1,000,000	1,000,000	1,000,000
DR23009	Storm Drainage Improvements - Moody Centre	Drainage	3. High			780,000	1,100,000	810,000	727,000
DR23013	Ioco Road Corridor Reconstruction	Drainage	3. High	1,90	0,000	1,750,000			
DR23016	Green Infrastructure Policy & Program Development	Drainage	4. Medium			50,000			
DR23018	Design Criteria and Standards Development for Green Infrastructure	Drainage	3. High	7	5,000				
WT23006	Water Conservation Coordinator Resource Materials & Outreach Tools	Water	4. Medium	1	0,000	10,000	10,000	10,000	10,000
PL23033	Moody Centre Streetscape Standards	Policy Planning	4. Medium			18,000			
Total - I	nfrastructure			2,55	0,000	3,988,000	2,700,000	2,300,000	2,692,000

#### Land Use & Growth Management

	Project Name	Division	Priority
PL23023	Secure Market Rental Housing Policy	Policy Planning	3. High
PL23030	Moody Centre South Neighbourhood Plan - Phase 1	Policy Planning	3. High
PL23032	Heritage Strategic Plan Update Scoping	Policy Planning	4. Medium
CD23010	Brownfield Development Strategy	Community Development Admin	3. High
Total - L	and Use & Growth Management		

LP 2023	LP 2024	LP 2025	LP 2026	LP 2027
60,000				
50,000				
12,000				
10,000				
132,000				

	Project Name	Division	Priority	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027
PK23006	Chafer Beetle Management Program - City Lands	Parks	3. High	7,500	7,500	7,500	7,500	7,500
PK23006 PK23010	Horticulture Vegetation Replacement Program		3. High					
	Urban Forestry - Tree Removals/Mitigation for City Lands	Parks		15,000	15,000	15,000	15,000	15,000
PK23012	Parks/Green Infrastructure - Planning/Asset Management Program	Parks	3. High 4. Medium	75,000	75,000 45,000	75,000 45,000	75,000	75,000
PK23017		Parks	4. Medium	45,000	45,000	45,000	45,000	45,000
PK23019	Port Moody Pollinator Project	Parks		15,000				
PK23023	Urban Forestry - Tree Replacement Program	Parks	2. Council	15,000	15,000	15,000	15,000	15,000
PK23033	Bert Flinn Park Infrastructure Improvements	Parks	4. Medium	35,000				
PK23062	Street Tree Maintenance Program	Parks	4. Medium	36,000	36,000	36,000	36,000	36,000
PK23070	Pop Up Parks	Parks	4. Medium	40,000				
PK23074	Chip Kerr Park Redevelopment Plan	Parks	3. High	25,000				
PK23075	Kyle Park Redevelopment Plan	Parks	3. High	25,000				
PK23084	Cedarwood Park Redevelopment Plan	Parks	3. High	15,000				
PK23085	Forest Parkway West Street Tree Revitalization Project	Parks	4. Medium	37,500				
ES23001	Spill Management	Environmental Services	3. High	5,000	5,000	5,000	5,000	5,000
ES23002	Fish Passage and Habitat Enchancement	Environmental Services	3. High	12,000	12,000	12,000	12,000	12,000
ES23004	Targeted Knotweed Removal	Environmental Services	3. High	25,000	25,000	20,000	20,000	15,000
ES23006	CLIMATE ACTION PLAN - Ecological Restoration and Enhancement Projects - Lower Suter Bro	Environmental Services	4. Medium	200,000	250,000	400,000	100,000	
ES23008	CLIMATE ACTION PLAN - Climate Resilient Landscaping	Environmental Services	3. High	50,000				
ES23009	City Nature Challenge	Environmental Services	4. Medium	3,000	3,000	3,000	3,000	3,000
ES23010	Marine Enhancement Opportunities - Tidal Park	Environmental Services	2. Council	40,000				
ES23012	CLIMATE ACTION PLAN - Ecological Restoration and Enhancement Projects - Stoney Creek R	Environmental Services	4. Medium	40,000	40,000	40,000	40,000	40,000
ES23013	Wildlife and Environment Student Outreach Program	Environmental Services	4. Medium	38,000	38,000	38,000		
ES23014	Bat Friendly Community Certification	Environmental Services	2. Council	5,000				
ES23015	Foreshore Park Protection	Environmental Services	4. Medium		420,000			
ES23018	CLIMATE ACTION PLAN: Develop and Update the Invasive Species Management Program	Environmental Services	2. Council	30,000	50,000			
OP23003	Beaver Management Plan - Field Activities	Operations	3. High	9,500	9,500			
DR23008	Stream Water Quality Monitoring Program (AMF)	Drainage	3. High	150,000	75,000	75,000	75,000	75,000
DR23015	Post-Construction Green Infrastructure on St. Johns Multi-Use Path	Drainage	3. High	200,000				
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Total - N	latural Environment			1,193,500	1,121,000	786,500	448,500	343,500

Project Name	Division	Priority	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027
S023013 Climate Action Plan Initiative - Develop a Zero-Waste Strategy for City Facilities and Events	Solid Waste	3. High	75,000				
Total - Organization Wide			75,000				

#### Transportation & Mobility

	Project Name	Division	Priority	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027
			. Herity		21 2024	2.1 2020	2. 2020	21 2027
FC23204	Zamboni RS054 - Battery Replacement	Facilities	3. High		17,000			
FC23205	Zamboni RS059 - Battery Replacement	Facilities	3. High			17,000		
EN23011	Transit Improvements Program	Engineering	3. High	30,000	30,000	30,000	30,000	30,000
EN23012	Bike and Pedestrian Improvement Program	Engineering	3. High	25,000	25,000	25,000	25,000	25,000
FL23001	BL - Replace PL003 - 2016 Ford Focus Electric CX902L	Fleet	3. High		57,800			
FL23002	FD - Replace FR015 - 2006 Rainbow Trailer - 02952y	Fleet	3. High		14,700			
FL23004	FD - Replace FR014 - 09 Wells Cargo Trailer	Fleet	3. High		28,600			
FL23010	OP - Replace OP099L - 2011 Ingersol Lightsource Trailer	Fleet	3. High			37,700		
FL23011	OP - Replace OP99F - 2012 Atlas Copco Air Compressor Trailer 8643IC	Fleet	3. High		28,400			
FL23015	OP - Replace OP040A - 2013 Flatbed (Flushing) Trailer	Fleet	3. High		18,900			
FL23016	OP - Replace OP056 - 2014 Cargo Express Trailer (Civil Construction)	Fleet	3. High		27,800			
FL23017	OP - OP114 - Replacing OP033A (2013 Ford F350)	Fleet	3. High	82,000				
FL23019	OP - OP115 - Replacing OP057 (2016 Ford Dump)	Fleet	3. High	178,600				
FL23023	PK - Replace PK017 - 2008 Agri-Metal Tuff Vac Sweeper Attachement	Fleet	3. High		36,800			
FL23027	PK - PK105 - Replacing PK053B (2013 Ford F150)	Fleet	3. High	87,100				
FL23031	PK - PK106 - Replacing PK068 (2016 Farm King Mower)	Fleet	3. High	46,100				
FL23032	PK - Replace PKM001 - 2017 Kubota VS400 Premium Spreader	Fleet	3. High		5,700			
FL23033	PK - PK107 - Replacing PK064A (2016 F550 Dump)	Fleet	3. High	178,600				
FL23034	PK - Replace PK069 - 17 F550 Dump	Fleet	3. High			161,500		
FL23037	OP - Replace OP074 - 17 Cat 430F2 Backhoe Loader	Fleet	3. High			296,600		
FL23038	PK - Replace PK072 - 17 F550 Dump	Fleet	3. High			183,100		
FL23039	OP - Replace OP070 - 17 Ford F550 Crew Cab Dump	Fleet	3. High			172,300		
FL23042	OP - Replace OP104 - 2021 Big Tex Tandem Trailer	Fleet	3. High					12,400
FL23046	OP - Replace OP034 - 2009 Trailtech Tilt Trailer	Fleet	3. High		26,300			
FL23047	OP - Replace OP059 - 16 F150 4x4 Super Cab	Fleet	3. High				82,800	
FL23048	OP - Replace OP060 - 16 Ford Transit 350 Van	Fleet	3. High				93,800	
FL23049	OP - Replace OP062 - 14 Clarke 5,000lbs Forklift	Fleet	3. High				44,200	
FL23050	OP - Replace OP068 - 16 Ford F150 Super Cab 4x4	Fleet	3. High				77,300	
FL23051	OP - Replace OP079 - 2018 Peterbilt Elgin Crosswind	Fleet	3. High				386,300	
FL23052	OP - Replace OP080 - 2018 Freightliner 108SD Dump	Fleet	3. High				386,300	
FL23053	OP - Replace OP100 - 2020 F550 Bucket Truck	Fleet	3. High				198,700	
FL23054	OP - Replace OP99M - 2013 Kohler Mobile Generator	Fleet	3. High				99,300	
FL23055	PK - Replace PK065A - 2016 Ford F150 Super Cab	Fleet	3. High				82,800	
FL23056	PK - Replace PK077 - 2018 Kubota 1100C	Fleet	3. High			59,200		
FL23057	PK - Replace PK084 - 2019 Ferris FB2000	Fleet	3. High			16,200		
FL23058	PK - Replace PKM002 - Redexim Overseeder	Fleet	3. High			26,900		
FL23060	FD - Replace FR019 - 11 Wells Cargo Trailer	Fleet	3. High				22,100	
FL23061	FD - Replace FR022 - 16 Ford F550 Hooklift	Fleet	3. High				187,600	
FL23062	FC - FC063 - 17 Ford F150 Super Cab 4x4	Fleet	3. High					90,500
FL23063	FC - FC064 - 17 Ford Transit Van	Fleet	3. High					90,500
FL23064	FC - FC067 - 2017 Ford Transit Connect	Fleet	3. High					67,900
FL23065	FD - Replace FR023 - 2017 Ford Explorer Interceptor	Fleet	3. High					90,500
FL23067	PK - Replace PK078 - 2019 Redexim Level Spike 2200	Fleet	3. High					22,600
FL23068	PK - Replace PK079 - 2019 Redexim Verti Groom 2000	Fleet	3. High					17,000
FL23069	PK - Replace PK087 - 2021 John Deere 1575 Terrain Cut	Fleet	3. High					62,200
FL23071	OP - Replace OP106 - 2021 John Deere W61R Mower	Fleet	3. High					14,100
FL23072	OP - Replace OP091 - 2017 Ford F350 Super Cab	Fleet	3. High					90,500
FL23073	OP - Replace OP073 - 17 Ford F150 Super CrewPU 4WD	Fleet	3. High					79,200
FL23074	OP - Replace OP078 - 17 Ford F350 Super Cab 4x4	Fleet	3. High					90,500
FL23075	OP - Replace OP086 - 2020 Freightliner 114SD VACTOR	Fleet	3. High					678,800
FL23076	OP - Replace OP105 - 2021 John Deere 1575 Terrain Cut	Fleet	3. High					62,200
FL23077	OP - Heavy Duty Jack Stands	Fleet	3. High	10,000				
FL23078	OP - Vehicle & Equipment A/C Machine	Fleet	3. High	30,000				
FL23080	OP - Fleet Garage Improvements - Additional Exterior Covered Work Space	Fleet	3. High	60,000				
FL23081	OP - Heavy Duty Cordless Torque Multiplier	Fleet	3. High	15,000				
Total - T	Fransportation & Mobility			742,400	317,000	1,025,500	1,716,200	1,523,900
Total * 1	ranoportation a mobility			742,400	317,000	1,025,500	1,716,200	1,523,900

#### Waste Reduction & Management

	Project Name	Division	Priority	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027
OP23009	Works Yard Improvements - Spoils Storage Bunker Cover	Operations	3. High	30,00	D			
SO23001	Solid Waste Coordinator Resource Materials and Outreach Tools	Solid Waste	3. High	8,50	8,500	8,500	8,500	8,500
SO23003	Public Waste Receptacles	Solid Waste	3. High	10,00	0 10,000	10,000	10,000	10,000
SO23004	Centralized Recycling Day	Solid Waste	3. High	10,00	10,000	10,000	10,000	10,000
SO23014	Climate Action Plan Initiative - Develop a Community and Commercial Focused Zero Waste St	Solid Waste	3. High		60,000			
SO23015	Curbside Recycling Monitoring & Audits	Solid Waste	3. High	20,00	D			
PL23031	Cool It! Climate Leadership Workshops	Policy Planning	3. High	8,70	8,700	8,700	8,700	8,700
Total - \	Vaste Reduction & Management			87,20	97,200	37,200	37,200	37,200

# 2023 - 2027 Capital Projects

# City Manager

Division	Total Project Count	2023	2024	2025	2026	2027
City Manager	1	150,000	125,000	125,000	125,000	150,000

#### **City Manager Projects**

		Project Name	Priority	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027	Mid Range
1	CM23001	Council Strategic Plan Goals	3. High	150,000	125,000	125,000	125,000	150,000	
	Total -	Project Costs		150,000	125,000	125,000	125,000	150,000	

# 2023 - 2027 Capital Projects

# Community Development Admin

Division	Total Project Count	2023	2024	2025	2026	2027
Community Development Admin	7	42,500	10,000			

#### **Community Development Admin Projects**

		Project Name	Priority	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027	Mid Range
1	CD23006	Foreign Direct Investment Competitive Analysis and Target Identification	3. High	7,500					
2	CD23007	Promotional Package for Office-based Investment	3. High	5,000					
3	CD23008	Health Incubator Research	3. High		5,000				
4	CD23009	Hotel Feasibility Study and Identification of Potential Operators	3. High	10,000					
5	CD23010	Brownfield Development Strategy	3. High	10,000					
6	CD23011	Economic Impact Study of Port Moody Arts Centre	3. High		5,000				
7	CD23012	Establishing Minimum Employment Standards	2. Council	10,000					
	Total -	Project Costs		42,500	10,000				

# 2023 - 2027 Capital Projects

# **Policy Planning**

Division	Total Project Count	2023	2024	2025	2026	2027
Policy Planning	15	342,700	31,700	13,700	13,700	13,700

#### **Policy Planning Projects**

		Project Name	Priority		LP 2023	LP 2024	LP 2025	LP 2026	LP 2027	Mid Range
1	PL23017	Community Education - Extreme Weather	2. Council		5,000	5,000	5,000	5,000	5,000	
2	PL23022	Concierge Retrofit Program for Large and Small Buildings - Phase 1 and 2	3. High		10,000					
3	PL23023	Secure Market Rental Housing Policy	3. High		60,000					
4	PL23024	Top-ups for Existing Incentive Programs	3. High		25,000					
5	PL23025	Accelerate Adoption of the BC Energy Step Code	3. High		8,500					
6	PL23026	Embodied Emissions in New Construction Research and Options	2. Council		48,000					
7	PL23027	Establish Extreme Weather Ambassadors	3. High		29,500					
8	PL23028	Identify Oil and Propane-Heated Buildings	3. High		22,000					
9	PL23029	Minimum Maintenance Standards for Rental Housing	2. Council		12,000					
10	PL23030	Moody Centre South Neighbourhood Plan - Phase 1	3. High		50,000					
11	PL23031	Cool It! Climate Leadership Workshops	3. High		8,700	8,700	8,700	8,700	8,700	
12	PL23032	Heritage Strategic Plan Update Scoping	4. Medium		12,000					
13	PL23033	Moody Centre Streetscape Standards	4. Medium			18,000				
14	PL23034	Develop a Registry of Vulnerable Populations	3. High		9,000					
15	PL23035	Review and Update Design Guidelines with a Climate Lens	4. Medium		43,000					
	Total - Project Costs				342,700	31,700	13,700	13,700	13,700	

# 2023 - 2027 Capital Projects

# **Communications and Engagement**

Division	Total Project Count	2023	2024	2025	2026	2027
Communications and Engagement	1	50,000				

# Communications and Engagement Projects Project Name Priority LP 2023 LP 2025 LP 2026 LP 2027 Mid Range 1 C023005 Website Review 3. High 50.000 <</td>

50,000

Total - Project Costs



### Human Resources

Division	Total Project Count	2023	2024	2025	2026	2027
Human Resources	1	40,000				

#### Human Resources Projects

Projec	t Name	Priority	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027	Mid Range
HR23001 OHS Co	ourse Development	3. High	40,000					
Total - Project	Costs		40,000					

### **Community Services Admin**

Division	Total Project Count	2023	2024	2025	2026	2027
Community Services Admin	3	100,000	225,000	400,000	100,000	100,000

#### **Community Services Admin Projects**

		Project Name	Priority	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027	Mid Range
1	CA23002	Civic Complex Exterior Upgrades and Enhancement (Phase II)	4. Medium	50,000	175,000	400,000	100,000	100,000	
2	CA23004	Emergency Social Services (ESS) plan and program update	4. Medium	50,000	50,000				
3	CA23005	2023 Emergency Support Services	3. High						
	Total -	Project Costs		100,000	225,000	400,000	100,000	100,000	

### **Cultural Services**

Division	Total Project Count	2023	2024	2025	2026	2027
Cultural Services	25	69,900	156,300	188,200	60,600	90,500

#### **Cultural Services Projects**

		Project Name	Priority	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027	Mid Range
1	CU23002	Bistro Fridges - Bar and Commercial Catering	4. Medium		9,000				
2	CU23004	Public Art Program Coordination	3. High	18,900	19,300	19,700	20,100	20,500	
3	CU23005	Film Projector Replacement	4. Medium		48,000				
4	CU23006	Galleria Event Tables (6') and Benches	4. Medium			10,500			
5	CU23007	Winter Street Banners	4. Medium	17,500					
6	CU23009	Council Microphone System	3. High		25,000				
7	CU23011	Galleria Display Monitor Replacement	4. Medium	6,000					
8	CU23012	Theatre Seating and Drapery Cleaning (with application of fire retardant)	3. High		10,000				
9	CU23013	Replacement of Galleria Sound System	3. High		15,000				
10	CU23014	Tricaster - Council streaming controller	3. High		30,000				
11	CU23018	Inlet Theatre Stage Repairs	4. Medium	7,500			7,500		7,500
12	CU23019	Replacement of Assisted Listening System	4. Medium			6,000			
13	CU23020	Film Screen Replacement	4. Medium			15,000			
14	CU23021	Replacement of Exterior Brovold Room Lighting Fixtures	4. Medium			6,000			
15	CU23023	Theatre Drape Replacement	4. Medium					30,000	
16	CU23025	Audio Console, Snakes, and Patch Bay Replacement (Inlet Theatre)	4. Medium				15,000		
17	CU23026	Amplifier Replacement	4. Medium			17,500			
18	CU23027	Wireless Microphone Replacement	4. Medium				8,000		
19	CU23028	Inlet Theatre Ceiling Tile Replacement	4. Medium			100,000			
20	CU23029	Inlet Theatre Carpet Replacement	4. Medium			13,500			
21	CU23030	Theatre Management Software	3. High	10,000					
22	CU23031	Lifecycle Replacement of Two Council Projectors	2. Council					30,000	
23	CU23032	Lifecycle Replacement Intelligent Lights in Theatre (x2)	4. Medium					10,000	
24	CU23033	Inaugural Council	2. Council				10,000		
25	CU23034	Corporate Sponsorship Policy Development	4. Medium	10,000					
	Total - I	Project Costs		69,900	156,300	188,200	60,600	90,500	7,500



### **Environmental Services**

Division	Total Project Count	2023	2024	2025	2026	2027
Environmental Services	13	448,000	858,000	518,000	180,000	75,000

#### **Environmental Services Projects**

		Project Name	Priority	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027	Mid Range
1	ES23001	Spill Management	3. High	5,000	5,000	5,000	5,000	5,000	
2	ES23002	Fish Passage and Habitat Enchancement	3. High	12,000	12,000	12,000	12,000	12,000	
3	ES23004	Targeted Knotweed Removal	3. High	25,000	25,000	20,000	20,000	15,000	
4	ES23006	CLIMATE ACTION PLAN - Ecological Restoration and Enhancement Projects - Lower Suter Brook	4. Medium	200,000	250,000	400,000	100,000		
5	ES23008	CLIMATE ACTION PLAN - Climate Resilient Landscaping	3. High	50,000					
6	ES23009	City Nature Challenge	4. Medium	3,000	3,000	3,000	3,000	3,000	
7	ES23010	Marine Enhancement Opportunities - Tidal Park	2. Council	40,000					
8	ES23012	CLIMATE ACTION PLAN - Ecological Restoration and Enhancement Projects - Stoney Creek Rest	4. Medium	40,000	40,000	40,000	40,000	40,000	
9	ES23013	Wildlife and Environment Student Outreach Program	4. Medium	38,000	38,000	38,000			
10	ES23014	Bat Friendly Community Certification	2. Council	5,000					
11	ES23015	Foreshore Park Protection	4. Medium		420,000				
12	ES23016	Shoreline Trail Interpretive Signage	5. Low		15,000				
13	ES23018	CLIMATE ACTION PLAN: Develop and Update the Invasive Species Management Program	2. Council	30,000	50,000				
	Total -	Project Costs		448,000	858,000	518,000	180,000	75,000	

### **Facilities**

Division	Total Project Count	2023	2024	2025	2026	2027
Facilities	58	2,504,000	2,661,100	1,762,800	1,727,000	1,145,300

#### **Facilities Projects**

		Project Name	Priority	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027	Mid Range
1	FC23003	Inlet Centre Firehall - Interior painting	4. Medium		50,000				
2	FC23004	Arts Centre - Washroom Upgrades	4. Medium					50,000	
3	FC23007	Civic Centre - Emergency Generator Replacement	3. High			500,000			
4	FC23010	Recreation Complex - Main Entrance Concrete Repairs	4. Medium			100,000			
5	FC23018	Facilities - Parking Lot Line Repainting	4. Medium	10,000	10,000	10,000	10,000	10,000	
6	FC23037	Old Mill Boathouse - Condition Assessment	4. Medium				50,000		
7	FC23038	HMCC - Condition Assessment	3. High				50,000		
8	FC23047	Inlet Centre Firehall - Hoses on Nedermeyer System	3. High	20,000					
9	FC23048	Inlet Centre Firehall - Truck Bay Doors	3. High	30,000					
10	FC23051	Old Mill Boathouse - Fire Alarm and Sprinkler Systems Replacement	3. High			60,000			
11	FC23056	Westhill Pool - Pool Water Drainage to Sanitary System	3. High			50,000	100,000	800,000	
12	FC23058	Facilities - Unplanned Emergency Capital Repairs	3. High	150,000	150,000	150,000	150,000	150,000	600,000
13	FC23060	Recreation Complex - Plumbing Fixture Upgrades	4. Medium					50,000	
14	FC23067	Public Safety Building - Painting	4. Medium		40,000	40,000	40,000		
15	FC23073	Public Safety Building - Bay Door Motor Replacement	4. Medium	10,000					
16	FC23079	Facilities - Envelope Condition Assessments	3. High				100,000		
17	FC23081	Glenayre Centre - Drain Tile Rebuild	3. High				225,000		
18	FC23082	Westhill Centre - Building Envelope Replacement	3. High	225,000					
19	FC23083	HMCC - Interior Painting	4. Medium	25,000					
20	FC23087	Civic Centre - Painting	4. Medium	60,000					
21	FC23105	Arts Centre - Condensing Units	3. High	10,000	100,000				
22	FC23112	Public Safety Building - Emergency Generator	3. High				500,000		
23	FC23121	Recreation Complex - Skaters Lobby Washrooms	4. Medium		200,000				
24	FC23135	Works Yard - Security Camera System	4. Medium				75,000		
25	FC23136	Arts Centre - Interior Painting	4. Medium		40,000				
26	FC23137	Civic Centre - Carpet Replacement	3. High		130,000	260,000			
27	FC23141	Civic Centre - Sumps and Pump Controls	3. High			85,000			
28	FC23142	Facilities - Guard Rail Inspection	3. High		60,000				
29	FC23143	Facilities - Hazardous Materials Labelling in all Buildings	3. High		50,000	50,000			
30	FC23164	Public Safety Building - DDC Upgrades to Connect to RC Studio	4. Medium		100,000				
31	FC23169	Recreation Complex - Curling Rink Lobby & Lounge Furniture Replacement	4. Medium		45,000				
32	FC23170	Recreation Complex - Parking Lot Repairs and Repaving	4. Medium				350,000		
33	FC23172	Recreation Complex - Security Camera Improvements	4. Medium		40,000	200,000			
34	FC23183	Rocky Point PSB - Exterior Painting	3. High	50,000					
35	FC23189	Westhill Pool - Replace Pool Filters and Pump	4. Medium	50,000					
36	FC23197	Civic Centre - Exterior Paver Ongoing Repairs	3. High	25,000	25,000	25,000	25,000	25,000	75,000
37	FC23204	Zamboni RS054 - Battery Replacement	3. High		17,000				
38	FC23205	Zamboni RS059 - Battery Replacement	3. High			17,000			
39	FC23207	Westhill Pool - Conversion of Disinfection System to Liquid Chlorine	3. High	100,000					
40	FC23217	Recreation Complex - Arena 1 Dressing Rooms	3. High	250,000					
41	FC23218	Works Yard - Building Envelope Replacement	3. High	246,000	258,000				
42	FC23219	Facilities - Security Upgrades	3. High	20,000	20,000	20,000			
43	FC23220	Rocky Point Pool - Boiler Replacement	3. High	100,000					
44	FC23225	Arts Centre - Appleyard Exterior Repainting	4. Medium	80,000					
45	FC23226	Holiday Lighting	3. High	38,000	41,100	45,800	52,000	60,300	353,600
46	FC23227	Facilities - Long Range Facilities Planning Update/Refresh	3. High	150,000					
47	FC23228	Rocky Point Pool - Replace Filters and Associated Piping	3. High	50,000					
48	FC23229	Westhill Pool - Parking Lot Repairs and Repaving	4. Medium	200,000					
49	FC23230	Public Safety Building - Hot water Loops Piping Replacement	3. High	100,000					
50	FC23236	Works Yard - Garage Improvements	4. Medium		150,000	150,000			
51	FC23237	Works Yard - Office Space Changes	4. Medium		150,000				
52	FC23238	Works Yard - Stores Improvements	4. Medium	50,000					
53	FC23240	Recreation Complex - Gymnasium Air Conditioning	3. High	100,000	350,000				

54	FC23241	Facilities - Accessibility Improvements	4. Medium	100,000	350,000				
55	FC23242	Recreation Complex - Skate Shop Renovation	4. Medium	40,000	200,000				
56	FC23243	Public Safety Building - Adding Access Door from Parking	3. High	15,000	85,000				
57	FC23244	Recreation Complex - Office Renovation	3. High	150,000					
58	FC23245	Old Mill Boathouse - Front Entrance Pavement	3. High	50,000					
	Total - I	Project Costs		2,504,000	2,661,100	1,762,800	1,727,000	1,145,300	1,028,600



### Parks

Division	Total Project Count	2023	2024	2025	2026	2027
Parks	51	1,159,000	1,373,500	518,500	648,500	268,500

#### Parks Projects

	Project Name	Priority	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027	Mid Range
1 PK2300	Flavelle Park - Lifecycle Maintenance Wooden Deck (Lifecycle Asset Management)	4. Medium			35,000			
2 PK2300		4. Medium	20,000	20,000	20,000	20,000	20,000	
3 PK2300	Chafer Beetle Management Program - City Lands	3. High	7,500	7,500	7,500	7,500	7,500	
4 PK2300	Security Cameras - Major Parks	3. High	10,000					
5 PK2300	Rocky Point Park - Picnic Shelter Rehabilitation	4. Medium			75,000			
6 PK2301	Horticulture Vegetation Replacement Program	3. High	15,000	15,000	15,000	15,000	15,000	
7 PK2301	Urban Forestry - Tree Removals/Mitigation for City Lands	3. High	75,000	75,000	75,000	75,000	75,000	
8 PK2301	Goose Management Program	4. Medium	10,000	10,000	10,000	10,000	10,000	
9 PK2301	Heritage Mountain Grass Sportsfield Rehabilitation	3. High		600,000				
10 PK2301	Parks/Green Infrastructure - Planning/Asset Management Program	4. Medium	45,000	45,000	45,000	45,000	45,000	
11 PK2301	Port Moody Pollinator Project	4. Medium	15,000					
12 PK2302	Urban Forestry - Tree Replacement Program	2. Council	15,000	15,000	15,000	15,000	15,000	
13 PK2303	Fencing - Repair/Replacement of Fencing (Lifecycle Asset Management)	3. High	15,000	15,000	15,000	15,000	15,000	
14 PK2303	Annual Repairs for Pathways in Parks (Lifecycle Replacement)	3. High	20,000	20,000	20,000	20,000	20,000	
15 PK2303	Bert Flinn Park Infrastructure Improvements	4. Medium	35,000					
16 PK2303	Playground Rehabilitation - Art Wilkinson Playground	3. High		250,000				
17 PK2304	Cedarwood Park - Spray Park Replacement	4. Medium				120,000		
18 PK2304	Civic Centre Amphitheatre - Retaining Wall and Site Restoration	4. Medium	50,000					
19 PK2304	Easthill Park - Water Park Replacement and Expansion	4. Medium				180,000		
20 PK2305	Park Signage Replacement	4. Medium	7,000					
21 PK2305	Dog Management Strategy	4. Medium	50,000					
22 PK2305	Ailsa Spray Park Enhancement	4. Medium	150,000					
23 PK2306	Street Tree Maintenance Program	4. Medium	36,000	36,000	36,000	36,000	36,000	
24 PK2306	Greenleaf Park Sports Court - Fencing Replacement	4. Medium		15,000				
25 PK2306	Twin Creeks Park Sports Court - Fencing Replacement	4. Medium	6,000					
26 PK2307	Pop Up Parks	4. Medium	40,000					
27 PK2307	Westhill Park - Water Fountain	4. Medium		30,000				
28 PK2307	Chip Kerr Park Redevelopment Plan	3. High	25,000					
29 PK2307	Kyle Park Redevelopment Plan	3. High	25,000					
30 PK2307	Seaview Park Playground - Tot Lot Addition	4. Medium	50,000					
31 PK2307	Pioneer Park Pathway Improvements	5. Low		50,000				
32 PK2307	Chestnut Way Park - Water Fountain	4. Medium			30,000			
33 PK2307	Pioneer Park - Electrical Improvements	5. Low	40,000					
34 PK2308	Twin Creek Park - Playground Rehabilitation Phase 2	4. Medium	40,000					
35 PK2308	Misting Poles	3. High	90,000					
36 PK2308	Cedarwood Park Redevelopment Plan	3. High	15,000					
37 PK2308	Forest Parkway West Street Tree Revitalization Project	4. Medium	37,500					
38 PK2308	Kyle Park - Water Fountain	5. Low	30,000					
39 PK2308	St George Street Park - Spray Feature	5. Low				30,000		
40 PK2309	Art Wilkinson - Tennis Court Surfacing	5. Low			20,000			
41 PK2309	Irrigation Replacement	3. High	10,000	10,000	10,000	10,000	10,000	
42 PK2309	Westhill Park - Lighting Improvements	5. Low	70,000					
43 PK2309	North Shore Pump Track	3. High	75,000					
44 PK2309	Sycamore Park - Water Feature	4. Medium	30,000					
45 PK2309	Greenleaf Park - Water Fountain	4. Medium		30,000				
46 PK2310	Flavelle Park Playground Replacement	4. Medium			90,000			
47 PK2310		5. Low				50,000		
48 PK2310		4. Medium		30,000				
49 PK2310		4. Medium		100,000				
50 PK2310		2. Council						
51 PK2310	Snow Clearing Equipment	2. Council						
Total	- Project Costs		1,159,000	1,373,500	518,500	648,500	268,500	



### Recreation

Division	Total Project Count	2023	2024	2025	2026	2027
Recreation	4	100,000		265,000	215,000	

#### **Recreation Projects**

		Project Name	Priority	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027	Mid Range
1	RS23001	Recreation Complex Spin Bike Replacement	3. High			50,000			
2	RS23002	Selectorized Weight Room Equipment Replacement	3. High			215,000			
3	RS23003	Cardio Weight Room Equipment Replacement	3. High				215,000		
4	RS23004	Consultation on Allocation of City of Port Moody Facilities to Community Groups	2. Council	100,000					
	Total - I	Project Costs		100,000		265,000	215,000		

# Engineering

Division	Total Project Count	2023	2024	2025	2026	2027
Engineering	26	4,155,000	3,845,000	1,730,000	1,645,000	3,145,000

#### **Engineering Projects**

		Project Name	Priority		LP 2023	LP 2024	LP 2025	LP 2026	LP 2027	Mid Range
1	EN23001	Traffic Signal Asset Management Program	3. High		150,000	150,000	150,000	150,000	150,000	
2	EN23003	Transit Infrastructure - Bus Stop Accessibility Improvements	3. High		30,000	30,000	30,000	30,000	30,000	
3	EN23004	Above-Ground Infrastructure - Planning/Asset Management	3. High		75,000	75,000	75,000	75,000	75,000	
4	EN23005	Engineering Project Management and Development Resource	3. High		120,000	120,000	120,000	120,000	120,000	
5	EN23006	Local Road Network (LRN) Road Reconstruction Program	3. High		750,000	750,000	750,000	750,000	750,000	
6	EN23007	Traffic Safety Initiatives	3. High		50,000	50,000	50,000	50,000	50,000	
7	EN23008	Bridge & Overpass Structures - Monitoring, Scoping, Assessment & Minor Repairs	3. High		50,000	50,000	50,000	50,000	50,000	
8	EN23009	Major Road Network (MRN) Road Rehabilitation Program	3. High		2,000,000	2,000,000	50,000	50,000	50,000	
9	EN23010	Streetlighting Replacement Program	3. High		75,000					
10	EN23011	Transit Improvements Program	3. High		30,000	30,000	30,000	30,000	30,000	
11	EN23012	Bike and Pedestrian Improvement Program	3. High		25,000	25,000	25,000	25,000	25,000	
12	EN23013	Electrical & Communications Infrastructure Improvements	3. High		30,000	30,000	30,000	30,000	30,000	
13	EN23015	Streetlight Improvement Program	3. High		25,000	25,000	25,000	25,000	25,000	
14	EN23016	Bridge and Major Structures Inventory Inspection	3. High			100,000				
15	EN23020	Beaver Management - Ongoing Risk Assessment and Technical Studies	4. Medium		10,000					
16	EN23021	School Traffic Safety Initiative	3. High		50,000	50,000	50,000	50,000	50,000	
17	EN23025	Traffic Signal New Infrastructure	3. High		50,000	50,000	50,000	50,000	50,000	
18	EN23026	Development Cost Charges (DCC) Program Update	4. Medium				85,000			
19	EN23031	Neighbourhood Traffic Calming Program	3. High		60,000	60,000	60,000	60,000	60,000	
20	EN23032	Streetlight LED Replacement	4. Medium		150,000	150,000				
21	EN23033	Barnet Highway CP Rail Overpass Deck Rehabilitation	4. Medium						1,500,000	
22	EN23034	Klahanie Drive Sidewalk Replacement	3. High		110,000					
23	EN23036	Moody Centre Road Rehabilitation Studies	3. High		200,000					
24	EN23037	Pedestrian Walkways/Accessibility Capital Rehabilitation Program	3. High		100,000	100,000	100,000	100,000	100,000	
25	EN23038	Newport Village Rainbow Crosswalk Rehabilitation	4. Medium		15,000					
26	EN23039	Moody Exchange Circulation Bus Speed and Reliability Study	2. Council							
	fotal - I	Project Costs			4,155,000	3,845,000	1,730,000	1,645,000	3,145,000	



### Fleet

Division	Total Project Count	2023	2024	2025	2026	2027
Fleet	52	687,400	245,000	953,500	1,661,200	1,478,500

#### **Fleet Projects**

		Project Name	Priority	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027	Mid Range
1	FL23001	BL - Replace PL003 - 2016 Ford Focus Electric CX902L	3. High		57,800				
2	FL23002	FD - Replace FR015 - 2006 Rainbow Trailer - 02952y	3. High		14,700				
3	FL23004	FD - Replace FR014 - 09 Wells Cargo Trailer	3. High		28,600				
4	FL23010	OP - Replace OP099L - 2011 Ingersol Lightsource Trailer	3. High			37,700			
5	FL23011	OP - Replace OP99F - 2012 Atlas Copco Air Compressor Trailer 8643IC	3. High		28,400				
6	FL23015	OP - Replace OP040A - 2013 Flatbed (Flushing) Trailer	3. High		18,900				
7	FL23016	OP - Replace OP056 - 2014 Cargo Express Trailer (Civil Construction)	3. High		27,800				
8	FL23017	OP - OP114 - Replacing OP033A (2013 Ford F350)	3. High	82	000				
9	FL23019	OP - OP115 - Replacing OP057 (2016 Ford Dump)	3. High	178	600				
10	FL23023	PK - Replace PK017 - 2008 Agri-Metal Tuff Vac Sweeper Attachement	3. High		36,800				
11	FL23027	PK - PK105 - Replacing PK053B (2013 Ford F150)	3. High	87	100				
12	FL23031	PK - PK106 - Replacing PK068 (2016 Farm King Mower)	3. High	46	100				
13	FL23032	PK - Replace PKM001 - 2017 Kubota VS400 Premium Spreader	3. High		5,700				
14	FL23033	PK - PK107 - Replacing PK064A (2016 F550 Dump)	3. High	178	600				
15	FL23034	PK - Replace PK069 - 17 F550 Dump	3. High			161,500			
16	FL23037	OP - Replace OP074 - 17 Cat 430F2 Backhoe Loader	3. High			296,600			
17	FL23038	PK - Replace PK072 - 17 F550 Dump	3. High			183,100			
18	FL23039	OP - Replace OP070 - 17 Ford F550 Crew Cab Dump	3. High			172,300			
19	FL23042	OP - Replace OP104 - 2021 Big Tex Tandem Trailer	3. High					12,400	
20	FL23046	OP - Replace OP034 - 2009 Trailtech Tilt Trailer	3. High		26,300				
21	FL23047	OP - Replace OP059 - 16 F150 4x4 Super Cab	3. High				82,800		
22	FL23048	OP - Replace OP060 - 16 Ford Transit 350 Van	3. High				93,800		
23	FL23049	OP - Replace OP062 - 14 Clarke 5,000lbs Forklift	3. High				44,200		
24	FL23050	OP - Replace OP068 - 16 Ford F150 Super Cab 4x4	3. High				77,300		
25	FL23051	OP - Replace OP079 - 2018 Peterbilt Elgin Crosswind	3. High				386,300		
26	FL23052	OP - Replace OP080 - 2018 Freightliner 108SD Dump	3. High				386,300		
27	FL23053	OP - Replace OP100 - 2020 F550 Bucket Truck	3. High				198,700		
28	FL23054	OP - Replace OP99M - 2013 Kohler Mobile Generator	3. High				99,300		
29	FL23055	PK - Replace PK065A - 2016 Ford F150 Super Cab	3. High				82,800		
30	FL23056	PK - Replace PK077 - 2018 Kubota 1100C	3. High			59,200	,		
31	FL23057	PK - Replace PK084 - 2019 Ferris FB2000	3. High			16,200			
32	FL23058	PK - Replace PKM002 - Redexim Overseeder	3. High			26,900			
33	FL23060	FD - Replace FR019 - 11 Wells Cargo Trailer	3. High			20,000	22,100		
34	FL23061	FD - Replace FR022 - 16 Ford F550 Hooklift	3. High				187,600		
35	FL23062	FC - FC063 - 17 Ford F150 Super Cab 4x4	3. High				101,000	90,500	
36	FL23063	FC - FC064 - 17 Ford Transit Van	3. High					90,500	
37	FL23064	FC - FC067 - 2017 Ford Transit Connect	3. High					67,900	
38	FL23064	FD - Replace FR023 - 2017 Ford Explorer Interceptor	3. High					90,500	
39	FL23065	PK - Replace PK078 - 2019 Redexim Level Spike 2200	3. High					22,600	
40	FL23068	PK - Replace PK079 - 2019 Redexim Verti Groom 2000	3. High					17,000	
40	FL23060	PK - Replace PK087 - 2021 John Deere 1575 Terrain Cut	3. High					62,200	
41	FL23009	PK - Replace PK088 - 2021 Snake River Trailer	3. High					9,600	
42	FL23070	OP - Replace OP106 - 2021 John Deere W61R Mower	3. High					14,100	
43	FL23071	OP - Replace OP091 - 2017 Ford F350 Super Cab	3. High					90,500	
44	FL23072	OP - Replace OP073 - 17 Ford F150 Super CrewPU 4WD	3. High					90,500 79,200	
45	FL23073	OP - Replace OP075 - 17 Ford F150 Super Cabler 0 4wb	3. High					90,500	
40	FL23074	OP - Replace OP086 - 2020 Freightliner 114SD VACTOR	3. High					678,800	
47		OP - Replace OP105 - 2021 John Deere 1575 Terrain Cut	3. High					62,200	
48 49	FL23076	OP - Replace OP105 - 2021 John Deere 1575 Terrain Cut OP - Heavy Duty Jack Stands	3. High	40	000			02,200	
	FL23077	OP - Heavy Duty Jack Stands OP - Vehicle & Equipment A/C Machine	3. High						
50	FL23078	OP - Venicle & Equipment A/C machine OP - Fleet Garage Improvements - Additional Exterior Covered Work Space	3. High		000				
51	FL23080				000				
52	FL23081	OP - Heavy Duty Cordless Torque Multiplier	3. High	15	000				
	Total - I	Project Costs		687	400 245,000	953,500	1,661,200	1,478,500	



### **Operations**

Division	Total Project Count	2023	2024	2025	2026	2027
Operations	6	79,500	9,500			

#### **Operations Projects**

		Project Name	Priority	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027	Mid Range
1	OP23003	Beaver Management Plan - Field Activities	3. High	9,500	9,500				
2	OP23007	Works Yard Improvements - Drainage Infrastructure Design	3. High	20,000					
3	OP23008	Works Yard Improvements - Truck Wash Foundation Design & Construction	3. High	20,000					
4	OP23009	Works Yard Improvements - Spoils Storage Bunker Cover	3. High	30,000					
5	OP23010	2023 John Deere Snowblower attachment for OP105	3. High						
6	OP23011	Brine Making Facility	2. Council						
	Total - I	Project Costs		79,500	9,500				

### **Operations Admin**

Division	Total Project Count	2023	2024	2025	2026	2027
Operations Admin	1	7,500	7,500	7,500	7,500	7,500

#### **Operations Admin Projects**

	Project Name	Priority	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027	Mid Range
1	OA23002 Public Works Day	3. High	7,500	7,500	7,500	7,500	7,500	
	Total - Project Costs		7,500	7,500	7,500	7,500	7,500	



### Fire Rescue

Division	Total Project Count	2023	2024	2025	2026	2027
Fire Rescue	7	89,000	62,000	15,000		

#### Fire Rescue Projects

		Project Name	Priority	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027	Mid Range
1	FD23007	Mental Health Resilience Support and Training	3. High			15,000			
2	FD23010	Community Outreach - Firefighter Youth Academy Camp	4. Medium	6,000					
3	FD23011	Health and Wellness Initiative	3. High	25,000					
4	FD23012	Community Risk Reduction Program	4. Medium		12,000				
5	FD23013	Training Records Documentation Project	3. High	8,000					
6	FD23014	Emergency Planning Coordinator	3. High	50,000	50,000				
7	FD23015	2023 CRI FireSmart Community Funding & Supports	2. Council						
	Total -	Project Costs		89,000	62,000	15,000			



### **Information Services**

Division	Total Project Count	2023	2024	2025	2026	2027
Information Services	12	215,000	392,000	195,000	207,000	199,000

#### **Information Services Projects**

		Project Name	Priority	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027	Mid Range
1	IS23001	Disk Array Replacement	3. High		90,000				
2	IS23002	Agresso Upgrades	3. High	10,000	10,000	10,000	10,000	10,000	
3	IS23003	Virtual Server Replacement	3. High		80,000				
4	IS23004	Backup Server Replacements	3. High	50,000		50,000		50,000	
5	IS23005	Orthophoto & LiDAR Mapping	3. High	20,000		20,000		20,000	
6	IS23006	Firewall Replacement	3. High				60,000		
7	IS23007	Cloud Disaster Recovery Server Backup	3. High	25,000					
8	IS23008	Public Service Request App	4. Medium		40,000				
9	IS23010	Security Audit Follow-up	3. High		25,000				
10	IS23012	Council Mobile Device	2. Council				20,000		
11	IS23017	Next Generation 9-1-1 Implementation	3. High		35,000				
12	IS23018	Tempest Project Coordinator - Phase II of Corporate Electronic Process Support	3. High	110,000	112,000	115,000	117,000	119,000	
	Total -	Project Costs		215,000	392,000	195,000	207,000	199,000	



### Library

Division	Total Project Count	2023	2024	2025	2026	2027
Library	3	13,000				

#### Library Projects

		Project Name	Priority	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027	Mid Range
1	LI23010	Indigenous Speaker Series	3. High	3,000					
2	LI23011	Video Game Collection	3. High	10,000					
3	LI23012	Public Library Enhancement Grant	2. Council						
	Total -	Project Costs		13,000					



### Police

Division	Total Project Count	2023	2024	2025	2026	2027
Police	35	256,900	701,900	347,700	631,000	282,800

#### **Police Projects**

		Project Name	Priority	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027	Mid Range
1	PD23001	Server Room Equipment and Licenses	3. High				112,000		
2	PD23002	Network Infrastructure	3. High	105	00				
3	PD23003	Police Building Video Recording System	3. High				80,000		
4	PD23004	Computers - Desktops & Tablets	3. High	44	46,600	44,200	44,400	44,000	
5	PD23005	MDT's - Police Laptops	3. High		119,600				
6	PD23006	Photocopiers and Printers	3. High			18,000			
7	PD23007	UPS Battery	3. High				18,300		
8	PD23008	Firearms - Pistols	3. High		58,700				
9	PD23009	CEW (Less Lethal) Equipment	3. High	10	00				
10	PD23010	External Hard Armor	3. High			57,500			
11	PD23011	Forensic Surveying Equipment (Collision)	3. High		22,000				
12	PD23014	Approved Screening Devices	3. High		8,500				
13	PD23018	Replace PO086Y26 Dodge Durango	3. High				82,800		
14	PD23019	Replace PO087Y25 Ford Explorer	3. High			91,500			
15	PD23020	Replace PO089Y24 Dodge Charger	3. High		80,900				
16	PD23021	Replace P0091Y25 Ford Explorer	3. High			91,500			
17	PD23022	Replace PO092Y24 Dodge Charger	3. High		80,900				
18	PD23023	Replace PO093Y24 Dodge Charger	3. High		80,900				
19	PD23024	Replace PO100Y24 Dodge Charger	3. High		80,900				
20	PD23025	Replace PO101Y23 Dodge Ram	3. High	87	00				
21	PD23026	Replace PO102Y24 Traffic Motorcycle	3. High		42,000				
22	PD23028	Replace PO105Y24 Dodge Charger	3. High		80,900				
23	PD23029	Replace PO112Y26 Honda Accord	3. High				44,200		
24	PD23030	Replace PO095Y26 Chevrolet Tahoe	3. High				99,300		
25	PD23031	Server Room Equipment (back up Server)	3. High				65,000		
26	PD23032	Software Upgrades - Office Suite	3. High			45,000			
27	PD23033	Offline Back Up Solution	3. High					26,000	
28	PD23034	Firewall Equipment	3. High					60,000	
29	PD23037	Replace PO103Y26 Dodge Charger	3. High				85,000		
30	PD23039	Replace PO098Y27 Victim Services Van	3. High					43,000	
31	PD23040	Intoxilyzer (Breath Alcohol Testers)	3. High					19,800	
32	PD23041	Telephone System	3. High					90,000	
33	PD23042	Livescan Civilian Fingerprinting	3. High	10	00				
34	PD23044	Major Crime Training	2. Council						
35	PD23045	Strategic Building Improvements	2. Council						
	Total - I	Project Costs		256	00 701,900	347,700	631,000	282,800	



### Drainage

Division	Total Project Count	2023	2024	2025	2026	2027
Drainage	9	2,684,000	3,724,000	2,244,000	1,954,000	1,871,000

		Project Name	Priority	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027	Mid Range
1	DR23003	Engineering Project Management and Development Resource	3. High	24,000	24,000	24,000	24,000	24,000	
2	DR23004	Environmental Investigation & Response - Drainage Systems	3. High	35,000	45,000	45,000	45,000	45,000	
3	DR23007	Storm Drainage Capital Infrastructure Program (Linear and Non-Linear)	4. Medium	300,000	1,000,000	1,000,000	1,000,000	1,000,000	
4	DR23008	Stream Water Quality Monitoring Program (AMF)	3. High	150,000	75,000	75,000	75,000	75,000	
5	DR23009	Storm Drainage Improvements - Moody Centre	3. High		780,000	1,100,000	810,000	727,000	616,000
6	DR23013	loco Road Corridor Reconstruction	3. High	1,900,000	1,750,000				
7	DR23015	Post-Construction Green Infrastructure on St. Johns Multi-Use Path	3. High	200,000					
8	DR23016	Green Infrastructure Policy & Program Development	4. Medium		50,000				
9	DR23018	Design Criteria and Standards Development for Green Infrastructure	3. High	75,000					
	Total -	Project Costs		2,684,000	3,724,000	2,244,000	1,954,000	1,871,000	616,000



### Sanitary Sewer

Division	Total Project Count	2023	2024	2025	2026	2027
Sanitary Sewer	8	1,440,000	240,000	1,140,000	915,000	915,000

#### Sanitary Sewer Projects

		Project Name	Priority	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027	Mid Range
1	SD23003	Alderside Foreshore Sanitary Sewer Assessment	3. High	350,000	r				
2	SD23004	Sanitary Sewer Flow Monitoring Program	3. High	40,000	40,000	40,000	40,000	40,000	
3	SD23007	CCTV Inspection/GPS Locate Program	3. High	125,000	125,000	125,000	125,000	125,000	
4	SD23010	Sewer Capital Infrastructure Program (Linear and Non-Linear)	4. Medium	75,000	75,000	750,000	750,000	750,000	
5	SD23011	Parkside Drive Trail Bridge Replacement	4. Medium	75,000		225,000			
6	SD23015	City-wide Sanitary Sewer Inflow and Infiltration (I&I) Strategy	3. High	200,000					
7	SD23016	Stoney Creek Sanitary Sewer Rehabilitation	3. High	500,000					
8	SD23017	Inspection Chamber Addition/Replacement Program - Pilot	3. High	75,000					
	Total -	Project Costs		1,440,000	240,000	1,140,000	915,000	915,000	

#### 2023 - 2027 Capital Projects

#### Solid Waste

Division	Total Project Count	2023	2024	2025	2026	2027
Solid Waste	12	1,407,200	193,600	733,900	751,500	141,600

#### Solid Waste Projects

		Project Name	Priority	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027	Mid Range
1	SO23001	Solid Waste Coordinator Resource Materials and Outreach Tools	3. High	8,500	8,500	8,500	8,500	8,500	
2	SO23002	Cart Replacement Plan	3. High	102,500	105,100	107,700	110,400	113,100	
3	SO23003	Public Waste Receptacles	3. High	10,000	10,000	10,000	10,000	10,000	50,000
4	SO23004	Centralized Recycling Day	3. High	10,000	10,000	10,000	10,000	10,000	50,000
5	SO23006	OP076 - Replace 17 Mack Garbage Truck LR	3. High			597,700			
6	SO23007	OP077 - Replace 17 Mack Garbage Truck LR	3. High	583,100					
7	SO23008	OP083 - Replace 17 Mack Garbage Truck LR	3. High	583,100					
8	SO23010	OP088 - Replace 20 Mack Garbage Truck LR	3. High				612,600		
9	SO23012	Solid Waste Office Improvements	3. High	15,000					
10	SO23013	Climate Action Plan Initiative - Develop a Zero-Waste Strategy for City Facilities and Events	3. High	75,000					
11	SO23014	Climate Action Plan Initiative - Develop a Community and Commercial Focused Zero Waste Strat	3. High		60,000				
12	SO23015	Curbside Recycling Monitoring & Audits	3. High	20,000					
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	Total -	Project Costs		1,407,200	193,600	733,900	751,500	141,600	100,000



#### 2023 - 2027 Capital Projects

#### Water

Division	Total Project Count	2023	2024	2025	2026	2027
Water	9	4,011,500	321,500	1,301,500	321,500	321,500

		Project Name	Priority	LP 2023	LP 2024	LP 2025	LP 2026	LP 2027	Mid Range
1	WT23006	Water Conservation Coordinator Resource Materials & Outreach Tools	4. Medium	10,000	10,000	10,000	10,000	10,000	
2	WT23008	Cross Connection Control Program Maintenance	3. High	25,000	25,000	25,000	25,000	25,000	
3	WT23009	Water Network Infrastructure Asset Renewal Program	3. High	2,180,000	100,000	1,080,000	100,000	100,000	
4	WT23010	Public Works Day	4. Medium	2,500	2,500	2,500	2,500	2,500	
5	WT23011	Water System Operational Improvements Program	4. Medium	100,000	100,000	100,000	100,000	100,000	
6	WT23012	Ioco Road Corridor Reconstruction (Water)	3. High	1,550,000					
7	WT23013	Utility Rights of Way (Review/Assessment)	4. Medium	60,000	60,000	60,000	60,000	60,000	
8	WT23014	Engineering Project Management and Development Resource	3. High	24,000	24,000	24,000	24,000	24,000	
9	WT23020	Emergency Water Plan - Implementation Phase	3. High	60,000					
	Total - I	Project Costs		4,011,500	321,500	1,301,500	321,500	321,500	

# Section Seven 2023-2027 Reserves

## **Asset Reserves**

# 2023 - 2027 Reserve Balances



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Port Moody Reserves for Years 2023 - 2027					
Asset Reserve - Opening Balance			Last Updated:	13. Ap	ril 2023 2:30 AM
Description	2023	2024	2025	2026	2027
Opening Balance	3,780,594	3,780,594	3,780,594	3,780,594	3,780,594
Transfer to Reserve: (from Facilities) Transfer to Reserve: (from Fiscal Services)	61,382 5,509,850	61,802 6,023,850	62,231 6,559,850	62,668 7,114,850	62,668 7,669,850
Transfer to Reserve: (from Recreation)	70,790	70,790	70,790	70,790	70,790
Transfer to Reserve: (from Solid Waste) Total - Transfer To	16,299 5,658,321	16,299 6,172,741	16,299 6,709,170	16,299 <b>7,264,607</b>	16,299 <b>7,819,607</b>
	0,000,021	0,112,141	0,103,110	1,204,001	1,010,001
Transfer from Reserve: (to Fiscal Services)	-5,658,321	-6,172,741	-6,709,170	-7,264,607	-7,819,607
Total - Transfer From	-5,658,321	-6,172,741	-6,709,170	-7,264,607	-7,819,607
Ending Balance	3,780,594	3,780,594	3,780,594	3,780,594	3,780,594

sse	et Reserve - Equipment - City				Last Updated:	13. Apri	il 2023 2:30 A
esc	cription		2023	2024	2025	2026	202
	Dpening Balance		-471,339	-364,747	-364,969	-344,541	-219,3
			-471,000	-304,747	-304,303	-344,341	-213,0
	Transfer to Reserve: (from Fiscal Services)		345,808	382,924	421,628	461,703	501,7
	Total - Transfer To		345,808	382,924	421,628	461,703	501,7
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	Transfer from Reserve: (to Fiscal Services)		-716	-1,146	-1,200	-1,007	-
	Total - Transfer From		-716	-1,146	-1,200	-1,007	-
J	CU23011: Galleria Display Monitor Replacement	4. Medium	-6,000				
J	CU23012: Theatre Seating and Drapery Cleaning (with application of fire retardant)	3. High		-10,000			
J	CU23013: Replacement of Galleria Sound System	3. High		-15,000			
J	CU23014: Tricaster - Council streaming controller	3. High		-30,000			
J	CU23018: Inlet Theatre Stage Repairs	4. Medium	-7,500			-7,500	
J	CU23019: Replacement of Assisted Listening System	4. Medium			-6,000		
J	CU23002: Bistro Fridges - Bar and Commercial Catering	4. Medium		-9,000			
1	CU23020: Film Screen Replacement	4. Medium			-15,000		
1	CU23021: Replacement of Exterior Brovold Room Lighting Fixtures	4. Medium			-6,000		
	CU23023: Theatre Drape Replacement	4. Medium					-3
	CU23025: Audio Console, Snakes, and Patch Bay Replacement (Inlet Theatre)	4. Medium				-15,000	
	CU23026: Amplifier Replacement	4. Medium			-17,500		
	CU23027: Wireless Microphone Replacement	4. Medium				-8,000	
	CU23030: Theatre Management Software	3. High	-10,000				
	CU23031: Lifecycle Replacement of Two Council Projectors	2. Council					-3
	CU23032: Lifecycle Replacement Intelligent Lights in Theatre (x2)	4. Medium					-1
	CU23005: Film Projector Replacement	4. Medium		-48,000			
	CU23006: Galleria Event Tables (6') and Benches	4. Medium			-10,500		
	CU23009: Council Microphone System	3. High		-25,000			
	RS23001: Recreation Complex Spin Bike Replacement	3. High			-50,000		
	RS23002: Selectorized Weight Room Equipment Replacement	3. High			-215,000		
	RS23003: Cardio Weight Room Equipment Replacement	3. High				-215,000	
	FL23077: OP - Heavy Duty Jack Stands	3. High	-10,000				
	FL23078: OP - Vehicle & Equipment A/C Machine	3. High	-30,000				
	FL23080: OP - Fleet Garage Improvements - Additional Exterior Covered Work Space	3. High	-60,000				
	FL23081: OP - Heavy Duty Cordless Torque Multiplier	3. High	-15,000				
	OP23008: Works Yard Improvements - Truck Wash Foundation Design & Construction	3. High	-20,000				
	IS23001: Disk Array Replacement	3. High		-90,000			
	IS23010: Security Audit Follow-up	3. High		-25,000			
	IS23012: Council Mobile Device	2. Council				-20,000	
	IS23002: Agresso Upgrades	3. High	-10,000	-10,000	-10,000	-10,000	-1
	IS23003: Virtual Server Replacement	3. High		-80,000			
	IS23004: Backup Server Replacements	3. High	-50,000		-50,000		-5
	IS23005: Orthophoto & LiDAR Mapping	3. High	-20,000		-20,000		-2
	IS23006: Firewall Replacement	3. High				-60,000	
	IS23008: Public Service Request App	4. Medium		-40,000			
	Total - Project Funding From		-238,500	-382,000	-400,000	-335,500	-150

set Reserve - Equipment - Police				Last Updated:	13. April	2023 2:30 A
scription		2023	2024	2025	2026	202
Opening Balance		6,463	28,397	-25,625	21,649	-75,8
Transfer to Reserve: (from Fiscal Services)		192,243	202,144	212,468	223,158	233,
Total - Transfer To		192,243	202,144	212,468	223,158	233,
Transfer from Reserve: (to Fiscal Services)		-509	-766	-494	-959	
Total - Transfer From		-509	-766	-494	-959	-
PD23001: Server Room Equipment and Licenses	3. High				-112,000	
PD23010: External Hard Armor	3. High			-57,500		
PD23011: Forensic Surveying Equipment (Collision)	3. High		-22,000			
PD23014: Approved Screening Devices	3. High		-8,500			
PD23002: Network Infrastructure	3. High	-105,000				
PD23003: Police Building Video Recording System	3. High				-80,000	
PD23031: Server Room Equipment (back up Server)	3. High				-65,000	
PD23032: Software Upgrades - Office Suite	3. High			-45,000		
PD23033: Offline Back Up Solution	3. High					-2
PD23034: Firewall Equipment	3. High					-60
PD23004: Computers - Desktops & Tablets	3. High	-44,000	-46,600	-44,200	-44,400	-44
PD23040: Intoxilyzer (Breath Alcohol Testers)	3. High					-19
PD23041: Telephone System	3. High					-90
PD23042: Livescan Civilian Fingerprinting	3. High	-10,000				
PD23005: MDT's - Police Laptops	3. High		-119,600			
PD23006: Photocopiers and Printers	3. High			-18,000		
PD23007: UPS Battery	3. High				-18,300	
PD23008: Firearms - Pistols	3. High		-58,700			
PD23009: CEW (Less Lethal) Equipment	3. High	-10,800				
Total - Project Funding From		-169,800	-255,400	-164,700	-319,700	-239

Ass	et Reserve - Facilities Maintenance				Last Updated:	13. Apri	il 2023 2:30 AN
Des	scription		2023	2024	2025	2026	2027
	Opening Balance		-560,444	-1,555,821	-2,529,971	-2,546,828	-2,253,48
	Transfer to Reserve: (from Fiscal Services)		1,478,021	1,636,659	1,802,084	1,973,371	2,144,52
	Total - Transfer To		1,478,021	1,636,659	1,802,084	1,973,371	2,144,52
	Transfer from Reserve: (to Fiscal Services)		-7,398	-7,809	-5,441	-5,025	-3,25
	Total - Transfer From		-7,398	-7,809	-5,441	-5,025	-3,25
CU	CU23028: Inlet Theatre Ceiling Tile Replacement	4. Medium			-100,000		
CU	CU23029: Inlet Theatre Carpet Replacement	4. Medium			-13,500		
FC	FC23010: Recreation Complex - Main Entrance Concrete Repairs	4. Medium	40.000	400.000	-100,000		
FC FC	FC23105: Arts Centre - Condensing Units FC23112: Public Safety Building - Emergency Generator	3. High 3. High	-10,000	-100,000		-500,000	
FC	FC23121: Recreation Complex - Skaters Lobby Washrooms	4. Medium		-200,000		000,000	
FC	FC23135: Works Yard - Security Camera System	4. Medium				-75,000	
FC	FC23136: Arts Centre - Interior Painting	4. Medium		-40,000			
FC	FC23137: Civic Centre - Carpet Replacement	3. High		-130,000	-260,000		
FC	FC23141: Civic Centre - Sumps and Pump Controls	3. High			-85,000		
FC	FC23142: Facilities - Guard Rail Inspection	3. High		-60,000	50.000		
FC FC	FC23143: Facilities - Hazardous Materials Labelling in all Buildings FC23164: Public Safety Building - DDC Upgrades to Connect to RC Studio	3. High 4. Medium		-50,000	-50,000		
FC	FC23169: Recreation Complex - Curling Rink Lobby & Lounge Furniture Replacement	4. Medium		-45,000			
FC	FC23170: Recreation Complex - Parking Lot Repairs and Repaving	4. Medium				-350,000	
FC	FC23172: Recreation Complex - Security Camera Improvements	4. Medium		-40,000	-200,000		
FC	FC23018: Facilities - Parking Lot Line Repainting	4. Medium	-10,000	-10,000	-10,000	-10,000	-10,00
FC	FC23183: Rocky Point PSB - Exterior Painting	3. High	-50,000				
FC	FC23189: Westhill Pool - Replace Pool Filters and Pump	4. Medium	-50,000				
FC FC	FC23197: Civic Centre - Exterior Paver Ongoing Repairs	3. High	-25,000 -100,000	-25,000	-25,000	-25,000	-25,00
FC	FC23207: Westhill Pool - Conversion of Disinfection System to Liquid Chlorine FC23217: Recreation Complex - Arena 1 Dressing Rooms	3. High 3. High	-250,000				
FC	FC23218: Works Yard - Building Envelope Replacement	3. High	-246,000	-258,000			
FC	FC23219: Facilities - Security Upgrades	3. High	-20,000	-20,000	-20,000		
FC	FC23220: Rocky Point Pool - Boiler Replacement	3. High	-100,000				
FC	FC23225: Arts Centre - Appleyard Exterior Repainting	4. Medium	-80,000				
FC	FC23227: Facilities - Long Range Facilities Planning Update/Refresh	3. High	-150,000				
FC FC	FC23228: Rocky Point Pool - Replace Filters and Associated Piping	3. High	-50,000				
FC	FC23229: Westhill Pool - Parking Lot Repairs and Repaving FC23230: Public Safety Building - Hot water Loops Piping Replacement	4. Medium 3. High	-200,000 -100,000				
FC	FC23236: Works Yard - Garage Improvements	4. Medium		-150,000	-150,000		
FC	FC23237: Works Yard - Office Space Changes	4. Medium		-150,000			
FC	FC23238: Works Yard - Stores Improvements	4. Medium	-50,000				
FC	FC23240: Recreation Complex - Gymnasium Air Conditioning	3. High	-100,000	-350,000			
FC	FC23241: Facilities - Accessibility Improvements	4. Medium	-100,000	-350,000			
FC FC	FC23242: Recreation Complex - Skate Shop Renovation FC23243: Public Safety Building - Adding Access Door from Parking	4. Medium	-40,000	-200,000			
FC	FC23244: Public Safety Building - Adding Access Door from Parking FC23244: Recreation Complex - Office Renovation	3. High 3. High	-15,000 -150,000	-85,000			
FC	FC23245: Old Mill Boathouse - Front Entrance Pavement	3. High	-50,000				
FC	FC23003: Inlet Centre Firehall - Interior painting	4. Medium		-50,000			
FC	FC23037: Old Mill Boathouse - Condition Assessment	4. Medium				-50,000	
FC	FC23038: HMCC - Condition Assessment	3. High				-50,000	
FC	FC23004: Arts Centre - Washroom Upgrades	4. Medium					-50,00
FC	FC23047: Inlet Centre Firehall - Hoses on Nedermeyer System	3. High	-20,000				
FC FC	FC23048: Inlet Centre Firehall - Truck Bay Doors FC23051: Old Mill Boathouse - Fire Alarm and Sprinkler Systems Replacement	3. High 3. High	-30,000		-60,000		
FC	FC23056: Westhill Pool - Pool Water Drainage to Sanitary System	3. High			-50,000	-100,000	-800,00
FC	FC23058: Facilities - Unplanned Emergency Capital Repairs	3. High	-150,000	-150,000	-150,000	-150,000	-150,00
FC	FC23060: Recreation Complex - Plumbing Fixture Upgrades	4. Medium					-50,00
FC	FC23067: Public Safety Building - Painting	4. Medium		-40,000	-40,000	-40,000	
FC	FC23007: Civic Centre - Emergency Generator Replacement	3. High			-500,000		
FC	FC23073: Public Safety Building - Bay Door Motor Replacement	4. Medium	-10,000				
FC FC	FC23079: Facilities - Envelope Condition Assessments FC23081: Glenayre Centre - Drain Tile Rebuild	3. High				-100,000	
FC	FC23081: Glenayre Centre - Drain Tile Rebuild FC23082: Westhill Centre - Building Envelope Replacement	3. High 3. High	-225,000			-225,000	
FC	FC23083: HMCC - Interior Painting	4. Medium	-25,000				
FC	FC23087: Civic Centre - Painting	4. Medium	-60,000				
	Total - Project Funding From		-2,466,000	-2,603,000	-1,813,500	-1,675,000	-1,085,00

Port Moody Reserves for Years 2023 - 2027					
Asset Reserve - Facilities Maintenance			Last Updated:	13. Ap	pril 2023 2:30 AM
Description	2023	2024	2025	2026	2027
Ending Balance	-1 555 821	-2 529 971	-2 546 828	-2 253 482	-1 197 214

sse	t Reserve - Parks				Last Updated:	13. Apri	il 2023 2:30
esc	ription		2023	2024	2025	2026	20
0	pening Balance		-889,913	-1,033,307	-1,693,407	-1,423,419	-1,178
	Transfer to Reserve: (from Fiscal Services)		647,973	717,521	790,044	865,137	940
	Total - Transfer To		647,973	717,521	790,044	865,137	940
	Transfer from Reserve: (to Fiscal Services)		-2,367	-4,121	-1,556	-1,856	
	Total - Transfer From		-2,367	-4,121	-1,556	-1,856	
( -	PK23010: Horticulture Vegetation Replacement Program	3. High	-15,000	-15,000	-15,000	-15,000	-1
	PK23102: Flavelle Park Playground Replacement	4. Medium			-90,000	50.000	
	PK23103: Twin Creeks - Natural Playground PK23104: Foxwood Park - Sports Court Resurfacing	5. Low 4. Medium		-30,000		-50,000	
	PK23104: Powedd Faik - Sports Court Resultating PK23105: Heritage Mountain Park - Playground Replacement	4. Medium		-30,000			
	PK23102. Inertage mountain Park - Playground Replacement PK23012: Urban Forestry - Tree Removals/Mitigation for City Lands	3. High	-75,000	-75,000	-75,000	-75,000	-7
	PK23014: Goose Management Program	4. Medium	-10,000	-10,000	-10,000	-10,000	
	PK23016: Heritage Mountain Grass Sportsfield Rehabilitation	3. High	10,000	-600,000	10,000	10,000	
	PK23017: Parks/Green Infrastructure - Planning/Asset Management Program	4. Medium	-45,000	-45,000	-45,000	-45,000	-
	PK23002: Flavelle Park - Lifecycle Maintenance Wooden Deck (Lifecycle Asset Management)	4. Medium			-35,000		
	PK23023: Urban Forestry - Tree Replacement Program	2. Council	-15,000	-15,000	-15,000	-15,000	-
	PK23030: Fencing - Repair/Replacement of Fencing (Lifecycle Asset Management)	3. High	-15,000	-15,000	-15,000	-15,000	
	PK23032: Annual Repairs for Pathways in Parks (Lifecycle Replacement)	3. High	-20,000	-20,000	-20,000	-20,000	
	PK23033: Bert Flinn Park Infrastructure Improvements	4. Medium	-35,000				
	PK23038: Playground Rehabilitation - Art Wilkinson Playground	3. High		-250,000			
	PK23004: Playground Equipment Repair	4. Medium	-20,000	-20,000	-20,000	-20,000	-
	PK23040: Cedarwood Park - Spray Park Replacement	4. Medium				-120,000	
	PK23041: Civic Centre Amphitheatre - Retaining Wall and Site Restoration	4. Medium	-50,000				
	PK23043: Easthill Park - Water Park Replacement and Expansion	4. Medium				-180,000	
	PK23052: Park Signage Replacement	4. Medium	-7,000				
	PK23055: Ailsa Spray Park Enhancement	4. Medium	-150,000				
	PK23006: Chafer Beetle Management Program - City Lands	3. High	-7,500	-7,500	-7,500	-7,500	
	PK23062: Street Tree Maintenance Program	4. Medium	-36,000	-36,000	-36,000	-36,000	
	PK23066: Greenleaf Park Sports Court - Fencing Replacement	4. Medium		-15,000			
	PK23067: Twin Creeks Park Sports Court - Fencing Replacement	4. Medium	-6,000				
	PK23073: Westhill Park - Water Fountain	4. Medium		-30,000			
	PK23074: Chip Kerr Park Redevelopment Plan	3. High	-25,000				
	PK23075: Kyle Park Redevelopment Plan	3. High	-25,000				
	PK23077: Pioneer Park Pathway Improvements	5. Low		-50,000			
	PK23078: Chestnut Way Park - Water Fountain	4. Medium			-30,000		
	PK23008: Rocky Point Park - Picnic Shelter Rehabilitation	4. Medium	40.000		-75,000		
	PK23082: Twin Creek Park - Playground Rehabilitation Phase 2	4. Medium	-40,000				
	PK23084: Cedarwood Park Redevelopment Plan	3. High 4. Medium	-15,000 -37,500				
	PK23085: Forest Parkway West Street Tree Revitalization Project	5. Low	-30,000				
	PK23088: Kyle Park - Water Fountain PK23091: Art Wilkinson - Tennis Court Surfacing	5. Low 5. Low	-30,000		-20,000		
	PK23091: Art Wikinson - remits Court Surfacing PK23093: Irrigation Replacement	3. High	-10,000	-10,000	-10,000	-10,000	-
	PK23096: Westhill Park - Lighting Improvements	5. Low	-70,000	10,000	10,000	10,000	
	PK23098: Sycamore Park - Water Feature	4. Medium	-30,000				
	PK23099: Greenleaf Park - Water Fountain	4. Medium		-30,000			
1	Total - Project Funding From		-789,000	-1,373,500	-518,500	-618,500	-2

Port Moody Reserves for Years 2023 - 2027						
Asset Reserve - Transportation				Last Updated:	13. Ap	ril 2023 2:30 AN
Description		2023	2024	2025	2026	2027
Opening Balance		-2,065,008	-1,883,202	-1,493,561	-832,886	55,612
		_				
Transfer to Reserve: (from Fiscal Services)		1,749,495	1,937,270	2,133,079	2,335,827	2,538,41
Total - Transfer To		1,749,495	1,937,270	2,133,079	2,335,827	2,538,41
Transfer from Reserve: (to Fiscal Services)		-4.689	-4.629	-4.404	-4.329	-4,32
Total - Transfer From		-4,689	-4,629	-4,404	-4,329	-4,32
		1,000	1,525		.,020	4,02
EN EN23001: Traffic Signal Asset Management Program	3. High	-150,000	-150,000	-150,000	-150,000	-150,00
EN EN23010: Streetlighting Replacement Program	3. High	-55,000				
EN EN23013: Electrical & Communications Infrastructure Improvements	3. High	-30,000	-30,000	-30,000	-30,000	-30,00
EN EN23015: Streetlight Improvement Program	3. High	-25,000	-25,000	-25,000	-25,000	-25,00
EN EN23016: Bridge and Major Structures Inventory Inspection	3. High		-100,000			
EN EN23021: School Traffic Safety Initiative	3. High	-50,000	-50,000	-50,000	-50,000	-50,00
EN EN23025: Traffic Signal New Infrastructure	3. High	-50,000	-50,000	-50,000	-50,000	-50,00
EN EN23026: Development Cost Charges (DCC) Program Update	4. Medium			-25,000		
EN EN23003: Transit Infrastructure - Bus Stop Accessibility Improvements	3. High	-30,000	-30,000	-30,000	-30,000	-30,00
EN EN23031: Neighbourhood Traffic Calming Program	3. High	-60,000	-60,000	-60,000	-60,000	-60,00
EN EN23036: Moody Centre Road Rehabilitation Studies	3. High	-50,000				
EN EN23037: Pedestrian Walkways/Accessibility Capital Rehabilitation Program	3. High	-75,000	-75,000	-75,000	-75,000	-75,00
EN EN23038: Newport Village Rainbow Crosswalk Rehabilitation	4. Medium	-15,000				
EN EN23004: Above-Ground Infrastructure - Planning/Asset Management	3. High	-75,000	-75,000	-75,000	-75,000	-75,00
EN EN23005: Engineering Project Management and Development Resource	3. High	-48,000	-48,000	-48,000	-48,000	-48,00
EN EN23006: Local Road Network (LRN) Road Reconstruction Program	3. High	-750,000	-750,000	-750,000	-750,000	-750,00
EN EN23007: Traffic Safety Initiatives	3. High	-50,000	-50,000	-50,000	-50,000	-50,00
EN EN23008: Bridge & Overpass Structures - Monitoring, Scoping, Assessment & Minor Repairs	3. High	-50,000	-50,000	-50,000	-50,000	-50,00
Total - Project Funding From		-1,563,000	-1,543,000	-1,468,000	-1,443,000	-1,443,00
		-1,883,202	-1,493,561	-832,886	55,612	1,146,6

Port Moody Reserves for Years 2023 - 2027						
Asset Reserve - Unallocated				Last Updated:	13. Apri	il 2023 2:30 AM
Description		2023	2024	2025	2026	2027
Opening Balance		-1,062,634	-1,044,150	-773,624	-444,440	-21,598
Transfer to Reserve: (from Fiscal Services)		379,282	430,724	484,367	539,911	595,411
Total - Transfer To		379,282	430,724	484,367	539,911	595,411
Transferdame Deserve (in Florence)		05 000	05 000	05 000	05 000	05 000
Transfer from Reserve: (to Finance) Transfer from Reserve: (to Fiscal Services)		-25,000 -965	-25,000 -365	-25,000 -350	-25,000 -236	-25,000 -191
Transfer from Reserve: (to Information Services)		-905	-303	-330	-13,333	-13,333
Total - Transfer From		-39,298	-38,698	-38,683	-38,569	-38,524
ES ES23001: Spill Management	3. High	-2,500	-2,500	-2,500	-2,500	-2,500
ES ES23012: CLIMATE ACTION PLAN - Ecological Restoration and Enhancement Projects - Stoney Creek Restoration/ Old M	4. Medium	-40,000	-40,000	-40,000	-40,000	-40,000
ES ES23013: Wildlife and Environment Student Outreach Program	4. Medium	-8,000	-8,000	-8,000		
ES ES23016: Shoreline Trail Interpretive Signage	5. Low		-15,000			
ES ES23002: Fish Passage and Habitat Enchancement	3. High	-6,000	-6,000	-6,000	-6,000	-6,000
ES ES23004: Targeted Knotweed Removal	3. High	-25,000	-25,000	-20,000	-20,000	-15,000
ES ES23006: CLIMATE ACTION PLAN - Ecological Restoration and Enhancement Projects - Lower Suter Brook Creek	4. Medium	-200,000	-25,000	-40,000	-10,000	
PK PK23079: Pioneer Park - Electrical Improvements	5. Low	-40,000				
Total - Project Funding From		-321,500	-121,500	-116,500	-78,500	-63,500
		-1,044,150	-773,624	-444,440	-21,598	471,789

# **General Reserves**

2023 - 2027 Reserve Balances



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Port Moody Reserves for Years 2023 - 2027						
Art Works Reserve				Last Updated:	13. Apri	il 2023 2:30 AM
Description		2023	2024	2025	2026	2027
Opening Balance		571,087	538,493	506,115	470,635	431,531
Transfer to Reserve: (from Fiscal Services)		61,961	47,364	46,173	44,188	37,365
Total - Transfer To		61,961	47,364	46,173	44,188	37,365
Transfer from Reserve: (to Cultural Services)		-58,155	-60,442	-61,953	-63,192	-64,456
Total - Transfer From		-58,155	-60,442	-61,953	-63,192	-64,456
CU CU23004: Public Art Program Coordination	3. High	-18,900	-19,300	-19,700	-20,100	-20,500
CU CU23007: Winter Street Banners	4. Medium	-17,500				
Total - Project Funding From		-36,400	-19,300	-19,700	-20,100	-20,500
Ending Balance		538,493	506,115	470,635	431,531	383,941

Port Moody Reserves for Years 2023 - 2027						
Climate Action Implementation Reserve				Last Updated:	13. April	2023 2:30 AM
Description		2023	2024	2025	2026	2027
Opening Balance		50,000	52,000	102,000	152,000	202,000
Transfer to Reserve: (from Fiscal Services)		50,000	50,000	50,000	50,000	50,000
Total - Transfer To		50,000	50,000	50,000	50,000	50,000
PL PL23025: Accelerate Adoption of the BC Energy Step Code	3. High	-8,500				
PL PL23027: Establish Extreme Weather Ambassadors	3. High	-29,500				
PL PL23028: Identify Oil and Propane-Heated Buildings	3. High	-10,000				
Total - Project Funding From		-48,000				
Ending Balance		52,000	102,000	152,000	202,000	252,000

evelopment Process Reserve				Last Updated:	13. Apr	il 2023 2:30 Al
escription		2023	2024	2025	2026	2027
Opening Balance		2,955,910	2,782,685	2,480,871	1,761,368	779,22
Transfer to Reserve: (from Building, Bylaw & Licensing) Excess revenues - Building, Bylaw & Licensing		1,080,000	1,080,000	785,000	555,000	555,00
Transfer to Reserve: (from Development Planning) Excess revenues - Development Planning		463,300	363,300	263,300	263,300	263,30
Total - Transfer To		1,543,300	1,443,300	1,048,300	818,300	818,30
Transfer from Reserve: (to Building, Bylaw & Licensing) To fund positions - Building, Bylaw & Licensing		-422,841	-439,756	-451,054	-460,076	-469,2
Transfer from Reserve: (to Community Development Admin) To fund positions - Community Development		-73,226	-75,007	-74,626	-74,719	-76,0
Transfer from Reserve: (to Communications and Engagement) To fund positions - Communications Specialist		-65,104	-67,111	-68,789	-70,164	-71,5
Transfer from Reserve: (to Development Planning) To fund positions - Development Planning		-616,829	-641,502	-657,839	-670,996	-684,4
Transfer from Reserve: (to Engineering) To fund positions - Engineering Services		-79,616	-82,801	-84,938	-86,637	-88,3
Transfer from Reserve: (to Environmental Services) To fund positions - Environmental Services		-80,002	-83,202	-85,350	-87,057	-88,79
Transfer from Reserve: (to Information Services) To fund Positions - GIS (Information Services)		-50,000	-50,000	-50,000	-50,000	-50,00
Transfer from Reserve: (to Parks) To fund Positions - Urban Forestry		-45,889	-47,798	-48,967	-49,930	-50,90
Transfer from Reserve: (to Policy Planning) To fund positions - Policy Planning		-123,017	-127,938	-131,240	-133,865	-136,54
Total - Transfer From		-1,556,525	-1,615,114	-1,652,804	-1,683,442	-1,715,94
L PL23030: Moody Centre South Neighbourhood Plan - Phase 1	3. High	-50,000				
L PL23033: Moody Centre Streetscape Standards	4. Medium		-18,000			
IS23018: Tempest Project Coordinator - Phase II of Corporate Electronic Process Support	3. High	-110,000	-112,000	-115,000	-117,000	-119,00
Total - Project Funding From		-160,000	-130,000	-115,000	-117,000	-119,00

Port Moody Reserves for Years 2023 - 2027

Equipment Replacement Reserve Fund Last Updated: 13. April 2023 2:30 AM 2023 2024 2025 Description 2026 Opening Balance 3,862,984 3,588,900 4,576,144 4,615,009 Transfer to Reserve: (from Building, Bylaw & Licensing) Building, Bylaws, and Licensing 11,475 13,441 14,736 15,703

Transfer to Reserve: (from Building, Bylaw & Licensing) Building, Bylaws, and Licensing	11,475	13,441	14,736	15,703	16,475
Transfer to Reserve: (from Cultural Services) Cultural Services	5,505	5,905	6,169	6,366	6,524
Transfer to Reserve: (from Engineering) Engineering	5,000	5,000	5,000	5,000	5,000
Transfer to Reserve: (from Facilities) Facilities	100,521	107,951	112,844	116,499	119,418
Transfer to Reserve: (from Fire Rescue) Fire	60,287	65,348	68,681	71,171	73,159
Transfer to Reserve: (from Operations) Operations	541,469	599,464	637,665	666,197	688,980
Transfer to Reserve: (from Police) Police	184,315	194,363	201,257	206,512	210,759
Transfer to Reserve: (from Parks) Parks	176,397	203,969	222,130	235,695	246,526
Transfer to Reserve: (from Solid Waste) Solid Waste	569,147	605,403	629,283	647,121	661,363
Total - Transfer To	1,654,116	1,800,844	1,897,765	1,970,264	2,028,204

2027

3,889,773

FC	FC23204: Zamboni RS054 - Battery Replacement	3. High		-17,000	17.000		
FC	FC23205: Zamboni RS059 - Battery Replacement	3. High			-17,000		
FL	FL23001: BL - Replace PL003 - 2016 Ford Focus Electric CX902L	3. High		-57,800			
FL	FL23010: OP - Replace OP099L - 2011 Ingersol Lightsource Trailer	3. High			-37,700		
FL	FL23011: OP - Replace OP99F - 2012 Atlas Copco Air Compressor Trailer 8643IC	3. High		-28,400			
FL	FL23015: OP - Replace OP040A - 2013 Flatbed (Flushing) Trailer	3. High		-18,900			
FL	FL23016: OP - Replace OP056 - 2014 Cargo Express Trailer (Civil Construction)	3. High		-27,800			
FL	FL23017: OP - OP114 - Replacing OP033A (2013 Ford F350)	3. High	-82,000				
FL	FL23019: OP - OP115 - Replacing OP057 (2016 Ford Dump)	3. High	-178,600				
FL	FL23002: FD - Replace FR015 - 2006 Rainbow Trailer - 02952y	3. High		-14,700			
FL	FL23023: PK - Replace PK017 - 2008 Agri-Metal Tuff Vac Sweeper Attachement	3. High		-36,800			
FL	FL23027: PK - PK105 - Replacing PK053B (2013 Ford F150)	3. High	-87,100				
FL	FL23031: PK - PK106 - Replacing PK068 (2016 Farm King Mower)	3. High	-46,100				
FL	FL23032: PK - Replace PKM001 - 2017 Kubota VS400 Premium Spreader	3. High		-5,700			
FL	FL23033: PK - PK107 - Replacing PK064A (2016 F550 Dump)	3. High	-178,600				
FL	FL23034: PK - Replace PK069 - 17 F550 Dump	3. High			-161,500		
FL	FL23037: OP - Replace OP074 - 17 Cat 430F2 Backhoe Loader	3. High			-296,600		
FL	FL23038: PK - Replace PK072 - 17 F550 Dump	3. High			-183,100		
FL	FL23039: OP - Replace OP070 - 17 Ford F550 Crew Cab Dump	3. High			-172,300		
FL	FL23004: FD - Replace FR014 - 09 Wells Cargo Trailer	3. High		-28,600			
FL	FL23042: OP - Replace OP104 - 2021 Big Tex Tandem Trailer	3. High					-12,400
FL	FL23046: OP - Replace OP034 - 2009 Trailtech Tilt Trailer	3. High		-26,300			
FL	FL23047: OP - Replace OP059 - 16 F150 4x4 Super Cab	3. High				-82,800	
FL	FL23048: OP - Replace OP060 - 16 Ford Transit 350 Van	3. High				-93,800	
FL	FL23049: OP - Replace OP062 - 14 Clarke 5,000lbs Forklift	3. High				-44,200	
FL	FL23050: OP - Replace OP068 - 16 Ford F150 Super Cab 4x4	3. High				-77,300	
FL	FL23051: OP - Replace OP079 - 2018 Peterbilt Elgin Crosswind	3. High				-386,300	
FL	FL23052: OP - Replace OP080 - 2018 Freightliner 108SD Dump	3. High				-386,300	
FL	FL23053: OP - Replace OP100 - 2020 F550 Bucket Truck	3. High				-198,700	
FL	FL23054: OP - Replace OP99M - 2013 Kohler Mobile Generator	3. High				-99,300	
FL	FL23055: PK - Replace PK065A - 2016 Ford F150 Super Cab	3. High				-82,800	
FL	FL23056: PK - Replace PK077 - 2018 Kubota 1100C	3. High			-59,200		
FL	FL23057: PK - Replace PK084 - 2019 Ferris FB2000	3. High			-16,200		
FL	FL23058: PK - Replace PKM002 - Redexim Overseeder	3. High			-26,900		
FL	FL23060: FD - Replace FR019 - 11 Wells Cargo Trailer	3. High				-22,100	
FL	FL23061: FD - Replace FR022 - 16 Ford F550 Hooklift	3. High				-187,600	
FL	FL23062: FC - FC063 - 17 Ford F150 Super Cab 4x4	3. High					-90,500
FL	FL23063: FC - FC064 - 17 Ford Transit Van	3. High					-90,500
FL	FL23064: FC - FC067 - 2017 Ford Transit Connect	3. High					-67,900
FL	FL23065: FD - Replace FR023 - 2017 Ford Explorer Interceptor	3. High					-90,500
FL	FL23067: PK - Replace PK078 - 2019 Redexim Level Spike 2200	3. High					-22,600
FL	FL23068: PK - Replace PK079 - 2019 Redexim Verti Groom 2000	3. High					-17,000
FL	FL23069: PK - Replace PK087 - 2021 John Deere 1575 Terrain Cut	3. High					-62,200
FL	FL23070: PK - Replace PK088 - 2021 Snake River Trailer	3. High					-9,600
FL	FL23071: OP - Replace OP106 - 2021 John Deere W61R Mower	3. High					-14,100
FL	FL23072: OP - Replace OP091 - 2017 Ford F350 Super Cab	3. High					-90,500
FL	FL23073: OP - Replace OP073 - 17 Ford F150 Super CrewPU 4WD	3. High					-79,200
FL	FL23074: OP - Replace OP078 - 17 Ford F350 Super Cab 4x4	3. High					-90,500
FL	FL23075: OP - Replace OP086 - 2020 Freightliner 114SD VACTOR	3. High					-678,800
FL	FL23076: OP - Replace OP105 - 2021 John Deere 1575 Terrain Cut	3. High					-62,200
PD	PD23018: Replace PO086Y26 Dodge Durango	3. High				-82,800	02,200
PD	PD23019: Replace PO06726 Ford Explorer	3. High			-91,500	-02,000	
				-80.000	-91,000		
PD	PD23020: Replace PO089Y24 Dodge Charger	3. High		-80,900			

Port	Moody Reserves for Years 2023 - 2027						
Equi	oment Replacement Reserve Fund				Last Updated:	13. Ap	ril 2023 2:30 AM
Desc	ription		2023	2024	2025	2026	2027
PD	PD23021: Replace PO091Y25 Ford Explorer	3. High			-91,500		
PD	PD23022: Replace PO092Y24 Dodge Charger	3. High		-80,900			
PD	PD23023: Replace PO093Y24 Dodge Charger	3. High		-80,900			
PD	PD23024: Replace PO100Y24 Dodge Charger	3. High		-80,900			
PD	PD23025: Replace PO101Y23 Dodge Ram	3. High	-87,100				
PD	PD23026: Replace PO102Y24 Traffic Motorcycle	3. High		-42,000			
PD	PD23028: Replace PO105Y24 Dodge Charger	3. High		-80,900			
PD	PD23029: Replace PO112Y26 Honda Accord	3. High				-44,200	
PD	PD23030: Replace PO095Y26 Chevrolet Tahoe	3. High				-99,300	
PD	PD23037: Replace PO103Y26 Dodge Charger	3. High				-85,000	
PD	PD23039: Replace PO098Y27 Victim Services Van	3. High					-43,000
SO	SO23010: OP088 - Replace 20 Mack Garbage Truck LR	3. High				-612,600	
SO	SO23002: Cart Replacement Plan	3. High	-102,500	-105,100	-107,700	-110,400	-113,100
SO	SO23006: OP076 - Replace 17 Mack Garbage Truck LR	3. High			-597,700		
SO	SO23007: OP077 - Replace 17 Mack Garbage Truck LR	3. High	-583,100				
so	SO23008: OP083 - Replace 17 Mack Garbage Truck LR	3. High	-583,100				
	Total - Project Funding From		-1,928,200	-813,600	-1,858,900	-2,695,500	-1,634,600
E			3,588,900	4,576,144	4,615,009	3,889,773	4,283,377

Port Moody Reserves for Years 2023 - 2027						
Grants				Last Updated:	13. April	2023 2:30 AM
Description		2023	2024	2025	2026	2027
Opening Balance		0	0	0	0	0
PL PL23028: Identify Oil and Propane-Heated Buildings	3. High	-12,000				
ES ES23013: Wildlife and Environment Student Outreach Program	4. Medium	-30,000	-30,000	-30,000		
ES ES23006: CLIMATE ACTION PLAN - Ecological Restoration and Enhancement Projects - Lower Suter Brook Creek	4. Medium		-225,000	-360,000	-90,000	
Total - Project Funding From		-42,000	-255,000	-390,000	-90,000	
Ending Balance		0	0	0	0	0

Port Moody Reserves for Years 2023 - 2027						
Local Government Climate Action Program				Last Updated:	13. Apri	I 2023 2:30 AM
Description		2023	2024	2025	2026	2027
Opening Balance		338,386	119,397	107,837	265,137	422,437
Transfer to Reserve: (from Fiscal Services) Fiscal Services - Annual Funding		186,000	186,000	186,000	186,000	186,000
Total - Transfer To		186,000	186,000	186,000	186,000	186,000
Transfer from Reserve: (to Community Development Admin)		-15,000	-15,000	-15,000	-15,000	-15,000
Transfer from Reserve: (to Policy Planning) Position Funding - Policy Planning		-114,289	-118,860			
Total - Transfer From		-129,289	-133,860	-15,000	-15,000	-15,000
PL PL23017: Community Education - Extreme Weather	2. Council	-5,000	-5,000	-5,000	-5,000	-5,000
PL PL23022: Concierge Retrofit Program for Large and Small Buildings - Phase 1 and 2	3. High	-10,000				
PL PL23024: Top-ups for Existing Incentive Programs	3. High	-25,000				
PL PL23026: Embodied Emissions in New Construction Research and Options	2. Council	-48,000				
PL PL23031: Cool It! Climate Leadership Workshops	3. High	-8,700	-8,700	-8,700	-8,700	-8,700
PL PL23034: Develop a Registry of Vulnerable Populations	3. High	-9,000				
ES ES23018: CLIMATE ACTION PLAN: Develop and Update the Invasive Species Management Program	2. Council	-30,000	-50,000			
ES ES23008: CLIMATE ACTION PLAN - Climate Resilient Landscaping	3. High	-50,000				
PK PK23083: Misting Poles	3. High	-90,000				
Total - Project Funding From		-275,700	-63,700	-13,700	-13,700	-13,700
Ending Balance		119,397	107,837	265,137	422,437	579,737

Port Moody Reserves for Years 2023 - 2027					
MRN General Rehab Reserve			Last Updated:	13. April	2023 2:30 AM
Description	2023	2024	2025	2026	2027
Opening Balance	-327,818	-377,188	-399,234	-266,355	-132,881
Transfer to Reserve: (from MRN)	145,630	152,954	157,879	158,474	159,918
Total - Transfer To	145,630	152,954	157,879	158,474	159,918
EN EN23010: Streetlighting Replacement Program 3. High	-20,000				
EN EN23032: Streetlight LED Replacement 4. Medi	<b>Im</b> -150,000	-150,000			
EN EN23037: Pedestrian Walkways/Accessibility Capital Rehabilitation Program 3. High	-25,000	-25,000	-25,000	-25,000	-25,000
Total - Project Funding From	-195,000	-175,000	-25,000	-25,000	-25,000
Ending Balance	-377,188	-399,234	-266,355	-132,881	2,036

Port Moody Reserves for Years 2023 - 2027						
MRN Pavement Rehab Reserve				Last Updated:	13. Apri	I 2023 2:30 AM
Description		2023	2024	2025	2026	2027
Opening Balance		2,228,711	902,711	-403,289	257,711	929,711
Transfer to Reserve: (from MRN)		674,000	694,000	711,000	722,000	733,000
Total - Transfer To		674,000	694,000	711,000	722,000	733,000
EN EN23033: Barnet Highway CP Rail Overpass Deck Rehabilitation	4. Medium					-1,500,000
EN EN23009: Major Road Network (MRN) Road Rehabilitation Program	3. High	-2,000,000	-2,000,000	-50,000	-50,000	-50,000
Total - Project Funding From		-2,000,000	-2,000,000	-50,000	-50,000	-1,550,000
Ending Balance		902,711	-403,289	257,711	929,711	112,711

Por	t Moody Reserves for Years 2023 - 2027						
Ma	ster Transportation Plan				Last Updated:	13. April	2023 2:30 AM
Des	scription		2023	2024	2025	2026	2027
	Opening Balance		346,017	277,805	221,357	164,908	108,574
	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 Engineering)		-154,531	-142,768	-142,768	-142,653	-142,768
	Transfer from Reserve: (to Fiscal Services)		-344,681	-344,681	-344,681	-344,681	-344,681
	Total - Transfer From		-499,212	-487,449	-487,449	-487,334	-487,449
_							
EN	EN23011: Transit Improvements Program	3. High	-30,000	-30,000	-30,000	-30,000	-30,000
EN	EN23012: Bike and Pedestrian Improvement Program	3. High	-25,000	-25,000	-25,000	-25,000	-25,000
	Total - Project Funding From		-55,000	-55,000	-55,000	-55,000	-55,000
	Ending Balance		277,805	221,357	164,908	108,574	52,125

Initiative Reserve			Last Updated:		ted: 13. April 2023 2:30	
ription		2023	2024	2025	2026	202
Dpening Balance		-1,057,304	-1,289,622	-1,063,350	-716,448	-353,
Transfer to Reserve: (from Fiscal Services) Total - Transfer To		499,371	518,245	536,268	553,862	570
		499,371	518,245	536,268	553,862	570
Transfer from Reserve: (to Fiscal Services)		-2,189	-873	-566	-570	
Total - Transfer From		-2,189	-873	-566	-570	
CM23001: Council Strategic Plan Goals	3. High	-150,000	-125,000	-125,000	-125,000	-15
CD23010: Brownfield Development Strategy	3. High	-10,000				
CD23011: Economic Impact Study of Port Moody Arts Centre	3. High		-5,000			
CD23012: Establishing Minimum Employment Standards	2. Council	-10,000				
CD23006: Foreign Direct Investment Competitive Analysis and Target Identification	3. High	-7,500				
CD23007: Promotional Package for Office-based Investment	3. High	-5,000				
CD23008: Health Incubator Research	3. High		-5,000			
CD23009: Hotel Feasibility Study and Identification of Potential Operators	3. High	-10,000				
PL23032: Heritage Strategic Plan Update Scoping	4. Medium	-12,000				
CO23005: Website Review	3. High	-50,000				
CA23004: Emergency Social Services (ESS) plan and program update	4. Medium	-50,000	-50,000			
CU23033: Inaugural Council	2. Council				-10,000	
CU23034: Corporate Sponsorship Policy Development	4. Medium	-10,000				
ES23010: Marine Enhancement Opportunities - Tidal Park	2. Council	-40,000				
ES23014: Bat Friendly Community Certification	2. Council	-5,000				
ES23009: City Nature Challenge	4. Medium	-3,000	-3,000	-3,000	-3,000	
FC23226: Holiday Lighting	3. High	-38,000	-41,100	-45,800	-52,000	-6
PK23019: Port Moody Pollinator Project	4. Medium	-15,000				
PK23053: Dog Management Strategy	4. Medium	-50,000				
PK23007: Security Cameras - Major Parks	3. High	-10,000				
PK23070: Pop Up Parks	4. Medium	-40,000				
RS23004: Consultation on Allocation of City of Port Moody Facilities to Community Groups	2. Council	-100,000				
FD23010: Community Outreach - Firefighter Youth Academy Camp	4. Medium	-6,000				
FD23011: Health and Wellness Initiative	3. High	-25,000				
FD23012: Community Risk Reduction Program	4. Medium		-12,000			
FD23013: Training Records Documentation Project	3. High	-8,000				
FD23014: Emergency Planning Coordinator	3. High	-50,000	-50,000			
FD23007: Mental Health Resilience Support and Training	3. High			-15,000		
IS23007: Cloud Disaster Recovery Server Backup	3. High	-25,000				
Total - Project Funding From		-729,500	-291,100	-188,800	-190,000	-21:

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## **Other Reserves**

# 2023 - 2027 Reserve Balances



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Port Moody Reserves for Years 2023 - 2027						
Affordable Housing Reserve				Last Updated:	13. Apri	il 2023 2:30 AM
Description Opening Balance		2023	<b>2024</b> 1,133,377	2025 1,000,642	2026 864,481	2027 725,598
Transfer from Reserve: (to Policy Planning) Total - Transfer From		-127,629 -127,629	-132,734 -132,734	-136,161 -136,161	-138,884 -138,884	-141,662
PL     PL23023: Secure Market Rental Housing Policy       PL     PL23029: Minimum Maintenance Standards for Rental Housing       Total - Project Funding From	3. High 2. Council	-60,000 -12,000 -72,000				
Ending Balance		1,133,377	1,000,642	864,481	725,598	583,936

Port Moody Reserves for Years 2023 - 2027					
Books&Library Collections Reserve			Last Updated:	13. A	pril 2023 2:30 AM
Description	2023	2024	2025	2026	2027
Opening Balance	39,390	29,390	29,390	29,390	29,390
LI L123011: Video Game Collection 3. High Total - Project Funding From	-10,000 -10,000				
	-10,000				
Ending Balance	29,390	29,390	29,390	29,390	29,390

Port	Moody Reserves for Years 2023 - 2027						
Com	munity Amenity Contribution				Last Updated:	13. Ap	ril 2023 2:30 AM
	ription Opening Balance		2023 8,156,595	2024 8,031,595	2025 7,611,595	2026 7,611,595	2027 7,581,595
ES	ES23015: Foreshore Park Protection	4. Medium		-420,000			
РК	PK23076: Seaview Park Playground - Tot Lot Addition	4. Medium	-50,000				
РК	PK23089: St George Street Park - Spray Feature	5. Low				-30,000	
РК	PK23097: North Shore Pump Track	3. High	-75,000				
	Total - Project Funding From		-125,000	-420,000		-30,000	
E	nding Balance		8,031,595	7,611,595	7,611,595	7,581,595	7,581,595

Port Moody Reserves for Years 2023 - 2027					
Density Bonus			Last Updated:	13. Ap	ril 2023 2:30 AM
Description	202	3 2024	2025	2026	2027
Opening Balance	4,588,6	4,883,284	5,052,965	4,997,646	5,242,327
Transfer to Reserve: (from Fiscal Services)	344,6	81 344,681	344,681	344,681	344,681
Total - Transfer To	344,6	81 344,681	344,681	344,681	344,681
CA CA23002: Civic Complex Exterior Upgrades and Enhancement (Phase II) 4. M Total - Project Funding From	edium -50,0			-100,000 <b>-100,000</b>	-100,000 <b>-100,000</b>
	-50,0	-175,000	-400,000	-100,000	-100,000
Ending Balance	4,883,2	34 5,052,965	4,997,646	5,242,327	5,487,008

Port Moody Reserves for Years 2023 - 2027						
Emerg-Ecomm Police Reserve				Last Updated:	13. A	opril 2023 2:30 AM
Description Opening Balance		2023 14,871	2024 14,871	2025 -29	2026 -29	<u>2027</u> -29
IS IS23017: Next Generation 9-1-1 Implementation Total - Project Funding From	3. High		-14,900 <b>-14,900</b>			
Ending Balance		14,871	-29	-29	-29	-29

Port Moody Reserves for Years 2023 - 2027						
Fire Capital Misc				Last Updated:	13. A	April 2023 2:30 AM
Description Opening Balance		2023 43,521	2024 43,521	2025 23,421	2026 23,421	2027 23,421
IS IS23017: Next Generation 9-1-1 Implementation Total - Project Funding From	3. High		-20,100 <b>-20,100</b>			
Ending Balance		43,521	23,421	23,421	23,421	23,421

Port Moody Reserves for Years 2023 - 2027						
Library Reserve				Last Updated:	13. Apri	2023 2:30 AM
Description		2023	2024	2025	2026	2027
Opening Balance		129,442	156,442	191,442	231,442	276,442
Transfer to Reserve: (from Fiscal Services)		15,000	15,000	15,000	15,000	15,000
Transfer to Reserve: (from Library)		15,000	20,000	25,000	30,000	30,000
Total - Transfer To		30,000	35,000	40,000	45,000	45,000
LI LI23010: Indigenous Speaker Series	3. High	-3,000				
Total - Project Funding From		-3,000				
Ending Balance		156,442	191,442	231,442	276,442	321,442

Port Moody Reserves for Years 2023 - 2027					
OHS Reserve			Last Updated:	13. April	2023 2:30 AM
Description	2023	2024	2025	2026	2027
Opening Balance	277,604	277,604	317,604	357,604	397,604
Transfer to Reserve: (from Human Resources)	40,000	40,000	40,000	40,000	40,000
Total - Transfer To	40,000	40,000	40,000	40,000	40,000
HR HR23001: OHS Course Development 3. High	-40,000				
Total - Project Funding From	-40,000				
Ending Balance	277,604	317,604	357,604	397,604	437,604

Port Moody Reserves for Years 2023 - 2027					
SideWalk Reserve			Last Updated:	13. Ap	ril 2023 2:30 AM
Description	2023	2024	2025	2026	2027
Opening Balance	295,936	185,936	185,936	185,936	185,936
EN     EN23034: Klahanie Drive Sidewalk Replacement     3. Hi       Total - Project Funding From	ıh -110,000 -110,000				
Ending Balance	185,936	185,936	185,936	185,936	185,936

Port Moody Reserves for Years 2023 - 2027						
Waste Management Operating Reserve				Last Updated:	13. Aj	pril 2023 2:30 AM
Description Opening Balance		2023 263,141	2024 220,141	2025 220,141	2026 220,141	<b>2027</b> 220,141
PL     PL23035: Review and Update Design Guidelines with a Climate Lens       Total - Project Funding From	4. Medium	-43,000 -43,000				
Ending Balance		220,141	220,141	220,141	220,141	220,141

## **Utility Reserves**

2023 - 2027 Reserve Balances



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Por	t Moody Reserves for Years 2023 - 2027						
Dra	inage Capital Reserve				Last Updated:	13. Apri	I 2023 2:30 AM
Der			2022	2024	2025	2020	2027
Des	scription		2023	2024	2025	2026	
	Opening Balance		4,373,071	3,725,308	2,137,726	1,244,957	762,214
	Transfer to Reserve: (from Drainage)		1,242,892	1,341,178	1,439,708	1,538,803	1,637,886
	Total - Transfer To		1,242,892	1,341,178	1,439,708	1,538,803	1,637,886
	Transfer from Reserve: (to Drainage)		-5,655	-8,760	-6,977	-6,047	-5,798
	Total - Transfer From		-5,655	-8,760	-6,977	-6,047	-5,798
ES	ES23001: Spill Management	3. High	-2,500	-2,500	-2,500	-2,500	-2,500
ES	ES23002: Fish Passage and Habitat Enchancement	3. High	-6,000	-6,000	-6,000	-6,000	-6,000
EN	EN23020: Beaver Management - Ongoing Risk Assessment and Technical Studies	4. Medium	-10,000				
EN	EN23026: Development Cost Charges (DCC) Program Update	4. Medium			-20,000		
EN	EN23036: Moody Centre Road Rehabilitation Studies	3. High	-50,000				
OP	OP23003: Beaver Management Plan - Field Activities	3. High	-9,500	-9,500			
OP	OP23007: Works Yard Improvements - Drainage Infrastructure Design	3. High	-20,000				
DR	DR23013: loco Road Corridor Reconstruction	3. High	-950,000	-875,000			
DR	DR23015: Post-Construction Green Infrastructure on St. Johns Multi-Use Path	3. High	-200,000				
DR	DR23016: Green Infrastructure Policy & Program Development	4. Medium		-50,000			
DR	DR23018: Design Criteria and Standards Development for Green Infrastructure	3. High	-75,000				
DR	DR23003: Engineering Project Management and Development Resource	3. High	-12,000	-12,000	-12,000	-12,000	-12,000
DR	DR23004: Environmental Investigation & Response - Drainage Systems	3. High	-35,000	-45,000	-45,000	-45,000	-45,000
DR	DR23007: Storm Drainage Capital Infrastructure Program (Linear and Non-Linear)	4. Medium	-300,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000
DR	DR23008: Stream Water Quality Monitoring Program (AMF)	3. High	-150,000	-75,000	-75,000	-75,000	-75,000
DR	DR23009: Storm Drainage Improvements - Moody Centre	3. High		-780,000	-1,100,000	-810,000	-727,000
SD	SD23007: CCTV Inspection/GPS Locate Program	3. High	-50,000	-50,000	-50,000	-50,000	-50,000
wт	WT23013: Utility Rights of Way (Review/Assessment)	4. Medium	-15,000	-15,000	-15,000	-15,000	-15,000
	Total - Project Funding From		-1,885,000	-2,920,000	-2,325,500	-2,015,500	-1,932,500
			3,725,308	2,137,726	1,244,957	762,214	461,801

Port Moody Reserves for Years 2023 - 2027						
Sanitation Utility Reserve				Last Updated:	13. Apri	il 2023 2:30 AM
Description		2023	2024	2025	2026	2027
Opening Balance		281,072	184,942	143,633	167,224	190,641
Transfer to Reserve: (from Solid Waste)		63,214	63,214	63,214	63,214	63,214
Total - Transfer To		63,214	63,214	63,214	63,214	63,214
Transfer from Reserve: (to Fiscal Services)		-11,344	-11,522	-11,624	-11,797	-11,973
Transfer from Reserve: (to Parks)		-10,000	-5,000	0	0	0
Total - Transfer From		-21,344	-16,522	-11,624	-11,797	-11,973
OA OA23002: Public Works Day	3. High	-2,500	-2,500	-2,500	-2,500	-2,500
SO SO23001: Solid Waste Coordinator Resource Materials and Outreach Tools	3. High	-5,500	-5,500	-5,500	-5,500	-5,500
SO SO23012: Solid Waste Office Improvements	3. High	-15,000				
SO SO23013: Climate Action Plan Initiative - Develop a Zero-Waste Strategy for City Facilities and Events	3. High	-75,000				
SO SO23014: Climate Action Plan Initiative - Develop a Community and Commercial Focused Zero Waste Strategy	3. High		-60,000			
SO SO23015: Curbside Recycling Monitoring & Audits	3. High	-20,000				
SO SO23003: Public Waste Receptacles	3. High	-10,000	-10,000	-10,000	-10,000	-10,000
SO SO23004: Centralized Recycling Day	3. High	-10,000	-10,000	-10,000	-10,000	-10,000
Total - Project Funding From		-138,000	-88,000	-28,000	-28,000	-28,000
Ending Balance		404.042	4.40.000	407.004	400.044	242.002
		184,942	143,633	167,224	190,641	213,882

Port	Moody Reserves for Years 2023 - 2027						
Sew	er Capital Reserve				Last Updated:	13. Ap	ril 2023 2:30 AN
Des	cription		2023	2024	2025	2026	2027
	Opening Balance		-1,941,490	-2,521,412	-1,725,177	-925,714	169,28
	Transfer to Reserve: (from Sanitary Sewer)		1,904,594	1,952,208	2,001,014	2,051,039	2,102,31
	Total - Transfer To		1,904,594	1,952,208	2,001,014	2,051,039	2,102,31
	Transfer from Reserve: (to Sanitary Sewer)		-29,016	-25,474	-26,050	-25,540	-25,76
	Total - Transfer From		-29,016	-25,474	-26,050	-25,540	-25,76
EN	EN23026: Development Cost Charges (DCC) Program Update	4. Medium			-20,000		
EN	EN23036: Moody Centre Road Rehabilitation Studies	3. High	-50,000				
EN	EN23005: Engineering Project Management and Development Resource	3. High	-36,000	-36,000	-36,000	-36,000	-36,00
OA	OA23002: Public Works Day	3. High	-2,500	-2,500	-2,500	-2,500	-2,50
DR	DR23013: loco Road Corridor Reconstruction	3. High	-950,000	-875,000			
DR	DR23003: Engineering Project Management and Development Resource	3. High	-12,000	-12,000	-12,000	-12,000	-12,00
SD	SD23010: Sewer Capital Infrastructure Program (Linear and Non-Linear)	4. Medium	-75,000	-75,000	-750,000	-750,000	-750,00
SD	SD23011: Parkside Drive Trail Bridge Replacement	4. Medium	-75,000		-225,000		
SD	SD23015: City-wide Sanitary Sewer Inflow and Infiltration (I&I) Strategy	3. High	-200,000				
SD	SD23016: Stoney Creek Sanitary Sewer Rehabilitation	3. High	-500,000				
SD	SD23017: Inspection Chamber Addition/Replacement Program - Pilot	3. High	-75,000				
SD	SD23003: Alderside Foreshore Sanitary Sewer Assessment	3. High	-350,000				
SD	SD23004: Sanitary Sewer Flow Monitoring Program	3. High	-40,000	-40,000	-40,000	-40,000	-40,00
SD	SD23007: CCTV Inspection/GPS Locate Program	3. High	-75,000	-75,000	-75,000	-75,000	-75,00
wт	WT23013: Utility Rights of Way (Review/Assessment)	4. Medium	-15,000	-15,000	-15,000	-15,000	-15,00
	Total - Project Funding From		-2,455,500	-1,130,500	-1,175,500	-930,500	-930,50
			-2,521,412	-1,725,177	-925,714	169,285	1,315,33

Port	Moody Reserves for Years 2023 - 2027						
Wate	er Capital Reserve				Last Updated:	13. Apr	il 2023 2:30 AM
Dese	cription		2023	2024	2025	2026	2027
	Opening Balance		-1,179,148	-3,841,735	-2,686,568	-2,497,041	-1,265,956
	Transfer to Reserve: (from Water)		1,478,116	1,515,068	1,552,945	1,591,769	1,631,563
	Total - Transfer To		1,478,116	1,515,068	1,552,945	1,591,769	1,631,563
			1,410,110	1,010,000	1,002,040	1,001,100	1,001,000
	Transfer from Reserve: (to Water)		-37,703	-26,901	-30,419	-27,683	-27,950
	Total - Transfer From		-37,703	-26,901	-30,419	-27,683	-27,950
EN	EN23026: Development Cost Charges (DCC) Program Update	4. Medium			-20,000		
EN	EN23036: Moody Centre Road Rehabilitation Studies	3. High	-50,000				
EN	EN23005: Engineering Project Management and Development Resource	3. High	-36,000	-36,000	-36,000	-36,000	-36,000
OA	OA23002: Public Works Day	3. High	-2,500	-2,500	-2,500	-2,500	-2,500
OP	OP23009: Works Yard Improvements - Spoils Storage Bunker Cover	3. High	-30,000				
SO	SO23001: Solid Waste Coordinator Resource Materials and Outreach Tools	3. High	-3,000	-3,000	-3,000	-3,000	-3,000
WT	WT23010: Public Works Day	4. Medium	-2,500	-2,500	-2,500	-2,500	-2,500
WT	WT23011: Water System Operational Improvements Program	4. Medium	-100,000	-100,000	-100,000	-100,000	-100,000
WT	WT23012: loco Road Corridor Reconstruction (Water)	3. High	-1,550,000				
WT	WT23013: Utility Rights of Way (Review/Assessment)	4. Medium	-30,000	-30,000	-30,000	-30,000	-30,000
WT	WT23014: Engineering Project Management and Development Resource	3. High	-24,000	-24,000	-24,000	-24,000	-24,000
wт	WT23020: Emergency Water Plan - Implementation Phase	3. High	-60,000				
WT	WT23006: Water Conservation Coordinator Resource Materials & Outreach Tools	4. Medium	-10,000	-10,000	-10,000	-10,000	-10,000
wт	WT23008: Cross Connection Control Program Maintenance	3. High	-25,000	-25,000	-25,000	-25,000	-25,000
wт	WT23009: Water Network Infrastructure Asset Renewal Program	3. High	-2,180,000	-100,000	-1,080,000	-100,000	-100,000
	Total - Project Funding From		-4,103,000	-333,000	-1,333,000	-333,000	-333,000
			-3,841,735	-2,686,568	-2,497,041	-1,265,956	4,657

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# 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. 3402

A Bylaw to establish the budget for the 2023-2027 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, 2023, No. 3402".
- 2. Repeal
  - 2.1 City of Port Moody Financial Plan Bylaw, 2022, No. 3358 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, 2023; and
    - Schedule B 2023 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 25th day of April, 2023.

Read a second time this 25th day of April, 2023.

Read a third time this 25th day of April, 2023.

Adopted this 9th day of May, 2023.

I hereby certify that the above is a true copy of Bylaw No. 3402 of the City of Port Moody.

Solom

S. Lam Corporate Officer

### Schedule A to Bylaw No. 3402

#### Financial Plan, 2023

	2023	2024	2025	2026	2027
REVENUES					
Taxation	\$ 54,646,699	\$ 58,164,384	\$ 60,220,899	<b>\$ 62,447,23</b> 5	\$ 64,438,327
Sales, Fees, and User Charges	\$ 23,968,505	\$ 25,755,532	\$ 27,579,516	\$ 29,495,618	\$ 31,848,140
Other Revenue	\$ 27,401,459	\$ 10,118,910	\$ 9,949,030	\$ 9,444,975	\$ 9,386,499
Development Levies	\$ 1,857,496	\$0	\$0	\$0	\$0
	\$ 107,874,159	\$ 94,038,826	\$ 97,749,445	\$ 101,387,828	\$ 105,672,967
EXPENSES					
Operating Expenses	\$(97,758,401)	\$(93,485,934)	\$(97,379,203)	\$(101,923,532)	\$(106,445,468)
SURPLUS/(DEFICIT)	\$ 10,115,758	\$ 552,892	\$ 370,242	\$(535,704)	\$(772,502)
NON-CASH ITEMS					
Amortization	\$ 11,215,123	\$ 12,336,637	\$ 13,570,301	\$ 14,927,334	\$ 16,420,069
	\$ 11,215,123	\$ 12,336,637	\$ 13,570,301	\$ 14,927,334	\$ 16,420,069
Cash Items					
Capital Expenditures	\$(59,428,855)	\$(12,804,000)	\$(10,327,100)	\$(9,350,700)	\$(8,766,400)
Debt principal repayment	\$(1,141,555)	\$(1,219,745)	\$(1,246,216)	\$(1,119,119)	\$(1,004,916)
	\$(60,570,410)	\$(14,023,745)	\$(11,573,316)	\$(10,469,819)	\$(9,771,316)
TRANSFERS FROM					
Accumulated Surplus	\$ 12,353	\$ 0	\$0	\$ 0	\$0
Equip. Replace. Reserve Fund	\$ 3,281,842	\$ 816,041	\$ 1,864,477	\$ 2,703,587	\$ 1,639,504
Land Sales Reserve Fund	<b>\$ 14</b> 1,597	\$ 0	\$ 0	\$0	\$ 0
Off Road Parking Fund	\$ 35,000	\$ 0	\$0	\$ 0	\$0
Reserves/Funds	\$ 61,249,013	\$ 19,074,013	\$ 15,078,845	\$ 13,224,190	\$ 13,340,298
	\$ 64,719,805	\$ 19,890,054	\$ 16,943,322	\$ 15,927,777	\$ 14,979,802
TRANSFERS TO					
Equip. Replace. Reserve Fund	\$(1,654,116)	\$(1,800,844)	\$(1,897,765)	\$(1,970,264)	\$(2,028,204)
Reserves/Funds	\$(23,826,161)	\$(16,954,994)	\$(17,412,784)	\$(17,879,323)	\$(18,827,850)
	\$(25,480,277)	\$(18,755,838)	\$(19,310,549)	\$(19,849,587)	\$(20,856,054)
TOTAL	\$ 0	\$0			

#### Schedule B to Bylaw No. 3402 2023 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 2023 Financial Plan includes the following distribution of revenue:

Table 1: Proportions of Total Revenue

Revenue Source %	Iotal Revenue
Municipal Taxation	50.7%
Fees and Charges	24.7%
External Grants	10.0%
Government Contributions	8.8%
Investment Revenue	0.8%
Payment in Lieu of Taxes	1.6%
Other	3.4%
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 (2023)

Property Class	% Property liex
Residential (1)	67.22%
Utilities (2)	0.32%
Supportive Housing (3)	0.00%
Major Industry – Other (4)	12.89%
Major Industry – Ports (4)	2.30%
Major Industry – Ports (New Investments) (4)	1.16%
Light Industry (5)	1.65%
Business (6)	14.36%
Managed Forest Land (7)	0.00%
Recreation (8)	0.09%
Farm (9)	0.00%
TOTAL	100.00%

Table 3: Distribution of property tax mill rates (2023)

Property Class	Rate
Residential (1)	1.00:1
Utilities (2)	16.38:1
Major Industry – Other (4)	17.01:1
Major Industry – Ports (4)	12.34:1
Major Industry – Ports (New Investments) (4)	10.10:1
Light Industry (5)	3.88:1
Business (6)	1.98:1
Recreation (8)	0.85:1

#### 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 2023 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 2022, Council approved the list of permissive tax exemptions granted for the 2023 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 2023 permissive tax exemptions to:

- Mennonite Church;
- Catholic Church;
- United Church;
- Anglican Church;
- Port Moody Ecological Society;
- Port Moody Heritage Society;
- Port Moody Arts Centre Society;
- Port Moody Senior Housing Society;
- Community Ventures Society;
- City of Port Moody;
- 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;
- Kinsight; and
- House of Omeed.

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 \$184,736 for 2023. 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 2023 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 not entered into any Heritage Revitalization agreements that pertain to the 2023 taxation year.

#### **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 Mayor Meghan Lahti (direct line) Councillor Samantha Agtarap Councillor Diana Dilworth Councillor Kyla Knowles Councillor Amy Lubik Councillor Haven Lurbiecki Councillor Callan Morrison

**EXECUTIVE LEADERSHIP** 

Tim Savoie, City Manager David Fleugel, Chief Constable Anna Mathewson, General Manager of Community Services Jeff Moi, General Manager of Engineering and Operations Darcey O'Riordan, Fire Chief Angela Parnell, General Manager of Corporate Services Paul Rockwood, General Manager of Finance and Technology Marc Saunders, Director of Library Services Kate Zanon, General Manager of Community Development

#### FACILITIES

Inlet Centre Fire Hall (non-emergency), 150 Newport Drive Glenayre Fire Hall (non-emergency), 955 Glenayre Drive Inlet Theatre, 100 Newport Drive Kyle Centre, 125 Kyle Street Port Moody Arts Centre, 2425 St. Johns Street Port Moody Public Library, 100 Newport Drive Port Moody Station Museum, 2734 Murray Street Port Moody Recreation Complex, 300 Ioco Road Public Safety Building (Police) (non-emergency), 3051 St. Johns Street Works Yard, 3250 Murray Street

**COMMUNITY FACILITIES** 

**Rental enquiries** 

- ▶ 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, 2023



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